Community College/Career Collaboration (C⁴)
Tacoma Goodwill Industries and Pierce County Community and Technical Colleges

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C⁴: An Introduction
In 2009 with support from Lumina Foundation, Goodwill Industries International (GII) and the American Association of Community Colleges (AACC) launched Community College Career Collaboration (C⁴), an initiative capitalizing on the alignment of the organizations’ missions to advance credentials and employment success for populations with low incomes that were underserved. Originally launched in Northern Virginia, Winston-Salem, NC, and San Antonio, TX, C⁴ seeks to augment existing collaborations and expand the reach and success of community colleges and Goodwill throughout the country.

Abstract
Tacoma Goodwill Industries participates in a collaborative effort of 40 community- and faith-based organizations to create educational, workforce training and career opportunities for youth ages 16 to 24 who are at risk and have low incomes. The REACH Center, located within the Goodwill’s Work Opportunity Center, offers a one-stop center specifically designed for this population.
Overview
The innovative young adult one-stop center, the Resources for Education and Career Help (REACH) Center, opened in Tacoma, WA, in late 2009. It is an intentional collaboration of partners committed to creating educational, workforce training and career opportunities for 16 to 24 year olds in the South Puget Sound region who are at risk and have low incomes. The REACH Center partners with 40 community- and faith-based agencies, the Pierce County workforce development entity (WorkForce Central), all of the local community and technical colleges, Tacoma Public Schools, and other small and large organizations.

Of its 40 partners, 12 have been leadership partners since the planning of the REACH Center began in 2004. They contribute operating cash, in-kind support and governance and co-locate their service staff on site at REACH. The design and implementation of the REACH Center took many years and countless hours of work by those invested in making a dream become a reality for the youth in Pierce County, WA. Tacoma Community House is the fiscal sponsor/agent of the REACH Center, which is located on the first two floors of Tacoma Goodwill Industries’ (WA) 63,000-square-foot Work Opportunity Center.

Target Population
Since 2009, the REACH Center has served more than 6,664 documented youth between the ages of 16 and 24. It currently averages approximately 125 new, unique participants per month. Of the young people coming to the center on a daily basis, more than 60 percent have dropped out of school and 95 percent are seeking employment. The REACH Center provides services around housing, employment and education and also reconnects youth to community and governmental resources, educational opportunities and future economic possibilities. It operates four general educational development (GED) classes, and nearly 300 young people receive post-secondary counseling each year through on-site partner, the Educational Opportunity Center.

Program Design
The integrated career and workforce development one-stop model offers multiple pathways to remediate barriers and reconnect participants to education and employment opportunities.

Specifically, REACH offers these programs in a culturally competent, peer-to-peer environment:

- Credit retrieval
- Dropout re-engagement
- Dropout prevention
- Workforce development services
- Life skills and support services
Capacity

REACH Center has the capacity to enroll small numbers of youth in intensive services as well as bring to scale large program enrollments. This efficient service model is due in part to 1) robust AmeriCorps participation, 2) smart coordination of partners and their resources and 3) funded initiatives that build the support network that youth who are at risk need, such as paid internships, peer support, flexible foundation funds, housing subsidies and mental health services. The average cost per successful outcome ranges from $1,500 to $2,500.
## Comparison of Key Strategy and Design Elements

The following matrix further highlights the similarities and differences among the five approaches.

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<th>Partners</th>
<th>Shared Assets Model</th>
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<th>Revenue Sharing – Alternative Career School Model</th>
<th>Career Pathways Navigation</th>
<th>Distance Learning Theater</th>
<th>REACH Center</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goodwill Industries of Northwest North Carolina and seven colleges</td>
<td>Goodwill Industries of KYOWVA Area, and Mountwest Community and Technical College</td>
<td>Good Careers Academy: Goodwill Industries of San Antonio and Alamo Colleges</td>
<td>Seattle Goodwill Industries, Inc., North Seattle Community College’s Opportunity Center for Employment and Education; South Seattle Community College</td>
<td>Tacoma Goodwill Industries and Invista Performs, representing the community colleges</td>
<td>Tacoma Goodwill Industries, all community colleges in Pierce County and multiple public and not-for-profit partners</td>
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<tr>
<td>Credentials Earned</td>
<td>Transferrable continuing education credits, certificates</td>
<td>Certified Medical Administrative Assistant certification, Microsoft Office Specialist, ServSafe Food Protection Manager, college-level credits</td>
<td>Continuing education contact hours (some convertible to credits upon further study), certificates</td>
<td>College-level credits, certificates, degrees</td>
<td>Certified logistics associate (optional), customer service certificate, work readiness certificate, general Warehouse clerk certificate, forklift certification</td>
<td>General educational development (GED) certificate</td>
</tr>
<tr>
<td>Training Site(s)</td>
<td>Goodwill (seven sites)</td>
<td>Goodwill (more than four sites)</td>
<td>“Community College 101” readiness class taught at Goodwill or college; all other classes at colleges; so far, students have attended 13 local community colleges</td>
<td>Tacoma, Yakima, Longview and mobile site</td>
<td>A one-stop center located at the Goodwill’s Work Opportunity Center for youth ages 16 to 24 who need education, training and employment assistance</td>
<td></td>
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<td>Technology and Equipment</td>
<td>Shared Assets Model</td>
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<tr>
<td>Provided by Goodwill and college partners</td>
<td>Provided by Goodwill</td>
<td>Provided by Goodwill; health care programs use college’s training center for some instruction</td>
<td>Goodwill provides for CC101, colleges provide once enrolled</td>
<td>Initially purchased with grant funds and housed at Goodwill. Instructors teach via videoconferencing broadcast at three sites simultaneously.</td>
<td>Goodwill provides access to computers for education and employment; Distance Learning mobile unit can hook into logistics classes</td>
<td></td>
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<tr>
<td>Instructors</td>
<td>Faculty employed by colleges</td>
<td>Instructors employed by Goodwill and apply to be credentialed as adjunct faculty for MCTC</td>
<td>College continuing education instructors provide skills training/education; job readiness training units are taught by Goodwill staff</td>
<td>Goodwill staff teach CC101 (and other basic education classes); college faculty teach basic courses once students are enrolled</td>
<td>Faculty employed by Tacoma Community College (Invista manages contracts); case managers employed by Goodwill</td>
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<tr>
<td>Curricula</td>
<td>New courses developed together by college and Goodwill; other courses use existing college curricula</td>
<td>Existing curriculum aligns with MCTC courses to qualify for credits</td>
<td>Technical components developed by college; job readiness components developed by Goodwill</td>
<td>CC101 developed by Goodwill with input from colleges; after CC101, students enroll in credit-bearing professional/technical programs; students can co-enroll in basic skills (non-credit) and/or developmental education (credit) courses; some may have to participate in developmental education courses prior to enrollment in more technical courses</td>
<td>New courses developed together by college, Goodwill and business advisory council</td>
<td></td>
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<td><strong>College Enrollment Process</strong></td>
<td>Most students enroll at admissions office on campus or via telephone; participants of special Goodwill programs may be enrolled by Goodwill as part of a cadre</td>
<td>College sends liaison to Goodwill for off-campus enrollment; college testing not necessary due to six weeks of academics offered; students are registered as full time for the semester and eligible for all services</td>
<td>College sends liaison to Goodwill for off-campus enrollment</td>
<td>CC101 helps students better understand how to navigate the community college system; college navigators assist students through the enrollment/funding/testing/registration processes</td>
<td>Goodwill assists students wanting to continue their education following completion of logistics course work</td>
<td>One of the REACH Center partners, Educational Opportunity Center (EOC), co-locates staff at the REACH Center and all community colleges to assist participants with enrollment and financial aid</td>
</tr>
<tr>
<td><strong>Assessments/Screening</strong></td>
<td>Conducted by Goodwill; includes Test for Adult Basic Education (TABE) as well as vocational assessments and career advising</td>
<td>Conducted by Goodwill; includes TABE testing and career advising</td>
<td>TABE testing conducted by Goodwill; students self-report criminal background history; drug screening on case-by-case basis</td>
<td>Students take a Comprehensive Adult Student Assessment Systems (CASAS) appraisal to enroll in CC101 and a higher-level CASAS to gauge likely eligibility/timelines; most programs require COMPASS and are proctored at the college (paid for by Goodwill); includes test prep</td>
<td>Conducted by Goodwill; includes CASAS, verification of high school diploma or GED certificate, vocational assessments and career advising; criminal background (including sex offenders) reviewed on a case-by-case basis</td>
<td>The Goodwill conducts vocational assessments and career advising as well as Accuplacer testing, which is used by some of the colleges, at no cost</td>
</tr>
<tr>
<td><strong>Job Readiness/Soft Skills Training</strong></td>
<td>Conducted by Goodwill as a pre-requisite program for scholarship recipients and students enrolled through sponsored programs</td>
<td>Conducted by Goodwill as part of each program</td>
<td>Conducted by Goodwill as a unit of training provided upon completion of skills training component of each occupational program</td>
<td>Some soft-skills components in class; very small amount of job search readiness, but students can work with Goodwill employment specialist as they approach program completion</td>
<td>Conducted by Goodwill as a service for students enrolled</td>
<td>The Goodwill offers job search workshops and soft skills training regularly</td>
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<tr>
<td>Supportive/ Wrap-Around Services</td>
<td>Co-enrollment Revenue-sharing Model</td>
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<td>Counseling/case management, access to clothing closet, referrals provided by Goodwill; intensity of service varies</td>
<td>Case management, CheckWi$e, Money in Motion, clothing, referrals to Consumer Credit Counseling or Family Service Counseling</td>
<td>Case management and financial strengthening courses provided by Goodwill; referrals to additional sources of support for a variety of needs</td>
<td>Goodwill provides college navigation and case management; students may receive housing, vision, health, transportation, books, uniform, school supplies, testing fees, employment-related licensing fees, etc.</td>
<td>Counseling/case management, access to clothing vouchers, referrals provided by Goodwill; intensity of service varies</td>
<td>Partners offer on-site mental health counseling and drug/alcohol assessment as well as food, access to housing, clothing and transportation assistance</td>
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<tr>
<td><strong>Job Search Assistance/ Job Placement</strong></td>
<td>Provided by Goodwill</td>
<td>Provided by Goodwill</td>
<td>Provided by Goodwill</td>
<td>Provided by Goodwill and college (and sometimes other partners, WorkSource, etc.)</td>
<td>Goodwill assists with job leads and internship development in conjunction with instructors; curriculum covers resume and interview preparedness; mock interviews scheduled by course end</td>
<td>The REACH Center hosts job fairs along with regular job search classes and placement assistance</td>
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<td>Experiential/ Work-Based Learning</td>
<td>Clinical placements for nursing students are organized by college faculty</td>
<td>Goodwill Career Center programs include an internship component</td>
<td>Internships provided by Goodwill for a number of technology and health care occupational tracks</td>
<td>Internship placement depends on course of study; college navigator will assist with placement</td>
<td>One-day field trip to local warehouse and distribution sites; forklift certification eight hours off site; Goodwill and instructor match most job-ready students with internships at end of course</td>
<td>High school students can participate in work experience opportunities; the REACH Center offers limited summer employment opportunities to participants enrolled through the Workforce Investment Act</td>
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<td>Primary Department within College</td>
<td>Continuing education</td>
<td>Administrative technology, information technology and culinary arts</td>
<td>Department of economic and workforce development (continuing education)</td>
<td>Several departments depend on the site location: professional/technical education, workforce education, academic department, basic skills department, student services department</td>
<td>Continuing education</td>
<td>Workforce development</td>
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<td>Tuition</td>
<td>$68–178 per course; many courses qualify for a full tuition and fee waiver through a state post-secondary education support program; tuition costs for Goodwill participants enrolled through Department of Social Services and Vocational Rehabilitation programs are completely covered by those public-sector contracts</td>
<td>Medical office skills: $2,500 Hospitality skills: $1,200 Business employment skills: $2,300</td>
<td>$500 – 3,500</td>
<td>Total amount varies by number of classes or program (and resident status); approximately $20–200/quarter. This does not include required books, supplies, tools or uniforms, which can range from $50–1,000 per quarter</td>
<td>No cost to student; some students partially funded by state’s Basic Food and Employment Training (BFET) program; students who sit for certified logistics associate (CLA) exam pay half of exam cost ($57.50) and Goodwill scholarship fund pays half ($57.50)</td>
<td>No cost to students for services/classes offered at the REACH Center</td>
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<td>Access to Federal Financial Aid</td>
<td>No</td>
<td>Pell Grants; career center coordinator works with students to apply for financial aid</td>
<td>Goodwill Careers Academy is working to obtain accreditation; once obtained, students may qualify for financial aid</td>
<td>Students in developmental education and professional/technical classes are eligible for federal and state aid</td>
<td>No</td>
<td>Yes as mentioned through EOC</td>
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<tr>
<td>Other Sources of Tuition Support</td>
<td>Shared Assets Model</td>
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<td>Scholarships (funds raised by Goodwill and partnering colleges)</td>
<td>Presidential scholarship through MCTC, Goodwill scholarship, Division of Rehabilitation Services</td>
<td>Grants, scholarships, work-study placement in Goodwill stores and business support</td>
<td>WIA, WorkFirst, Basic Food and Employment Training/Supplemental Nutrition Assistance Program Employment and Training; Opportunity Grant, Worker Retraining, etc.; Goodwill pays tuition/fees/books/etc. for first two quarters if needed, as well as fees/books/transport – but not tuition – for third and fourth quarters if needed</td>
<td>Scholarships (funds raised by Goodwill), and grants from foundations) help underwrite cost of program; remainder funded by Goodwill retail; other third-party sources (vocational rehabilitation, veterans programs) may be tapped at times</td>
<td>Students can take GED classes for free but must pay the $30 test fee</td>
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</table>

<p>| Exchange of Money between Partners | Most students either receive tuition waivers or make tuition payments directly to the college; students enrolled through Goodwill programs are supported by public agencies – for these students, there may be a pass-through of public monies for training through the Goodwill to the college | Goodwill invoices the college a maximum of $1,200 per students at the end of each semester; students pay the remaining balance by signing a promissory note; MCTC keeps the $1,200 plus fees and disburses the rest to the student | The Goodwill pays the college a per-course fee for continuing education courses offered at Goodwill sites | The college compensates Goodwill for its on-site college navigator, CC101 and other college readiness courses through a grant it received; the college considers Goodwill a third-party vendor in most of its accounting systems; it provides “vouchers” for student tuition, books, etc., and then bills Goodwill | Invista Performs bills Goodwill quarterly for instructor costs, forklift contract costs and CLA costs. | Each partner has either a cash contribution or in-kind resources that are need to operate the center |</p>
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<th>Business Engagement Model</th>
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<td>Business advisory councils (BACs) in each location; separate BACs have been set up for specific industry sectors at largest training site in Winston-Salem</td>
<td>College-run BACs for professional/technical programs; Goodwill BAC for retail-sector training</td>
<td>Goodwill has developed industry-specific Industry Alliance Councils and engages regularly with individual employers that participate in the training and provide externships/clinicals</td>
<td>The colleges maintain BACs for all professional/technical programs, and Goodwill maintains a BAC for its retail sector training</td>
<td>Goodwill has industry BACs and gives members tours and briefings; asks for business volunteerism (internship site, mock interviewers, etc.); UPS displays and demonstrates its proprietary WorldShip database one day a quarter for free; on average 10 employers in Tacoma and three to five each at the satellite sites offer internships</td>
<td>Partners direct and govern the center director and set policy; Goodwill serves as the REACH Center landlord, and another not-for-profit agency serves as the fiscal agent</td>
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</table>
**Customer Flow**

**Initial Intake**

When people enter the lobby, come from behind the desk and greet them.
- Introduce yourself and ask how you can assist.
- If they are accessing services on the third floor (Goodwill Services) direct them to the elevator and ask them to check in with the receptionist.
- If they are meeting a REACH partner staff, ask who they are meeting, ask them to sit in the seating area, call the staff person, and then let them know the staff person is on his or her way.
- Have them take a seat at the intake desk, and fill out an intake form with you.
- Use the topics on the intake form to start a conversation about why they are here and the type of service they need.
- Share with them the services at REACH, including the job resource room, and the opportunity to work with a peer advocate.
- While working with a person at the intake desk, always make sure to greet anyone who walks in the door.
- Excuse yourself at an appropriate moment and let the person you are talking to know that you need to greet the person walking in the door.
- Ask new people to take a seat and tell them someone will be with them soon.

Next, the peer advocate will meet with people to identify their needs, set goals and recommend classes or resources available from partner programs.

**Peer Advocate**

Take participants on a tour of REACH and talk about:
- **Education**
  - Find out if they have a high school diploma, general educational development (GED) certificate, industry certification or college degree
- **Employment**
  - Discuss a professional resume
  - Discuss the job search process (online and off)
- **Referrals**
  - Contact Educational Opportunity Center for more information on post-secondary opportunities or GED/high school completion
  - Refer to Workforce Investment Act (WIA) program if participant meets eligibility requirements
  - Refer to partner and other agencies for help with housing, counseling services, child care, etc.
- **Training/Classes Referrals**
  - Class or training recommendations
  - Job search assistance
  - Financial education
  - Maximize Your Potential employability classes
  - Computer skills training
  - College info
  - Partner program orientations
  - Other classes available
- **Assist in Goal Setting**
  - Map out short- and long-term goals using REACH format
  - Identify services to meet goals
- **Life Situation**
  - Assist them in enrolling in Department of Social and Health Services
  - Register them with Community Voicemail
  - Refer them to housing programs if homeless
  - Refer them to Pierce County Alliance if they are in the foster program

Whenever possible, introduce them personally to the service provider or partner who will assist in meeting their needs.

**Partner and Member Staff**

**WIA Staff (Off and On Site)**

WIA staff members spend a set number of hours per week providing services at REACH. They will:
- Meet with clients in the job fair
- Meet with possible participants that walk into REACH to answer questions about their programs

**Possible Other Duties**

- Participate in planning activities for REACH
- Teach classes for WIA participants and other youth
- Participate in planning/staffing events
- Outreach for both WIA and other REACH programs and services

**Partner Staff (On Site)**

The co-located staff members are to be available to meet with participants who are interested in their program. Intake staff or peer advocates will call to make partner staff aware of interested participants.

**Other Duties**

- Be available to teach classes
- Assist in planning/staffing events

**Other Agency Staff**

There are a number of agencies that staff the REACH Center on a part-time basis.
- Stationed at “hotelling” desks in job fair area
- Available to meet with REACH participants by appointment or on a walk-in basis
- Meet with participants and share with them the full spectrum of resources available at REACH
Student Pathway for Warehousing Program

1. Student discovers program by direct recruitment, word of mouth, referrals, website or marketing materials in community
2. Student attends orientation session
3. Student fills out an application and undergoes background check
4. Student completes educational assessment
5. Student interviews with coordinator (brings proof of eligibility)
6. Student starts classes (seven weeks total), and makes site visits
7. Student selects internship (undergoes drug screen)
8. Student graduates!
9. Student starts internship and does job search
10. Goodwill provides job placement and retention contact and support

If student is not accepted into the program, student is referred to another program or agency in the community (e.g., state services, college, general educational development (GED) program, alternate Goodwill program)
**Win–Win Proposition**
**REACH Center Co-Location and Partnership**

The success of Tacoma Goodwill’s approach to community college partnerships at the REACH Center rests in its ability to identify opportunities for each partner to gain value. It is the WIN-WIN nature of these partnerships that drives ongoing collaboration. The ability of the stakeholders to articulate this value to internal and external audiences has been essential for replication and expansion purposes.

### VALUE OF THE PARTNERSHIP

<table>
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<tr>
<th><strong>VALUE TO TACOMA GOODWILL INDUSTRIES</strong></th>
<th><strong>VALUE TO PIERCE COUNTY TECHNICAL AND COMMUNITY COLLEGES</strong></th>
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<tr>
<td>MISSION ADVANCEMENT: Our partnership provides a more direct path for participants to remove a significant barrier to employment, through access to on-site general educational development (GED)/high school completion and personalized assistance with enrolling in post-secondary education.</td>
<td>MISSION ADVANCEMENT: Our partnership enables the colleges to recruit and serve more students and meet the educational and vocational needs of more members of our community.</td>
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<td>EXPANDED OUTREACH: Our partnership enables Tacoma Goodwill Industries to offer — on site — the services that young people need most (GED, high school completion and post-secondary education). This results in a broader and more comprehensive menu of services than the Goodwill provides alone and helps the Goodwill access and serve a much broader range of youth.</td>
<td>EXPANDED OUTREACH: REACH provides outreach for all Pierce County colleges through the Education Opportunity Center’s (EOC) advocate. This position is funded through a federal TRIO grant and is focused on helping youth and adults access GED and post-secondary training options. The advocate provides a one-stop shop for assessment, financial aid and enrollment for all post-secondary education.</td>
</tr>
<tr>
<td>TRAINING OPTIONS: Our partnership enables the Tacoma Goodwill to offer more options — several times per day of on-site GED and on-site English as a Second Language (ESL) classes — and has provided the opportunity to enhance other training programs (e.g., adding a landscaping unit to the YouthBuild program).</td>
<td>SPACE: The partnership enables Bates Technical College and Pierce College to provide classes (GED and ESL) at the Milgard Work Opportunity Center with no cost for rent.</td>
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<tr>
<td>COST SAVINGS: Through the partnership with EOC, other REACH partners, and the colleges, the Goodwill has been able to serve more youth at no increased cost. Partners have brought in other types of support to pay for GED testing costs.</td>
<td>COST SAVINGS: Recruitment through the EOC advocate is provided at no cost to the colleges. In addition, the Goodwill provides child care for children of students attending classes at no cost to the college or student.</td>
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</tbody>
</table>
- **CREDENTIALS**: With services provided on site, and with different schedules and teachers, more youth are completing their GED.

- **EXPANDED STUDENT SERVICES**: The Goodwill provides support services, including vouchers for work/interview clothing, access to Job Search Room and job search/employability classes, access to skills training programs and financial aid classes, as well as on-site child care. REACH provides tutoring for GED and other students.
Costs and Funding Sources

Costs

Startup Costs

The REACH Center came out of several years of hard work by a core group of leaders from various youth-serving organizations in the Pierce County area (including nonprofits, community/technical colleges, public school district and others.) The Tacoma Goodwill was a central driver of this process, supporting it primarily by organizing and providing space (and refreshments) for planning meetings. Additional costs included hiring a facilitator to move the planning process from vision to implementation, hiring youth development experts to guide the group in creating a youth culturally competent design and hiring a design firm to create a logo and brand for the center. The Goodwill covered most of these development costs. Its grants director also helped plan and implement fundraising efforts.

Annual Operating Costs: Approximately $1.24 million

- Staff salaries, taxes and benefits for the director and assistant director
- AmeriCorps staffing – four positions annually
- Support services provided directly to youth
- Operating expenses (utilities and operating expenses not including rent)
Funding

Annual Revenues: Approximately $1.3 million

- Private Foundation Grants
- Contracts for Housing, Education, Internship program administration
- Cash contributions from core partner organizations. (Cash or In Kind support is required for voting presence on REACH governing body.)
- In Kind Support from REACH Partner organizations. (Staff or services which directly impact the core activities of the Center by offsetting budgeted expenses.)
## Tacoma Goodwill Industries Resources for Education and Career Help (REACH) Center and Pierce County Community and Technical Colleges

**Logic Model**

<table>
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<tr>
<th>RESOURCES CONTRIBUTED</th>
<th>JOINT STRATEGY</th>
<th>SHARED OUTCOMES</th>
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<td><strong>PROVIDED BY</strong></td>
<td><strong>COST AREAS</strong></td>
<td><strong>SOURCES</strong></td>
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| Tacoma Goodwill | Facility Technology Case Management Outreach/Recruitment to Areas Youth Frequent Resources for Education and Career Assistance | Retail Sales Philanthropy Department of Labor (YouthBuild and Workforce Investment Act) | Grants Leadership of the REACH Center | Youth aged 16 to 24 who are at risk may:  
• Be High School Dropouts  
• Be Homeless  
• Be Teen Parents  
• Have a Disability  
• Be College Dropouts  
• Be Unemployed | Peer Navigation  
Soft Skills Training  
High School Re-engagement  
Homeless Housing  
General Educational Development (GED) Certificate Completion  
Job Search Skills  
Job Placement Assistance  
Retention Support | Use REACH Center for Next Career Move | Career Focus Move to Two-year Degree Program and Earn Certificate or Credential That Leads to Self-sufficiency |
| Community Colleges | GED Instructors College Work Experience Students | Grants Student Apportionment In-kind Staff Support | Paid Internships | Computer Skills  
College Placement Assistance  
Help Navigating College Financial Aid  
High School Completion | Engage with Colleges to Get Students to the “Tipping Point” | Self-sufficiency Have Youth Engaged in Decision Making That Impacts Their Lives |
<table>
<thead>
<tr>
<th>RESOURCES CONTRIBUTED</th>
<th>JOINT STRATEGY</th>
<th>SHARED OUTCOMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>PROVIDED BY</td>
<td>COST AREAS</td>
<td>SOURCES</td>
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<td>External Factors</td>
<td>Technology Investment</td>
<td></td>
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<td></td>
<td>Train Staff at the REACH Center to Be Youth Culturally Competent (YCC)</td>
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<tr>
<td></td>
<td>Have Multiple Partners Working Toward a Common Goal with Youth</td>
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<td>Create a Real One-Stop Environment.</td>
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<td>Service Club Partnerships</td>
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<td>Business Partnerships</td>
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</tbody>
</table>
TACOMA GOODWILL INDUSTRIES RESOURCES FOR EDUCATION AND CAREER HELP
(REACH) CENTER AND PIERCE COUNTY COMMUNITY AND TECHNICAL COLLEGES

Memorandum of Understanding

Youth Career Center JOA/MOU
Fall 2008

YOUTH CAREER CENTER
MEMORANDUM OF UNDERSTANDING

The following Joint Operating Agreement/Memorandum of Understanding (the Agreement) sets forth the terms of agreement for cooperation and consultation with regard to a partnership based operation of the Pierce County Youth Career Center (YCC) among the following agencies (the Agencies):

- Job Corps
- Metropolitan Development Council
- Tacoma Community House
- Clover Park Technical College
- VADIS
- Tacoma Goodwill Industries
- Bates Technical College
- Tacoma Pierce County Employment and Training Consortium
- Tacoma School District
- Centro Latino
- Tacoma Community College
- My Service Mind

II Purpose of Agreement

It is the purpose of this Agreement to establish a cooperative and mutually beneficial relationship among the Agencies and to set forth the relative contributions and responsibilities of the Agencies insofar as they relate to planning, implementation, and operation of the Pierce County Youth Career Center.

Strategic Vision for the System

The Agencies agree to support the vision, mission, and strategic goals set forth by the Pierce County Youth Career Center Leadership Team for the Workforce Development System through Agency policies and through resources where appropriate.

III Duration of Agreement

The Agreement will commence on the 1st day of September, 2009, and shall remain in full force until the Agreement is canceled by the Agencies in accordance with the terms set forth herein.

IV Program Description

It is agreed by the agencies listed in this agreement to conduct the following, when feasible:
1. To jointly promote integration of primarily out of school youth with programs and services through joint planning;
2. To align planning and budgeting processes and to conduct these functions jointly;
3. To coordinate resources and programs and to promote a more streamlined and efficient youth workforce development system;
4. To promote information sharing and the coordination of activities to improve performance of local partners;
5. To use common release of information processes subject to confidentiality provisions and to preserve records for the period required by law.
6. To identify and address barriers to coordination;
7. To promote the development and implementation of a more unified system of measuring performance and accountability; and
8. To promote the development of common data systems to track progress and measure performance.

V General Provisions

It is understood by the Agencies 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.

VI Responsibilities of the Agencies Under Agreement

In consideration of the mutual aims and desires of the Agencies participating in this Agreement and in recognition of the public benefit to be derived from effective implementation of the programs involved, the Agencies agree that their respective responsibilities under this agreement shall be as follows:

A. Agencies:

Each agency agrees to actively support the governance structure of the Partnership made up of the Leadership Team and various work teams that include the Design Team.

Each agency agrees to promote the Pierce County Youth Career Center and its services to youth throughout Pierce County needing comprehensive workforce development services.
B. System-wide Commitments

Each of the agencies party to this agreement specifies individual agency commitments through the Pierce County Youth one-stop delivery system as will be defined in a collaborative and consensual process in March of 2009.

Each of the agencies party to this agreement commit to the use and continued evolution of the Partnerships products and processes.

Each of the agencies party to this agreement commit to the Continuous Quality Improvement initiatives of the Partnership.

Each of the agencies party to this agreement agree to support the development and implementation of the Partnership’s system integrators, which include building the technology infrastructure, building staff capacity, developing a common approach to business services and contacts, defining skill standards, developing a system of direct customer access, and developing common performance outcomes.

VII One Stop Center Commitments

Each of the agencies party to this agreement support the following Pierce County Youth Career Center operation policies and procedures, which include:

- Agreement with Tacoma Goodwill Industries who will be the designated landlord of the Pierce County Youth Career Center
- Agreement with an onsite team based management approach
- Agreement with onsite coordination of all collocated staff
- Agreement with the policies and procedures to manage onsite collocated staff
- Agreement with the protocols for operations, customer interactions, and staff interactions
- Commitment to accessibility of the Pierce County Youth Career Center and affiliated programs and services
- Agreement to operate in accordance with the partnership’s quality standards.

The purpose of this part of the Agreement is to establish the terms and conditions under which the parties will share resources in performance of the local WIA Operational Plan. The parties will share system costs associated with operating the Pierce County Youth Career Center. The costs associated with providing the planned shared services at the Pierce County Youth Career Center, including but not limited to costs associated with the Center Director, reception, equipment, utilities will be shared where appropriate.

VIII Youth Career Center Cost Allocation Methodology

Parties on the leadership team will be charged the equally divided cost of the Leadership approved budget minus any collective funds raised to fund these costs to
support shared system costs for the Pierce County Youth Career Center. This amount may change each year based on partnership based funds acquisition to subsidize each partner’s contributions or based on increased system costs as a result of inflation and normal increase in operational expenses as a regular course of doing business. This cost may also change as parties are added or dropped from this consortium. If parties chose not to pay an equal share of the operational costs, then they will not remain part of the Leadership team.

By March 1, 2009, the allocation for YCDC operational costs will be established, and at that point, each party will have the opportunity to commit to paying their fair share of costs, or decline further membership of the YCDC Leadership team.

B Fiscal Leads

Tacoma Community House, a member of the Partnership, has been designated by the parties to be responsible for all the fiscal activities related to the operation of this Resource Sharing Part of this Agreement.

The responsibilities of the fiscal lead may include being the fiscal lead on collaborative grant applications, providing payroll and benefits for persons employed specifically for the benefit of the YCDC (Center Director, peer support workers for example), collecting funds from partner agencies, and payment of invoices approved by the Leadership team.

The fiscal lead will have the opportunity to charge a reasonable and approved fee for providing such services.

IX System Support

In no event, except as may be provided in a Supplemental Agreement, shall any Agency be obligated to pay or reimburse any expense incurred by another Agency under this Agreement.

X Supplemental Agreements to Interagency Cooperative Agreement

Each Agency that is a party to this Agreement (MOU) understands and agrees that all of the terms and conditions contained within are binding upon subsequent Supplemental Agreement between Agencies. In addition, a Supplemental Agreement to this Agreement shall be subject to all the terms in this Agreement, including but not limited to the limitations set forth in Section IX of this Agreement. The Supplemental Agreements are not binding on Agencies not parties to the Supplemental Agreements. The Agencies further agree that such Supplementary Agreements shall be in furtherance of and complementary to this Agreement. Each Agency that is a party to a Supplemental Agreement shall provide all other Agencies with copies of any Supplemental Agreement they may enter into within thirty days from the date of execution of the Agreement.
XI Indemnification

The parties recognize that the partnership consists of various levels of government, not for profit, and for profit entities. 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 will hold harmless and defend all other parties to this Agreement from any and all claims for damages, including costs and attorneys fees resulting in whole or in part from the party or its agent’s activities under the Agreement.

XII Amendment or Cancellation of Agreement

The Agreement may be amended at any time in writing and by mutual consent of all parties to this MOU. Each Agency may cancel its participation in the Agreement upon sixty (60) days written notice to the other agencies. In the event an Agency determines that funds are unavailable to carry out the activities set forth in this Agreement, the Agency shall terminate this Agreement by notifying all other Agencies 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 other Agencies.

XIII Federal and State Non-Discrimination Clause

Each of the agencies party to this agreement shall comply with all applicable local, state, and federal nondiscrimination laws, regulations, rules, and ordinances.

XIV Confidentiality of Personal Information

Each of the agencies party to this agreement shall respect the confidentiality of information received from individuals or the other parties to the agreement and shall not use or disclose any information for any purpose not directly connected with the purposes for which the information was received.
Centro Latino
By: [Signature]  
(Date) 9-22-08  
(Listed below)

Tacoma School District
By: [Signature]  
(Date) 9/23/08  
(Listed below)

My Service Mind
By: [Signature]  
(Date) 9/15/08  
(Listed below)

Tacoma Pierce County Employment and Training Consortium
By: [Signature]  
(Date) 9-19-08  
(Listed below)

Clover Park Technical College
By: [Signature]  
(Date) 9-16-2008  
(Listed below)

Tacoma Community College
By: [Signature]  
(Date) 10/21/08  
(Listed below)
APPROVED:

The undersigned Agencies bind themselves to the faithful performance of this Agreement. It is mutually understood that this Agreement shall not become effective until executed by all Parties involved.

**Vadis**
By: [Signature]  
Date: 09/17/08  
Title: Pathways Specialist

**Bates Technical College**
By: [Signature]  
Date: 09/16/08  
Title: VP for Admin. Ser.

**Metropolitan Development Council**
By: [Signature]  
Date: 09/15/08  
Title: VP Human Social Services

**Job Corps**
By: [Signature]  
Date: 09/19/08  
Title: Project Director

**Tacoma Goodwill Industries**
By: [Signature]  
Date: 09/17/08  
Title: CEO

**Tacoma Community House**
By: [Signature]  
Date: 09/13/08  
Title: Youth/WIA Adult Coordinator
EDUCATIONAL SERVICE AGREEMENT

This agreement is made and entered into by and between Tacoma Community College Fiscal agent for Invista Performance Solutions hereinafter referred to as “College,” and the following named Entity:

NAME: Tacoma Goodwill
ADDRESS: 714 S. 27th Street, Tacoma, WA 98409
PHONE: (253) 573-6638
ATTENTION: Ms. Judy Estes
EMAIL: jestes@tacomagoodwill.org

The College is authorized to provide services by contract to private or governmental entities. The contracting Entity is a private or governmental entity which desires to acquire services for the benefit of its members, employees, or agents.

The College will provide the following services:
Contracted customized training services (See EXHIBIT B for SCOPE OF WORK) for General Warehouse Clerk training to be delivered onsite at Tacoma Goodwill Milgard Work Opportunity Center for a minimum of 148 participants. General Warehouse Clerk training will consist of eight courses (162 hours) offered once quarterly from January – December, 2013.

The College will provide the following supplies and materials:
• Course Handouts
• Tent cards, pen, and notepad
• Certificates for completers
• Evaluation forms

The College will provide the following written documents upon completion of training:
• A Return on Investment Statement
• A written summary of the training provided and participant evaluations

The period of performance of this agreement shall be from January 23, 2013 to December 31, 2013 (SEE EXHIBIT C- Delivery Calendar)
The Contracting Entity shall pay the College a total of $147,260.00 for the services rendered for a minimum 148 students. Additional students may be added at a cost of $995 per student. The College shall invoice the contracting entity according to the Schedule of Payment (SEE EXHIBIT D).

Service Cancellation Policy:

Requests for cancellation of services must be received in writing a minimum of ten (10) business days before the service is scheduled to begin. Please email Don Sosnowski, Director of Corporate Learning, at dssosnowski@invistaperforms.org or mail to Invista Performance Solutions, at Clover Park Technical College, Bldg #19 Room 205, 4500 Steilacoom Blvd. SW, Lakewood, WA 98499. If Contracting Entity cancels fewer than 10 business days before the training, it agrees to pay all costs as quoted or reschedule the training within 30 days.

All rights and obligations of the parties to this agreement shall be subject to and governed by the Special Terms and Conditions contained in the text of this agreement, the General Terms and Conditions attached hereto as Exhibit A, and any other referenced exhibits. Modifications may be made only by a duly executed written addendum to this agreement.

In witness hereof, the parties hereto have executed this agreement by their authorized representatives on this 19th day of September, 2012. This contract is valid for 90 days after the date of issue.

TACOMA GOODWILL

INVISTA Performance Solutions

Signature of Authorized Representative

Dr. Lisa Edwards 9/27/12
Global Solutions Officers

Silvia Barajas, 10/1/10
VP Administrative Services
TACOMA COMMUNITY COLLEGE

011-4020
Budget Number
EXHIBIT A
GENERAL TERMS AND CONDITIONS

A. ASSIGNMENT: This agreement may not be assigned without prior written consent of the College.

B. RIGHTS IN DATA: Data, which originates from this agreement, shall be “works for hire” as defined by the U.S. Copyright Act of 1976 and shall be owned by the College. Data shall include, but not limited to, reports, documents, pamphlets, advertisements, books, magazines, surveys, studies, computer programs, films, tapes and/or sound reproductions. Ownership includes the right to copyright, patent, register, and the ability to transfer these rights.

C. NONDISCRIMINATION: During the performance of this contract, the Client shall comply with all federal and state nondiscrimination laws, regulations, and policies.

D. BILLING: Unless agreed otherwise, the College, at its discretion, shall invoice the Client either monthly, at the end of each session or at the completion of the engagement. Payment will be due within 30 days from the date of the invoice.

E. TERMINATION FOR CONVENIENCE: Except as otherwise provided in this contract, the either Party hereto may, by ten (10) days written notice, beginning on the second day after the mailing, terminate this contract in whole or in part when it is in the best interests of the Party. If this contract is so terminated, the Client shall be liable only for payment in accordance with the terms of this contract for service(s) rendered prior to the effective date of termination.

F. TERMINATION FOR DEFAULT: By written notice either Party may terminate the contract, in whole or in part, for failure of the other Party to perform any of the provisions hereof. In such event the defaulting Party shall be liable for damages as authorized by law. Provided, that if (i) it is determined for any reason the Party was not in default, or (ii) the Party’s failure to perform is without the Party’s control, fault or negligence, the termination shall be deemed to be Termination for Convenience.

G. DISPUTES: All disputes regarding the performance of this agreement shall be mediated by a three (3) person panel comprised of one (1) person chosen by the College, one person (1) chosen by the Client, and one (1) person mutually agreed upon by both the College and Client.

H. GOVERNING LAW: This contract shall be governed by the laws of the state of Washington. In the event of a lawsuit involving this contract, venue shall be proper only in Pierce County. The Client by execution of this contract acknowledges the jurisdiction of the courts of the state of Washington in this matter.

I. INDEMNIFICATION: Each party shall hold the other party, its officers, officials, employees, and volunteers harmless from any claims, losses, or suits, including attorney fees, arising out of injuries and damages caused by each party’s own actions or failures to perform its obligations under the contract.

Revised: Sept. 1, 2012
J. **LOSS LIABILITY:** In the event of the damage, loss or destruction of Client’s instructional supplies, equipment, and materials the College shall assume no responsibility for the reimbursement, replacement thereof, or costs and expenses incident thereto unless the damage, loss or destruction was caused solely by College personnel or subcontractors.

K. **AMERICANS WITH DISABILITIES ACT ACCOMODATIONS:** All costs associated with accommodations for employees with disabilities during this training remain the responsibility of the employer.

L. **OWNERSHIP OF MATERIALS:** All information created for Invista Performance Solutions as "work for hire" (e.g., instructional materials, lecture notes, presentations, handouts, curricula, compact discs, and learning activities) is the sole property of Invista Performance Solutions. No materials may be reproduced without the written permission from Invista Performance Solutions.

M. **NON-SOLICITATION OF EMPLOYEES AND SUB-CONTRACTORS:** All employees of Invista Performance Solutions with Tacoma Community College fiscal agent and sub-contractors have been retained by the college to provide training and instruction to the Organization. The Organization will refrain from recruiting employees and sub-contractors for two calendar years from contract end date. The Organization may exercise the option to buy out the trainer and negotiate terms of the release with INVISTA.

N. **CONFIDENTIALITY:** To the extent permitted by law, all information whether written or oral, regardless of the form or medium of communication that is labeled or otherwise identified as confidential) provided by Invista Performance Solutions and/or the Organization in connection with the customized training program is confidential including but not limited to Organization information, market studies, Organization-college correspondence, notes, notebooks, specifications, evaluations, technical descriptions, reports or other data records. This information shall not be disclosed to any party or used to develop new relationships or business opportunities with any other entity, and shall remain confidential for at least one year after relationship with Invista Performance Solutions has ended.
### EXHIBIT B
TACOMA GOODWILL
GENERAL WAREHOUSE CLERK TRAINING PROGRAM
SCOPE OF WORK

<table>
<thead>
<tr>
<th>Quarterly Training</th>
<th>Description of Non-Credit Course</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Service</td>
<td><strong>Objective:</strong> In the Customer Service course, participants will learn the fundamentals of customer service necessary for success in any work environment. Participants will also learn better listening skills, improved interpersonal communication, and gain a thorough understanding of how they can provide superior customer service. <strong>Learning Outcome:</strong> Upon completion of the course, participants will be able to use tips and techniques on interactions with customers, clients and co-workers that will increase communication, cooperation, and commitment to satisfy needs.</td>
<td>4 hours</td>
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<tr>
<td>Instructional Facilitator: Dana Kehr</td>
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<tr>
<td>Work Readiness</td>
<td><strong>Objective:</strong> In the Work Readiness training, participants will learn the fundamentals necessary to become a great job candidate and employee. Participants will learn resume writing, interviewing skills, interpersonal communications, values and mission statements, personal learning styles, time management, goal setting and diversity. <strong>Learning Outcome:</strong> Upon completion of the training, participants will be able to differentiate between ethical and unethical behaviors, discuss the importance of diversity in the workplace and use techniques to resolve conflict. Participants will also be able to explain how to make decisions based on company rules, policies, and culture and maintain a safe working environment.</td>
<td>29 hours</td>
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<td>Instructional Facilitator: Dana Kehr</td>
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<tr>
<td>Course</td>
<td>Objective:</td>
<td>Learning Outcome:</td>
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<tr>
<td>Introduction to Practical</td>
<td>In the Introduction to Practical Computer course, participants will learn the fundamentals of computer usage and computer terminology.</td>
<td>Upon completion of the course, participants will be able to demonstrate how to navigate Microsoft Windows XP operating system including creating files and folders, using email and searching the internet.</td>
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<tr>
<td>Computing</td>
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<td>Instructional Facilitator:</td>
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<tr>
<td>Barbara Arnold</td>
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<tr>
<td>Introduction to Word</td>
<td>In the Introduction to Word course, participants will learn core level competencies and applications for Microsoft Word.</td>
<td>Upon completion of this course, participants will be able to create, edit and print word documents; insert headers and footers, perform mail merge, work with graphics, create tables, and use proofreading tools.</td>
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<td>Instructional Facilitator:</td>
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<td>Barbara Arnold</td>
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<td>Basic Math Review</td>
<td>In the Basic Math Review course, participants will learn basic quantitative and technical problem-solving math skills.</td>
<td>Upon completion of the training, participants will be able to perform basic math functions (add, subtract, multiply, divide, fractions and percentages) that are utilized in the workplace and apply problem-solving techniques to warehousing and logistics scenarios.</td>
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<tr>
<td>Instructional Facilitator:</td>
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<tr>
<td>Darren Frye</td>
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<tr>
<td>Program</td>
<td>Objective</td>
<td>Learning Outcome</td>
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<td>Warehousing &amp; Inventory Management</td>
<td><strong>Objective:</strong> In the Warehousing &amp; Inventory Management course, participants will learn the fundamentals of warehousing, inventory management and industry regulations and processes.</td>
<td><strong>Learning Outcome:</strong> Upon completion of the training, participants will be able to describe warehousing equipment, inventory management storage processes and systems, technologies used to identify and track units in a warehouse, and safety regulations in warehouse operations.</td>
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<tr>
<td>Instruction Facilitator: Gary Olson</td>
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<tr>
<td>Career Readiness</td>
<td><strong>Objective:</strong> In the Career Readiness course, participants will learn techniques for successful job searching, practice skills for interviewing and informational interviews, and requirements for workforce readiness.</td>
<td><strong>Learning Outcome:</strong> Upon completion of the course, participants will create a resume and articulate responses to frequently asked interview questions.</td>
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<td>Instruction Facilitator: Dana Kehr</td>
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<td>OSHA Forklift Operator Certification</td>
<td><strong>Objective:</strong> In the Forklift Operator Certification course, participants will learn skills to safely maneuver a forklift.</td>
<td><strong>Learning Outcome:</strong> Upon completion of the course, participants will be able to operate a forklift and demonstrate the skill to move product safely</td>
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<td>Instruction Facilitator: Dan Daugherty</td>
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EXHIBIT C
TACOMA GOODWILL
GENERAL WAREHOUSE CLERK TRAINING PROGRAM
TRAINING DELIVERY CALENDAR
Calendar Year 2013

<table>
<thead>
<tr>
<th>S</th>
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EXHIBIT D
TACOMA GOODWILL
GENERAL WAREHOUSE CLERK TRAINING PROGRAM
PAYMENT SCHEDULE

<table>
<thead>
<tr>
<th>Activity</th>
<th>Invoice Date</th>
<th>Due Date</th>
<th>Amount to be Invoiced</th>
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<td>March 12, 2013</td>
<td>April 12, 2013</td>
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<td>Cohort II General Warehouse Clerk training</td>
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<td>Cohort III General Warehouse Clerk training</td>
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<td>Cohort IV General Warehouse Clerk training</td>
<td>November 19, 2013</td>
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<td><strong>TOTAL</strong></td>
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- $995/person for additional students
TACOMA GOODWILL INDUSTRIES RESOURCES FOR EDUCATION AND CAREER HELP
(REA.CH) CENTER AND PIERCE COUNTY COMMUNITY AND TECHNICAL COLLEGES

Signed Bylaws

Bylaws of REA.CH

ARTICLE I: Name and Purpose

Section 1.01. Name. The name of the organization is Resources for Education and Career Help (REA.CH).

Section 1.02. Purpose. REA.CH is a multi-organizational program delivering job placement, educational resources, and training activities to young people 16-24, primarily out of school and seeking work. The young people are provided assistance in job readiness, resource information, connecting to training opportunities, and assistance in re-engaging them with educational systems. The REA.CH Center serves as an active community hub for workforce development for young people between the ages of 16-24. The REA.CH Center hosts a variety of service providers, workforce programs, their attendant staff and customers. The REA.CH Center provides customer-focused, public access to a wide variety of products and services helpful in finding and keeping a job and/or exploring education or training opportunities. The REA.CH Center provides these services in a high-volume environment.

ARTICLE II: Members

Section 2.01. Qualifications. Membership may be granted to any individual or organization that supports the mission and purposes of REA.CH. Members are defined as not contributing financially to REA.CH and shall have no voting rights.

Section 2.02. Membership. Individuals and organizations shall be a member of REA.CH upon declaring their intent to be a member in writing and designation, in writing, an official representative and alternative representative. Membership shall begin upon the final approval of a Memo of Understanding approved by the Leadership Team. The Leadership Team, by 2/3 vote of all of the members of the Team, may approve the Memo of Understanding. A member is defined as an individual or organization that provides resources or services not directly related to the REA.CH budget and does not provide a financial contribution.

Section 2.03. Termination of Membership. The Leadership Team, by 2/3 vote of all of the members of the Team, may suspend or expel a member, and may, by a 2/3 vote or those present at any regularly constituted meeting, terminate the membership of any member who becomes ineligible for membership. Ineligibility may include, but not limited to, lack of participation, violation of Memo of Understanding, loss of funding to provide services, is not able to serve the mission of REA.CH.

Section 2.04. Resignation. Any member may resign by filing a written resignation with the Chairperson; however, such resignation shall not relieve the member so resigning of the obligation to pay any charges theretofore accrued and unpaid.

ARTICLE III: Partners

Section 3.01. Authority of Directors. The Leadership Team is the policy-making body, provides fiscal and program oversight, including personnel action that is in alignment with the employer of record.

Section 3.02. Composition of Leadership Team. The Leadership Team will consist of partner organizations that contribute financially, which directly supports the REA.CH budget and are signatories to the REA.CH Memo of Understanding.

Section 3.03. Number, Selection, and Tenure. Each organization shall have a designated representative and alternate. Vacancies shall be designated by the Executive Director of the partner organization and shall be presented in writing to the Chairperson of the Leadership Team.

Section 3.04. Resignation. Resignations are effective upon receipt by the Chairperson of written notification.

Section 3.05. Termination of Partner Organization. The Leadership Team, by 2/3 vote of all of the members of the Team, may suspend or expel a Partner Organization, and may, by a majority vote or those present at any regularly
constituted meeting, terminate the membership of any Partner Organization who becomes ineligible for membership, or suspend or expel any Partner Organization who shall be in default in the payment of dues or in-kind services.

Section 3.06. Regular Meetings. The Leadership Team shall hold at least six (6) regular meetings per calendar year. Meetings shall be at such dates, times and locations as the Team shall determine.

Section 3.07. Special Meetings. Meetings may be called by the Chairperson or at the request of at least 25% of the members of the Leadership Team by notice mailed, telephone, or emailed to each member not less than thirty (30) days before such meeting. Meetings shall be at such dates, times and locations as the Team shall determine.

Section 3.08. Notice. Meetings may be called by the Chairperson or at the request of any four (4) directors by notice emailed, mailed, or telephoned to each member of the Team not less than forty-eight (48) hours before such meeting.

Section 3.09. Quorum. A quorum shall consist of 2/3 of the membership of the Leadership Team attending in person or through teleconferencing. All decisions will be by majority vote of those present at a meeting at which a quorum is present. If less than a quorum of the directors is present at said meeting, a majority of the directors present may adjourn the meeting on occasion without further notice.

Section 3.10. Action Without a Meeting. Any action required or permitted to be taken at a meeting of the Leadership Team (including amendment of these Bylaws) or of any committee may be taken without a meeting if all the members of the Team or committee consent in writing or by secured email to taking the action without a meeting and to approving the specific action. Such consents shall have the same force and effect as a unanimous vote of the Team or of the committee as the case may be.

Section 3.11. Participation in Meeting by Conference Telephone. Members of the Team may participate in a meeting through use of conference telephone or similar communications equipment, so long as members participating in such meeting can hear one another.

Section 3.12. Partners Nominating Committee. There shall be a Nominating Committee, composed of the Chairperson and at least two (2) other members of the Leadership Team. Each member of the committee shall have one (1) vote and decision shall be made by a 2/3 vote. This committee recommends the inclusion of partner organizations that are represented on the Leadership Team.

Section 3.13. Reimbursement. Directors shall serve without compensation with the exception that expenses incurred in the furtherance of REACH’s business are allowed to be reimbursed with documentation and prior approval by the Leadership Team.

ARTICLE IV: Authority and Duties of Officers

Section 4.01. Officers. The officers of REACH shall be a Chairperson, and such other officers as the Leadership Team may designate. Any two (2) or more offices may be held by the same person, except the offices of Chairperson.

Section 4.02. Appointment of Officers; Terms of Office. The officers of REACH shall be elected by the Leadership Team at regular meetings of the Team, or, in the case of vacancies, as soon thereafter as convenient. New offices may be created and filled at any meeting of the Leadership Team. Terms of office may be established by the Leadership Team, but shall not exceed three (3) years. Officers shall hold office until a successor is duly elected and qualified. Officers shall be eligible for reappointment.

Section 4.03. Resignation. Resignations are effective upon receipt by the Chairperson of the Leadership Team of a written notification.
Section 4.04. Removal. An officer may be removed by the Leadership Team at a meeting, or by action in writing pursuant to Section 3.10, whenever in the Team’s judgment the best interests of REACH will be served thereby. Any such removal shall be without prejudice to the contract rights, if any, of the person so removed. Said removal will require a 2/3 vote by the Leadership Team.

Section 4.05. Chairperson. The Chairperson shall be a member of the Leadership Team and will preside at all meetings of the Leadership Team. The Chairperson shall perform all duties attendant to that office, subject, however, to the control of the Leadership Team, and shall perform such other duties as on occasion shall be assigned by the Leadership Team.

Section 4.06. Paid Staff. The Leadership Team shall take personnel actions in alignment with the procedures of the employer of record. The powers and duties of the director shall be as assigned or as delegated to be assigned by the Team.

ARTICLE V: Advisory Team and Committees

Section 5.01. Designation. The Leadership Team may designate and appoint by resolution adopted by majority of the directors one or more committees/teams/advisory boards, each of which shall consist of one or more directors and/or non-Team members, which committee(s)/team(s)/advisory board(s), to the extent provided in such resolution, shall have and exercise the authority of the Team.

Section 5.02. Size, Duration, and Responsibilities. The size, duration, and responsibilities of such Teams and committees shall be established by a majority vote of the Leadership Team.

Section 5.03. General Powers. Any action required or permitted to be taken by a Team committee/team shall be based on a previously approved directive (i.e., action or workplan) or resolution of the Leadership Team. Any such written consent shall be included in the recorded minutes of a Team meeting.

ARTICLE VI: Indemnification

Section 6.01. Every member of the Leadership Team, officer or employee of REACH may be indemnified by their governing organization against all expenses and liabilities, including counsel fees, reasonably incurred or imposed upon such members of the Team, officer or employee in connection with any threatened, pending, or completed action, suit or proceeding to which she/he may become involved by reason of her/his being or having been a member of the Team, officer, or employee of the corporation, or any settlement thereof, unless adjudged therein to be liable for negligence or misconduct in the performance of her/his duties. Provided, however, that in the event of a settlement the indemnification herein shall apply only when the Team approves such settlement and reimbursement as being in the best interest of the corporation. The foregoing right of indemnification shall be in addition and not exclusive of all other rights which such member of the Team, officer or employee is entitled.

ARTICLE VII: Financial Administration

Section 7.01. Contracts. The Leadership Team may authorize the fiscal agent to enter into any contract or execute and deliver any instrument in the name of and on behalf of REACH, and such authority may be general or confined to specific instances.

Section 7.02. Loans. No loans shall be contracted on behalf of REACH and no evidences of indebtedness shall be issued in its name unless authorized by a resolution of the Leadership Team. Such authority may be general or confined to specific instances.

Section 7.03. Fiscal Agent. The Tacoma Community House will serve as the fiscal agent for REACH and shall be responsible for all accounts receivable/payable, personnel management, purchasing policies, and financial accounting.
ARTICLE VIII: Books and Records

Section 8.01. Correct books of account of the financial activities and transactions of REACH shall be kept at the office of the Tacoma Community House. These shall include a copy of these Bylaws, and all minutes of meetings of the Leadership Team.

ARTICLE IX: Amendment of Bylaws

Section 9.01. These Bylaws may be amended by a 2/3 vote of the Leadership Team, provided prior notice is given of the proposed amendment in the notice of the meeting at which such action is taken, or provided all members of the Team waive such notice, or by unanimous consent in writing without a meeting pursuant to Section 3.10.

ARTICLE X: Conflict of Interest

Section 10.01. It shall be the responsibility of all Leadership Team members to openly declare any potential conflicts of interest, real or apparent, in any matter that is before REACH and in particular, any application for funding under consideration. Potential conflicts may directly involve the Team member, the reporting agency, an employee of the Team member, a member’s family or close friend(s). Questions regarding potential conflicts will be resolved in accordance with Section 3.

Section 10.02. Leadership Team members who have declared a conflict of interest with a specific matter or activity before REACH, may not sponsor, second, or vote on any such matter or activity. However, Team members who have declared a conflict of interest may participate in any regular discussions pertaining to such matters or activities or may solicit information from persons testifying before REACH. However, to avoid any appearance of impropriety, no special consideration or extra time of discussion shall be given to matters or activities involving a member conflict.

Section 10.03. The presiding Chairperson will decide any difference of opinion regarding a conflict of interest, or may declare a potential conflict to be de minimus depending upon the circumstances. In the event the conflict involves the Chairperson, the decision shall be made by a vote of the Leadership Team.

Bates Technical College

Signor

Title

4/23/10

President

Contro Latino

Signor

Title

9/9/09

Director

Clover Park Technical College

Signor

Title

1-8-2010

VP/Finance and Budget

Job Corps

Signor

Title

9/9/09

Project Director

Metropolitan Development Council

Signor

Title

2/9/10

VP
Tacoma Community College

Signator

Title

Date

Tacoma Community House

Signator

Executive Director

Title

9/1/09

Date

Tacoma Goodwill

Signator

CEO

Title

Date

Tacoma Public Schools

Signator

Superintendent

Title

1/12/10

Date

Vadis

Signator

Employment Services Manager

Title

9/1/09

Date

Workforce Central

Signator

CEO

Title

9-9-09

Date
1) **Definitions:**
Partner – Agency that provides a set dollar amount of in-kind or cash participation to the REACH annual operating budget, on a consistent allocation schedule. Partner agency may or may not have allocated staff positions assigned to work onsite at REACH for an agreed upon set of hours weekly. The participation amount is determined according to number of staff permanently assigned to be onsite at REACH.

Member – Agency with some staffing and consistent service presence at REACH, but no set financial participation.

2) **Governance & Decision Making:**
Partner agencies are represented on the REACH Leadership Team and have one equal governance vote.

Member agencies may or may not have representation on the REACH Leadership Team, but do not have a governance vote.

3) **Staffing Allocation/Fund Participation Formula:**
A) Partners with 1-3 staff onsite, for range of 40 hours – 120 staff hours per week contribute $1,250 per month over the fiscal year.

B) Partners with 4-6 staff onsite, for range of 160 hours – 240 staff hours per week contribute $1,500 per month over the fiscal year.

C) Partners with 7 - 10 staff onsite, for range of 280 staff hours and above per week contribute $2,000 per month over the fiscal year.

D) Partners with 10 or more staff onsite, for range of 400 staff hours and above per week contribute $4,000 per month over the fiscal year.

E) Partners who do not have assigned staff allocations have a flat participation rate of $1,000 per month over the fiscal year.

4) **Fiscal Year Contributions - Payment Types & Conditions**
All financial allocations must align with the operating budget expenses to be counted as meeting the financial participation requirement.

A) Cash participation payments must be sent to REACH Fiscal Lead Agency by the 5th working day of each month, through a provided invoice statement.

B) In-Kind contributions in lieu of cash must be prior approved by REACH Leadership team, to ensure alignment with annual operating expenses. In-kind contributions must be sent to REACH Fiscal Lead Agency by the 5th working day of each month, through a provided invoice statement.

5) **Financial Relief through Grant Awards**
Changes to participation amounts can occur when overall expenses are relieved by a grant award during certain timeframes. When grant awards are funded, REACH Leadership team will recalculate all partners’ participation rates and determine to either decrease the contribution amount or increase service delivery or both.
### Tacoma Goodwill Distance Learning: Staffing Model

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<tr>
<th>STAFF TITLE</th>
<th>ROLE IN PARTNERSHIP</th>
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<tr>
<td><strong>Tacoma Goodwill Industries</strong></td>
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<tr>
<td>CEO</td>
<td>Provides vision for initial college relationship building; general leadership</td>
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<tr>
<td>Director of Workforce Development</td>
<td>General leadership and support of programs. Established vision for utilization of video conferencing capability to serve distant rural areas.</td>
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<tr>
<td>Grants Director</td>
<td>Helps write and plan initial grant application to U.S. Department of Labor to fund a new, non-associates-degree logistics career pathway program and four SMART classrooms (DOL Community-Based Job Training (CBJT) $1.9 million)</td>
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<tr>
<td>Employment and Training Manager</td>
<td>Provides overall supervision of the Goodwill’s employment and training department staff. Continuous Quality Improvement (CQI) advocate.</td>
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<td>Distance Learning Program Coordinator</td>
<td>Responsible for all participant enrollment, persistence and completion of the course, and job placement and retention of students. Ensures other satellite sites’ support services coordinators to do the same. Conducts outreach and recruitment, determines eligibility and motivation to succeed, intakes participants, coordinates with instructors for student and classroom management, ensures that students receive remediation to master course material. Authorizes support services and provides intensive case management for each student in the cohort, for up to at least one year of retention and support. Communicates often with the instructors to ascertain individual student progress, internship eligibility and job placement opportunities. Joins Goodwill business services staff on new business development tours and encourages businesses to assist with mock interviews, internships and other development aspects. Manages the technology in the room and at offsite locations and generates IT work orders to ensure functionality of technology in the theatre and at distant sites at all times.</td>
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<tr>
<td>Support Services Coordinators</td>
<td>Provides similar services as program coordinator (except for classroom technology management) but to Goodwill satellite locations - each site enrolls an average of six participants per quarter. Participates in quarterly conference calls with the program coordinator to seek guidance and update him on any challenges, successes and general program implementation needs.</td>
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<td>Administrative Assistant</td>
<td>Reports to program coordinator. Maintains participant files, spreadsheet reports, follow-up services with participants, recordkeeping, database entry and retention paperwork, general assistant to the program staff and clientele.</td>
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<td><strong>Tacoma Goodwill Industries</strong></td>
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<tr>
<td><strong>IT Director</strong></td>
<td>Responsible for initial purchase of technology, continued funding, software and hardware updates, and all third-party vendor relationships that engineer, update, replace, service and maintain the hardware/software. Works closely with program coordinator and director of workforce development to monitor and troubleshoot on-site and offsite issues with the technology and the classrooms.</td>
</tr>
<tr>
<td><strong>Corporate Partnership Director</strong></td>
<td>Represents Goodwill to more than 700 businesses in the community and brings them on site to tour and learn about Goodwill’s services, most notably the warehouse and logistics program. Offers the employers multiple opportunities to volunteer (mock interviews, internship sites, field trips, etc.).</td>
</tr>
<tr>
<td><strong>Invista Performance Solutions</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Presidents</strong></td>
<td>Support Goodwill–college partnership, college buy-in and collaboration</td>
</tr>
</tbody>
</table>
| **Global Solutions Officer** | Supports the partnership by developing:  
  - A model that complies with state guidelines  
  - Value for both colleges and Tacoma Goodwill  
  - Oversight of initial Curriculum development  
  - Coordination of resources from multiple colleges  
  - Vision for initial project implementation |
| **Project Manager** | Develops a mutually beneficial agreement.  
  Initiates annual purchase order contract to deliver agreed-upon services.  
  Links Invista instructors with subject-area expertise for course delivery.  
  Reviews academic credentials to approve instructors.  
  Provides instructor pool for Goodwill to select from should changes be warranted.  
  Helps to convene business advisory board meetings.  
  Coordinates student feedback for review of performance.  
  Prepares hard copies of curriculum, all textbooks and other peripherals (flash drives, etc.) and mails them to all three sites.  
  Interfaces with program staff and instructor with frequency to address any programmatic issues. |
| **Logistics Instructor** | Industry-recognized professional delivers complex material in several ways that meet the needs of adult learners with multiple barriers to education and employment.  
  Develops course content that prepares students to pass the national Certified Logistics Associate (CLA) credential.  
  Connects students to business and industry internships and conducts field trip site visits quarterly. |
| **Career and Resume Instructor** | Exposes students to soft skills and diverse resume and cover letter varieties  
  Leads students in solid practice and preparation for job interviews, including personal and career exploration groups and individual work that provides context for those typically disconnected from the workplace.  
  Underscores the value of the specific job training when combined with improved techniques in job search, job readiness, self esteem and personal introspection that leads to stronger job-seeking behavior and more successful outcomes. |
<table>
<thead>
<tr>
<th>STAFF TITLE</th>
<th>ROLE IN PARTNERSHIP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tacoma Goodwill Industries</td>
<td></td>
</tr>
<tr>
<td>Workplace Math Skills Instructor</td>
<td>Possesses basic math skills most likely to be required in the business world review and instruction.                                                                                                     Focuses on percentages, basic algebraic formulas and multiplications.</td>
</tr>
<tr>
<td></td>
<td>Addresses and resolves generally accepted phobia about math. <em>(Note: The current instructor was a student in our first cohort, in 2009, and has a good perspective on the learning techniques that work best with these students, who have generally not sat in a classroom since they were in high school.)</em></td>
</tr>
<tr>
<td>Basic Computer Skills Instructor</td>
<td>Teaches entry-level, straightforward lessons in basic Word, Excel and Microsoft Office Suite, including Outlook.</td>
</tr>
<tr>
<td></td>
<td>Guides students in emailing and attaching documents and completing online job applications.</td>
</tr>
</tbody>
</table>

* Each college partner offers these supports. Note that exact titles and division of duties will vary from college to college.