

Washington State Employment Security Department
and
Workforce Development Council Snohomish County

WORKSOURCE SNOHOMISH COUNTY
FRAMEWORK APPLICATION

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Snohomish County
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PART 1

Section 1: Executive Summary

In 2001, WorkSource Everett opened in the Everett Transit Station, capping a process that aligned local workforce, economic, community, and human development. WorkSource Everett was envisioned as a state-of-the-art center offering fully integrated services for job seeker and business customers from its central location in the multi-modal transportation hub of Snohomish County. A wide array of staff trainings were offered including on-line and hybrid professional development opportunities. The technology, including assistive technology and adaptive features, met the needs of a wide array of job seeker customers, including those with cognitive, sensory, and physical disabilities.

In its initial years of operation, the center fulfilled and exceeded all expectations as a hub of workforce development activity. It is not only the flagship center of Snohomish County but is also, to this day, the most visited one-stop center in the State of Washington.

A decline in resources coupled with a recent precipitous increase in the number of job seeker customers seeking services at WorkSource Everett is presenting a significant challenge to the center's service delivery model which is now in danger of reverting to the delivery of individual program services by agencies which are co-located within the center. This issue is exacerbated by a challenging facility layout with services divided between the first and fourth floors and insufficient resources to continuously train staff and update and improve the technology available to job seekers to realize their goals.

To reverse this trend, Washington State Employment Security Department and Workforce Development Council Snohomish County have joined forces with our WorkSource Everett partners to mobilize and attract the resources needed to benefit Snohomish County job seeker customers by improving the integration of our front-end services within the WorkSource Initiative Framework.

To support this effort, we are seeking funds to make the following immediate front-end improvements that will help us address current demand and ensure equity of access to system services for low-income and low-skilled job seeker customers: (1) rental of an additional multi-purpose room on the second floor to address the need for access to computers and workshops and improve customer flow; (2) consulting services to develop workshop standards and train-the-trainer modules; (3) staff training and associated supplies; (4) consulting services to identify the most frequently asked questions and develop associated answers and protocols that can be used by all staff to answer questions in face-to-face and electronic formats; (5) Resource Room improvements including 20 new computers with 19" monitors, adaptive features, and associated equipment; and (6) additional front-end supports including the movement of data lines and a chat feature for addressing frequently asked questions from job seeker customers in real time.

Section 2: Needs, Goal, and Planning Process

In 2001, WorkSource Everett opened in the Everett Transit Station, capping a process that aligned local workforce, economic, community, and human development. WorkSource Everett was envisioned as a state-of-the-art center offering fully integrated services for job seeker and business customers from its central location in the multi-modal transportation hub of Snohomish County. A wide array of staff trainings were offered including on-line and hybrid professional development opportunities. The technology, including assistive technology and adaptive features, met the needs of a wide array of job seeker customers, including those with cognitive, sensory, and physical disabilities.

In its initial years of operation, the center fulfilled and exceeded all expectations as a hub of workforce development activity. It is not only the flagship center of Snohomish County but is also, to this day, the most visited one-stop center in the State of Washington.

CURRENT AND FUTURE NEEDS

Current Front-End Services

Front-end services are offered by Washington State Employment Security Department staff, Workforce Development Council Snohomish County subcontractor staff, and other partner staff. Currently, WorkSource Everett provides front-end services to more than 3,000 unique job seekers each month. This is the highest recorded service level since the inception of the center and nearly double the service level recorded in September 2006.

More job seekers continue to be seen at both locations. This past October saw the highest levels of services with 3173 total visits and services at WorkSource Everett and 1405 total visits and services at WorkSource Lynnwood. As can be seen below, there was an increase of 16% in Everett and 33% in Lynnwood in total visits and services from January 2008 to January 2009.

Location <i>Data from WMS</i>	January 2008 Total visits and services	January 2009 Total visits and services
WorkSource Everett	2579	3097
WorkSource Lynnwood	859	1299

In comparing the total new job seekers from the Entered Employment cohort totals in SKIES we have seen similar increases of almost 30% more job seekers since January 2007 at each location.

Location <i>Data from SKIES</i>	January 2007	January 2008	January 2009
WorkSource Everett	1698	2075	2422
WorkSource Lynnwood	746	874	1044

The principal goal of WorkSource Everett is to provide a seamless system of workforce services. The center provides all job seeker customers, including low-income and low-skilled job seekers, with integrated screening and referral services funded by Wagner-Peyser, WIA Title I-B, and other funding streams. These services, offered in self-service and staff mediated formats include information on demand occupations, skill gaps, and access to real-time job information which is universally available as well as job listings and access to more intensive services as indicated.

Front-end services provided at WorkSource Everett include, at a minimum: greeting, triage, and engagement with job seekers to offer access to the full array of services available through the WorkSource system. Job seekers are afforded an opportunity to participate in an up-front assessment of needs and receive information about service and training options and appropriate community resources. Transition to partner staff is facilitated as appropriate.

Wagner-Peyser Act funded core services are provided by Washington State Employment Security Department staff. These services include: assisting job seekers with finding employment, assisting employers with posting and filling jobs, facilitating the matching of job seekers with available job openings, and providing for the work test requirements associated with the unemployment insurance system. Staff take and post job openings requiring staff assisted screening to SKIES and the State website at <http://go2worksource.com> and provide assistance to those business customers who prefer to list and screen their own job openings. The one-stop operator coordinates the offering of interview space to business customers and staff schedule pre-screened job seekers to attend. Businesses are also offered the opportunity to hold hiring events at the centers. As space is available, business customers may use WorkSource Everett for pre-employment testing and orientation sessions.

WIA and other program funded staff enhance the reach of Wagner-Peyser funded staff to ensure that universal access to these services is consistently available to all job seeker customers. Each partner must contribute to the delivery of core services at the center. Collectively, staff support customers in the Resource Room, provide orientations to system services, and deliver a single set of Job Hunter modules. Through these modules, job seeker customers learn how to find and get jobs. They complete job applications and prepare résumés that are utilized to support the screening, assessment, matching, and referral to employment opportunities listed with the system through the job order taking process.

There are job postings for unmediated job listings as well as access to those jobs that require mediated services. There are information stations which provide hard copy information on community resources and self-help guides to job search. In addition, there are Wagner-Peyser, WIA Title I-B, and other partner program staff in the Resource Room. These staff provide concierge service to people seeking assistance as well as quick and easy facilitation to logical service connections.

Current and Future Needs

Prior to the current economic downturn, declining resources began having a significant impact on the fully integrated service delivery model launched at the outset which is in danger of reverting to delivery of individual program services by agencies which are co-located within the center. This issue has been exacerbated by a challenging facility layout with services divided between the first and fourth floors and insufficient resources to continuously train staff and update and improve the technology available to job seekers to realize their goals.

Now spurred by a rapidly worsening economy, a dramatic increase in the number of job seeker customers over the past year has placed an even greater strain on the front-end process described above. As unemployment claimants and dislocated workers have increased in number, the number of stations and staff available in the WorkSource Everett Resource Room have been sorely taxed and many job seeker customers now have to wait to be greeted and access self and staff-mediated services. Additionally, more job seeker customers are expressing a wider range of needs, many of which staff are not adequately trained to address. Low-income and low-skilled job seekers are particularly affected by this strain since many lack the access to and/or skills to use technology to meet their own needs without the guidance and support of center staff.

It is anticipated that this increase in the number of job seekers seeking services at WorkSource Everett will continue for the foreseeable future and that these needs must be addressed if all customers are to receive the services needed to enter or return to the labor market and succeed in employment.

GOAL

The goal of the WorkSource Snohomish County Framework Application is to ensure all WorkSource Everett job seekers, including low-income and low-skilled job seekers, receive high quality front-end services that meet and exceed WorkSource Initiative Framework standards of integration and experience a consistent, quality driven environment, system services, and staff support.

To that end, and consistent with the WorkSource Snohomish County practice of establishing “stretch” goals and objectives, the following objectives have been established.

Objective 1 – 100% of job seeker customers, including low-income and low-skilled job seekers, who come through the front door at WorkSource Everett will experience a welcoming and professional atmosphere, easy identification of and access to the front desk, professional signage displaying the menu of services and navigational prompts, ready access to Resource Room resources including current technology, and information on the center Code of Conduct.

Objective 2 – 100% of job seeker customers who come through the door at WorkSource Everett will receive services from staff who consistently demonstrate professional competence in the following areas: customer relations, assessment of needs, provision of information and access to resources, consistent data and tracking of services, and decision making.

Objective 3 – 100% of job seeker customers who come through the door at WorkSource Everett will receive the following front-end services at a minimum: warm and friendly greeting, triage, information about services available, an opportunity for job skills assessment, timely and relevant services, a value-added tangible product, and a satisfaction check upon leaving.

PLANNING PROCESS

The planning process through which this goal and these objectives were developed was conducted by the WorkSource United Leadership Team of Snohomish County comprised of staff from Washington State Employment Security Department, Workforce Development Snohomish County, the one-stop operator, and partner representatives. The WorkSource United Leadership Team has been meeting regularly and working together to continuously improve the systems and services offered throughout the WorkSource Snohomish County system.

The Team identified the need to improve upon front-end processes and services within the WorkSource Initiative Framework throughout the WorkSource Snohomish County system with a particular focus on WorkSource Everett given its high volume of job seeker customers. The Team identified two types of improvement to the front-end services to be implemented to address the current and future needs identified above:

- (1) Immediate improvements to address current demand and
- (2) Long-term improvements that will allow for the provision of high quality services through each stage of Snohomish County's cyclical economy.

The improvements to be implemented through Part 1 of this application address current demand and have been developed through the full engagement of the Washington State Employment Security Department Workforce Area Director and the Workforce Development Council Snohomish County President/CEO as evidenced by their signatures on this application.

BENEFIT OF GOAL AND OBJECTIVES

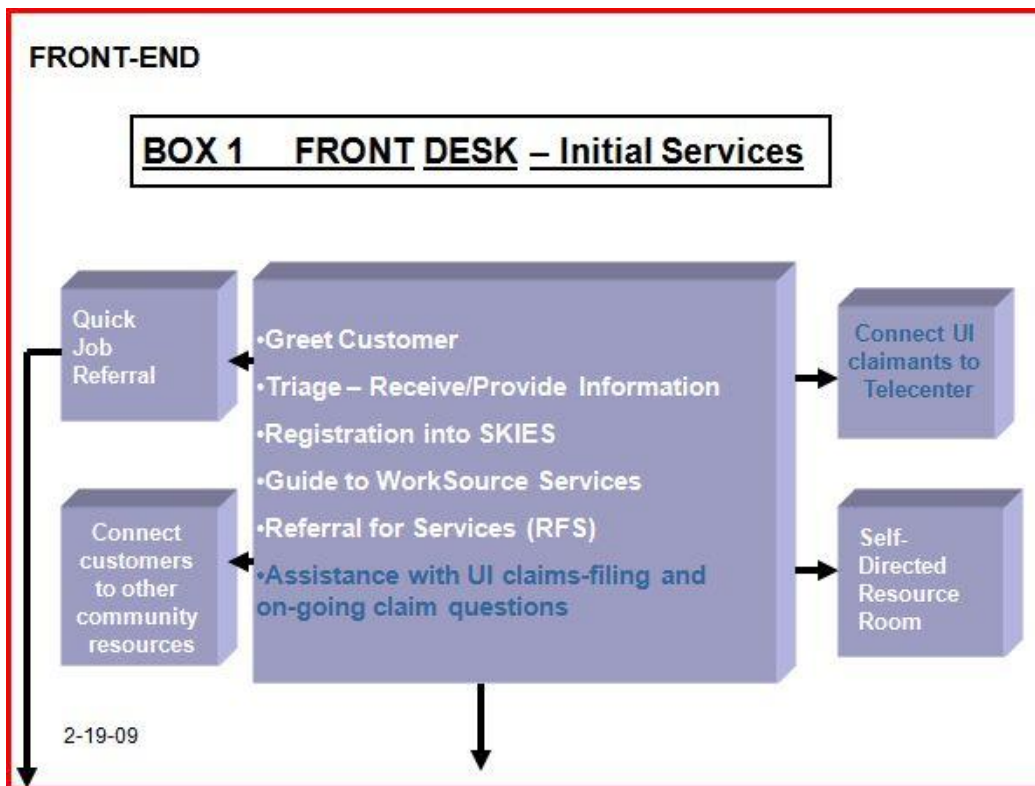
Implementation of the specific integration strategies described in the following section will result in achievement of the goal and objectives described above. As a result, Snohomish County job seeker customers will have access to fully integrated, high quality front-end services offered at WorkSource Everett, resulting in an increase in the number of job seekers who are able to be served, an increase in the number who are able to obtain employment, and an increase in job seeker customer satisfaction as measured through federal and state measurement systems.

Section 3: Integration

As noted above, we are proposing to focus our efforts on immediate improvements to the front-end system and services in WorkSource Everett to meet current job seeker customer needs and ensure equity of access to low-income and low-skilled job seekers in particular.

JOB SEEKER CUSTOMER FLOW

To that end, we are proposing to fully adopt the front-end job seeker customer flow model provided on the following page. This model is predicated on having an informed staff greet the customer and provide triage through which timely and accurate information is exchanged. The job seeker customer will receive a guide to WorkSource services that can meet that need as well as referral to other community resources as indicated. These services may include assistance with self-directed job search in the Resource Room, assistance registering for a workshop or workshops, a rapid job referral, and/or assistance with unemployment insurance filing or a claim. Staff will be responsible for registering a new customer into SKIES as well as accurately recording all services provided in a timely manner. Those customers in need of more comprehensive services will be connected with other center staff as appropriate to receive comprehensive desk side services.





ACCOMPLISHMENT OF OPTIMUM SYSTEM COMPONENTS

We will be able to address the needs identified above through the specific changes identified below and accomplish several optimum system components in the process. As a result, all WorkSource Everett job seeker customers will have a consistent experience that provides high value and satisfaction. First, the components of the front-end environment will be optimized by the creation of a facility offers a professional environment and is clean and quiet with improved accessibility through the creation of a multi-purpose room on the second floor that will reduce crowding in the Resource Room on the first floor. Secondly, the facility will have adequate signage developed in conformance with state requirements, and functioning equipment with the purchase of signage and equipment with grant funds. Staff will be trained to develop professional competencies in customer relations, the assessment of needs, use of resources and information, and decision making through the grant-funded training to be provided. And, finally, through improved connections established with the 2-1-1 Community Information Line, all customers, including English language learners who speak a first language not spoken by staff in the center, will have access to high quality information and referral services in their language of choice.

SPECIFIC CHANGES TO BE MADE

To support this effort, we are seeking funds to make the following specific front-end changes to help us address current demand and ensure equity of access to system services for low-income and low-skilled job seeker customers through an optimum, fully integrated front-end model:

- (1) Establishment of a additional multi-purpose room - rental of an additional multi-purpose room on the second floor to address the need for access to computers and workshops and improve customer flow;
- (2) Workshop improvement – acquisition of consulting services to develop workshop standards and train-the-trainer modules to ensure that all staff are able to deliver high quality workshops to job seeker customers;
- (3) Front-end staff training – provision of staff training and associated supplies as described below to ensure all center staff are able to provide high quality front-end services to job seeker customers;
- (4) Improved response to frequently asked questions – acquisition of consulting services to identify the most frequently asked questions and develop associated answers and protocols that can be used by all staff to answer questions in face-to-face and electronic formats to ensure all staff are able to provide consistent and accurate information to job seeker customers;
- (5) Resource Room upgrade – implementation of Resource Room improvements including 20 new computers with 19” monitors, adaptive features, and associated equipment to ensure all job seeker customers have access to state of the art technology as needed; and
- (6) Additional front-end supports – implementation of additional front-end supports including the movement of data lines to support the enhancements above and installation of a panic button as well as a chat feature for addressing frequently asked questions from job seeker customers when off site in real time.

The specific items to be purchased and costs include \$25,000 for 20 new personal computers with 19” monitors and printers. No equipment with a per unit cost in excess of \$5,000 is being requested.

OTHER FUNDS

Workforce Development Council Snohomish County provides ongoing technology and staff training systems improvements utilizing WIA Title I-B Adult and Dislocated Worker Program and WIA 10% Program funds. Washington State Employment Security Department will also be seeking enhancement funds to acquire additional space that will allow for more focused workshops, equipment access, and support for low-income and low-skilled job seekers. Additionally, all WorkSource Everett partners are contributing in-kind resources, including staff time, to support the full implementation of the integrated delivery of front-end services in conformance with the WorkSource Initiative Framework.

PROPOSED DELIVERABLES AND BENCHMARKS

Each of the specific changes identified above has an associated deliverable and/or benchmarks.

For specific change (1), establishment of an additional multi-purpose room, the benchmarks are:

(a) acquisition of the space; (b) installation of re-commissioned equipment from the Resource Room; (c) installing signage on the first and second floors; and (d) opening of the room for services.

For specific change (2), workshop improvement, the benchmarks are: (a) engagement of a consultant; (b) development of workshop standards; (c) development of train-the-trainer modules; and (d) completion of staff training. The workshop standards and curriculum will be the deliverables for this change.

For specific change (3), front-end staff training, the benchmarks are: (a) engagement of trainers for the training programs identified below and (b) delivery of the training to all center staff.

For specific change (4), improved response to frequently asked questions, the benchmarks are: (a) engagement of a consultant; (b) completion of on-site collection of data on most frequently asked questions; (c) development of response materials for most frequently asked questions; (d) delivery of frequently asked questions training to all center staff. The questions, answers, and protocols will be the deliverables for this change.

For specific change (5), Resource Room upgrade, the benchmarks are: (a) acquisition of equipment; (b) installation of the equipment; (c) delivery of staff training; and (d) completion of upgrade.

Finally, for specific change (6), additional front-end supports, the benchmarks are: (a) installation of data lines as indicated; (b) installation of a panic button; (c) development of chat feature and protocols; and (d) launch of chat feature.

Each of these benchmarks will be achieved and deliverables developed by June 30, 2010.

Section 4: Training and Barriers

STAFF TRAINING NEEDED

The above plan includes the delivery of several staff training modules which will be available to all Washington State Employment Security Department, WDCSC subcontractor, and other partner staff who work in WorkSource Everett. This training will be made available to staff at WorkSource Lynnwood and the WorkSource Youth Center on a space-available basis as well. It is anticipated that there will be at least one training module delivered every other month over the course of the grant. The specific modules to be delivered include:

- SuperHost customer satisfaction training delivered by Everett Community College with grant funds;

- Conflict resolution training to be procured and delivered with grant funds;
- 2-1-1 Community Information Line utilization training to be delivered by Volunteers of America with grant funds;
- Green Cross training for staff provided by Everett Emergency Management with grant funds;
- Frequently asked questions training to be procured and delivered with grant funds;
- Upgraded equipment training to be provided as an in-kind contribution provided with Workforce Development Council Snohomish County staff.

Additionally, the cost of registration for 12 WorkSource Everett staff to attend the Building Skills conference will be paid with grant funds.

Finally, the cost of developing a video library of self-paced training and resource materials will also be paid with grant funds.

BARRIERS TO IMPLEMENTATION

We do not envision any local barriers or gaps to implementation of the front-end service enhancements outlined above that will support improved integrated service delivery in WorkSource Everett. There are no state policies or federal regulations that will hinder implementation of these immediate system improvements and a federal waiver request will not be required.

TECHNICAL ASSISTANCE NEEDED

We anticipated that our efforts to develop and deliver the above systems improvements will be enhanced by technical assistance in the following areas:

- (1) Training for all staff on the unemployment insurance system including customer flow and requirements;
- (2) Training for all staff, including desk aides, on the use of SKIES for capturing front-end service delivery elements rapidly and consistently;
- (3) Training for all staff on GMAP;
- (4) Training for all staff on the WorkSource Initiative Framework.

We are looking forward to working with system partners to improve the delivery of front-end services at WorkSource Everett with the goal of taking those improvements to scale throughout the WorkSource Snohomish County system.

PART 2

Section 1: Executive Summary

As noted in Part 1 to this proposal, the planning process conducted by Snohomish County's the WorkSource United Leadership Team of Snohomish County identified the need to improve upon front-end processes and services within the WorkSource Initiative Framework throughout the WorkSource Snohomish County system with a particular focus on WorkSource Everett. The Team identified two types of improvement to the front-end services to be implemented to address the current and future needs:

- (1) Immediate improvements to address current demand and
- (2) Long-term improvements that will allow for the provision of high quality services through each stage of Snohomish County's cyclical economy.

The improvements to be implemented through Part 2 of this application focus on long-term improvements to address future demand in our local economy which is driven by the cyclical aerospace industry. The process for making these long-term improvements has been developed through the full engagement of the Washington State Employment Security Department Workforce Area Director and the Workforce Development Council Snohomish County President/CEO as evidenced by their signatures on this application.

We are seeking funds to make the following long-term improvements that will help us address future demand and ensure equity of access to system services for low-income and low-skilled job seeker customers: (1) engagement of a Front-end Redesign Project Manager who will work with partners to refine and document front-end processes within the WorkSource Initiative Framework to ensure they can be flexibly adapted to significant and sudden contractions and expansions in Snohomish County's cyclical labor market, (2) engagement of a Space Planner who will work in concert with the Front-end Redesign Project Manager to ensure that the WorkSource Everett facility is optimally configured to ensure effective front-end services, and (3) implementation of tenant improvements and acquisition of the equipment needed to delivery services effectively in the newly reconfigured space. Coupled with the immediate improvements to be provided under Part 1, these enhancements will lead not only to improved service to job seeker customers in WorkSource Everett but will also provide deliverables that can be replicated by other workforce development areas that experience significant economic challenges resulting from industry cycles.

Section 2: Needs, Goal, and Planning Process

FUTURE NEEDS

In addition to the current and future needs identified in Part 1, the WorkSource United Leadership Team has identified the need for space, technology, and staff in WorkSource Everett to be optimally aligned to address the needs of job seeker customers, including low-income and low-skilled customers, in Snohomish County's highly cyclical labor market. This issue has been exacerbated by a challenging facility layout with services divided between the first and fourth floors.

While our rapidly worsening economy has created tremendous pressure on current space, technology, and staff, the solutions outlined in Part 1 to address this immediate need will not continue to work as effectively when local businesses begin hiring workers again. Space that is being used to address an overflow of job seeker customers will need to be made available for recruitment and hiring events. Technology being used by job seekers will need to be redeployed for assessment and testing for specific employment positions. Some staff that have been focused on conducting orientations will need to be redeployed to take job orders and recruit potential applicants.

Our Part 2 application is focused on developing and documenting processes as well as making the facility and equipment changes needed to address the needs of Snohomish County's rapidly changing labor market in a pro-active manner based on real-time labor market information.

GOAL

As noted in Part 1, **the goal of the WorkSource Snohomish County Framework Application is to ensure all WorkSource Everett job seekers, including low-income and low-skilled job seekers, receive high quality front-end services that meet and exceed WorkSource Initiative Framework standards of integration and experience a consistent, quality driven environment, system services, and staff support.**

To that end, and consistent with the WorkSource Snohomish County practice of establishing "stretch" goals and objectives, the following additional objective has been established.

Objective 4 – 100% of job seeker customers who come through the door at WorkSource Everett will receive front-end services designed to optimize their ability to obtain employment in the local economy when expanding and when contracting.

PLANNING PROCESS

The planning process through which this goal and additional objective were developed was conducted by the WorkSource United Leadership Team of Snohomish County comprised of staff

from Washington State Employment Security Department, Workforce Development Snohomish County, the one-stop operator, and partner representatives.

As noted above, the Team identified two types of improvement to the front-end services to be implemented to address the current and future needs identified above:

- (1) Immediate improvements to address current demand and
- (2) Long-term improvements that will allow for the provision of high quality services through each stage of Snohomish County's cyclical economy.

The improvements to be implemented through Part 2 of this application focus on long-term improvements to address future demand in our local economy which is driven by the cyclical aerospace industry. The process for making these long-term improvements has been developed through the full engagement of the Washington State Employment Security Department Workforce Area Director and the Workforce Development Council Snohomish County President/CEO as evidenced by their signatures on this application.

BENEFIT OF GOAL AND OBJECTIVE

Implementation of the specific integration strategies described in the following section will result in achievement of the goal and objective described above. As a result, Snohomish County job seeker customers will have access to fully integrated, high quality front-end services offered at WorkSource Everett during economic expansion and contraction, resulting in an increase in the number of job seekers who are able to be served, an increase in the number who are able to obtain employment, and an increase in job seeker customer satisfaction as measured through federal and state measurement systems.

Section 3: Integration

As noted above, we are proposing to focus our efforts on long-term improvements to the front-end system and services in WorkSource Everett to meet future job seeker customer needs and ensure equity of access to low-income and low-skilled job seekers during economic expansion and contraction.

JOB SEEKER CUSTOMER FLOW

To that end, we are proposing to examine how to utilize space and technology to optimally operationalize the job seeker customer flow described in Part 1 during times of both economic expansion and contraction.

ACCOMPLISHMENT OF OPTIMUM SYSTEM COMPONENTS

We will be able to address the needs identified above through the specific changes identified below and accomplish several optimum system components in the process. As a result, all

WorkSource Everett job seeker customers will have a consistent experience that provides high value and satisfaction during times of economic expansion and contraction. First, the components of the front-end environment will be optimized by the creation of a facility that is flexible to best address customer needs under various economic situations. In addition to appropriate signage developed in conformance with state requirements, it will have flexible space and equipment that can be utilized to meet varying needs.

SPECIFIC CHANGES TO BE MADE

To support this effort, we are seeking funds to complete the following specific tasks to help us flexibly address future demand and ensure equity of access to system services for low-income and low-skilled job seeker customers through an optimum, fully integrated front-end model:

- (1) Development and documentation of flexible front-end processes - engagement of a Front-end Redesign Project Manager who will work with partners to refine and document front-end processes within the WorkSource Initiative Framework to ensure they can be flexibly adapted to significant and sudden contractions and expansions in Snohomish County's cyclical labor market,
- (2) Development of a plan for reconfiguring space - engagement of a Space Planner who will work in concert with the Front-end Redesign Project Manager to ensure that the WorkSource Everett facility is optimally configured to ensure effective front-end services, and
- (3) Implementation - implementation of tenant improvements and acquisition of the equipment needed to delivery services effectively in the newly reconfigured space.

Specific equipment to be purchased includes \$1,260 for a personal data device to be used by the Front-end Redesign Project Manager during the life of the project and redeployed to meet system needs thereafter, \$10,000 to purchase furniture for the space reconfiguration, and \$9,000 for six new computers with 19" monitors with printers. No equipment with a per unit cost in excess of \$5,000 is being requested.

OTHER FUNDS

Workforce Development Council Snohomish County will provide ongoing technology and staff training systems improvements utilizing WIA Title I-B Adult and Dislocated Worker Program and WIA 10% Program funds. Additionally, all WorkSource Everett partners will contribute in-kind resources, including staff time, to support the full implementation of the integrated delivery of front-end services in conformance with the WorkSource Initiative Framework.

PROPOSED DELIVERABLES AND BENCHMARKS

Each of the specific changes identified above has an associated deliverable and/or benchmarks.

For specific change (1), development and documentation of flexible front-end processes, the benchmarks are: (a) engagement of the Front-end Redesign Project Manager; (b) completion of research into best-in-class front-end processes for expanding and contracting labor markets; and (c) development of redesigned WorkSource Everett front-end processes. Documentation of the processes developed will be the deliverable for this change.

For specific change (2), development of a plan for reconfiguring space, the benchmarks are: (a) engagement of the Space Planner and (b) analysis of space needs under expanding and contracting economic conditions. The deliverable with space plans for both types of conditions.

For specific change (3), implementation, the benchmarks are: (a) engagement of contractor to make changes; (b) completion of space reconfiguration; (c) the moving of existing equipment and furnishings in the reconfigured space; (d) procurement of new equipment and furnishings; and (e) installation of new equipment and furnishings.

Each of these benchmarks will be achieved and deliverables developed by June 30, 2010.

Section 4: Training and Barriers

STAFF TRAINING NEEDED

Part 2 of this application does not include additional staff training needs.

BARRIERS TO IMPLEMENTATION

We do not envision any local barriers or gaps to completion of Part 2. Further, we do not anticipate that state policies or federal regulations will hinder this long-term system improvement process and a federal waiver request will not be required.

TECHNICAL ASSISTANCE NEEDED

We anticipate that additional technical assistance may be needed in the effective use of labor market information to proactively prepare for changes in labor market conditions that may require implementation of planned system changes to continue meeting the needs of low-income, low-skilled job seeker customers.

We are looking forward to working with all system partners to improve our collective ability to flexibly respond to changes in labor market conditions and ensure the delivery of high quality front-end services at WorkSource Everett under varying economic conditions with the goal of taking those improvements to scale throughout the WorkSource Snohomish County system.