

Olympic Consortium



2016 - 2020

WORKFORCE DEVELOPMENT PLAN



Kitsap County

June 18, 2016

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Executive Summary

In 2014, President Barack Obama signed the Workforce Innovation and Opportunity Act (WIOA) into law as the first major reform of the public workforce system in 15 years. It is the first federal reform of the workforce system in 15 years. WIOA replaces and modifies the Workforce Investment Act (WIA), which started in 1998.

The majority of WIOA provisions became effective on July 1, 2015, with additional requirements set for July 1, 2016. The goal of WIOA is to improve the quality of the workforce, increase economic self-sufficiency, reduce welfare dependency, meet employer skill requirements, and enhance the productivity and competitiveness of the nation.

This new law creates a more streamlined workforce training and employment delivery system that seeks to increase business prosperity by supplying highly-skilled workers. The focus on business, industry and the health of our local economy will promote economic success for individuals and our communities.

The Olympic Consortium Workforce Development Area serves the three-county region of Clallam, Jefferson and Kitsap counties and is an expert in the region's workforce development efforts. The Olympic Consortium Board of county commissioners from the three counties, the Olympic Workforce Development Council and all staff are dedicated to the development of a workforce system that supports business, industry, and all levels of employers and job seekers.

The Olympic Consortium is a hub for gathering and disseminating information about the area's labor market and business' employment needs. We are convening groups of businesses, collaborating with education and training providers, and researching, cultivating, and funding innovative solutions for workforce challenges.

The Olympic Consortium Local Plan is a document detailing how we're going to coordinate with employers and job-seekers to grow our economy and train workers for the jobs of tomorrow. We have a network of engaged and effective partners working with us to assess and improve our regional workforce system. We look forward to continuing these relationships and expanding other partnerships to prepare and promote a skilled and adaptive workforce—one that provides opportunity for all residents, irrespective of their circumstances or barriers to employment.

The Olympic Consortium oversees the local network of America's Job Centers, also called WorkSource. WorkSource is a demand-driven and integrated system of partners who share common goals. Our WorkSource Centers in Bremerton, Port Hadlock, Port Angeles and Port Orchard are a focal point for developing community prosperity, one job seeker and one employer at a time. Each WorkSource is committed to being a community resource and providing excellent customer service.

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SECTION I - Regional Designation

This local plan addresses the regional activities of the Olympic Consortium Workforce Development Area. The specific items relating to the governance and composition of the Olympic Consortium are:

- **Workforce Development Area Name and Number:** Olympic Consortium - 1
- **County or Counties Comprising Service Delivery Area:** Clallam, Jefferson and Kitsap counties
- **Fiscal Agent/Entity Responsible for the disbursement of grant funds:** **Kitsap County Board of Commissioners**

SECTION II - Regional Planning

A. Regional analysis.

According to data from Washington State Employment Security Department employment with in the three-county Olympic Consortium, was estimated at approximately 134,229 in 2013. Projections predict an annual growth rate of 1.6 percent from 2013 to 2018 and an annual job growth rate of 1.2 percent from 2018 to 2023. This is noted in the table below.

(Source- Washington State Department of Employment Security Estimates)

Olympic Consortium Estimated employment 2013	Estimated employment 2018	Estimated employment 2023	Average annual growth rate 2013-2018	Average annual growth rate 2018-2023
134,229	145,377	153,993	1.6%	1.2%

Of the estimated job growth much of it is anticipated to be in the following sectors²:

- Composite Manufacturing
- Business Services
- Construction
- Healthcare
- Maritime
- Military
- Tourism and Hospitality
- Transportation and Logistics

Advanced Manufacturing

Kitsap manufacturing companies are cutting edge and advanced, utilizing the latest advanced materials and metals. Kitsap is home to scores of manufacturing enterprises deploying the latest technology in computer-aided design and CNC machining and production. Olympic College offers an Advanced Manufacturing/Precision Machining, Technical Design and Composites certificates which can also lead to an Associate of Applied Science in Engineering Technology. Clallam and Jefferson are also seeing growth in their advanced manufacturing business and state-of-the-art Composite Recycling Technology Center (CRTC) co-located with Peninsula College at the Port of Port Angeles' Composite Manufacturing Campus. The new CRTC facility will train 30 workers and recycle \$1.4 million pounds of composite material into new products each year. While a lot of these businesses are associated with aerospace, they also support maritime and other industries.

Advanced Manufacturing contributed an estimated \$93 million in annual wages to the Olympic Consortium economy. There were approximately 1,639 jobs in this sector in December 2015 and the estimated demand for new and replacement positions is 80 annually through 2023. Of this number, it is estimated that there will be 45 trained workers needed annually to fill the available positions.

Estimated Quick Facts: Materials Engineers¹	
2014 Median Pay	\$87,690 per year
Typical Entry-Level Education	Bachelor's degree
On-the-job Training	None
Annual Employment Change, 2014-24	1 %

Estimated Quick Facts: Assemblers and Fabricators¹	
2014 Median Pay	\$29,280 per year
Typical Entry-Level Education	High school diploma or equivalent
On-the-job Training	Moderate-term on-the-job training
Annual Employment Change, 2014-24	0.6 %

Estimated Quick Facts: Sheet Metal Workers¹	
2014 Median Pay	\$45,070 per year
Typical Entry-Level Education	High school diploma or equivalent

On-the-job Training	Apprenticeship
Annual Employment Change, 2014-24	0.1 %

Business Services

Business services include professional, scientific and technical services as well as management of companies and enterprises. It also includes administrative support services.

Business services positions contribute an estimated \$2.5 billion in salary and wages to the Olympic Consortium economy. There are currently approximately 45 thousand jobs in this sector in December of 2015 and the estimated demand for new and replacement positions in 1,700 annually through 2023. Of the total demand, it is estimated that there will be a workforce supply gap of approximately 200 annually.

Estimated Quick Facts: Administrative Assistant	
2014 Median Pay	\$35,970 per year
Typical Entry-Level Education	High school diploma or equivalent
On-the-job Training	None
Annual Employment Change, 2014-24	.5 %

Estimated Quick Facts: Accountants and Auditors	
2014 Median Pay	\$65,940 per year
Typical Entry-Level Education	Bachelor's degree
On-the-job Training	None
Annual Employment Change, 2014-24	1.1 %

Estimated Quick Facts: Claims Adjusters	
2014 Median Pay	\$62,300
Typical Entry-Level Education	Associates or Bachelor's degree
On-the-job Training	None
Annual Employment Change, 2014-24	.4 %

Construction

Construction is the process of creating and building infrastructure or a facility. It differs from manufacturing in that manufacturing typically involves production of similar items without a designated purchaser, while construction is typically done on location for a known client. Construction as an industry is about four percent of the gross domestic product in the United States. Construction starts with planning, design, and financing and continues until the project is built and ready for use.

Construction Trades contribute approximately \$996.2 million to the Olympic Consortium economy. There are currently approximately 18 thousand jobs in this sector in December of 2015 and the estimated demand for new and replacement positions is 590 annually through 2023. It is estimated that a workforce supply gap of approximately 80 workers per year will exist for the foreseeable future.

Olympic Consortium Estimated Quick Facts: Carpenters¹	
2014 Median Pay	\$40,820 per year
Typical Entry-Level Education	High school diploma or equivalent
On-the-job Training	Apprenticeship
Employment Change, 2014-24	1.2%

Estimated Quick Facts: Electricians¹	
2014 Median Pay	\$51,110 per year
Typical Entry-Level Education	High school diploma or equivalent
On-the-job Training	Apprenticeship
Employment Change, 2014-24	1%

Olympic Consortium Estimated Quick Facts: Roofers¹	
2014 Median Pay	\$35,760 per year
Typical Entry-Level Education	High school diploma or equivalent
On-the-job Training	Apprenticeship
Employment Change, 2014-24	1.2%

Estimated Quick Facts: Plumbers¹	
2014 Median Pay	\$50,660 per year
Typical Entry-Level Education	High school diploma or equivalent
On-the-job Training	Moderate-term on-the-job training
Employment Change, 2014-24	1.1%

Healthcare

Healthcare continues to grow with facility expansions, new services and new-to-the-area specialty practices. Hospitals, clinics, mental health facilities, assisted living centers, in-home health operations, physical therapy, homeopathic care, pharmacies, medical equipment sales and rentals, medical laboratories, and help make up the healthcare sector in the Olympic Consortium.

Health Care employment contributes approximately \$1.1 billion to the Olympic Consortium economy. There are currently approximately 13,000 jobs in this sector in December of 2015 and the estimated demand for new and replacement positions 600 annually through 2023. An estimated workforce supply gap of 300 skilled workers per year will exist.

Estimated Quick Facts: Registered Nurse¹	
2014 Median Pay	\$66,640 per year
Typical Entry-Level Education	Bachelor's degree
On-the-job Training	None
Employment Change, 2014-24	1.3%

Estimated Quick Facts: CNA¹	
2014 Median Pay	\$25,090 per year
Typical Entry-Level Education	Certificate
On-the-job Training	None
Employment Change, 2014-24	1.4%

Estimated Quick Facts: Radiologic and MRI Technologists¹	
2014 Median Pay	\$57,370 per year
Typical Entry-Level Education	Associate's degree
On-the-job Training	None
Employment Change, 2014-24	0.9 %

Information Technology

The Information Technology cluster encompasses a broad range of software and hardware development, as well as delivery of technology services. The software publishers subsector includes developers of productivity software as well as entertainment software and mobile applications, or “interactive media”. The Electronic Shopping subsector focuses on developing software that allows customers to purchase consumer goods, as well as delivering direct access to digital content. Hardware manufacturing firms develop and manufacture a wide range of electronic equipment. The telecom services and computer services subsectors provide digital services and technology management services to businesses as well as consumers.

Information technology contributes approximately \$181 million to the Olympic Consortium economy. There are currently approximately 2,150 jobs in this sector in December of 2015 and the estimated demand for new and replacement positions 75 annually through 2023. This will leave an estimated skilled workforce supply gap of 40 workers annually.

Estimated Quick Facts: Computer Programmers¹	
2014 Median Pay	\$77,550 per year
Typical Entry-Level Education	Bachelor's degree
On-the-job Training	None
Employment Change, 2014-24	1.7

Estimated Quick Facts: Graphic Designers¹	
2014 Median Pay	\$45,900 per year
Typical Entry-Level Education	Bachelor's degree
On-the-job Training	None
Employment Change, 2014-24	1 %

Estimated Quick Facts: Database Administrators¹	
2014 Median Pay	\$80,280 per year
Typical Entry-Level Education	Bachelor's degree
On-the-job Training	None
Employment Change, 2014-24	1.1 %

Maritime

The Maritime Sector in the Olympic Consortium includes; fishing and Seafood processing, ship and boat building, maintenance and repair; maritime shipping and logistics, passenger water transportation; and maritime support services.

Maritime Contribute approximately \$62 million in annual wages to the Olympic Consortium economy. There are currently approximately 1610 jobs in this sector in the three County area. It is expected that there will be new and replacement demand for 60 jobs annually through 2023. This estimate is a conservative projection. According to the Port of Port Angeles, there were 924 jobs in Clallam County with the maritime industry which could result in even more of a supply gap than what was initially estimated. The Consortium will continue to work with the Port of Port Angeles on maritime industry jobs to ensure that the supply gap is closing.

Estimated Quick Facts: Marine Engineers and Naval Architects¹	
2014 Median Pay	\$92,930 per year
Typical Entry-Level Education	Bachelor's degree
On-the-job Training	None
Employment Change, 2014-24	.9 %

Estimated Quick Facts: Fishing Worker¹	
2014 Median Pay	\$32,530 per year
Typical Entry-Level Education	High School or Equivalent
On-the-job Training	Varies
Employment Change, 2014-24	.1%

Estimated Quick Facts: Small Engine Mechanic¹	
2014 Median Pay	\$34,130 per year
Typical Entry-Level Education	Associates Degree
On-the-job Training	None
Employment Change, 2014-24	.5 %

Military

The US Department of Defense has approximately 16,500 Civilian and 15,000 uniformed personnel in the Olympic Consortium, although a very large majority is located in Kitsap County. This include uniformed and civilian workers at Naval Base Kitsap (Bremerton, Bangor, Keyport, CVNs, SUBs, Tenant Commands) 13,500 and 4,800 respectively, as well as staff at Naval Hospital Bremerton and Puget Sound Naval Shipyard (PSNS) and Intermediate Maintenance Facility which is a tenant activity located within Naval Base Kitsap.

Tourism and Hospitality

Clallam, Jefferson and Kitsap counties provide visitors with idyllic settings in a relatively close proximity to the metro Seattle area makes Tourism one of the Olympic Consortiums top economic drivers. This sector includes hospitality such as hotels and restaurants and other food service provider, tour services, gaming, and visitor venues such as bed and breakfasts and farms.

The Tourism and Hospitality sector contribute approximately \$355 million in wages to the Olympic Consortium economy. As of December 2015 there were approximately 13,100 jobs in this sector. Annually it is estimated that there will be demand for 657 new and replacement positions annually through 2023. With estimates of the number of trained workers who will be available for work in this industry sector, there will be a workforce supply gap of approximately 50 workers annually.

Estimated Quick Facts: Gaming Service Worker¹	
2014 Median Pay	\$19,940 per year
Typical Entry-Level Education	High School
On-the-job Training	Varies
Employment Change, 2014-24	1 %

Estimated Quick Facts: Chefs and Head Cooks ¹	
2014 Median Pay	\$41,610 per year
Typical Entry-Level Education	Associations Degree
On-the-job Training	Apprenticeship
Employment Change, 2014-24	.8 %

Estimated Quick Facts: Recreation Workers ¹	
2014 Median Pay	\$22,620 per year
Typical Entry-Level Education	High school diploma or equivalent
On-the-job Training	Short-term on-the-job training
Employment Change, 2014-24	1 %

Transportation and Logistics

The Transportation and Logistics cluster consists of a group of subsectors that are focused on the movement of goods and passengers within and through the region. This cluster also supports regional export activities. The Land Freight Transportation subsector supports rail and freight movement. Warehousing and storage supports on the ground goods movement and product delivery. The movement of goods into and out of the region via water is a key factor in the region's strength in this cluster. The marine cargo transportation handling subsector is included here for analysis. This does not include marine repair etc.

Transportation and Logistics contribute approximately \$230 million in annual wages to the Olympic Consortium economy. There are currently approximately 5,800 jobs in this sector. There is an estimated demand for 193 new and replacement positions annually through 2023. This is estimated to leave a labor supply gap of approximately 70 skilled workers annually.

Estimated Quick Facts: Heavy and Tractor-trailer Truck Drivers ¹	
2014 Median Pay	\$39,520 per year
Typical Entry-Level Education	Postsecondary non-degree award
On-the-job Training	Short-term on-the-job training
Employment Change, 2014-24	.5 %

Estimated Quick Facts: Water Transportation Workers ¹	
2014 Median Pay	\$53,130 per year
Typical Entry-Level Education	Associations Degree
On-the-job Training	Varies
Employment Change, 2014-24	1 %

Estimated Quick Facts: Logisticians ¹	
2014 Median Pay	\$73,870 per year
Typical Entry-Level Education	Bachelor's degree
On-the-job Training	None
Employment Change, 2014-24	.2 %

1. Demographic characteristics

The combined population of the three counties increased in the past eight years by 2.6%, from 354,419 in 2000 to 363,745 in 2015. Net migration makes up a large portion of the population gain for the three counties. Out-migration has not been an issue since the mid-80s when the timber industry in Clallam and Jefferson Counties was severely cut back.

Age Groups

Changes in the age of the local population mirror those of Washington State overall. A convenient comparison can be made when the population is broken down into groups:

- 0 - 14 -- Infants or adolescents a decade or two removed from the labor force.
- 15 - 19 -- Prospective new entrants in the labor force, less college students.
- 20 - 24 -- New entrants into the labor force.
- 25 - 44 -- Workers in their prime years of work productivity.
- 45 - 64 -- Mature workers with years of accumulated skills and experience.
- 65+ -- A mix of older workers and retirees

Clallam County Population 2010 Census compared to 2012 and 2014 Estimates

Clallam County	2010		2012		2014	
Age Groups		% County		% County		% County
0 -14	10,583	14.82%	10,460	14.53%	10,485	14.46%
15 -19	3,994	5.59%	3,685	5.12%	3,483	4.80%
20 -24	3,598	5.04%	3,916	5.44%	4,029	5.56%
25 – 44	13,995	19.60%	14,290	19.85%	14,380	19.83%
45 – 64	22,045	30.87%	21,406	29.73%	20,673	28.51%
65 - +	<u>17,189</u>	<u>24.07%</u>	<u>18,243</u>	<u>25.34%</u>	<u>19,451</u>	<u>26.83%</u>
	71,404	100.00%	72,000	100.00%	72,501	100.00%

Postcensal Estimates of April 1 Population by Age and Sex: 2010-Present,
Office of Financial Management, State of Washington

Jefferson County Population 2010 Census compared to 2012 and 2014 Estimates

Jefferson County	2010		2012		2014	
Age Groups		% County		% County		% County
0 -14	3,562	11.90%	3,441	11.40%	3,388	11.04%
15 -19	1,354	4.50%	1,320	4.40%	1,214	3.95%
20 -24	1,105	3.70%	1,157	3.80%	1,213	3.95%
25 – 44	5,049	16.90%	5,026	16.70%	5,021	16.36%
45 – 64	10,960	36.70%	10,499	34.80%	10,099	32.90%
65 - +	<u>7,842</u>	<u>26.30%</u>	<u>8,732</u>	<u>28.90%</u>	<u>9,765</u>	<u>31.81%</u>
	29,872	100.00%	30,175	100%	30,699	100.00%

Postcensal Estimates of April 1 Population by Age and Sex: 2010-Present,
Office of Financial Management, State of Washington

Kitsap County Population 2010 Census compared to 2012 and 2014 Estimates

Kitsap County	2010		2012		2014	
Age Groups		% County		% County		% County
0 -14	45,957	18.30%	45,552	17.90%	45,638	17.83%
15 -19	17,259	6.87%	15,847	6.23%	14,309	5.59%
20 -24	18,696	7.44%	19,499	7.66%	19,327	7.55%
25 – 44	61,797	24.61%	61,676	24.23%	60,294	23.56%
45 – 64	74,128	29.52%	74,249	29.17%	73,544	28.74%
65 - +	<u>33,296</u>	<u>13.26%</u>	<u>37,676</u>	<u>14.80%</u>	<u>42,788</u>	<u>16.72%</u>
	251,133	100.00%	254,500	100.00%	255,900	100.00%

Postcensal Estimates of April 1 Population by Age and Sex: 2010-Present,
Office of Financial Management, State of Washington

These tables show that the population is aging, with many of the "baby boom" generation approaching retirement or mature worker status. There is a decreasing share of youth (0 -14) and older youth (15-19), a strong gain in the share of retiring workers (65 - +), and minor changes in the other age categories. One Bureau of Labor statistic reveals that by the year 2022, that over 23% of the 65 year old and over population segment will still be working. These trends reflect what is happening at the state and federal levels as well. The population estimates done by the Office of Financial Management indicate that the trend is likely to continue.

Given these changes, job-training services should emphasize services to help mature workers obtain and remain in viable jobs. The emerging workforce (youth) as well as workers in their prime earning years will also remain part of the workforce development focus.

Race and Ethnicity

The most recent Census data demonstrates that the race/ethnicity makeup of the three-county area is changing slowly. The local area population follows the same trend as in the state and the nation: a decrease in the proportion of the white population and an increase in the proportion of the nonwhite population.

Race and Ethnic Groups in Olympic Consortium

2010 Census

	Total Population	White	% of Total	Black or African American	% of Total	American Indian and Alaska Native	% of Total	Asian	% of Total	Native Hawaiian and Other Pacific Islander	% of Total	Some Other Race	% of Total	Two or More Races	% of Total	Hispanic or Latino	% of Total
Jefferson	29,872	26,681	89%	237	0.8%	628	2.1%	460	1.5%	62	0.2%	61	0.2%	895	3.0%	848	2.8%
Clallam	71,404	60,400	85%	558	0.8%	3,326	4.7%	993	1.4%	86	0.1%	114	0.2%	2,300	3.2%	3,627	5.1%
Kitsap	<u>251,133</u>	<u>198,745</u>	<u>79%</u>	<u>6,329</u>	<u>2.5%</u>	<u>3,524</u>	<u>1.4%</u>	<u>12,082</u>	<u>4.8%</u>	<u>2,177</u>	<u>0.9%</u>	<u>423</u>	<u>0.2%</u>	<u>12,167</u>	<u>4.8%</u>	<u>15,686</u>	<u>6.2%</u>
Total	352,409	285,826	81%	7,124	2.0%	7,478	2.1%	13,535	3.8%	2,325	0.7%	598	0.2%	15,362	4.4%	20,161	5.7%

2014 Census Estimates

	Total Population	White	% of Total	Black or African American	% of Total	American Indian and Alaska Native	% of Total	Asian	% of Total	Native Hawaiian and Other Pacific Islander	% of Total	Some other race	% of Total	Two or more races	% of Total	Hispanic or Latino	% of Total
Jefferson	29,978	26,920	90%	283	0.9%	674	2.2%	511	1.7%	41	0.1%	144	0.5%	1,405	4.7%	962	3.2%
Clallam	72,024	63,318	88%	686	1.0%	3,616	5.0%	1,066	1.5%	56	0.1%	726	1.0%	2,556	3.5%	3,957	5.5%
Kitsap	<u>253,614</u>	<u>208,328</u>	<u>82%</u>	<u>6,777</u>	<u>2.7%</u>	<u>3,546</u>	<u>1.4%</u>	<u>12,475</u>	<u>4.9%</u>	<u>2,276</u>	<u>0.9%</u>	<u>4,442</u>	<u>1.8%</u>	<u>15,770</u>	<u>6.2%</u>	<u>17,336</u>	<u>6.8%</u>
Total	355,616	298,566	84%	7,746	2.2%	7,836	2.2%	14,052	4.0%	2,373	0.7%	5,312	1.5%	19,731	5.5%	22,255	6.3%

(Please note that numbers and percentages will not add to total. This is due to the fact that Hispanics are not a race but an ethnic group and that there may be Hispanics who are White, African American, American Indian, or Asian. Also, the Other race category changed under the 2000 Census so that people could choose more than one race.)

For our area, the two groups that are gaining most in size relative to the whole are Hispanics and Asian/Pacific Islanders. Since the 1990 Census, Hispanics have steadily increased in Kitsap County so that they now comprise 6.8% of the population. During this same period, Asian Americans gained in Kitsap from 4.4% to 4.9% of the population. Smaller but similar gains were noted in Clallam and Jefferson Counties.

While the trend is increasing the minority population, the increase doesn't appear to be significant enough at this time to impact the design of workforce development programs. As a safety net, both Peninsula College and Olympic College offer workforce programs of study using the Integrated Basic Education Skills Training (I-BEST) instructional model. The model pairs Basic Education faculty (ABE and/or ESL) with professional-technical faculty. In addition, attention will be paid to ensuring the availability of bilingual materials and translation services for program applicants.

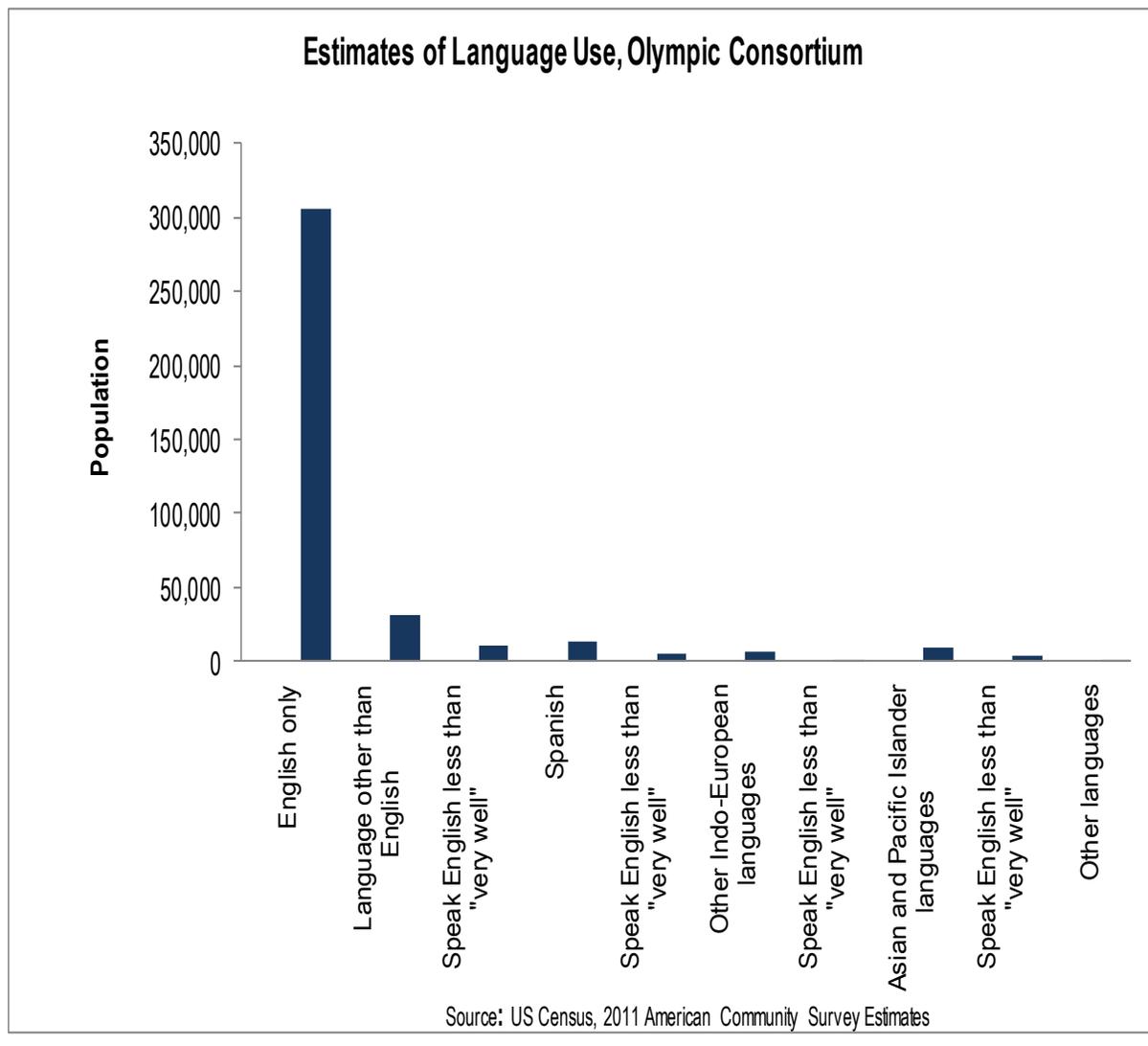
Educational Attainment

Educational Attainment	Clallam County		Jefferson County		Kitsap County	
	Estimate	Percent	Estimate	Percent	Estimate	Percent
Population 25 years and over	53,946		24,093		172,157	
Less than 9th grade	1,143	2.10%	358	1.50%	2,689	1.60%
9th to 12th grade, no diploma	3,415	6.30%	988	4.10%	7,445	4.30%
High school graduate (includes equivalency)	14,820	27.50%	5,344	22.20%	40,379	23.50%
Some college, no degree	15,652	29.00%	6,824	28.30%	51,576	30.00%
Associate's degree	5,719	10.60%	1,596	6.60%	18,395	10.70%
Bachelor's degree	7,837	14.50%	5,340	22.20%	33,302	19.30%
Graduate or professional degree	5,360	9.90%	3,643	15.10%	18,371	10.70%
Percent high school graduate or higher		91.60%		94.40%		94.10%
Percent bachelor's degree or higher		24.50%		37.30%		30.00%

The table above shows the educational attainment most of the prime working age adults in Clallam, Jefferson and Kitsap counties, ages 25 and over. Over 90 percent of all adults in this category have a high school diploma or equivalency. This compares favorably to the state's 90.2% of adults 25 years old and over having a high school education. Also, note that 37% of Jefferson County's adults have a college degree. This is higher than the state's total of 32.3%. Overall the Consortium's educational attainment levels are on a par with the state's total attainment levels.

Limited English Proficiency

Of the total 336,606 Consortium residents (5 years and over) counted in the 2010 Census, about 20,264 (6%) have a first language other than English, or do not speak English, with Spanish being the dominant 'Other' language. Important Consortium materials for job seekers are printed in English and Spanish and translation services are available to job seekers.



Household Income

The 2014 American Community Survey income data below adjusts the dollars to inflation. The median income for households in the US, Washington State and the three counties shows how different the economic situation is within the Consortium as well as compared to state and national levels.

<u>Median Household Income</u>	<u>2014</u>
U.S.	\$53,482
Washington State	\$60,294
Clallam County	\$47,008
Jefferson County	\$47,202
Kitsap County	\$62,473

The median amount is the figure where half of the households make less while the other half make more than that amount. Also, household income usually combines two incomes of people who live in the household and for US Census purposes are related by blood, marriage or adoption.

Labor Force Participation

An examination of the gender participation in the labor force reveals an approximate 54-46 split between male and female within Washington State. In Kitsap County it was more of a 56-44 division within the labor force. The difference in labor force participation rates between 2009 and 2014 is fairly dramatic overall with the biggest differences between the years accounted for in Kitsap, Clallam and Jefferson counties. The labor force participation rate has been declining since 2000. The most likely cause of this is the aging worker population due to the Baby Boom Generation. There are several other factors contributing to this decline. One is that younger workers are staying in school longer than before, many of them going to four-year colleges. The labor force participation rate has been declining for Males since it was first measured in 1948 but the decline for Females is a more recent phenomenon that started in 2000. The continuing decline is a subject of debate among economists. Many believe that the lower rate is due to structural issues in the economy like the lack of paid family leave. Others believe it is due to the after effects of the Great Recession and still others think that it's a combination of the two – cyclical and structural – types of impacts.

Labor Force Participation Rates - 2009			
	Total	Male	Female
U.S.	64.20%	69.60%	59.20%
State	65.00%	70.40%	59.70%
Clallam County	65.50%	72.60%	58.60%
Jefferson County	52.50%	54.90%	50.30%
Kitsap County	65.50%	72.60%	58.60%

Source: American Community Surveys, 2009 - 2010

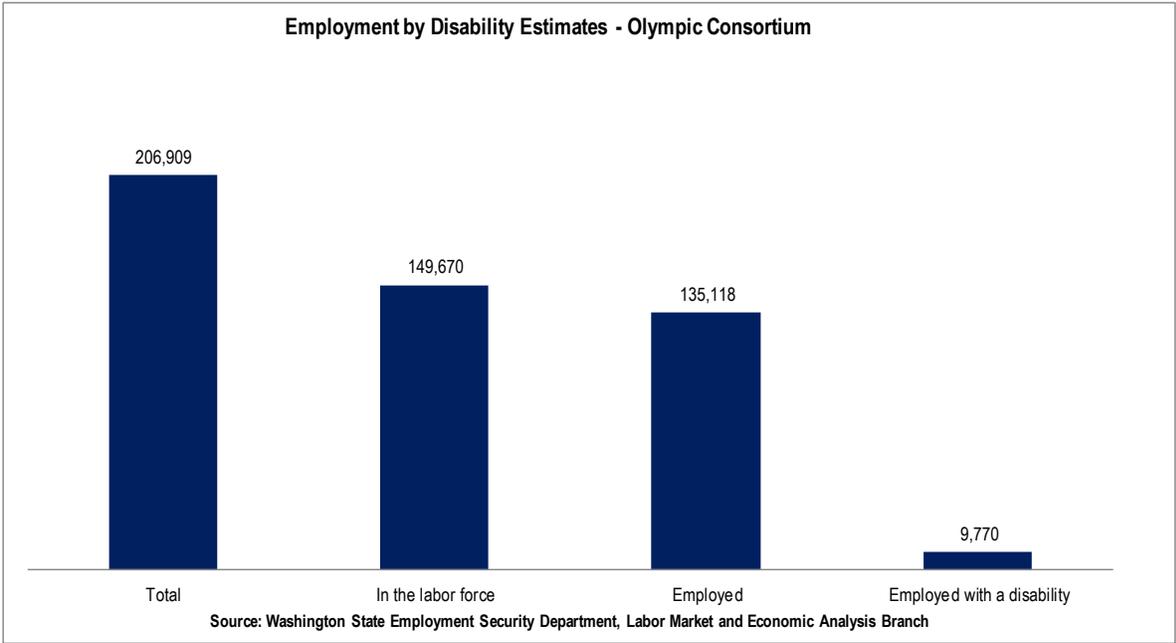
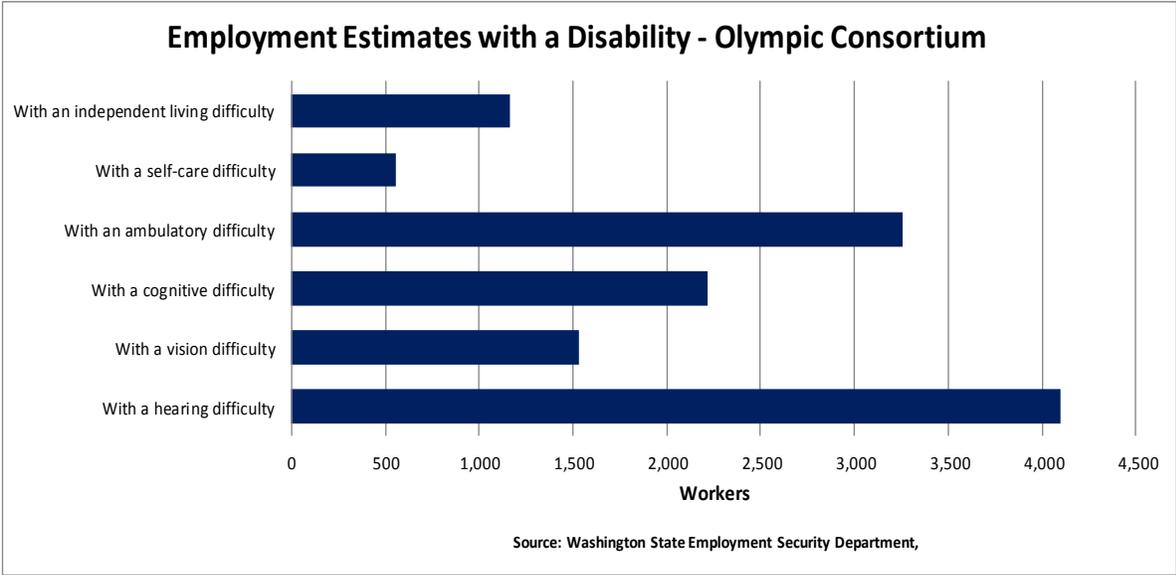
Labor Force Participation Rates - 2014			
	Total	Male	Female
U.S.	63.90%	66.2%	55.8%
State	64.70%	70.4%	59.1%
Clallam County	50.60%	55.1%	46.2%
Jefferson County	47.80%	49.6%	46.1%
Kitsap County	62.90%	69.9%	54.9%

Source: American Community Surveys,
2014

Workers with Disabilities

The most recent Census data on employment status of those individuals with a disability comes from the 2011 American Community Survey. It shows the portion of the population with a work disability which does not prevent them from working is roughly 6.5% of the total labor force and 4.7% of the population.

The Olympic Workforce Development Area will accommodate all individuals with a disability depending on their circumstances and will fully comply with the Americans with Disabilities Act.



Include information on the 13 groups that need to be addressed...

2. Knowledge and skills needed to meet the employment needs of the employers;

Anticipation of skills shortages in some clusters is a concern for the Olympic Workforce Development Council and Olympic Consortium Board. Certain key industry clusters have noted some shortages. The nature and specificity of the skill deficiencies need to be researched by the Consortium through employer surveys and focus groups. One such group is currently being formed around the Construction industry. The Consortium plans to have skill shortage specifics inventoried by Spring 2017 for this industry with other industries to follow. The following table shows the in-demand sectors with their estimated annual wages, number of jobs and the estimate of workers that will be needed in each sector.

Sector	Estimated Annual Wages Contributed to Olympic Consortium	Jobs	Number of New Workers Needed Annually
Aerospace	\$93 million	1,639	45
Business services	\$2.5 billion	45,000	200
Construction	\$996.2 million	18,000	80
Health care	\$1.1 billion	13,000	300
IT	\$181 million	2,150	40
Maritime	\$62 million	1,610	30
Military	N/A	31,500 (16,500 civilian, 15,000 uniform)	N/A
Tourism	\$355 million	13,100	50
Transportation/Logistics	\$230 million	5,800	70

3. Analysis of the workforce in the region,

The Olympic Consortium contains distinct labor markets in Clallam, Jefferson and Kitsap counties. A natural resource-dominated economy is present in Clallam and parts of Jefferson counties while the economy of Kitsap County heavily features defense industries. Although these different industries call for a labor force with a variety of skills, the businesses that support the primary industries are similar.

Clallam County

The most noticeable characteristic change of the Clallam County economy over the past decades is the shift from producing goods to producing services. The demand for goods producing and agricultural products remains strong. However, the regulation of these industries plus the consolidation of mills and supply issues in the timber industry have caused job growth in these sectors to subside while jobs in leisure and tourism have increased.

Clallam County had long been known for abundant jobs in forestry, wood products and fisheries. As demand for some of these goods-producing and agricultural products has subsided, positions in leisure and tourism grew in their place. This shift can be characterized by a decline 26.1 percent of the workforce in Natural Resource, Mining and Construction industries from 2000 to 2014.

Clallam County	2000	2014	% Change
Total Nonfarm Employees	20,790	22,280	7.2%
Total Private Employees	14,970	14,970	0.0%
Goods Producing	3,020	2,550	-15.6%
Nat. Resources, Mining, & Constr.	1,760	1,300	-26.1%
Manufacturing	1,260	1,250	-0.8%
Services Providing	17,770	19,720	11.0%
Trade, Transportation, And Utilities	4,210	3,980	-5.5%
Wholesale Trade	300	320	6.7%
Retail Trade	3,320	3,240	-2.4%
Transportation, Warehousing And Utilities	580	420	-27.6%
Information And Financial Activities	1,080	900	-16.7%
Professional and Business Services	920	1,190	29.3%
Education and Health Services	2,390	2,970	24.3%
Leisure and Hospitality	2,510	2,510	0.0%
Government	5,820	7,310	25.6%

The change in the economy has been accompanied by a change in the number of working-age families. Sequim is known as a retirement mecca in Washington. So, this type of shift in the age of the working population is magnified in Clallam County. The aging population has an increasing need for medical and retirement services while the worker pool overall is shrinking.

The Port of Port Angeles, the Peninsula’s only deep-water port, supports local industry and per the Port’s 2012 Economic Impact Study, generated 2,069 direct jobs and \$213.1 million in direct business revenue in Clallam County. Current projects at the Port are the Composite Recycling Technology Center (CRTC) and the development of the Marine Trades Industrial Part located on 18 acres of environmentally rehabilitated waterfront property. These two projects are projected to produce 280 direct jobs in Clallam County in the next five years.

Science and academic institutions in the county continue to research important topics and educate the next generation of the labor force. The Department of Energy’s Marine Sciences

Laboratory is based at the Pacific Northwest National Laboratory in Sequim. Current projects at the lab include ocean energy development, impact of populations on marine environments and improved coastline security. Peninsula College continues to be a vibrant part of the community by offering programs in fields of business, technology, healthcare and the trades. Current enrollment is approximately 8,000 full-time and part-time students.

Jefferson County

Jefferson County is situated on the scenic and natural resource blessed Olympic Peninsula. Consequently, it has developed its economy largely around the manufacturing of forest products and on being a destination point for tourists.

The manufacturing sector has been and continues to be based primarily on paper and allied products and lumber and wood products. Nevertheless, a fast-rising manufacturing sector has emerged in the form of ship and boat building, adding a unique dimension to the county's job base.

Nonfarm Employment

Jefferson County	2000	2014	% Change
Total Nonfarm Employees	8,220	8,050	-2.1%
Total Private Employees	6,260	5,810	-7.2%
Goods Producing	1,510	1,020	-32.5%
Nat. Resources, Mining, & Constr.	600	450	-25.0%
Manufacturing	910	570	-37.4%
Services Providing	6,720	7,030	4.6%
Trade, Transportation, And Utilities	1,220	1,230	0.8%
Information And Financial Activities	550	480	-12.7%
Government	1,970	2,240	13.7%

Source: Washington State Employment Security Department and US Bureau of Labor Statistics

With respect to tourism and recreation, the county is especially popular with visitors from the central Puget Sound region who are within 50 miles of Port Townsend. This comparative advantage has enabled the county to develop a relatively strong trade and service economy.

However, many of the manufacturing, trade, and service jobs linked to these industries are seasonal in nature. Some of this seasonal effect is being offset by growth in service industries established to respond to the demands of an expanding elderly or retiree population.

Retirement-related industries like health care and assisted living, for example, are fast-growing sectors of the local economy. The Port Townsend-Jefferson County area has achieved quite a reputation as a retirement destination. The region is well positioned to take advantage of the economic benefits accruing from the aging of the population.

At the same time, to be industrially marketable, the county needs adequate labor pools, infrastructure, education, housing and other characteristics that afford prospective firms some relative advantage in their market.

Kitsap County

Federal defense spending in the form of Navy bases and facilities is--and will very likely remain--the principal economic driver in Kitsap County. These Navy bases and facilities generate a large number of jobs and corresponding amount of income. Impacts, though, extend far more broadly. Military personnel and federal civilian employees and their families generate tremendous consumer demand which, in turn, stimulates growth in the county's retail trade and service sectors.

Nonfarm Employment

Kitsap County	2000	2014	% Change
Total Nonfarm	73,700	84,500	14.7%
Total Private	47,400	55,000	16.0%
Goods Producing	5,900	6,200	5.1%
Nat. Resources, Mining, And Construction	4,200	4,000	-4.8%
Manufacturing	1,800	2,200	22.2%
Services Providing	67,800	78,300	15.5%
Private Services Providing	41,400	48,800	17.9%
Trade, Transportation, Warehsg, & Utilities	12,300	12,500	1.6%
Retail Trade	10,200	10,200	0.0%
Professional & Business Services	6,300	7,000	11.1%
Leisure And Hospitality	7,200	8,400	16.7%
Government	26,400	29,500	11.7%
Federal Government	14,300	16,900	18.2%
State Government	2,500	2,000	-20.0%
Local Government	9,600	10,600	10.4%

In addition to traditional services (e.g., health, business, legal, etc.), Kitsap County, because of its defense community, has been attracted a host of engineering and management firms. A number of these firms depend upon defense contracts for their livelihood. As with the larger service and trade sectors, the overriding military presence in Kitsap County lends a comparative advantage; that is, this facet of the local economy gives firms a competitive edge not readily available elsewhere. Relative proximity to other major markets for non-defense projects in the greater central Puget Sound region is an added incentive.

Rapid growth in Kitsap County's retail trade and service sectors is attributable to more than just military-related spending. In fact, such expansion is increasingly propelled by the county's growing population of resident commuters; that is, those who live in Kitsap County but commute to workplaces in King, Pierce and Snohomish Counties.

4. Analysis of the workforce development activities

The workforce development system refers to programs that use private and/or public funds to prepare workers for employment, upgrade worker skills, retrain workers, or provide employment or retention services for workers and employers.

This system in Clallam, Jefferson and Kitsap Counties spans a wide range of programs and service providers. Our review indicates that available resources are generally well placed to develop a skilled workforce for local businesses and industries, to help job seekers and workers of all abilities achieve success in the workplace, and to help dislocated workers retrain for jobs in local demand.

The following programs are part of our workforce development system and our resource integrations efforts:

- Secondary vocational education
- Community and technical college vocational programs
- Private career schools
- Colleges and universities
- Tribal employment and training programs
- Employer training
- WIOA Title I
- Academic instruction in work-related basic education and literacy programs
- Wagner-Peyser services
- Apprenticeships
- Vocational rehabilitation programs
- WorkFirst programs
- Nonprofit and private organizations providing job training and adult literacy services
- Workforce initiatives

Secondary vocational education

WorkSource youth program staff work closely with the West Sound Technical Skills Center and the North Olympic Peninsula Skills Center (NOPSC) which serve youth in Kitsap, Clallam and Jefferson counties. These centers offer extensive programs. They include: automotive and collisions repair technology, construction trades, cosmetology, early childhood education, engineering technology/CADD, composite structures technology, food service/culinary arts, natural resources, professional business and medical careers, protective services, travel and hospitality occupations, welding technology, digital medial technology, careers in education, finance and IT technician. In addition, Peninsula College has agreements with the NOPSC to co-enroll college students into the welding, , construction trades and culinary arts programs. Likewise, Olympic College has an agreement with the West Sound Technical Skills Center (WSTSC) to co-enroll students in Cosmetology. WSTSC is also home to the OC's Advanced Manufacturing/Precision Machining program.

Also available for youth through the secondary education system are internships and work experience positions administered by the various school districts. These programs provide opportunities for students to obtain valuable work experience in local businesses while earning school credit. School districts have done a commendable job at pooling resources and expertise by forming school-to-work consortia representing education, business, trades and labor. This group advises educators in the design and implementation of programs and creates opportunities for high school students to transition into the workplace as competitive and qualified job seekers.

Both institutions offer Tech Prep credit to high school students who successfully complete articulated courses at secondary institutions throughout the three-county area.

Community and technical college vocational education programs

WorkSource staffs collaborate with Olympic College and Peninsula College to serve all segments of the workforce development system, including employers, labor, economic development organizations, public employment specialists, job training programs, and the state's implementation of federal welfare reform, known as WorkFirst.

Both colleges provide education and training leading to certification or two-year associate degrees. Training to obtain skills, vocational education, and related or supplemental instruction for apprentices is also available. Students who qualify may receive financial assistance to help with their tuition, as well as offset the costs of childcare and transportation.

State-funded worker retraining programs for dislocated workers and long-term unemployed workers prepare students for demand occupations that lead to jobs providing a living wage. Both colleges also provide customized employer-based training through the state-funded Job Skills Program.

Olympic College has traditionally offered associate degree programs. However, in response to the changing workforce needs and the demand for worker retraining, the college now offers an expanding array of vocational and professional-technical training in addition to Adult Basic Education and Continuing Education.

In addition, short-term training programs have been designed to meet the needs of those persons seeking immediate skills to gain employment. State-funded training and evening on-campus child care are available through programs including WorkFirst, Worker Retraining and Families that Work.

Peninsula College offers associate degree programs, a baccalaureate in applied management and 20 professional technical programs in allied health, business & technology and construction & transportation sectors. Its Basic Education for Adults department offers basic skill remediation, English as a Second Language, GED preparation, high school completion (HS21+), and Integrated Basic Education Skills Training (I-BEST) programs. These programs integrate workplace essential skills and job readiness training. Classes are held in Neah Bay, Forks, Sequim, Port Angeles and Port Townsend. .

Integrated Basic Education and Skills Training (I-BEST) is offered at both Olympic and Peninsula Colleges. Since 2008, the Consortium has extended supportive services to I-BEST students in need of help to maintain their attendance in this training. In the future Peninsula College plans to offer Adult Basic Education and GED Prep classes at WorkSource offices which, in part, will connect job seekers to I-BEST resources at the colleges.

Private career schools

The WorkSource case managers work with several private career schools to ensure job seekers in need of training know of these resources. Some of the local area schools include:

- A to Z Computer Office Training offers computer training in several office software applications.
- The Northwest School of Wooden Boatbuilding, Port Townsend, teaches the skills and crafts associated with fine wooden boatbuilding and other traditional maritime arts with emphasis on the individual's development as a craftsman.
- Commercial Drivers Services offers short-term training for class A, B and C drivers licenses that lead to employment in a variety of industry sectors. This school partners with Peninsula College Worker Retraining program to leverage student resources.

Colleges and universities

WorkSource participants can access many college and university programs. WorkSource staff have extensive experience working with four-year institutions to help provide opportunities for individuals to gain credentials or degrees beyond those offered by the K-12 system and community colleges and technical schools. The list of schools includes:

- Brandman University, Chapman University system, offers classes leading to associates, bachelors and masters degrees.
- City University offers over 60 degree programs through evening and weekend classes and distance learning.
- Northwest College of Art & Design offers a BFA degree program in visual communication .
- Northwest Indian College offers classes through a satellite within the Port Gamble S'Klallam Community.
- Old Dominion University has guaranteed admission agreements with Olympic College and Peninsula College (Port Angeles), which provides a way for students at these colleges to complete an associate's degree and the transfer to ODUOnline to take upper division courses to earn a bachelor's degree.
- Southern Illinois University conducts classes for local residents at Naval Base Kitsap-Bangor.

- Peninsula College offers a nursing curriculum, resulting in a direct transfer/major ready pathway associates degree.
- The University of Washington’s Olympic Natural Resources Center in Forks specializes in research on natural resource issues.
- Olympic College has a Bachelor of Science in Nursing (RN-BSN) degree as well as a Bachelor of Applied Science in Information Systems (IS) and Organizational and Technical Management.
- Peninsula College offers a Bachelor of Applied Science (BAS) in Applied Management degree. This four-year degree was developed to meet the employment needs of the Olympic Peninsula residents and provide the skill sets necessary for management or supervisory positions across a wide range of industries.
- Washington State University has extension centers in Port Townsend and Clallam County where residents can participate in a variety of presentations and discussions. WSU also offers various online degree and certification opportunities. WSU offers their Mechanical Engineering degree on-campus at Olympic College and will be offering their Electrical Engineering degree in the fall of 2016. This is a welcomed pathway for OC Engineering students.
- Western Washington University offers certification and degree programs in nursing (RN to BSN), elementary education, environmental science, human services, and educational administration to local residents of Bremerton, Port Angeles, and Poulsbo. They will begin offering their degree in Computer Information Systems Security at Poulsbo in the fall of 2016.
- Western Washington University, Central Washington University, City University of Seattle, the Evergreen State College, Goddard College and Old Dominion University have partnership programs with Peninsula College, Port Angeles and Olympic College.

Employer-sponsored training

Nearly half of Olympic Consortium employers provide or pay for on-the-job training to their employees in a classroom, workshop or seminar setting. Managers are more likely to receive classroom training than production or service workers (WTECB survey).

Youth, adult, and dislocated worker programs funded by WIOA Title I

The Washington State Employment Security Department (ES), a WIOA Title I contractor, helps people succeed by supporting workers during times of unemployment, connecting job seekers with employers who have jobs to fill, and providing business and individuals with information they need to adapt to a changing economy. Employment Security Department provides Title I services to low-income adults 18 and older and to dislocated workers through the Olympic Consortium’s WorkSource offices in Port Hadlock, Port Angeles, and Bremerton.

The Kitsap Community Resources, contractor for adult and dislocated worker WIOA I services in Kitsap County serves participants and employers at its WorkSource Affiliate office in Port Orchard.

Olympic Educational Services District, contractor for WIOA Title I services to youth, has collaborated with its educational partners in recent years to enhance and expand services to meet the needs of disadvantaged youth. In addition to summer academic enrichment classes which connect academic with vocational subjects, youth are placed in paid internships to develop skills and retrieve needed credits for graduation.

Work-related adult basic education and literacy programs,

Olympic College and Peninsula College offer Title II services to area residents. Both offer courses in Adult Basic Education and GED Preparation which are non-credit. These courses are for those who need to develop the reading, writing, and math skills needed to pass the GED test or to begin college level work or training. Those who have already earned a high school diploma or GED are eligible for classes if they are functioning below the 12th grade level. A placement test is required before class registration. They also offer [High School 21+](#), a competency-based high school equivalency program for adult learners 21 and older who do not have a high school diploma or equivalency. This program expands high school completion options already offered by the community and technical college system to include a comprehensive approach that aligns with adult learning styles and includes competency-based assessments that demonstrate the academic, career and personal competencies needed in further education and employment.

Wagner-Peyser Act (WIOA Title III) services

Employment Security Department matches job seekers with employer-listed jobs and provides them with access to current labor exchange service. ES screens for retraining programs and job finding workshops and also processes unemployment claims. In referring applicants to jobs, ES gives priority to veterans, persons with disabilities, and UI claimants, in that order.

Apprenticeships

The state's Department of Labor and Industry coordinates apprenticeship programs. Most of these are conducted outside of our three-county area. Currently, local contacts for apprenticeships include the following:

- Carpentry: Carpenters Local 1303
- Electrical Line Workers & Electrical Workers: Port Angeles City Light, Port Townsend Paper Corporation In-Plant Apprenticeship Committee, IBEW Local 46, and Clallam County PUD #1

- Machinists, Industrial Maintenance Welder and Millwrights: Port Townsend Paper Corporation In-Plant Apprenticeship Committee
- Plumbers and Steamfitters: Bremerton Area Plumbers and Steamfitters Apprenticeship Committee and Port Townsend Paper Corporation In-Plant Apprenticeship Committee
- Building Maintenance & Repair: Bremerton Housing Authority
- Dispensing Optician: Sequim Vision Center
- Construction Craft Laborer Apprenticeship program: Kingston

Olympic and Peninsula Colleges offer supplemental instruction to students in apprentice programs. Olympic College has a long history working with the Puget Sound Naval Shipyard apprentice program and has worked hard to restore programs to their previous high levels of participation following the decline of federal funding for apprenticeships.

Seattle Area Pipe Trades Apprenticeship Program – is working with *Peninsula College* to provide instructional space, partner on job fairs and collaborate on curriculum.

Vocational rehabilitation program and services to individuals with disabilities

The Division of Vocational Rehabilitation (DVR) enables individuals with disabilities to obtain and keep employment. Participants must have a physical or mental disability that makes it difficult to get or keep a job and that requires DVR services in order to work. DVR assigns the highest priority to those persons with the most serious or limiting of disabilities.

The *Department of Services for the Blind (DSB)* works people who are blind or have low vision. They provide job counseling and teach adaptive skills and a wide range of services, tailored to customers. The mission of the DSB is: “Inclusion, Independence, and Economic Vitality for People with Visual Disabilities.” The Consortium will continue to work closely with the DSB in order to serve common customers in the most effective and efficient manner.

WorkFirst Programs

WorkFirst is a transitional program designed to start WorkFirst families on a pathway to self-sufficiency through local partnerships. The Olympic partnership consists of Employment Security, DSHS, Kitsap Community Resources, Olympic College and Peninsula College. The geographic area served extends from Forks on the Olympic Peninsula to eastern Kitsap County.

Achieving stable and successful employment is a primary objective for participants. Participant opportunities are maximized to enter the workforce and move out of poverty. The pathway to self-sufficiency consists of education, training, and job readiness services that focus on family stability including:

1. Supported job search at local WorkSource Centers throughout the WDA to

include the Employment Security Career Scope Program that is a four phased employment services and career development pathway;

2. Valuable work experience, transition employment, and supported job search offered by Kitsap Community Resources.
3. Training at Olympic College or Peninsula College in vocational, high-wage high-demand, and customized training programs; and,
4. GED and high school completion instruction in the Colleges' Basic Education for Adults programs.

Nonprofit and private organizations that provide job training or work-related adult literacy services

Title V Senior Employment Program, Bremerton, helps seniors gain experience for new careers. The program pays up to 20 hours of minimum wage for participants to gain work experience. Typical training positions include such activities as coordinator, accounting clerk, maintenance worker, office assistant, groundskeeper, security guard and mechanic.

Bainbridge Island Youth Services offers job programs and mentoring for teens.

The Goodwill Career Resource Center in Bremerton operates a Career Resource Center in Bremerton and in Silverdale which provide information on the local labor market, job openings, and application procedures. The 12-week Employment and Training Program allows participants to be paid while receiving practical work experience in all aspects of retail customer service as well as training in business applications.

Kitsap Community Resources provides job-readiness and work experience services for low-income individuals through its Pathways to Progress (professional and personal development), Family Self-Sufficiency, and AmeriCorps programs. They also operate a WorkSource affiliate office in Port Orchard for employers and job seekers. The Business Education Support and Training (BEST) program assists individuals prepare and then put into action their plan for a business. The success of the program is highly dependent upon the volunteers who help coach in classes, provide mentorship in the Business Support groups and one-on-one business counseling sessions. This includes one-on-one coaching sessions and group sessions on such topics as: Business Presentations, Sales, Social Media, Pricing for Profit, Taxes, Business Legal Issues and ACA Healthcare for Small Businesses. Eligible recipients of the Temporary Assistance for Needy Families (TANF) program may also access job readiness training and connections to work experience position at the WorkSource affiliate through the Community Jobs program.

The Housing Kitsap provides services to unemployed low-income residents of subsidized housing through a Family Self-Sufficiency Grant.

- “KACE offers flexible, individualized, and small-group instruction as a community based organization within the SBCTC BEdA system.” KACE also offers GED preparation and US citizenship exam preparation, not just tutoring for reading skills or

learning English. As a result of planning with WIOA program partner agencies, it is anticipated that there will be improved coordination and wrap-around services involving all partners.

The Jefferson County Literacy Council offers free tutoring for anyone wishing to improve reading or math skills. GED preparation and English for non-English readers is also available in partnership with Peninsula College.

Job Corps serves eligible youth through free educational assistance and job training while in residence at a Job Corps site. A Job Corps counselor is available to conduct information sessions at our WorkSource offices as requested. Job Corps also offers a monthly information session and individual intake appointments at the South Kitsap WorkSource Affiliate.

Westsound Science Technology Engineering and Mathematics (STEM) Network is an action-oriented partnership of multiple organizations within the OWDC region, working in concert toward the common goal of student success in STEM. This community-based strategy engages schools, nonprofits, businesses, and others to drive innovation and improvements in STEM teaching and learning at a systems level. The Network goals are to increase STEM literacy for all students, including those who do not pursue STEM-related careers or study; expand the STEM-capable workforce and broaden the participation of women and minorities in that workforce; and expand the number of students who ultimately pursue advanced degrees and careers in STEM fields.

The West Sound Education and the North Olympic Peninsula Consortia's career and technical education initiative acknowledges that students learn best when they learn by doing. Whether students plan to attend college, get post-secondary training or enter the workplace after high school, career-technical education teaches strategies that promote high academic performance and practical learning. Through district level programs, the Tech Prep consortia exposes students to a range of academic and career areas, including technology, science, health and safety, communications, the arts, business and industry. Tech Prep courses align Career and Technical Education classes at the high school with Professional-Technical courses taught at Olympic and Peninsula Colleges, giving students an opportunity to earn high school credits for graduation while earning college credits.

The Port Angeles Lincoln Street School is a career and technical education facility in Clallam County that encompasses many technology-related programs.

B. Regional Sector Strategies.

The Health Care and Construction industry sectors are being considered as the first in line to receive targeted workforce development activities and services. [Attachment A](#) describes the specific status of collaboration in support of these targeted sectors and identifies the next steps and timelines for the next two years of implementation.

C. Regional Service Strategies.

The Olympic Consortium will develop the following services to affect an opportunity for individuals with barriers to employment to more fully participate in the labor market and to also obtain good-paying jobs. Services include:

- Career assessment
- WIOA eligibility determination
- Job search skills training
- Supportive services
- On-the-job training
- Occupational skill(s) training
- Internships
- Work experience positions
- Labor market information
- Job placement assistance
- Follow-up services
- Career counseling

These services will be available at all comprehensive one stop WorkSource offices for all eligible populations. More information on services is contained on [Attachment B](#).

D. Coordination with Regional Economic Development Organizations.

There is close coordination between the Economic Development Councils (EDC), the Olympic WDC and the WorkSource system when new or expanding business opportunities emerge. The EDCs are adept at bringing capital to the new companies through lending programs or State and federal funding depending on the situation. WorkSource staff can provide the initial labor market information that a company may need as well as offer tailored recruitment and referrals. WIOA service providers can offer on-the-job training while the local colleges can offer customized training or existing programs that can provide the training to potential employees.

The Olympic Consortium coordinates workforce development activities with economic development activities that are developed and managed by the Kitsap Economic Development Alliance (KEDA), the Clallam County Economic Development Council

(CCEDC) and the Team Jefferson group. These three agencies represent the economic development community in the three-county area.

KEDA is represented on the Olympic Workforce Development Council and actively participates in Council planning and policy-making activities. In turn, the Council is present at the KEDA Board meetings and in close communication with the KEDA staff.

Attachment C addresses specific coordination efforts with economic development agencies and next steps during the plan period.

E. Coordination of Transportation and/or Other Support Services

Clallam Transit, Jefferson Transit and Kitsap Transit comprise the public transportation system in the Olympic Consortium. These three transit agencies coordinate services across county borders to ensure that residents are able to travel to and from home and work adequately.

- Jefferson Transit is working to provide workable connections throughout the Olympic Peninsula with the Mason, Kitsap, Clallam and Grays Harbor Transit systems and the Washington State Ferries. Jefferson Transit plans to improve mobility in small urban and rural areas through:
 - An ongoing comprehensive service planning effort where Jefferson Transit will continue investigating opportunities for such enhancements as incremental service improvements for the Tri-Area (Port Hadlock, Irondale and Chimacum) and implementing efficiencies in all other routes
 - Jefferson Transit will continue to be actively involved with local committees to identify service strategies and coordination for special needs populations and will continue to seek special needs funding from state, federal and private sources where possible. Collaboration occurs among federal, tribal, state, regional, local and private sector partners.
- The Clallam Transit agency stresses planning with Jefferson Transit, Makah Transit, Quileute Transit, Lower Elwha S'Klallam Transit and Jamestown S'Klallam Tribe to promote regional connections both east and west. Over the next couple of years, Clallam Transit System plans to:
 - Work with employers to encourage vanpool ridership
 - Sustain ridership on buses
 - Analyze the Peninsula College bus routes and West Port Angeles routes for effectiveness and possible improvements
- The Kitsap Transit system is working to improve the mobility of Kitsap residents. Future projects include:
 - Relocating and constructing the Silverdale Transit Center
 - Relocating and constructing an East Bremerton Transit Center
 - Improving the West Bremerton Transfer Center
 - Locating and building an additional Port Orchard Park & Ride

- Making ADA improvements to the Annapolis Ferry Terminal
- Complete the Viking Way park and ride and North base facility

F. Cross-Regional Cost Arrangements

There will not be any cross-regional cost arrangements for the foreseeable future. What will take place will be resource sharing arrangements that will be used in connection with planning activities for cross-regional workforce development efforts. For example, the Pacific Mountain Workforce Development Area may host a planning meeting for the Forest Products partnership at their facilities and use other resources to facilitate other planning events.

G. Regional performance negotiation and evaluation.

The Olympic Consortium negotiates performance targets with the Governor’s designee, the Workforce Training and Education Coordinating Board.

Cross-Regional Planning

Each region is required to coordinate planning with at least one (1) other region. LWDBs are encouraged to build additional cross-regional collaborations beyond the one. Please identify which of the following strategies will be addressed on a cross-regional basis.

- Regional Sector Strategies -
- Regional Service Strategies
- Regional Economic Development Strategies
- Transportation or other Support Services Strategies
- Cross-Regional Cost Arrangement Strategies

The Olympic Consortium Workforce Development Council will partner with the Pacific Mountain Workforce Development Council, the Port of Port Angeles and the SW Washington Workforce Development Council to work on a Forest Products Sector project for Program Years 2016 and 2017.

The cross-regional partnership will utilize a “sector navigator,” cross-regional business service teams, and their partners to build a cross-regional Wood Products and Paper Manufacturing sector partnership team. The cross-regional partners will identify any missing partners, will convene initial partner meetings, develop a partnership agreement, and determine what resources may be committed and/or aligned. The cross-regional team will analyze cross-regional sector data to determine the key industries within cross-regional sector and identify any initial gaps in service. The partners will develop a plan of action to

convene sector employers and determine which partners will lead efforts to meet common objectives.

The Forest Products industry sector is one of the leading sectors in Clallam County and Grays Harbor County. The sector was chosen because it is shared by the two regions by counties that cross over boundary lines and it appears to be an important sub-regional anchor sector. Also, cross-laminate timber and advanced wood products have a potential for growth. The cross-laminate timber workforce is planned to be a priority action item in the Consortium's cross-regional efforts with Pacific Mountain WDA, Port of Port Angeles and the Southwest Washington WDA.

The partners will seek to engage employers, for the purpose of informing educational asset design/re-design, to ensure that skill development activities are work-integrated, to enhance program offerings, and to evaluate the effectiveness of the program in meeting industry's needs. Together, sector employers and workforce system partners will explore new ideas for regional sector training models, including apprenticeship, and apprenticeship based up-skill, backfill models—strategies for a 21st Century PacMtn Wood Products and Paper Manufacturing Sector Partnership Framework will set a baseline for sector partnership measures of success according to the needs of business.

During the first two years of this strategic plan the cross-regional partners will:

- Identify cross-regional partners
- Convene partner meetings
- Develop partner agreements
- Provide sector data
- Determine cross-regional industries within sector to explore
- Develop action plan

The PacMtn Sector Initiatives and Employer Satisfaction Task Force will serve as the advisory council in support of the launch of the cross-regional sector partnership effort and will work to coordinate with partner WDC's in further developing a cross-regional advisory oversight group.

Performance is tracked through Sector Partnership National Emergency Grant quarterly and annual performance reports. Current performance baseline information that will be used originates from the planned levels stated in each WDAs Sector Partnership grant. Cross-regional partnerships will be evaluated by all parties on a regular basis to take place at least annually. Each WDA Director will form the management team for the cross-regional effort and provide the guidance necessary to make any mid-course corrections. This effort will be supported by the Sector Partnership grant and possible Dislocated Worker funding. The funding will reside with the WDA for which it was originally allocated. There are no plans to transfer funds between WDAs. Current funding will be used to leverage new funding through grant application opportunities that may arise. The cross-regional partnership, including governance and decision-making, efficient use of

resources, community perceptions, and sustainability of the partnership will be managed by the cross-regional management team of WDA Directors.

SECTION III - LWDB Specific Component of Plan

A. The Olympic Workforce Development Council's strategic vision and goals

Mission

To convene, lead and support a vibrant group of collaborators and partners to work as a single seamless team to: 1) train, place and advance jobseekers and workers; and 2) to fill the needs of employers and industry sectors.

Vision

An integrated workforce system supports a strong regional economy by creating workforce and business solutions that meet the needs of workers, jobseekers and businesses.

Goal One - Build new, and strengthen existing partnerships. (The State expects all partners to support the WDCs in the development and implementation of local strategies.)

Objective 1.1 Increase community and partner awareness and participation in the workforce system.

Objective 1.2 Increase coordination between collaborators, programs and resources to support a comprehensive and seamless system accessible to all jobseekers, workers, and businesses.

Goal Two - Improve and support the One-Stop delivery system.

Objective 2.1 Increase quality of customer service from One-Stop Centers to jobseekers, workers and employers, and focus on Continuous Improvement.

Objective 2.2 Improve integrated services.

Objective 2.3 Competitively select One-Stop operators.

Goal Three - Identify and increase funding for workforce activities.

Objective 3.1 Facilitator for strategic Planning.

Objective 3.2 Pool/Leverage Partners & Programs resources to serve customers more effectively and efficiently.

Goal Four - Identify and meet the workforce needs of key current and growth industry sectors.

- Objective 4.1 Define Business Engagement Team.
- Objective 4.2 Define Workflow Processes (Consultative vs. Transactional).
- Objective 4.3 Prioritize businesses for contact based on mission alignment or other criteria, to save time and limited resources.
- Objective 4.4 Develop potential solutions for each employer that speaks to their needs.
- Objective 4.5 Deliver solutions to businesses.
- Objective 4.6 Design follow-up process.

Goal Five - Provide training and education that meets current and future economic demands and the needs of individuals and businesses.

- Objective 5.1 Increase awareness and use of work-based training options.
- Objective 5.2 Training to include: work-based training
- Objective 5.3 More focus on registered and alternative apprenticeships , OJT and internships.
- Objective 5.4 Identify and link to Career Pathways.
- Objective 5.5 Promote Career Planning.
- Objective 5.6 Improve literacy and digital literacy skills.

B. High-Performing Board Actions.

The Olympic Workforce Development Council will continue to monitor program performance on a regular basis along with ensuring that local policies are conducive to high quality services for participants and employers. The Council will also continue to lead strategic planning, business engagement and worker education and training efforts by developing a plan with other workforce partners that coordinates strategies and resources across the workforce system, in support of regional economies.

In accordance with the State’s Combined WIOA Plan, the Council will lead a sector partnership effort while assessing business engagement opportunities, convening, organizing, coordinating, facilitating, and supporting the efforts of local workforce partners to create an aligned approach to business engagement; facilitate information sharing among

workforce partners and businesses; and/or create partnerships with effective intermediaries who already have the trust of the business community.

Also, the Council will work to unify the approach of all partners and establish a documented process for business engagement. This includes organizing, targeting, and assigning representatives to the sectors involved. Engagement activities mean "...setting protocols for contact and services, identification and analysis of business workforce problems, adopting an integrated plan, maintaining a shared customer base, connecting jobseeker staff to the process, seeking alignment with business demand, and reporting and evaluating progress." *Talent and Prosperity for All: The Strategic Plan for Unlocking Washington's Workforce Potential*, February 24, 2016

C. The Olympic Workforce Development Council's Core Partner Strategy

Please see Attachment D for clarification and availability of Adult and Dislocated Worker services in the Olympic Consortium.

The Olympic Consortium's workforce development system includes programs that use public funds to prepare workers for employment, upgrade worker skills and certifications, increase earnings, and provide employment or retention services for workers and employers.

Also, the Olympic Consortium has a demonstrated capacity to help create a competitive employment and training system designed to meet talent needs for businesses. The demonstrated value of WorkSource includes:

- Prepare workers for employment, upgrade worker skills and certifications, increase earnings, as well as provide employment and retention services for workers and employers
- Experience with Industry Sector initiatives
- Depth of work with a variety of training providers
- Success with placements of diverse and hard-to-serve job seekers
- High standards of grant management, both state and competitive
- Consortium is working with partners around the state to negotiate guidelines for local MOUs and cost-sharing agreements.

All WorkSource Centers and Affiliates offer WIOA programs. Some sites offer the following specialized programs:

- Adult Basic Education
- Community Jobs
- Division of Vocational Rehabilitation
- Reemployment Engagement Assistance
- Trade Adjustment Act
- Title V
- Unemployment Insurance Reemployment Orientation
- Wagner-Peyser

- **WorkFirst**

The Olympic Consortium will evolve a strategy that will include all applicable local resources in the pursuit of a common strategic vision or set of goals. The current vision of the Olympic Workforce Development Council is: “An integrated workforce system supports a strong regional economy by creating workforce and business solutions that meet the needs of workers, jobseekers and businesses.”

This vision will serve as the basis for the formulation of common goals among the core partner agencies – Division of Vocational Rehabilitation, Adult Basic Education, Employment Security Department and the Olympic Consortium. This core group will meet regularly to set up goals and match them to service strategies. The results of the strategies will be monitored on at regular intervals to assess the progress of integrated delivery of services to customers.

Consortium staff and the one-stop operator conduct regular meetings with all of the core partners in the area to review how each partner is doing with its contributions and responsibilities to the system. The colleges’ Adult Education Directors are active participants in the meetings. They likewise attend all of the Olympic Workforce Development Council meetings and provide updates to the Council on their current program activities as well as new programs they may be working on. The college staff also participates in the work of the sector panels when they meet. They meet with the Consortium leadership team each year to analyze the labor market information that identifies any necessary changes to the demand/decline occupations list.

The Olympic Consortium will research and respond to funding opportunities that can help to expand the services available through the WorkSource system. This may include submitting proposals for funding from the Governor’s WIOA discretionary set-aside, from DVR, the Department of Commerce, DSHS or the Department of Corrections. The Consortium generally pursues national funding opportunities sometimes with one or more WDAs in order to be more competitive. It also supports the colleges’ proposals for funding to expand their programs. It also supports its community-based service providers in their efforts to seek foundation funding that can help specific targeted populations.

D. Efforts to provide targeted outreach to individuals.

The Olympic Consortium outreach efforts for each particular group of eligible individuals with barriers are made through various social media, print media and announcements that are sent to community-based organizations.

DVR’s presence in the WorkSource offices helps to broaden the outreach to individuals with disabilities. In addition to its own recruiting efforts, DVR raises the awareness of staff in other Work Source programs, including Wagner-Peyser, WIOA I-B and veterans services, to help them identify people with disabilities during the course of the intake and

assessment processes they conduct with their customers. DVR staff provides training to other WorkSource program staff in this regard.

- Veterans and Eligible Spouses - Employment Security has veterans' services staff in its Port Angeles and Bremerton offices. These individuals have responsibility for providing outreach to all counties in the Consortium. WorkSource staff asks every customer that comes to its facilities if he/she or a spouse is a veteran. If so, veterans are apprised of the services available to them and are given priority for those services.
- Unemployment Insurance Claimants - The WorkSource staff provides a list on a weekly basis to the WorkSource staff that identifies individuals who are in the long-term unemployed category. Staff attempts to contact each of these people to inform them about the available WorkSource services. They are told about the variety of services they can receive through WorkSource and are invited to take advantage of them.

Efforts will be made to provide customized and effective services to the following target groups:

- Older Workers – workers who are 55 and over comprise the older worker subgroup that is targeted for
- At-Risk Youth,
- Low-Income Adults,
- Dislocated Workers (including the long-term unemployed and under-employed)
- Individuals with Disabilities
- Ex-Offenders

E. Coordinating education and workforce investment activities.

The Olympic Consortium helps to coordinate services with the secondary education programs through its members on the Youth Committee and through the efforts of the youth service provider, Olympic Educational Services District. The Olympic Consortium has supported career fairs and vocational exploration activities that expose secondary students to career opportunities in a sector.

The Consortium and its service providers communicate regularly to assure that there is a strategic approach to providing service in a non-duplicative manner. Olympic College has a close relationship with the West Sound Skills Center, both in Bremerton. Some of the West Sound courses are designed in a manner that articulate with the Olympic College programs in the same fields. Secondary students can receive college credit for some courses and/or meet the pre-requisite requirements for entry into some of the college's vocational programs.

The Olympic Workforce Development Council will coordinate its efforts with Olympic and Peninsula colleges to ensure that resources are used effectively and efficiently. Staff from the OWDC are members of the Worker Advisory Board of each college. This helps to maintain a current exchange of training and job seeker needs amongst the two entities.

F. Career pathways.

The Consortium facilitates the development of career pathways by including a description of how career pathways information will be presented to WorkSource customers as a part of the current RFP process. The Consortium staff is currently exploring the implications of co-enrolling all Wagner-Peyser and WIOA I-B adult customers. The WDC will help to ensure that the WorkSource staff has a complete understanding of the various post-secondary funding offerings in addition to PELL grants, such as funding through the Basic Food and Employment Training program, the Opportunity program, etc.

The Consortium will work with educational agencies and economic development entities as they help formulate career pathways with input from businesses. The employment, training, education and supportive services needs of job seekers will be aligned in the process of career pathway development. The Consortium will co-lead the effort to align these needs with the colleges also driving the process. The process will be ongoing since career pathways aren't static. Regular meetings of all involved agencies will lead to robust pathway development and clearly defined career plans for job seekers.

G. Employer engagement.

The Consortium has a Business Services Team that will review the progress of how business services are being offered through the WorkSource system. The One-Stop Operator will be responsible for making regular reports to the committee on the types of services that are being provided to all employers. Such reports will include the progress of providing employment and training services that target in-demand occupations in the Consortium-identified sectors. The One-Stop Operator will coordinate with the two business services teams from Kitsap County and from Clallam & Jefferson counties. The Operator will also seek coordination and alignment for business outreach from all of the WorkSource partners. The Operator will also report to the Business Services Committee on the Employer Customer Satisfaction results it is gathering. This is a new performance measure that will be formally tracked in WIOA. The Consortium is working with Employment Security to improve WorkSource services for Unemployment Insurance (UI) claimants. A work group will make recommendations about increasing the number of claimants that engage with the local WorkSource service providers.

It is the goal of the Olympic Consortium to fully implement a sustainable sector partnership for *at least one* target industry sector by the end of calendar year 2016. It is the intent of the Olympic Consortium to use the process and experience of developing this sector partnership to achieve the following outcomes:

- New understanding of how to harness industry demand and industry voice to create accurate and timely education and training responses that serve their needs and our region's jobseekers better;
- Improved working relationships with key education and economic development partners in the 3-county region;
- A replicable process and model of sector partnership development and sustainability that can be applied to the other driving industry sectors of the Olympic region.

Note: It is important to note that the Olympic Consortium is prioritizing developing and sustaining sector partnerships in its critical sectors, but that sector partnerships will not replace the one-to-one customer service transactions with individual employers. Our goal is to build sustainable sector partnerships in addition to our ongoing one-to-one services. As the partnerships evolve, they will not only offer strategies for supporting the needs of a target industry, but they will also bring essential guidance and input to how we better serve individual companies. The Olympic Consortium understands that both levels of engagement are needed.

Fortunately for the Olympic Consortium, the decision to adopt sector partnerships as organizing frameworks for engaging industry comes on the heels of decades of national and statewide experience with sector-like partnerships and initiatives. This means that promising practices, lessons learned and recommended approaches exist for replication. The Olympic Workforce Development Council will take full advantage of these resources, including using as guidance a set of steps outlined in a Sector Partnership Framework included in the Washington State Education and Training Coordinating Board's 2016 strategic plan *Talent and Prosperity for All*. These steps will be customized to meet the Olympic Consortium's unique starting place and goals. The Council will also take advantage of national subject matter experts in sector partnership development as needed and as available.

H. OJT and incumbent worker training

The Consortium supports the implementation of incumbent worker training and on-the-job training through its WIOA RFPs that require responses from service providers about their implementation plans in these areas. The Consortium will work with community colleges or other training providers to seek customized training funds in situations when businesses can benefit from such services. Industry and sector strategies and career pathways plans will be implemented with the help of sector panels and labor market economists. Board members will serve as business intermediaries in their roles as members in Chambers of Commerce and economic development organizations.

I. Continuous improvement of services.

The Executive Committee provides an ongoing review of the WIOA service providers to track their progress on meeting the performance outcomes that are expected in WIOA. Staff prepares a Performance Report that details the outcomes for participants as well as

the enrollment and expenditure levels. This report provides an opportunity to consider areas that may need improvement. The Executive Committee will review the number and types of employer services that have been provided. It will also review the survey results from employers on their satisfaction with the WorkSource services they are receiving.

J. Wireless Internet access.

The Consortium has public wireless internet access at each of its comprehensive one-stop centers.

K. Access to services.

The Consortium requires that service providers explain how they will provide services to all counties in the WDA in their responses to the RFPs. They must identify how often and where they will be traveling to the more remote areas to provide services.

WorkSourceWA is the new portal for Employment Security's online connection to services. The Consortium will ensure that the marketing materials that have been created to inform people about WorkSourceWA will be widely available. One important resource in more rural areas is the public library. Most of them have now have computer stations for their patrons, and many have a desire to help their patrons connect to websites that can help them with job search information and other tools to help prepare them for employment.

L. Compliance with ADA and Section 188.

The Consortium has a Equal Opportunity Officer to address equal opportunity issues that arise as a result of questions that people may have in regard to the proper implementation of Section 188 and applicable provisions of the Americans with Disabilities Act. This person is listed along with the State Coordinator on posters that are prominently displayed in customer service and staff areas in the WorkSource facilities.

The Consortium EO Officer and his assistant have provided EO training to WorkSource staff throughout the region. The EO training consists of a review of the laws and provisions as well as opportunities for staff to view and evaluate scenarios where EO violations may be occurring.

The EO Officer also does a review of EO compliance by WIOA service providers in the course of monitoring reviews each year. Providers must have proper EO signage in place, and their facilities must be accessible to individuals with disabilities following ADA guidelines. They must also be able to demonstrate how they are able to provide services to people with disabilities or those who need translation or interpretation services. The Consortium EO Officer also reviews the availability of assistive technology at the WorkSource sites.

M. Adult and Dislocated Worker activities

Please see Attachment D for the type and availability of adult and dislocated worker activities. Services are available at each WorkSource office in the three-county area. These services include: career assessment, resume development, interviewing skill building, training plan development, supportive services, on-the-job training, work experience jobs and job placement assistance.

N. Youth program activities

See Attachment D for a listing of the type and availability of youth program services. The Consortium has been operating youth program activities in the employment and training field for over thirty years. During that time, it has refined its methods and approaches to youth development to the point at which the current model of career assessment, academic remediation and work experience is highly effective. Youth are assessed for their basic skills along with career goals. Supportive service needs are also assessed and a plan of action is created between the youth and the Consortium service provider. A training path is outlined that would lead to the goal of employment and/or further education. Assistance is mapped out for any tuition needs, work experience jobs and support services. Post-program follow-up is an essential part of the youth activities available and helps to keep the youth employed and/or in school for graduation.

O. Rapid Response activities

The Consortium staff works closely with the Employment Security Rapid Response Unit staff, local ESD staff, and other service providers at the local level to provide rapid response services. Dislocated worker staff, UI representatives and other service providers work together to respond to workers that are being laid off due to a business downsizing or projected closure. Generally, the rapid response activities will occur on-site. The rapid response team must be aware of any negotiation process that can be occurring regarding potential severance benefits prior to initiating the rapid response activities. It must coordinate with the labor representatives (whether represented by organized labor or not) ahead of time to be sure that the timing for services is in line with the needs of the workers.

The rapid response team will determine the layoff schedule, the benefits that may be offered to the laid off employees, and the anticipated needs of the workers that are determined by their responses to survey questions. As deemed necessary, a labor-management committee may be formed to develop a reemployment plan that will help the affected workers. Likewise, a determination about the need for peer worker outreach will occur.

The team will assure that other program services are available in a timely manner. If there is a demonstrated need, the Consortium will apply for rapid response funds from the State to pay for specific costs related to the event.

P. Coordination of Transportation

Public transportation is quite limited in parts of the Consortium area. All counties have a transit system with fixed routes throughout the day. However, the bus services are not always sufficient for most workers to use because of their limited schedules. The Consortium's expectation of its service providers is that they will provide access to transportation assistance and other necessary support services that will ensure that the WIOA participants have the supports that are necessary for them to participate in the activities identified in their employment plans. The Consortium has a support service policy that requires that the case managers look for other sources of support service funding before committing the WIOA funds. Consortium staff includes a review of support service expenditures during its annual monitoring review of the service providers.

Q. Wagner-Peyser Coordination

The Wagner-Peyser staff is co-located with other WIOA partners in Bremerton, Port Angeles and Port Hadlock WorkSource offices. Staff from each of the partners has set up a customer flow in the offices that ensures that the coordination with other program staff is non-duplicative and efficient. Staff members that meet with the WorkSource customers initially are well-trained to identify the individuals who can benefit by being referred to staff that offer services from DVR, veterans, literacy, WorkFirst or WIOA programs .

There will be an ongoing need to keep staff from each of the partners well-informed about program changes and unique services that they can offer to others.

Now that the common performance measures are in place for the WIOA core partners, it will increase the need for the various partners to stay abreast of what others can offer. One example of this will be in the area of providing business services. It will be important that all of the business outreach staff has a comprehensive knowledge of the entire scope of services that can be offered to employers through the system. It will be especially important to ensure that a coordinated approach to business outreach and WorkSource marketing is in place.

R. Adult Education and Literacy Coordination

The Consortium has an active role in helping to coordinate services between WIOA Title I programs and Title II As post-secondary credentials and career pathways are now an explicit goal for many adult education and literacy students, incorporating career readiness and training in a student's pathway is integral to student success. Likewise, many WorkSource customers are in need of adult education and literacy services, particularly education that is contextualized for work and relevant to developing career pathways.

At the state level, partners commit to contributing to the WorkSource system as detailed in the agreement between State BEdA and the Washington Workforce Association. BEdA and literacy providers in the Olympic Consortium may take part in the WorkSource partnership agreement and memorandum of understanding.

The requirement of local workforce development boards to ensure the alignment of the local ABE applications with the WIOA Plan begins with the Consortium collecting the applications from the BEdA providers, Olympic College, Peninsula College and the Kitsap Adult Center for Education. Consortium staff reviews the applications and compares them to the WIOA Local Plan. A summary of the alignment is presented to the Olympic Workforce Development Council for its review and approval.

S. Vocational Rehabilitation Coordination

DVR is co-locating its staff with other WorkSource partners in Bremerton. The DVR staff brings a special skill set on serving individuals with disabilities that is very beneficial to both the customers that are being served by the system as well as the WorkSource staff. DVR staff not only provides the expertise to serve its customer base, but it also has broadened the skills of others by providing training to them. Such training topics include how to identify individuals with hidden disabilities, communicating effectively with those individuals, understanding the types of accommodations that are available, and improving skills of staff in the use of assistive technology in the resource rooms.

DVR and other WIOA staff will co-enroll WorkSource customers when the braiding of the services available from each will help to produce a better outcome for a disabled individual. DVR is committed to working collaboratively with other partners in the employer engagement activities.

Although the annual number of blind individuals seeking employment services in the rural counties is low, WorkSource staff has an excellent connection with the Department of Services for the Blind (DSB) staff. Together they are able to assist individuals with independent living skills training, the provision of essential assistive technology tools, and providing the pre-employment assessment and training to prepare the job seeker for the job search. DSB staff helps business outreach staff to be able to understand and explain to employers the various accommodation tools that can help the job seeker accomplish the necessary tasks that a job may require.

The DVR Supervisor for our area is an active member on the Olympic Workforce Development Council. He helps review services and outcomes for WorkSource customers and will review issues related to the quality of services for WIOA customers with disabilities.

T. Competitive Award Process

The Consortium follows Kitsap County procurement procedures. These procedures comply with all applicable federal requirements in addition to the Revised Code of Washington Chapters 36 and 39.

All youth, adult, dislocated worker programs and one-stop operator procurements are done through a Request For Proposal process. This process looks at costs and prices along with the allowability, efficiency and effectiveness of proposals. This process is outlined below:

- Kitsap County keeps a list of interested bidders.
- Potential bidders are notified of an upcoming Request For Proposal (RFP) through mail, email, and newspaper notices. Special emphasis is on alerting faith-based and community-based organizations in the area through email and follow-up mail.
- A bidder's conference is held to answer any questions about the RFP process.
- Bidders submit proposals in accordance with the Request For Proposal instructions.
- Proposals are judged based on objective criteria which include: past program performance (if any), ability of bidders to provide services, fiscal accountability, and likelihood of meeting performance goals.
- The Proposal Review Committee, through the Olympic Workforce Development Council, completes the proposal evaluations and recommends the selection of designated service providers to the local elected officials.
- Local elected officials review the Council's recommendation and either approve them or send them back for further work and re-submittal.
- All bidders are notified of their status.
- Contract negotiations take place with successful bidders.

- Unsolicited bids are received by Kitsap County and forwarded to the Executive Committee of the Olympic Workforce Development Council for consideration.

U. Adult and Dislocated Worker training services

The Consortium awards contracts to service providers for all of the WIOA Title I programs. It does not provide any services. The adult and dislocated worker training services are coordinated by the service providers. The service providers work with the WIOA participants to develop an Individual Employment Plan (IEP). If that plan includes the need for vocational training, it is typically carried out in one of two ways. The first is through an Individual Training Account (ITA). The ITA allows for an agreed upon amount of funding to be provided on behalf of the participant to pay for a formal training program. The training program must be chosen from the list of Eligible Training Providers that have been vetted by the Workforce Training Board and the Consortium.

The service providers require that the participants actively engage in the development of an IEP that will help to clarify the outcome they desire as well as the steps they need to take to get there. If this includes the need for an ITA, the participant must do some research to demonstrate that there is a high likelihood that there will be employment available if they successfully complete the training program. They consider the labor market information for the desired occupation including wage ranges, likely employers, and projected demand in the future. They must also demonstrate that the plan takes into account how they will be able to afford to live during the course of the training. It is up to the customer to decide which eligible training provider will best meet his/her needs.

The other training option that is frequently used is on-the-job training (OJT). This is particularly important in several of the counties where formal vocational training is not readily available. Job counselors work with the participants, business outreach staff, and employers to develop a training program with an employer who is willing to train a new employee who lacks certain required skills to bring them up to necessary skill level to be productive in the position. Service providers must develop a formal training plan with the employer that identifies the skills to be acquired and the proposed number of hours necessary for the training to be accomplished. Employers are reimbursed for an agreed-upon amount that is based upon the hourly wages that will be paid to the employee and the number of hours agreed to in the contract.

The WDC reserves the right to contract for training to increase capacity in a high-demand occupation in instances when the training would not otherwise be available. In such cases the WDC would follow its Exception to the Individual Training Account System policy. The WDC procurement process would be followed to select a training provider. As part of the process the bidder would need to demonstrate its financial stability, its most recent audit results, and its capacity to offer the program. The WDC would then directly contract with the training provider to offer the program. Total costs for the program would be determined on the basis of the response to the procurement. The need for ITAs, PELL grants, etc. to assist students with tuition costs would be determined prior to a WDC contract being issued. Such a determination would depend on the total costs

associated with offering the program and the results regarding the sharing of costs between the training provider and the WDC that occurred during the contract negotiation. The WDC would monitor the provider in the same manner as it does for other service providers.

Customer choice on the selection of a training provider would not be impeded by this training option.

V. Case management system

Washington is transitioning its WIOA database system from SKIES to a Customer Management system along with the job-match system entitled WorkSourceWA. WorkSourceWA is designed for use by employer, job seekers, and WorkSource partners' staff. As is always the case with the implementation of a new database system, the transition will require a substantial amount of training. The State is using the "Train the Trainer" model which is currently in progress. Designated staff is going through an extensive training program which they will then teach to other staff in the WorkSource sites. WorkSourceWA is designed so state software designers can make changes and improvement to the software after it goes "live". Staff training will be essential going forward, particularly as it relates to the various partners being able to communicate with each other effectively.

The Consortium is working with the state Employment Security Department to create an integrated intake system in order to better serve job seekers. This system will help with the integration of Adult WIOA services and Wagner-Peyser services for better coordination of job training and placement assistance activities.

W. WDC membership system

The Olympic Consortium complies with the WIOA and State membership requirements for an alternative entity. See Attachment E. The Olympic Workforce Development Council's membership has representatives from all counties in the three-county area. It also has a cross-section of members that represent key business sectors in the region. Whenever a seat on the Council becomes available, both of those elements are considered during the recruitment processes. The Consortium works with Chambers, Economic Development Councils, its own members and local elected officials to recruit new members that will be active and who can ably represent their industry's perspective on the board.

Section IV - Performance Accountability

The Olympic Consortium Board and Olympic Workforce Development Council use performance information to inform local strategic planning and as a means of oversight of WIOA and other WorkSource programs. All WorkSource workshops are reviewed for quality and content through customer evaluations for ongoing curriculum development and managing staff performance.

Both the Board and Council review the federal Quarterly Common Measures Summary Report to ensure that the rates meet or exceed the targets. Measures that fall below the target level lead to an investigation of the probable causes for this shortfall. A corrective action plan is put in place once the reason(s) for the deficiency is found. The Council and Board receive status reports of the corrective action taken by the service providers. The OWDC Operations Committee reviews the Employment Security Department WorkSource Standards and Integration Division (ESD WSID) statewide performance dashboard reporting tool on a quarterly basis to monitor the local area service delivery performance.

Program operators are given performance reports on a quarterly basis. These reports of planned versus actual numbers for participants, exits, placements and expenditures are used to shape day-to-day operations. They also serve as an ‘early warning’ of potential performance problems. The data from the reports are used to make changes to contract goals and to formulate corrective action plans in cases where performance is deficient.

The OWDC will take steps to partner with the CTE and ABE providers toward the success of the CTE and ABE programs, as well as contribute toward meeting their performance outcomes.

On an annual basis, the OWDC examines results of the state core services to judge how well the programs perform and to identify areas for improvement. This is done through the Executive Committee and local elected officials’ regular quarterly meetings. The performance is measured against how well the initial strategies are meeting the HSHW 2012-2016 Goals and Objectives. If areas of improvement are identified, the Council assigns a committee to develop a new strategy to attain the improvement. Upon approval of the strategy by the Executive Committee, the Local Integrated Plan is updated and implementation of the strategy begins immediately.

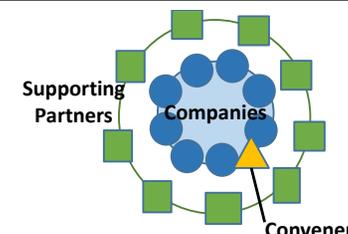
Appendix B lists the most recent State Core Measure Results for the following 12 programs in our local area workforce development system:

- Secondary Career and technical Education
- Community and Technical College Professional-Technical Education
- Worker Retraining Program
- Adult Basic Education
- Division of Vocational Rehabilitation
- Department of Services for the Blind
- Workforce Investment Act Title I-B Youth, Adult, and Dislocated Workers
- Private Career Schools
- WorkFirst
- Apprenticeship

Attachment A: Sector Partnership Framework

Washington Industry Engagement Framework or Sector Partnership Framework

Sector partnerships are **partnerships** of companies, from the same industry and in their natural labor market region, with education, workforce development, economic development and community organizations that focus on a set of key priority workforce and other issues identified by the target industry.



Phase I: Prepare your team

Goal: build buy-in & support

- Build a team of workforce, education and economic development leaders for ongoing joint decision-making
- Inventory current sector partnership or industry-targeted efforts
- Decide on initial roles & responsibilities – who has the credibility to lead a sector partnership, what support can partners commit to
- Commit to looking at LMI data together

Sample measures of progress

- Partners identified
- Meetings held
- Agreements developed
- Resources committed

Phase II: Investigate

Goal: determine target industries

- Determine growth sectors to investigate
- Ensure relevance for the region
- Evaluate against 10+ consideration relating to growth, relevance to economic development activities, and other key factors

Sample measures of progress

- Data provided
- Partners select key industries to explore

Phase III: Inventory and Analyze

Goal: build baseline knowledge of industry

- Conduct a baseline review of demand-side (employer) and supply-side (labor pool) data
- Analyze industry trends, review existing research
- Analyze data and develop a brief industry “report” or “snapshot” to start the engagement with employers
- Identify business champions to bring industry to the table

Sample measures of progress

- Industry “snapshot” or “report” ready for first meeting
- Industry champions identified
- Companies invited

Phase IV: Convene

Goal: build industry partnership, prioritize activities

- Prepare support team and set expectations for the meeting – business talking to business
- Hold event to find out what’s new in industry, growth opportunities, and related needs
- Ask industry to identify and prioritize key issues
- Determine whether additional resources are needed

Sample measures of progress

- Plan for action developed
- Task forces identified
- Staff and chairs identified/assigned

Phase V: Act

Goal: Implement initiatives

- Develop Operational Plan
- Execute plans, monitor progress
- Provide status reports to partnership, task forces, stakeholders
- Identify road blocks and address them

Sample measures of progress

- Metrics specific to project identified and reported

Phase VI: Sustain and evolve

Goal: grow the partnership

- Identify next opportunities
- Start the process over again at the appropriate phase
- Grow the partnership

Sample measures of progress

- New projects identified
- New resources added



Directions: Complete the table below to describe current and future activities for at least the next two years for each sector partnership. Please start at the appropriate phase based on the current status of the sector partnership. Please complete one table per sector.

Attachment A - Sector Partnership - 1

Sector to be served: Forest Products

Check one: Regional Local

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate for sectors that will be served in a cross-regional plan.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team <i>Goal: build buy-in & support</i>	July 31, 2016	Pacific Mountain WDA will be the lead area for the Forest Products Sector Partnership project. Both WDAs will prepare a team that will arrive at common goals and objectives to undertake.	A list of goals and objectives	Meetings held and resources identified
Phase II: Investigate <i>Goal: determine target industries</i>	August 31, 2016	The growth sector is forest products which has a high location quotient and is very relevant to the region. Evaluate sector based on areas relating to growth, and relevance to economic development activities.	Specific information on jobs in the sector and market position of local companies.	Research into occupations and companies summarized in report.
Phase III: Inventory and Analyze <i>Goal: build baseline knowledge of industry</i>	September 30, 2016	Conduct a baseline review of demand-side (employer) and supply-side (labor pool) data; Analyze industry trends, review existing research; Develop a brief industry “report” or “snapshot” to start the engagement with employers; Identify business champions to bring industry to the table	Summary report on specific companies and occupations within the sector	Completed industry report distributed to Forest Products team
Phase IV: Convene <i>Goal: build industry partnership, prioritize activities</i>	December 1, 2016	Set expectations for the meeting; hold event to find out latest information on industry, growth opportunities, and related needs; ask industry to identify and prioritize key issues.	Meeting notes on industry needs and growth opportunities	A prioritized list of employer needs and issues.
Phase V: Act <i>Goal: Implement initiatives</i>	January 20, 2017	Develop a plan of action; execute plan and monitor progress. Provide status reports to partnership, task forces, stakeholders; identify problems and address them	Action plan written and distributed to task force and convening members.	Corresponding task list to action plan is developed and in progress.
Phase VI: Sustain and evolve <i>Goal: grow the partnership</i>	March 31, 2017	Evaluate actions and identify next steps. Assemble team as needed to begin action as necessary.	Evaluation information and feedback gathered.	Evaluation report on achievements and status.

Attachment A - Sector Partnership - 2

Sector to be served: Health Care

Check one: Regional Local

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate for sectors that will be served in a cross-regional plan.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team <i>Goal: build buy-in & support</i>	May 31, 2016	Olympic Consortium will prepare a team that will arrive at common goals and objectives to undertake.	A list of goals and objectives	Meetings held and resources identified
Phase II: Investigate <i>Goal: determine target industries</i>	June 30, 2016	The growth sector is health care which has a occupational employment number and is relevant to the region. Evaluate sector based on areas relating to growth, and relevance to economic development activities.	Specific information on jobs in the sector and market position of local companies.	Research into occupations and companies summarized in report.
Phase III: Inventory and Analyze <i>Goal: build baseline knowledge of industry</i>	September 30, 2016	Conduct a baseline review of demand-side (employer) and supply-side (labor pool) data; Analyze industry trends, review existing research; Develop a brief industry “report” or “snapshot” to start the engagement with employers; Identify business champions to bring industry to the table	Summary report on specific companies and occupations within the sector	Completed industry report distributed to Health Care team
Phase IV: Convene <i>Goal: build industry partnership, prioritize activities</i>	October 22, 2016	Set expectations for the meeting; hold event to find out latest information on industry, growth opportunities, and related needs; ask industry to identify and prioritize key issues.	Meeting notes on industry needs and growth opportunities	A prioritized list of employer needs and issues.
Phase V: Act <i>Goal: Implement initiatives</i>	December 1, 2016	Develop a plan of action; execute plan and monitor progress. Provide status reports to partnership, task forces, stakeholders; identify problems and address them	Action plan written and distributed to task force and employers.	Corresponding task list to action plan is developed and in progress.
Phase VI: Sustain and evolve <i>Goal: grow the partnership</i>	June 30, 2017	Evaluate actions and identify next steps. Assemble team as needed to begin action as necessary.	Evaluation information and feedback gathered.	Evaluation report on achievements and status.

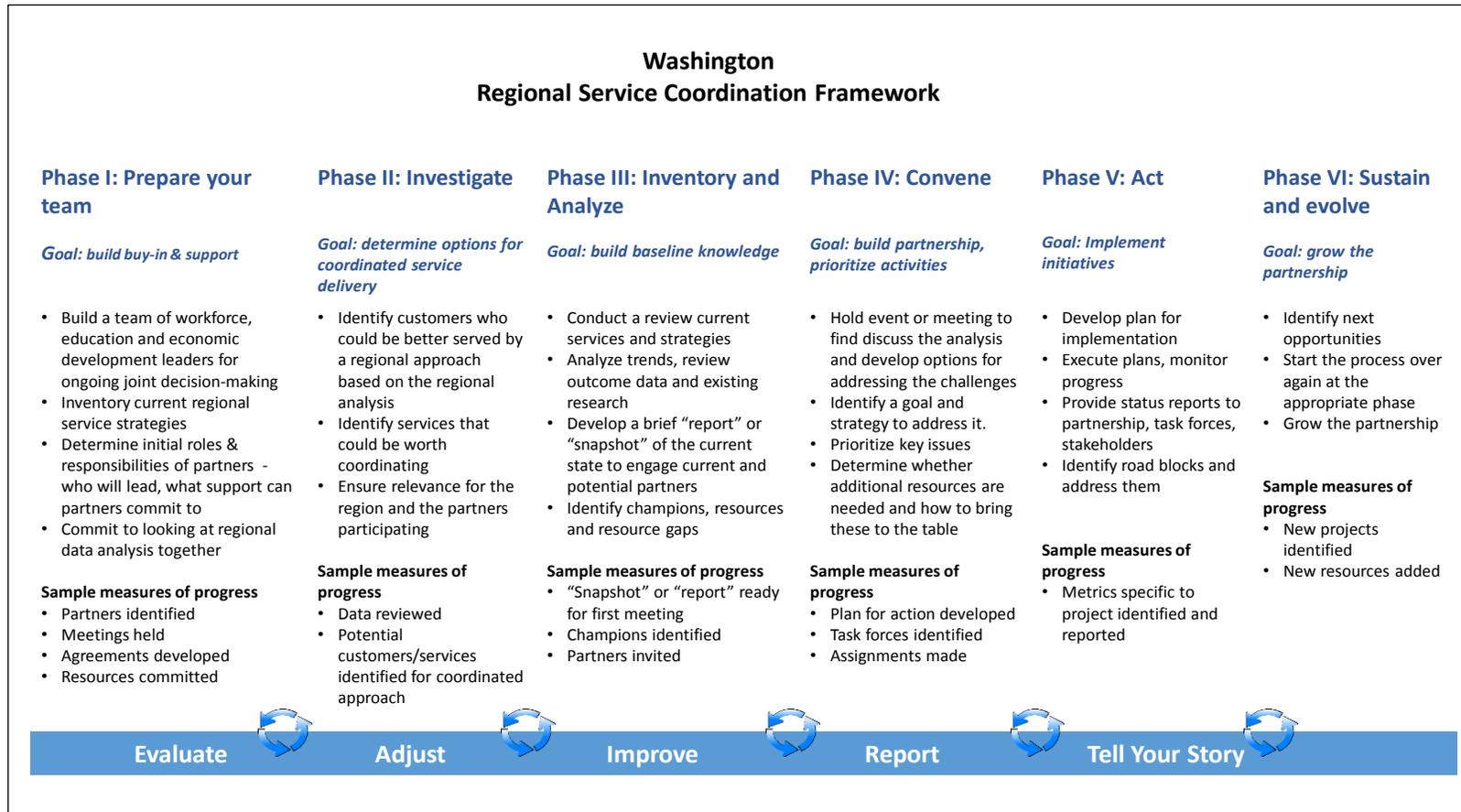
Attachment A - Sector Partnership - 3

Sector to be served: Construction

Check one: Regional Local

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate for sectors that will be served in a cross-regional plan.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team <i>Goal: build buy-in & support</i>	August 31, 2016	Olympic Consortium will prepare a team that will arrive at common goals and objectives to undertake.	A list of goals and objectives	Meetings held and resources identified
Phase II: Investigate <i>Goal: determine target industries</i>	October 1, 2016	The growth sector is construction which has high employment numbers in relation to the rest of the region. Evaluate sector based on areas relating to growth, and relevance to economic development activities.	Specific information on jobs in the sector and market position of local companies.	Research into occupations and companies summarized in report.
Phase III: Inventory and Analyze <i>Goal: build baseline knowledge of industry</i>	November 30, 2016	Conduct a baseline review of demand-side (employer) and supply-side (labor pool) data; Analyze industry trends, review existing research; Develop a brief industry “report” or “snapshot” to start the engagement with employers; Identify business champions to bring industry to the table	Summary report on specific companies and occupations within the sector	Completed industry report distributed to Health Care team
Phase IV: Convene <i>Goal: build industry partnership, prioritize activities</i>	February 20, 2017	Set expectations for the meeting; hold event to find out latest information on industry, growth opportunities, and related needs; ask industry to identify and prioritize key issues.	Meeting notes on industry needs and growth opportunities	A prioritized list of employer needs and issues.
Phase V: Act <i>Goal: Implement initiatives</i>	April 1, 2017	Develop a plan of action; execute plan and monitor progress. Provide status reports to partnership, task forces, stakeholders; identify problems and address them	Action plan written and distributed to task force and employers.	Corresponding task list to action plan is developed and in progress.
Phase VI: Sustain and evolve <i>Goal: grow the partnership</i>	September 30, 2017	Evaluate actions and identify next steps. Assemble team as needed to begin action as necessary.	Evaluation information and feedback gathered.	Evaluation report on achievements and status.

Attachment B: Regional Service Coordination Framework



Directions: Complete the table below to describe current and future activities for at least the next two years for any service strategies to be coordinated across the region. Please start at the appropriate phase based on the current status of the regional. The completed table will serve as the Regional Cooperative Service Delivery Agreement required by Section 107(d)(11) once the plan is approved.

Attachment B - Regional Cooperative Service Delivery Agreement

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate in a cross-regional plan.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team <i>Goal: build buy-in & support</i>	October 1, 2016	Build a team of workforce, education and economic development leaders for ongoing joint decision-making; inventory current regional service strategies; determine initial roles & responsibilities of partners - who will lead, what support can partners commit to.	Completed meetings, MOUs completed	Meeting minutes. MOUs completed
Phase II: Investigate <i>Goal: determine options for coordinated service deliver</i>	December 1, 2016	Identify customers who could be better served by a regional approach based on the regional analysis; Identify services that could be worth coordinating.	Customer list and list of services to be coordinated	
Phase III: Inventory and Analyze <i>Goal: build baseline knowledge</i>	February 1, 2107	Conduct a review current services and strategies; analyze trends, review outcome data and existing research; develop a brief “report” or “snapshot” of the current state to engage current and potential partners; identify resources and gaps.	Report out on trends, current services, resources and potential partners.	Completed report on services and partners.
Phase IV: Convene <i>Goal: build partnership, prioritize activities</i>	April 15, 2017	Hold event or meeting to find discuss the analysis and develop options for addressing the challenges; identify a goal and strategy to address it; prioritize key issues; determine whether additional resources are needed and how to acquire them.	Complete convening of service providers. Key issues summarized.	Report of meeting results.
Phase V: Act <i>Goal: Implement initiatives</i>	December 15, 2017	Develop plan for implementation; Execute plans, monitor progress; Provide status reports to partnership, task forces, stakeholders; Identify road blocks and address them	Implementation plan published, regular status reports distributed.	Plan and status reports are distributed to partners.
Phase VI: Sustain and evolve <i>Goal: grow the partnership</i>	June 30, 2018	Identify next opportunities; start the process over again at the appropriate phase; encourage other agencies to be part of partnership.	Progress evaluation distributed, next steps planned.	Evaluation report.

Attachment C: Regional Economic Development Framework

Washington Regional Economic Development Framework

Phase I: Prepare your team

Goal: build buy-in & support

- Build a team of workforce, education leaders for ongoing joint decision-making
- Inventory current regional economic development organizations and strategies
- Determine initial roles & responsibilities of partners - who will lead, what support can partners commit to
- Commit to looking at regional data analysis and economic development plans together

Sample measures of progress

- Partners identified
- Meetings held
- Agreements developed
- Resources committed

Phase II: Investigate

Goal: determine options for coordination with economic development

- Identify opportunities for collaboration based on regional analysis
- Identify services and strategies that could support economic development goals
- Ensure relevance for the region and the partners participating

Sample measures of progress

- Data reviewed
- Potential opportunities for coordinated approach identified

Phase III: Inventory and Analyze

Goal: build baseline knowledge

- Analyze trends, review outcome data and existing research
- Identify champions, resources and resource gaps
- Identify topics for discussion
- Identify what information is needed to engage

Sample measures of progress

- “Snapshot” or “report” ready for first meeting
- Champions identified
- Partners invited

Phase IV: Convene

Goal: build partnership, prioritize activities

- Hold event or meeting to discuss the analysis and develop options for addressing the challenges
- Identify a goal and strategy to address it.
- Prioritize key issues
- Determine whether additional resources are needed and how to bring these to the table

Sample measures of progress

- Plan for action developed
- Task forces identified
- Assignments made

Phase V: Act

Goal: Implement initiatives

- Develop implementation strategies
- Execute plans, monitor progress
- Provide status reports to partnership, task forces, stakeholders
- Identify road blocks and address them

Sample measures of progress

- Metrics specific to project identified and reported

Phase VI: Sustain and evolve

Goal: grow the partnership

- Identify next opportunities
- Start the process over again at the appropriate phase
- Grow the partnership

Sample measures of progress

- New projects identified
- New resources added

Evaluate



Adjust



Improve



Report



Tell Your Story



Directions: Complete the table below to describe current and future activities for at least the next two years regarding regional coordination with economic development. Please start at the appropriate phase based on the current status of the regional.

Attachment C - Regional Economic Development Coordination Plan

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate in a cross-regional plan.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team <i>Goal: build buy-in & support</i>	September 1, 2016	Build a team of workforce and economic development leaders for ongoing joint decision-making; inventory current regional service strategies; determine initial roles & responsibilities of partners - who will lead, what support can partners commit to.	Completed meetings, MOUs completed	Meeting minutes. MOUs completed
Phase II: Investigate <i>Goal: determine options for coordinated service deliver</i>	November 2, 2016	Identify customers who could be better served by a regional approach based on the regional analysis; Identify services that could be worth coordinating.	Customer list and list of services to be coordinated	
Phase III: Inventory and Analyze <i>Goal: build baseline knowledge</i>	January 15, 2017	Conduct a review current services and strategies; analyze trends, review outcome data and existing research; develop a brief “report” or “snapshot” of the current state to engage current and potential partners; identify resources and gaps.	Report out on trends, current services, resources and potential partners.	Completed report on services and partners.
Phase IV: Convene <i>Goal: build partnership, prioritize activities</i>	March 30, 2017	Hold event or meeting to find discuss the analysis and develop options for addressing the challenges; identify a goal and strategy to address it; prioritize key issues; determine whether additional resources are needed and how to acquire them.	Complete convening of service providers. Key issues summarized.	Report of meeting results.
Phase V: Act <i>Goal: Implement initiatives</i>	May 1, 2017	Develop plan for implementation; Execute plans, monitor progress; Provide status reports to partnership, task forces, stakeholders; Identify road blocks and address them	Implementation plan published, regular status reports distributed.	Plan and status reports are distributed to partners.
Phase VI: Sustain and evolve <i>Goal: grow the partnership</i>	November 30, 2017	Identify next opportunities; start the process over again at the appropriate phase; encourage other agencies to be part of partnership.	Progress evaluation distributed, next steps planned.	Evaluation report.

Attachment D - Local Area Profile

Please complete the following three sections for each Local Area in the Region and submit the information as part of the plan.

1. Local One-Stop System

List all comprehensive, affiliate, and connection one-stop sites in the local area, along with the site operator. If the operator is a partnership, list all entities comprising the partnership.

Site	Type of Site (Comprehensive, Affiliate, or Connection)	Site Operator(s)
Bremerton	Comprehensive	Olympic Consortium
Port Angeles	Comprehensive	Olympic Consortium
Port Hadlock	Affiliate	Olympic Consortium
Port Orchard	Affiliate	Olympic Consortium
Add more rows if needed		

2. WIOA Title I Service Providers

Dislocated Worker Program List all current and potential service providers in the area	Indicate service(s) provided by each			WIOA funded?
	Basic	Individualized	Training	
Washington State Employment Security Department	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Kitsap Community Resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments regarding the adequacy and quality of Dislocated Worker Services available:

All Dislocated Worker services are available and adequate for eligible job seekers and employers.

Adult Program	Indicate service(s) provided by each			WIOA funded?
List all current and potential service providers in the area	Basic	Individualized	Training	
Kitsap Community Resources	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Washington State Employment Security Department	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments regarding the adequacy and quality of Adult Services available:
All Adult services are available and adequate for eligible job seekers and employers.

Youth Program	Indicate service(s) provided by each			WIOA funded?	Services for youth with disabilities?
List all current and potential service providers in the area	Basic	Individualized	Training		
Olympic Educational Services District #114	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments regarding the adequacy and quality of Youth Services available:
All Youth services are available and adequate for eligible job seekers and employers.

Attachment E - Local Workforce Development Board Membership and Certification

LWDBs must complete one of the two tables below. The information in the appropriate table will be used to certify LWDBs pursuant to WIOA Section 107(c)(2) and in the second and subsequent certifications pursuant to Section 106(e)(2). Data regarding performance and fiscal integrity will be added at the time of certification. The labels in the first column represent minimum criteria for certification. Please add lines as needed.

Complete this table for LWDB confirming to WIOA membership criteria

Required categories	Name/Title/Organization*	Nominated by
Business majority (greater than 50% of all members)		
1. Business		
2. Business		
3. Business		
4. Business		
5. Business		
6. Business		
7. Business		
8. Business		
9. Business		
10. Business		
11. Business		
12. Business		
13. Business		
14. Business		
Workforce (20% of members. Majority must be nominated by organized labor)		
1.		
2.		
3.		
4. Other workforce		
Education		
1. Title II Adult Ed		
1. Higher Education		
Government		
1.		
2.		
Add more rows if needed		

* LWDBs must provide evidence of recruitment for any empty seats on the board.

Complete this table for an alternative entity.

Categories	Name/Title/Organization* (please list one per line and add lines as needed)	Nominated by
Business majority (>50%) - Please indicate the total number of seats available for this category: 14		
Business	Monica Blackwood/Director of Administration/ Rice Fergus Miller	Kitsap Economic Development Alliance (KEDA)
Business	Annette Crawford/ Administrator/ Stafford Healthcare Ridgemont	KEDA
Business	D.M. DelaBarre/Owner/Delabarre and Associates	Clallam Economic Development Council (EDC)
Business	Cordi Fitzpatrick / HR Manager / Port Townsend Paper Corporation	Team Jefferson
Business	Robin Hake / HR Director / Jamestown S’Klallam Tribe	Clallam EDC
Business	Marilyn Hoppen / Senior VP Human Resources / Kitsap Bank	KEDA
Business	Jim McConnell / Contract Chief Financial Officer / Armstrong Marine, Inc.	Clallam EDC
Business	Robin Perman / Director of Business Operations / Kitsap Sun – JMG	KEDA
Business	Allison Plute / HR Manager / 7 Cedars Resort	Clallam EDC
Business	Cathy Price / Corporate HR Manager / Nippon Paper Industries USA, Co. LTD	Clallam EDC
Business	Julie Tappero / President / West Sound Workforce	KEDA
Business	Felix Vicino / Manager / Port Townsend Paper Corporation	Team Jefferson
Business	Vacant	
Business	Vacant	
Labor - Please indicate the total number of seats available for this category: 3		

1. Labor	Dave McMahan / Secretary-Treasurer / Olympic Labor Council	Olympic Labor Council
2. Labor	John Ross / Vice President / Kitsap County Central Labor Council	Kitsap Central Labor Council
3. Labor	Bob Zindel / President / Olympic Labor Council	Olympic Labor Council
Government/workforce programs (may include economic development) - Please indicate the total number of seats available for this category: 5		
Wagner-Peyser	Margaret Hess / Kitsap Administrator / Employment Security Department	
Vocational Rehabilitation	David Hankinson / Vocational Rehabilitation Supervisor / DVR	
Economic Development	John Powers / Executive Director / Kitsap Economic Development Alliance	
Public Assistance	Gina Lindal / Administrator / CSO Bremerton, DSHS	
Public Employment	Deb Howard / HR Coordinator / City of Port Orchard	
Education – K-12 and Higher Education – 4 seats		
K – 12	Dr. Greg Lynch / Superintendent / Olympic Educational Services District #114	
K – 12	Lisa Heaman / Principal / West Hills STEM Academy	
Higher Ed	Dr. Luke Robins / President / Peninsula College	
Higher Ed	Dr. David Mitchell / President / Olympic College	
Community-Based Organization – 1 seat	Larry Eyer / Executive Director / Kitsap Community Resources	
Add more rows if needed		

* LWDBs must provide evidence of recruitment for any empty seats on the board.

The table should identify how an alternative entity serving as a Local Workforce Development Board is substantially similar to the local entity described in WIOA Section 107(b)(2), by indicating membership in each of the 4 categories listed above.

Attachment F - Regional/Local Workforce Plan Assurances

This section of the plan is a "check-the-box" table of assurance statements, including the legal reference(s) corresponding to each assurance. Note: Boxes can be electronically populated by double-clicking the check box and selecting "checked" as the default value.

By checking each assurance and signing and dating the certification page at the end of the Regional/Local Workforce Plan, the LWDB and local chief elected official(s) certify that (1) the information provided to the State in the following table is accurate, complete, and meets all legal and guidance requirements and (2) the local area meets all of the legal planning requirements outlined in WIOA law and regulations and in corresponding State guidance. By checking each box and signing the certification page, the LWDB and local chief elected official(s) also assure the State that supporting documentation is available for review upon request (e.g., state or federal compliance monitoring visits).

If a local board is unable to provide assurance for a specific requirement, it must promptly notify the staff contact in ESD's Employment System Administration and Policy Unit to provide the reason for non-compliance and describe specific actions and timetables for achieving compliance. Identified deficiencies within the assurances may result in additional technical assistance and/or a written corrective action request as part of the State's conditional approval of the Regional/Local Workforce Plan.

2016-2020 Regional/Local Workforce Plan Assurances

Planning Process and Public Comment	References
<input checked="" type="checkbox"/> 1. The local board has processes and timelines, consistent with WIOA Section 108(d), to obtain input into the development of the local plan and provide the opportunity for comment by representatives of business, labor organizations, education, other key stakeholders, and the general public for a period that is no less than 30 days.	WIOA Sections 108(d); proposed 20 CFR 679.550(b)
<input checked="" type="checkbox"/> 2. The final local plan is available and accessible to the general public.	Proposed 20 CFR 679.550(b)(5)
<input checked="" type="checkbox"/> 3. The local board has established procedures to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.	WIOA Section 107(e); proposed 20 CFR 679.390 and 679.550
Required Policies and Procedures	References
<input checked="" type="checkbox"/> 4. The local board makes publicly-available any local requirements for the public workforce system, such as policies, including policies for the use of WIOA Title I funds.	Proposed 20 CFR 679.390
<input checked="" type="checkbox"/> 5. The local board has established a written policy or procedure that identifies circumstances that might present conflict of interest for any local workforce investment board or entity that they represent, and provides for the resolution of conflicts.	WIOA Section 107(h); proposed 20 CFR 679.410(a)-(c); WIOA Title I Policy 5405; WIOA Title I Policy 5410
<input checked="" type="checkbox"/> 6. The local board has copies of memoranda of understanding between the local board and each one-stop partner concerning the operation of the one-stop delivery system in the local area, and has provided the State with the latest versions of its memoranda of understanding.	WIOA Section 121(c); proposed 20 CFR 678.500-510; WorkSource System Policy 1013
<input checked="" type="checkbox"/> 7. The local board has written policy or procedures that ensure one-stop operator agreements are reviewed and updated no less than once every three years.	WIOA Section 121(c)(v); WorkSource System Policy 1008 Revision 1
<input checked="" type="checkbox"/> 8. The local board has negotiated and reached agreement on local performance measures with the local chief elected official(s) and Governor.	WIOA Sections 107(d)(9) and 116(c); proposed 20 CFR 679.390(k) and 677.210(b)
<input checked="" type="checkbox"/> 9. The local board has procurement policies and procedures for selecting One-Stop operators, awarding contracts under WIOA Title I Adult and Dislocated Worker funding provisions, and awarding contracts for Youth service provision under WIOA Title I in accordance with applicable state and local laws, rules, and regulations, provided no conflict exists with WIOA.	WIOA Sections 121(d) and 123; proposed 20 CFR 678.600-615 and 681.400; WIOA Title I 5404; WIOA Title I Policy 5613
<input checked="" type="checkbox"/> 10. The local board has procedures for identifying and determining the eligibility of training providers and their programs to receive WIOA Title I individual training accounts and to train dislocated workers receiving additional unemployment insurance benefits via the state's Training Benefits Program.	WIOA Sections 107(d)(10), 122(b)(3), and 123; Proposed 20 CFR 679.370(l)-(m) and 680.410-430; WIOA Title I Policy 5611
<input checked="" type="checkbox"/> 11. The local board has written procedures for resolving grievances and complaints alleging violations of WIOA Title I regulations, grants, or other agreements under WIOA and written policies or procedures for assisting customers who express interest in filing complaints at any point of service, including, at a minimum, a requirement that all partners can identify appropriate staff contacts and refer customers to those contacts.	WIOA Section 181(c); proposed 20 CFR 683.600; WIOA Title I Policy 5410; WorkSource System Policy 1012, Revision 1
<input checked="" type="checkbox"/> 12. The local board has assurances from its one-stop operator that all one-stop centers and, as applicable, affiliate sites have front-end	WorkSource System Policy 1010 Revision 1

	services consistent with the state's integrated front-end service policy and their local plan.	
☒	13. The local board has established at least one comprehensive, full-service one-stop center and has a written process for the local Chief Elected Official and local board to determine that the center conforms to the definition therein.	WIOA Section 121(e)(2)(A); proposed 20 CFR 678.305; WIOA Title I Policy 5612
☒	14. The local board provides to employers the basic business services outlined in WorkSource System Policy 1014.	WorkSource System Policy 1014
☒	15. The local board has written processes or procedures and has identified standard assessment objectives and resources to support service delivery strategies at one-stop centers and, as applicable, affiliate sites.	WorkSource System Policies 1011 and 1016; WTECB State Assessment Policy
☒	16. All partners in the local workforce and education system described in this plan ensure the physical, programmatic and communications accessibility of facilities, programs, services, technology and materials in one-stop centers for individuals with disabilities.	WIOA Section 188; 29 CFR parts 37.7-37.9; 20 CFR 652.8(j)
☒	17. The local board ensures that outreach is provided to populations and sub-populations who can benefit from one-stop services.	WIOA Section 188; 29 CFR 37.42
☒	18. The local board implements universal access to programs and activities to individuals through reasonable recruitment targeting, outreach efforts, assessments, service delivery, partner development, and numeric goals.	WIOA Section 188; 29 CFR 37.42
☒	19. The local board complies with the nondiscrimination provisions of Section 188, and assures that Methods of Administration were developed and implemented.	WIOA Section 188; 29 CFR 37.54(a)(1); WIOA Policy 5402, Revision 1; WorkSource System Policy 1012, Revision 1
☒	20. The local board collects and maintains data necessary to show compliance with nondiscrimination provisions of Section 188.	WIOA Section 185; 29 CFR 37.37; WIOA Policy 5402, Revision 1; WorkSource System Policy 1012, Revision 1
☒	21. The local board complies with restrictions governing the use of federal funds for political activities, the use of the one-stop environment for political activities, and the local board complies with the applicable certification and disclosure requirements	WorkSource System Policy 1018; 2 CFR Part 225 Appendix B; 2 CFR Part 230 Appendix B; 48 CFR 31.205-22; RCW 42.52.180; TEGL 2-12; 29 CFR Part 93.100
☒	22. The local board ensures that one-stop MSFW and business services staff, along with the Migrant and Seasonal Farm Worker program partner agency, will continue to provide services to agricultural employers and MSFWs that are demand-driven and consistent with ESD's mission.	WIOA Section 167
☒	23. The local board follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIOA, and applicable Departmental regulations.	WIOA Sections 116(i)(3) and 185(a)(4); 20 USC 1232g; proposed 20 CFR 677.175 and 20 CFR part 603
	Administration of Funds	References
☒	24. The local board has a written policy and procedures to competitively award grants and contracts for WIOA Title I activities (or applicable federal waiver), including a process to be used to procure training services made as exceptions to the Individual Training Account process.	WIOA Section 108(b)(16); proposed 20 CFR 679.560(a)(15); WIOA Title I Policy 5601; WIOA Section 134(c)(3)(G); proposed 20 CFR 680.300-310
☒	25. The local board has accounting systems that follow current Generally Accepted Accounting Principles (GAAP) and written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to	WIOA Section 108(b)(15), WIOA Title I Policy 5230; WIOA Title I Policy 5250

	insure proper disbursement and accounting of WIOA adult, dislocated worker, and youth program and the Wagner-Peyser Act funds.	
☒	26. The local board ensures compliance with the uniform administrative requirements under WIOA through annual, on-site monitoring of each local sub-recipient.	WIOA Section 184(a)(3); proposed 20 CFR 683.200, 683.300, and 683.400-410; WIOA Policy 5230
	27. The local board has a local allowable cost and prior approval policy that includes a process for the approval of expenditures of \$5,000 or more for equipment requested by subcontractors.	WIOA Title I Policy 5260
☒	28. The local board has a written debt collection policy and procedures that conforms with state and federal requirements and a process for maintaining a permanent record of all debt collection cases that supports the decisions made and documents the actions taken with respect to debt collection, restoration, or other debt resolution activities.	WIOA Section 184(c); 20 CFR Part 652; proposed 20 CFR 683.410(a), 683.420(a), 683.750; WIOA Title I Policy 5265
☒	29. The local board has a written policy and procedures for ensuring management and inventory of all properties obtained using WIOA funds, including property purchased with JTPA or WIA funds and transferred to WIOA, and that comply with WIOA, Washington State Office of Financial Management (OFM) and, in the cases of local government, Local Government Property Acquisition policies.	WIOA Section 184(a)(2)(A); proposed 20 CFR 683.200 and 683.220; OMB Uniform Administrative Guidance; Generally Accepted Accounting Procedures (GAAP); WIOA Title I Policy 5407
☒	30. The local board will not use funds received under WIOA to assist, promote, or deter union organizing.	WIOA Section 181(b)(7); proposed 20 CFR 680.850
	Eligibility	References
☒	31. The local board has a written policy and procedures that ensure adequate and correct determinations of eligibility for WIOA-funded basic career services and qualifications for enrollment of adults, dislocated workers, and youth in WIOA-funded individualized career services and training services, consistent with state policy on eligibility and priority of service.	Proposed 20 CFR Part 680 Subparts A and B; proposed 20 CFR Part 681 Subpart A; WorkSource System Policy 1019, Revision 1
☒	32. The local board has a written policy and procedures for awarding Individual Training Accounts to eligible adults, dislocated workers, and youth receiving WIOA Title I training services, including dollar and/or duration limit(s), limits on the number of times an individual may modify an ITA, and how ITAs will be obligated and authorized.	WIOA Section 134(c)(3)(G); Proposed 20 CFR 680.300-320; WIOA Title I Policy 5601
☒	33. The local board has a written policy and procedures that establish internal controls, documentation requirements, and leveraging and coordination of other community resources when providing supportive services and, as applicable, needs-related payments to eligible adult, dislocated workers, and youth enrolled in WIOA Title I programs.	WIOA Sections 129(c)(2)(G) and 134(d)(2); proposed 20 CFR 680.900-970; proposed 20 CFR 681.570; WorkSource System Policy 1019, Revision 1
☒	34. The local board has a written policy for priority of service at its WorkSource centers and, as applicable, affiliate sites and for local workforce providers that ensures veterans and eligible spouses are identified at the point of entry, made aware of their entitlement to priority of service, and provided information on the array of employment, training and placement services and eligibility requirements for those programs or services.	Jobs for Veterans Act; Veterans' Benefits, Health Care, and Information Technology Act; 20 CFR 1010; TEGL 10-09; Veterans Program Letter 07-09; WorkSource System Policy 1009 Revision 1

Attachment G - Regional/Local Workforce Plan Certification

This section of the Regional/Local Workforce Plan serves as the LWDB's certification that it complies with all required components of Title I of the Workforce Innovation and Opportunity Act and Wagner-Peyser Act and must be signed by authorized officials.

Please customize this signature page to accommodate your CLEO structure (i.e., local areas that require more than one local chief elected official signature).

The Local Workforce Development Board for the Olympic Consortium certifies that it complies with all required components of Title I of the Workforce Innovation and Opportunity Act and Wagner-Peyser Act and plan development guidelines adopted by the State Workforce Development Board. The LWDB also assures that funds will be spent in accordance with the Workforce Innovation and Opportunity Act, Wagner-Peyser Act, and their regulations, written U.S. Department of Labor guidance implementing these laws, Office of Management and Budget circulars, and all other applicable federal and state laws and regulations.

Charlotte Garrido

Local Chief Elected Official(s)

May 16, 2016

Date

Julie Tappero

Local Workforce Development Board Chair

May 10, 2016

Date

Attachment H - Public Comment

Describe the Council's public review and comment process. The description should specify the public comment duration and the various methods used to seek input (e.g., web-posts, newspapers, e-mail, web-posting, events/forums and plan development workgroups). Also include any comments that represent points of disagreement with the plan.

The public comment period is thirty days in duration with a draft plan available to the public during that time frame. The plan is posted on: www.olympicworksource.com and <http://www.kitsapgov.com/HS/olympdev/jtWorkSource.htm> Comments can be sent to bpotter@co.kitsap.wa.us .

Attachment I - Performance Targets

This page is intentionally left blank pending the results of state board negotiations with chief local elected officials.