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Northwest Washington
Memorandum of Understanding
for Implementation of the
Workforce Innovation and Opportunity Act
July 1, 2026 – June 30, 2029

The following Memorandum of Understanding (the Agreement) sets forth the terms of agreement for cooperation and consultation regarding implementation of the Workforce Innovation and Opportunity Act (WIOA) and the operation of a one-stop career center system among the following organizations (the organizations):

Northwest Workforce Council (Council) and,
AARP Foundation
Bellingham Technical College
Cascades Job Corps Center
Department of Labor and Industries
Department of Services for the Blind
DSHS Community Services Division
DSHS Division of Vocational Rehabilitation

Employment Security Department
Community Action of Skagit County
Lummi Nation
OIC of Washington
Skagit Valley College
Whatcom Community College

I. Purpose of Agreement

It is the purpose of this Agreement to establish a cooperative and mutually beneficial relationship among the organizations and to set forth the relative responsibilities of the organizations insofar as they relate to planning of individual and mutual duties, obligations, and responsibilities under the Workforce Innovation and Opportunity Act (WIOA). This MOU defines the roles and responsibilities of the one-stop career center partners, the Council, and the One-Stop System Operator (OSSO), to operationalize the delivery of services to produce the best possible outcomes for customers. This Agreement confirms the understanding of the organizations regarding the operation and management of the three (3) WorkSource One-Stop Career Centers (AKA American Job Centers) in the Northwest Workforce Development Area (WDA). Northwest Workforce Council, as the Local Workforce Development Board (LWDB), provides oversight of workforce programming for the Northwest WDA.

The one-stop Center Operating Budget and Infrastructure Funding Agreement (Section X and Addendum B) establishes a financial plan, including terms and conditions, to fund the services and operating costs of the region's three (3) WorkSource Centers. The organizations party to the Agreement agree that joint funding is an essential foundation of an integrated service delivery system and necessary to maintain the Northwest WDA's high-performance American Job Center network (known as WorkSource in Washington State).

The substance of this Agreement, outlined herein, reflects the commitment of the organizations to their customers, as well as to the overall communities they serve. The Agreement is not intended to define nor describe all the myriad working relationships and partnerships prevalent in the workforce development system. Organizations party to this Agreement with the Council and Local Elected Officials are encouraged to pursue and nurture working relationships with these and any other organizations which further the integration and alignment of services and enhanced outcomes for mutual customers.

II. Duration of the MOU

WIOA section 121(c)(2) requires the MOU be reviewed not less than once every 3-year period. WIOA regulations Subpart C Part 678.500 further requires MOU renewal following the three-year review if substantial changes have occurred.

This agreement shall commence on July 1, 2026, for a period of three (3) years and shall be reviewed by June 30, 2029 unless otherwise terminated by all parties or superseded. By signing the MOU, all parties agree to reviewing and modifying the local MOU on an as needed basis to ensure further development and alignment with local priorities and strategies as well as updating to satisfy all requirements as identified by WIOA.

III. Supplemental Agreements to this Memorandum of Understanding

To ensure the utmost flexibility for all organizations within this Agreement, it is understood and agreed that two or more organizations may enter separate Supplemental Agreements among themselves, which are specific to WIOA and are supplemental to this Agreement. They are used to further define or describe agreements between partner organizations as they relate to each organization's workforce development function(s). Such Supplemental Agreements, when relevant to the Workforce Innovation and Opportunity Act, and in furtherance of and complementary to this Agreement, may become part of this Agreement if they are consistent with the terms of this Agreement and do not impose any duties or obligations on any other party to this Agreement without such party's express written consent. The Supplemental Agreements shall specify what the individual agreements are and the obligations that are applicable to the two or more organizations involved in such Supplemental Agreements.

Organizations party to a Supplemental Agreement shall provide the Council [who in turn notifies all organizations party to the Agreement] with a copy of any Supplemental Agreement they enter within thirty (30) days from the date of execution of that agreement. Signed Supplemental Agreements shall be posted on the Northwest Workforce Council's website (www.nwboard.org) in proximity to this Agreement.

IV. Strategic Vision for the System

The organizations agree to support the vision, mission, and strategic goals set forth by the Council for the workforce development system through organizational policies and resources, where appropriate. It is the desire of Northwest Workforce Council and the organizations herein identified to assist businesses, individuals and communities to prosper and grow the region's economy through a workforce development system that is inherently customer and market-responsive, seamless and effective.

Strategic Vision: To create a robust, sustainable, regional economy.

Mission: The preparation of a skilled, successful workforce aligned to the needs of business and industry.

STRATEGIC GOALS

A. LEAD THE REGION'S ONE-STOP CAREER CENTER SYSTEM WHICH:

- Aligns education, employment and training services
- Reinforces retraining and retention of the current workforce
- Provides valued services and dependable results for business and the workforce
- Embeds the principles of continuous quality improvement

B. STRENGTHEN THE REGIONAL WORKFORCE DEVELOPMENT SYSTEM WHICH:

- Expands ways in which business is engaged
- Tailors its services and products responsive to business
- Leverages resources and aligns strategies of key partners
- Partners strategically to strengthen regional competitiveness and job creation
- Elevates support of workforce development issues, policies, and initiatives

C. CHAMPION A SYSTEMIC APPROACH TO LIFELONG LEARNING WHICH:

- Is responsive to business and industry needs
- Enables workers to identify opportunities and pathways for career success
- Offers workers opportunities to upgrade their skills in response to changing workforce needs and challenges
- Promotes competency-based education and training programs

D. STRATEGICALLY PARTNER WITH REGIONAL ECONOMIC DEVELOPMENT:

- Identify opportunities to align education, workforce and economic development
- Leverage resources to achieve common goals

V. Responsibilities of Organizations Under This Agreement

In consideration of the mutual aims and desires of the organizations participating in this Agreement and in recognition of the public benefit to be derived from effective partnerships and the achievement of local and WIOA goals of systems and cultural alignment, the organizations agree their respective responsibilities under the Agreement shall be as follows:

A. Northwest Workforce Council shall:

In partnership with the Local Elected Officials, fulfill the requirements of the federal Workforce Innovation and Opportunity Act of 2014 (Public Law 128-113) including:

1. Develop and manage a combined regional workforce plan that connects all investments in workforce development and is responsive to state guidelines and the region's economy;
2. In collaboration with the Chief Local Elected Official and other applicable partners within the region, develop the strategic vision, goals, objectives and workforce-related policies;
3. Provide strategic oversight to the workforce delivery system, including the WorkSource One-Stop Career Centers, their affiliated site(s) and WorkSource Connection location(s), if any;
4. Procure a One Stop System Operator and ensure Operator's compliance and performance in executing the Council's vision of a high performance one-stop system;
5. Review the compliance of the WorkSource One-Stop Career Centers, their affiliated site(s) and WorkSource Connection location with equal opportunity and nondiscrimination requirements of Section 188 of the Workforce Innovation and Opportunity Act of 2014 and Title VI of the Civil Rights Act of 1964, as amended;
6. Develop and enter into a Memorandum of Understanding with workforce development system partners for the implementation, operation and funding of the WorkSource service delivery system in the local area;
7. Certify WorkSource one-stop centers and their affiliated sites through the Council's WorkSource

- Certification Application process;
8. Promote quality in customer service, products and processes;
 9. Provide regular evaluation of data for job seeker services and business services. This review and analysis includes WIOA common performance outcomes, customer satisfaction surveys and other service metrics to ensure accountability of the system's programs and services;
 10. Make results of such performance outcomes and customer satisfaction publicly available;
 11. Approve Infrastructure Funding Agreement (IFA) allocations for operation of the WorkSource One-Stop Career Centers;
 12. Appoint the region's WorkSource Brand and Media designee;
 13. Notify organizations of changes or addition of WorkSource policies procedures, and plans via the standing Northwest Workforce Partner Management Team Meetings and posting on www.nwboard.org website.

B. Shared Roles and Responsibilities of Service Providing Organizations:

1. Align planning and budgeting processes;
2. Support and align service delivery to the Council's policies, quality standards, and operational protocols including, but not limited to Council's: Framework for Doing Business, Regional Business Services Plan, Key System Integrators, and WorkSource Certification;
3. Jointly identify, support and incorporate workforce skill standards and industry identified competencies to drive common outcomes;
4. Coordinate resources and programs and promote a more integrated and aligned workforce development system; Promote and pursue the further alignment of programs through joint planning;
5. Identify and remove barriers to the coordination and alignment of programs;
6. Promote information sharing and the coordination of activities to improve customer outcomes and performance of local partners; Support and align service delivery, wherever possible, to the Northwest Workforce Partner Management Team's agreements, processes, and protocols;
7. Participate in regularly scheduled partner meetings to define issues, seek solutions, identify opportunity and to exchange information in support of the workforce development system and encourage program integration;
8. Adhere to [WorkSource Brand Standards](#) and local processes in regard to management of the WorkSource brand,
9. Design and use of agreed upon process and form(s) for common intake, initial assessment, and referral;
10. Promote and assist customers in creating their account in WorkSourceWA.com, which allows access to resources in support of their education, training, and employment goals;
11. Use of common and/or linked data management systems and data sharing methods, as appropriate;
12. Provide access to programs or activities through the one-stop delivery system, which may include:
 - a. Having a program staff member physically present at the WorkSource Center;;
 - b. Making available a direct linkage through technology to a program staff member who can provide meaningful information or services in real time;
 - c. Having partner program staff present and trained to provide information and make appropriate referrals to a partner staff member;
13. Use the system's common processes and tools, and reasonably assist each other in their continued evolution;
14. Conduct employer and business services as described in the Council's [Regional Business Services Plan](#);
15. Participate in the system's continuous quality improvement (CQI) initiatives and ensure individual organization's CQI initiatives are complementary to the terms contained within this Agreement;

16. Promote and contribute to the implementation of a unified system of measuring performance and accountability;
17. Provide workforce development related performance, demographic, and funding information to the Council to ensure effective workforce development system oversight, including but not limited to, WIOA's required common performance indicators;
18. Participate in the WorkSource certification or recertification process at the WorkSource site(s) where partner organizations coordinate or provide their services.
19. Contribute to and maintain the partnership's primary communications and knowledge management system, called [DAWN](#). (Which at a minimum includes; program referral information, partnership team notes, individual staff profiles, organizational appropriate information, master event calendar, and utilization of the Access Information pages and WorkSource room reservation function.)
20. Mutually ensure the safety and security of WorkSource facilities, staff, customers and equipment through observation, situational awareness, and safe behaviors. A regional Safety Committee reviews concerns and makes recommendations for improvements. Facilities are maintained by the leaseholder.
21. Promote equal, effective and meaningful participation by all individuals, including those with WIOA identified barriers, through program access, physical access, reasonable accommodation, and auxiliary aids and services;
22. Prohibit discrimination and certify that no person, otherwise qualified, is denied employment, services, or other benefits on the basis of: (i) political or religious belief or affiliation, marital status, race, color, national origin, sexual orientation, gender identity and/or expression, (ii) sex or age, except when age or sex constitutes a bona fide occupational qualification; or (iii) physical or mental disability. Maintain compliance with equal opportunity and nondiscrimination requirements of:
 - a. Section 188 of the WIOA Nondiscrimination and equal Opportunity Regulations (29 CFR Part 38; Final Rule, published December 2, 2016),
 - b. Titles VI and VII of the Civil Rights Act of 1964, (Public Law 88-352),
 - c. Section 504 of the Rehabilitation Act of 1973, as amended,
 - d. The Americans with Disabilities Act of 1990 (Public Law 101-336, 42 U.S.C. 1201 et seq.)
 - e. Age Discrimination Act of 1967, as amended,
 - f. Non-Traditional Employment for Women Act of 1991,
 - g. Title IX of the Education Amendments of 1972, as amended,
 - h. The Jobs for Veterans Act (Public Law 107-288) pertaining to priority of service in programs funded by the U.S. Department of Labor,
 - i. The Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. 1232g; 34 CFR part 99),
 - j. Confidentiality requirements governing the protection and use of personal information held by the DSHS Division of Vocational Rehabilitation (34 CFR 361.38)
 - k. The confidentiality requirements governing the use of confidential information held by the Employment Security Department, Unemployment Insurance Division (20 CFR part 603),
 - l. All amendments to each, and
 - m. All requirements imposed by the regulations issued pursuant to these acts, including but not limited to 29 CFR Part 37 and 38.
 - n. Any future applicable federal or state Civil Rights Act law, policy, or code.

C. Individual Organization Roles and Responsibilities

Each organization agrees to promote, provide, and/or link customers to the following career services as defined by WIOA. These services are intended to assist individuals to obtain, retain and succeed in their employment. The organizations agree to work together to establish education and training and

career pathways that lead to a continuum of services that assist individuals to obtain the skills, certifications, and/or degrees needed to become employed with the skills in demand by the region's businesses.

Basic Career Services for Job Candidates and Workers (See What are Career Services, Code of Federal Regulations, sec 678.430)

- a) Initial assessment of skill levels (including literacy, numeracy, and English language proficiency, educational levels), aptitudes, abilities (including skill gaps), self-reflection (including social/emotional skills), and supportive service needs.
- b) Labor exchange services, including job search and placement assistance, career counseling, provision of information on in-demand industry sectors and occupations, provision of information on non-traditional employment.
- c) Workforce and labor market employment statistics information, including accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas; information on job skills, education, training, and certificates necessary to obtain the jobs; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for such occupations.
- d) Information, in formats that are usable by and understandable to one-stop customers, relating to the availability of supportive services or assistance are made available.
- e) Outreach, intake and orientation to the information and other services available through the one-stop service delivery system.
- f) Performance information and program cost information on eligible providers of education, training and workforce services by program and type of providers.
- g) Provision of information and assistance regarding filing claims for unemployment compensation.
- h) Determination of eligibility. (Final determination of eligibility is determined by the program operator)¹.
- i) Referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system and other workforce development programs.
- j) Information, in formats that are usable by and understandable to the one-stop center customers, regarding how the local area is performing on the local performance accountability measures and any additional performance information with respect to the one-stop delivery system in the local area.
- k) Assistance in establishing eligibility for programs not provided under WIOA.

Individualized Career Services for Job Candidates and Workers

The following services, available across the delivery system, are offered by the appropriate organizations:

- a) Comprehensive and specialized evaluation to identify barriers to employment and employment goals.
- b) Development of Individualized Employment Plan (IEP).
- c) Group counseling.
- d) Individual Counseling.
- e) Career/Vocational planning.

¹ Note: Labor and Industries (L&I) staff will not determine eligibility for L&I customers who are in Vocational Plan Implementation

- f) Short-term Pre-employment/Vocational services.
- g) Internships and work experiences.
- h) Workforce preparation activities.
- i) Financial literacy services.
- j) Out of area job search and relocation assistance.
- k) English language acquisition and integrated education and training programs.
- l) Follow-up services.
- m) Support services.

D. WorkSource One-Stop Career Centers (American Job Centers)

WorkSource Whatcom
101 Prospect Street
Bellingham, WA

WorkSource Skagit
2005 E. College Way
Mount Vernon, WA

WorkSource Island
265 NE Kettle St. Ste. 102
Oak Harbor, WA

One Stop System Operator (Operator) (OSSO)

Northwest Workforce Council, with the agreement of the Chief Local Elected Official, conducts a competitive procurement for the One-Stop System Operator (Operator) (OSSO) function. Council's Operator procurement selection is available on its website: www.nwboard.org

The role of the Operator is facilitating coordination of service delivery in the one-stop environment among WIOA required partners and service providers. The Operator reports to NWC's CEO.

The Operator supports NWC in fulfilling its role in assuring integration of service delivery throughout the system, including: supporting customer referrals and customer access to assessments and services; collection and evaluation of customer feedback; operationalizing system continuous quality improvement goals and supporting system-wide communication.

In collaboration with NWC's Leadership Designee, the Operator coordinates with partners the provision of consistent and high quality technical assistance and training, fully integrating NWC's policies, operational protocols and quality standards, to ensure WorkSource staff are providing the highest and most consistent quality service to a wide array of job seekers and employer customers. The Operator will coordinate service delivery in the one-stop environment among WIOA required partners and service providers on behalf of the Council by performing duties including, but not limited to:

1. Cultivating and sustaining a culture of customer focus and high performance:

- The Council, through a variety of instruments previously mentioned, articulates its vision and expectations for a high-performance workforce system, inclusive of WorkSource service delivery locations. The System Operator is responsible to instill these values and performance expectations throughout the WorkSource sites while ensuring their operationalization into effective service delivery structures and strategies.
- Encourage relevant, professional news articles posted on [DAWN](#), the region's knowledge management system.
- Ensure services are coordinated among one-stop partners in WorkSource Centers, with guidance from NWC.
- Ensure a formal, functioning referral process for services within and outside of the Centers.

2. Monitor partnership teams and meetings:

- Monitor agendas and progress of the various partnership's teams to ensure alignment with system goals and Centers' Work Plan
- Facilitate and/or participate in Partner Management Team,
- WorkSource Operations Group, and related taskforce meetings as scheduling allows
- Report periodic assessments and observations of teams' progress and health to NWC CEO

3. Performance management and reporting:

- Maintain system-wide focus on performance management of WIOA common measures and other individualized performance goals that serve to strengthen the system as a whole.
- Oversee the timely population of data from system partners.
- Provide reports as required by NWC.
- Coordinate the WorkSource customer feedback system, including comment cards (and other customer satisfaction initiatives within each Center), data entry, analysis, customer replies, and quarterly reporting.
- Provide technical assistance to facilitate inclusionary and participatory completion and submittal of NWC's [WorkSource Certification Application](#), ensuring ongoing activities in support of program integration and continuous quality improvement initiatives.

4. Coordination and oversight of daily operations:

The Operator, in coordination with the NWC Leadership Designee, ensures each Center operates consistent with NWC's quality and performance framework, including but not limited to:

- Ensure a WorkSource environment that is welcoming, productive, and responsive to customer needs while assuring access to center and system services to a universal population;
- Assist in developing and upholding NWC policy and protocols for WorkSource operations;
- Ensure the region's customer flow model is integrated and functioning at each WorkSource site location;
- Ensure services are adequately staffed and offered appropriately;
- Ensure facilities are managed in such a way as to ensure their highest operating efficiencies, property protection and safety.
- Ensure the function of Customer Concern and Complaint Coordinator is known and performed in accordance with NWC policy and established protocols;
- Maintain the WorkSource Code of Conduct by managing a response system to resolve behavioral incidents or emergencies at the WorkSource sites.

VI. Methods for Referrals

The Northwest Workforce Partner Management Team is responsible for the design and maintenance of a comprehensive referral system. In addition, the Workforce Partner Management Team will provide oversight of the referral system, including on-site access. The conceptual work of its Partner Business Solutions Team has been adopted. Organizations party to this Agreement further agree to refine and develop this foundational work into a fully implemented system of cross agency referral adherent to the guiding principles described below.

The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, job candidates and businesses. A referral to a program's representative while on site at the WorkSource Center is the preferred method of providing services within the WorkSource Centers. This approach includes the use of scheduled, itinerant staff at the WorkSource Center when it is not possible to house a partner on-site full time. To facilitate such a system, the organizations agree to:

1. Strive to provide services on-site, wherever feasible, rather than via referrals to another location;
2. In circumstances where/when on-site referrals are not feasible or available, staff shall first strive to

provide a direct linkage through technology to a program staff member who can provide meaningful information or service delivery in real time;

3. Ensure intake and referral process is customer-centered and provided by staff skilled in customer service, all programs' basic eligibility and participation requirements, and use of the region's common process and tools;
4. Provide materials summarizing their program's requirements and making them available for customers and for partners;
5. Ensure maintenance of program information on [DAWN](#)'s program referral template for partner access;
6. Regularly evaluate ways to improve the referral process, including customer satisfaction.

VII. Access

Access to the services provided through the WorkSource Centers and at all partner organization locations is essential to meeting the requirements of WIOA. Job candidates, workers, and businesses must be able to access all information and participate in services relevant to them via visits to physical locations as well as in virtual spaces. Council has established a regional standing committee to assist and ensure the workforce development system is providing unrestricted customer access, including to WIOA's prioritized individuals with barriers to employment.

- Workforce Solutions Committee - facilitated by a NWC board member, this committee includes a focus on access to services for all customers across the local workforce system. The committee reviews program and service accessibility, evaluates operational challenges, and develops recommendations to improve service delivery. Both operational and policy-related recommendations are elevated through the appropriate channels to support continuous system improvement and alignment with Council priorities.

VIII. Data Sharing

The organizations agree that the use of high-quality, integrated data is essential to inform decisions made by policymakers, employers and workers. Additionally, it is desirable to utilize an integrated case-management system, as appropriate, which informs a customer's services throughout their interaction with the workforce system and allows information collected from customers (when they create their own account in WorkSourceWA.com) to be captured a single time. The organizations agree to work together, based upon customer-informed consent, to continually find ways to improve the collection and sharing of customer data.

IX. Confidentiality

Organizations agree to abide by all applicable Federal, State and local laws and regulations regarding confidential information. The execution of this Agreement, by itself, does not function to satisfy these requirements. In addition, in carrying out their respective responsibilities, each organization will respect and abide by the confidentiality policies and legal requirements of the other organizations. Each will ensure the collection and use of any information, systems, or records that contain personally identifiable information (PII) and other personal or confidential information will be limited to purposes that support the programs and activities described in this Agreement and agree to take measures to ensure that no PII or other personal or confidential information is accessible by unauthorized individuals. Staff will be trained in the protection, use, and disclosure requirements governing PII and any other confidential data for all applicable programs, including FERPA-protected education records, confidential information in UI records, and personal information in vocational rehabilitation records.

X. Complaint Procedures

Customer complaints, either a program complaint or a discrimination complaint, arising within the

WorkSource One Stop system shall be handled in accordance with all applicable laws, policies, organization agreements and regional protocols. The Council's Customer Concern and Complaint Resolution Policy ([Council 1012-1 Revision 5](#)) will be followed by all parties to this agreement when complaint originates in a WorkSource Career Center or Affiliated site. Each signatory partner to this MOU operating programs or delivering services from a WorkSource Center or Affiliated site shall maintain an identified complaint contact and keep that individual's information updated with the One Stop System Operator.

In general, complaints arising regarding program services shall be referred to the appropriate organization's designated staff person (complaint contact) who will make a report regarding the resolution of that complaint to the One-Stop System Operator.

Complaints arising from customers' use of basic career services or non-program services shall be forwarded to the One-Stop System Operator and, if an employee is involved, their organization's manager, who in turn, shall forward a resolution report to the One-Stop System Operator. If it is a confidential personnel matter, a general statement of resolution will be forwarded. Complaints regarding issues of equal access or equal opportunity shall be forwarded to the Council's Equal Opportunity Officer, who shall report on the resolution to the Executive Committee of the Council.

XI. WorkSource Operating Budget and Infrastructure Funding Agreement

The purpose of this section is to reference terms and financial conditions under which the organizations share infrastructure costs and resources in performance of the Northwest's system of WorkSource career centers. A formal funding agreement is a required component of this MOU, and is attached as Addendum B. The sharing and allocation of infrastructure costs among one-stop partners is governed by WIOA sec. 121(h), its implementing regulations, and the Federal Cost Principles contained in the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance) at 2 CFR part 200.

The WorkSource one-stop system operating budget, in summary, consists of:

- Non-personnel infrastructure costs necessary for the general operation of the WorkSource Centers, including but not limited to:
 - Applicable facility costs
 - Costs of utilities and maintenance
 - Equipment (including physical modifications for access, assessment-related products, and assistive technology for individuals with disabilities)
 - Technology to facilitate access to WorkSource Centers, including technology used for Centers' planning and outreach activities
 - Common identifier costs (e.g. signage)
- Applicable career services to include the costs of provision of career services in section 134(c)(2), as applicable to each program
- Shared operating and services costs, including One-Stop System Operator and fiscal management, to be determined via negotiation with system partners

The Infrastructure Funding Agreement:

- Distribute the costs in the budget among system partners based on
 - Proportionate use of agreed upon relative benefits (defined from among approved options) received by the partner through their participation in the WorkSource Center(s);
 - Partner program's Federal authorizing statute;

- Federal Cost Principles requirement that costs are reasonable, necessary, and allocable.
- Allows for cash, non-cash, and third-party in-kind contributions (whose valuation is consistent with 2 CFR 200.306) as may be provided by one-stop partners to cover their proportionate share of infrastructure costs,
- Describes the process that was used to come to agreement on the budget and cost sharing agreement,
- Describes the process and timeline for periodic reconciliation of costs and renewal.

In no event, except as provided for in the subsequent Infrastructure Funding Agreement and Center Operating Budgets, shall any organization be obligated to pay or reimburse any expense incurred by another organization under this Agreement.

Fiscal Lead:

The Council is designated by the organizations identified herein to be responsible for the fiscal activities related to the operation of the Infrastructure Funding and Center Operating Budget Addendum to this Agreement. The Fiscal Lead shall provide a quarterly reconciled financial report to partner organizations.

XII. General Provisions

It is understood by the organizations that each should be able to fulfill its responsibilities under this Agreement in accordance with the provisions of law and regulation which govern their activities. Nothing in this Agreement is intended to negate or otherwise render ineffective any such provisions or operating procedures.

XIII. Indemnification

The parties recognize the WorkSource one-stop system consists of various levels of government, not-for-profit, and for-profit entities working collaboratively to deliver One-Stop services for the region's workers, businesses and job candidates. To the extent allowable under Washington State law, each party to this Agreement shall be responsible for injury to persons or damage to property resulting from negligence on the part of itself, its employees, its agents, or its officers. No party assumes any responsibility to any other party, state or non-state, for the consequences of any act or omission of any third party. Each party, with the exception of Labor & Industries, will hold harmless all other parties to this Agreement from any and all claims for damages resulting in whole or in part from the party or its agent's activities under the Agreement. WA State Department of Labor & Industries is unable to indemnify/hold harmless and defend another entity or partner.

XIV. Amendment or Cancellation of Agreement

The Agreement may be amended at any time in writing, by mutual consent of the organizations and Northwest Workforce Council and signed by all partners.

Circumstances that are considered to be substantial revisions or modifications to the MOU, including IFA, and thus require full signature of all parties to the MOU include:

- If a partner refuses to sign the IFA and must subsequently be removed from the MOU;
- when a completely new IFA is created, not just the reconciliation of ongoing actual costs;
- when reconciliation of infrastructure costs results in changes of more than a 15% (~~±15%~~) to IFA contributions.

In addition, when changes to the Agreement are considered insubstantial, signature of all parties is not required. These include, but are not limited to:

- A new partner joins in the Agreement. After notice to the current partners, signature by the new partner and Local Workforce Development Board (LWDB) are sufficient;
- System funding includes new short term or discretionary program grants, notice to Partners as documented in meeting notes is sufficient without additional signatures;

Each organization may cancel its participation in the Agreement upon ninety (90) days written notice to the Council. In the event an organization determines that funds are unavailable to carry out the activities set forth in this Agreement and/or meet its obligations under funding agreements incorporated herein, the organization shall terminate this Agreement by notifying the Local Workforce Development Board (LWDB) in writing immediately and the Agreement shall terminate upon the delivery of such written notification. When the cancellation is for cause, i.e., a material and significant breach of any of the provisions of this Agreement, it may be canceled upon delivery of written notice to the Council and the offending organization.

Programmatic and/or financial consequences resulting from a required WIOA program provider failing to enter or maintain a valid Memorandum of Understanding with the Council are borne by the organization failing to enter or initiating its withdrawal from the Agreement.

XV. Dispute Resolution

WIOA sets the expectation the Council, Chief Elected Official, and WorkSource partners enter good-faith negotiations to reach accord on this Agreement. In that spirit, the parties to this Agreement shall commit to communicate openly and directly and that every effort will be made to resolve any problems or disputes in a cooperative manner.

Should informal resolution efforts fail, the dispute shall be submitted per Northwest Workforce Council [Dispute Resolution Policy 1030-1 \(Rev 3\)](#).

Per WIOA Section 121(h) and 20 CFR 678.725-750, local disputes related to funding of one-stop infrastructure costs are exempt from this policy and will instead be addressed through application of the state one-stop funding mechanism determined by the Governor and subject to a state-level appeals process established by the Governor. Reference: WorkSource System Policy 1024, Revision 2 Infrastructure Funding Agreements and State Funding Mechanism.

XVI. WIOA Requirements and References

- WIOA Section 121(c) – requires Council to develop and enter a memorandum of understanding between the Council and its partners.
- WIOA Section 121 (b)(1)(A)(iii) – mandates all entities that are required partners in a local area to enter a memorandum of understanding with the Council pursuant to WIOA Section 121(c).
- WIOA Section 121(b)(1) identifies the required and optional partners and states the required partners must use a portion of their funding to make programs and services available through the one-stop system.
- WIOA Section 121 (b)(1)(A)(ii) – specifies partners must use a portion of their funding to cover one-stop infrastructure costs.
- WIOA Section 121(b)(1)(A)(iv) – indicates the requirements of each partner’s authorizing legislation continue to apply under the Workforce Development Area III workforce development system and that participation in the WorkSource system of one-stop career centers is in addition to other requirements applicable to each partner’s program under each authorizing law.

Additional policies and documents which support and supplement this Memorandum of Understanding, although not a complete listing, may be found at www.nwboard.org. They include:

- NWC [Regional Workforce Plan 2024-2028-2024](#)
- NWC [Customer Concern and Complaint Resolution Policy \(1012-1 Revision 5\)](#)
- NWC [Dispute Resolution Policy \(1030 Revision 3\)](#)
- NWC [Framework for Doing Business](#)
- NWC [Regional Business Services Plan](#)
- NWC [WorkSource Certification application criteria; WorkSource System Policy 1016 Rev 1.](#)
- NWC [Key System Integrators](#)
- NWC [Policy 1035 Rev 1: Provision of Reasonable Accommodation, Reasonable Modification, and Auxiliary Aids and Services to Persons with Disabilities](#)
- [WIOA Title I Equal Opportunity and Nondiscrimination Policy \(5402 Revision 3\)](#)
- [2024 Washington State Nondiscrimination Plan](#)

APPROVED:

The undersigned organizations bind themselves to the faithful performance of this Agreement, to include Addendum A, WorkSource Service Delivery Table, and Addendum B, Annual Infrastructure Funding Agreement (IFA). It is mutually understood this Agreement shall not become effective until executed by all parties involved.

Signed by: Mark Vorobik Signature: <u>Mark Vorobik</u> Date: <u>7/11/2026</u> 947855984F1B42A... Chair Northwest Workforce Council	Signed by: Executive Satpal Sidhu Signature: <u>Satpal Sidhu</u> Date: <u>7/10/2026</u> 1192C7C18B664E3... Executive Whatcom County
Signed by: James Lemerond, Ed.D Signature: <u>Dr. James Lemerond</u> Date: <u>6/10/2026</u> C510DC539D24406... President Bellingham Technical College	DocuSigned by: Kendra Watson Signature: <u>Kendra Watson</u> Date: <u>6/9/2026</u> 7AA60820F2C94CD... Academy Director Cascades Job Corps Center
Signed by: William B. Henkel Signature: <u>Bill Henkel</u> Date: <u>6/10/2026</u> 4EADAF81F276427... Executive Director Community Action of Skagit County	Signed by: Brice Montgomery Signature: <u>Brice Montgomery</u> Date: <u>6/9/2026</u> 1D7083A4E7CF42A... Community Services Division Director, ESA Department of Social & Health Services
Signed by: Douglas Morehead Signature: <u>Douglas Morehead</u> Date: <u>6/11/2026</u> 7EA5B8D80651489... Key Contracts Coordinator Department of Social and Health Services Division of Vocational Rehabilitation	Signed by: Jessica Barr Signature: <u>Jessica Barr</u> Date: <u>6/29/2026</u> 541DA1267A1040C... North Sound Regional Director Employment Security Department
Signed by: Monique Bates Signature: <u>Monique Bates</u> Date: <u>8/21/2026</u> E2F1E0E13E01421... VP Operations AARP Foundation	Signed by: Anthony Hillaire Signature: <u>Anthony Hillaire</u> Date: <u>8/26/2026</u> 0F33FAF245A01F4FB... Chairman Lummi Indian Business Council
DocuSigned by: Marissa B. Cahill Signature: <u>Marissa B. Cahill</u> Date: <u>6/12/2026</u> 9AADF8BEE6F6470... Chief Executive Officer Northwest Workforce Council	Signed by: Anthony Peterson Signature: <u>Anthony Peterson</u> Date: <u>6/25/2026</u> 69A7858008 2420 18239 Chief Executive Officer OIC of Washington
Signed by: Dr. Justin Guillory Signature: <u>Dr. Justin Guillory</u> Date: <u>6/25/2026</u> 9581DF4244CD44A... President Whatcom Community College	Signed by: Dr. Mike Cogan Signature: <u>Michael Cogan</u> Date: <u>06/26/2026</u> Vice President of Administrative Services Skagit Valley College
Signed by: Lisa Wheeler Signature: <u>Lisa Wheeler</u> Date: <u>6/15/2026</u> 0717E32348C843D... Deputy Director WA State Dept. of Services for the Blind	Signature: <u>Lynda Ducharme</u> Date: <u>06/10/2026</u> Early Return to Work and Account Services Manager WA State Department of Labor & Industries

ADDENDUM A: WORKSOURCE SERVICE DELIVERY ONSITE or BY REFERRAL

NOTE: At a minimum, access to Basic Career Services is provided at all sites.

X = Services delivered at the site (e.g., trained staff are available at the Center)

O = Services accessible from the site (e.g., customers have virtual access to a program staff person while at the Center)

	WorkSource Skagit	WorkSource Whatcom	WorkSource Island
REQUIRED PARTNERS			
WIOA Title I Adult, Dislocated Worker & Young Adult (Youth):			
• Northwest Workforce Council	X	X	X
• Lummi Nation		O	
WIOA Title I Cascades Job Corps Center			
• Adams & Associates	O	O	O
WIOA Title I Migrant and Seasonal Farmworker			
• OIC of Washington	X	X	
WIOA Title I Native American Program			
• Lummi Nation		O	
WIOA Title II Adult and Family Literacy Act			
• Bellingham Technical College		X	
• Skagit Valley College	X		X
• Whatcom Community College		X	
WIOA Title III Employment Services (Wagner-Peyser)			
• Employment Security Department	X	X	X
WIOA Title III Migrant Seasonal Farmworker Program			
• Employment Security Department	X	X	X
WIOA Title IV Rehabilitation Act			
• DSHS Division of Vocational Rehabilitation	O	O	O
• Department of Services to the Blind	O	O	O
WIOA Title V Senior Community Services Employment Program			
• AARP Foundation	O	O	O
Veterans Employment and Training/Jobs for Veterans State Grant			
• Employment Security Department	X	X	O
Trade Adjustment Assistance			
• Employment Security Department	X	X	O
Unemployment Insurance (Liaison)			
• Employment Security Department	X	X	X

NOTE: At a minimum, access to Basic Career Services is provided at all sites.

X = Services delivered at the site (e.g., trained staff are available at the Center)

O = Services accessible from the site (e.g., customers have access by phone or computer to a program staff person while at the Center)

	WorkSource Skagit	WorkSource Whatcom	WorkSource Island
Temporary Assistance to Needy Families (TANF)			
• Department of Social & Health Services, CSD	X	X	O
• Skagit Valley College	O		O
• Bellingham Technical College		O	
• Whatcom Community College		O	
• Community Action of Skagit County	O		
• Employment Security Dept. (Whatcom, Island & Skagit)	X	X	X
Basic Food Employment and Training (BFET)			
• Community Action of Skagit County	O		
• Bellingham Technical College	O	O	
• Employment Security Dept. (Whatcom, Island & Skagit)	X	X	X
• Northwest Indian College		O	
• Skagit Valley College	O		O
• Whatcom Community College		O	
Carl Perkins Post-Secondary Education			
• Bellingham Technical College	O	X	O
• Skagit Valley College	X	O	X
• Whatcom Community College	O	X	O
Community Services Block Grant Employment and Training			
• <i>No programs within WDA III</i>			
HUD Employment and Training Programs			
• <i>No programs within WDA III</i>			
Second Chance Act			
• <i>No programs within WDA III</i>			
ADDITIONAL PARTNERS			
Department of Labor and Industries (injured worker outreach)	X	X	O

ONE-STOP SYSTEM FUNDING FOR NORTHWEST WDA

June 9 , 2026

Infrastructure
Funding
Agreement
(IFA) & System
Operating Costs

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One-Stop System Funding for Northwest Workforce Development Area (WDA) Infrastructure Funding Agreement (IFA) and System Operating Costs

Background

WIOA legislation holds local workforce boards responsible to negotiate an agreement with local partners identifying specified costs of operating the local one stop delivery system, and how those shared costs are met by contributing partners. Specified costs include infrastructure costs, which are non-personnel costs of operating one-stop career centers and affiliated sites. The negotiated agreement for sharing those costs is called the Infrastructure Funding Agreement (IFA). Other shared system costs include each partners' cost of delivery of career services to system customers, and other shared system operating costs. Conversely, costs for dedicated resident staff workstations, offices, and storage are separately charged to organizations via sub-leases and not via this Infrastructure Funding Agreement. All IFA partners may use areas designated as common areas within the partnership facility.

An overall system budget including these component costs and how partners contribute to meet those costs is a required element of the Board's Memorandum of Understanding (MOU) with elected officials and local partners.

One-Stop System Funding Criteria for Northwest WDA

The funding partners have achieved consensus on the following system funding criteria. Cost sharing for the operations of a WorkSource system and sites includes three components:

1. Infrastructure (non-personnel) costs: determined for each Center, are pooled, and costs are distributed on a single allocation base of a partner's allocated share. The allocation base remains consistent for the annual term of the agreement, and all invoicing will be billed on a quarterly basis at actual cost multiplied by each partner's allocation share amount.
2. Shared System Operating costs: includes One-Stop Operator; Fiscal Management; cross-agency training; and "aspirational" elements (e.g., technology supported data share networks and referral system); paid by proportional cash or non-cash contributions. Aspirational system costs will be researched by the Northwest Workforce Partner Management Team and presented to the system funders for consideration.
3. Applicable Career Services costs: are identified by each partner and are actual non-cash system contributions. (Value of the total # of FTE Wage and Fringe of providing their program's career services within WDA 3).

Career Services, as described in Northwest Washington MOU (MOU pg. 5)

Section C Individual Organization Roles and Responsibilities

Each organization agrees to promote, provide, and/or link customers to the following career services as defined by WIOA. These services are intended to assist individuals to obtain, retain and succeed in their employment. The organizations agree to work together to establish career pathways that lead to a continuum of services that will assist individuals to obtain the skills and certifications needed to become employed with skills in demand by the region's industries.

Basic Career Services for Job Candidates and Workers

- a) Initial assessment of skill levels (including literacy, numeracy, and English language proficiency, educational levels), aptitudes, abilities (including skill gaps), self-reflection (including social/emotional skills), and supportive service needs.
- b) Labor exchange services, including job search and placement assistance, career counseling, provision of information on in-demand industry sectors and occupations, provision of information on nontraditional employment.
- c) Workforce and labor market employment statistics information, including accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas; information on job skills necessary to obtain the jobs; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for such occupations.
- d) Information, in formats that are usable by and understandable to one-stop customers, relating to the availability of supportive services or assistance, including childcare, child support, medical or child health assistance benefits under the supplemental nutrition assistance program, assistance through the earned income tax credit, assistance under State program for temporary assistance for needy families, and other supportive services and transportation provided through funds made available in the local area.
- e) Outreach, intake and orientation to the information and other services available through the one-stop service delivery system.
- f) Performance information and program cost information on eligible providers of training services and eligible provider of youth workforce investment activities, providers of adult education, providers of career and technical education activities at the post-secondary level, and career and technical education activities available to school dropouts, and providers of vocational rehabilitation.
- g) Provision of information and assistance regarding filing claims for unemployment compensation.
- h) Determination of eligibility.
- i) Referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system and other workforce development programs.
- j) Information, in formats that are usable by and understandable to the one-stop center customers, regarding how the local area is performing on the local performance accountability measures and any additional performance information with respect to the one-stop delivery system in the local area.
- k) Assistance in establishing eligibility for programs of financial aid assistance for education and training programs.

Individualized Career Services for Job Seekers and Workers

- a) Comprehensive and specialized evaluation to identify barriers to employment and employment goals.
- b) Development of Individualized Employment Plan (IEP).
- c) Group counseling.
- d) Individual Counseling.
- e) Career/Vocational planning.
- f) Short-term Pre-employment/Vocational services.
- g) Internships and work experiences.
- h) Workforce preparation activities.
- i) Financial literacy services.
- j) Out of area job search and relocation assistance.
- k) English language acquisition and integrated education and training programs.
- l) Follow-up services, including support services.
- m) Support services.

Billing & Payment

The duration of the agreement is three (3) years. After the completion of the FY Year quarter end closing procedure, the Northwest Workforce Council will invoice all funding partners on a quarterly basis at actual costs multiplied by each partner's allocation share rate. Payments shall be made to the Northwest Workforce Council on a quarterly cycle as agreed by the funding partners. The Fiscal Lead must receive payment no later than thirty (30) calendar days after receipt of invoice at the following address:

Northwest Workforce Council

Attention: Polly Carpenter (email: fiscal@workforcenorthwest.org)

PO Box 2009

Bellingham, WA 98227-2009

Center & System Partner Programs by County

Partner	Program	Acronm
WorkSource Whatcom		
AARP Foundation	Senior Community Service Employment Program (SCSEP)	AARPF
Bellingham Technical College	Post-secondary Voc Ed; Adult Education and Family Literacy	BTC
Cascades Job Corps Center	Job Corps	CJCC
Department of Social & Health Services -Community Services Division/TANF	TANF	CSD/TANF
Department of Social and Health Services, Division of Vocational Rehabilitation	State Vocational Rehabilitation (VR) Services program	DVR
Dept of Labor & Industries		L&I
Employment Security Department	Wagner-Peyser Act (W-P); Trade Adjustment Assistance (TAA); Unemployment Compensation (UC); Jobs for Veterans State Grants (JVSG)	ESD
Lummi Nation - Lummi Indian Business Council	WIOA I Indian & Native American Programs programs	LIBC
Northwest Workforce Council	WIOA IB. Adult, Dislocated Worker, and Youth formula programs;	NWC
OIC of Washington	National Farmworker Program	OIC
WA State Dept. of Services for the Blind	State Vocational Rehabilitation (VR) Services program	DSB
Whatcom Community College	Post-secondary Voc Ed; Adult Education and Family Literacy Act (AEFLA)	WCC
Total # of Whatcom Partners		13
WorkSource Skagit		
AARP Foundation-	Senior Community Service Employment Program (SCSEP)	AARPF
Cascades Job Corps Center	Job Corps	CJCC
Community Action of Skagit County	Adult Education and Family Literacy Act (AEFLA)	CASC
Department of Social & Health Services - Community Services Division/TANF	TANF	CSD/TANF
Department of Social and Health Services, Division of Vocational Rehabilitation	State Vocational Rehabilitation (VR) Services program	DVR
Dept of Labor & Industries		L&I
Employment Security Department	Wagner-Peyser Act (W-P); Trade Adjustment Assistance (TAA); Unemployment Compensation (UC); Jobs for Veterans State Grants (JVSG)	ESD
Northwest Workforce Council	WIOA IB. Adult, Dislocated Worker, and Youth formula programs;	NWC
OIC of Washington	National Farmworker Program	OIC
Skagit Valley College	Post-secondary Voc Ed; Adult Education and Family Literacy Act (AEFLA)	SVC
WA State Dept. of Services for the Blind	State Vocational Rehabilitation (VR) Services program	DSB
Total # of Skagit Partners		11
WorkSource Island		
AARP Foundation	Senior Community Service Employment Program (SCSEP)	AARPF
Cascades Job Corps Center	Job Corps	CJCC
Department of Social & Health Services -Community Services Division/TANF	TANF	CSD/TANF
Department of Social and Health Services, Division of Vocational Rehabilitation	State Vocational Rehabilitation (VR) Services program	DVR
Dept of Labor & Industries		L&I
Employment Security Department	Wagner-Peyser Act (W-P); Trade Adjustment Assistance (TAA); Unemployment Compensation (UC); Jobs for Veterans State Grants (JVSG)	ESD
Northwest Workforce Council	WIOA IB. Adult, Dislocated Worker, and Youth formula programs;	NWC
Skagit Valley College	Adult Education and Family Literacy Act (AEFLA) Post-secondary Voc Ed;	SVC
WA State Dept. of Services for the Blind	State Vocational Rehabilitation (VR) Services program	DSB
Total # of Island Partners		9

WorkSource - All Centers

Planned Budget for Annual Shared Costs

Center Costs July 1, 2026, through June 30, 2029

(1) INFRASTRUCTURE (NON-PERSONNEL) COSTS

COST DESCRIPTION	Budgeted Costs			
	WorkSource Whatcom	WorkSource Skagit	WorkSource Island	Total All Centers
Occupancy Costs for Common Use Resource Rooms (rent, utilities, janitorial, building repairs and maintenance, security, and insurance)	\$145,442	\$180,278	\$38,521	\$364,241
IT Support Fees (Lobby, Labs, Interview Rooms)	\$9,720	\$8,640	\$3,240	21,600
Accommodation Services	\$850	\$368	\$210	1,428
Supplies (Center office supplies, printer and copy paper, toner, chairs, and etc.)	\$1,300	\$525	\$525	2,350
Advertising, Marketing, and Signage	\$80	\$80	\$79	239
Printing & photocopying (off-site)	\$150	\$525	\$525	1,200
Publications & Subscriptions	\$100	\$85	\$85	270
Dues, fees and licenses	\$1,470	\$2,205	\$462	4,137
Equipment leases, repairs & maintenance	\$945	\$1,155	\$0	2,100
Total	\$160,057	\$193,861	\$43,647	\$397,565

(2) SHARED SYSTEM OPERATING COSTS

COST DESCRIPTION	Budgeted Costs
WorkSource One-Stop Operator	\$35,000
Fiscal Management	5,500
Initial Intake*	0
Additional Technology Costs (shared data network, referral systems)*	0
Appraisal of Basic Skills*	0
Cross Agency Training*	0
Referrals to Other One-Stop Partners' Businesses*	0
Total	\$40,500

* Note: these are projected costs

(3) APPLICABLE CAREER SERVICES COSTS

COST DESCRIPTION	Total Budgeted Costs
Applicable Career Services Costs (total costs identified by each partner and are actual non-cash system contributions). Refer to pages 1 through 3 for a definition of Career Services as described in the Northwest Washington MOU.**	\$16,571,383

WorkSource Whatcom

I. Planned Budget for Annual Infrastructure Shared Costs

Center Costs July 1, 2026, through June 30, 2029

COST DESCRIPTION	Budgeted Costs
Occupancy Costs for Common Use Resource Rooms (rent, utilities, janitorial, building repairs and maintenance, security, and insurance)	\$145,442
IT Support Fees (Lobby, Labs, Interview Rooms)	9,720
Accommodation Services	850
Supplies (Center office supplies, printer and copy paper, toner, chairs, and etc.)	1,300
Advertising, Marketing, and Signage	80
Printing & photocopying (off-site)	150
Publications & Subscriptions	100
Dues, fees and licenses	1,470
Equipment leases, repairs & maintenance	945
Total	\$160,057

II. Summary of Annual Estimated Infrastructure Shared Costs by Partner

(Column A)				(Column B)	(Column C)	(Column D)	(Column E)	(Column F)
WorkSource Whatcom				Infrastructure Share Costs: Non-Cash Credit	Infrastructure Share Costs: Occupancy Lease Credit	Total Applied Credit (B + C)	Required IFA Contribution after Credit (A - D)	Applied Credit & Required Contribution Total (D + E)
Partner	Share	% Share	Amount					
ESD	13	47.9%	\$76,634	\$8,640	\$79,702	\$88,342	-\$11,708	\$76,634 (1)
1.56 Wagner Peyser		12.0%						
0.09 MSFW		0.7%						
0.00 TAA		0.0%						
1.00 JVSG		7.7%						
0.70 CPP		5.4%						
0.76 UI		5.8%						
1.00 BFET		7.7%						
2.63 RESEA		20.2%						
4.26 WorkFirst		32.8%						
NWC	9	33.1%	53,054		\$65,740	\$65,740	-12,686	53,054
6.78 WIOA IB		75.3%						
0.73 State EcSA		8.1%						
1.49 CRP		16.6%						
AARPF	0.2	0.7%	1,179				1,179	1,179
BTC	1	3.7%	5,895				5,895	5,895
CJCC	0.5	1.8%	2,947				2,947	2,947
CSD/TANF	1	3.7%	5,895				5,895	5,895
DSB	0.05	0.2%	305				305	305
DVR	1	3.7%	5,895				5,895	5,895
LIBC	0	0.0%	0				0	0
L&I	0.4	1.5%	2,358				2,358	2,358
WCC	1	3.7%	5,895				5,895	5,895
Total	27.15	100%	\$160,057	\$8,640	\$145,442	\$154,082	\$5,975	\$160,057

(1) ESD's Non-Cash credit of \$8,640 pertains to information technology services provided.

WorkSource Skagit

I. Planned Budget for Annual Infrastructure Shared Costs

Center Costs July 1, 2026, through June 30, 2029

COST DESCRIPTION	Budgeted Costs
Occupancy Costs for Common Use Resource Rooms (rent, utilities, janitorial, building repairs and maintenance, security, and insurance)	\$180,278
IT Support Fees (Lobby, Labs, Interview Rooms)	8,640
Accommodation Services	368
Supplies (Center office supplies, printer and copy paper, toner, chairs, and etc.)	525
Advertising, Marketing, and Signage	80
Printing & photocopying (off-site)	525
Publications & Subscriptions	85
Dues, fees and licenses	2,205
Equipment leases, repairs & maintenance	1,155
Total	\$193,861

II. Summary of Annual Estimated Infrastructure Shared Costs by Partner

(Column A)				(Column B)	(Column C)	(Column D)	(Column E)	(Column F)
WorkSource Skagit				Infrastructure Share Costs: Non-Cash Credit	Infrastructure Share Costs: Occupancy Lease Credit	Total Applied Credit (B + C)	Required IFA Contribution after Credit (A - D)	Applied Credit & Required Contribution Total (D + E)
Partner	Share	% Share	Amount					
ESD	26	60.1%	\$116,541	\$7,560	\$110,637	\$118,197	-\$1,656	\$116,541
2.91 Wagner Peyser		11.2%						
0.39 MSFW		1.5%						
0.00 TAA		0.0%						
2.00 JVSG		7.7%						
1.32 CPP		5.1%						
0.93 UI		3.6%						
1.00 BFET		3.8%						
2.25 RESEA		8.7%						
3.20 WorkFirst		12.3%						
NWC	11	25.4%	49,306		\$67,839	\$67,839	-18,533	49,306
8.30 WIOA iB		75.5%						
0.89 State EcSA		8.1%						
1.81 CRP		16.5%						
AARPF	0.2	0.5%	896				896	896
CASC	0.20	0.5%	896				896	896
CJCC	1	2.3%	4,482				4,482	4,482
CSD/TANF	1	2.3%	4,482				4,482	4,482
DSB	0.25	0.6%	1,121				1,121	1,121
DVR	1	2.3%	4,482				4,482	4,482
L&I	0.6	1.4%	2,689		\$1,803	\$1,803	887	2,689
OIC	1	2.3%	4,482				4,482	4,482
SVC	1	2.3%	4,482				4,482	4,482
Total	43.25	100%	\$193,861	\$7,560	\$180,278	\$187,838	\$6,023	\$193,861

(1) ESD's Non-Cash credit of \$7,560 pertains to information technology services provided.

WorkSource Island

I. Planned Budget for Annual Infrastructure Shared Costs

Center Costs July 1, 2026, through June 30, 2029

COST DESCRIPTION	Budgeted Costs
Occupancy Costs for Common Use Resource Rooms (rent, utilities, janitorial, building repairs and maintenance, security, and insurance)	\$38,521
IT Support Fees (Lobby, Labs, Interview Rooms)	3,240
Accommodation Services	210
Supplies (Center office supplies, printer and copy paper, toner, chairs, and etc.)	525
Advertising, Marketing, and Signage	79
Printing & photocopying (off-site)	525
Publications & Subscriptions	85
Dues, fees and licenses	462
Equipment leases, repairs & maintenance	0
Total	\$43,647

II. Summary of Annual Estimated Infrastructure Shared Costs by Partner

(Column A)				(Column B)	(Column C)	(Column D)	(Column E)	(Column F)
WorkSource Island				Infrastructure Share Costs: Non-Cash Credit	Infrastructure Share Costs: Occupancy Lease Credit	Total Applied Credit (B + C)	Required IFA Contribution after Credit (A - D)	Applied Credit & Required Contribution Total (D + E)
Partner	Share	% Share	Amount					
ESD	3	34.4%	\$15,009	\$2,520	\$19,873	\$22,393	-\$7,384	\$15,009 (1)
0.97 Wagner Peyser		32.3%						
0.00 MSFW		0.0%						
0.00 TAA		0.0%						
0.00 JVSG		0.0%						
0.00 CPP		0.0%						
0.36 UI		12.0%						
0.00 BFET		0.0%						
0.38 RESEA		12.7%						
1.29 WorkFirst		43.0%						
NWC	3	34.4%	15,009		\$18,648	\$18,648	-3,639	15,009
2.26 WIOA IB		75.3%						
0.24 State EcSA		8.0%						
0.50 CRP		16.7%						
AARPF	0.2	2.3%	1,001				1,001	1,001
CJCC	0.25	2.9%	1,251				1,251	1,251
CSD/TANF	0.5	5.7%	2,502				2,502	2,502
DSB	0.02	0.3%	120				120	120
DVR	1	11.5%	5,003				5,003	5,003
L&I	0.25	2.9%	1,251				1,251	1,251
SVC	0.5	5.7%	2,502				2,502	2,502
Total	8.72	100%	\$43,647	\$2,520	\$38,521	\$41,041	\$2,606	\$43,647

(1) ESD's Non-Cash credit of \$2,520 pertains to information technology services provided.

Northwest WDA Workforce System

Planned Budget for Annual Applicable Career Services Costs

Center Costs July 1, 2026, through June 30, 2029

Partner	Total Budgeted Applicable Career Services Costs***
ESD	\$3,210,703 **
NWC	\$3,395,462
AARPF	\$0
BTC	\$2,917,071
CASC	\$67,461
CJCC	\$0
CSD/TANF	\$0
DSB	\$66,300
DVR	\$550,132
L&I	\$100,000
LIBC	\$277,378
OIC	\$125,000
SVC	\$4,152,974
WCC	\$1,708,902
Total	\$16,571,383

** Note: These funds are contributed to IFA by the Employment Security Department (ESD) on behalf of TANF. These funds utilized by ESD are part of the current allocation that DSHS/ESA/CSD has contracted to ESD for the delivery of TANF/WorkFirst services.

***Note: Applicable Career Services Costs are identified by each partner and are actual non-cash system contributions. Additionally, refer to pages 1 through 3 for a definition of Career Services as described in the Northwest Washington MOU.

Northwest WDA Workforce System

I. Planned Budget Calculations for Annual Shared Costs

Center Costs July 1, 2026, through June 30, 2029

TOTAL COST DESCRIPTION SUMMARY	Budgeted Costs
Total Infrastructure (Non-Personnel Costs)	\$397,565
Total Shared System Operating Costs	40,500
Total Applicable Career Services Costs	16,571,383
Total	\$17,009,448

II. Summary of Annual Estimated Shared Costs by Partner

	(Column A)	(Column B)	(Column C)	(Column D)	(Column E)	(Column F)	(Column G)	(Column H)
Partner	Total Infrastructure Share Costs	% of Total Infrastructure Share Costs	Proportionate Share of Shared Sytem Operating Costs	Total Infrastructure & Shared System Operating Costs (A + C)	Total Applied Credit	Required Contribution After Credit (D - E)	Applicable Career Services Costs***	Total Costs (A + C + G)
ESD	\$208,184	52%	\$21,208	\$229,392	\$228,932	\$460	\$3,210,703	\$3,440,095
NWC	117,369	29.5%	11,956	129,326	152,226	-22,901	3,395,462	3,524,788
AARPF	3,076	0.8%	313	3,389	0	3,389	0	3,389 (1), (2), (3)
BTC	5,895	1.5%	601	6,495	0	6,495	2,917,071	2,923,566
CASC	896	0.2%	91	988	0	988	67,461	68,449 (2)
CJCC	8,681	2.2%	884	9,565	0	9,565	0	9,565 (1),(3)
CSD/TANF	12,879	3.2%	1,312	14,191	0	14,191	0	14,191 (3) (5)
DSB	1,545	0.4%	157	1,703	0	1,703	66,300	68,003 (1), (2), (3)
DVR	15,380	3.9%	1,567	16,947	0	16,947	550,132	567,079
L&I	6,298	1.6%	642	6,940	1,803	5,137	100,000	106,940 (1), (2), (3)
LIBC	0	0.0%	0	0	0	0	277,378	277,378 (1), (4)
OIC	4,482	1.1%	457	4,939	0	4,939	125,000	129,939
SVC	6,984	1.8%	711	7,695	0	7,695	4,152,974	4,160,669 (3)
WCC	5,895	1.5%	601	6,495	0	6,495	1,708,902	1,715,397
Total	\$397,565	100%	\$40,500	\$438,065	\$382,961	\$55,104	\$16,571,383	\$17,009,448

***Note: Applicable Career Services Costs are identified by each partner and are actual non-cash system contributions. Additionally, refer to pages 1 through 3 for a definition of Career Services as described in the Northwest Washington MOU.

- (1): Partner allocated less than one share in the Whatcom center.
- (2): Partner allocated less than one share in the Skagit center.
- (3): Partner allocated less than one share in the Island center.
- (4): Tribal WIOA grant recipients are not required to contribute financially.
- (5): These funds shall be contributed to IFA by the Employment Security Department (ESD) on behalf of TANF. These funds utilized by ESD are part of the current allocation that DSHS/ESA/CSD has contracted to ESD for the delivery of TANF/WorkFirst servcies.

APPROVED:

The undersigned organizations bind themselves to their individual commitments of this Infrastructure Funding Agreement (IFA) and shared System Operating Costs for the Northwest Workforce Development Area for the period of July 1, 2026 through June 30, 2029 and to be included as Addendum B to the organizations' Memorandum of Understanding with Northwest Workforce Council and local elected officials.

Mark Vorobik Signed by: _____ Signature: <u>Mark Vorobik</u> Date: <u>7/11/2026</u> 947855984F1B42A Chair Northwest Workforce Council	Executive Satpal Sidhu Signed by: _____ Signature: <u>Satpal Sidhu</u> Date: <u>7/10/2026</u> 1192C7C18B864E3... Executive Whatcom County
James Lemerond, Ed.D Signed by: _____ Signature: <u>Dr. James Lemerond</u> Date: <u>6/10/2026</u> C510DC539D24406... President Bellingham Technical College	Kendra Watson DocuSigned by: _____ Signature: <u>Kendra Watson</u> Date: <u>6/9/2026</u> 7AA60820F2C94CD... Academy Director Cascades Job Corps Center
William B. Henkel Signed by: _____ Signature: <u>Bill Henkel</u> Date: <u>6/10/2026</u> 4EADAF81F278427... Executive Director Community Action of Skagit County	Brice Montgomery Signed by: _____ Signature: <u>Brice Montgomery</u> Date: <u>6/9/2026</u> 1D7D83A4E7CF42A... Community Services Division Director, ESA Department of Social & Health Services
Douglas Morehead Signed by: _____ Signature: <u>Douglas Morehead</u> Date: <u>6/11/2026</u> 7EA5B8D80651489... Key Contracts Coordinator Department of Social and Health Services Division of Vocational Rehabilitation	Jessica Barr Signed by: _____ Signature: <u>Jessica Barr</u> Date: <u>6/29/2026</u> 541DA1267A1040C... North Sound Regional Director Employment Security Department
Monique Bates Signed by: _____ Signature: <u>Monique Bates</u> Date: <u>8/21/2026</u> E21766173E34431 VP Operations AARP Foundation	Anthony Hillaire Signed by: _____ Signature: <u>Anthony Hillaire</u> Date: <u>8/26/2026</u> 0F3F AF-24BA7F-4F-8 Chairman Lummi Indian Business Council
Marissa B. Cahill DocuSigned by: _____ Signature: <u>Marissa B. Cahill</u> Date: <u>6/12/2026</u> 9AADF86EE6F8470 Chief Executive Officer Northwest Workforce Council	Anthony Peterson Signed by: _____ Signature: <u>Anthony Peterson</u> Date: <u>6/25/2026</u> 69A785882392420 Chief Executive Officer OIC of Washington
Dr. Justin Guillory Signed by: _____ Signature: <u>Dr. Justin Guillory</u> Date: <u>6/25/2026</u> 9581DF4244CD44A President Whatcom Community College	Dr. Mike Cogan Signature: <u>Michael Cogan</u> Date: <u>6/26/2026</u> Vice President of Administrative Services Skagit Valley College
Lisa Wheeler Signed by: _____ Signature: <u>Lisa Wheeler</u> Date: <u>6/15/2026</u> 0717E32348C843D... Assistant Director of Vocational Rehabilitation-Workforce Initiatives WA State Dept. of Services for the Blind	Lynda Ducharme Signature: <u>Lynda Ducharme</u> Date: <u>6/10/2026</u> Early Return to Work and Account Services Manager WA State Department of Labor & Industries