

# Local Integrated Workforce Plan

## Olympic Consortium



Workforce Development Programs  
Serving  
Clallam, Jefferson and Kitsap Counties

July 1, 2013 to June 30, 2017

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## Contents

Background .....	3
Strategic Plan .....	4
Workforce Development Strategic Plan Goals and Objectives .....	4
Area Economy .....	12
Changing Workforce .....	25
Workforce Development System Today .....	31
Performance Accountability .....	40
Local Area Profile .....	42
WIA Service Providers .....	43
WIA and Wagner-Peyser Operations Plan .....	45
WIA and WorkSource System Assurances .....	57
Local Certification .....	61
Appendix A – Performance Targets .....	62
Appendix B – Core Measure Results .....	63
Appendix C – Local Review and Comment Process Description .....	66

## Background

This Local Integrated Workforce Plan for 2013 to 2017 is a required document by federal law and by the Washington State Workforce Training and Education Coordinating Board and the Washington State Employment Security Department for all local workforce development areas in the state. These areas represent the local management of Workforce Investment Act (WIA) programs and help in oversight of the state's Wagner-Peyser Act program for unemployment insurance and labor exchange services.

Our plan covers the workforce development area consisting of Clallam, Jefferson and Kitsap Counties. This Olympic Consortium area is managed both by the Olympic Consortium Board, which consists of the nine county commissioners, and the Olympic Workforce Development Council.

The Olympic Consortium was established in 1999 by the county commissioners of Clallam, Jefferson and Kitsap counties in order to create a workforce development area and receive Workforce Investment Act (WIA) funds. These funds support WorkSource offices in Port Angeles, Port Hadlock, Port Orchard and Bremerton where job seekers and employers can get job training help and job placement services.

County commissioners formed the Olympic Consortium Board which oversees the system of workforce development within the three-county area. The Board acts as a catalyst for change within the system and promotes an approach of program integration and resource-sharing among different agencies and counties. It sees its role as the facilitator of productive interactions between local education, both K-12 and post-secondary, and economic development and business. Board members meet regularly to review program performance, develop and approve policies and appoint business members to the Olympic Workforce Development Council.

The Council is a group of employer-led volunteers from Clallam, Jefferson and Kitsap Counties who represent business, labor, education, community-based organizations, economic development councils, and WorkSource agencies.

The Olympic Consortium Youth Council functions as a committee of the Olympic Workforce Development Council. Its members represent employers, youth service agencies, public housing authorities, parents, youth, the Job Corps, and others interested in the needs of young people. The Youth Council plays an integral part in developing and implementing Council strategies and coordinating youth-related activities, but its non-Workforce Development Council members do not vote on Council matters.

# Strategic Plan

This Strategic Plan describes our vision, mission, goals, objectives and strategies for the workforce development system for the next four years.

- Improve and expand opportunities to help youth successfully enter the labor market
- Maintain and continuously improve a integrated community-based workforce development system
- Continue to improve our comprehensive performance accountability system to ensure that our workforce development system effectively serves the needs of our customers, both employers and workers

These goals align well with the goals of the Washington State’s High Skills, High Wages Plan for Workforce Development. The state’s goal areas encompass the following:

- Multiple Pathways for ‘First Careers’ that youth plan to pursue
- Multiple Pathways for Employers and Workers, and
- Washington’s Workforce Development System Accountability and Efficient Co-Investment.

## Governance

The Olympic Consortium Board plays a pivotal role in the local workforce development system by establishing the Olympic Workforce Development Council; appoint members to it and overseeing policy. The Board in concert with the Olympic Workforce Development Council serves as the nexus for the coordination of workforce development resources. In planning the use of these resources, the Board also acts a convener of education, economic development and business stakeholders to ensure a close collaboration and an effective workforce development system. Under the Olympic Consortium Board, the Kitsap County Department of Human Services performs administrative duties in managing the grant funds and contracting to approved service providers. These providers are housed at WorkSource offices in Port Angeles, Port Hadlock, Bremerton and Port Orchard.

## Workforce Development Strategic Plan Goals and Objectives

The Olympic Consortium’s mission is to strive to maintain a high-quality, customer-driven workforce development system. Our vision is to provide a seamless pathway by 2020 for new entrants to the labor market from school to work as well as adults looking for new

employment opportunities. This system supports employment seekers and business and industry by providing a labor force equipped to meet the challenges of a changing economy. We will continue to champion a comprehensive, demand-driven, performance-based workforce development system.

The Olympic Consortium has selected three goals to help map the way and measure our success toward completion of our mission. Our plan complements the Workforce Training Board while ensuring that local circumstances of demography and economy are addressed.

### **Goal 1**

Improve and expand opportunities to help youth successfully enter the labor market.

Facilitate opportunities for youth to link academic learning and occupational learning to jobs, as well as enhancing lifelong learning opportunities for the entire community.

We want our youth to enter the workforce well prepared by having them:

- Complete their education
- Develop the job skills necessary to compete for demand jobs in the area
- Understand how what they learn in school relates to the workplace
- Acquire a work ethic and the social skills that will contribute to workplace success

### **Objective 1.1**

Partner with local school districts including Olympic Educational Service District and youth service providers to create dropout retrieval and prevention programs that draw on the educational, social and health services resources of the entire community.

#### **Strategies**

- Inventory existing dropout prevention and retrieval programs and identify WIA services and community resources that will enhance their efforts
- Explore with each local school district concrete ways to enhance their strategies using WIA services and available community resources
- Develop and formalize coordination and referral systems to ensure that eligible dropouts and at-risk youth are served
- Connect WIA youth programs with other youth service providers to develop and provide strategies to increase high school graduation rates.
- Identify and recommend actions to reduce fiscal, legal, and regulatory barriers that prevent coordination of program resources across agencies and community-based organizations, and support the creation of sustainable dropout prevention, intervention and retrieval partnerships.

## Objective 1.2

Partner with local schools' Career and Technology staff and Olympic Educational Service District on ways to link academic learning to employment in order to help youth understand the connections and identify fulfilling careers. This includes fostering STEM (Science, Technology, Engineering and Mathematics) initiatives within the community and between schools and the workplace.

### Strategies

- Introduce WIA services to eligible youth (e.g., internships, job shadowing, mentoring, summer school programs, and access to labor market information)
- Develop and encourage partnerships between OWDC labor/employers and their local school districts to optimize STEM (Science, Technology, Engineering and Mathematics) approaches to both academic and occupational success
- Continue participation and involvement with the Olympic Educational Service District STEM Consortium for the purpose of academic and occupational alignment and exposing youth to STEM-related jobs and fields of study.
- Coordinate with programs such as I-BEST, Job Corps and AmeriCorps to ensure youth are afforded the most choices we can provide for job skill training.

## Objective 1.3

Increase the number of partnerships with local employers, employer associations and organized labor to create valuable subsidized and unsubsidized work experiences.

### Strategies

- Develop marketing and outreach campaign about the workforce development system to inform local businesses, employer associations, organized labor, service clubs, and Chambers of Commerce. Stress the benefits of participating as mentors and providing job shadowing, work experience and internship sites, and solicit their input on the delivery of services to youth
- Continue to update a database which includes employers interested in being mentors, job shadow sites, intern sites, etc., and youth who want to enhance their employment and leadership skills
- Create more job shadowing & mentorship opportunities
- Continue to expand pre-apprenticeship and apprenticeship opportunities for youth
- Survey local employers to expand the network of youth-friendly work places and jobs
- Identify specific ways to connect youth with employers and develop structured partnerships with employers and community groups who work with youth.

#### Objective 1.4

Create and maintain an effective network of youth service providers who collaborate to provide coordinated case management services to at-risk youth.

#### Strategies

- Identify all case management services required by WIA youth and local service providers who address these needs
- Collaborate with existing coordinating groups (such as the Youth Commission and Community Networks) to develop an integrated case management system providing services to at-risk youth, including job training and employment services
- Work with case managers to design information-sharing and continuous quality improvement methods and a cross-training plan
- Connect youth to expert 'navigators' who can guide them to post-secondary and work experience opportunities.

#### **Goal 2**

Maintain and continuously improve an integrated and community-based workforce development system which coordinates training and education with economic development and jobs. The Consortium:

- Coordinates and streamlines employment and training services for adults, laid-off workers and especially for job seekers with special needs and/or facing barriers to employment
- Reinforces retraining and retention of the current workforce
- Provides valued services and dependable results for business.

Provide training and education that meets current and future economic demands and the needs of individuals, businesses, and communities.

#### Objective 2.1

Provide timely and relevant help and information to employers in the areas of workforce trends, employee recruitment, hiring and training.

#### Strategies

- Coordinate employer contacts and information sharing about employee recruitment, hiring and training
- Coordinate regional business, labor, government and industry input for determining future employment opportunities and necessary training and services for job seekers

- Offer learning opportunities for employers through workshops on subjects like: labor market and Industry Information, quarterly state reporting, appropriate and legal interview questions and techniques
- Provide assistance to employers on how to support employees on the job who need basic and soft skills get to retain employment.

### Objective 2.2

Market a menu of WorkSource services (e.g. job order system, recruitment opportunities, interview and orientation space, employer retraining and job retention services, employer workshops, etc.) which can be designed to meet employers' unique needs, especially in key industry clusters.

### Strategy

- Annually review and update key industry clusters as necessary
- Coordinate strategies with the Economic Development Agencies in our area
- Emphasize services to employers within the strategic industry clusters of:
  - Navy-related industry (Military)
  - Health Care, Rehabilitation, and Elder Care (Life Sciences and Global Health)
  - Marine and Advanced Manufacturing and Marine Port Activity (Maritime)
  - Wood Products
  - Aquaculture, Fisheries, and Fishing Vessel and Equipment Repair
  - Technical Services
  - Construction
  - Wholesale Trade Distribution Services
  - Tourism, Accommodation, Hospitality, Gaming and Recreation
- The Consortium will add a special emphasis on: Healthcare, Advanced Manufacturing and Composites, Aerospace, Business Services, Information Technology, Clean Technology, Marine and government sectors.

### Objective 2.3

Continually improve services for workers with disabilities, mature workers and dislocated workers.

### Strategies

- Maintain choices that will help the dislocated worker client regain his/her previous wage level
- Monitor staff performance and outcomes for targeted customers and make necessary adjustments if customer needs are not being met

- Research and implement the best methods to support workers with disabilities, including the “Ticket to Work” program
- Research and implement the best ways to serve mature workers in order to maximize their talents and abilities
- Target entrepreneurial training assistance to dislocated workers in addition to leveraging community resources for a comprehensive program towards self-employment.

#### Objective 2.4

Establish cost-effective, integrated models, across public and private funding streams and groups.

#### Strategies

- Work with the Workforce Training Board to find viable co-investment models and strategies that can be employed at the Consortium level
- Examine current on-the-job training results for use in enhancing this cost-sharing method of job training with Consortium employers

### **Goal 3**

Continue to improve our comprehensive performance accountability methods in order to ensure that our workforce development system effectively serves the needs of our customers, both employers and workers

#### Objective

Strengthen performance accountability across all workforce development partners by focusing on employment and economic outcomes.

#### Strategies

- Refine a performance management and reporting system that encompasses all relevant employment and training activities with outcome measurements that most directly relate to job placement and career success and improved business productivity
- Use the results of this unified performance management system to help make resource allocation decisions and improve outcomes
- Evaluate WorkSource activities and services as they connect to the strategic industry clusters.

## **WWA KEY PRINCIPLES**

As one of twelve workforce development area members of the Washington Workforce Association (WWA), we adhere to the following key principles for strategic planning and legislation evaluation. The Washington Workforce Association is committed to maintaining this momentum as national and state changes take place.

The following principles drive WWA's local strategic thinking and are the lens through which legislation and policies at both the state and national levels are evaluated:

### **I. Accountability**

*Measure success by the returns achieved when people return to work and business productivity improves.*

### **II. Local Flexibility and Authority**

*Ensure that Workforce Development Councils have both the authority and the policy flexibility to respond to local and regional workforce development needs.*

### **III. Business-Led Boards**

*Support business-led Workforce Development Councils as the primary responsible entity for overseeing workforce investments, issues and initiatives.*

### **IV. Sustainable Investments**

*Encourage sustainable investments in the delivery of services and local infrastructure so that Workforce Development Councils have the necessary resources to put people to work and to provide talent to businesses.*

#### **Accountability**

- State and federal accountability systems must accommodate local labor market conditions and local system objectives.
- Accountability is demonstrated by long-term results, responsible stewardship of funds, and success in leveraging funds to respond to local needs.
- Workforce Development Councils benefit from accountability measures that recognize demographics, resources, and challenges specific to their respective region.

#### **Local Flexibility and Authority**

- Local Workforce Development Councils are federally mandated and oversee the twelve Workforce Development Areas designated by the Governor. These Workforce Development Areas recognize the local economies of Washington State's diverse regions.

- Broad public policy that supports local flexibility in providing services allows Workforce Development Councils to meet the specific needs of local jobseekers and local employers.
- Local flexibility results in cross-sector collaboration between Workforce Development Councils, local elected officials, businesses, service providers, and educators to develop solutions that fit local and regional needs while leveraging resources.

### **Business-Led Boards**

- Workforce Development Councils are business led boards whose members are directly committed to their local communities and residents, and they have a deep understanding of the local business culture and climate.
- Workforce Development Councils have demonstrated leadership in streamlining workforce programs and should continue efforts for consolidating workforce development service delivery programs and funding streams.
- Business led councils are experienced in overseeing workforce issues, including WIA programs, and should continue this role to ensure that the goal of creating a “one-stop” system for jobseekers and businesses can be fully realized.

### **Sustainable Investments**

- Workforce Development Councils rely on predictable and adequate funding and resources to develop administer and sustain programs and services that meet the needs of local citizens and businesses.
- Washington’s workforce is dynamic and therefore requires creative investments, new partnerships and forward thinking leadership to position the state and nation to take advantage of post -recession opportunities.

## Area Economy

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.

The following are the Olympic Consortium's strategic industry clusters as adopted by the state Workforce Training Board on November 15, 2011:

- Navy (Military/Defense)
- Health Care, Rehabilitation, and Elder Care
- Marine and Advanced Manufacturing and Marine Port Activity
- Wood Products
- Aquaculture, Fisheries, and Fishing Vessel and Equipment Repair
- Technical Services
- Construction
- Wholesale Trade Distribution Services
- Tourism, Accommodation, Hospitality, Gaming and Recreation

These clusters represent key industry areas that dominate our economic activity and are essential to its growth. An industry cluster is defined as a geographic concentration of interdependent competitive firms that do business with each other, including firms that sell inside and outside of the geographic region - and support firms that supply new materials, components, business services, and other institutions including government and education. 12 variables determine what makes a cluster strategic. Most are based on an aspect of employment like numbers employed in an industry and wages paid, along with the 'location quotient' number. (A location quotient is a ratio that compares the local industry to a larger geographic area like the nation to determine its significance in the big scheme of things. For more on location quotients, see: <http://bit.ly/qRlcuk> or [http://data.bls.gov/location\\_quotient](http://data.bls.gov/location_quotient))

The Consortium will continue to coordinate its industry cluster efforts with neighboring workforce development areas. The following lists the strategic industry clusters for our neighboring workforce development areas. The clusters in common with our clusters are underlined.

**Pacific Mountain Workforce Development Area** - Grays Harbor, Mason, Lewis, Thurston, and Pacific Counties

- State Government
- Forest Products
- Health Care

- Business Support Services
- Fishing, Seafood Processing, and Shipbuilding
- Warehousing and Storage
- Agriculture and Forestry Support
- Heavy and Civil Engineering and Construction

**Northwest Workforce Development Area - Whatcom, Skagit, Island, and San Juan Counties**

- Manufacturing (Advanced Manufacturing)
- Petroleum & Coal Products Manufacturing
- Wood Product Manufacturing
- Primary Metal Manufacturing
- Food Manufacturing
- Machinery Manufacturing
- Transportation Equipment Manufacturing (including aerospace and marine)
- Construction
- Health Care

**Snohomish County Workforce Development Area – Snohomish County**

- Aerospace and Composites Manufacturing
- Computer and Electronic Manufacturing (includes Medical Devices)
- Ship and Boat Building and Composites Manufacturing
- Architectural and Structural Metals Manufacturing
- Wood Furniture and Cabinets Manufacturing
- Heavy Construction (roads, bridges, utilities, infrastructure)
- Research and Development in Biotechnology
- Forest products
- Navy

**Seattle-King County Workforce Development Area - King County**

- Health Care (including life sciences research and development)
- Manufacturing
- Aerospace & Transportation Equipment
- Overhead Cranes & Hoists
- Medical Devices
- Fisheries & Seafood Processing
- Construction
- Trade, Transportation & Logistics
- Information Technology

**Tacoma-Pierce County Workforce Development Area - Pierce County**

1. National Security
2. Information Technology/Computer Systems Design and Related Services

3. Health Care
4. Trade/Deep Sea Transportation and Warehousing Logistics
5. Construction
6. Food Manufacturing
7. Aerospace Manufacturing
8. Building Products Manufacturing

When creating regional partnerships and work initiatives, the Consortium considers these common clusters to form its plans.

### **Clallam County**

The most noticeable characteristic of the Clallam County economy in over the past decades is the shift from producing goods to producing services. While not unique to the county, it is more pronounced here than in the rest of the workforce development area.

Clallam County has 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 20.5% of the workforce in Natural Resource, Mining and Construction industries from 2000 to 2011.

### **Nonfarm Employment**

<b>Clallam County</b>	<b>2000</b>	<b>2011</b>	<b>% Change</b>
Total Nonfarm Employees	20,470	22,120	8.1%
Total Private Employees	14,640	15,080	3.0%
Goods Producing	3,020	2,980	-1.3%
Nat. Resources, Mining, & Constr.	1,760	1,400	-20.5%
Manufacturing	1,260	1,580	25.4%
Services Providing	17,440	19,140	9.7%
Trade, Transportation, And Utilities	4,210	4,150	-1.4%
Wholesale Trade	310	320	3.2%
Retail Trade	3,320	3,390	2.1%
Transportation, Warehousing And Utilities	590	440	-25.4%
Information And Financial Activities	1,070	940	-12.1%
Government	5,820	7,040	21.0%

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

The change in the economy has been accompanied by a change in the number of working-age families. In Clallam County alone, between 2000 and 2006, the population of people aged 25-

44 dropped by 6% (from 5,929 to 5,576). At the same time, the 55 to 59 age category increased by 37% (4,086 to 5,593). By 2010, the 55 and over population in Clallam made up approximately 48 percent of the population. 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 future holds economic promise for the Clallam County with a number of projects under way that will support growth. Infrastructure improvement projects are employing residents and injecting important funds into the local economy. The Elwha River dam removal project began in 2011 with the goal of removing the Elwha and Glines Canyon dams. When completed, the river, supporting major salmon runs, will flow unimpeded for the first time in a century. The project is expected to be completed in three years at a cost of approximately \$351 million.

The Port of Port Angeles, the peninsula's only deep-water port, supports local industry, employs office and trades staff and brings valued revenue into the community. Current projects at the port include expansions at the William R. Fairchild International Airport and purchases of industrial properties.

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, 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, nontraditional 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	2011	% Change
Total Nonfarm Employees	8,220	8,090	-1.6%
Total Private Employees	6,260	5,930	-5.3%
Goods Producing	1,510	1,100	-27.2%
Nat. Resources, Mining, & Constr.	600	450	-25.0%
Manufacturing	910	650	-28.6%
Services Providing	6,720	6,980	3.9%
Trade, Transportation, And Utilities	1,220	1,310	7.4%
Information And Financial Activities	550	440	-20.0%
Government	1,970	2,150	9.1%

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 indisputably 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 large numbers of jobs and a 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	2011	% Change
Total Nonfarm	73,700	82,942	12.5%
Total Private	47,400	53,650	13.2%
Goods Producing	5,900	5,725	-3.0%
Nat. Resources, Mining, And Construction	4,200	3,842	-8.5%
Manufacturing	1,800	1,883	4.6%
Services Providing	67,800	77,217	13.9%
Private Services Providing	41,400	47,925	15.8%
Trade, Transportation, Warehsg, & Utilities	12,300	12,933	5.1%
Retail Trade	10,200	10,675	4.7%
Professional & Business Services	6,300	7,550	19.8%
Leisure And Hospitality	7,200	7,825	8.7%
Government	26,400	29,292	11.0%
Federal Government	14,300	16,208	13.3%
State Government	2,500	2,158	-13.7%
Local Government	9,600	10,925	13.8%

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

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 and Pierce Counties.

Anticipation of skills shortages in some clusters is a concern for the Olympic Workforce Development Council and Olympic Consortium Board. Certain key industry clusters below, have noted some shortages. There is not a way to predict what will happen in the future, but a look at recent experiences in this area can be instructive.

Business Services Specialist Hildo Rodriguez of Employment Security Department says he notes the following as he works with Olympic Consortium employers.

- Navy – This group has been looking at trades like shipwrights, riggers, ship-fitters, painters and blasters. Generally they can find these trades, however (anecdotally) painters and blasters with C-7 and C-12 certifications are difficult to find.
- Health Care, Rehabilitation, and Elder Care - This industry reports seeking Certified Nursing Assistants (CNAs) with in-home care experience. Currently, CNA graduates tend to look for work in a facility as opposed to in-home which concerns some employers.
- Marine and Advanced Manufacturing and Marine Port Activity – there don't appear to be any skill shortages.
- Wood Products – No skill shortages observed.
- Aquaculture, Fisheries, and Fishing Vessel and Equipment Repair –There are no observable skill shortages.
- Technical Services – There appears to be a heavy demand for many IT professions.
- Construction – No skills shortages.
- Wholesale Trade Distribution Services – There doesn't appear to be recent skill shortages.
- Tourism, Accommodation, Hospitality, Gaming and Recreation – No skill shortages reported by employers.

One of the biggest obstacles to hiring in the area is that many of the positions require a security clearance. Therefore, even if the worker has the skill, if she or he does not have a clearance or cannot acquire one in a timely manner, the individual cannot take the position.

### **Analysis of Local Economic Development Strategies**

Our primary task is to build the first-rate workforce development system that we envision, so that all residents can continue to enjoy the quality of life that attracted many to the Olympic and Kitsap Peninsulas. We are also responsible to ensure that our efforts are compatible and consistent with economic development strategies in our area.

With the area's continuing decline in employment for timber and fishing, one of the highest priorities for Clallam, Jefferson and Kitsap Counties is strategic economic development for other industries.

Generally, the economic development goals of all three counties emphasize diversifying the economic base and creating family wage jobs. Toward this end, each county's economic development agency assists businesses with site identification and selection, financing, permit acquisition, labor force development, job training, and securing development incentives.

They also collaborate with local governments to streamline the site development process for

new businesses and help existing businesses maintain their economic viability. Transportation and infrastructure strategies are key components for the economic development efforts.

There is a regional effort to unite the composites industry employers and develop a “Composites Corridor” which runs from Port Angeles to the Bremerton area. Both community colleges - Olympic and Peninsula - have developed employer-based curricula around this industry’s needs. The Olympic Consortium partners in this effort.

## **Clallam County**

In Clallam County, diversification means developing and retaining an industrial base that produces high-quality items which fill a distinct national and international market niche. Port Angeles offers a heavy haul-out port facility, an international airport, land and infrastructure for development, and a capable, quality workforce. These assets are being marketed to motivate light industry and composite manufacturing to locate and expand operations on the Olympic Peninsula.

The Clallam County Economic Development Council has developed 4 key industry clusters that they have found to be the drivers of the economic growth of the county. They are:

- Marine trades
- Forestry resources
- Innovative manufacturing (composites)
- Renewable energy

In another emerging sector, local leaders are promoting the development of an infrastructure to support high-tech telecommunications and electronic commerce. This is an essential aspect of diversification which is particularly intended to broaden the economic prospects for residents in remote areas of the Olympic Peninsula. The Clallam County EDC works with other industries as the need arises and partners with community efforts around industry development.

The timber industry continues to diversify through value-added applications to raw materials. A major paper company in Port Angeles is building a new biomass cogeneration plant which will stimulate the construction industry, increase wages and will help to address ecological concerns “while decreasing fossil fuel usage and stabilizing a depressed lumber and forest market.” In addition, the timber industry is planning for the future by planting 75 million seedlings. In ten years the Peninsula will have a substantial supply of second-growth trees. In the meantime, the Olympic Natural Resources Center in Forks is researching new forestry equipment and techniques while identifying long-term solutions to the conflicts between harvest and preservation posed by a renewed timber resource.

## **Jefferson County**

Jefferson County's economic development strategy is in transition. Regulatory reform within the city of Port Townsend marks the change in the perspective on economic development. City government is now more interested in helping businesses locate here or grow and is relaxing the rigorous application of rules and regulations. At the same time, the community seems aware that quality of life is a major attraction and an economic attribute that should not be sacrificed. These considerations will be factored into future economic development strategies.

## **Kitsap County**

Kitsap County's business climate declined at a slower pace than the national average during the recent economic decline. This was largely due to the economic impact of the military bases in the County. Kitsap County has a skilled workforce of about 125,000, of whom roughly 35% commute to jobs in the Seattle-Tacoma metropolitan centers. Local jobs are found in about 119,000 non-agricultural positions and thousands of sole proprietors. About half of these non-agricultural jobs are military, federal civil service, private sector defense contractor primary jobs or secondary support services. They directly support major navy installations including Puget Sound Naval Shipyard, Naval Base Kitsap which encompasses Bangor, Naval Hospital Bremerton, IMF (Intermediate Maintenance Facility) and the Naval Undersea Warfare Center Keyport.

Although Kitsap County's economic development has been limited by the scarcity of developable land, the lack of vacant, modern buildings, and a lengthy permit process for new construction, local governments continue to work to rezone some pieces of property for industrial development while building up the infrastructure to create the kind of spaces that would attract businesses. Local chambers of commerce, economic development officials and local leaders in government work with key agencies to ensure permitting, processing, licensing and taxes are minimal, expedited and equitable.

The Kitsap Economic Development Alliance (KEDA) has adopted the concept that "economic development through cluster approach provides a logical base for business retention, expansion and recruitment. A cluster is traditionally defined as a closely related geographical group of interconnected companies and associated institutions in a particular field." The Kitsap Economic Development Alliance identifies the following as existing or emerging industry clusters in Kitsap County:

- Defense
- Health services
- Real estate and finance
- Manufacturing
- Marine industry
- Technology
- Tourism

One of the most recent economic development initiatives in Kitsap County is the creation of the Kitsap Aerospace and Defense Alliance (KADA), spearheaded by the Port of Bremerton and the Kitsap Economic Development Alliance. The Consortium will partner to convene and coordinate an employer skills panel related to advanced manufacturing and aerospace

industries. This panel will include interested employers, Olympic and Peninsula Colleges, and other parts of the workforce training and employment system. A study by the Rockefeller Foundation defines skill panels as:

*“...regional public-private partnerships among public sector, labor, education, and business representatives from a specific industry and the cluster of companies within it. The Skill Panels encourage knowledge sharing among those key players, who are responsible for making policy recommendations regarding a region’s competitiveness. In addition, by conducting labor market analyses that assess ever-changing skill needs, Skill Panels assist industries in implementing appropriate strategies, including targeted job training, curriculum development, business recruitment, and the provision of labor market information.”*

Convening this skill panel is expected to improve communications between employers, training programs and job seekers.

As an important precursor to organization of a skill panel, the Consortium will team with Washington State Employment Security Department’s Labor Market and Economic Analysis Branch to conduct an industry sector analysis. This study will encompass the aerospace, defense and advanced manufacturing sectors as they exist in the three-county area and also going forward. Specifically, a study of the aerospace, defense and advanced manufacturing sectors will include information on:

- An inventory of industry sector firms doing business in our area
- A profile of current jobs and a projection of future jobs in the sector
- Training requirements for current and future jobs.

The panel will also develop and implement new aerospace industry career pathway plans for students and workers. Significant input to local Science, Technology, Engineering and Mathematics (STEM) education efforts will come from the panel as well.

### **Prospects for Success**

Our economic development goals are ambitious. We are optimistic that they can be achieved, particularly for family wage jobs. The greatest challenge lies in helping local workers – especially those who are “disadvantaged” -- progress to higher-wage jobs. Our mission to coordinate economic development, education and jobs guides us as we continue to build the high-quality workforce development system our region deserves.

### ***What are our assets and liabilities?***

#### **Geography**

The physical characteristics which make the Olympic Peninsula such a desirable place to live constrain many manufacturing and other active commercial enterprises. We are surrounded on three sides by water and divided by the Olympic Mountains, which makes transportation time-consuming and relatively expensive. Environmental protections also impact development options. However, our proximity to Seattle, Tacoma and Vancouver, B.C., and

the potential for developing a deep water port facility may, in time, contribute to greater economic productivity.

### **Infrastructure**

This region depends on bridges and ferries to transport goods and people to urban centers. Proposed increases in ferry fares and tolls to pay for the Tacoma Narrows bridge and replace the Hood Canal span threaten to add to transportation costs. Four-lane freeways and highways are practically nonexistent in Clallam and Jefferson Counties, and public transportation is limited in rural areas. Nevertheless, we are seeing an increase in cross-Sound commuting by people who relocate here to take advantage of affordable housing prices. The reasonable housing prices also entice current residents to stay in this area. A major effort to increase broadband is having a positive impact throughout the jurisdiction.

### **Linkage with Economic Development Efforts**

The Olympic Consortium continues to work closely with the area economic development agencies to provide a comprehensive approach to training our workforce for good-paying jobs. This link between the two systems helps pinpoint workforce skills that will be required by new industries and develop corresponding training programs in a timely way. Our partnership with businesses and economic development agencies assures we are poised to apply for grants that promote incumbent worker training and other skills improvements.

### **Financial Resources**

Public sector funding to develop additional WorkSource facilities will be primarily from one-stop partner agencies' budgets and in-kind resources. This may limit the number of multi-agency centers we can develop, but improved technology will give customers access to services through affiliate and self-service sites.

### **Collaboration with Others**

The success of the "One-Stop" Partnership demonstrates our ability to join forces and accomplish mutually beneficial goals. By taking advantage of opportunities to build other local, regional and national partnerships we maximize our effectiveness in developing resources for job seekers, employers, and the emerging workforce, our youth. For example, an annual Veteran's Job Fair hosted by partners with employers and other agencies offers high quality connections for the job seeker.

### **Skill Shortages – High Skill/High Demand Jobs**

The Olympic Consortium has identified three growing industries within our region – health care, marine ship repair and boat building, and composites. Within these industry clusters, several occupations require advanced training and are in demand. Examples include: registered nurse, licensed practical nurse, assistant physical therapist, dental hygienist,

radiological technician, plumber, pipefitter, electrician, marine electrician, fabricator, marine mechanic composites fabricator and construction manager.

In addition, OWDC staff plays a key role in the Olympic College and Peninsula College advisory committees and employer forums. We serve on both the worker retraining committees and the Peninsula College Composites Advisory Committee. We also participate in the State's Marine Center of Excellence and actively participate in employer forums for both Colleges around healthcare, advanced manufacturing and composites. OWDC staff will be a presenter at Olympic College's "What's Next" day for High School students looking for career opportunities through Community College training.

## Changing Workforce

### Population Characteristics

The combined population of the three counties increased in the past eight years by 7%, from 322,447 in 2000 to 344,800 in 2008. 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+ -- Retirees

### Clallam County Population 2010 Census compared to 2012 Estimate

Age Groups	2010		2012	
		% County		% County
0 -14	10,583	14.8%	10,460	14.5%
15 -19	3,994	5.6%	3,685	5.1%
20 -24	3,598	5.0%	3,916	5.4%
25 - 44	13,995	19.6%	14,290	19.8%
45 - 64	22,045	30.9%	21,406	29.7%
65 - +	<u>17,189</u>	<u>24.1%</u>	<u>18,243</u>	<u>25.3%</u>
	71,404	100.0%	72,000	100%

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 Estimate

Age Groups	2010		2012	
		% County		% County
0 -14	3,562	11.9%	3,441	11.4%
15 -19	1,354	4.5%	1,320	4.4%
20 -24	1,105	3.7%	1,157	3.8%
25 - 44	5,049	16.9%	5,026	16.7%
45 - 64	10,960	36.7%	10,499	34.8%
65 - +	<u>7,842</u>	<u>26.3%</u>	<u>8,732</u>	<u>28.9%</u>
	29,872	100.0%	30,175	100%

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 Estimate

Age Groups	2010		2012	
		% County		% County
0 -14	45,957	18.3%	45,552	17.9%
15 -19	17,259	6.9%	15,847	6.2%
20 -24	18,696	7.4%	19,499	7.7%
25 - 44	61,797	24.6%	61,676	24.2%
45 - 64	74,128	29.5%	74,249	29.2%
65 - +	<u>33,296</u>	<u>13.3%</u>	<u>37,676</u>	<u>14.8%</u>
	251,133	100.0%	254,500	100%

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 prime-age workers (25-44), a strong gain in the share of mature workers (45 - 64), and minor changes in the other age categories. 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 must 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 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

	<b>Total Population</b>	<b>White</b>	<b>Black or African American</b>	<b>American Indian and Alaska Native</b>	<b>Asian</b>	<b>Native Hawaiian and Other Pacific Islander</b>	<b>Some Other Race</b>	<b>Two or More Races</b>	<b>Hispanic or Latino</b>
Jefferson	29,872	26,681	237	628	460	62	61	895	848
Clallam	71,404	60,400	558	3,326	993	86	114	2,300	3,627
Kitsap	<u>251,133</u>	<u>198,745</u>	<u>6,329</u>	<u>3,524</u>	<u>12,082</u>	<u>2,177</u>	<u>423</u>	<u>12,167</u>	<u>15,686</u>
Total	352,409	285,826	7,124	7,478	13,535	2,325	598	15,362	20,161

Source: 2010 US Census

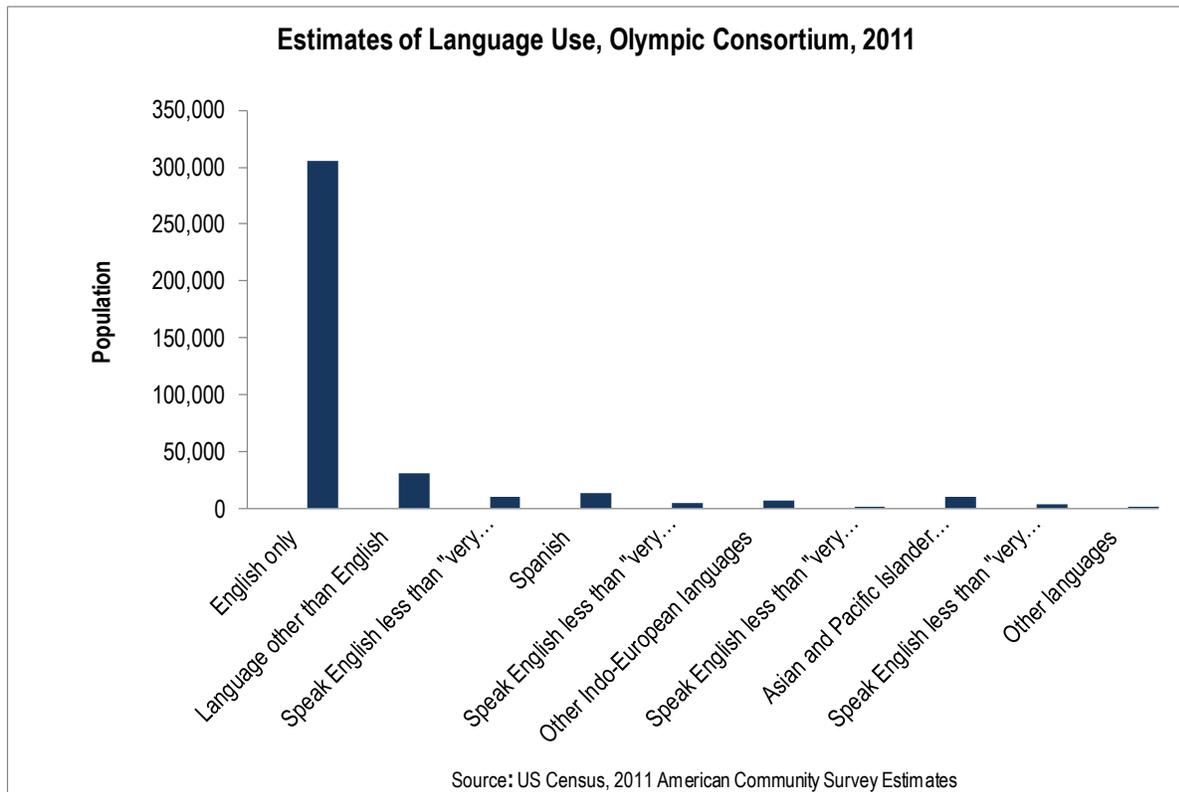
(Please note that numbers and percentages will not add to total. This is due to the fact that Hispanics are not a race but an ethnic group and that there may be Hispanics who are White, African American, American Indian, or Asian. Also, the Other race category changed under the 2000 Census so that people 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 6.2% of the population. During this same period, Asian/Pacific Islanders gained in Kitsap from 4.4% to 5.7% 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. However, attention will be paid to ensuring the availability of bilingual materials and translation services for program applicants.

## Limited English Proficiency

Of the total 336,606 Consortium residents (5 years and over) counted in the 2010 Census, about 20,264 (6%) do not speak English as much as another language, 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 2010 American Community Survey income data below adjusts 2010 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>2011</u>
U.S.	\$52,762
Washington State	\$58,890
Clallam County	\$46,212
Jefferson County	\$46,887
Kitsap County	\$61,112

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 almost 50-50 split between male and female. The gender composition of the population is very close to the statewide make-up. Kitsap County has a slightly larger male population mainly due to the military presence in the area.

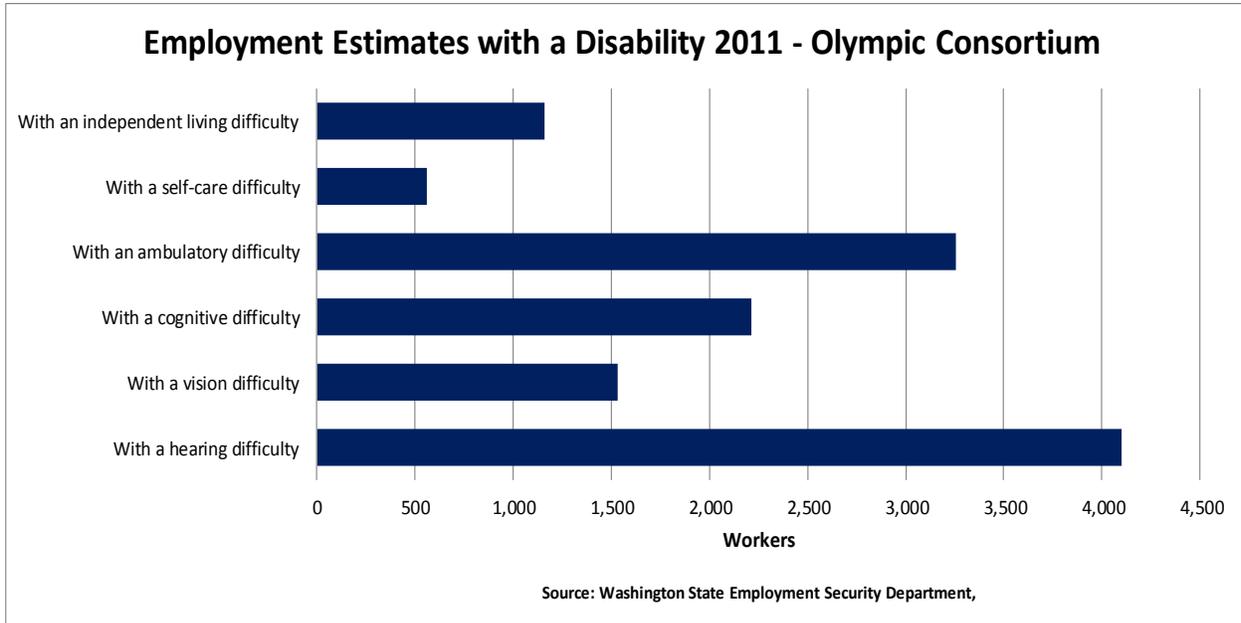
<b>Labor Force Participation Rates</b>	Total	Male	Female
U.S.	64.2%	69.6%	59.2%
State	65.0%	70.4%	59.7%
Clallam County	65.5%	72.6%	58.6%
Jefferson County	52.5%	54.9%	50.3%
Kitsap County	65.5%	72.6%	58.6%

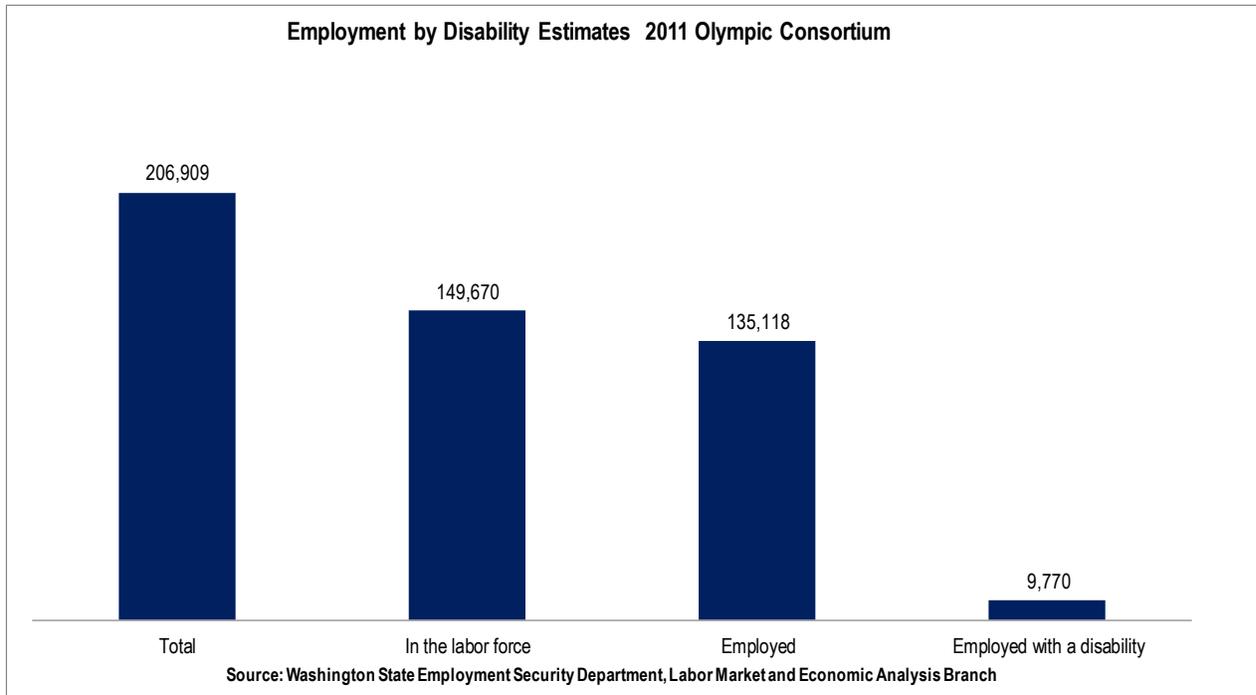
Source: American Community Surveys, 2009 - 2010

## Workers with Disabilities

The 2011 Employment Estimates from Washington State Employment Security Department 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 Investment Area will accommodate all people of disability depending on their circumstances and will fully comply with the Americans with Disabilities Act.





## Workforce Development System Today

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
- Employer training
- WIA Title I-B
- 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, digital media, construction trades, culinary arts and composite technology programs.

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.

### ***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 educational and vocational programs similar to those provided through Olympic College. Its Basic Skills Program offers basic skill remediation, GED preparation, and transition to college courses at the main Port Angeles campus and at satellites in Port Townsend, Sequim, and Forks. The Basic Skills Program also incorporates workplace essential skills and job readiness training. There are three Families That Work classes for WorkFirst and other low-income parents in Port Angeles, Forks, and LaPush. These classes provide instruction in basic skills, parenting, family management, and job preparation.

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 we plan to have 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 more notable 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.

- Paladin Data Systems in Poulsbo is a certified Microsoft Technician school with advanced certified classes in all aspects of Microsoft software products.

### ***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:

- Chapman University offers classes leading to bachelors and masters degrees
- City University offers over 50 degree programs through evening and weekend classes and distance learning
- Northwest College of Art offers BFA degree programs in interior design and visual communication (design and fine art)
- Northwest Indian College offers classes through a satellite at the Makah Reservation, Neah Bay
- Old Dominion University offers classes through the Washington State University extension in Port Townsend and at the Olympic College campus in Bremerton.
- Southern Illinois University conducts classes for local residents at Subase Bangor
- University of Washington offers a Masters degree in social work and science through Peninsula College, Olympic Educational Services District 114 and Islandwood on Bainbridge Island. A nursing curriculum is also available through Peninsula College. The University's Olympic Natural Resources Center in Forks specializes in research on natural resource issues.
- Olympic College has a four-year nursing degree offered at their Bremerton campus.
- Peninsula College began offering a Bachelor of Applied Science (BAS) Applied Management Degree in fall quarter, 2007. This new 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
- Washington State University has satellite distance learning center and computer lab in Port Townsend and offers distance learning via Internet and video conferencing throughout the region
- Western Washington University offers certification and degree programs in elementary teacher education, environmental studies, human services, and school administration are available to local residents
- Both Western Washington University and Washington State University have satellite programs on the Peninsula College campus, Port Angeles
- Mechanical engineering degrees are available through 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 WIA Title I-B**

The Washington State Employment Security Department (ES), a WIA Title I-B 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-B services to low-income adults 22 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 WIA I-B services in Kitsap County serves participants and employers at its WorkSource Affiliate office in Port Orchard.

Olympic Educational Services District, contractor for WIA Title I-B 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.

### ***Wagner-Peyser Act (WIA 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 disabled individuals***

*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.

## ***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 Community Action, 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 through the Community Jobs Programs of Kitsap Community Resources.
3. Training at Olympic College or Peninsula College in vocational, high-wage high-demand, and customized training programs; and,
4. GED instruction in the Colleges' adult basic education 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 Clallam-Jefferson Community Action Council coordinates necessary support services, assists clients in accessing Employment Security and Peninsula College programs, and helps stabilize the economic conditions of dislocated workers and their families.

The Goodwill Career Resource Center in Bremerton operates a Career Resource Center which provides 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 K-Careers, Family Self-Sufficiency, and AmeriCorps programs.

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

The Kitsap Adult Center for Education (KACE) offers free tutoring for adults who need to improve reading skills or learn English.

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.

### **Workforce Initiatives**

***The Opportunity Internship Program*** was endorsed by the 2009 Legislature to create educational and employment pipelines into high demand occupations for high school students. The OWDC has identified high demand occupations in targeted industries in our region that provide a wage of at least \$30,000 to include Health Care; Marine Ship Repair, Boat Building and Advanced Manufacturing; and Green Occupations. The OWDC, in partnership with the Olympic Educational Service District, developed paid and unpaid internships and pre-apprenticeships of at least 90 hours in length for at least 50 low-income students in Kitsap, Jefferson and Clallam Counties annually since 2009.

***Air Washington*** is a consortium of Washington State's aerospace and advanced manufacturing education and training organizations to serve students and companies in areas managed by the North Central, Northwest, Olympic and Pacific Mountain, Seattle-King County, Snohomish County, Spokane area and Tacoma-Pierce County Workforce Development Councils (WDC). These organizations are uniting for the first time to advance Washington State's aerospace education and training system, thus furthering the industry statewide and ultimately worldwide – making Washington the aerospace training center of the world. Olympic and Peninsula Colleges share a total of \$20 million in grant funding with 11 community and technical colleges in the State of Washington, representatives from the aerospace industry, and Centers of Excellence, for training in aerospace industry sectors in the region.

***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 Consortium's*** career-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 West Sound Education Consortium 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 College, giving students an opportunity to earn high school credits for graduation while earning college credits.

## **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 WIA I-B 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 regular 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.

States are awarded WIA Section 503 performance incentive funds from the U.S. Department of Labor if all of the state's targets are met for: WIA Title I-B performance, secondary and postsecondary U.S. Department of Education for Carl Perkins (CTE), and federal Adult Basic Education/English as a Second Language (ABE/ESL) program for a single report year.

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

The Olympic WDC will review the program outcome numbers and consider them while finalizing the 2013-2017 Local Integrated Workforce Plan. As per State WorkSource System Policy #1017 the Olympic WDC will also, annually, examine the results for the 12 programs to review how programs in the workforce development system are performing and consider the program results in the Council's ongoing strategic planning process.

## Local Area Profile

This section of the Local Integrated Workforce Plan is comprised of a form that must be completed and submitted as part of the Plan.

Workforce Development Area: Olympic Consortium

County or Counties Served: Clallam, Jefferson and Kitsap counties

Fiscal Agent/Entity Responsible for the disbursement of grant funds: Kitsap County

- Local One-stop System
  - I. List One-stop(s) and affiliate site(s): Bremerton and Port Angeles one stops and Port Hadlock and Port Orchard affiliates.
  - II. List Operator(s) for each One-stop.(If Operator is a partnership, list all entities in the partnership): One Stop Operator is Kitsap County for all One Stops.

## WIA Service Providers

Dislocated Worker Program	Indicate service(s) provided by each		
	Core	Intensive	Training
Service Provider			
Employment Security Department	<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"/>	<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"/>

Adult Program	Indicate service(s) provided by each		
	Core	Intensive	Training
Service Provider			
Employment Security Department	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Kitsap Community Resources	<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"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Youth Program	Indicate service(s) provided by each		
Service Provider	Core	Intensive	Training
Olympic Educational Services District	<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"/>	<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"/>

# WIA and Wagner-Peyser Operations Plan

## WIA Youth Activities

1. Describe your local area's design framework (including the 10 program elements outlined in 20 CFR 664.410 and WIA Sec.129(c)(2)) for WIA Youth activities. Please also describe local initiatives to better serve WIA Youth participants and to align with local multiple pathway strategies around first careers through outreach and integrated service delivery. Please further describe how you will engage employers to create work-integrated learning opportunities.

All youth enrolled in WIA programs will have a service strategy developed for them by Consortium service delivery staff. The strategy will identify an employment goal (including, in appropriate circumstances, nontraditional employment), appropriate achievement objectives, and appropriate services for the participant taking into account the assessment done for the individual at the time of intake.

The Olympic Consortium's youth program will offer all allowable activities under the Workforce Investment Act. Services will include, but not be limited to, the following: objective assessment, work experience, on-the-job training, job counseling, job placement, supportive services, institutional skill training, pre-employment skill training, basic skill training, and limited internship.

The general youth program framework:

- Every service provider has the capacity to make access to all ten required services available to youth;
- All youth receive an objective assessment and an individual service strategy (ISS) that meets the requirements of WIA Sec.129(c)(1)(B), including identifying a career goal and a consideration of the assessment results for each youth; and
- Provide preparation for post-secondary educational opportunities, employment and strong links to the labor market as dictated by the ISS.

Services to youth will include:

- Tutoring, study skills training, and instruction, leading to completion of secondary school, including dropout prevention strategies;
- Alternative secondary school services, as appropriate;

- Summer employment opportunities that are directly linked to academic and occupational learning;
- As appropriate, paid and unpaid work experiences, including internships and job shadowing;
- Occupational skill training, as appropriate;
- Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social behaviors during non-school hours, as appropriate;
- Supportive services;
- Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months;
- Follow-up services for not less than 12 months after the completion of participation, as appropriate, and
- Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.

Local Initiatives to better serve WIA Youth participants and to align with local multiple pathways strategies include:

***The Opportunity Internship Program*** was endorsed by the 2009 Legislature to create educational and employment pipelines into high demand occupations for high school students. The OWDC has identified high demand occupations in targeted industries in our region that provide a wage of at least \$30,000 to include Health Care; Marine Ship Repair, Boat Building and Advanced Manufacturing; and Green Occupations. The OWDC, in partnership with the Olympic Educational Service District, has provided coordination to develop paid and unpaid internships and pre-apprenticeships of at least 90 hours in length for at least 50 low-income students in Kitsap, Jefferson and Clallam Counties annually since 2009.

***Air Washington*** is a consortium of Washington State's aerospace and advanced manufacturing education and training organizations that will serve students and companies in areas managed by the North Central, Northwest, Olympic and Pacific Mountain, Seattle-King County, Snohomish County, Spokane area and Tacoma-Pierce County Workforce Development Councils (WDC). These organizations are uniting for the first time to advance Washington State's aerospace education and training system, thus furthering the industry statewide and ultimately worldwide – making Washington the aerospace training center of the world. Olympic and Peninsula College's are sharing a total of \$20 million in grant funding with 11 community and technical colleges in the State of Washington, representatives from the aerospace industry, and Centers of Excellence, to provide training in aerospace industry sectors in the region.

***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 goals of the Network are to increase STEM literacy for all students, including those who do not pursue STEM-related careers or additional study in the STEM disciplines; 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 and broaden the participation of women.

***The West Sound Education Consortium's*** career-technical education initiative is an approach to learning that acknowledges that students learn well when they learn by doing. Whether students are planning to attend college, get post-secondary training or enter the workplace after high school, career-technical education teaches strategies and activities that promote high academic performance and practical learning. Through various district level programs, the West Sound Education Consortium exposes students to a wide 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 College, creating an opportunity for students to earn both high school credits for graduation while earning college credits.

Youth programs will provide preparation for post-secondary educational opportunities, in appropriate cases; strong linkages between academic and occupational learning; preparation for unsubsidized employment opportunities; and have effective connections to intermediaries with strong links to the job market and local and regional employers.

The Olympic Consortium works closely with the local school districts to identify at-risk youth. Through the identification of youth, school counselors consult the WIA program. Some program referrals may result from this information-sharing.

A WIA dropout intervention program is active in several school districts with relatively low graduation rates. Consortium service provider, Olympic Educational Services District has staff that regularly works on site at selected schools. These prevention specialists help school counselors with the identification of at-risk youth and possible referral to WIA.

The Comprehensive Adult Student Assessment System is used by all service providers to identify skill deficiencies in WIA applicants. WorkSource staffs are careful not to duplicate assessments that may be done by other agencies or schools.

## **WIA Adult and Coordination with Wagner-Peyser**

2. Describe your local area's WIA Adult activities (20 CFR 661.350(a)(5) and WIA Sec.118(b)(4)), including efforts to align with local multiple pathway strategies around first careers and transitioning workers through outreach and integrated service delivery (i.e., coordination with Wagner-Peyser, and other partner programs). Please also address the following sub-populations in your response: Unemployment Insurance claimants, older workers, individuals with disabilities and, as applicable, migrant seasonal farm workers (WDA 3, 8, 9, 10, and 11 only).

Employment Security Department in partnership with the Olympic Consortium, delivers public labor exchange services and resources for individual, group, and independent (self-service) customers to include job seekers and employers. Agency and partner program staff assist customers at the two full service WorkSource Centers located in Kitsap and Clallam counties, as well as the South Kitsap and Jefferson County Affiliate centers.

Outreach to potential WIA Adult Program-eligible individuals occurs at various points of contact with the WorkSource system. When individuals visit WorkSource in-person, they are introduced to the wide range of services and activities available. Depending on a person's circumstances of age and interest in services, WorkSource staff brief customers on the WIA Adult Program along with veteran's priority of service. This information exchange also occurs through online and telephone means.

Intensive services are available for those customers facing employment barriers to include veterans, unemployment insurance claimants and exhausters, displaced homemakers, dislocated workers, those with disabilities, and others. These services are provided under ESD Programs and through WorkSource partner programs based on defined eligibility criteria.

Job seekers and employers not served through one-on-one or group activities are encouraged to explore self-service opportunities available through [Go2WorkSource.com - Search Jobs, Post Résumés, Career Resources](https://www.go2worksource.com) or Computer Resource Centers located in each WorkSource Center.

Intensive services and activities are provided to adults and dislocated workers who are unable to obtain employment through core services and have been determined to be in need of more comprehensive services to secure employment.

- Comprehensive and specialized assessments of skill levels and service needs.
- In-depth interviewing and evaluation of employment barriers and goals.
- Employment counseling and career planning
- Case management and monitoring of employment plan performance

- Group workshops for test interpretation and instruction on effective job search techniques and strategies, including interviewing and skill identification.
- Relocation support for those obtaining employment outside their commuting labor market area.
- Work Experiences and On-the-Job Training
- Occupational skills training or upgrading in for employment in a sustainable demand occupation
- Supportive services required to successfully complete training and / or to obtain or retain employment.
- WorkSource Operations policy requires that all individuals with employment issues receive an initial assessment to help determine additional core or intensive services needs, including WIA Adult and Dislocated Worker Program services. Essential criteria include job behavior patterns, job search skills, and job retention skills resulting in a summary of occupational strengths and weaknesses and referrals for appropriate services and resources. Work is in process to enhance the initial assessment process to align with ongoing development of the customer service delivery model in response to reduced funding.
- Web based career assessment tools and resources include O\*Net Interests Profiler, My Next Move, Work Importance Locator, Myskillsmyfuture, CASA, KeyTrain, Washington Occupational Information System, and the state Employment and Economic Information site for data and research on employment conditions, economy, job market, and work force. .

Special efforts to coordinate services with the older worker population continue to result in effective services to this population group. WorkSource coordinates closely with Senior Community Services and Employment Program (SCSEP), Wagner-Peyser, and others to provide equal services to older workers. The Bremerton WorkSource office has a co-located Title V SCSEP program coordinator that works directly with program participants and employers in Kitsap County. In Clallam and Jefferson counties the Wagner-Peyser and WorkSource staffs are coordinating their older worker outreach efforts with the Olympic Area Agency on Aging among other partner entities.

WorkSource offices offer workshops that help address the employability needs of older workers, such as workshops to help identify transferable skills when completing resumes and job applications. The Consortium will continue to monitor the level of services to older workers through SKIES reports and Equal Opportunity Adverse Impact monitoring. Recruitment and outreach to older workers will be increased in the event of any significant reduction in older worker customers when warranted.

Persons with disabilities have access to all services offered within all tiers of service offerings. Recent work with the WorkSource Disability Network (WDN) has enhanced adaptive technologies at WorkSource offices and heightened staff awareness of disability issues that job seekers may face. Resource rooms at WorkSource offices have the latest in adaptive technology and trained staff to assist job seekers with career assessment and job search activities. Examples of this technology include: magnifying video software for resource room computers, TTY phone access.

Persons with disabilities have access to group level job search assistance through the Job Hunter job search workshop series and on-site job clubs. As individual needs dictate, they receive intensive services such as one-on-one employment counseling and job development, referral or access to training assistance and all partner or community offered services.

Sign language interpreters are available for job seekers to use as they navigate their way through the WorkSource system.

A new service delivery strategy is being planned to increase the collaboration between the WorkSource system and DVR so individual with disabilities benefit from services provided through both the One-Stop and vocational rehabilitation systems. This strategy will improve services to unemployed workers with disabilities who are eligible for DVR services by better leveraging those services available under the Workforce Investment Act and other workforce development programs when eligible.

The Olympic Consortium plans to increase the use of the DVR On-line Self-Assessment Tool for People with Disabilities to facilitate an improved, streamlined referral process for workforce partners that refer individuals to DVR. A new service delivery strategy is being planned to increase the collaboration between the WorkSource system and DVR so individual with disabilities benefit from services provided through both the One-Stop and vocational rehabilitation systems. This strategy will improve services to unemployed workers with disabilities who are eligible for DVR services by better leveraging those services available under the Workforce Investment Act and other workforce development programs when eligible.

Also, the Consortium will make regular use of the Governor's Committee on Disability and Employment (GCDE), which provides an information clearinghouse for use by WorkSource partner staff, job seekers with disabilities, and employers.

### **Dislocated Worker Activities**

3. Describe your local area's Dislocated Worker activities (20 CFR 661.350(a)(5)), including efforts to align with multiple pathways strategies around transitioning workers through outreach and integrated service delivery (i.e., coordination with Wagner-Peyser, Trade Adjustment Assistance, and other partner programs).

Dislocated Worker Program services are contracted with Employment Security staff located at WorkSource Centers and Affiliates in Kitsap, Clallam, and Jefferson Counties to deliver a full range of core, intensive, and training services as previously outlined.

Outreach to potential WIA Dislocated Worker Program eligible individuals is mainly centered on the various workshops and activities conducted by Employment Security staff for unemployment insurance applicants and initial recipients that occur at WorkSource offices. Also, all Rapid Response activities contain an outreach component for the WIA Dislocated Worker program as part of the normal course of business. Trade Act and WIA Dislocated Worker Program staffs are cross trained to provide efficient and streamline assessment and integration of program services and resources as needed. Trade Act participants may be co-enrolled in the WIA Dislocated Worker Program for support services and follow-up assistance as needed to ensure job placement and retention outcomes.

Program activities are fully integrated with Labor Exchange, UI Reemployment Program, Veterans, and Trade Act to encourage maximum leveraging of financial and human resources. Staffs coordinate and align individual services regardless of the point of entry into the workforce system to ensure customer accessibility and support and guidance needed for job search and/or access to education and training programs.

Labor Exchange staff facilitates Introduction to WorkSource sessions for all job seekers entering the system to provide them with the requisite information, guidance and resources to be self-sufficient in identifying needed support for job search, training and / or skill upgrading. As a result, data shows that customers are more quickly accessing related resources to include increased accessibility to information on training resources available through private and public training providers.

WIA Dislocated Worker staff facilitate a Training Resources Workshop to help adult workers identify and access the various training resources available within the workforce development system to include WIA, Financial Aid Programs i.e. Pell Grant, Worker Retraining, Training Benefits, and Commissioner Approved Training. This includes information as to how these resources work together to create a viable training plan.

Dislocated Worker staff work closely with Peninsula and Olympic College Worker Retraining Program Representative, Veterans programs and Displaced Worker programs to streamline efficiencies in the information and referral process and better coordinate support services and resources. WorkSource is also a member of the college's Workforce Development Program Advisory Committees which help to support the development, design, and accessibility to training programs. WorkSource has developed and nurtured strong relationships with our college partners for ongoing coordination in assessing, recruiting, and preparing dislocated workers for high demand career pathways. This includes guidance as to career ladders entered through short term certified training programs to longer term one and two year degree programs.

WIA / WorkSource staff facilitate an Occupational Exploration workshop designed to help customers explore career pathways and assess interests, work values, and occupation specific information such as demand, earnings, and requisite training and credentialing.

Wagner-Peyser staff facilitate a workshop to provide information and guidance on how to successfully complete the Training Benefits/Commissioner Approved Training Application that support entry into high demand training programs.

Support services are provided to meet the needs of those with increased employment and training barriers including veterans and the long-term unemployed. Resources are leveraged through co-enrollment in between programs and referral and coordination with community based partner agencies.

Dislocated Worker may utilize KeyTrain to assess and upgrade math and reading skills for entry into apprenticeship programs in the marine trades or to improve college entry scores on the Accuplacer or Compass tests. This work supports related outreach for college sponsored WorkKeys job skills assessments and National Career Readiness Certification for the Aerospace and Advanced Manufacturing jobs.

### **Rapid Response Strategy**

4. Describe your local area's Rapid Response strategy (20 CFR 661.350(a)(6)) and WIA Sec.118(a)(5)), including the coordination of state and local resources and activities.

The Olympic Area Rapid Response team serves to provide employment and retraining help to laid-off workers and relevant business services to employers. The team works to bring affected parties together and promote early intervention services for employers and affected workers.

Rapid Response Team:

Olympic Consortium – The administrative unit of the Consortium will be responsible for Rapid Response organization and implementation in the workforce development area. Dislocated Worker Workforce Investment Act services will be provided by the Consortium's contractor at the WorkSource Centers in Kitsap, Clallam, and Jefferson Counties.

Washington State Employment Security Department- the Department administers Unemployment Insurance Benefits and provides services under Wagner-Peyser through job matching, workshops and other services. Also, the state's Dislocated Worker Unit act's as the statewide contact for all Rapid Response activities. The Department also employs a Labor Liaison who is employed by the Washington State Labor Council.

Washington State Board for Community & Technical Colleges – The two local community colleges, Olympic and Peninsula, act as auxiliary members of the Rapid Response Team. They are able to offer services under the Worker Retraining Program among other training services.

Washington State Labor Council AFL-CIO – WIA Labor Liaison for represented employees.

Trade Act Representatives – The state Trade Act Program Coordinator will facilitate outreach events for certified workers in collaboration with the local Dislocated Worker management staff.

Local Procedure:

- Upon notification (a WARN notice is required to be sent to the state when a layoff involves 50 or more workers) of a layoff or business closure, the recipient of the notice will inform the Olympic Consortium. If it is a WARN notice, the state contacts the Consortium office. If the notice is something other than WARN, the recipient will contact the Consortium. The Consortium will inform its Dislocated Worker contractor and the local Washington State Employment Security Department of the layoff.
- Those lay-offs involving Trade Act will follow a similar process relative to lines of communication; however, the ESD Trade Act Response Team will collaborate on outreach session and subsequent follow-up services.
- The Consortium's WIA Planner will work with the Dislocated Worker Program Supervisor (Kitsap) and Administrator (Clallam), henceforth referred to as management staff, to investigate the needs of the employer and workers along with any existing collective bargaining arrangements and other employment conditions germane to the situation. Employee needs survey may be offered at this time or be disseminated at the meeting or pre-layoff presentation.
- The management staff, working with the Consortium, is the single point of contact for the employer and workers. In the event that a backup contact is needed, the Consortium's Business Services Manager will fulfill that role.
- Through the analysis of the employer and workers needs, the Consortium will work with its DW Program management staff to assemble an outreach team of program experts for any planned rapid response meetings with workers. Also, the Consortium may seek additional funds to help in the retraining efforts for laid-off workers.
- The Consortium's Business Services Manager will work with Washington State Employment Security Department and local economic development agencies, and other community resources to provide any pre-layoff assistance that is determined by the Consortium and the Department to be helpful.
- If the layoff is very soon, or there are few affected employees the Rapid Response Team will disperse employee information packets and schedule presentations.
- Normally, the Rapid Response team staff makes a one to one-half hour presentation to workers providing information regarding programs and resources. This includes

information on: Unemployment Insurance benefits, Dislocated Worker Program services, WorkSource reemployment resources and Community College Worker Retraining. If for some reason a presentation is not possible, or the layoff has already occurred, Rapid Response team members conduct weekly orientation sessions at the WorkSource Centers that can be customized for targeted workers.

### **Meeting Employer's Needs**

5. Describe how your local area meets the needs of employers (20 CFR 661.350(a)(i)), including approaches and tactics to connect employers to WorkSource resources and to help employers strengthen and grow their businesses, and how those efforts align with local multiple pathway strategies designed to benefit employers.

Core services to businesses are delivered primarily through the Business Services teams within the WDA. The teams use multiple delivery methods and use multiple strategies for identifying business needs and linking job seekers to employment opportunities; these include:

- using SKIES inventory data to plan strategic marketing efforts to local businesses
- using Claimant Progress Report Tool to identify Unemployment Insurance claimants by desired occupation for use in Search for Applicant and direct employer contact
- ensuring job orders placed through the WorkSource are in compliance with Employment Security's standards and procedures
- job orders include all required data for SKIES
- open/closed job orders monitored weekly
- weekly employer follow-up for job orders about to close
- bi-weekly meetings of Business Team members (representatives from ESD, Veterans, WIA, and WDC)
- monthly meeting of Business Team Oversight committee for updates and strategic planning for marketing goals
- assisting employers with posting job on go2worksource.com
- coordinating weekly hiring events
- contacting employers for hiring information

### **Outreach to Veterans and Eligible Spouses**

6. Describe your local area's efforts to provide targeted outreach to veterans and eligible spouses, including a description of any special initiatives to serve the veteran population.

Since the issuance of new regulations implementing the Jobs for Veterans Act (JVA 2002) and the Veterans' Benefits, Health Care, and Information Technology Act (2006) by the US Department of Labor on December 19, 2008, the Olympic Consortium has worked to ensure that veterans and eligible spouses are given the priority of service in our programs that the law requires.

Our outreach to veterans and eligible spouses has been through notices on the Olympic Consortium's website and the WorkSource website along with coordinating the efforts of Employment Security Department veteran representatives and Consortium program counselors to ensure that the service priority is communicated effectively to prospective customers.

In addition to helping to identify eligible veterans and eligible spouses that walk into our WorkSource offices, we also provide information on our services through TAP or pre-separation presentations, workshops and daily contacts with veterans in Kitsap, Clallam and Jefferson counties. WIA staffs are often invited to make program presentations at various veteran group meetings.

Our WorkSource staffs collaborate with Employment Security veteran representatives to ensure a high level of interaction and collaboration among programs to best serve veterans in the system. Staff regularly attend veteran job fairs, meetings of veteran groups like the Kitsap Area Veterans Alliance, VFW and American Legion so that WorkSource information is shared with vets who may not contact a WorkSource office initially. WorkSource staffs coordinate with local employers at Veteran Job Fairs held in the three-county area to help recruit and place vets looking for work. Also, WorkSource is involved with occasional Veteran Stand Downs where veterans come to obtain health, employment and social services at one-day events.

### **American Job Center Network (AJC) Branding**

7. Describe your local area's plans for American Job Center Network (AJC) branding as informed by WIN 0025.

In concurrence with the WIN 0025, the Olympic Consortium will use the following approach to co-brand WorkSource and American Job Center (AJC) Network:

- The Olympic Consortium will make the American Job Center identity clearly part of the WorkSource identity in all materials and media used for public marketing and outreach. The AJC identity will be part of our tagline which will begin to appear on new materials and current materials when they are re-ordered. Existing materials will be used first with professionally done tagline strips if possible. The computer screens on the WorkSource resource room computers will display the AJC logo and tagline.

- Clear window stickers will be produced and placed on or near the doors of all WorkSource Centers including affiliate sites to identify them as members of the AJC network.
- The Consortium will ensure that press releases and other marketing efforts will designate the WorkSource as a partner of the AJC Network. At Council and other partner meetings the OWDC staff will educate partners and the public about the connections of the two identities.
- Since signage and other marketing instruments can be expensive, we will be phasing-in changes involving the AJC logo inclusion as our marketing budget permits.

# WIA and WorkSource System Assurances

## 2013-2017 WIA Title I-B and WorkSource System Assurances

Planning Process and Public Comment	References
<input checked="" type="checkbox"/> 1. The local board has processes and timelines, consistent with WIA Section 118(c)(2) to obtain input into the development of the Local Plan and to give opportunity for comment by representatives of local elected officials, local workforce investment boards, businesses, labor organizations, other primary stakeholders, and the general public for a 30-day period.	WIA Sections 118(b)(7), 118(c)(1), 118(c)(2); 20 CFR 661.345(b)
<input checked="" type="checkbox"/> 2. The local board afforded entities responsible for planning or administering programs and activities covered in the Local Plan opportunities to review and comment on the draft plan.	WIA Sections 118(b)(7), 118(c)(1), 118(c)(2); 20 CFR 661.345(b)
<input checked="" type="checkbox"/> 3. The final local plan is available and accessible to the general public.	20 CFR 661.345(b)(1)
<input checked="" type="checkbox"/> 4. 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.	WIA Section 117(e); 20 CFR 661.307
Required Policies and Procedures	References
<input checked="" type="checkbox"/> 5. The local board makes publicly-available any local requirements for the public workforce system, such as policies, including policies for the use of WIA Title I funds.	WIA Section 118(b)(10); 20 CFR 665.350(a)(13)
<input checked="" type="checkbox"/> 6. 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.	WIA Sections 112(b)(13), 111(f), 117(g); WIA Policy 3420 Revision 1
<input checked="" type="checkbox"/> 7. 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.	WIA Section 121(c), 134(d)(2); 20 CFR 661.120(b), 661.350, 662.310(b)(c), WorkSource System Policy 1013
<input checked="" type="checkbox"/> 8. The local board has written policy or procedures that ensure one-stop operator agreements are reviewed and updated at least every two years.	WIA Section 118(b)(10); WorkSource System Policy 1008 Revision 1
<input checked="" type="checkbox"/> 9. The local board has negotiated and reached agreement on local performance measures with the chief elected official and the governor.	WIA Sections 117(d)(5), 118(b)(3); 20 CFR 665.301(5)
<input checked="" type="checkbox"/> 10. The local board has procurement policies and procedures for selecting one-stop operators, awarding contracts under WIA Title I-B Adult and Dislocated Worker funding provisions, and awarding contracts for Youth service provision under Title I-B in accordance with applicable state and local laws, rules, and regulations, provided	WIA Sections 121(d)(2) (A), 123; 20 CFR 662.410; 20 CFR 663.430; 20.CFR 661.310; WIA Policy 3405

	no conflict exists with WIA.	
<input checked="" type="checkbox"/>	11. The local board has procedures for identifying and determining the eligibility of training providers and their programs to receive WIA Title I-B individual training accounts and to train dislocated workers receiving additional unemployment insurance benefits via the state's Training Benefits Program.	WIA Sections 117(d)(2)(c), 118(b)(2)(A), 122; 20 CFR 663.350(a)(3)(i), 663.500-590; WIA Policy 3635
<input checked="" type="checkbox"/>	12. The local board has written procedures for resolving grievances and complaints alleging violations of WIA Title I regulations, grants, or other agreements under WIA 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.	WIA Section 188; 20 CFR 667.600; WIA Policy 3440, Revision 1; WIA Policy 3445; WIA Policy 3450 Revision 1; WorkSource System Policy 1012
<input checked="" type="checkbox"/>	13. The local board has assurances from its one-stop operator that all one-stop centers and, as applicable, affiliate sites have front-end services consistent with the state's integrated front-end service policy and their local plan.	WorkSource System Policy 1010 Revision 1
<input checked="" type="checkbox"/>	14. The local board has established at least one comprehensive, full-service one-stop center and has a written process for the Chief Local Elected Official and local board to determine that the center conforms to the definition therein.	WIA Section 134(a)(2); 20 CFR 662.100
<input checked="" type="checkbox"/>	15. The local board provides to employers the basic business services outlined in WorkSource System Policy 1014.	WorkSource System Policy 1014
<input checked="" type="checkbox"/>	16. The local board has written processes or procedures and has identified standard assessment objectives and resources to be used to support service delivery strategies at one-stop centers and, as applicable, affiliate sites.	WorkSource System Policies 1016 and 1011; WIA Policy 3685; WIA Title II, SBCTC State Assessment Policy
<input checked="" type="checkbox"/>	17. The local board ensures that outreach is provided to populations and sub-populations who can benefit from one-stop services.	WIA Section 188; 29 CFR 37.42
<input checked="" type="checkbox"/>	18. The local board implements universal access to programs and activities to individuals through reasonable recruitment targeting, outreach efforts, assessments, service delivery, partnership development, and numeric goals.	WIA Section 188; 29 CFR 37.42
<input checked="" type="checkbox"/>	19. The local board complies with the nondiscrimination provisions of Section 188, and assures that Methods of Administration were developed and implemented.	WIA Section 188; 29 CFR 37.54(a)(1); WIA Policy 3445 and 3450 Revision 1
<input checked="" type="checkbox"/>	20. The local board collects and maintains data necessary to show compliance with nondiscrimination provisions of Section 188.	WIA Section 185; 29 CFR 37.37; WIA Policy 3445 and 3450 Revision 1
<input checked="" type="checkbox"/>	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
<input type="checkbox"/>	22. The local boards in WDAs 3, 8, 9, & 11 negotiate an MOU with the WIA 167 grantee which sets forth their respective responsibilities for	WIA Section 167 20 CFR 669.220(a)

	making the full range of services available through the One-Stop system available to farmworkers.	
☒	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, WIA, and applicable Departmental regulations.	WIA Sections 136(f)(2), (f)(3), 122, 85(a)(4)(B); 20 USC 1232g; 20 CFR 666.150; 20 CFR part 603
	<b>Administration of Funds</b>	<b>References</b>
☒	24. The local board has a written policy and procedures to competitively award grants and contracts for WIA 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.	WIA Section 118(b)(9); 20 CFR 661.350(a)(10); WIA Policy 3405; WIA Section 134(d)(4)(G); 20 CFR 663.430(a)
☒	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 ensure proper disbursement and accounting of fund allotments made for WIA adult, dislocated worker, and youth programs.	WIA Section 118(b)(8) WIA Policy 3230 Revision 1; WIA Policy 3250
☒	26. The local board ensures compliance with the uniform administrative requirements in WIA through annual, on-site monitoring of each local sub-recipient.	WIA Section 184(a)(3); 20 CFR 667.200; 20 CFR 667.400; 20 CFR 667.410; WIA Policy 3230 Revision 1
☒	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.	WIA Policy 3260, Revision 2
☒	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.	WIA Section 184; 20 CFR Part 652; 20 CFR 667.410(a), 667.500(a)(2), 667.740; WIA Policy 3265 Revision 1
☒	29. The local board has a written policy and procedures for ensuring management and inventory of all properties obtained using WIA funds, including property purchased with JTPA funds and transferred to WIA, and that comply with WIA, Washington State Office of Financial Management (OFM) and, in the cases of local government, Local Government Property Acquisition policies.	WIA Section 184(a)(2)(A); 20 CFR Part 652; 29 CFR Part 95; 29 CFR Part 97; OMB Circular A-21; OMB Circular A-87; OMB Circular A-110; OMB Circular A-122; OMB Circular A-133; OMB Circular A-133; Federal Register Vol. 65, No. 124; Generally Accepted Accounting Procedures (GAAP); WIA Policy 3452
☒	30. The local board will not use funds received under WIA to assist, promote, or deter union organizing.	WIA Section 181(b)(7); 20 CFR 663.730
	<b>Eligibility</b>	<b>References</b>
☒	31. The local board has a written policy and procedures that ensure adequate and correct determinations of eligibility for WIA-funded	WIA Section 134(d)(4)(E); 20 CFR Part 663 Subpart A, B, and C; WIA Policies

	core and intensive services and qualifications for enrollment of adults, dislocated workers, and youth in WIA-funded intensive and training services, consistent with state policy on eligibility and priority for service.	3636 Revision 1, 3638, 3920 Revision 1, and 3640 Revision 2
☒	32. The local board has a written policy and procedures for awarding Individual Training Accounts to eligible adults, dislocated workers, and youth receiving WIA Title I-B 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.	WIA Section 134(d)(4)(G); 20 CFR 663.400, 663.410, 663.420, 663.430, 663.440; WIA Policy 3655
☒	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 WIA Title I-B programs.	WIA Sections 129(c)(2)(G), 134(e)(2); 20 CFR Subpart H, 663.800-840; 20 CFR 664.440; WIA Policy 3695 Revision 1
☒	34. The local board has a written policy for priority of service in 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 so they can take advantage of priority of service, are 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
	<b>Performance</b>	<b>References</b>
☒	35. The local board has a process to annually review the results of the State Core Measures for programs in the workforce development system and a process for considering the State Core Measures results in local planning efforts.	WorkSource System Policy 1017

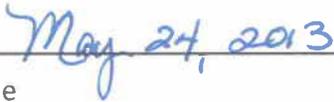
## Local Certification

This section of the Local Integrated Workforce Plan is comprised of a form that must be signed by the appropriate official. This form serves as the WDC's certification that it complies with all required components of the Workforce Investment Act Title I-B and Wagner-Peyser Act.

The Olympic Workforce Development Council certifies that it complies with all required components of the Workforce Investment Act Title I-B and Wagner-Peyser Act and plan development guidelines adopted by the state Workforce Board on November 15, 2012. The Council also assures that funds will be spent in accordance with the Workforce Investment Act, the Wagner-Peyser Act, and their regulations, written U.S. Department of Labor guidance implementing these laws, and all other applicable federal and state laws and regulations.



Charlotte Garrido, Chair  
Olympic Consortium Board



Date



Julie Tappero, Chair  
Olympic Workforce Development Council



Date

## **Appendix A – Performance Targets**

**(When available from the state Workforce Training and Education Coordination Board, insert targets here.)**

# Appendix B – Core Measure Results

Outcomes observation period ending in 2012 for 2010-11 exit cohorts

ADULTS														
Program	Apprenticeship			CTC Professional Technical			Private Career Schools			WIA Dislocated Worker		Worker Retraining		
WDA Name	Employment Rate	Credential Rate	Annualized Earnings	Employment Rate	Credential Rate	Annualized Earnings	Employment Rate	Credential Rate	Annualized Earnings	Employment Rate	Annualized Earnings	Employment Rate	Credential Rate	Annualized Earnings
1 Olympic	77.7%	68.0%	\$81,587	68.9%	63.2%	\$40,396	59.9%	76.2%	\$20,203	60.5%	\$32,628	65.6%	51.0%	\$26,936
2 Pacific Mountain	68.7%	57.8%	\$43,142	62.4%	53.6%	\$22,616	58.5%	80.4%	\$20,017	66.1%	\$34,947	64.7%	64.5%	\$28,330
3 Northwest	75.7%	54.9%	\$51,814	65.9%	50.0%	\$22,916	65.9%	80.8%	\$23,258	65.5%	\$31,849	63.3%	50.6%	\$27,436
4 Snohomish	73.8%	49.6%	\$47,477	60.3%	51.6%	\$30,270	70.6%	82.0%	\$21,395	73.2%	\$42,258	63.9%	62.0%	\$34,491
5 Seattle - King County	66.4%	49.4%	\$45,810	66.3%	58.9%	\$29,263	64.2%	74.9%	\$21,145	68.8%	\$39,271	65.6%	59.7%	\$32,185
6 Tacoma - Pierce	66.9%	47.8%	\$43,009	61.9%	55.9%	\$24,410	59.2%	78.0%	\$20,368	77.8%	\$33,098	60.8%	56.8%	\$31,729
7 Southwest	69.0%	46.0%	\$60,729	63.1%	54.6%	\$22,600	59.5%	76.3%	\$21,601	50.2%	\$28,756	66.3%	67.1%	\$29,251
8 North Central	76.2%	55.2%	\$46,592	69.8%	55.3%	\$23,179	70.2%	85.2%	\$19,029	63.0%	\$28,800	74.3%	60.0%	\$28,059
9 South Central	74.6%	46.5%	\$34,585	68.0%	57.7%	\$22,642	76.1%	77.0%	\$21,640	67.3%	\$30,477	70.6%	72.2%	\$26,458
10 Eastern Washington	68.8%	56.3%	\$48,458	64.1%	67.0%	\$21,769	54.0%	87.6%	\$22,565	57.3%	\$30,384	69.8%	59.8%	\$25,573
11 Benton / Franklin	74.9%	53.6%	\$46,753	72.5%	45.4%	\$31,635	74.5%	81.5%	\$22,800	70.0%	\$27,173	69.3%	46.3%	\$28,362
Spokane	66.5%	48.9%	\$44,395	62.2%	63.3%	\$21,959	66.2%	88.8%	\$20,469	66.5%	\$31,209	70.3%	32.8%	\$29,998
12 Statewide	69.9%	51.6%	\$47,115	64.5%	56.6%	\$26,138	61.8%	78.3%	\$20,812	65.3%	\$33,979	65.6%	56.8%	\$30,331

Max	77.7%	68.0%	\$81,587	72.5%	67.0%	\$40,396	76.1%	88.8%	\$23,258	77.8%	\$42,258	74.3%	72.2%	\$34,491
Min	66.4%	46.0%	\$34,585	60.3%	45.4%	\$21,769	54.0%	74.9%	\$19,029	50.2%	\$27,173	60.8%	32.8%	\$25,573
Range	11.3%	22.0%	\$47,002	12.2%	21.6%	\$18,627	22.0%	13.9%	\$4,229	27.6%	\$15,085	13.5%	39.4%	\$8,918
Std Dev (P)	4.1%	6.0%	\$11,280	3.6%	5.9%	\$5,448	6.6%	4.4%	\$1,204	7.0%	\$4,224	3.7%	10.1%	\$2,507

Past performance														
09-10 Program Core Measures	66.1%	50.9%	\$48,730	63.0%	55.9%	\$24,974	61.6%	80.5%	\$20,922	68.9%	\$34,649	60.6%	51.2%	\$28,216
08-09 Program Core Measures	61.2%	37.3%	\$40,759	60.5%	55.7%	\$26,268	63.5%	75.9%	\$21,956	70.7%	\$30,789	56.9%	57.1%	\$27,266

ADULTS WITH BARRIERS												
Program	Adult Basic Education		Services for the Blind*			Vocational Rehabilitation			WIA Adult		Work First	
WDA Name	Employment Rate	Annualized Earnings	Employment Rate	Rehabilitation Rate	Annualized Earnings	Employment Rate	Rehabilitation Rate	Annualized Earnings	Employment Rate	Annualized Earnings	Employment Rate	Annualized Earnings
1 Olympic	42.9%	\$12,378	44.4%	77.8%	\$22,597	41.2%	47.9%	\$13,720	60.4%	\$20,856	36.5%	\$12,519
2 Pacific Mountain	42.5%	\$13,647	33.3%	54.2%	\$18,663	52.8%	57.3%	\$11,379	61.1%	\$20,286	39.5%	\$12,175
3 Northwest	54.4%	\$16,904	18.8%	43.8%	\$21,901	50.5%	63.1%	\$13,855	74.0%	\$30,626	41.2%	\$11,979
4 Snohomish	51.0%	\$18,439	48.0%	68.0%	\$32,490	47.4%	57.4%	\$16,404	56.9%	\$28,713	39.8%	\$13,160
5 Seattle - King County	53.8%	\$17,718	51.9%	70.4%	\$37,876	46.4%	52.3%	\$13,023	71.5%	\$26,969	41.6%	\$13,286
6 Tacoma - Pierce	41.9%	\$14,496	52.6%	63.2%	\$22,193	47.0%	52.4%	\$15,955	71.6%	\$24,941	38.0%	\$12,495
7 Southwest	43.3%	\$14,775	23.5%	70.6%	\$10,302	43.6%	40.5%	\$15,126	65.6%	\$20,462	35.2%	\$12,390
8 North Central	53.3%	\$17,349	44.4%	77.8%	\$13,099	45.7%	53.4%	\$14,584	67.8%	\$19,430	41.1%	\$10,395
9 South Central	51.1%	\$15,032	66.7%	75.0%	\$22,933	43.0%	47.0%	\$15,482	63.1%	\$20,771	42.8%	\$11,073
10 Eastern Washington	46.6%	\$12,919	14.3%	42.9%	*	45.1%	44.2%	\$14,188	67.7%	\$20,073	34.4%	\$11,553
11 Benton / Franklin	59.3%	\$16,687	50.0%	83.3%	*	53.4%	61.8%	\$14,949	75.0%	\$19,250	47.5%	\$13,530
Spokane	39.2%	\$13,939	40.0%	65.0%	\$14,303	50.3%	43.4%	\$17,800	72.4%	\$22,138	37.8%	\$12,075
12 Statewide	47.9%	\$16,808	42.7%	65.6%	\$22,802	46.7%	51.9%	\$14,520	66.7%	\$22,497	39.6%	\$12,426

\*WDA level data are not statistically reliable due to very small numbers of participants.

Max	59.3%	\$18,439	66.7%	83.3%	\$37,876	53.4%	63.1%	\$17,800	75.0%	\$30,626	47.5%	\$13,530
Min	39.2%	\$12,378	14.3%	42.9%	\$10,302	41.2%	40.5%	\$11,379	56.9%	\$19,250	34.4%	\$10,395
Range	20.1%	\$6,061	52.4%	40.5%	\$27,575	12.2%	22.6%	\$6,420	18.1%	\$11,376	13.1%	\$3,135
Std Dev (P)	6.1%	\$1,918	14.8%	12.5%	\$8,053	3.7%	7.0%	\$1,600	5.6%	\$3,760	3.5%	\$871
Past performance												
09-10 Program Core Measures	46.2%	\$16,874	56.5%	63.0%	\$24,442	43.5%	51.6%	\$13,404	62.0%	\$23,552	37.6%	\$13,340
08-09 Program Core Measures	46.3%	\$17,266	46.3%	62.6%	\$22,002	46.0%	55.6%	\$12,341	65.2%	\$22,413	37.1%	\$13,249

<b>YOUTH</b>				
<b>Program</b>	<b>Secondary CTE</b>		<b>WIA Youth</b>	
<b>WDA Name</b>	<b>Employment / Postsecondary Enrollment Rate</b>	<b>Annualized Earnings (not in school)</b>	<b>Placement Rate</b>	<b>Annualized Earnings</b>
<b>Olympic</b>	80.0%	\$10,057	58.6%	\$9,452
<b>Pacific Mountain</b>	79.9%	\$10,183	67.5%	\$12,238
<b>Northwest</b>	80.6%	\$11,262	70.2%	\$12,459
<b>Snohomish</b>	85.5%	\$11,446	43.4%	\$7,770
<b>Seattle - King County</b>	88.4%	\$10,812	66.7%	\$8,732
<b>Tacoma - Pierce</b>	86.9%	\$11,570	66.1%	\$10,770
<b>Southwest</b>	78.3%	\$10,434	62.9%	\$10,304
<b>North Central</b>	78.4%	\$10,243	55.0%	\$9,652
<b>South Central</b>	76.4%	\$10,048	50.8%	\$16,112
<b>Eastern Washington</b>	78.5%	\$12,384	65.3%	\$13,018
<b>Benton / Franklin</b>	82.6%	\$11,184	67.1%	\$12,862
<b>Spokane</b>	87.4%	\$11,029	62.7%	\$10,488
<b>Statewide</b>	83.1%	\$10,959	61.8%	\$10,865
<b>Max</b>	88.4%	\$12,384	70.2%	\$16,112
<b>Min</b>	76.4%	\$10,048	43.4%	\$7,770
<b>Range</b>	12.1%	\$2,336	26.8%	\$8,342
<b>Std Dev (P)</b>	4.0%	\$694	7.6%	\$2,191

**Past performance**

<b>09-10 Program Core Measures</b>	N/A	N/A	56.2%	\$10,811
<b>08-09 Program Core Measures</b>	72.1%	\$10,815	45.4%	\$10,702

## **Appendix C – Local Review and Comment Process Description**

The review and comment period for this Plan started on March 1, 2013 and ended on March 30, 2013. No public comments were received.

The Plan is available on the internet at [www.olympicworksource.com](http://www.olympicworksource.com) and [www.kitsapgov.com](http://www.kitsapgov.com). Partner agencies including state agencies, schools, labor organizations, community agencies, business groups and economic development councils were notified of the Plan's availability via email.

Upon completion of the review and comment period, the Olympic Workforce Development Council will review and approve the final plan. And then the Olympic Consortium Board, representing the local elected officials will approve the plan before sending it to the State.