

Master Memorandum of Understanding
Workforce Development Council Snohomish County
August 2008

Memorandum of Understanding for Workforce Development Council Snohomish County and the WorkSource Snohomish County Workforce Development System

Elements of this document

- I. Introduction
 - a. Services to be provided
 - b. Funding for such services
- II. Responsibilities of the parties
 - a. General responsibilities
 - b. Specific responsibilities
 - i. Snohomish County
 - ii. Workforce Development Council Snohomish County
 - iii. Site Operator(s)
- III. Systematic referral for WorkSource customers
- IV. Performance accountability
- V. Duration and modification
- VI. Signature page(s)

I. Introduction

This Memorandum of Understanding (MOU) is entered into in the spirit of cooperation and collaboration by Workforce Development Council Snohomish County, hereafter referred to as "WDCSC" and WorkSource Snohomish County workforce development system signatory partners, hereafter referred to as "the WorkSource partners" to describe how their various funding streams and resources will be utilized to better serve their mutual customers, both job candidates and business, through an integrated system of service delivery.

The WorkSource Snohomish County workforce development system will be operated through a minimum of one comprehensive full service center. Through June 30, 2009 it is anticipated that services to adults will be delivered at the current WorkSource Everett and Lynnwood centers and services to youth will be delivered at the WorkSource Youth Center. Additional affiliate and connection sites may be added by the WDCSC in conformance with "A Plan for Dissemination of Workforce Investment Act Services in Snohomish County" as amended.

Signatories to this agreement include all Resource Sharing Agreement (RSA) WorkSource partners as well as those community agencies and organizations who partner with the WorkSource system in a significant way. Those non-RSA partners will be responsible for articulating their participation in the WorkSource system on the appropriate signature page.

Integration

The following are the service integration partnership principles adopted by WorkSource Snohomish County and lead the efforts for operational practice of integration:

- Local partnerships are built upon trust, mutual benefit, and the shared belief that better service to customers is our shared priority.
- We believe that we can be more effective and produce more collectively and collaboratively than we can separately.
- We believe that by designing services that build on our collective strengths we can all benefit and better serve our customers.
- We agree on a service delivery system that is a win/win for everyone and in doing so agree to confer with each other within our network about our opportunities for new services or program opportunities.
- We will participate actively in activities that support the WorkSource Snohomish County Partnership.
- We agree to collectively work to meet our shared program outcomes.
- A model of integration is the preferred service delivery option.

a. Services to be provided

The purpose of the WorkSource Snohomish County workforce development system is to develop and maintain a quality workforce by serving as the focal point for all local and regional workforce investment initiatives. This will be achieved through the delivery of high quality and integrated workforce

investment, education, and economic development services for youth, job candidates, incumbent workers, and business.

The WorkSource Snohomish County workforce development system provides first class universal access for job candidates to develop their careers, for business to find skilled workers, and for the community to build its economic health and vitality. Our fully integrated system provides customer choice, continuous improvement, and accountability for results.

b. Funding for such services

For each site, the Resource Sharing Agreement serves as the foundation document for documenting the agreed-upon alignment of all resources including staff, facilities, and equipment to fulfill these functions. The cost sharing methodology for this Memorandum of Understanding is described in the Resource Sharing Agreements for each site. The Resource Sharing Agreements are incorporated into this Memorandum of Understanding by reference.

At the subrecipient level, Workforce Development Council Snohomish County uses two mechanisms to determine how WIA funds are used for infrastructure, personnel, contracts, and other costs to provide required one-stop system core, intensive, and training services. These two mechanisms are the Request for Proposals procurement process and Resource Sharing Agreements.

Further, funding for core services will be provided by partner agreement at each location. Various methods of delivery are allowed in the WorkSource Snohomish County workforce development system including shared and direct services models.

II. Responsibilities of the parties

a. General responsibilities

Each signatory to this Memorandum of Understanding will:

1. Participate in the WorkSource Snohomish County workforce development system and its required operating systems, including customer tracking, accountability, and continuous quality improvement.
2. Fully comply with the nondiscrimination and equal opportunity provisions of Section 199 of PL 105-220 entitled the Workforce Investment Act of 1998 (WIA) and its implementing regulations at 29 CFR Part 37. These regulations prohibit discrimination because of race, color, religion, sex, national origin, age, disability, or political affiliation or belief in both participation and employment.
3. Promote the WorkSource Snohomish County workforce development system. Each partner shall participate and support the implementation of an integrated and seamless WorkSource Snohomish County workforce development system consistent with WIA. This does not limit or preclude individual partners from conducting business in a manner that is consistent with their own agency mission and strategic directives.
4. Support the delivery of core services in each center according to the agreement developed at each site.
5. Utilize the WorkSource Snohomish County system to meet the workforce development needs of customers who would benefit from system services.
6. Promote cross agency training and strategic planning for the benefit of customers.
7. Utilize continuous quality improvement (CQI) processes to evaluate and improve operational systems. Each partner shall embrace the Malcolm Baldrige quality CQI standards in the implementation and delivery of WorkSource Snohomish County system services.
8. Utilize the WorkSource Snohomish County logo as a common identifier as specified in WorkSource brand standards. This applies to all centers, affiliate sites, self-service sites, site operators, and partners for all forms, communications, and promotional materials. Adhere to the WDCSC Marketing Policy, #02-14, found at <http://www.WDCSCsc.org/resources/policies/documents/AllMarketingPY02.pdf>
9. Embrace the concept that every customer who contacts the system in any manner is a "shared" customer. Staffing patterns, customer flow, and scheduling will incorporate this philosophy into functional, integrated resource coordination at each site.
10. Each partner shall promote high standards of professional and ethical conduct.
11. Each partner shall promote active and collaborative fund development to benefit the overall system.

12. Each partner shall operate within the local WDCSC WorkSource Snohomish County policies regarding service delivery systems, which are consistent with the WDCSC's Strategic and Operational Plans. This does not limit or preclude individual partners from conducting business in a manner that is consistent with their own agency mission and strategic directives.
13. Each partner shall ensure that adult service delivery portals provide the adopted core, intensive and training services model outlined in the WDCSC Operations Plan. Front end services should be defined at each location as well as in the local Operations Plan.
14. Each partner shall ensure that youth service delivery portals provide youth services as outlined in the WDCSC Operations Plan.
15. Facilities planning and commitments to Resource Sharing Agreements are a shared responsibility among partners. Lease holding partners will engage site partners when negotiating lease agreements to ensure that service delivery methodology is aligned with overall facility planning at the location. The lease holding partner will operate a transparent and communicative process, allowing for adequate notice of changes, when leases are negotiated.

b. Specific responsibilities

i. Workforce Development Council Snohomish County

Workforce Development Council Snohomish County shall meet regularly to provide governance, policy, and program oversight for the WorkSource Snohomish County workforce development system covered by the Strategic and Operations Plans. The Snohomish County Youth Council shall meet to recommend policies and programs to support comprehensive youth employment and education service and fulfill the responsibilities of a youth council as described in WIA. Its recommendations are approved by the WDCSC Board of Directors.

WDCSC is incorporated as a 501 (c) (3) non-profit corporation responsible for administration of its own funds, personnel decisions, and governance. WDCSC may determine how it will conduct its own internal administrative and financial responsibilities, consistent with the obligations imposed by WIA.

1. WDCSC shall develop and implement a workforce development plan consistent with Section 117 of WIA and State planning guidance.
2. The additional responsibilities of WDCSC include the following:
 - Oversight of the WorkSource Snohomish County workforce development system.
 - Development of a budget for carrying out the WDCSC Board Strategic and Operational plans.
 - Development and submittal to the Governor of the local Strategic and Operations Plans.
 - Negotiation of local performance measures.
 - Certification of WorkSource Snohomish County Comprehensive, Affiliate and Connection sites.
 - Provision of assistance to the State with identification of eligible providers of training

- services.
- Selection of operators and providers of site operation and adult core and intensive services.
 - Selection of operators and providers of site operation and comprehensive youth services.
 - Oversight of WIA and other WDCSC funded programs and services.
 - Coordination of the local Demand-Decline List.
 - Coordination of workforce development activities in the local area with education and economic development strategies including the development of business services and linkages as well as collaboration efforts with business to broker and assist with meeting hiring needs.
 - Development of linkages and coordination of programs with local tribes.
3. WDCSC shall make available to the public on a regular basis, through open meetings, information regarding the activities of WDCSC, including the local Strategic and Operations Plans prior to submission, award of grants or contracts for site operation and WIA services and policy changes.
 4. WDCSC shall elect a chairperson from among the business representatives of the appointed members.
 5. WDCSC shall keep minutes of all motions and matters of WDCSC, its Executive Committee, Service Delivery Committee, Youth Council, and any relevant committees.
 6. The chairperson of WDCSC shall appoint members of the Youth Council.
 7. WDCSC shall provide fiscal, program, and personnel oversight and evaluation of WIA programs.
 8. WDCSC shall actively solicit grants and donations from other sources.
 9. WDCSC shall develop WorkSource Snohomish County as an integrated workforce development system for business and job candidates through a coordinated arrangement of services.
 10. WDCSC shall maintain high professional standards of fiscal, personnel, and ethical conduct.
 11. WDCSC shall maintain professional management and accounting methods consistent with all Federal and State statutes, regulations, and circulars and Generally Accepted Accounting Principles.
 12. WDCSC shall use its best efforts to ensure the integrity of contracting, financial disbursement, and compliance monitoring of all WDCSC actions in recognition of Snohomish County's ultimate responsibility for all funds received by WDCSC pursuant to PL105-220.

13. WDCSC shall approve all Resource Sharing Agreements of all certified Centers, Affiliate Sites, and Connection Sites developed by Site Operators or site leaseholder prior to execution.
14. WDCSC shall be notified of addition or deletions of any partner to all WorkSource Snohomish County sites.

iii. Site Operator

General Responsibilities

The site operator will be responsible for coordinating all Resource Sharing Agreements with all partners within a WorkSource site. The site operator will also be responsible for providing leadership within the site around effective use of infrastructure, partnership issues, growth, and delivery of services.

Washington State Employment Security Department is the lease holder at both WorkSource Everett and WorkSource Lynnwood. In addition, Employment Security Department provides important services at both centers and will continue to be an on-site partner in Program Years 2007 and 2008. The site operator will partner fully with Employment Security Department in multiple ways, including coordinated budgeting, delivery of core services, and space utilization through Resource Sharing Agreements. The site operator will also maintain a strong partnership with the entities delivering WIA-funded program services under separate subcontracts with WDCSC as well as with other WorkSource partners.

In addition, Workforce Development Council Snohomish County charges the site operator with managing and overseeing the WIA fiscal and management information system (MIS) staff for the centers and for associated affiliate and connection sites, if any. All MIS activity related to the WorkSource sites will be conducted in Washington Member Services (WMS) and the Services, Knowledge, and Information Exchange System (SKIES), the statewide MIS systems. The following functions must be fulfilled at each location: site operator, fiscal, and MIS staff.

The site operator will be responsible for ensuring that all staff within each WorkSource site function as part of a multi-agency shared services team. These are several specific operational steps that will be taken to ensure this coordination. The site operator will be responsible for convening regularly scheduled WorkSource site meetings that involve all partners in ensuring effective site operations. The site operator will also coordinate the work of all WorkSource partners to complete the site application and certification process. This will include implementation of continuous improvement strategies utilizing the Malcolm Baldrige criteria and infusing the voice of business, job candidate, and youth customers, as appropriate, into these strategies. The site operator will also be responsible for working with all WorkSource partners to develop WorkSource performance accountability reports for multiple fund sources and for presenting those reports as well as strategies for increasing WorkSource productivity to those fund sources.

1. The site operator convenes a local oversight committee made up of partner management staff, develops a mutual decision making process, and serves to help staff from different programs on multi-agency teams to work together. Note that for Program Year 2008 the site operator will be

redesigning the oversight meetings into a more comprehensive format that allows for input from all WorkSource Snohomish County system partners.

2. The site operator monitors provision of quality core, intensive, and training services to eligible and enrolled adult participants and comprehensive services to youth consistent with WIA, applicable Federal regulations, State provisions, WDCSC policies, and WorkSource procedures.
3. The site operator ensures that all partners within the site participate in all required certification and recertification processes.
4. The site operator is responsible for collaborating with the lease holder to make adjustments consistent with updates to the Resource Sharing Agreement as appropriate. When the site operator is also the lease holder, it is responsible for issuing a timely and appropriate invoice to each partner on a monthly basis for the cost of that partner's use of facilities and associated costs consistent with the most recently approved Resource Sharing Agreement.
5. The site operator ensures that the WorkSource Washington, WorkSource Snohomish County, and WorkSource center, affiliate site, and/or connection site names and logos are marketed and used by all partners in a manner consistent with State and local policies and business practices established by the site operator.
6. The site operator develops a system for monitoring program activity that compiles and analyzes registrations and outcomes for each partner. The site operator is responsible for supervising and approving all WIA registrations.
7. The site operator manages the system for collecting universal access data (WorkSource Member System).
8. The site operator ensures that the program needs of all mandatory and non-mandatory partners are being addressed.
9. The site operator ensures the site operates within the parameters established by WDCSC.
10. The site operator ensures that all site operations conform with EEO and other statutory requirements and adherence to established complaint and hearing procedures. The site operator also responds to complaints and grievances filed in the site and notifies WDCSC of all such complaints and grievances.
11. The site operator will notify WDCSC of addition or deletions of any partner to a WorkSource Snohomish County site.

General WIA Program Management Responsibilities

1. The site operator maintains ongoing communication with WDCSC through regular communications and meetings with WDCSC staff.
2. The site operator works with WDCSC to provide training on WIA statutory and regulatory requirements, WDCSC polices, and site policies and procedures to all partner staff.
3. The site operator develops WIA-related procedures consistent with WIA, Federal regulations, State provisions, and WDCSC policies.
4. The site operator develops a system for monitoring program activity that tracks WIA enrollments and outcomes for each partner.
5. The site operator monitors WIA performance for the site, managing any intervention processes required by WDCSC.
6. The site operator communicates with WDCSC and its staff to report WIA performance and enhancements to the WorkSource Snohomish County system.
7. The site operator maintains centralized hard copy files of WIA participant records which partners can access as appropriate and allowable in a manner consistent with WDCSC parameters.
8. The site operator maintains high quality administrative, fiscal, and personnel systems for WIA funds consistent with generally accepted principles and government requirements as appropriate to these responsibilities.

WIA Eligibility Responsibilities of the Site Operator

1. The site operator ensures collection of sufficient information to determine and document eligibility for the WIA I-B Dislocated Worker Program and the WIA I-B National Emergency Grant Program and to determine and document priority for service (including registration of non low-income clients under the WIA I-B Adult Program) within established WDCSC parameters. The site operator shall ensure collection of sufficient information to determine and document eligibility and priority for service (including registration of non low-income clients) for the WIA I-B Youth Program with established WDCSC parameters. The site operator shall ensure collection of sufficient information to document priority for service to veterans under all WIA programs.
2. The site operator works with the Program Operator to manage WIA information collection and priority determination process.

3. The site operator maintains primary WIA participant records for use by partners, monitors, and auditors.

Quality Control/Management Information System

1. The site operator reviews information and documentation collected regarding client eligibility for the WIA I-B Dislocated Worker Program and the WIA I-B Adult Program and priority for service, as appropriate (including registration of veterans and non low-income clients), under the WIA I-B Adult and Dislocated Worker Program within established WDCSC parameters for completeness, accuracy, and internal consistency.
2. The site operator validates the eligibility determination made for each WIA program and service as required by Federal, State, and local policy.
3. The site operator conducts works with the Program Operator to conduct WIA data validation and reconciliation processes.
4. The site operator generates standard and ad hoc WIA reports as needed by itself and partners for the management of site processes and attainment of outcomes.
5. The site operator maintains individual WIA participant files for use by partners consistent with data sharing and confidentiality requirements.
6. The site operator makes WIA files available to monitors and auditors as needed.
7. The site operator maintains all partially completed WIA files, including a record of registration deficiencies, and files of individuals found ineligible for program services in conformance with EEO requirements.
8. The site operator coordinates the documentation collection and report preparation identifying the number of individuals served and outcomes achieved by site partners as a result of the leveraged resources made available by those partners to the site.

III. Systematic referral for WorkSource customers

It is agreed that all signators to this Memorandum of Understanding will conduct referral for services in the following manner. All customers referred for services which are not immediately available on site, will receive a written or electronic referral. As appropriate, the referrals will include the date, time, and place of the appointment. Ideally, all appointments will be scheduled within three working days. The individual making the appointment will follow-up within two working days of the scheduled appointment date.

Further, starting in Program Year 2008 the referral function in SKIES will be utilized to provide additional tracking of referrals between WorkSource partners and other agencies. Training on this additional module will be provided by WDCSC.

IV. Performance accountability

To meet the challenges of an innovation economy and a changing workforce, the WorkSource Snohomish County workforce development system must measure its performance, be accountable for results, identify opportunities for improvement, and continuously improve its performance. This will include implementation of continuous improvement strategies utilizing the Malcolm Baldrige criteria and infusing the voice of business, job candidate, and youth customers, as appropriate, into these strategies. The site operator will also be responsible for working with all WorkSource partners to develop WorkSource performance accountability reports for multiple fund sources and for presenting those reports as well as strategies for increasing WorkSource productivity to those fund sources.

The WorkSource Snohomish County system uses the Washington Member System and SKIES as the common databases for capturing relevant information. Workforce Development Council Snohomish County provides SKIES training and certification to all system users. Data Sharing Agreements are maintained which allow for non-Employment Security Department partner agencies to have direct access within the centers to this system. Washington State Employment Security Department and Workforce Development Council Snohomish County utilize Federal common measures and State core measures of accountability to evaluate program effectiveness and make continuous quality improvements.

Individual programs each have associated performance levels negotiated directly into each contract for service. Data on performance is collected according to those standards. Reports are made from that data to Washington State Employment Security Department and Workforce Development Council Snohomish County's Service Delivery Committee, Youth Council, Executive Committee, and Board of Directors. Intervention is made if a program does not meet performance standards as outlined in contractual documents. These performance standards are leading indicators for the Federal core indicators and common measures used to measure performance of workforce development programs nationwide.

Within this broad context, the WorkSource Snohomish County system is implementing common measures in all affected United States Department of Labor programs. Phase I includes Wagner-Peyser and the WIA Title I-B Adult and Dislocated Worker Programs. Phase II will include Trade Adjustment Assistance, Senior Community Service Employment Program, Disabled Veterans Outreach Program, Local Veterans Employment Representatives, and Homeless Veterans' Reintegration Program. Phase III will include the WIA Title I-B Youth Program and Job Corps. The United States Department of Health and Human Services Temporary Assistance to Needy Families/WorkFirst Program will be incorporated into this strategy as indicated as will any United States Department of Education, Interior, and Veterans Affairs programs currently in operation in Snohomish County. Additional Department of Labor, Education, and Housing and Urban programs will be incorporated into this strategy if and when they are funded in the local area. For each phase, Washington State Employment Security Department and Workforce Development Council Snohomish County are taking the following steps to assure effective implementation:

1. Identify the data collection points that are unique to EMILE.
2. Develop instructions for SKIES data entry based on instructions from the State.

3. Revise policies and procedures regarding point of participation and exit for programs directly funded by Workforce Development Council Snohomish County. Coordinate these efforts for other programs with WorkSource system partners.
4. Develop revised leading indicators for managing performance for programs directly funded by Workforce Development Council Snohomish County. Coordinate these efforts for other programs with WorkSource system partners.
5. Work with Washington State Employment Security Department and site operator staff to revise service delivery staff desk aids and supplemental databases for managing performance.
6. With site operator staff, provide staff training for all relevant staff on changed definitions, policies, and procedures. (This training will be coordinated with any offerings provided by the State for Washington State Employment Security Department employees.)
7. Monitor implementation.

Through Program Year 2008, WDCSC will work towards developing action steps for implementing common measures through both individual program efforts and integrated activities with all WorkSource system partners. It is anticipated that this will include elements of common measures and Washington State Employment Security Government Management, Accountability, and Performance (GMAP) as well as real time measures of system performance

Management Indicators

The performance accountability system for WorkSource Snohomish County encompasses WIA Federal and State core measures, WIA Federal common measures, and GMAP measures.

The system partners plan to use the reports generated by Washington State Employment Security Department regarding the data elements above. These reports have been designed in agreement with the Washington Workforce Association and the Workforce Training and Education Coordinating Board and future changes or improvements to the reports will be based on mutual agreement between these organizations.

These reports will be regularly reviewed by WDCSC's Youth Council, Service Delivery Committee, Executive Committee, and Board of Directors as part of their routine periodic review of performance management data for services to customers of WorkSource Snohomish County. At individual site centers, reviews will be conducted as part of the regularly schedule center meeting with the partners at that location. A summary report will be provided at WorkSource Snohomish County system oversight meeting. The team of oversight partners will review performance data on a regular basis to make system improvements as needed including changes to staff responsibilities, customer flow, business outreach, and other programmatic decisions. These data-driven decisions will be focused on increasing performance on the WIA Federal and State Core Measures, Federal Common Measures, the above measures, partner goals and the objectives of Workforce Development Council Snohomish County.

WorkSource system partners and Workforce Development Council Snohomish County commit to work together with the Workforce Training and Education Coordinating Board and the Washington State Employment Security Department senior leadership team to ensure that site operators receive clear direction from Workforce Development Council Snohomish County that is well-aligned with the goals of the Workforce Training and Education Coordinating Board, Washington State Employment Security Department, and the Workforce Development Council Snohomish County Two-Year Strategic Plan, *Promoting a Globally Competitive Workforce for Snohomish County*.

Data collection

The WorkSource Snohomish County workforce development system utilizes two data collection systems for capturing the information needed to ascertain actual performance compared to the above measures. The first of these systems is the statewide Washington Member System (WMS) utilized to capture information on the number of users of WorkSource Snohomish County core services as well as the types of services used. The second system is Services, Knowledge, and Information Exchange System (SKIES), the statewide system utilized for capturing program-specific information on performance. There are 21 data elements that are, at a minimum, collected for every youth and job seeker customer accessing a WorkSource Snohomish County program-specific service. Additional data elements are collected as required for a specific program. The data collected provides the information needed for local management of performance using leading indicators for employment, skills gains, credentials attainment, earnings gains, and retention. The data also provides the information needed at the state level by the Participant Outcomes Data Consortium to access and use administrative records to create performance reports consistent with Federal protocols. The data collected in SKIES also serves as a foundation for the employer and customer satisfaction surveys conducted by a third party firm. The State provides WDCSC with results using Federal protocols quarterly, annually, and biennially.

Continuous quality improvement

WDCSC utilizes both leading indicator data and State reports to strategically plan for the workforce development system in Snohomish County as a whole and to fulfill its responsibility to oversee both the WorkSource Snohomish County system and programs under Title I-B of the Workforce Investment Act. Indicators allow WDCSC and signatories to this Memorandum of Understanding to identify areas of program strength as well as opportunities for improvement. The results are also utilized by system partners to establish priorities and outcome targets for continuous quality improvement at oversight meetings. At the partner, program, and system levels, strategies are developed and implemented to effect improvements.

The WorkSource Snohomish County workforce development system will continue to use a continuous quality improvement system and process that incorporates performance data as well as real-time customer satisfaction information gleaned from web-based tools that interface with system web-based products, exit interviews, and other processes to improve the quality, efficiency, and effectiveness of the services it provides to businesses, youth, and job candidates. Such improvements may be in the areas of facilities, equipment, partners, programs, services, business process design, and other quality improvement techniques. The following Malcolm Baldrige Criteria for Performance Excellence will be utilized at each WorkSource Snohomish County site in an annual self-assessment process to review strengths and opportunities for improvement and develop continuous quality improvement targets: leadership, information and analysis, strategic planning, human resource development and management, process improvement, business results, and customer focus and satisfaction.

The data and information gleaned through all performance measurement processes are utilized by WDCSC to create performance-based interventions as indicated. Any variance of $\pm 15\%$ on any leading indicator or a State report compared to target for any Federal or State performance indicator triggers a requirement for an intervention plan which includes analysis of challenges and strategies for improvement as well as intermediate targets, if appropriate.

The WorkSource Snohomish County workforce development system also shares in any performance-based financial incentives issued by the Federal Government with vocational and adult education. These funds are utilized to enhance the system consistent with State planning and guidance.

In this manner, the WorkSource Snohomish County workforce development system and all signatories to this Memorandum of Understanding remain focused on the needs of business, youth, and job seeker customers and are accountable for the quality of system results.

The ultimate accountability and responsibility for the WorkSource Snohomish County system organizational processes, services, and accomplishments will rest with WDCSC, the WorkSource site operators and the WorkSource partners.

V. Duration and modification

The signators to this Memorandum of Understanding agree that the terms of this Memorandum of Understanding will take effect as of July 1, 2008, and will continue in effect until such time as any partner or partners will modify or terminate this Memorandum of Understanding. Termination of the Memorandum of Understanding will be effective in either of two situations:

- All partners agree in writing to its termination; or
- A motion to approve its termination is passed by WDCSC and ratified by the County Executive.

Any signator to the Memorandum of Understanding may request modification of its terms. Ratification of the request by all other signators will constitute the modification.

Any signator to this Memorandum of Understanding may withdraw, giving written notice of its intent to withdraw as a signator. In such case, all pertinent terms of the Memorandum of Understanding will continue in effect for the remaining signators.

New signators will be added to this Memorandum of Understanding as appropriate through addendum to this Memorandum of Understanding and addition of an authorized signature for the signator being added to the terms of this document.

Any partner can chose to terminate their membership in the MOU at anytime due to funding or operational infeasibility. This can be done with notice given to the WDCSC CEO. It should be noted that any partner in a certified WorkSource Center must be a member of this MOU agreement. Termination of membership is also a termination of a relationship with the WorkSource System.

VI. Signature pages

Workforce Development Council Snohomish County
Master Memorandum of Understanding
Signature Page

SEP 22 2008

Alan Mills-Kenn - Director Refugee & Immigrant Services Northwest 9/17/08
Signature & Title Agency Name Date

Signature & Title Agency Name Date

Signature & Title Agency Name Date

Signature & Title Agency Name Date

Signature & Title Agency Name Date

Signature & Title Agency Name Date

Signature & Title Agency Name Date

VI. Signature pages

Workforce Development Council Snohomish County
Master Memorandum of Understanding
Signature Page



Signature & Title

Workforce Development
Council Snohomish County

Agency Name

9/22/08

Date

Signature & Title

Agency Name

Date

Signature & Title

Agency Name

Date

Signature & Title

Agency Name

Date

Signature & Title

Agency Name

Date

Signature & Title

Agency Name

Date

Signature & Title

Agency Name

Date

VI. Signature pages

Workforce Development Council Snohomish County
Master Memorandum of Understanding
Signature Page

David N. Jeyen
Signature & Title

Everett Community College
Agency Name

16 Sept 2008
Date

Signature & Title

Agency Name

Date

Signature & Title

Agency Name

Date

Signature & Title

Agency Name

Date

Signature & Title

Agency Name

Date

Signature & Title

Agency Name

Date

Signature & Title


Agency Name

Date

SEP 16 2008

VI. Signature pages

Workforce Development Council Snohomish County
Master Memorandum of Understanding
Signature Page

 Co-Facilitator Everett/Snohomish PFLAG/CoBE Sept 12, 2008
Signature & Title Agency Name Date

Signature & Title Agency Name Date

Signature & Title Agency Name Date

Signature & Title Agency Name Date

Signature & Title Agency Name Date

Signature & Title Agency Name Date

Signature & Title Agency Name Date

VI. Signature pages

Workforce Development Council Snohomish County
Master Memorandum of Understanding
Signature Page

<u>Wicki O. Sprague</u> Signature & Title	<u>Contracts Administrator</u> Agency Name	<u>DSHS/DVR</u> Agency Name	<u>9/11/2008</u> Date
--	---	--------------------------------	--------------------------

_____ Signature & Title	_____ Agency Name	_____ Date
----------------------------	----------------------	---------------

_____ Signature & Title	_____ Agency Name	_____ Date
----------------------------	----------------------	---------------

_____ Signature & Title	_____ Agency Name	_____ Date
----------------------------	----------------------	---------------

_____ Signature & Title	_____ Agency Name	_____ Date
----------------------------	----------------------	---------------

_____ Signature & Title	_____ Agency Name	_____ Date
----------------------------	----------------------	---------------

_____ Signature & Title	_____ Agency Name	_____ Date
----------------------------	----------------------	---------------

VI. Signature pages

Workforce Development Council Snohomish County
Master Memorandum of Understanding

Signature Page

Mark Bevel

Area Director

Signature & Title

WA State Employment Security

Agency Name

9/15/08

Date

Signature & Title

Agency Name

Date

Signature & Title

Agency Name

Date

Signature & Title

Agency Name

Date

Signature & Title

Agency Name

Date

Signature & Title

Agency Name

Date

Signature & Title

Agency Name

Date

VI. Signature pages

Workforce Development Council Snohomish County
Master Memorandum of Understanding
Signature Page


President / CEO

Signature & Title

Volunteers of America

Agency Name

8/4/08

Date

Signature & Title

Agency Name

Date

Signature & Title

Agency Name

Date

Signature & Title

Agency Name

Date

Signature & Title

Agency Name

Date

Signature & Title

Agency Name

Date

Signature & Title

Agency Name

Date

VI. Signature pages

Workforce Development Council Snohomish County
Master Memorandum of Understanding
Signature Page

Ray Lynn - Director Center for Career Alternatives 9/8/08
Signature & Title Agency Name Date

Signature & Title Agency Name Date

Signature & Title Agency Name Date

Signature & Title Agency Name Date

Signature & Title Agency Name Date

Signature & Title Agency Name Date

Signature & Title Agency Name Date

AUG 26 2008

VI. Signature pages

Workforce Development Council Snohomish County
Master Memorandum of Understanding
Signature Page

J. Ramage R.V.P.
Signature & Title

Arbor E+T, LLC
Agency Name

8-22-08
Date

Signature & Title

Agency Name

Date

Signature & Title

Agency Name

Date

Signature & Title

Agency Name

Date

Signature & Title

Agency Name

Date

Signature & Title

Agency Name

Date

Signature & Title

Agency Name

Date

AUG 26 2008

VI. Signature pages

Workforce Development Council Snohomish County
Master Memorandum of Understanding
Signature Page

<u><i>Eric Mulli</i></u> Signature & Title <i>Deputy Student Learning</i>	<u><i>Cascadia Community College</i></u> Agency Name	<u><i>8-21-08</i></u> Date
---	---	-------------------------------

_____ Signature & Title	_____ Agency Name	_____ Date
----------------------------	----------------------	---------------

_____ Signature & Title	_____ Agency Name	_____ Date
----------------------------	----------------------	---------------

_____ Signature & Title	_____ Agency Name	_____ Date
----------------------------	----------------------	---------------

_____ Signature & Title	_____ Agency Name	_____ Date
----------------------------	----------------------	---------------

_____ Signature & Title	_____ Agency Name	_____ Date
----------------------------	----------------------	---------------

_____ Signature & Title	_____ Agency Name	_____ Date
----------------------------	----------------------	---------------

AUG 26 2008

VI. Signature pages

Workforce Development Council Snohomish County
Master Memorandum of Understanding
Signature Page

Sheng-Jiah Beach Manager TRAC Associates
Signature & Title Agency Name

9/21/08
Date

Signature & Title

Agency Name

Date

Signature & Title

Agency Name

Date

Signature & Title

Agency Name

Date

Signature & Title

Agency Name

Date

Signature & Title

Agency Name

Date

Signature & Title

Agency Name

Date

AUG 22 2008

VI. Signature pages

Workforce Development Council Snohomish County
Master Memorandum of Understanding

Signature Page

<u>Bill Lupinacci</u> Bill Lupinacci Red Pres.	<u>Vi Sav</u> Youthnet	<u>co-director 8/19/08</u> 8-19-08
Signature & Title	Agency Name	Date

_____	_____	_____
Signature & Title	Agency Name	Date

_____	_____	_____
Signature & Title	Agency Name	Date

_____	_____	_____
Signature & Title	Agency Name	Date

_____	_____	_____
Signature & Title	Agency Name	Date

_____	_____	_____
Signature & Title	Agency Name	Date

_____	_____	_____
Signature & Title	Agency Name	Date

AUG 19 2008

VI. Signature pages

Workforce Development Council Snohomish County
Master Memorandum of Understanding
Signature Page

Sven C. Delp, Regional Administrator DSHS, CSD
Signature & Title

Agency Name

8/18/08
Date

Signature & Title

Agency Name

Date

Signature & Title

Agency Name

Date

Signature & Title

Agency Name

Date

Signature & Title

Agency Name

Date

Signature & Title

Agency Name

Date

Signature & Title


Agency Name

Date

AUG 26 2008

VI. Signature pages

Workforce Development Council Snohomish County
Master Memorandum of Understanding
Signature Page


Signature & Title *Project
DIRECTOR*

JOB corps
Agency Name)

8/26/08
Date

Signature & Title

Agency Name

Date

Signature & Title

Agency Name

Date

Signature & Title

Agency Name

Date

Signature & Title

Agency Name

Date

Signature & Title

Agency Name

Date

Signature & Title

Agency Name

Date

VI. Signature page - Non Resource Sharing Agreement Partner

Workforce Development Council Snohomish County
Master Memorandum of Understanding
Signature Page


Jerrilee Mosier - VP, WDT
Signature & Title

Edmonds Community College
Agency Name

9/8/08
Date

Below is articulated this partner's commitment and interaction with WorkSource customers:

Edmonds Community College will:

- continue to contribute to the general oversight and process development at the WorkSource Centers
- assist on an ad hoc basis with job search activities, workshops, job fairs, etc., with the WorkSource Centers and with the greater partnership in Snohomish County
- facilitate the flow of referrals between the WorkSource centers and the College