

Pacific Mountain Workforce Development Council

Local Integrated Workforce Plan 2013 - 2017



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EXECUTIVE SUMMARY

The Pacific Mountain Workforce Development (PacMtn) region is designated for Grays Harbor, Lewis, Mason, Pacific, and Thurston counties. In aggregate, these contiguous counties have a population of nearly half a million and cover 7000 square miles. The counties differ from each other in their demographics and needs, but through years of deliberate attention to regionalism the counties have experienced many successful initiatives and are actively planning others.

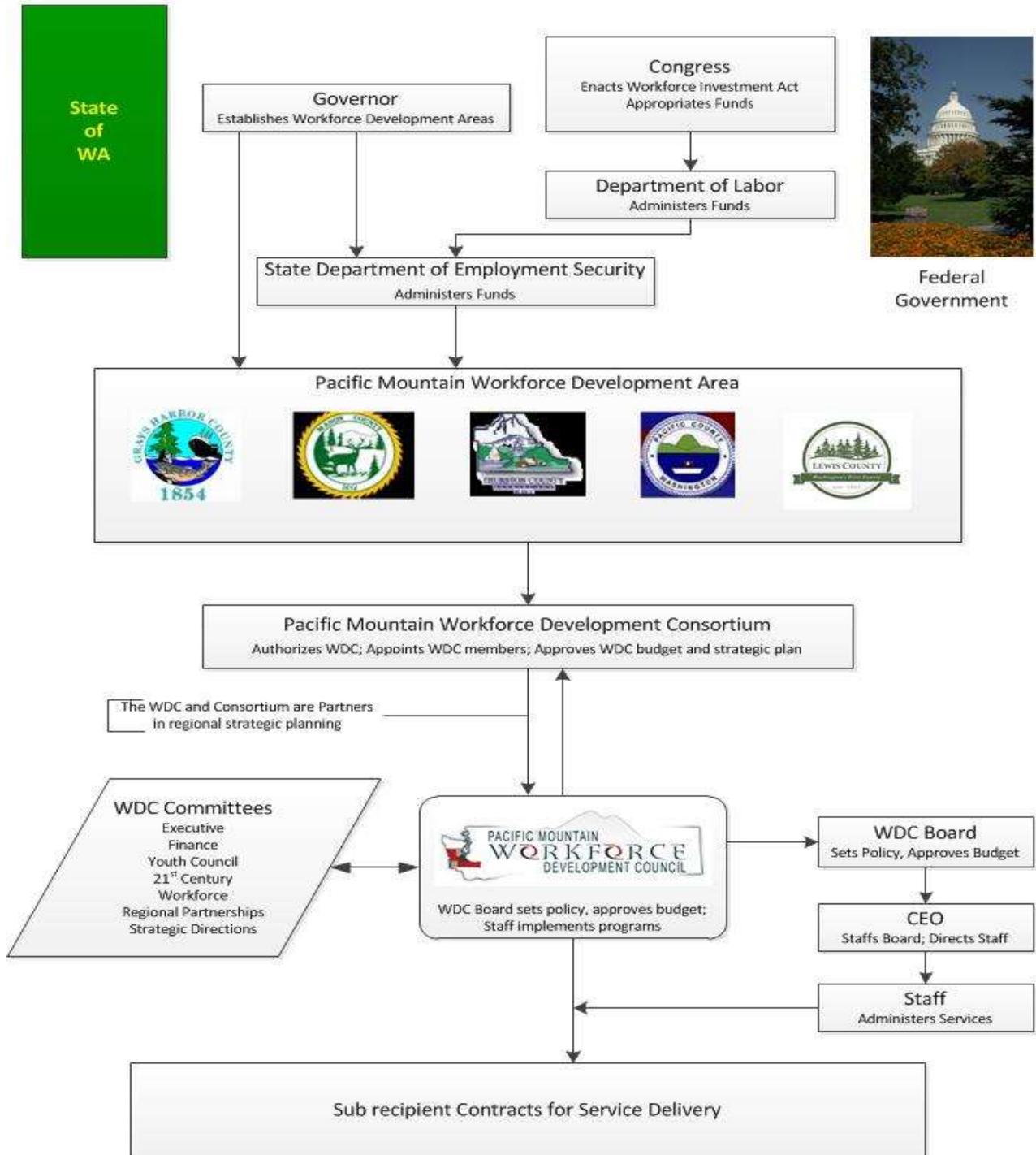
Originally, workforce development consisted primarily of job training and skill building to help individuals apply for and successfully be hired into new jobs. In those days the purpose of job training was to establish programs for particular target populations facing serious barriers to employment. We are now more than ever required to emphasize system-building and universal services at the State and local levels. With diminishing resources it can sometimes feel as though the system is stretched in too many directions, but the success of PacMtn will be judged by success in both arenas—support for specific populations and building systems for effective and responsive workforce development that supports the economy of the local region.

Today's definition is broader and more holistic. It includes economic development planning and systems development to create and support an integrated approach among economic development, education, and workforce systems to meet the needs of business and industry. Workforce development systems must work together to increase access to the skilled workforce it needs to grow and expand. When the system provides appropriate occupational skill attainment for participants to be employed and retained we improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the nation. Most importantly we strengthen our local communities.

In this global economy with fast-changing technology, workforce development means anticipating business and industry needs, working with local business and industry to assure that educational and training systems will result in employment, and assuring that continuous learning opportunities are available both for currently employed and unemployed people. Planning is needed to assure that systems address employer demand and key influential factors, including changing global markets, technology, political trends, and demographics.

The Interlocal Agreement for Pacific Mountain Workforce Region Workforce Investment Act Implementation is a document executed November 2010. It articulates the governance structure for PacMtn and identifies the specific duties of the entities noted in the chart below. The Parties share the goal of improving the quality of the workforce, with a mission to create economic success for workers and businesses in our communities. PacMtn has structured itself as noted below.

WDC Roles & Relationships



Washington Workforce Association (WWA) State Framework

The twelve Workforce Development Councils, which form WWA, are on the front lines implementing local strategies to respond to the economic conditions faced by our State. As part of this network we find mutual support, opportunity for sharing best practices and benefit from shared thinking and advocacy. Across the state WDCs are working to close skill gaps, put people back to work and increase productivity. This work is done in collaboration with our partners and is harnessing opportunity for long-term economic development. The following principles drive WWA's local strategic thinking and are a useful lens through which we can evaluate legislation and policies at local, state and national levels:

Accountability: Measure success by the returns achieved when people return to work and business productivity improves. Local labor market conditions and local system objectives must be accommodated in state and federal accountability systems. 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: Ensure that Workforce Development Councils have both the authority and the policy flexibility to respond to local and regional workforce development needs. 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 the diverse regions of Washington State. 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, businesses, service providers, and educators to develop solutions that fit local and regional needs while leveraging resources.

Business-Led Boards: Support business-led Workforce Development Councils as the primary responsible entity for overseeing workforce investments, issues and initiatives. 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 to lead efforts for increased consolidation of programs and funding streams specified for workforce development service delivery. Business led councils are experienced in overseeing workforce related 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: Encourage sustainable investments in both 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. Workforce Development Councils rely on predictable and adequate funding and resources so that they can 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.

Board Consensus and Operating Themes

PacMtn Board of Directors and Consortium members met January 18, 2013 in a day long strategic planning session. This facilitated process engendered thoughtful conversation, lively debate and reignited a connection to economic development. The opportunity to recommit to specific workforce development goals and to shape PacMtn's 4-year workforce plan was met with great enthusiasm by the Board of Directors.

Embracing basic tenants of community leadership the Board and Consortium acknowledge the necessity of their work to:

- Create an inspirational vision for the region
- Develop a strategic plan that includes all the partners and sets a clear blueprint
- Build a sustainable system balancing workforce talent and businesses needs
- Seek public/private partnership as an efficient and effective model
- Invest in education and training as the paramount role of the WDC
- Promote respect for all partners and those we serve, particularly those most vulnerable and having the least access to opportunity
- Demonstrate high standard of ethical behavior
- Prepare for a global environment in which the unique resources and characteristics of PacMtn can be built upon
- Develop future champions and leaders to carry on the work at every level

Without question, PacMtn leaders affirmed the ongoing and continued value of workforce development and training services as essential to the vitality of the region. The session prompted a rebalancing of the workforce development system heavy focused on the “supply-side” participant to a “demand-focused” business support strategy. This rebalance asks consideration for where newly developed talent will go to work, where the workforce demands are and what assistance needs to be provided to make sure jobs await the capable. PacMtn is inspired to search additional ways to support employer needs and help reduce workforce related costs for businesses. The shift enabled new energy and insight. It will also, hopefully, bring new partners and partnerships to the workforce table.

The rebalance should not diminish the attention placed on those most struggling to find a place in the economy. Working with community partners PacMtn is committed to finding ways to provide services that recognize a multiple pathway model that helps individuals with significant barriers to employment achieve economic security and a satisfying attachment to the labor market. The public workforce system should be an integral part of the interventions that support individuals getting on and staying the course towards success (i.e., preventing dropping out of high school or college). PacMtn will assume a leadership role in establishing program performance standards and programming in which skill development activities are contextualized to career goals, integrated with real world work experience wherever possible, and include income earning whenever possible.

Because so much is needed and each entity has diminishing resources PacMtn assumes a range of services, via various providers and including industry (employers and labor), together with related funding streams will be braided together according to the needs of the individual participant. There should be many doors to gainful employment.

The identification of the themes from that day are the basis of this Local Integrated Plan. They create the umbrella under which PacMtn will organize, hold itself accountable and designate its strategic directions, suggested goals and specific projects found in the Goals Section.

Grow and train for the jobs that will support the highest value Industry Clusters in region.

Targeting industry clusters for development, though not a new concept has become the focus of more sophisticated research, information, and processes. Targeting clusters allows an area to focus on industry recruitment, retention, expansion, and development programs rather than attempting to spread resources across too many industry development directions. Ultimately, developing targeted cluster strategies allows for a more efficient allocation of limited community, county, and regional resources. However, not all industries provide equal opportunity for development. As a result, identifying data-driven approaches to selecting potentially successful industry cluster targets has become a new mantra for economic development and as such provides an important link in the information workforce development must use when planning and partnering. PacMtn's Industry Cluster Study is found http://www.pacmtn.org/documents/Pac_Mtn_ClusterStrategy.pdf.

In addition to analyzing the clusters by how the industries are performing given certain metrics, the Study looked at the occupations and workforce required within the core industries of the clusters. This was done by looking at the staffing patterns of the industries and the level of education they typically require. Also, since it is critical for the region to be well-aligned with supplying the core industries with the necessary mid- to high-skilled labor, the consultants determined whether postsecondary education programs exist within the region to provide the required education.

Advancing forward the information in this Study includes analyzing the data to identify gaps in need vs. opportunity and focusing resources in that direction. It requires educating agency personnel and all partners at the workforce development table about the industries and businesses in the Study so they are knowledgeable in guiding job seekers and can provide adequate information about those jobs. It necessitates developing and/or adding to agency performance measures so we will know how we are doing and ensuring our key Partners (EDC, K-12 education, college, business, apprenticeship community, community support agency) can access and align their programming activities with Study results.

The struggles of many citizens within this region, with its long history of high unemployment and marginalized populations require particular attention and support. Basic skills attainment and enduring hope are keys to success for job seekers in our

region. Included in our list of populations who need additional support are our 6 tribal communities, large numbers of retired and honorably discharged veterans those choosing a self-employment/entrepreneurial career, and those with disabilities searching for a way into the economy.

Develop strategic partnerships and project collaborations that expand PacMtn mission and promote Board Member leadership in the region

The success of the Board's vision and all initiatives will heavily rely upon the fuller engagement by PacMtn's current partners, many of whom are the required partners in the Workforce Investment Act and who are represented on the Board of the WDC. The WDC Board is by design multidisciplinary and representative of the five diverse counties. They are business, education and community leaders with influence in their respective areas. The voices of all Members and the circles of influence of those Members must be called upon and listened to, to create the momentum of this work. The boundaries of previous partnerships need broadening, new partnerships forged and creative ventures and restarts are encouraged.

The Board wants to promote an 'Ambassador' model wherein each are empowered to carry the message of PacMtn, to use their influence and resources to initiate and establish the type of synergistic partnerships that benefit more than a single entity and efforts operating in a silo can.

PacMtn should affirm and maximize its strategic advantage located near the State Capitol. Such advantages enables PacMtn Board and staff to help frame the discussions on issues of importance to the workforce system, set the standard for workforce development thinking and establish itself as a "go-to" model for the delivery of programming appropriate to our area populations.

Develop the "PacMtn Brand" focused on mission, services and results seen as adding value to the community and opening doors to new funding sources and partnerships.

As a relatively new public non-profit entity PacMtn must establish a readily identifiable brand governed by a predictable and consistent set of principles: service, integrity, fiscal responsibility, innovation, and regionalism. The development of communication, marketing and outreach strategies will allow PacMtn to bring awareness to the WDC's work and its role in the region. The Board urged aggressive, creative and expansive attention to the solidifying of PacMtn's brand.

Once that brand is in place PacMtn should identify fund sources, projects and partnerships that expand nontraditional sources of funds.

Taken together, these themes lay the foundation for the specific work outlined in the pages that follow. Within these, PacMtn is positioned with all the necessary tools to achieve the performance requirements set forth by federal, state and local mandates and to provide a valuable service to the more than half million residents of the region. But these efforts cannot happen in isolation nor is mere collaboration able to create the systemic change required in these times. PacMtn will work regionally to instill the principles of and act as the instrument of “collective impact” for workforce development in this region. Collective impact extends the ideas of collaboration and integration to force the commitment of a group of important actors, from different sectors to a common agenda for solving a specific social problem. Unlike most collaboration, “collective impact” initiatives involve a centralized infrastructure, a dedicated staff, and a structured process that leads to a common agenda, shared measurement, continuous communication, and mutually reinforcing activities among all participants. PacMtn intends to use its resources and to place itself at the heart of that which is workforce related in this 5-county region.

SECTION I

PACMTN STRATEGIC PLAN: 2013-2017 GOALS

GOAL 1:

Grow and train for the jobs that will support the highest value Industry Clusters in region and increasing jobs within the clusters by 30,000 by 2018.

Objective 1: Survey and analyze employer needs and projected openings within the 5 clusters.

Project/Activity 1: Work with business and trade associations aligned within the businesses of the 5 clusters.

Project/Activity 2: Track responses and partner related strategic activities/targets Identified from the cluster study.

Objective 2: Develop a regional marketing campaign to promote a focus on industry clusters and related businesses.

Project/Activity 1: Engage high school teachers including CTE programs of study and including alternative schools for a full understanding of the clusters.

Project/Activity 2: Utilize presentation/materials from existing and related resources (i.e. Centers of Excellence).

Project/Activity 3: Develop a series of cluster related briefings targeting JBLM Dislocated Workers.

Objective 3: Analyze clusters to get jobs in demand.

Project/Activity 1: Align demand/decline list with cluster study

Project/Activity 2: Develop an operational cluster network within each sector.

Project/Activity 3: Develop opportunities specific to individuals with disabilities that align with the cluster study.

Project/Activity 4: Identify business opportunities that lend themselves to self-employment and promote entrepreneurship within identified clusters.

GOAL 2:

Develop the “PacMtn Brand” focused on mission, services and results seen as adding value to the community and opening doors to new funding sources and partnerships.

Objective 1: Strengthen the identity of the WDC as a private non-profit.

Project/Activity 1: Diversify the revenue available from non-government entities (foundations) and/or those government agencies not commonly found in partnership with workforce development

Project/Activity 2: Be visible in community-wide initiatives and partnerships

Project/Activity 3: Work with the national “America’s Job Center Network” campaign to ensure alignment with national branding initiatives.

Objective 2: Access funding for sector specific training, education and technical assistance opportunities.

Project/Activity 1: Increase training opportunities for start-up businesses within clusters/incubators.

Project/Activity 2: Leverage time and/or \$\$-make it a point to meet/connect with people who have interest in workforce development and/or may have larger community impact.

GOAL 3:

Develop strategic partnerships and project collaborations that expand PacMtn mission and promote Board Member leadership in the region.

Objective 1: Strengthen the identity of the PMWDC as a private non-profit.

Project/Activity 1: Develop the Business2Business model, identifying needs and cultivating relationships to exploit business synergies.

Project/Activity 2: Prepare public official outreach and communication materials for use by Board and Staff.

Objective 2: Redefine role of the board and take ownership for success of the board

Project/Activity 1: Establish “ambassador” program to cultivate Board leadership and participation in outreach activities.

Project/Activity 2: Develop diverse “branded” materials to tell the stories of the workforce system’s success for use with different audiences.

Goal 4:

Support non-college careers and students struggling to meet science, technology, engineering, math, and reading workplace standards.

Objective 1: Create a series of training Academies around the five clusters.

Objective 2: Access funding for sector specific training, education, skill panel and technical assistance opportunities.

Objective 3: Provide support for pre-apprenticeship and apprenticeship programming.

Connecting to WA High Skills High Wages

In the State's 10 year Strategic Plan the workforce system is viewed as a series of interconnected pathways, with multiple options for workers and students to advance. PacMtn embraces the goals of the Plan, including helping all workers become technologically savvy, life-long learners, who are able to relate learning to work. In both PacMtn and the State's plans employers play a central role in the workforce system. To ensure the system is strongly aligned with their needs, employers need to be active participants in the system's design, delivery, and evaluation of training programs.

Both the WDC and Youth Council made specific accommodation to align objectives and create strategies to meet the stated goals of HSHW, including:

- Goal I Multiple Pathways for First Careers
- Goal II Multiple Pathways for Employers and Workers
- Goal III Washington's Workforce Development System is a Model of Accountability and Efficient Co-Investment

HSHW Objective: Increase employer engagement with workforce development system.

PacMtn Strategies:

- a. Survey employers within the five core clusters recently identified within the region.
- b. Develop a regional marketing campaign to promote clusters.
- c. Analyze clusters to identify jobs in demand.

HSHW Objective: Promote economic development by connecting workforce development with job creation and growth. **PacMtn Strategies:**

- a. Provide and market business services to employers.
- b. Provide and market business services to existing employers and those looking to locate into the region.
- c. Offer coordinated business services that include customized training for specific employers or groups of employers, incumbent worker training; recruitment and assessment of job applicants, and job match and placement services; early intervention services to prevent layoffs or closures; including the Shared Work Program, and employment retention services, such as connecting employees with social services to address personal and family issues that affect job performance.
- d. Invest in strategic economic opportunities described in the Cluster Study http://www.pacmtn.org/documents/Pac_Mtn_ClusterStrategy.pdf.
- e. Direct training resources to the identified job classes described in the Cluster Study.
- f. Identify special initiatives to address critical local economic opportunities as described in the Cluster Study.
- g. Encourage and support self-employment and entrepreneurship related to businesses in the Cluster Study

HSHW Objective: Expand and support learning opportunities for workers at all stages of their education or career paths. **PacMtn Strategies:**

- a. Partner with employers to help students explore careers.
- b. Expand high school dropout prevention and retrieval programs.
- c. Increase employer investment in workforce training.

HSHW Objective: Improve job search and placement services for unemployed and underemployed workers. **PacMtn Strategies:**

- a. Expand the awareness and quality of Business to Business (B2B) services offered through the PacMtn.
- b. Develop second/transitioning career materials for mature and military populations.

HSHW Objective: Strengthen performance accountability. **PacMtn Strategies:**

- a. Reduce administrative burdens and improve performance outcomes through a focus on outcome rather than input measures.
- b. Provide initial orientations, clear/consistent performance targets and ongoing technical support for contractors and service delivery staff.

PACMTN YOUTH COUNCIL STRATEGIC PLAN: PREPARING THE TALENT PIPELINE

The WDC endorses the Goals recommended by the Youth Council and includes them as an integral part of this Plan.

Activities Mandated by Federal Law.

1. Recommend eligible providers of youth activities to be awarded grants or contracts on a competitive basis by the local board to carry out the youth activities.
2. Develop the youth portion of the Strategic Plan.
3. Conduct oversight of eligible providers of youth services that monitor the quality of service delivery.
4. Ensure that the 30% out of school expenditures requirement is met.
5. Ensure that all ten program services are available to eligible youth.
6. Ensure that youth council has mandated members and other appropriate entities represented.

Regional Goals Established by the Youth Council

The Vision of the Youth Council is to prepare our youth to enter a competitive workforce. In addition to the mandated goals the PacMtn Youth Council established a high goal of ensuring that the youth of our region become productive citizens who are ready to participate fully in our region's workforce.

The Council goal can only be accomplished by developing region wide partnerships, strategies and infrastructures to support youth attainment of 21st century skills and post-secondary education and/or training. This will be accomplished through the alignment of priorities and resources across various youth development, education and youth social service efforts.

To create a regional vision, PacMtn partnered with Educational Services Districts #113 (ESD #113), who serves the same five counties, the Hispanic Round Table who represents the region's largest growing youth population in our area and the Washington College Access Network responsible to provide an opportunity for low income youth to fund their college career.

In February of 2013, a group of over 100 community members convened to develop and establish common goals, a set of indicators to measure progress and an action plan to drive systems improvement.

Like many of the organizations aligning to accomplish the goals of the Pacific Mountain Regional Alliance, the Youth Council has built its 2012-14 Plans on two key concepts: **1) decrease the dropout rate in our region and 2) align career and technical education to meet the needs of business so students can have access to stackable training and credentials.**

PacMtn's Youth Plan strongly aligns with **Goal #1** of the Washington State Workforce Training and Education Coordinating Board's High Skills, High Wage ten (10) year Strategic Plan...**To establish multiple pathways for connection to first careers.** While the Youth Plan provides for individuals 16-24 years of age, the Projects/Activities noted may also work well for any coming into their first career.

HSHW Objective: Increase the engagement of private sector employer involvement within the schools. **Youth Council:**

Project/Activity 1: Bring local districts, superintendents, ESD #113 staff and community agencies together to build a regional approach that improves educational attainment levels, supports county wide career and college readiness for dropout prevention, intervention and re-engagement.

Project/Activity 2: Develop an MOU to clarify existing network roles and goals of agencies/business that support youth and schools.

Project/Activity 3: Connect local businesses, Chambers, Economic Development Councils and Career and Technical Education Coordinators in our region to identify employers and match them with schools i.e. World of Work inside the Classroom.

Project/Activity 4: Support and promote short term work experience and internship opportunities.

Project/Activity 5: Support the efforts of Career and Technical Education Coordinators to align curriculum with the needs of school, business and their community.

Project/Activity 6: Use Cluster Study data to communicate to schools via ESD #113 and Community College President's.

Project/Activity 7: Foster mentorship via technology.

Project/Activity 8: Use social media to communicate with CTE Directors and other school personnel regarding career opportunities.

Project/Activity 9: Work with local employers that employ entry level youth to encourage them to allow youth that are at work and who have completed necessary tasks, to pull out their textbooks and catch up on academics rather than gossip.

Project/Activity 10: Promote the Work Opportunity Tax Credit to employers.

Project/Activity 11: Sponsor Employer Forums and opportunities to promote the Benefits of Hiring Youth (bring new ideas and perspectives to the workplace; understand technology, comfortable in a diverse workplace, not afraid of change, creative and adaptable)

High Skills, High Wage Objective: Expand Programs of Study that bring together a sequence of career-focused courses that start in high school and extend through college. Youth Council:

Project/Activity 1: Identify existing CTE courses/ programs in our region's high schools and community colleges to identify those that align and are within identified careers in the cluster study.

Project/Activity 2: Survey industry cluster employers to identify entry level STEM skills and skill level(s).

Project/Activity 3: Support school staff, parents and teachers with applicable labor market information to identify demand occupations and aligned training opportunities.

High Skills, High Wage Objective: Improve student access and retention. Youth Council Objective: Support regional efforts to increase the graduation rate by 10%.

Project/Activity 1: Create Priority for schools in our region that have the highest dropout and truancy rates.

Project/Activity 2: Identify best practices in local school districts and distribute information.

Project/Activity 3: Support the launch of a campaign that builds a "college going culture".

Project/Activity 4: Develop a communication plan between schools and community organizations.

Project/Activity 5: Create a regional system for dropout prevention and re-engagement of disconnected students.

Project/Activity 6: Identify financial education resources to build personal assets.

Project/Activity 7: Work with Hispanic Roundtable and Tribes to reduce the rate of dropouts among minority populations.

Project/Activity 8: Identify an early warning system for at-risk youth. Such a system would allow schools to release information to social service agencies to support the youth's ability to develop a contingency plan that enables continued education once they stop going to school.

Project/Activity 9: Promote the value of a high school education and post-secondary training to parents. Many of the parents in our region have a generation history of hard work in the forest or mills to earn a salary that would support their family. It is not uncommon to find those breadwinners dropped out of school to begin their working careers. Understanding the demographics of our area, the state of the economy and the benefits and availability of education, will encourage parents to support their children to remain in school.

High Skills, High Wage Objective: Increase non-traditional opportunities to obtain postsecondary certificates and degrees. **Youth Council:**

Project/Activity 1: Identify, encourage and support entrepreneurship for those youth who do not fit into the tradition four year college path.

Project/Activity 2: Mobilize community assets that encourage and support entrepreneurship as support to student passions and a possibility for first careers.

Project/Activity 3: Increase the FAFSA applications submitted by our youth by working with school Counselors and the College Successful Foundation to provide multiple times/ways for student and their families to access this support.

The overarching assumption driving the planned goals established by the Youth Council and the PacMtn Youth Regional Forum is to facilitate a common vision and action plan owned by all parties in the broader regional workforce system that addresses the needs of both educators, employers and future job seekers and to collaboratively and without duplication make public resources available to support this collective mandate. The PacMtn Youth Council is committed to a broad vision of system improvement.

Alignment with WIA Title I-B/Wagner-Peyser State Integrated Plan

The following are some of the ways the Local Integrated Workforce Plan is aligned with the WIA Title I-B/Wagner-Peyser State Integrated Plan.

Alignment Goal: Increase customer job search skills through workshop based instruction at each of the four WorkSource Centers in the Workforce Development Area.

Strategy: In addition to Job Hunter, each partner will list their workshops, program orientations, employer hiring events and other events on the new WorkSource On-Line Event Calendar. This will give customers 24/7 access to schedule themselves for appropriate opportunities.

Alignment Goal: Increase board and consortium member, stakeholder and staff awareness of common performance measures and key indicators for all customers served in the WDA.

Strategy: At each WDC Board meeting, distribute and review the WSID System Dashboard for trends and any necessary corrective action.

Strategy: Quarterly, at ESD/WDC partnership leadership meetings and ESD All-staff meetings, have the ESD Area Director and the WDC Chief Executive Officer jointly

produce the WSID System Dashboard and review for trends or necessary corrective action.

Alignment Goal: Increase customer awareness of Registered Apprenticeship in the five-county area.

Strategy: On each resource room computer, display and market www.worksourceapprenticeshipportal.com as the resource for customers to research, apply and register for apprenticeship.

Alignment Goal: Increase coordination of Registered Apprenticeship with WIA funded training.

Strategy: Provide staff training on the www.worksourceapprenticeshipportal.com which helps workforce professionals locate guidelines for connecting WIA with Registered Apprenticeship.

Alignment Goal: Increase the speed in which Unemployment Insurance Claimants return to work.

Strategy: Within one month of a claimant's participation in the Unemployment Insurance Reemployment Orientation, send a follow up email to have them evaluate the orientation, check on their progress toward finding suitable employment and offer an invitation back to WorkSource for follow up, and value added services.

Strategy: For Emergency Unemployment Claimants (EUC), develop customized workshops and staff assisted services aimed at assessment, intensive services and customized employment referrals.

Alignment Goal: Increase the WorkSource system knowledge of local business workforce needs.

Strategy: Develop a Business to Business entity that assesses employer needs, develops appropriate services, plans and provides follow up services to meet their needs. Concentrate on employers in emerging industries (cluster study).

Strategy: Increase employer networking with WorkSource customers through Chamber networking events and employer facilitated job clubs.

Strategy: Increase WorkSource co-branding with local economic development councils and chambers of commerce to increase employer awareness of WorkSource and our solution-based services.

Strategy: Provide employers with screening, testing and assessment tools as part of their workforce hiring needs.

Alignment Goal: Increase participation of customers with disabilities in all WorkSource services.

Strategy: As part of the WorkSource certification, have a disability consultant review common policies, practices, strategies and tools in place for serving individuals with disabilities. Have the consultant provide recommended improvements and staff training for system improvement.

Strategy: Set local targets unique to PacMtn for serving individuals with disabilities.

Strategy: Thurston and Lewis County WorkSource in partnership with Department of Vocational Rehabilitation and Employment Security are presently operating a pilot project to place individuals with disabilities into On the Job Training opportunities

PERFORMANCE ACCOUNTABILITY

The PacMtn has long been an entity that has used performance accountability as the rudder that has steered this ship in the direction of a high performance organization. Whether it is in our local contract negotiations or in the development of our Strategic Planning process we involve our partners whether they are local or our leadership through the Pacific Mountain Workforce Development Council.

Appendix B of this Strategic Plan 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 Pacific Mountain Workforce Development Council 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 Pacific Mountain Workforce Development Council 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.

AREA ECONOMY

Ultimately, the data-driven content and strategies in the Industry Cluster Report provide a foundation answering questions regarding the area's economy. The Report further identifies opportunities for development; prioritizes strategies and action items; and helps PacMtn track progress toward achieving cluster specific job and value creation outcomes. PacMtn and regional leaders are now moving forward strategically aligning economic development, workforce, and education resources to accelerate the growth and position of key industry clusters in the region. The detailed Industry Cluster Study Final Report can be viewed on the PacMtn website at www.pacmtn.org

Through a data-driven decision making process PacMtn identified the top 5 sectors as major drivers to our local economy:

- Food Production
- Wood Product and Paper Manufacturing
- Life Sciences
- Chemical, Plastics and Glass Product Manufacturing
- It/Telecommunications

Although Tourism/Entertainment/Recreation was also studied and considered as a cluster, the leadership group overseeing the Study opted to drop it from the regional strategies framework given the predominance of supply chain industries compared to core industries, the lack of available data for significant tribal operations and the relatively unique form it takes in each part of the region. Participating Economic Development Councils will continue to pursue development of arts, entertainment and recreation/tourism industries as part of their individual work plans.

The following are the Regional Strengths, Gaps/Opportunities and Strategic Approaches/Initiatives to be utilized to strategically align economic development, workforce, and educational resources to accelerate the growth and position key Industry Clusters in the region.

Food Manufacturing

Regional Strengths	Gaps/Opportunities	Strategic Approaches/Initiatives
<ul style="list-style-type: none"> ▪ Highest total sales output for all clusters (\$4 b/yr) ▪ Employment grew by 1,000 (2007-12) – 35,500 jobs supported (note: just under 10,000 jobs are in “core” ag industries, which also accounted for 50% of job growth) ▪ Forecast 2012-18 emp. growth of 1,500 (about 680 in core industries) ▪ Among core industries, crop production and animal production show strongest 2012-18 shift share at 614 and 410 respectively ▪ Purchaser/distributor industries represent \$33m in annual sales from core industries – restaurants represent about \$18m of that total; and health care facilities about \$4m ▪ Among core food manufacturing sectors, the most prolific exporters (capital importers) are fresh and frozen seafood processing (2.21% of total regional exports) and crop production (2.11%) 	<ul style="list-style-type: none"> ▪ Core group requires approx. \$340m to meet output levels - \$100m of that total input is imported from outside region ▪ Most leakage occurs at industrial output level – e.g. animal food manufacturing, syrup and concentrate, etc. (\$80.5m) ▪ At \$32.5m, “other animal food manufacturing” represents the single largest local import (almost double the next highest import) ▪ Other supply chain imports (est. annual): Core - \$15m; TDL - \$4m; purchaser/distributor - \$1.5m ▪ While there has been a significant uptick in wholesale trade agents and brokers (81 new establishments, 2001-11), nearly half of local requirement – about \$8m is imported from outside region ▪ Shellfish canning and fresh and frozen seafood manufacturing have the highest 2012 location quotients (23.67 and 22.81), but negative shift share projections for 2012-18 (-3 and -38) 	<ul style="list-style-type: none"> ▪ Develop a food safety/food security initiative to help expand employment, protect viability of core industries and prevent loss from bad food distributed at market - coordinate with IMPACT Washington to elevate issue/opportunity and marshal resources (LEWIS EDC) ▪ Provide policy advocacy and technical assistance for food suppliers ▪ Ensure balance in critical area rules to protect growers without unnecessarily impacting other job and revenue producers (ongoing Board discussion) ▪ Reduce barriers to organic certification and provide a replicable template for success in the organic market ▪ Partner with WSU Extension offices and other partners to develop a stop-leakage strategy targeting our dependence on external supplies of corn syrup, concentrate and other industrial inputs ▪ Research other animal food manufacturing to identify potential local opportunities ▪ Facilitate succession planning for crop producers, shellfish producers and other core industries to ensure the long-term viability of the cluster ▪ Help market local food (farm to fork) to local hoteliers, restaurants; and (other institutions) ▪ Top projected annual openings for sector: Farmers and Ranchers; Farmworkers and Laborers, Crop, Nursery, and Greenhouse; Fishers and Related Fishing Workers; Farm, Ranch, and Other Agricultural Managers; Farmworkers, Farm and Ranch Animals; Meat, Poultry, and Fish Cutters and Trimmers

Wood Products Manufacturing

Regional Strengths	Gaps/Opportunities	Strategic Approaches/Initiatives
<ul style="list-style-type: none"> ▪ Highest overall LQ of all six industry clusters (7.38) ▪ Highest exporter cluster (capital importer) at nearly 15% of regional total ▪ Despite the overall downturn in forest products industry, several local industries maintain high national location quotients (LQs): softwood veneer and plywood manufacturing (34.42); pulp mills (26.71); sawmills (23.12); and engineered wood member – except truss - manufacturing (20.63) ▪ Strongest jobs and earnings multiplier effect, followed by IT/Telecom and Chemical products, et al ▪ Second highest total output sales after food manufacturing, but highest output per job (\$176k) ▪ Most jobs lost 2007-12 forecast to be regained 2012-18 (about 600) ▪ By far and away the largest purchaser and supplier of goods and services among all six target clusters (\$427m of \$502m required inputs provided by core local industries; sales from local core industries totals nearly \$380m...next highest sales total from local core is \$169m lower) ▪ Only 15% of core industry inputs are imported from outside region – with the next lowest total being food manufacturing at 30% (i.e. wood products core sectors are indispensable to local supply chain) ▪ Just over 7k jobs in wood products manufacturing help support an additional 14k jobs in supply chain industries 	<ul style="list-style-type: none"> ▪ Employment decline realized and projected in most core industries; only 4 of 23 core industries expected to grow jobs ▪ Only two core industries have and/or will generate significant employment opportunities between 2007 and 2018: wood container and pallet manufacturing (237 jobs); and custom architectural and millwork manufacturing (82 jobs) ▪ Timber tract operations trails only logging and sawmills in percent of total regional exports, and has among the highest jobs and earning multipliers as well as output per job (over \$1m) for just 71 jobs including 1099 workers ▪ The most significant supply chain imports: wholesale trade agents and brokers (\$8.7m); engineering services (\$7m); adhesive manufacturing (\$5.7m) ▪ Among core industries, the highest percentage of imports are in: wood preservation (66% or \$1.2m); and paper mills – excluding newsprint (42% or \$2m) ▪ In the TDL component of supply chain, notable annual out of region sales include: general freight trucking-local (\$2.8m); freight transportation arrangement (\$2.1m); and specialized freight – except used goods trucking, long-distance (\$1.9m) ▪ Core industries with the greatest disparity between skilled labor needed and available local workforce (by % gap): timber tract operations (37%); support activities for forestry (32%); wood kitchen cabinet and countertop manufacturing (31%); custom architectural woodwork and millwork manufacturing (11%) 	<ul style="list-style-type: none"> ▪ Find ways to market (or find new markets for) forest product goods (Partner with the Forest Stewardship Council and other certifying associations to identify additional timber tract and value added opportunities) ▪ Develop a security investment pool to fund advocacy or emergency support measures that protect critical core and supply chain industries (look at regional investment fund) ▪ Identify and develop cross-walk training for separating JBLM personnel in core industries that have high projected annual openings for skilled jobs ▪ Support land use regulations and land use designations that allow for wood products manufacturing throughout region – <u>protect industrial and manufacturing sites</u> ▪ Research and potentially establish Innovation and Partnership Zone (IPZ) designation in all five counties ▪ Identify opportunities to provide more locally-sourced shipping and specialty freight services ▪ Work with core industries to reduce imports for wood preservation and paper mills ▪ Recruit and/or train carpenters and specialty woodworkers (partner with GHC, New Market, SPSCC, et al) ▪ Top projected annual openings for sector: Logging Equipment Operators; Sawing Machine Setters; Operators, and Tenders, Wood; Laborers and Freight, Stock, and Material Movers, Hand; Industrial Truck and Tractor Operators; Woodworking Machine Setters, Operators, and Tenders, Except Sawing

Life Sciences

Regional Strengths	Gaps/Opportunities	Strategic Approaches/Initiatives
<ul style="list-style-type: none"> ▪ Largest job growth 2007-12 (2,612 – twice as many as any other sector) ▪ Among largest projected job growth 2012-18 (3,137) ▪ One-third of projected job growth to occur in three core sectors: office of physicians (589); general medical and surgical hospitals (459); and miscellaneous and health practitioners (161) ▪ Strong shiftshare (244), average LQ (1.03) ▪ LQ particularly high for HMO medical centers (2.87) and miscellaneous and health practitioners (2.1) ▪ Highest percentage of high-wage occupations (37.5%) ▪ Relatively high number of entrepreneurial (1099 worker) jobs (5,188 compared to 22,504 total sector jobs) 	<ul style="list-style-type: none"> ▪ 16% gap in skilled work force need (38%) and local availability (22%) ▪ 50% of this cluster's requirements are imported ▪ Most significant core industry imports: medical laboratories (92%); diagnostic imaging centers (81%); electromedical and electrotherapeutic apparatus manufacturing (80%) ▪ As a group, the eleven core industries import more than \$8m annually to meet their output requirements ▪ The entire cluster supply chain imports over \$22m ▪ \$13m of the above total comes at the industrial input level (administrative management and general management consulting services - \$6.5m; all other plastics manufacturing \$3.1m; engineering services - \$1.6m) ▪ Nearly another \$1m is imported for dental lab services ▪ Gaps in workforce compatibility are particularly wide for: R&D in the physical, engineering, and life sciences (except biotech) (30% gap); general medical and surgical hospitals (26%) ▪ One notable exception to the imports trend is "kidney dialysis centers" which in addition to experiencing job and wage growth, and boasting the highest average industry wage, purchase 95% of output requirements from other core industries (about \$1.5m) 	<ul style="list-style-type: none"> ▪ Promote the adoption of land use policies that accommodate flexible zoning required for life sciences synergy – i.e. must be able to support R&D, office, long term rehabilitative care, etc ▪ Inventory and expand regional capacity for large data transfer rates and speeds ▪ Identify long term care needs required in support of personnel exiting military service – e.g. military is requiring holistic healing for trauma victims that cannot be treated at Madigan facilities ▪ Research and pursue opportunities to build presence of medical and dental laboratories and diagnostic imaging centers; viability of recruiting or growing electrotherapeutic apparatus manufacturer ▪ Coordinate with local health care providers to understand and address significant importation of administrative and general management services ▪ Coordinate with local health care providers to develop a strategic approach to closing gap in trained personnel for engineering, general medical and surgical hospitals ▪ Identify and develop cross-walk employment opportunities in growing life sciences occupations for JBLM personnel and spouses ▪ Top projected annual openings for sector: Registered Nurses; Medical Assistants; Medical Secretaries; Clinical, Counseling, and School Psychologists; Receptionists and Information Clerks; Management Analysts; Physicians and Surgeons, All Other; Licensed Practical and Licensed Vocational Nurses; Nursing Aides, Orderlies, and Attendants

Chemical Products Manufacturing

Regional Strengths	Gaps/Opportunities	Strategic Approaches/Initiatives
<ul style="list-style-type: none"> ▪ Core sector produces \$351M in output, which in turn directly supports 1,048 jobs (note: output per worker is highest among all other sectors) ▪ Higher core sector jobs multiplier (2.28) indicates relatively strong inter-industry connectivity, even though sector is largely capital ▪ The all other basic organic chemical manufacturing core sector is driven by Ch2o Inc.; Halosource; Forseco; Lafarge N.A.Criteria ▪ High location quotients for: glass product (LQ 9.9) plastics pipe and pipe fitting (LQ 3.91) and plastics plumbing fixtures (LQ 5.85), which are all very concentrated in the region (businesses example: Advanced Drainage Systems) ▪ Almost 40% of occupations in the core chemical product and plastic sector are high-paying occupations (e.g., \$25+/hr) ▪ Strong workforce skills alignment to industry needs 	<ul style="list-style-type: none"> ▪ Plastic bottles; basic inorganic chemical and glass product manufacturing serve a key boundary spanning industries for wood products and food production ▪ Growth in the above chemical manufacturing industries could likely be tied to growth of the boundary spanning sectors ▪ Most of what the core sectors produce within the region is consumed in the region and not exported ▪ Industrial inputs within the cluster are importing 80% of their required inputs (i.e., chemical products supply chain has gaps) ▪ Core sector imports over \$17M in plastics material and resin manufacturing ▪ Cluster projected to see job growth, but core sectors are projected to slightly decline (though building up supporting and purchasing sectors could boost core) ▪ The cluster is largely characterized by established companies and not entrepreneurs and sole proprietors ▪ R&D in the sector could provide opportunities for small business development 	<ul style="list-style-type: none"> ▪ Improve community awareness of and support for this low-profile industry sector by promoting its critical role in the supply chain, high wages, and job multiplier effect ▪ Reduce regulatory barriers to entry (note: chemical and plastics can struggle with environmentalists and NIMBY opponents) ▪ Work with local educational institutions to build partnerships with research universities and core sector employers to create momentum, increase viability of region as home for creative class ▪ Support/protect rail infrastructure and access ▪ Incubate startup manufacturers and supply chain industries, with and emphasis on reducing the importation of industrial inputs—significant R&D opportunities for small businesses in sector ▪ Research, target and recruit satellite supply chain firms that can build cluster outputs ▪ Identify and develop cross-walk training for separating JBLM personnel in core industries that have high projected annual openings for skilled jobs ▪ Identify critical sectors for import substitution/gap closure (e.g. other pressed and blown glass; plastics material and resin; flat glass manufacturing; basic organic chemical manufacturing) ▪ Explore potential of convening manufacturers to identify supply chain gaps/linkages ▪ Top projected annual openings for sector (mostly supply-chain vs. core industry): general and operations managers; accountants and auditors; network and computer systems administrators

IT/Telecommunications

Regional Strengths	Gaps/Opportunities	Strategic Approaches/Initiatives
<ul style="list-style-type: none"> ▪ Cluster has one of the highest job multipliers at 2.09 ▪ Also rates high in total percent of exports (>11%), sales (\$3.7B), output per job (>\$153K); entrepreneurial jobs (6,500); and projected 2012-18 job change (3,143) ▪ Very strong location quotient (3.10) and astronomical 2012-18 shift share (1056) ▪ Among the highest rankings in clusters with high wage occupations and wage growth ▪ Added 39 establishments between 2007-11 (after correcting for exiting establishments) ▪ The core sector “computer system design services” alone accounts for 38 new establishments and 262 new jobs—and is forecast to be the largest job growth sector 2012-18 (243 additional jobs) ▪ Of note, the core industries in this cluster benefit from over \$11M in sales to “investment advice” supply chain partner (purchaser/distributor)—nearly a quarter of ALL sales from core group 	<ul style="list-style-type: none"> ▪ Imports 55% of output requirements (among the highest of all clusters) ▪ Major core industry importers: wired telecom providers (\$11M); wired telecom providers – except satellite (\$2.5M); computer system design services (\$1.2M); software publishers (\$774K); and custom computer programming services (\$588K) ▪ Major supply chain importers: engineering services (\$7.2M); administrative management and general management consulting (\$1.8M) ▪ Of note, two industrial input sectors import nearly 100% of output requirements: printed circuit assembly and other communication and energy wire manufacturing (totaling just under \$1M combined) ▪ Largest overall compatible workforce gap (18%), exceeding even life sciences ▪ There are significant gaps in workforce compatibility in specific clusters: computer system design services (64% gap); other computer related services (61%); software publishers (59%); custom computer programming services (54%); computer facilities management services (52%) ▪ Some of the above supply chain providers will be difficult if not impossible to replicate locally; others offer a readily-available labor marketing opportunity that can reduce imports and increase local jobs, wages and sales 	<ul style="list-style-type: none"> ▪ Inventory, package and market locally available office space to IT/telecom businesses looking to grow or relocate—with emphasis on fiber-served, now-vacant government offices ▪ Determine telecom capacity to support and site rural telework centers ▪ Market Washington State Information Services facility (Olympia) to data warehouse/computer system management firms ▪ Small business tech innovation center/incubator to build momentum in cluster (part of amenity package) ▪ Market existing, and supplement where needed, training programs that prepare local workers for high-skilled IT jobs with high annual projected openings—i.e., computer software engineers; network systems and data communications analysts; network and computer systems administrators ▪ Coordinate with regional backbone communications infrastructure providers to ensure adequate capacity to serve high bandwidth users in growing industry cluster ▪ Top projected annual openings for sector: network systems and data communications analysts; computer software engineers, systems software; computer systems analysts

THE CHANGING WORKFORCE IN THE PACMTN WORKFORCE DEVELOPMENT AREA

Demographic Characteristics of the Current Workforce

2000 – 2010 Demographic changes within the Pacific Mountain Region by County
2000 Census data

	Grays Harbor		Lewis		Mason		Pacific		Thurston	
Total Population	67,194		68,600		49,405		20,984		199,370	
White	59,355	88.3%	63,772	92.9%	47,908	96.9%	18,998	90%	177,617	89%
Black	226	.03%	259	.037%	587	1.1%	42	.02%	4,881	2.4%
American	3,132	4.66%	840	1.2%	1,840	513%	513	2.4%	3,143	1.5%
Indian/Alaska										
Asian	818	1.2%	475	.06%	519	1%	436	2%	9,143	4.5%
Hispanic	3,258	4.84%	6,684	5.3%	2,361	4.7%	1,052	5%	9,392	4.7%
Two or More Races	2,083	3%	1,381	2%	1,497	3%	592	2.8%	7,985	4%
Other Race	1,527	2.2%	1,751	2.5%	1,036	2%	284	1.8%	3,506	1.76%

Educational and Literacy Levels: 25 Years or Older

	Grays Harbor	Lewis	Mason	Pacific	Thurston
Less than 9th Grade	6.3%	4.1%	4.1%	5.3%	1.9%
9th to 12th Grade	9.8%	10.4%	8.2%	8.8%	5.1%
High School Graduate (or equivalency)	31.5%	32.2%	30.6%	31.9%	23.7%
Some college, no degree	28.5%	29.1%	30.4%	29.2%	26.9%
Associate's Degree	10.2%	9.3%	8.5%	8.2%	9.8%
Bachelor's Degree	9.5%	9.1%	12.2%	11.2%	19.7%
Graduate or Professional Degree	4.7%	5.9%	5.9%	5.4%	12.9%

The Areas Changing Demographics

2000 – 2010 Population Change By County

Grays Harbor	Lewis	Mason	Pacific	Thurston
8.3%	10%	22.9%	-0.3%	21.7%

In-migration and Out-migration Issues

County	Grays Harbor Migration		Lewis Migration		Mason Migration		Pacific Migration		Thurston Migration	
	In	Out	In	Out	In	Out	In	Out	In	Out
King	1,143	999	1,129	879	2,143	560	412	386	5,320	4,269
Pierce	1,017	313	1,308	725	1,349	833	131	154	5,869	4,337
Thurston	1,174	1,744	1,706	1,938	1,484	1,516	124	198		
Grays Harbor			473	264	741	370	313	473	1,744	1,174
Lewis	264	473			115	124	106	214	1,938	1,706
Mason	370	741	124	115					1,516	1,484
Pacific	473	313	214	106					198	124
Cowlitz			864	667			154	320	156	603
Clark							415	428	298	428
Kitsap					1,865	1,245			492	320
Snohomish									1,307	568

Demographic Picture for Youth, Adults in Transition and Incumbent Workers

Key changes in our region are reflected by increasing numbers of jobs in our region that 1) are manufacturing based and require a solid knowledge in math and/or science 2) utilize some form of technology skills many older and incumbent workers lack. Within the next five years as the economy begins to show positive signs of growth, it is anticipated that many of the baby boomers that postponed retirement in the economic downturn will exit from the workforce leaving major gaps and extended periods of labor shortage and/or an underperforming workforce.

Filling these gaps with qualified worker is the challenge of our region. Looking at the future labor pool PacMtn must bring together education and business to identify the skill gaps and work closely to close those gaps. Aligning the regional Strategic Plan with the recently completed Cluster Study is an important first step.

The five clusters identified in this study are: Food production, Wood product and Paper manufacturing, Life sciences, Chemical product and Plastics manufacturing and IT telecommunications. To ensure that we are preparing a strong labor force, local employers are actively participating in the design, delivery and evaluation of our training programs.

DEMOGRAPHIC CHANGES IN OUR WORKFORCE

In addition to our current average unemployment rate of 9.4%, we must also consider the invisible unemployed. Although not counted they impact the economy of our region. Although the Feds and State are working hard to get an accurate count, the Office of Financial Management and Bureau of Labor Statistics indicate there are two reported segments that are not accurate. The first is the size of the work force and the second is the number of unemployed workers.

In 2006, our state was reported to have a total of 460,000 invisible unemployed workers, in 2011 that number jumped to 700,000. That increase of **52%** is staggering and represents a portion of the population disengaged from the work world, discouraged from looking for work and/or, working “off the grid” in the underground economy. Although we do not have that information broken down into the County and/or Regional level, we believe our region parallels with the growth of the invisible unemployed of the state. If PacMtn’s numbers are multiplied by the State percent increase the *average* unemployment rate in PacMtn would be 14.3%. More frightening is the rate of over 17% in Lewis County.

	Grays Harbor	Lewis	Mason	Pacific	Thurston
Population 2010	72,797	75,455	60,699	20,920	252,264
Population 2011	72,546	75,901	61,019	20,930	256,591
High School or Higher Education	84.4%	85.6%	87.7%	85.9%	93%
Medium Household Income: 2007-2011	\$42,729	\$44,370	\$48,912	\$40,599	\$63,129
Persons Living Below Poverty Level	17%	13.5%	16.3%	18%	10.5%
Unemployment Rate	12.4%	12.1%	10.2%	11.8%	7.4%

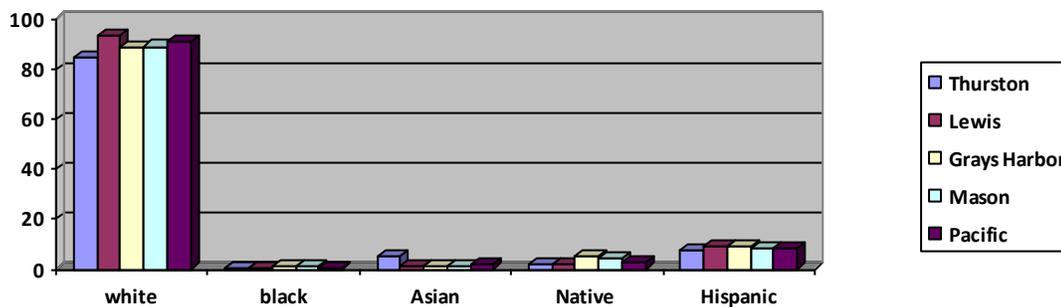


Listed below are the statistics from the U. S. Census and the U.S. Bureau of Labor Statistics for those between the ages of 16-24 that are in the labor force.

Table 1: County	Population	Labor Force	Employed Youth
Thurston	256,591	131,770	13,050
Lewis	74,741	31,790	3,453
Grays Harbor	72,546	31,480	2,978
Mason	61,019	25,440	1,862
Pacific	20,930	9,270	877
Totals	485,825	229,750	22,220

The five top industries which employ the most young men and women in our region are: Retail Trade, Accommodations and Food Services, Manufacturing, Construction and Health and Social Services.

The largest growing population in all five counties is the Hispanic population.



Washington State Job Projections for 2012, tell us that the employment structure for the state and the nation are similar. We can anticipate growth in the professional and business services sector along with the health services sector. The largest decreases by share of employment are projected in the government sector. The historical growth rate from 2000 to 2010 in the Pacific Mountain Region has been 0.66% with a projected growth rate from 2010 – 2012 to increase to 1.15%.

Special Needs of Individuals with Barriers to Employment

The largest population with barriers to employment within the PacMtn Region is that of the disabled population. In the 2000 Census, 49,325 people aged 21 to 64 in the five counties identified themselves as people with disabilities. This is approximately 23 percent of the total population in that age group. Percentages of people with disabilities in the WDA ranged from 18.9 percent in Thurston County to 26.3 percent in Pacific County. People with disabilities showed significantly less participation in the labor force than those who reported they did not have a disability. **The lowest workforce participation was reported in Pacific County with only 41.9% of individuals declaring themselves as having a disability stating they were employed. This statistic stands in stark contrast to the 70.6 percent of**

the region's 21-64 age group that do not self-declare a disability. Thurston County, with the largest proportion of people working in government, an aggressively equal opportunity employer, 57.9% of those self-reporting as having a disability were also employed, compared to 80.6% of the rest of the age group, the highest participation rates of the five counties.

While other sectors of the workforce are highly impacted by economic growth and decline, statistically those workers with disabilities remain without work under all economic conditions. In a survey conducted by the National Organization on Disability, it was found that non-disabled workers were more than twice as likely to be working, than job seekers with a disability. Another disturbing fact, found in a Louis Harris poll, is the gap between the wages of people with disabilities and the wages of those without disabilities. People with disabilities are close to three times as likely to reside in a household with less than \$15,000 in total income per year. This means their struggle to obtain, retain and maintain employment is compounded by all the complications encountered by the economically disadvantaged job seeker. Not only are they responsible for overcoming accessibility and suitability of employment issues but they face the daily challenges of poor health care, housing, transportation, and survival issues experienced by those in severe poverty.

The Pacific Mountain Workforce Development Area continues to promote the hiring of this population of workers. We have purchased a wide variety of assistive technology and equipment to make our WorkSource offices and services throughout the Pacific Mountain Workforce Development Area accessible to job seekers with a variety of disabilities.

The PMWDC has sponsored conferences at the local WorkSource centers to address both independent living skills and the promotion of employment opportunities for job seekers with disabilities. Several WorkSource offices have been extremely active promoting National Mentoring Day. Individuals transitioning from local high schools participate in programs which include presentations by local employers who have a history of hiring youth with disabilities. These activities are designed to encourage individuals, once they leave high school, to seek employment through their local WorkSource Center.

Planning Implications for the Demographic Profile Expected of PacMtn's Workforce of Tomorrow

The demographic changes within the PacMtn Region by county are as follows:

Thurston County

The population has grown between 2000 and 2010 much faster than the state average. Thurston County has grown from 207,355 in 2000 to 252,264 in 2010 a change of 21.7%. In the same time period the state has grown a total of 14.1%.

Thurston County had an older population than that reported by the state in 2010. Thurston County's population of those ages 65 and older was 13 percent compared to the state's 12.3 percent.

Females made up 51.3 Percent of Thurston County's population, slightly more than that of the state 50.2 percent.

Thurston County showed much less diversity in 2010 than the state in all racial/ethnic categories with whites making up 82.4 percent of its population compared to 77.3 percent of the state's population. There was 5.3 percent of the County's population reporting two or more races in 2010 compared to 4.7 percent at the state level. The county's population also had slightly more native Hawaiian and other Pacific Islanders 0.8 percent than the state 90.6 percent.

Most of Thurston County's residents age 25 and older 92.6 percent were high school graduates, which compares very favorably with 89.6 percent of Washington State's residents and 85 percent of U.S. residents over the period 2006 to 2010. Those with bachelor's degree or higher made up 31.6 percent of Thurston County residents age 25 and older compared to 31 percent of state residents and 27.9 percent of U.S. residents.

Grays Harbor County

Grays Harbor County's population was forecast to be 72,546 in 2011, up nearly 4,000 from the 2000 Census count of 67,194. That is 8 percent growth for the period slightly more than 50 percent of the state growth for the period at 15.9 percent.

The largest age category in Grays Harbor County's population is the 25 to 29 year-olds, which make up over 5,700 of the 2011 population forecast total. The next two largest groups are the 15 to 19 and 50 to 54 age groups, each accounting for just over 5,100 individuals.

Females made up 48.5 percent of the county's population compared to the state at 50.1 percent.

Grays Harbor is less diverse than the state or nation, according to the 2011 data, as nearly 81.1 percent of the populations are counted as white non-Hispanic.

The largest minority grouping in the county is the Hispanic or Latino grouping at 8.9 percent, while the American Indian/Alaska Native category accounted for 5.1 percent of the population in 2011.

In the county, 84.4 percent of persons age 25 or older were high school graduates, compared to 89.6 percent statewide. The numbers holding a Bachelor's degree or higher were much lower, at 14.5 percent compared to the states 31.0 percent.

Lewis County

The population for Lewis County grew faster than its rural county (Grays Harbor) to the west but slower than its more urban county (Thurston) to the north. Lewis County grew from 68,600 in 2000 to 75,455 in 2010 for a percentage change of 10 percent. This compares to a percentage change for the state of 14.1 percent for the same ten year period.

When compared to the state, the Lewis County population is somewhat older, although it is nearly the same in terms of the gender ratio. Far more residents identify themselves as white

when compared to the state, and all other groups except American Indians represent a lower proportion of the county population than the state as well.

Persons age 25 and older had lower high school graduation rates (84.9 percent) than the state (89.6 percent), and fewer held a Bachelor Degree or higher degrees (15 percent) compared to the state (31 percent) during the period of 2006-2010.

Mason County

The population for Mason County grew much faster than that of the state over the past decade, with the highest growth occurring in the years 2004 through 2008. It has since dropped off to less than 1 percent annually. The largest city is Shelton, population 9,866, with the balance of residents living in unincorporated areas.

Mason County is somewhat older than the statewide average, with fewer individuals under the age of 18, and more 65 and older. The county is much less diverse than the state in terms of race and ethnicity, with 88.8 percent white, and 1.3 percent black. Only American Indians and Alaskan Natives are more common here than in the state.

During the period of 2006-2010, 86.6 percent of persons age 25 and older were high school graduates, similar to the 98.6 percent rate for the state. However, only 17.9 percent held a Bachelor's degree or higher, compared with 31 percent for the state.

Pacific County

The population of Pacific County shrank slightly during the past decade, in contrast to overall growth statewide. The largest city is Raymond, with a population of 2,883, followed by South Bend (1,631) and Long Beach (1,393). The population for Pacific County in the year 2000 was 20,984. By 2010 the county's population had declined by 64 individuals to a total of 20,920 for a percentage change of -0.3 percent.

The population of Pacific County is considerably older than that of the state, as evidenced by the percentage in the 65 and older age group. The percentage for this age group in Pacific County is 25.3 percent over twice the percentage of Washington State at 12.3 percent. Females are less common in Pacific County than in the state overall at 49.8 percent compared to 50.2 percent for Washington State.

The county is much less diverse than the state in terms of race and ethnicity, with over 90 percent white and just 0.7 percent black. Only American Indians and Alaskan Native are more common here than in the state.

During the period of 2006-2010, 86.1 percent of persons age 25 and older were high school graduates, similar to the 89.6 percent rate for the state. However, only 16.8 percent held a Bachelor's degree or higher, compared with 31 percent for the state.

The planning implications from the information above suggests that additional efforts need to be made to ensure that more is done to prevent high school drop-out prevention, since four of our five counties are below the state average for high school completion. Also we must work

harder at dedicating more resources toward post-secondary education. Again four of our five counties are below state averages in receipt of Bachelor's degrees or higher.

County Summaries



Grays Harbor County Summary

The current economic status of Grays Harbor County reflects both significant challenges and renewed optimism. The Dec, 2012 unemployment rate was 12.4%, down from 14.4% in June of 2010. But workforce numbers show 1,600 fewer people working at the 12.4% rate than the higher rate of 14.4% in June of 2012. Over the last two and a half years a transition has taken place in the types of jobs and growth of certain sectors of the economy.

Industrial jobs have increased (450) with three mills opening under new ownership:

Cosmo Specialty Fibers	200 employees	Cosmopolis
Hoquiam Plywood	85 employees	Hoquiam
Harbor Paper	185 employees	Hoquiam

Economic conditions in Washington State and nationally have forced our small to medium sized businesses to become increasingly lean in their operations. The reduction of the Grays Harbor County workforce has occurred on an individual level in attempt to remain competitive in the business cycle. That is, not only are the mills reopening with a leaner workforce, but the small businesses that are persisting are doing so by cutting down their number of workers. This, along with the reduction in local and state government workforce, has adversely affected the area.

Opportunities for growth:

Grays Harbor is experiencing a significant sense of renewal. The Twin Harbors and Grays Harbor County are developing areas of competitive advantages. Our Port of Grays Harbor has experienced over 400% growth in the last four years. Much of this growth has been related to having the closest port on the west coast of North America to Asia, and because it has well-developed transportation networks to North America via rail and the only four-lane highway connecting the Pacific Coast to Interstate 5 north of San Francisco. This has led to significant private investment and job creation at the Port of Grays Harbor. In addition, East County with the Satsop Business Park a facility of the Port of Grays Harbor.

Wood Products and secondary uses of natural resources have also provided a path forward for the local economy. Development industries among clusters are providing competitive advantages and growth in historic roots of the area, and we are seeing closed-loop relationships between local companies. New companies such as Reed Composites are using resins produced by PanelTech, which are derived from liquor streams from companies like Cosmo Specialty Fibers. This closed loop-based business model builds on the area's competitive advantages.

East County in Grays Harbor County also provides an economic opportunity. The area is embracing a strategy of regionalism. This concept breaks down the local lines of designation, be they city or county, and builds on natural strengths of the area or labor shed. Over the last year and a half we have participated in regional recruitment projects. By partnering with other Counties and Cities, a new competitive advantage has been developed. Grays Harbor County's total population is 72,100, while East County has a 30-mile labor shed of 323,000 with 209,000 currently employed. In addition, one of the largest military bases in the United State is within the 30-mile radius. Exiting military personnel represent 35,000 highly trained workers and a great opportunity in our marketing of the region.

The economy of Grays Harbor is one of transition. There is a renewed sense of opportunity that has not existed for a very long time. But, this sense is tempered by the needs of the area and region and must be fostered and developed to reach the goals of the region.

Nonfarm total employment has not been above 23,000 in Grays Harbor since December 2008. Currently the total has been hanging around the 21,000 area with service-providing employment now accounting for the vast majority of those jobs.

In 2011, there were 22,372 jobs in Grays Harbor County covered by unemployment insurance, with a total payroll of over \$783 million.

The average annual wage in 2011 was \$35,001, below the state's average annual wage of \$50,264. The median hourly wage in 2010 was \$17.75, below the state's median hourly wage of \$21.01.

Personal income includes earned income, investment income and government payments such as Social Security and Veterans Payments. Investment income includes income imputed from pension funds and from owning a home. Per capita personal income equals total personal income divided by the resident population.

In 2010 Grays Harbor's per capita personal income was \$29,011, less than the state (\$41,589) and the nation (\$39,937).

According to the U.S. Census Bureau QuickFacts, the median household income was \$41,899 in the period 2006 to 2010. The county's median was less than that of the state (\$57,244) and the nation (\$51,914) during the same period.

Grays Harbor County's poverty rate of 16.1 percent was above the state rate of 12.1 percent and the nation's rate of 13.8 percent for the period of 2006 to 2010, according to the U.S. Census Bureau.

Grays Harbor County's population was forecast to be 72,546 in 2011, up nearly 4,400 from the 2000 Census count of 67,194. Of the population total, 28,555 were counted as living in unincorporated areas of the county. The largest city in Grays Harbor County is Aberdeen (16,870) followed by Hoquiam (8,650) and Ocean Shores (5,615). The fourth largest city in the county is Montesano with a population of 4,010.

A significant portion of Grays Harbor's economy is as a result of transfer payments. Transfer payments are retirement incomes, Social Security, Medicare/Medicaid, Veterans benefits and other retirement and fixed type incomes. In Grays Harbor Transfer Payments total \$736,836,000 in 2011. Of that \$249.1 million comes from Social Security, retirement, Disability, and \$287.4 million comes from Medicare, Medicaid. \$97.6 Million comes from Income Support, \$45.6 Million comes from Unemployment Insurance and \$22.6 Million comes from Veterans Benefits.

On a per capita basis that is \$10,157 for every man, woman and child in the county. The state average is \$7,196, and the U.S. average is \$7,443. Grays Harbor is 36% above the U.S. average per capita wage rate and 41% above the state average per capita average wage rate.

Lewis County Overview



The preliminary December 2012 unemployment rate for Lewis County is 12.1 percent up from November 2012 unemployment rate of 11.4 percent. These are both significantly lower than the December 2011 unemployment rate of 13.5 percent. The labor force has declined since December of 2011 from 30,240 to 29,930 in December of 2012 a reduction of 310 individuals. The number of individuals unemployed in the county has declined from 4,080 in December of 2011 to 3,620 in December of 2012 a reduction of 310 workers.

The following organizations are investing in new projects, businesses and/or expansions in Lewis County:

- Millard
- Cardinal Glass
- Norplex, Inc.
- Corsicana, Inc.
- Ritchie Bros Auctioneers
- Scott Industries, 2nd expansion
- Sound Wood
- Ezra Cox Distilling
- Silver State Armory
- Love's Truck Stop

Millard Industries is the major contractor, nationally, for Subway food stores. The Centralia Millard plant manufactures bread dough for the entire northwest Subway franchise. They maintain a test kitchen, and also act as a distribution facility for all vegetables for the sandwich shops. As with most new manufacturing facilities, Millard uses a good number of robotic devices in their processes.

Lewis County's location on the I-5 corridor between Seattle to the north and Portland to the south makes it an ideal location for warehousing facilities. Scot Industries doubled the size of their building at the Port of Centralia.

The Cardinal Glass plant in Chehalis expanded and more than quadrupled its payroll because the company has taken on tempering solar panels as a new business line. The process strengthens the panels, making them more durable.

Since its inception, the Lewis County Economic Development Council (EDC) has worked with over ninety firms that have located in Lewis County. The Lewis County EDC is actively involved in working to recruit new business and ensure the success of existing local businesses. These companies are responsible for providing over 2,300 jobs to the county. In addition, it has worked with over 250 local firms, helping them to expand or strengthen their operations. Finally, the EDC has worked with its many partners to solve transportation, utility, land use and regulatory issues. EDC partners include over 300 business members plus local government, education, and other community based groups.

Industry employment is down for the year between June 2011 and June 2012. The June 2012 number is 22,910 or 120 below the June 2011 total which lags behind the pre-recession numbers by several hundred. Currently the trade sector employs the greatest number of people (5,450) and government accounts for another 4,820. The natural resource dependent economy of the 80's may be gone, but manufacturing still accounts for a share of employment and wages at 3,020 jobs.

The county's average annual wage in 2011 was \$34,320. Within that average there were of course some highs and lows. The mining industry in the county came in the highest wages at \$49,125, followed by manufacturing at \$45,637. Service employment and specifically arts, entertainment and recreation lagged all industries as wages averaged \$10,597 in 2011.

The hourly wage in the county was \$17.57, which placed it below the statewide average of \$21.01.

Over the period 2006 to 2010, 13.3 percent of the county's population was living below the poverty level, compared with 12.1 percent for the state.

In Lewis County, 51 percent of the economy is based on employment wages and nearly a third is based on transfer payments. Transfer payments are retirement incomes, Social Security, Medicare/Medicaid, Veterans benefits and other retirement and fixed type incomes. In Lewis County the transfer payments totaled \$760 million dollars in 2011. Of that \$760 million, \$267.7 million comes from Social Security, retirement and disability payments and \$295 million comes from Medicare/Medicaid. On a per capita basis, that's \$9,980 per every man, woman and child in the county. The state average is \$7,196, and the U.S. average is \$7,443.

Compared to the U.S., Lewis County is 34 percent higher on a per capita basis. Breaking it down, it's 47 percent higher in Social Security/disability payments, 25 percent higher in Medicare/Medicaid, 38 percent higher in SSI/TANF/SNAP, 60 percent higher in unemployment compensation, 50 percent higher in Veterans' benefits. So pretty much across the board: more elderly, more in poverty, more unemployed, more disabled.

Mason County Overview



Mason County is also suffering from the recent recession. As of December 2012, the Mason County preliminary unemployment rate stands at 10.2 percent. This compares to a November 2012 unemployment rate of 11.4 percent. Mason County's unemployment rate from the year previously in December of 2011 stood at 10.9 percent. It has not, however, been as severe as that experienced by the other timber-dependent counties within the workforce development Area. Much of the timber land in Mason County is privately owned. It is important to note that **over 43 percent of Mason County's workforce commutes to other counties for employment.**

After decades of relatively fast growth between 1970 and 2000 the population growth in Mason County has slowed and has remained somewhat stagnant at approximately 61,000 for the past few years. Mason County is located in an area that is easily accessible to Olympia to the south, Bremerton to the north and Seattle/Tacoma to the east. The geographic location has attracted many people who are retired or who are willing to commute to employment centers to the north, south and east.

In the coming years the County anticipates continued, yet slow growth in its core industry sectors, manufacturing, shellfish, value-added forest products, and tourism. Industries within Mason County that are seeing significant growth, or are expected to emerge, include service and retail trade, engineered wood products, all areas of healthcare (including assisted care facilities), and shellfish production. Much of the new growth is coming from clam and mussel harvests. Support of these various business sectors is made possible through partnerships between the County, its regional **Economic Development Council, Washington State Community Economic Revitalization Board, Pacific Mountain Workforce Development Council**, business, government, and the community.

The **Squaxin Island Indian Tribe** is the largest employer in the county with 991 employees. Other government employment is generated through education. The county has seven public school districts, two Christian schools and a community college. The new Evergreen Elementary School in Shelton houses a bilingual program, with half of the instruction in English and half in Spanish that won a state award for outstanding efforts to promote and value diversity and multicultural education. Whites, with 41.9 percent of the student population, are a minority at the school.

Mason Transit is a leader in coordinated transportation services, including shared school/public transit services and volunteer driver training to support elders. This agency also makes use of the Road-to-Work education program in partnership with Mason County WorkSource to assist residents seeking training and jobs.

Mason County can be profiled in many ways. In order to more accurately target services and training opportunities, it is important to understand the demographic variations that impact the

county's labor market. The following data presents a picture of the population, types of occupations, and economic prosperity of Mason County. This information is presented through data that illuminates poverty rates, industry wages, and household income and by race/ethnicity.

The last 30 months of data has shown Mason County remaining in double digit unemployment, with the high being tallied in January 2010 at 13.2 percent and the low 10 percent in November of 2011. The labor force has remained fairly steady with the latest figures (June 2012 preliminary) showing 24,610 with 22,030 employed and 2,580 actively seeking work.

Industry employment in the county has managed to stay stable. There have not been any large gains, but the losses have remained minimal during the last couple of years.

The June 2012 preliminary total of 13,090 is 40 jobs ahead of June 2011. The largest employer within the Mason County economy remains government (5,480) and trade, transportation and utilities (1,900). The manufacturing industry in June accounted for 1,410 jobs. The 2012 June totals are fairly representative of what we have seen over the course of the last couple of years.

In 2010 women in Mason County held 52 percent of the jobs, with health care the most popular field, as 84 percent of health care jobs were filled by women. Other key dominated industries were finance at over 82 percent and professional, scientific and technical services at 77.6 percent.

Men were the main participants in construction at over 86 percent, manufacturing at 79 percent and agriculture pursuits at over 75 percent. The 45-54 age groups for both genders supplied the largest employment category in the county.

The county's annual wage in 2011 was \$34,006. Within that average there were of course some highs and lows. The government employment in the county paid the highest wages averaging \$42,536, followed by agriculture, forestry and fishing at \$41,088 and manufacturing at \$39,207. Service employment and specifically accommodation and food service lagged all industries as annual wages averaged \$16,540 in 2011.

The median hourly wage in the county was \$17.31, which placed it below the statewide figure of \$21.01.

During the period 2006-2010, the poverty rate in Mason County was 15.6 percent, compared to the state at 12.1 percent.

The population of Mason County grew much faster than that of the state over the last decade, with the highest growth occurring in the years 2004 through 2008. It has since dropped off to less than 1 percent annually. The largest city is Shelton, population 9,866, with the balance of the residents living in unincorporated areas. Between 2000 and 2010 Mason County's population grew from 49,405 to 60,699 an increase of 11,295 individuals. This resulted in a percentage change in population from 2000 to 2010 of 22.9 percent for Mason County compared to a 14.1 percent change in population for the State of Washington for the same period of time.

Mason County has a somewhat older than the statewide average, with fewer individuals under the age of 18, and more over the age of 65 and older. The county is much less diverse than the state in terms of race and ethnicity, with 88.8 percent white, and 1.3 percent black. Only American Indians and Alaska Natives are more common here than in the state.

Transfer Payments for Mason County are the second lowest in the five county region but still represents a significant economic factor for the county. Transfer Payments are retirement incomes, Social Security, Medicare/Medicaid, Veterans Benefits and other retirement and other fixed type incomes. In Mason County Transfer Payments total \$563,706,000. Of that, \$217.9 Million are Social Security, Retirement, Disability, \$208.4 Million are Medicare/Medicaid, \$59.3 Million are Income Support, \$45.6 Million are Unemployment Insurance, \$22.6 Million are Veterans Benefits.

On a per capita basis that's \$9,238 for every man, woman and child in Mason County. The state average is \$7,196, and the U.S. average is \$7,443. Mason County is 24% above the U.S. average per capita wage and 28% above the state average per capita wage.

2012 TOP 50 MASON COUNTY EMPLOYERS

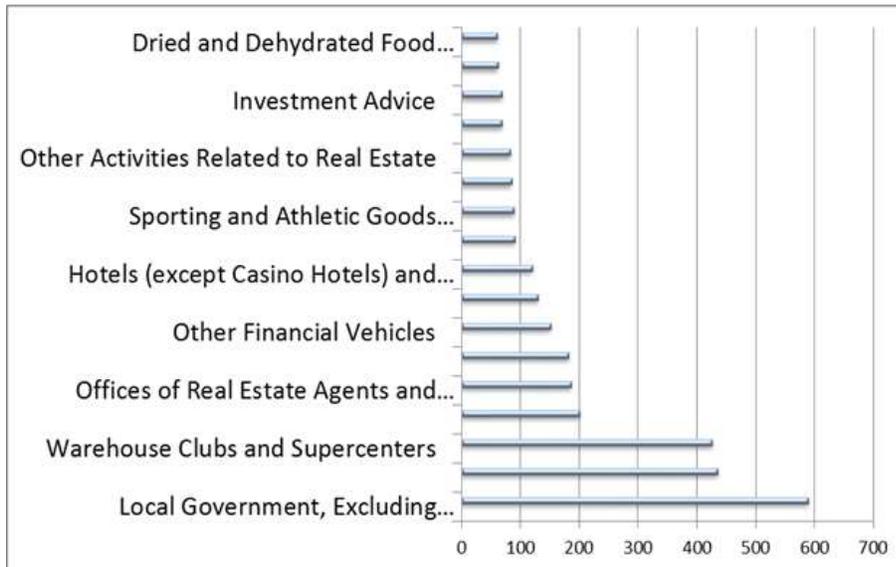
	EMPLOYER	SECTOR	2011	2012	DIF
1	Little Creek Casino Hotel	Gambling establishment & hotel	726	726	0
2	Washington Corrections Center	Correctional	642	647	5
3	Shelton School District	Educational facility	623	600	-23
4	Mason General Hospital	Medical facility	558	540	-18
5	N. Mason School District	Educational	351	351	0
6	Wal-Mart	Retail store	338	343	5
7	Taylor Shellfish, Inc.	Shellfish	325	325	0
8	Mason County	Government	360	320	-40
9	Squaxin Indian Tribe	Tribal facility	278	265	-13
10	Simpson Lumber Company	Lumber	284	260	-24
11	Olympic Panel Products	Plywood, veneer	255	250	-5
12	Island Enterprises (inc. subsid)	Tribal companies	185	185	0
13	Fir Lane Health & Rehab.	Care provider	153	153	0
14	Alderbrook Inn	Resort	125	125	0
15	Skokomish Indian Tribe	Tribal facility	123	125	2
16	Mason County PUD No. 3	Utilities	114	116	2
17	Fred Meyer Marketplace	Groceries	110	115	5

	EMPLOYER	SECTOR	2011	2012	DIF
18	Safeway	Groceries	112	112	0
19	Alpine Way Retirement	Care provider	106	106	0
20	Green Diamond Resource Co.	Lumber	105	106	1
21	Pioneer School District	Educational	98	105	7
22	City of Shelton	Government	107	95	-12
23	Exceptional Foresters, Inc.	Recycling	92	89	-3
24	Our Community Credit Union	Credit Union	85	87	2
25	Welco - Skookum Lumber Co.	Lumber	85	85	0
26	QFC	Groceries	60	83	23
27	Manson Transit	Transportation	87	79	-8
28	Peninsula Credit Union	Credit Union	84	75	-9
29	Shelton Health & Rehab.	Care provider	85	74	-11
30	Stretch Island Fruit	Fruit leather	72	72	0
31	Manke Lumber Company	Logging & trucking	66	70	4
32	Catholic Community Services	Care provider	65	65	0
33	Washington DSHS	Social services	59	59	0
34	Lucky Dog Casino	Gambling establishment	50	56	6
35	Hood Canal School District	Educational	54	55	1
36	Techwood	Wood products	49	54	5
37	Sims Vibration Laboratory	Vibration control	65	45	-20
	EMPOYER	SECTOR	2011	2012	DIF
38	Gillis Auto Center	Auto sales & repair	44	44	0
39	Belco Forest Products	Lumber	50	40	-10
40	Shelton Post Office	Communications	38	39	1
41	Brady Trucking	Trucking	44	35	-9
42	Mary M. Knight School	Educational	38	34	-4
43	Timberland Regional Library	Library facility	30	34	4
44	Continental Floral	Floral evergreens	27	32	5
45	Hood Canal Communications	Telecommunications	31	32	1
46	Lumbermen's	Hardware	45	32	-13

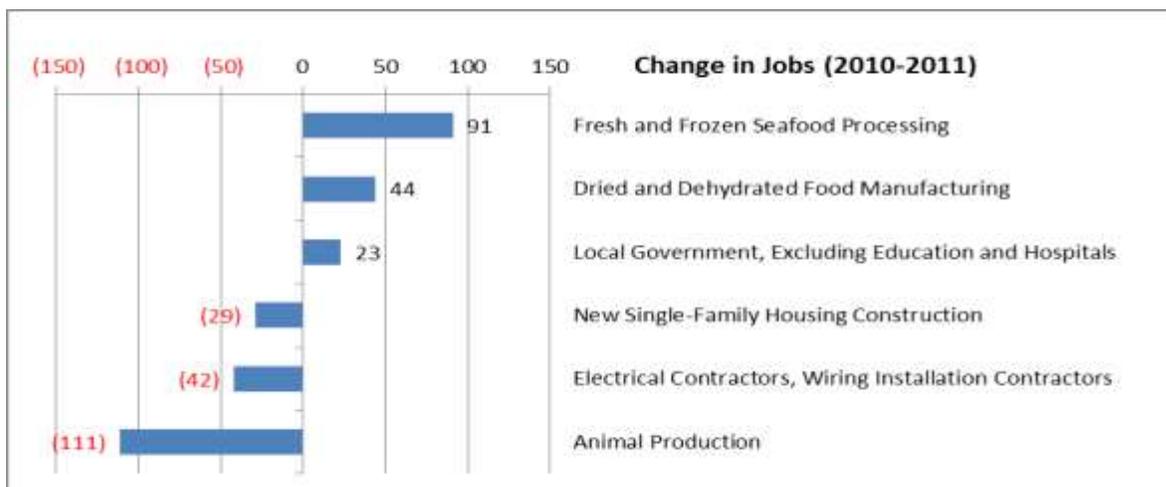
	EMPLOYER	SECTOR	2011	2012	DIF
47	Maple Glen Assisted Living	Care provider	29	32	3
48	Hiawatha Corporation	Floral evergreens	37	31	-6
49	Grapeview School District	Educational	40	30	-10
50	Olympia Oyster Co.	Shellfish	33	30	-3

Bold numbers denote 2011 number

Growing Industries 2001 – 2011



Growing, Declining Industries



Pacific County Summary



Pacific County Overview — Economic conditions in Pacific County have seen a slight uptake in the past year. The area has long been dependent on a natural resource base for the strength of its economy and employment and that base was significantly eroded through the 1990's and saw declines as a result of the “Great Depression”. Restructuring and modernization of the timber industry coupled with environmental concerns and mandated protection of endangered species has caused serious cutbacks in employment. Commercial fishing is a significant component of the local economy along with fish processing, fruit growing, logging and tourism. More than 80 percent of the county is non-federal timberland. Since 1990 Pacific County and, in particular, the Willapa Harbor local economy has been in a state of redefining their economic base:

- Economic activity in the region remains heavily dependent on Willapa's natural resource based wealth.
- After steady growth through most of the early 2000's, taxable sales took a hit as a result of the Great Recession. Fortunately, for most jurisdictions, the decline has slowed or ended as of 2011.
- Over 25% of the jobs in Pacific County are in government, followed closely by manufacturing (23%) and retail trades (23%).

Per Capita income lags behind the statewide average. Income rose modestly, but consistently over the past decade, but dropped dramatically in 2010, but did not plummet as severely as the state on average.

The cost of living has stabilized, but is still greater than the standard increase in wages.

Much of the County's economy and employment is seasonal. Therefore, the size of many companies may vary greatly throughout the year. This seasonal employment cycle has a substantial impact on the county's economic vitality. Efforts are underway to diversify the economic base of Pacific County. The local Economic Development Council and the Chamber of Commerce are focusing their efforts and attention on business retention. In addition, tourism is being encouraged as an excellent provider of jobs. Expansion in the trade and services sectors is continuing. Pacific County's natural resource based industries; lumber and wood products, seafood processing and cranberries, continue to be the economic mainstay of the area. While these industries have declined over the years, they continue to be the major employers providing year-round jobs. The wood products sector has seen additional declines with lay-offs at the Weyerhaeuser Company facility and JK Forest Products in Raymond.

As the major shellfish production and processing center on the Washington coast, Pacific County's economy includes a substantial marine resources component. Dungeness crab,

albacore tuna, and bottom-fish production are the major components of the commercial fishery, generating over \$25 million in personal income, and over 1000 jobs to the county's economy. Many fishermen also participate in the distant water fisheries in Alaska, adding an additional \$21 million in county personal income contributions. Another blow to the commercial fishing industry has been the recent recommendation by the Pacific Fishery Management Council to "cut the Pacific Northwest whiting harvest for 2009 by 42 percent. The Council has cited a drastic drop off in spawning. This announcement may cut into the seasonal job market at Westport where much of the fish is processed. [1]

Recognizing the need to address workforce issues, the Economic Development Council, community colleges and Workforce Development Council invested in a 5-county industry cluster study to identify gap opportunities and skilled labor shortages in the wood products, food manufacturing and other industries. With the increase in available timber and technological advances in the milling process, a more highly skilled workforce is needed. This shortage of a technically skilled labor force is having a negative impact on all aspects of the manufacturing sector in Pacific County. Industry partners are exploring ways to address these shortages and explore opportunities for industry expansion. To promote local economic development, Pacific County and its cities rely upon regional organizations. Sector development efforts continue. The Pacific County EDC over the past four years has secured funding to identify industrial land's needs, identify industrial land opportunities, complete a Commercial-Service Economic Opportunity Analysis to identify local commercial-services expansion and recruitment opportunity and develop a strategic marketing plan to increase visibility and opportunities. Pacific County EDC and Grays Harbor College continue to collaborate on meeting the needs to provide educational opportunities in hospitality and entrepreneurial employees. The cities and the ports continue to improve their infrastructures with street improvements, sewer upgrades and dredging to meet residential and business needs. The Public Utilities District continues to expand fiber into the county providing many businesses with high-speed communication access. New investments into the cities and county exceeded \$12 million.

There is growing evidence that Pacific County has improved its economic base through development of its infrastructure. Between 2001 and 2004, the local hospitals and the Port of Ilwaco expanded (see completed development projects chart). The City of Ilwaco was once a booming fishing community, but the downturn of the fishing industry in the 1990's devastated Port revenues. In order to survive, the Port developed an Economic Development Strategy to create a thriving boat repair yard and investment continues today. This development plan was threatened by the Department of Ecology's regulations regarding existing toxins. Toxic paints were being washed into the bay from the boatyard's pressure wash system. Following discussions with the DOE, the Forest Service has provided funding for a closed loop system that filters the water. The Cities of Raymond and South Bend invested approximately \$30 million dollars in a regional waste water treatment plant to increase the infrastructure capacity for both cities to accommodate today's and future growth needs. The expansion of services, organizations and industries throughout the county has provided increased economic growth and employment opportunities in Pacific County.

Completed Expansion and Development Projects:

- Cities of Raymond and South Bend \$30 Million
- Port of Willapa Harbor Ongoing Improvements
- Port of Peninsula Ongoing Improvements
- Port of Ilwaco Ongoing Improvements
- Northern Oyster \$250,000
- City of South Bend \$1.5 Million

Labor Force and Unemployment

The preliminary December 2012 unemployment rate for the county is 12.1 percent. This compares to a November 2012 unemployment rate of 11.4 percent and a December 2011 unemployment rate of 11.9 percent.

The civilian labor force for Pacific County in December 2012 (Preliminary) stands at 8,590 individuals. This compares to a labor force of 8,690 in December 2011. This represents a reduction on 100 individuals over the course of calendar year 2012. The only layoffs significant lay-off in Pacific County included:

Company	Lay-offs
Weyerhaeuser – Raymond	50
Total	50

Household and Family Income

The county's average annual wage in 2011 was \$30,574. While that average was fairly similar among industries, there were differences. In 2011 the industry paying the highest wages was government, at \$43,563, followed by finance, insurance and real estate at \$36,616 and agriculture, forestry and fishing at \$32,736. The lowest annual average wage was in the service sector where accommodation and food service wages averaged \$13,525.

The median average hourly wage in the county lagged the statewide wage nearly \$5.00 dollars an hour. The Pacific County median average hourly wage was \$16.03 as compared to the state's \$21.01.

During the period of 2006-2010, the poverty rate for Pacific County was 16.8 percent, compared to the state at 12.1 percent.

Transfer Payments

Pacific County being the smallest of our five counties as far as population it has the least overall impact as far as Transfer payments are concerned but the largest as far as a per capita basis. Transfer Payments are retirement incomes, Social Security, Medicare/Medicaid, Veterans Benefits and other retirement and fixed type incomes. In Pacific County the Transfer Payments total \$242,113,000. Of that \$99.1 Million comes from Social Security, retirement, disability. An additional \$93.6 Million comes from Medicare/Medicaid, \$25.5 Million comes from income support, and 8.2 million comes from Veterans Benefits.

On a per capita basis, that's \$11,568 for every man, woman and child living in Pacific County. The state average is \$7,196 and the U.S. average is \$7,443. Pacific County is 55% above the U.S. per capita average wage rate and 61% above the state average per capita average wage rate.

Industry Detail

Nonfarm employment in the county is dominated by service-producing jobs. As of June 2012 that category accounted for 4,240 of the total 5,470 nonfarm jobs in the county. In the goods-producing sector, manufacturing provides the bulk of employment, while the service sector employment is led by government jobs.

The county increase in nonfarm employment continues to lag pre-recession totals.

Women held more jobs in the county with finance and insurance, health care and social assistance and professional and scientific jobs. These were areas where women far outpaced men in employment. Men held more jobs in mining, construction and transportation, and warehousing. The 45-54 age group is the largest employed category in the county.

Pacific County Industry Clusters

- Electronics/Computers
- Wood Products

Industry Sectors

NAICS Sector	Estab.	Employees
Agriculture, Forestry, Fishing and Hunting	108	569
Mining	3	45
Utilities	*	*
Construction	80	242
Manufacturing	35	853
Wholesale Trade	18	29
Retail Trade	100	602
Transportation and Warehousing	18	43
Information	7	44
Finance and Insurance	21	182
Real Estate and Rental and Leasing	22	73
Services	31	83
Federal Government	6	71
State Government	17	287
Local Government	28	1,554
Not Elsewhere Classified	3	16

Source: Covered Employment & Wage Data, Annual Average 2007

Washington State Employment Security Department www.workforceexplorer.com

* Not shown to avoid disclosure of data for individual employer.

Pacific County Top Manufacturing Companies

Company	City	Employees	Product/ Service
Bell Buoy Crab Company	Chinook	40	Marine

Top Financing/Insurance/Real Estate Companies

Company	City	Employees	Product/ Service
Lighthouse Realty	Long Beach	21	Real Estate
Powell & Seiler	South Bend	13	Accounting
Security State Bank	Raymond	27	Banking
Craft3	Ilwaco	25	Finance

Top Companies (All Sectors)			
Company	City	Employees	Product/ Service
Coast Seafoods	South Bend	140	Marine
Dennis Company	Raymond	49	Retail
Jessie's Ilwaco Fish	Ilwaco	120	Marine
Naselle Youth Camp	Naselle	115	Judicial Service
Ocean Beach Hospital	Ilwaco	145	Healthcare
Pacific County	South Bend	173	Government
Raymond School District	Raymond	95	Education
South Bend School District	South Bend	91	Education
Weyerhaeuser Company	Raymond	158	Forest Products
Willapa Harbor Hospital	South Bend	120	Healthcare
Source: Pacific County EDC 2012			

Thurston County Overview



State government will likely remain the primary employer in Thurston County. This sector generates an abundance of jobs and with above average incomes. In fact, one of the strong areas of business activity centers on the government’s legislative process. Government accounts for nearly 45 percent of the county workforce within both the private and the public sectors. This impact ripples far beyond the confines of the capitol campus. Government workers and their families are largely responsible for generating the consumer demand that has promoted correspondingly strong growth in the county's retail and service sectors.

The December 2012 preliminary unemployment rate for Thurston County was 7.4 percent, the lowest in the workforce development area. This compares to 8.0 percent unemployment in December 2011. The December 2012 detail shows 120,300 county residents at work as 9,570 actively pursued job opportunities. As of December 2012, the statewide unemployment rate has grown to 7.7 percent.

Thurston County continues to be insulated from the high unemployment rates due to state and local government employment. This is not to say that Thurston County is immune to impacts resulting from the recession. State employment projections have estimated that up to 9,000

state workers will lose their jobs over the next biennium. Thurston County, as well as other municipalities will continue to downsize their workforce due to budget shortfalls.

State government is the largest source of employment in Thurston County accounting for over 21,209 full and part-time jobs. State worksites have experienced consolidations and shifts in location over the past several years. Between 1989 and 2009, Washington State employed around 16 employees per 1,000 people. This number decreased to 15.6 employees per 1,000 people in the 2009-2011 biennium and declined further in the 2011-2013 biennium. According to the current state budget, the state expects to employ 15.0 employees per 1,000 people between 2011 and 2013.

Most of the state employment in Thurston County is housed in Olympia. However, the proportion of the overall employment housed within the city decreased between 1998 and 2008, with the increase in state employment in areas such as Tumwater. In 1998, 66 percent of the state workers employed in Thurston County had offices in Olympia, but in 2008, only 50 percent of these people worked in the capital city. Over this same period, Tumwater's share of state employment increased from 17 to 32 percent of the total state employees. The proportion of the state employees in the various jurisdictions has continued to shift over the last four years with the additional movement and consolidation of state offices.

These changes in siting for the largest employer in the region result in mobility impacts for many employees and potential employees. State agency worksites located on the Capitol Campus and other areas in the urban core enjoy a high level of transit frequency. These areas are also supported by multi-modal facilities, such as sidewalks and bike lanes, broadening mobility options. When state employment chooses to move to the fringes of the urban cores; transit frequency and multi-modal amenities will decrease. Local government, including school districts, is the second largest employer. The same transportation issues that arise from siting of state employment away from the urban core apply to the remote placement of school districts.

The November 2012 edition of the Thurston County Profile published by the Thurston Regional Planning Council notes that, "In addition to state government, local and tribal governments and public school districts are also major employers in the county.

Tribal Employment

The economy of the Chehalis Reservation is reliant on tribal government and the enterprises operated by the Chehalis Tribe. The Chehalis Tribe is one of the top ten employers in Thurston County and has 1,575 employees.

Businesses operated by the tribe include:

- Great Wolf Lodge, a 399- room hotel with a 50,000 square-foot indoor water park and 30,000 square-foot convention center that employees 571 people.
- Lucky Eagle Casino, a 104,000 square-foot gaming facility with a bingo/entertainment center, Class II and Class III gaming, and four restaurants, employing 632 people.

- End of Trail Stores, three convenience stores operated by the tribe. End of the Trail I is a small store adjacent to the tribal center; End of the Trail II is a mini-mart with a gas station; and End of the Trail III is a mini-mart with a gas station and CFI truck fueling station. Together, these stores employ 37 people.
- Chehalis Tribal Construction, a general contractor with sixteen employees.

Of those employed by the Chehalis Tribe, including tribal enterprises, approximately 15 percent are Native American. The Chehalis tribal administration has the highest proportion of American Indian employees with approximately 50 percent being native to the country.

As one of the largest employers in the surrounding area, the Chehalis tribe is the primary employer of both the Chehalis tribe members and non-tribe members living on or in close proximity to the Chehalis Reservation. Employment opportunities adjacent to the reservation are scarce due to the small size of the nearby communities of Oakville and Rochester and the closest significant employment centers are in the larger communities of Centralia, Olympia and Aberdeen, 15 to 45 mile away.

The Nisqually Tribe is also a major employer for the region, with around 900 workers. The tribe employs approximately 225 people in tribal government and community services, and 675 individuals at the Red Wind Casino, which was expanded in December of 2004.

It is also important to recognize the role small businesses play in the County. When taking a look at the County as a whole, 9 firms (including state departments) employ over 1,000 workers each, accounting for 15 percent of employment in the County. The majority of firms, 78 percent, employ less than 10 workers, accounting for 14 percent of the workforce.¹

The largest private employer is **Providence St. Peter Hospital**, employing and estimated 2,400 workers. **Group Health Cooperative** and the **Columbia Capital Medical Center** are also among the top ten employers in Thurston County. Although these facilities are located

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1. In 2005 the Base Realignment and Closure Commission made recommendations to Congress on base closures and consolidations. McChord Air Force Base and Fort Lewis were among the bases slated for realignment. In January 2010, Joint Base Lewis McChord is scheduled to begin formal operations. According to the 446th Airlift Wing Public Affairs Office, "In 2010, Joint Base Lewis-McChord will support 101,000 military personnel, 14,500 civilian and contract workers, cover 414,000 acres, and hold 22,842,000 square feet of work facilities."¹ Additionally, the **Navy**, **National Guard** and **Coast Guard** all have military bases within commuting distance. From 2007 to 2010, the number of resident active duty military personnel who lived in Thurston County increased from 2,479 individuals to 3,556 individuals. Many of these personnel are stationed at Joint Base Lewis McChord. Many military families choose to make their homes in Thurston County. While husbands and wives are serving at Fort Lewis their families including spouses and older children contribute to the local economy both as civilian employees and consumers of services and products.

lose to urban centers and have decent transit service, the 24/7 operations supports the need for commuting alternatives.

Not only is state government an important employer in Thurston County, there are also an abundance of local, regional and federal employers located in Thurston County. **Fort Lewis**, home of the **Army's I Corps**, is located just minutes north of Thurston County and is the most requested assignment of active duty members.

The Thurston County Regional Planning Council as part of the regional population forecast, project a 64,100 person increase in the resident civilian labor force in Thurston County between 2010 and 2040. New jobs needed to accommodate this labor force are predominately expected to be located in Thurston County. Projections estimate that the county will see an increase in 71,200 jobs (or 55 percent) over the 30 year period.

Some of these jobs will be filled by residents working multiple jobs, while others will be filled by individuals from other counties. Residents will also continue to commute elsewhere for work. Thurston County presently has more people commuting out of the county than commuting into the county every day, and this trend results in a net outbound commute factor for the labor force projections.

Outbound commuters are people who live in Thurston County and work in a different county. **Inbound commuters** work in Thurston County and live in a different county. Visit www.trpc.org to learn more about the 2010 I-5 Traffic Study. In 2010, commute trips represented 20 percent of the overall daily traffic in the metropolitan areas of Thurston County, according to an Interstate 5 traffic study conducted by Thurston Regional Planning Council (TRPC).

Census 2000 data and 2006-2008 ACS data on county-to- county commute flows indicate that these commuters are not only the result of trips within Thurston County, but also outbound and inbound commute trips.

In 1980, 19 percent of the total working residents of Thurston County commuted to employment outside the county. In the three year average between 2006 and 2008, the share of outbound commuters increased to 26 percent of the county's total working residents.

Inbound commuters grew during this period as well. In 1980, inbound commuters made up 11 percent of the total workers with jobs in Thurston County. Between 2006 and 2008, the average proportion of workers that lived outside the county and held jobs in Thurston County grew to 18 percent.

As a share of total commuters, the percentage of those that drove alone dropped slightly between 1990 and the five-year average from 2006-2010 (from 79 percent to 77 percent). The share of commuters who carpooled decreased slightly, from 12.1 percent to 11.7 percent. Those using public transportation grew from 1.4 percent to 3.3 percent.

Thurston County has been one of the fastest-growing counties in the state since the 1960s, consistently exceeding the state's overall rate of growth. In the 1990s, the county grew at a rate

of 2.5 percent annually and this growth added more than 46,000 new residents. This growth rate slowed in the in the early 2000s, picked up in the middle of the decade, and declined in 2010, creating an overall average annual growth rate of 2.0 percent for the decade. The county had a population of 252,264 people in 2010. The County provides excellent educational opportunities and access to transportation corridors. These factors make Thurston County a top choice for those looking to relocate their families and businesses.

The Port of Olympia is a municipal corporation and a special purpose district that has fostered the region's economic growth since its creation. Viewing commercial marine transportation as vital to the health of the local economy and desiring to keep the waterfront in public ownership, the citizens of Thurston County approved formation of the countywide Port District by vote on Nov. 7, 1922. The Port is governed by three elected Commissioners. It is currently one of 75 port authorities in the State of Washington.

The Port of Olympia's comprehensive planning process in the early 1990s resulted in economic objectives that reflect the diversity of the Port's interests. Objectives identified in the plan related to the shipping terminal, the Olympia Regional Airport, Swantown Marina and Boatworks, and industrial and commercial property development. The Port has achieved the goals identified in 1995 and is working on an updated strategic plan for the 2013-2025 timeframe.

Economic Impact

The Port of Olympia conducts an economic impact study every five years. The study is one of several measures the Port uses to evaluate its recent performance. The 2009 Economic Impact Study identified the following economic benefits associated with the Port of Olympia:

- 7,249 total direct, induced and indirect jobs;
- \$350.7 million in total wages;
- \$1.1 billion in revenue was generated by local businesses;
- \$439.7 million in local purchases;
- \$31.2 million of state and local tax revenue;
- 83% of the direct jobs are held by residents of Thurston County; and
- \$10.2 million invested by the Port in fixed assets and infrastructure during and despite the economic conditions existing in 2009.

Environmental Stewardship

The Port of Olympia strives to develop, operate and maintain facilities in an environmentally responsible and sustainable manner while adhering to the Port's overall mission of providing economic benefits to the citizens of Thurston County. The Port's environmental programs include:

- Using best available management practices and continually striving to improve our marine terminal storm water management program ;
- Incorporation of sustainable practices, such as recycling of materials and energy and water conservation, into Port operations;
- Partnerships with our tenants to improve environmental practices at the Port; and

- Remediation of historic industrial contamination to benefit the environment, facilitate redevelopment and improve cargo efficiency.

Environmental stewardship is an essential component of the Port of Olympia's economic vitality. By cleaning up legacy pollution, the Port has revitalized areas on or near Olympia's downtown waterfront that have never before been open for public use. Cleaning up these areas returns them to productive or public use, and creates opportunities for new public and private investments that bring jobs and help stimulate Thurston County's economy.

In addition to caring for the environment, the Port is protecting view corridors and public access to the downtown waterfront. In fact, seventy percent of the Port peninsula waterfront is accessible to the public. The Peninsula Trail and its pocket parks, Swantown picnic areas, East Bay Public Plaza and Port Plaza are amenities extensively used by residents and visitors alike and are exactly the kind of uses that were envisioned by the citizens who participated in the Port of Olympia's planning process in the 1990s.

Two words best describe the business climate found in Thurston County's economy: Emerging Opportunity. In part, this is due to the county's strategic location at the mid-point between the major metropolitan areas of the central Puget Sound to the north, and Portland, Oregon to the south. Within the last three years, the Puget Sound region has awakened to the incredible opportunity in Thurston County. The county's infrastructure provides services and access throughout the entire state, and ultimately the west coast of the United States. Our region's major north-south artery, Interstate 5, traverses the entire county offering access points to vibrant communities, emerging industrial and commercial business parks, and access to the state's major recreational opportunities.

As the recession struck the northwest in the late 2000s, Thurston County's economy was not immune. As the national and state economy hit the reset button, Thurston County's economy reacted in similar fashion. The Thurston County Economic Development Council's Economic Vitality Index (EVI), created in 2008 to track the performance of the local economy chronicled the slowing of the economy. The EVI tracked the declines felt in the retail sector, housing markets (coincident with the construction labor markets), and the manufacturing sector. A central component of the EVI was the polling of consumers and major employers and opinion leaders. These opinion polls detail the sentiment and elastic elements of the local economy. The 2012 EVI performance provides a glimpse into the pulling upwards on the local economy. The separate polling of consumers and CEOs alike, are both trending upwards into positive sentiments. These mirror the performance of the unemployment and employment rates, the influx of newer employers and the expansion of employers in the region. While there are still choppy and unclear indicators of state and regional economic performance, the Thurston County opportunities are clearly marked for new investments to be made by retailers, manufacturers and residential real estate.

Thurston County has experienced growth in its population, skilled workforce and economic development. Thurston County's workforce has grown to 136,730 as of February 2009. This compares to a 2004 workforce of 120,592 jobs and a February 2008 workforce of 131,290. This is a 9.6 percent increase in the workforce in one year.

In the last several years, the county has noticed a dramatic shift in the regional diversification of its workforce. Professional services rank as one of the leading components of the county's industry. These services incorporate technical Internet and web design firms, and legal and consultant companies. Other strong elements include:

- Warehouse and distribution businesses taking advantage of the excellent transportation links
- Medical services providing emergency and maintenance health care for the surrounding five-county region
- Traditional manufacturing captures a significant piece of their specific global market
- An emerging life sciences community growing in the region within the last five years

Labor force projections, completed by the **Thurston Regional Planning Council** as a part of the regional population forecast, project an increase in the resident civilian labor force in Thurston County of 57 percent between 2005 and 2030. A portion of the employment needed to accommodate this increase is expected to be in Thurston County, with a projected 52 percent increase in the number of local jobs available during this 25 year period. It is also anticipated that the trend in net outbound commuters will continue during this time.

The manufacturing sector has been in decline in recent years and currently represents less than 3.5 % of the Thurston County workforce.

One advantage that Thurston County retains, however, is a comprehensive education system. No other county in the South Puget Sound region can match the primary, secondary and post-secondary system available for talent development currently operating in Thurston County. Though a fair degree of labor will continue to be mobile, the local presence of a skilled and educated labor force reduces the cost of doing business. As noted prior, Thurston County is blessed with the location of three higher education institutions – The Evergreen State College (public 4-year), Saint Martin's University (private 4-year), and South Puget Sound Community College (public 2-year). The county is also home to New Market Skills Center which provides cutting edge programs for the high school programs in ten school districts within the Pacific Mountain WDC region – located in Tumwater – thus affording the county with immediate access for its students to explore educational opportunities within the context of their home community

Compared to other regions in the state, Olympia and Thurston County are home to a relatively small number of technology companies. To attract these high wage industries, economic development officials promoted the area's telecommunication infrastructure, low property price, and educated workforce.

The health of Thurston County's economy is reflected in part by the success of these businesses:

- **Calisons Mint** located their corporate headquarters and plant consolidation facility in the Hawks Prairie area of Lacey. This represents an estimated investment of \$24 million.
- **Target** will construct a 328,000 foot expansion to their existing warehouse.
- **Lumbermans** has located their division headquarters in the Hawks Prairie area.

- A new retail development on Marvin Road produced over 2 million square feet of retail space including a Home Depot and Costco store – vacancy rates within this district are very low and are projected to remain such.
- **South Puget Sound Community College** has capital construction projects underway with a 62,000 square foot facility to house Humanities and General Education programs.
- **Providence St. Peter Hospital** completed a new emergency facility as well as a 100,000 square foot expansion of the hospital.
- **Cabela's** built and opened a 185,000 square foot retail facility in Lacey.
- **Red Wing Casino** has renovated its facilities for \$31 million.
- The **Westfield Shopping town/Capitol Mall** has undergone expansion.
- **State Government** has invested \$35+ million in Office Buildings totaling 60,000 square feet.
- In 2008 the **Chehalis Tribe** and **Great Wolf Resort** joined together to build a new \$100 million hotel in Grand Mound that features an indoor waterpark and conference center.
- **Olympia Orthopedic Associates**, has constructed and is now occupying a new state-of-the-art surgery center and patient clinic of over 50,000 square feet.
- **Harbor Wholesale**, has developed a 250,000 square foot distribution center from which the company services their territory stretching from Skagit County in northern Washington south to central Oregon.
- **Trader Joe's Distribution Center**, has constructed a 500,000 square foot major facility provide distribution of goods to their regional retail store chain in Washington State.
- **Valley Freightliner, Inc.** has recently purchased and has developed a regional facility that provides maintenance, repair and sales of Freightliner line of products and vehicles. This facility represents over 75 new employment opportunities for the region, but more importantly provides a valuable service to the distribution and logistics companies that call Thurston County and the South Puget Sound region home.

These, in addition to many other office and retail developments and expansions, indicate that business is improving in Thurston County. The entire county is transforming as it continues to grow and communities develop. While undergoing this change, each of the communities has proactively managed growth to ensure and maintain an excellent place to work and live. Thurston County is the Pacific Mountain Workforce Development Area's most significant benefactor with its vital, growing and diverse economic infrastructure. Through the past decade Thurston County has continued to create a stabilizing influence and employment opportunities in a region where other counties and communities have been experiencing high rates of unemployment.

Transfer Payments

Thurston County, the largest as far as population within our region has the most significant impact as far as Transfer Payments in fact a nearly multi-billion dollar impact. Transfer Payments are retirement incomes, Social Security, Medicare/Medicaid, Veterans benefits and other retirement and fixed type incomes. In Thurston County the Transfer Payments total \$1,939,724,000. Of that \$735.6 million come from Social Security, retirement, and disability

payments and \$631.3 million come from Medicare/Medicaid. \$192.8 million comes from income support and \$119.6 million comes from Unemployment Insurance. Veterans Benefits account for \$144.2 million of the Transfer Payments.

On a per capita basis that's \$7,560 for every man, woman and child residing in Thurston County. The state per capita average is \$7,196 and the U.S. per capita average is \$7,443. Thurston County is 2% above the U.S average per capita wage rate and 5% above the state per capita average wage rate.

WORKFORCE DEVELOPMENT SYSTEM TODAY

Community Colleges

The Pacific Mountain Workforce Development Area (PMWDA) is fortunate to have four excellent community colleges within its boundaries. They are: **South Puget Sound Community College** in Olympia, **Centralia College** in Centralia, **Grays Harbor College** in Aberdeen, and **Olympic College** (Bremerton) operating a satellite campus in Shelton.

These institutions offer courses in a wide variety of professional-technical programs in occupations ranging from agriculture and renewable resources, business, marketing, education, engineering, allied health occupations; hospitality; construction, welding, information technology; automotive and heavy diesel mechanic training; and criminal justice. Education programs for first-responders in specialties such as emergency dispatch and fire science are also offered.

Additionally, the community colleges offer Adult Basic Education, English as a Second Language, and GED preparation courses to enable students to successfully transition into professional technical training programs. During the 2004-2005 academic year, over 1,620 individuals were enrolled in ABE/ESL/GED classes. Integrated Basic Education and Skill Training (IBEST) programs are also in innovation of Washington's community and technical college system. With IBEST students have the benefit of two teachers. They receive instruction from a professional in the technical field of study coupled with basic skills instruction in English, reading and math.

Federal funds made available through the **Carl D. Perkins Vocational Education Act** are intended "to make the United States more competitive in the world economy by developing more fully the academic and occupational skills of all segments of the population". During PY2008 – 2009, \$640,824 was granted to the PMWDA community colleges to help students obtain skills and competencies needed to work in today's technologically advanced society. Some of the college activities utilizing Perkins funding include design of a "bridge" program to transition basic skills students into professional technical education programs and refreshing computer labs to enable students to train on the same type of equipment they might encounter in the workplace

Secondary Vocational Education

We have a very strong program of secondary vocational education in the five-county PMWDA. Our high schools are committed to improving transitions to beyond the high school experience through such programs as **Running Start** and **Tech Prep**. The **Running Start Program** allows eleventh and twelfth grade high school students to take college courses free of charge at any of the 34 state community and technical colleges and selected four-year institutions. **Tech Prep** provides occupational pathways for students by preparing them for technologically advanced careers and postsecondary education by emphasizing strong academic, technical, problem-solving, and critical-thinking skills.

New Market Skills Center

New Market Skills Center is a consortium of 10 school districts and is an extension of the home high school, functioning as an off-campus training site. The school is recognized state-wide for its unique and specialized programs. The programs simulate business and industry and have numerous connections with business partners in the area. New Market students develop basic and advanced work skills. They also develop maturity skills, and entry-level occupation competencies at no cost to the student. New Market operates facilities in Thurston and Grays Harbor Counties.

Students who receive training at **New Market** can expect to:

- Earn up to 3 high school credits in a full-year program.
- Learn from teachers/partners who come from business and industry.
- Receive information on career and post-secondary opportunities.
- Develop a personal career portfolio.
- Participate in Internships and Work Based Learning, Job Shadowing, Pre-Apprenticeships and Clinical Settings when applicable.
- Participate in a wide range of leadership activities/programs.
- Receive a Certificate of Competency.
- Make the transition from school to work and/or post-secondary education.
- Participate in occupationally specific Academies that address an array of competency based, marketable skills.

New Market serves 800 students during the school year and 650 for summer school. At this time the school offers 17 occupational programs New Market serves the counties of Thurston, Lewis, Mason and Grays Harbor.

Private Career Schools and Private College Vocational Programs

Of 227 licensed private vocational schools located within Washington State, only eight are located within the PMWDA. They include two computer-related schools and a travel career program in the Olympia area and four H & R Block income tax courses (Olympia, Yelm, Aberdeen, Chehalis). Public funds are not appropriated for private schools, although eligible students may obtain federal grants and loans to pay for such educational expenses.

Employer Sponsored Training

An overwhelming majority of employers (91 %) in the PMWDA provide some form of on-the-job training to their employees compared with 85 percent on a statewide basis. PMWDA employers provide or pay for training for their employees in a classroom, workshop or seminar setting (at least 4 hours) at a level of 52 % compared with 49 % statewide. As in the case of statewide results, managers are more likely to receive classroom training than production or service workers (WTECB Survey).

Youth, Adult and Dislocated Worker Programs Funded By Title I-B of the Workforce Investment Act (WIA) of 1998

The PacMtn (PMWDC) directs the award of program funds for the Workforce Investment Act and provides services to adults, youth and dislocated workers in the five-county Pacific Mountain Workforce Development Area.

POPULATION SERVED	PROGRAM YEAR 2013 FUNDS	SERVICE PROVIDER	COUNTIES SERVED
Youth	\$ 477,034	Educational Service District #113	Grays Harbor, Lewis, Mason & Pacific
	\$ 376,336	Community Youth Services	Thurston
Adults	\$ 414,285	Employment Security Department	Lewis, Mason, Grays Harbor and Pacific
	\$ 347,027	PacMtn	Thurston
Dislocated Workers	\$ 675,237	PacMtn	Thurston, Grays Harbor and Pacific
	\$ 260,502	Employment Security Department	Lewis, Mason
TOTAL IN 2013	\$ 2,550,421		

Federal Wagner-Peyser Act

The WorkSource matches applicants with jobs listed by employers and provides applicants with access to the most up to date electronic self-service labor exchange. In this context, the WorkSource administers the work test required of unemployment insurance (UI) claimants. In referring applicants to jobs, priority is given to veterans, persons with disabilities, and UI claimants in that order. Services will continue to be available to incumbent workers to increase their wages and retention.

In the PMWDA, WorkSource supplements its basic Wagner-Peyser staff with additional employment services capacity provided by the unemployment insurance program and the state-sponsored Claimant Placement Program.

Employment service staff is distributed throughout the five-county area in WorkSource offices. Four and a half FTE are assigned exclusively to provide services to veterans. In addition to the basic employment service capacity in the area, WorkSource actively serves WorkFirst customers.

One-Stop (WorkSource)

Four **WorkSource Centers** are established and certified within the **PMWDA**. They are located in Thurston, Lewis, Mason and Grays Harbor Counties. Three **Connections** are certified and operate in Pacific (2) and Mason (1) counties.

The WorkSource Centers are organized according to three levels of service, as follows:

Level I — Core Services

- Initial assessment and referral
- Employer human resource services
- Job development and referral
- Unemployment insurance direction and free fax, internet, e-mail and computer access
- Relevant labor market information
- Training options and eligibility information
- Employment counseling

Level 2 — Intensive Services

- Intensive group services geared toward gaining employment at self-sufficient wages
- One-on-one assistance in obtaining and retaining employment

Level 3 — Training Services

- Training or retraining in order to obtain suitable employment (where labor market research shows potential for employment after training)

Apprenticeship

This oldest of workforce programs is a combination of on-the-job training (OJT) and related classroom instruction under the supervision of a journey-level craft person or trade professional in which workers learn the practical and theoretical aspects of a highly skilled occupation.

The PMWDC is a strong advocate for apprenticeships and seeks to expand and enhance our partnerships. We have supported several initiatives over the past year to increase the number of apprentices in our area. In partnership with New Market Skills Centers, we provide in-demand scholarships to students completing construction pre-apprenticeships. Additional pre-apprenticeship opportunities are now available in the construction trades at New Market.

Vocational Rehabilitation

The State Division of Vocational Rehabilitation (DVR) provides employment and training services to person with disabilities. In prioritizing services, DVR assigns the highest priority to those persons with the most serious or limiting of disabilities.

Performance goals listed in the 2013 State DVR Plan Update include:

- Collaborate with disability and employment partners to sponsor events that focus on disability recruitment, hiring and retention issues such as mentoring, disability

awareness, reasonable accommodation, customized employment, transportation, independent living, benefits issues, etc.

- Bring together employers, DSHS/DVR staff and other workforce partners on a regular basis at the local level to update trends in the job market and maintain a good understanding of employer needs, so that customers are given useful guidance and current information.
- Support the DSHS/DVR Employer Services Team in developing ongoing employer relationships and providing job placement assistance to customers, including participation in nationwide employer network sponsored by the Council of State Administrators of Vocational Rehabilitation.
- Serve on local WorkSource Business Service Teams to market DSHS/DVR job seekers to employers.
- Conduct regular meetings and information sharing with community rehabilitation programs at the local level to improve communication and better support service delivery coordination.

Department of Services to the Blind

The Department of Services to the Blind (DSB) is a relatively small agency that provides essentially the same services as DVR to individuals with severe visual impairment. The current population potentially eligible for DSB services is estimated at 910,702 individuals. By Fiscal Year 2011 this number is estimated to increase 20% to 132,897. This is largely due to the aging of the population. DSB estimates they are able to serve only 3% of the eligible population due to limited resources. In 2008 DSB successfully placed 147 qualified individuals who are blind or visually impaired into employment.²

DSB has no permanent service office in the PMWDA. The Tacoma office serves Thurston and Mason counties; the Vancouver office serves the balance of the PMWDA.

Private and Non-Profit Job Training or Work Related Adult Literacy

Families that Work provides basic skills for hard-to-employ and low-wage earning parents. This program is partially supported by a WorkFirst contractual arrangement with the Department of Social and Health Services.

AmeriCorps

AmeriCorps programs provide full and part-time opportunities for participants, called members, to provide service to their communities through community organizations and agencies.

Community Youth Services in Olympia operates **AmeriCorps Youth in Service** in Thurston County and the Washington Reading Corps in Thurston, Mason, Lewis and Grays Harbor

²<http://www.dsb.wa.gov/SuccessfulEmploymentOutcomesfor2008.htm#contentTop>

Counties. Through a competitive process, local schools and community-based non-profit organizations are afforded the opportunity to utilize members in such projects as one-on-one and small group tutoring of high needs students; outreach and direct services to the homeless; and recreational and monitoring opportunities for youth that promote safe and appropriate behavior and enhanced self-esteem. A total of seventy members in both programs are working with high needs elementary schools and non-profits to improve the lives of low income disadvantaged persons.

Entrepreneurship and Self-Employment

PMWDC will work in coordination with the Workforce Training and Education Coordination Board, small business advisory and microenterprise centers, and other government and non-profit organizations that ensure that information about entrepreneurial training opportunities are made available through the WorkSource system. We plan to disseminate information about the various organizations in the Pacific Mountain Workforce Area that support self-employment and entrepreneurship to our interested participants.

There has been increasing entrepreneurial activity in recent years. The decision to start a small business often stems from the loss of employment, limitations impacting employability (individuals with challenges such as disabilities), the need to supplement income due to low wage work, divorce, illness, lack of affordable child care, and/or lack of alternatives in the labor market. PMWDC is working to ensure that our support is relevant, meaningful and compatible with the needs of WorkSource participants who choose to become entrepreneurs.

One of our primary resources in this endeavor is **Enterprise for Equity**. PacMtn's WIA participants often have creative ideas and very marketable talents. Without Enterprise for Equity, it is highly likely these individuals would not have access to the kind of training and technical assistance necessary to begin even the simplest small business. Enterprise for Equity, a partner to PMWDC and Vocational Rehabilitation, serves as a consultant providing self-employment and small business development training to interested consumers and benefits specialists. Enterprise for Equity, one of our partner organizations, primarily serves women who are hard-working and often single parents. Some are WorkSource referrals and persons with disabilities, and others are those who are considered "not bankable" by conventional financial institutions.

Another partner is the Evergreen Community Development Association. It is a private non-profit organization with a mission of economic development through small business finance. Evergreen acts as an intermediary for federal and non-profit alternative commercial loan programs to help create jobs and stimulate growth. The Evergreen Rural Fund is provided in cooperation with Rural Development of the U.S. Department of Agriculture and is designed to create or retain jobs and stimulate small business development in rural areas. The fund provides loans to businesses in population centers of 25,000 people or less located in its trade area. This organization in conjunction with Cascadia Revolving Credit provides funding opportunities in the PacMtn Area for new and expanding entrepreneur enterprises.

The Business Resource Center of the Thurston County Economic Development Council is now a certified Washington State Self-Employment Assistance Program (SEAP). If you have dreamed

of starting your own business, and are currently receiving unemployment benefits, now might be the perfect time for you to receive self-employment training. Through the SEAP Program you can now create your own means of employment in an occupation that interests you while stimulating the economy. If you are eligible, this program can provide you the flexibility and income opportunity unavailable through traditional employment.

In our low-income communities and in communities where traditional industries, such as lumber milling and fisheries, do not employ as many workers as they did a generation ago, opportunity can seem out of reach. We are placing our priority on removing the barriers to economic growth and attracting new private sector investment. This in turn creates jobs and produces new revenue for both the entrepreneurs and their employees. PMWDC, by working with its partner organizations, is promoting a culture of enterprise to foster new business formations and attract new investment as employment centers and revenue generators.

WorkFirst Integration

A partnership between Employment Security, Department of Social and Health Services, WorkSource partners and local workforce development councils has been formed to refocus and redefine how services are offered to TANF customers and develop a TANF Employment Services Pathways Plan. To achieve this objective, the following goals have been established:

1. Create a more effective system for helping TANF recipients find employment.
2. Consolidate employment service delivery into WorkSource to strengthen the quality and access to services for our job seeking customers.
3. Move beyond just focusing on only the job seekers and their needs to a system that also provides new options for employers in meeting their need to find qualified employees.
4. Begin to align the local planning process for employment services with current workforce development and strategic and operational planning processes.

The TANF Employment Services Pathways Plan will describe customer flow and services, identify program participation and outcomes, describe program services integration and explain the plan development process. It is the intent that this plan will become part of the WIA Title I-B and Wagner-Peyser Act Operations Plan. It is the intent of the PacMtn that the Pathways Plan and any future agreed upon modification will be considered part of this Operations Plan as a result of this reference.

Public and Private Workforce Initiatives

Throughout WA State and within the PacMtn region there has been an ongoing, growing need for Healthcare workers. This includes Certified Nursing Assistant's (CNA's) and Homecare Aids. Due to a consistent shortage of qualified applicants as identified by multiple employers within the 5 counties served, PacMtn responded with application to an RFP released by the Workforce Training and Education Coordinating Board (WTECB) in the fall of 2011.

With a continued dedication to serving the needs of job seekers and employers alike, and a successful program partnership previously established between PacMtn and Fir Lane Health and Rehabilitation located in Shelton WA, PacMtn was eager to submit the contract application

to the WTECB. If approved, PacMtn would oversee and support the CNA training program and the placement of non-certified entry level individuals into the healthcare field. Thankfully, in early 2012 PacMtn was awarded the contract.

The project now provides for the recruitment, training, support and placement of non-certified, entry level individuals into employment within the healthcare field. The project provides the students the opportunity to apply for and acquire the national certification required to become Certified Nursing Assistants allowing them the potential to successfully achieve gainful employment.

Individuals enrolled in this project receive ongoing support beginning with enrollment and throughout the duration of the project from a PacMtn Workforce Specialists. Support includes student mentoring and assistance with developing a plan to balance personal responsibilities with the demands of returning to school and work. Students are provided individual personal assistance for the successful completion of class, resume development, interviewing and job search preparation. Both the student and the employers receive the attention and quality of service necessary to ensure positive employment relationships.

In the second quarter of 2012 PacMtn was contacted by the Greater Grays Harbor Inc. and the Department of Commerce to participate in a conference call with the Grays Harbor College, Grays Harbor EDC, Employment Security and the Cosmo Specialty Fiber mill located in Cosmopolis, Washington. After a series of discussions and numerous meetings between Employment Security, Department of Commerce, PacMtn and Cosmo Specialty Fibers what resulted was a contract between Employment Security and PacMtn WDC for resources from the Governors 10% funds. Those funds were in turn contracted to Cosmo Specialty Fibers from PacMtn to train in excess of 100 incumbent workers in various aspects of new technology at the mill.

PERFORMANCE ACCOUNTABILITY

Overall Goals for Performance Accountability

PacMtn uses performance accountability in the following ways:

Inform Local Strategic Planning

On an annual basis PacMtn holds a Strategic Planning Session designed to allow the Board to set the course for activities to pursue for the coming year or two. As a precursor to the planning session the board reviews the successes from the past year. In addition, performance of National standards as well as State core standards and the achievement of contractual goals of each contract for each county for Adult, Dislocated Worker, and Youth, both in school and out-of-school activities are reviewed. These are utilized to determine what is working and what may need to be changed in the coming year as far as programing.

Oversee WorkSource and WIA Title I-B

The Regional Administrator for Employment Security is a member of PacMtn and has a standing invitation to present a “Dashboard” presentation to the board on WorkSource outcomes and deliverables. This is often done on a quarterly basis.

Performance accountability is also a critical component of our quarterly performance review of WIA Title I-B contracts. Performance is established utilizing federal standards and reviews are performed based on their achievement in making those goals. Corrective action is required when any contractor has failed to achieve at least 90% of a performance goal.

Ensure that program operators have access to continuous quality improvement in day-to-day management

PacMtn maintains a website that is updated on a monthly basis which provides contractors (program operators) updated planned versus actual contract numbers. This enables program operators to access this site on a day-to-day basis to analyze their ongoing performance.

Provide a system of performance-based interventions, and shared accountability for career and technical education (CTE) and adult education (ABE/ESL).....

PacMtn (PMWDC) has a strong partnership among its community colleges within its region. All four colleges are members of the council and take an active role in deliberations. Staff of the PMWDC continues to participate in a variety of Worker Retraining Committees at the colleges as well as a number of program specific occupational committees where we provide labor market information and other specific industry related information.

The PMWDC has also commissioned on behalf of the local Economic Development Councils and the area Community Colleges an Industry Cluster Study to strategically align economic development, workforce development, and educational resources to accelerate the growth and position key industries within the region.

Provide an annual process for examining the results of the state core measures including, strategic planning and program performance review.....

The annual review of state core measures are utilized primarily as corrective action for the completion of WIA Title I-B contracts. Traditionally the PMWDC lets Adult, Dislocated Worker and Youth Requests for Proposals for a two or three year period (extended year to year based on successful performance). This performance includes both state and federal standards as well as expenditures. This performance is evaluated third quarter prior to the negotiation of the contract for the New Year.

SECTION II

LOCAL AREA PROFILE

Workforce Development Area

WDA Region 2

Counties Served:

Grays Harbor, Lewis, Mason, Pacific, Thurston

Fiscal Agent/Entity Responsible for the disbursement of grant funds

PacMtn

Local One Stop System

List One Stop(s) and affiliate site(s)

- Grays Harbor Co. WorkSource Center
- Thurston Co. WorkSource Center
- Mason Co. WorkSource Center
- Lewis Co. WorkSource Center
- Pacific Co. WorkSource Connection sites
- Long Beach - DSHS Facility
- Raymond - Grays Harbor College Facility

One Stop Operator for each One Stop

PacMtn

WIA SERVICE PROVIDERS

Dislocated Worker Program

PacMtn

	Core	Intensive	Training
Grays Harbor County	X	X	X
Pacific County	X	X	X
Thurston County	X	X	X

Employment Security Department

	Core	Intensive	Training
Lewis County	X	X	X
Mason County	X	X	X

Adult Program

PacMtn

	Core	Intensive	Training
Thurston County	X	X	X

Employment Security Department

	Core	Intensive	Training
Grays Harbor County	X	X	X
Pacific County	X	X	X
Lewis County	X	X	X
Mason County	X	X	X

Youth Program

ESD 113

	Core	Intensive	Training
Grays Harbor County	X	X	X
Pacific County	X	X	X
Lewis County	X	X	X
Mason County	X	X	X

Community Youth Services

	Core	Intensive	Training
Thurston County	X	X	X

Section III

WIA AND WAGNER-PEYSER OPERATIONS PLAN

Local Area's Design Framework

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.

Contractors are required to incorporate the 10 program elements outlined in 20 CFR 664.410 and WIA Sec.129(c)(2)) for WIA Youth activities into their program design.

After youth are enrolled in our programs, they participate in a thorough assessment which includes CASAS, Career and Labor Market Information, evaluation of soft skills and a review of their social/family situation. This information is used by the Case Manager, Participant and whenever available in collaboration with school, family or other involved case managers (ex. Parole) to identify their personal Individual Service Strategy (ISS). Once their goals are identified a roadmap using the 10 program elements is used to help them develop the route they will take to achieve their goals. The ISS is a living document that evolves as the youth progresses in their development. PacMtn youth programs have always met and/or exceeded the goals established by our State and the Department of Labor.

The Youth Council plays an active role with the participants of our youth program and our contractors. Quarterly reports are provided to our members by our contractors at their meetings and participants attend on a regular basis to talk about their experience while enrolled in the program. Unfortunately, the monies received by the Department of Labor have been constantly decreasing over the years while demo graphs demonstrate a growing need in our community for youth services.

Private sectors employers sit on both the full Council and youth council. PacMtn contracts with the Grays Harbor Chamber of Commerce for a five-county Business 2 Business Project. The goal of this project is to engage local employers to participant in the Project and ultimately matching them with an individual. Both youth contractors have work experience and Internships opportunities built into their program design.

Disconnected Youth

Pacific Mountain Workforce Development Youth Council, staff along with many organizations across our state are pursuing education reform measures to better prepare our school age youth to graduate with the skills and skills levels required for long-term and sustainable employment. By 2018, 67% of the jobs in Washington will require a college degree or industry specific credential. The majority of the jobs require strong STEM skills. However, looking at the

statistics in our region, we continue to see increased dropout rates in addition to the increased time students are taking to complete four years of high school. Grays Harbor school district has a 70% on-time graduation rate, Lewis 71%, Mason 67%, Thurston 80% and the school districts in Pacific county have a 61% on-time graduation rate. In 2012, 889 students dropped out of school in our region. . Another barrier this target population faces is the communities they live in. The 2012 county health rankings placed Grays Harbor 36th out of 39th, Mason 35 out of 39, Pacific 32 out of 39, Lewis 23 out of 39 and Thurston 14th out of 39. 29% of the children in Grays Harbor live in poverty, Mason County have 22% of their children living in poverty, Pacific 27%, Lewis 22% and Thurston 14%. The combination of high double digit unemployment rates and the lack of education and experience often leave this target population homeless or struggling to live on a part time minimum wage job.

In order for these youth to successfully enter the workplace and earn a living wage, they need more than short-term training and placement services. It is imperative for them to have consistent contact with a caring adult. Someone who can mentor them on the choices they make, guide them to develop a short and long-term plan that identifies specific goals and time frames to accomplish those goals. As their academic and skill levels increase and credentials are earned, not only will their confidence build but so will their resume.

WIA Program

The Youth Programs provide a variety of services to high risk youth who are either in or out of school between the ages of 14-21. Special emphasis happens to ensure that a diverse population is enrolled which includes youth with disabilities, high risk backgrounds, veterans and those speaking English as a second language. All services are designed to prepare youth for postsecondary education opportunities, link academic and occupational learning, prepare the youth for employment and provide connections to intermediary organizations linked to the job market and employers.

Each youth service provider makes available the full range of WIA youth services to all enrolled youth. The 10 required WIA youth elements are woven throughout their program service design. Each WIA youth participant receives a comprehensive assessment of their basic and occupational skill levels. In addition the case manager works with them to identify their interests, support services needs along with a baseline of their home and life environment. Gathering this information and in consultation with local school district staff for in school youth, guardians and the case manager work side by side with each youth to build their Individual Service Strategy (ISS). The ISS identifies their goals and using the 10 required WIA youth elements, the youth develop their individual roadmap to accomplish their goals and achieve self-sufficiency.

Youth may select from a menu of services that include but are not limited to: referrals to alternative secondary school or enrolled in on-line training, vocational or post-secondary career explorations and on-site college campus visits, occupational skills training, mentoring, industry recognized credentials, tutoring, study skills, leadership development, support services, work experience, job search skills, placement services, support services in addition to intensive case management and a follow up period. Participants also have access to the programs Self-

Sufficiency calculator which provides them with the actual cost of living in a particular, potential wages and the benefits of short and long term planning and how their educational goals impact their fiancés. All goals included in the ISS have goal dates and results are measured.

Industry based skills standards are an integrated part of the participant's training. Many of the programs they are enrolled in provide hands on career exploration. An example of this is the Youth Build Program offered at New Market High School. Many of the programs also offer nationally recognized credentialing such as the Flagger's programs or the Nursing Assistant Certified program.

Prior to exiting the program intensive outreach with local employers, WorkSource staff and Pacific Mountains Business To Business Program staff work with the participant and case manager to ensure the youth is placed in an appropriate job sites that aligns with both their skills and career goals.

Required Elements

Each contractor effectively addresses and offers each enrolled WIA youth to opportunity to select from the 10 required elements. The elements are offered as a means to accomplish the goals established in their Individual Service Plan (ISS).

Tutoring, study skills training and instruction leading to secondary school completion including dropout prevention strategies: These services are provided through individual and group activities which include: tutoring, credit retrieval and basic skills classes. Younger youth are linked to alternative schools that award credit and accreditation through the Office of Superintendent of Public Instruction while older enrolled youth work to achieve their GED on-site at the local community college campus or on-line depending on their learning style and work schedule.

- Summer employment opportunities directly linked to academic and occupational learning: Both ISY and OSY programs coordinate summer employment opportunities to earn academic credit and refresh/gain basic skills while learning occupational skills. Examples are the programs offered through New Market Skills Center such as Professional Medical Careers linking with St. Peter's Hospital or the Business Academy linking with many of our local banking institutions.
- Summer projects are provided in partnership with school districts so youth can gain credit while working and learning from industry professionals in state of the art facilities.
- Paid and unpaid work experiences, including internships and job shadowing: Work experiences are an important component of WIA youth programs. Low income youth can earn wages and learn work maturity and occupational skills through these activities. These activities are organized around the participants' ability to continue to meet their academic goals identified in their ISS. Work experiences and internships take place in a variety of workplaces and whenever possible align with the participant's career goals.

- **Occupational skill training:** Our in-school participants are encouraged to pursue a program of study available by their school. Many of the in-school WIA participants earn college credits through the Running Start program. Older out of school participants are frequently enrolled in the IBEST programs at their local community college. Both WIA youth contractors offer group, on-site class/activities intended to provide the participant with the most efficient and cost-effective method for reaching their employment goals. This includes how to use labor market information to make informed career decisions and support services.
- **Leadership development opportunities:** These are offered at all WIA sites through a variety of approaches including workshops, teambuilding activities, service learning projects, support with the in school-youths senior projects and youth involvement in program planning. An example is the YMCA Leadership Program, the Salvation's Army Toy Run, local performing groups, peer-mentoring or student involvement in the advocacy on legislative issues such as child welfare, social services funding and access to education.
- **Support services:** Support services are provided at all sites. Case managers assist youth with access to non-WIA funded support services such as federal financial aid for tuition and linkages to community organizations. Contractors partner with Inter-city transit for bus passes, Village Vans for work/college related transportation or Transitional Housing program for homeless youth.

WIA supportive services are used when other resources are not available for help with emergency costs such as transportation, housing and food.

Adult mentoring: Mentoring is provided through the long term relationships between program staff and youth. Staff and worksite supervisors understand that they are constant role models for youth. Many of the participants who are at the completion point in the program will offer peer-to-peer mentor.

- **Follow-up services:** Follow up services is provided for at least one year after exit. Case managers maintain regular contact and assist youth with educational plans, job search needs and other issues. Supportive services are available to youth during this time.
- **Comprehensive guidance and counseling:** These services are provided by program staff and teachers. When necessary, youth are referred to community resources such as Behavioral Health Resources or Community Youth Services.

Attention is placed on connecting all WIS youth with either paid/unpaid work experience opportunities, employer mentoring opportunities, internships in addition to academic achievement and the earning of a nationally recognized certification. Matching participants' skills, career goals and interest with employment opportunities tends to be a pivotal element to the program's success. For younger youth, short term internships and job shadowing opportunities are an excellent way to connect youth with local employers and expose them to the world of work and provide them with a snapshot of the career they are interested in pursuing.

Multiple Pathways

Participants enrolled in the program have an opportunity to select from multiple options such as:

Work Experience: Job readiness training is integrated into all WIA funded youth activities. After the completion of a comprehensive objective assessment and the development of their ISS, participants are offered a variety of opportunities that integrate academic learning and workplace skills such as: job shadowing, visits to a variety of workplaces that align with their career interest, mock interviews and internship opportunities.

Job Readiness: Job readiness integrates all job readiness training activities into WIA youth activities. Assessment of and instruction to improve workplace skills include: team work and conflict resolution are an integral part of the participant's service strategy.

Career Exploration: Each of the service providers are responsible to identify the demand occupations in their region that align with the youth's career goals. Participants also have access to the Self-sufficiency calculator to provide them with real time information about potential wages, cost of living in their community and the benefits of short and long term financial planning. Each county within the region has its own career exploration opportunities to offer youth. Example is Thurston County youth have the opportunity to tour South Puget Sound College campus each year. Local employer also mentor youth interested in similar career fields to discuss the pros and cons of a particular job, the skills and skill levels required by the job and the career growth within the sector.

The Pacific Mountain Youth Council, comprised of community leaders from education, government, community based organizations, youth, business, parents and Job Corps understand the needs of these young adults and the barriers they have to overcome. The Council has identified two key areas of focus in their 2013-2015 Work Plan. To provide oversight and guidance for the Department of Labor WIA Youth Programs and to initiate and implement a comprehensive regional plan developed by community leaders to increase partnerships, build alliance and a strong community voice to address the issues and barriers of our high risk youth.

Youth Council

The Youth Council understands the needs of each individual community and our region. In an effort to combat the reduction not only in WIA funding but funding of most non-profits in our region, the on-going double digit unemployment rates and the stream of businesses that are reducing staff or closing their doors, the Youth Council has partnered with Educational Services District #113 to initiate a collective action to implement a regional effort to increase the on-time graduation rate, decrease the number of youth dropping out of school and implement a regional plan to identify ways to build our education system that so it can deliver the skills and skill levels to meet the economy demands of local employers.

The Youth Council continue to partner with K-12 stakeholders to fund efforts that lead to strengthening educational pathways for youth, increase graduation rates and identify and retrieve youth drop outs. One of the most recent efforts was their participation in the implementation of the Gravity-dropout re-entry program. In partnership with ESD #113, school

age youth who have dropped out of school can participate in this program while the non-profit agencies administering this program receives funding from OSPI for each student. This is another opportunity for young adults to receive their high school diploma while attending an alternative high school. The Youth Council continues to support Community Summits where local leaders, educators and business owners in working to develop community plans that will roll up into a Regional Plan. The Regional Plan will be the blueprint for education and workforce development strategies aimed to support our young adults as they achieve academic success and develop the skills necessary to enter into high-wage jobs.

Some of the other roles the Youth Council plays in improving services to all of the youth in our region are:

- Enhancing career guidance. Guidance Counselors are members of the Pacific Mt. Regional Youth Alliance and receive on-going information about demand occupations, labor market updates and career opportunities. Over the next 24 months, efforts will be implemented by the Youth Council to strengthen this initiative.
- The Youth Council, taking advantage of the new state law to serve students who have dropped out of school, worked with Educational School District #113, local school districts and the Office of Superintendent of Public Instruction to open three reengagement programs in Thurston, Mason and Grays Harbor Counties. These programs offer open-entry/open-exit, flexible scheduling, year round learning, on-line learning and career-oriented curricula. Programs are funded by basic education dollars.
- The Youth Council promotes and encourages partnerships and works closely with secondary and post-secondary education to implement a system that begins offering training opportunities in a series of stackable units allowing youth to build on their work related and academic experiences as they move toward high wage careers.

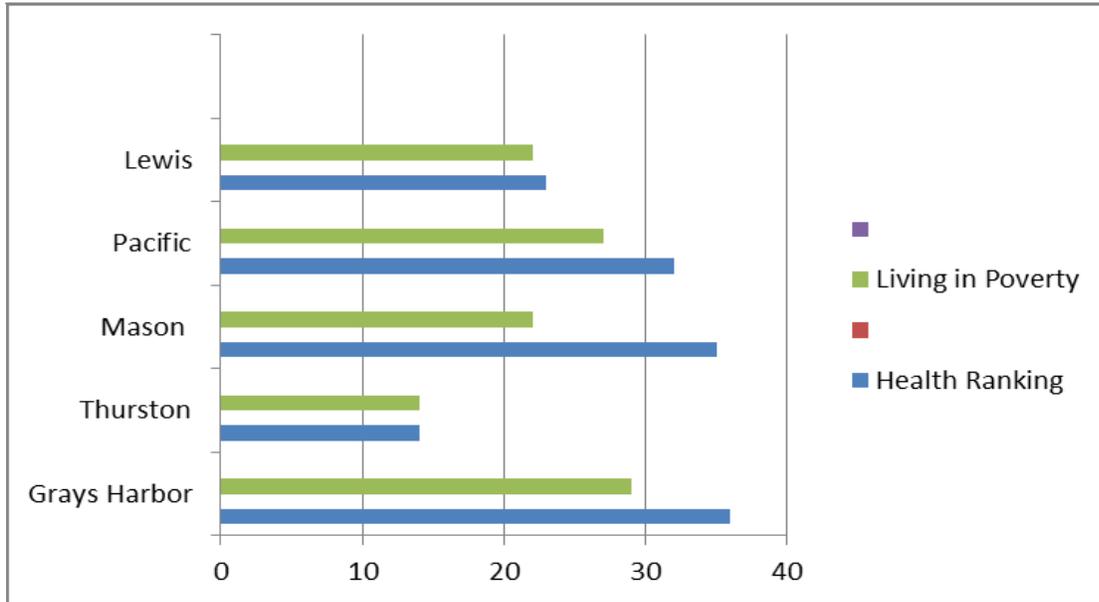
The WDC has identified five priority industry clusters for our region to guide us during our planning, partnering and investment into our region. Each of the training components, activities, related to the world of work. Youth are not only served by a WIA case manager but also have access to all of the resources available at local WorkSource offices and our Business To Business staff.

The Youth Council has implemented a strategic work plan with the following goals:

- Support the efforts of Career and Technical Education Coordinators to align curriculum with the needs of business within each local community.
- Mobilize assets that encourage and support entrepreneurship.
- Enter into formal MOUs with community partners to identify roles and contributions.

Regional Demographics

The following chart shows the youth living in poverty in our area and the counties ranking.



The Link between Poverty, Education and Unemployment

Compared to other states in our nation, Washington has the 3rd highest unemployment rates for teens (averaging 34.5% which is 10.3% higher than the United States average) and ranks 28th in the ranking of states educational levels. The combination of high dropout rates and poverty makes it difficult for this target population to succeed in a career path.

Research indicates that nearly half of all dropouts ages 16-24 are unemployed and that dropouts are 3.5 times more likely than high school graduates to be arrested in their lifetime. Adding to the drop out statistics are the youth who are taking 5 to 6 years to graduate. In addition to putting a financial burden on taxpayers, this slows down the prepared workforce pipeline.

Demonstrated on-time graduation rates for our region range from a high 80% in Thurston County to a low 61% in Pacific (Grays Harbor 70%, Lewis 71%, and Mason 67%). Dropout rates according to 2011 OSPI statistics show we lost a total of 1,137 kids in our region alone in one school year. When our children do not graduate from high school, they are setting themselves up for a rocky and difficult adulthood. The statistics are clear: people who do not complete high school are more likely to be unemployed, live in poverty, receive public assistance, serve jail time, be divorced and be single parents who have children who drop out of high school themselves.

Understanding the critical need to serve all of the youth in our region and the dwindling resources available to them, the PacMtn Youth Council established their mission to build a regional network that supports and trains our youth to meet the employment needs of regional businesses. To accomplish this task, the Council joined forces with Educational Services District

#113, the College Success Foundation, and Hispanic Roundtable to form the PacMtn Regional Youth Forum. Since their formation, the Forum has secured grant funds to support the forums goals to build a region wide, comprehensive youth systems that includes: a continuum of support to all of our youth and a system that is built on community commitment to youth as valuable cultural and economic resources.

Local Area's WIA Adult Activities

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).

PacMtn provides a variety of WIA activities for Adults throughout our five county region. These services are designed to include Core, Intensive and Training Services. Our objective is to remove barriers to employment, assist in developing an employment plan and move towards the goal of employment.

WIA Adult program services are offered as part of the WorkSource center activities and many are made available through workshops geared toward the needs of the participant. The activities conducted in the workshop are targeted to assist with networking, interviewing, resume writing, and career planning.

The workshops are conducted weekly to help customers build on their job seeking skills. We encourage coordination with local community colleges to develop training programs that are shorter term and intensive for target occupations.

WIA Adult program services may include: assessment, case management, development of Individual Training Plans, group or individual counseling and career planning, referral to academic tutoring, job club and job search assistance. Customers are offered supportive services such as transportation or special assistance to assist in overcoming barriers to employment.

Academic and training goals are established using knowledge and information from partnering agencies including the community colleges, Wagner-Peyser and social service agencies like Salvation Army or the Housing Authority. WIA Adult program also presents offerings for short term pre-vocational services such as fundamental computer classes, employability skills training, basic academics, GED and GED preparation. These services/training are designed to meet the needs of the job seeker who has skill deficiencies. We pay close attention to those job seekers with disabilities, age 55 years of age and older, veterans and those who have been unemployed for longer periods of time. Case Managers stay connected to community resources to maximize services for those job seekers with unique barriers to employment to ensure their employment needs are addressed.

PacMtn aligns workforce activities with education, economics and community development to meet the skill needs of jobs and industries important to the local and regional economies. One step we use to meet the needs of the unskilled job seeker is by maintaining and providing information on available job opportunities. These are important strategies in supporting the WIA Adult program population in all five counties within the region. We plan to continue to provide education and economic information and provide opportunities to develop and upgrade skills for job seekers and low income adults. PacMtn will continue to strategize with the appropriate community leaders and employers which will ultimately help identify numbers, types of workers and specific crafts that are needed in the PacMtn area.

PacMtn has historically worked to develop trust and a team spirit among WorkSource staff and WIA Adult Program services. Promoting integration and cooperation has led to a helpful, accurate and honest flow of information from management to staff and to participants. This also leads to successful integration and alignment of goals amongst partners. Supervisor and partner meetings are held consistently to disseminate factual performance and program information and promote dialog among staff members about ongoing or changing services. Staff training opportunities continue to become more integrated with partners. Training topics such as ADA Compliance, Violence in the Workplace, Sexual Harassment, Communication, Anger Management, Mental Health First Aide, and Problem Solving are a few of the opportunities in which staff can receive training.

As a provider of employer services, PacMtn understands that business owners are not shy about stating what they need. In communities across the PacMtn WDA, finding and keeping reliable, skilled workers usually tops that list. By uncovering priority workforce issues, WorkSource offices can help to determine not only what is needed, but how large its scope of work will be in partnering with the employer. One option to acquire information from the employers may be the development of a survey inquiring of business needs, and to make it possible to determine the skill needs of employers and the skills of the labor pool.

The Adult Program participants often require help in obtaining the skills needed to obtain employment that pays living wages and offers upward mobility enabling them to significantly contribute to the local economy over a lifetime and across multiple industries. The WIA Adult program funds provide an opportunity to learn new emerging skills in order to keep pace with the rapidly growing high tech market place of today. These opportunities may come in the form of OJT's (On-the-Job Training) or tuition assistance for training. The Adult Program works hard to serve populations with unique barriers such as job seekers with disabilities or older workers 55 years of age and older. To maximize these program dollars we partner and coordinate with other community resources such as Morningside, Behavior Health Resources, Goodwill, and Department of Vocational Rehabilitation.

Our centers, conveniently located in each county, provide needed services to job seekers. Our facilities and staff assist with computer literacy, skill assessment, and referrals to workshops which include resume building, interviewing and professional placement. Other workshops available to job seekers include basic computer usage, Microsoft E-Learning and various computer training.

Staff provides an intensive assessment for participants using tools such as WOWI, Work Keys, Prove-It and PESCO. This allows staff to assist WIA Adult participants in identifying current skills and the need for training to develop other skills. Assessment outcome reviews are done 'one on one' with a case manager for those enrolled and for those working independently or in a workshop, they are provided websites for information. Workshops also focus on "What Job Is Right for You" to help seekers identify how to keep in on skills that are needed for demand occupations or industries. Many occupational and industrial websites are utilized to determine what occupations are in decline both nationally and locally. Labor Market Information also assists in determining declining occupations.

WIA Adult program counselors partner with WorkFirst and the Business to Business services units as well as other programs to share information regarding potential resources. Customers that are eligible for the Adult program are co-enrolled to maximize available resources and support services dollars. It is a common practice to co-enroll WorkFirst participants into the WIA Adult program. Especially in those areas where there is a contract in place with the Department of Commerce for the Community Jobs program.

PacMtn will continue to use Wagner-Peyser funds to assist targeted populations, including veterans, people with disabilities, older workers and disadvantaged adult workers. The Wagner-Peyser program is an important component to PacMtn WorkSource offices. The labor exchange service delivery is a job finding source for job seekers, Unemployment Insurance claimant, and is an important resource of quality employees for the local business community. The system provides quality information to the public about jobs, the dynamics of labor markets, available training and education opportunities, and links to other public and private service agencies. For these reasons, PacMtn sees the labor exchange system as part of the foundation to its employment and training delivery system.

The level of coordination between WIA programs, Wagner-Peyser, and various community-based partners is unprecedented in the PacMtn WDA. PacMtn has, for the most part, been successful at confronting the challenges of building a truly integrated system. We have developed a productive professional relationship which is shown by the partnerships within each county. The degree of coordination among partners housed within and out of the WorkSource facilities is extensive and has become the foundation for success.

Local Area's Dislocated Worker Activities

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).

The Workforce Investment Dislocated Worker program provides vocational training assistance in target occupations. The training focus has been on computer information, medical vocations and truck driving. On the job training activities are also available as a training activity.

PacMtn WorkSource counselors develop workshops geared toward WIA program participants to help customers train in job search activities. The training activities conducted in the workshops are specifically targeted to WIA customers to assist with networking, interviewing and resume writing, and conducted weekly to help customers build on their job seeking skills.

Coordination with local community colleges to develop vocational training programs that are shorter term and intensive for target occupations provide better training services for WIA Dislocated Worker customers.

WorkSource center staff will coordinate with employers where rapid response services are being provided for job search assistance and WIA Dislocated Worker enrollment opportunities.

WorkSource Center services connect with affected job seekers in order to speed their transition to new employment or, training when appropriate. By localizing center activities to the employer site, jobseekers acclimate to our job search systems and reduce their anxiety concerning unfamiliar processes and technical systems. With a sense of familiarity created, more job seekers would more effectively participate and utilize our offices, equipment and systems at their option.

Post assessment PacMtn WIA Dislocated Worker services may include: case management, development of an Individual Training Assessment, group or individual counseling and career planning, referral to academic tutoring, job club and job search assistance. Customers are offered supportive services including child-care, transportation, and special assistance to assist in overcoming barriers to their employment. Academic and training goals were collectively established to assist in meeting participation requirements through partnerships with Community Colleges, Wagner-Peyser and social service agencies like Salvation Army and Catholic Community Services. Short term prevocational services such as fundamental computer classes, employability skills training, basic academics, GED preparation or other short-term classroom services are also offered.

PacMtn WorkSource offices will target work site experience with ProveIt and other assessment tools and will incorporate information and insight about target occupation opportunities and the best method of entry for dislocated workers.

PacMtn will align workforce activities with education, economic and community development strategies to meet skill needs of jobs and industries important to the local and regional economies, and meet the needs of under-skilled dislocated workers by maintaining and providing information on available job opportunities. PacMtn will continue to align with all economic, community development and education partners.

PacMtn will provide education and economic development and continue to provide opportunity to quickly upgrade skills for under-skilled dislocated workers. PacMtn will continue to strategize with the appropriate community leaders and employers, which will identify the number and types of workers by specific craft for the PacMtn area.

The WIA Dislocated Worker program will be explained by the board to the contractors so that the contractors are aware and understand the priority this program has, and the direction that

the board wants this program to go, and goals to be achieved. Goals will be assigned as applicable throughout the service delivery area to insure achievement of desired results.

PacMtn Workforce Services has systematically worked to develop trust and a team spirit among WorkSource Center staff to promote integration and cooperation for both staff and the Dislocated Worker program. The helpful, accurate, and honest flow of information from management to and among staff is crucial to successful integration and alignment of goals amongst center partners. Supervisor and partner meetings are held consistently to disseminate factual performance and program information to staff and partners to promote dialog among staff members about changing service delivery and problem resolution. Information and orientation meetings are held to inform and connect staff facing transition into a more integrated service model and to apprise all staff of these changes.

Staff training opportunities continue to become more integrated. Topics such as FMLA, Sexual Harassment, ADA Compliance, Violence in the Workplace, Communication, Anger Management, Destructive Behavior, Mental First Aid, and Problem Solving are a few of the opportunities staff can review.

As a provider of employer services, PacMtn understands that business owners are not shy about stating what they need. In communities across the PacMtn WDA, finding and keeping reliable, skilled workers usually tops that list. By uncovering priority workforce issues, WorkSource offices can help to determine not only what is needed, but how large its scope of work will be in partnering with the employers. One option to acquire information from the employers may be the development of a survey to acquire business needs, and to make it possible to determine the skill needs of employers and the skills of the labor pool.

Dislocated Workers most often require help obtaining the skills needed to obtain employment that pays living wages and offers upward mobility enabling them to significantly contribute to the local economy over a lifetime and across multiple industries. After these same former dislocated workers are employed; they're given needed opportunities to upgrade their existing skills and to learn new emerging skills in order to keep pace with the rapidly growing high tech market place of today.

Our centers, conveniently located in each county, provide needed services to dislocated workers. Our facilities and staff assist with computer literacy, skill assessment, referrals to workshops including resume building, interviewing, and professional placement. Other workshops available to job seekers include basic computer usages clinics, Microsoft Office classes and various computer training programs.

Assessment during programmatic intake and the use of transferable skills websites including PESCO, WOW-I, Work Keys, and ProveIt, allows center staff to assist dislocated worker customers in identifying transferable skills. Assessments are done on a one on one basis for case managed customers and information on websites are given in the resource rooms and during workshops. Workshops also focus on "What Job Is Right for You" and "Resume Workshops" to help job seekers identify how to keep in on skills that could be utilized in other occupations or industries.

Many occupational and industrial websites are utilized to determine what occupations are in decline both nationally and locally. Individualized Labor Market Information also assists determining declining occupations.

Workforce Investment Act counselors conduct case staffing with TAA, WorkFirst, WIA Adult, and Business to Business Services Units and other programs to share information regarding potential enrollments. Reports generate information for outreaching customers receiving TAA and UI that could potentially be eligible for WIA services. Customers that are eligible for WIA Dislocated Workers are co-enrolled to maximize available resources and supportive service costs. TAA customers are co-enrolled in WIA programs to assist TAA participants with supportive services during training and to provide job search assistance once training is completed.

PacMtn will continue to use WIA and Wagner-Peyser funds to assist targeted populations, including veterans, people with disabilities, low income individuals, and dislocated workers. The Wagner-Peyser program is an important component to PacMtn WorkSource offices delivering WIA Dislocated Worker Services. The labor exchange service delivery is a job finding source for unemployment insurance (UI) claimants, and is an important resource of quality employees for the local business community. The system provides quality information to the public about jobs, the dynamics of labor markets, available training and education opportunities, and links to other public and private service agencies. For these reasons, PacMtn sees the labor exchange system as part of the foundation to its employment and training delivery system

The level of coordination between WIA, Wagner-Peyser, TAA, and many community-based partners is unprecedented in the PacMtn WDA. Relative to most WDA's, PacMtn is small enough in size and has, for the most part, been successful at confronting the challenges of building a truly integrated system. The primary organizations involved are WorkSource Career Development Centers and have developed productive professional relationships for initiating incremental change. The degree of coordination among partners housed within and out of WorkSource facilities is extensive and has become the foundation for success.

Rapid Response Strategy

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.

PacMtn has a long and successful history of providing Rapid Response activities to employers within its area. From the decline of the timber and fishing industries in the early 1990s to the recent decline in state and local government we have been extremely active and proficient in the delivery of our Rapid Response activities.

In the vast majority of cases notification of closures or curtailments come from the State Dislocated Worker Unit initially by phone or email but then followed up with a WARN Notice from the company. PacMtn is responsible for maintaining the provision of rapid response at the local level of WDA 2. We are responsible for the following:

Establish and Maintaining a Local Rapid Response Team

Members of the team may include representatives from the WDC, UI TeleCenter, WorkSource, labor organizations and/or State Labor Council (when the workforce is union represented), Reemployment support Centers (when applicable), community and technical colleges, and other stakeholders and interested parties.

Identifying a rapid response point of contact to coordinate with the State DWU. A rapid response point of contact may be a WDA administrative staff or a designated local rapid response team member.

Planning Assistance for Dislocation Events

Where feasible, rapid response assistance should be conducted on-site. The local rapid response team, in conjunction with the State DWU and the WDC, provides rapid response activities.

Rapid response activities generally include the following activities:

1. Consulting with the State DWU, state and local economic development organizations, and other entities to avert potential layoffs.
2. Determining proposed layoff schedule and what employer plans are to assist the dislocated workers, including the status of any collective bargaining negotiations affecting layoff benefits.
3. Ascertaining and providing the State DWU with information related to severance, separation pay, retirement incentives, and voluntary layoffs so that the Unemployment Insurance (UI) Division can review and determine UI eligibility.
4. Coordinating the delivery of rapid response layoff orientations for affected workers in conjunction with the State DWU. Required topics for rapid response layoff orientations include:
 - Unemployment Insurance Information
 - Training Benefits and Commissioner Approved Training information
 - WorkSource Services
 - Local WorkSource partner contact names and phone numbers
 - WIA Dislocated Worker services
 - Community and Technical College resources
5. The administration of a survey is an important tool in assessing the skills and educational levels and probable need of the affected workers. In addition, should a National Emergency Grant (NEG) be submitted as a result of a closure or other aid be sought in response to the event the information available in the survey will be invaluable.
6. Maintaining an inventory of available workforce resources for on-site meetings to address the short and long-term assistance needs of the impacted workers.
7. Determining the need for and promoting a voluntary labor management committee or a workforce transition committee comprised of representatives of the employer, affected workers or their representatives, and other community entities as necessary. The committee would assist in planning and overseeing an event-specific strategy that supports the reemployment of affected workers.

8. Determining the need for peer worker outreach to connect dislocated workers with services in conjunction with the labor management committee or its equivalent.
9. Consulting and coordinating with appropriate labor representatives when planning rapid response activities for those impacted workers covered by a collective bargaining agreement.
10. Ensuring procedures are in place for the timely access and referral to WorkSource programs, services and information offered by WIA, UI, TAA, Wagner-Peyser and other program.

Though the majority of Closure Notifications come from the State DWU through the WARN notification process quite often notification comes to the Workforce Development Council from a local WorkSource office or from a Local Economic Development Council. In those cases we immediately contact the State DWU where we jointly develop a plan for responding to the company and the employees. If the company is organized an immediate call to the State Labor Council is also made to alert them to the closure.

Meet Employer Needs

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.

The PacMtn Workforce Development Council provides oversight to the workforce development system and uses the funds to provide business services, as well as counseling, skill assessments, job-search assistance and training to laid-off workers, low-income adults, and low-income or disadvantaged young people.

With an emphasis on job creation and retention, innovation, cultivating new and existing partnerships, performance and accountability, PacMtn is committed to helping employers by offering a wide-range of tools and resources to assist with their workforce needs.

Following is a list of some of the primary services provided to business within our Workforce Development Area:

- Linkages to Workforce Investment Activities
- Labor exchange services for posting job orders and receiving referrals
- Providing Rapid Response services and information
- Access to labor market information
- Business assessment and assistance
- Employee training and re-training
- www.Go2WorkSource.com resources
- Access to facilities and office space

PacMtn and the services provided through the local WorkSource offices in Grays Harbor, Lewis, Mason, Pacific and Thurston Counties, also support business through job training, through customized training for employees, and by developing the current labor pool.

Reaching out and connecting business with the resources available through the WorkSource system is a key step toward meeting their hiring and employment needs.

In order to fulfill our commitment to providing customer focused and demand-driven services to all business customers located within our service area; it is essential that our established coordinated partnership have the most current and accurate information to most effectively serve the needs of all our business customers. This includes businesses with occupations in demand and businesses with occupations that closely match the skills of the WorkSource job seeker cohort.

To ensure all our partners support a collaborative effort to achieve these outcomes, the PacMtn Memorandum of Understanding states, “The goal of the WorkSource system is to actively engage the business community”. The business services partnership represents a group of dedicated individuals that provide service to and represent the needs of job seeking customers and the business community within the WorkSource system.

Agencies providing services to business include Employment Security, PacMtn, Greater Grays Harbor Inc., (including subcontracts with the Thurston County Chamber of Commerce, and the Lewis County Economic Development Council), and DSHS-Division of Vocational Rehabilitation. Each agency contributes staff expertise and talent to provide an extensive menu of services and ensure business involvement in the WorkSource system.

Collaboration to the fullest extent possible is a priority of this successful partnership. Principles that guide the collaborative efforts of the Partners include:

- Customer Focused Demand Driven System
- Customer Satisfaction and Continuous Quality Improvement
- Commitment to Partnership

Customer Focused Demand Driven System

The regional business community is the primary customer of the Partnership. Understanding and meeting the needs of business is the focus of the Partnership. The Partnership will continuously develop new initiatives to improve the service delivery system based on the changing needs of the business community in our region. Short and long-term market-driven initiatives and strategies will be based on ongoing assessments of businesses and their needs.

Customer Satisfaction and Continuous Quality Improvement

The PacMtn Business Services Partnership is committed to providing excellent service to our customers, continuously improving the quality of that service, and exploring new methods and tools to improve our service delivery strategy.

Commitment to Partnership

Individual and Regional Partnerships

The varied perspectives and talents of individual partners contribute to the strength of the regional partnership. Respecting the roles, contributions, and talents of individual partners

provides the foundation needed to foster the continuous and dynamic evolution of this coordinated partnership.

The Coordinated Business Services Partnership will continue to consult regularly with local economic development and employment stakeholders as well as economic analysts at the state level to ensure that the services we provide remain relevant to the current and future needs of business. As a coordinated partnership, we are dedicated to providing the best quality services to our business customers and will strive continuously to increase our knowledge and understanding of the business needs within the region.

The partnership is committed to sharing relevant and up to date information among members regarding the economic outlook of the region, as well as the changing needs of the business community within the region.

Targeted Outreach to Veterans and Eligible Spouses

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.

The Pacific Mountain Workforce Development Area has local policies which are consistent with state policy WS101-R1 for Priority of Service for Veterans and Spouses. As such, "Qualified" programs must identify "covered persons" regarding their entitlement to priority of service and the menu of programs and services to which the entitlement applies which includes the full array of employment, training and placement services available; and any applicable eligibility requirements for those programs or services.

Within the local WorkSource offices close coordination exists between all program staff including WIA Adult and Dislocated Worker as well as Wagner-Peyser and Unemployment Insurance Division to insure that Veterans receive all the necessary services to assist them to secure timely employment and training opportunities. When special training opportunities exist within WIA through National Emergency Grants (NEGs) or other opportunities special coordination between program staff and DVOPs and LVERs occur to ensure that Veterans have every opportunity to participate in the activities.

Veterans are initially identified by reception staff at the front desk and are immediately referred to staff serving the veteran population. The same is true if they are identified as eligible spouse. Depending on the needs of the veteran or the spouse and the resources available from the veterans staff additional referrals may be made to ensure the needs of the veteran our spouse are met.

In addition, referrals of veterans also come from Joint Base Lewis McChord (JBLM). The JBLM Army Career Alumni Program (ACAP) Transition Map for military personnel requires mandatory referral of personnel as they transition out of the military to WorkSource offices throughout the area. With many of JBLM personnel residing in Thurston County it can be expected that the WorkSource office in Tumwater will see a significant number of referrals.

WIA Program staff also participates in annual “Stand Down” events organized by local DVOP and LVER representatives and sponsored by PacMtn. These events assist local homeless Veterans and others get in touch with local employers willing to hire veterans and assists Veterans get connected to many valuable services available to them.

PacMtn has been and will continue to be a Veteran friendly organization and area. Bordering one of the largest bases in the country, Joint Base Lewis McChord (JBLM) we have a veteran’s population which is significant.

Also, of all the Army bases in the country JBLM is the base of choice for military personnel choosing to be released from the military. As such Thurston County has 21,000 Veterans residing in the county.

In our effort to assist military spouses PacMtn wrote and submitted a National Emergency Grant (NEG). The grant was funded in partnership with the Pierce County WDC in the amount of \$4.8 million. The plan was to serve 825 spouses. We have gone on to serve in excess of 900 spouses in training and intensive services. Many are presently in placement services which will continue till June 30, 2013.

Plans for American Job Center Network (AJC) Branding

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

PacMtn will comply with WIN 0025 regarding the American Job Center Network (AJC) branding. Federal guidance allows for a co-branded system, and the USDOL is flexible about how far WorkSource partners are required to go in implementing the AJC identity. For example, adding a tagline that identifies WorkSource as “A partner of the America Job Center network” will suffice for now.

PacMtn proposes the same approach as that of the Employment Security Department in WIN 0025. Those proposals are as follows:

AJC Identity

Unless required by USDOL, the PMWDC will not propose to replace the WorkSource identity with the AJC identity.

AJC Tagline

The PMWDC will add the AJC tagline to printed materials as materials are revised and/or reprinted. The PMWDC will also place it on resource-room desktops and WorkSource websites.

NOTE: The federal guidance calls for giving the AJC identifier treatment “equal” to the WorkSource identifier, but isn’t clear about what this means. From a graphics-design and practical perspective, making the tagline copy the same size as the WorkSource logo would be overwhelming and would take up a lot of room on materials that are already pretty tight for space. Therefore, PMWDC proposes to keep the tagline proportional to the WorkSource

identifier, so it fits neatly beneath the WorkSource logo. This can be viewed on attachment A. of WIN 0025. From a message perspective, it ties them together better, and it's aesthetically more pleasing.

Identification as Member of the AJC Network

(If the Budget allows) PMWDC will produce clear window stickers to place on/near the doors of WorkSource centers to identify them as members of the AJC network. This strategy would serve as an alternative to the considerable expense of replacing signs.

Building Signs

If USDOL eventually offers money to replace building signs, PMWDC will engage partners to discuss as a system whether and how to pursue this option.

News Releases

In news releases about WorkSource, PMWDC will mention that WorkSource is a partner of the AJC network. ESD will also include it in unemployment-insurance materials that talk about WorkSource services.

Section IV

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 no conflict exists with WIA.	WIA Sections 121(d)(2) (A), 123; 20 CFR 662.410; 20 CFR 663.430; 20.CFR 661.310; WIA Policy 3405

☒	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
☒	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
☒	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
☒	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
☒	15. The local board provides to employers the basic business services outlined in WorkSource System Policy 1014.	WorkSource System Policy 1014
☒	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
☒	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
☒	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
☒	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
☒	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
☒	21. The local board complies with restrictions governing the use of federal funds for political activities, the use of the one-stop environment for political activities, and the local board complies with the applicable certification and disclosure requirements.	WorkSource System Policy 1018; 2 CFR Part 225 Appendix B; 2 CFR Part 230 Appendix B; 48 CFR 31.205-22; RCW 42.52.180; TEGL 2-12; 29 CFR Part 93.100
☒	22. The local boards in WDAs 3, 8, 9, & 11 negotiate an MOU with the WIA 167 grantee which sets forth their respective responsibilities for making the full range of services available through the One-Stop system available to farmworkers.	WIA Section 167 20 CFR 669.220(a)

<input checked="" type="checkbox"/>	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
Administration of Funds		References
<input checked="" type="checkbox"/>	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)
<input checked="" type="checkbox"/>	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
<input checked="" type="checkbox"/>	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
<input checked="" type="checkbox"/>	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
<input checked="" type="checkbox"/>	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
<input checked="" type="checkbox"/>	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
<input checked="" type="checkbox"/>	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
Eligibility		References
<input checked="" type="checkbox"/>	31. The local board has a written policy and procedures that ensure adequate and correct determinations of eligibility for WIA-funded 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.	WIA Section 134(d)(4)(E); 20 CFR Part 663 Subpart A, B, and C; WIA Policies 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
Performance		References
☒	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

SECTION V

WDA #: 2

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

Local Certification

This 2013-2017 Local Integrated Workforce Plan is submitted in accordance with the provisions of the Workforce Investment Act Title I-B and plan development guidelines adopted by the state Workforce Board on November 15, 2012.

The Pacific Mountain Workforce Development Council certifies that it complies with all required components of the Workforce Investment Act Title I-B its regulations, written U.S. Department of Labor guidance implementing the laws, and all other applicable federal and state laws, regulations, policies and guidance. The Council also assures that it will exercise oversight over Wagner-Peyser Act activities delivered as part of the one-stop system.

Please customize this signature page to accommodate your CLEO structure; e.g. local areas requiring more than one CLEO signature.



Cathy Wolfe
Thurston County Commissioner
Chief Local Elected Official

April 4, 2013

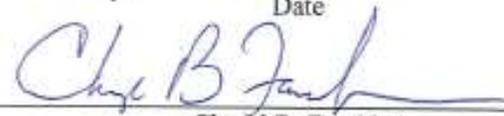
Date



Randy Luke
Chairman
Pacific Mountain Workforce Development Council

April 4, 2013

Date



Cheryl B. Fambles
Chief Executive Officer
Pacific Mountain Workforce Development Council

4/2/13

Date

Appendix A

Performance Accountability

ADULT

	Adult Entered Employment						Adult Employment Retention						Adult Earnings					
	PY11 Target	State Proposal for PY12	Simple Adjustment to DoL Negotiated Level	PY12Q2 prelim actual	Possible Zero-Sum Adjusted	Change due to Zero Sum Adjustment	PY11 Target	State Proposal for PY12	Simple Adjustment to DoL Negotiated Level	PY12Q2 prelim actual	Possible Zero-Sum Adjusted	Change due to Zero Sum Adjustment	PY11 Target	State Proposal for PY12	Simple Adjustment to DoL Negotiated Level	PY12Q2 prelim actual	Possible Zero-Sum Adjusted	Change due to Zero Sum Adjustment
Olympic	77.5%	77.9%	78.2%	75.3%	77.5%	-0.68%	82.0%	83.2%	84.0%	76.5%	80.4%	-3.56%	\$9,721	\$12,472	\$14,126	\$13,813	\$14,052	\$75
Pacific Mountain	75.4%	74.6%	74.9%	81.1%	76.3%	1.37%	81.3%	82.7%	83.5%	83.1%	83.5%		\$9,735	\$11,467	\$13,121	\$13,547	\$13,121	
Northwest	73.7%	77.2%	77.5%	80.3%	77.8%	0.36%	83.7%	84.9%	85.7%	89.2%	86.7%	1.03%	\$10,267	\$14,337	\$15,991	\$17,334	\$16,088	\$98
Snohomish	70.7%	74.2%	74.5%	67.0%	71.4%	-3.10%	80.9%	82.8%	83.6%	88.6%	85.5%	1.96%	\$9,616	\$13,639	\$15,293	\$16,409	\$15,362	\$69
Seattle - King	71.4%	77.5%	77.8%	73.5%	76.4%	-1.39%	81.9%	87.5%	88.3%	89.5%	88.3%		\$10,744	\$13,964	\$15,618	\$15,714	\$15,618	
Tacoma - Pierce	73.2%	77.6%	77.9%	77.2%	77.9%		80.9%	85.1%	85.9%	86.4%	85.9%		\$9,461	\$12,903	\$14,557	\$16,033	\$14,682	\$125
Southwest	67.9%	68.6%	68.9%	75.7%	70.5%	1.60%	75.5%	81.5%	82.3%	81.4%	82.3%		\$6,336	\$10,369	\$12,023	\$13,196	\$12,119	\$97
North Central	78.6%	79.8%	80.1%	76.6%	79.1%	-0.98%	85.8%	85.4%	86.2%	84.5%	86.2%	0.00%	\$9,976	\$11,078	\$12,732	\$11,832	\$12,226	-\$505
South Central	82.9%	80.6%	80.9%	81.4%	80.9%		82.6%	80.4%	81.2%	78.8%	80.7%	-0.51%	\$8,973	\$9,947	\$11,601	\$11,813	\$11,601	
Eastern	79.5%	77.7%	78.0%	79.7%	78.0%	0.03%	85.2%	84.3%	85.1%	83.2%	85.0%	-0.15%	\$8,102	\$11,188	\$12,842	\$13,091	\$12,842	
Benton/Franklin	84.2%	82.1%	82.4%	88.7%	83.7%	1.37%	84.6%	82.6%	83.4%	88.9%	85.6%	2.24%	\$13,115	\$12,350	\$14,004	\$10,505	\$11,665	-\$2,339
Spokane	77.8%	80.8%	81.1%	84.6%	81.7%	0.53%	81.6%	83.6%	84.4%	82.4%	84.2%	-0.24%	\$8,943	\$13,085	\$14,739	\$15,987	\$14,830	\$91
Statewide	75.2%	75.6%	75.9%	76.9%	75.91%		81.0%	83.7%	84.5%	84.3%	84.52%			\$12,046	\$13,700	\$14,237	\$13,710	

Dislocated Worker

	Dislocated Entered Employment						Dislocated Employment Retention						Dislocated Earnings					
	PY11 Target	State Proposal for PY12	Simple Adjustment to DoL Negotiated Level	PY12Q2 prelim actual	Possible Zero-Sum Adjusted	Change due to Zero Sum Adjustment	PY11 Target	State Proposal for PY12	Simple Adjustment to DoL Negotiated Level	PY12Q2 prelim actual	Possible Zero-Sum Adjusted	Change due to Zero Sum Adjustment	PY11 Target	State Proposal for PY12	Simple Adjustment to DoL Negotiated Level	PY12Q2 prelim actual	Possible Zero-Sum Adjusted	Change due to Zero Sum Adjustment
Olympic	77.4%	79.2%	82.2%	82.0%	82.2%		84.2%	84.8%	86.3%	81.5%	83.7%	-2.59%	\$14,926	\$16,113	\$17,775	\$18,050	\$17,775	
Pacific Mountain	72.2%	78.2%	81.2%	81.6%	81.2%		81.9%	86.8%	88.3%	87.0%	88.0%	-0.28%	\$13,165	\$15,626	\$17,288	\$18,921	\$17,288	
Northwest	72.0%	76.2%	79.2%	86.6%	79.6%	0.39%	84.2%	87.1%	88.6%	90.8%	88.7%	0.03%	\$16,298	\$17,433	\$19,095	\$19,486	\$19,095	
Snohomish	71.1%	79.7%	82.7%	80.9%	82.4%	-0.38%	83.5%	89.4%	90.9%	91.9%	90.9%		\$15,913	\$21,040	\$22,702	\$22,970	\$22,702	
Seattle - King	67.6%	74.0%	77.0%	79.1%	77.0%		83.7%	86.5%	88.0%	89.0%	88.0%		\$16,234	\$21,039	\$22,701	\$23,726	\$22,701	
Tacoma - Pierce	74.4%	82.9%	85.9%	85.1%	85.9%		84.1%	86.7%	88.2%	89.4%	88.2%		\$13,763	\$15,986	\$17,648	\$18,313	\$17,648	
Southwest	70.3%	75.0%	78.0%	82.4%	78.1%	0.11%	82.1%	84.8%	86.3%	85.7%	86.3%		\$8,730	\$14,254	\$15,916	\$18,407	\$15,942	\$26
North Central	76.9%	81.4%	84.4%	81.2%	83.2%	-1.20%	83.5%	83.7%	85.2%	88.8%	85.4%	0.18%	\$12,502	\$14,842	\$16,504	\$15,316	\$15,737	-\$767
South Central	76.2%	81.5%	84.5%	83.7%	84.5%		85.8%	87.0%	88.5%	86.3%	87.6%	-0.87%	\$13,044	\$15,364	\$17,026	\$16,339	\$16,673	-\$353
Eastern	75.4%	78.5%	81.5%	81.4%	81.5%		86.0%	86.4%	87.9%	92.1%	88.1%	0.24%	\$15,535	\$17,564	\$19,226	\$19,273	\$19,226	
Benton/Franklin	85.9%	83.5%	86.5%	87.6%	86.5%		90.0%	90.8%	92.3%	90.8%	91.9%	-0.41%	\$18,698	\$18,257	\$19,919	\$15,412	\$16,498	-\$3,421
Spokane	73.5%	83.9%	86.9%	88.6%	86.9%		84.1%	87.2%	88.7%	89.4%	88.7%		\$10,916	\$16,037	\$17,699	\$18,903	\$17,699	
Statewide	73.6%	78.1%	81.1%	82.2%	81.14%		83.9%	86.5%	88.0%	88.4%	87.96%		\$14,043	\$17,338	\$19,000	\$20,047	\$19,163	

YOUTH

	Youth Placement						Youth Certificate						Youth Literacy/Numeracy					
	PY11 Target	State Proposal for PY12	Simple Adjustment to DoL Negotiated Level	PY12Q2 prelim actual	Possible Zero-Sum Adjusted	Change due to Zero Sum Adjustment	PY11 Target	State Proposal for PY12	Simple Adjustment to DoL Negotiated Level	PY12Q2 prelim actual	Possible Zero-Sum Adjusted	Change due to Zero Sum Adjustment	PY11 Target	State Proposal for PY12	Simple Adjustment to DoL Negotiated Level	PY12Q2 prelim actual	Possible Zero-Sum Adjusted	Change due to Zero Sum Adjustment
Olympic	58.8%	65.2%	71.1%	73.4%	71.2%	0.03%	66.5%	68.4%	68.4%	71.7%	69.4%	1.02%	34.6%	37.8%	37.8%	25.0%	35.0%	-2.84%
Pacific Mountain	51.5%	57.9%	63.8%	77.8%	69.0%	5.26%	72.1%	77.8%	77.8%	94.2%	85.8%	8.00%	49.6%	53.0%	53.0%	28.6%	47.3%	-5.66%
Northwest	55.0%	64.7%	70.6%	87.8%	77.1%	6.57%	75.6%	74.4%	74.4%	89.7%	81.8%	7.40%	33.4%	51.9%	51.9%	70.0%	65.5%	13.61%
Snohomish	47.1%	48.6%	54.5%	42.4%	46.5%	-8.05%	77.7%	71.3%	71.3%	27.0%	48.0%	-23.34%	47.6%	56.4%	56.4%	48.1%	55.1%	-1.36%
Seattle - King	55.0%	65.4%	71.3%	72.3%	71.3%		75.8%	74.7%	74.7%	82.7%	78.2%	3.48%	40.2%	39.7%	39.7%	33.9%	38.7%	-0.94%
Tacoma - Pierce	55.9%	59.9%	65.8%	64.9%	65.8%		75.5%	73.3%	73.3%	63.3%	73.3%		43.8%	40.7%	40.7%	39.7%	40.7%	
Southwest	42.6%	61.1%	67.0%	76.4%	70.2%	3.21%	80.6%	79.1%	79.1%	84.3%	81.1%	1.91%	59.2%	59.1%	59.1%	59.3%	59.1%	
North Central	53.2%	53.4%	59.3%	66.4%	61.6%	2.30%	73.6%	72.1%	72.1%	80.6%	75.9%	3.79%	46.1%	53.4%	53.4%	61.0%	58.7%	5.37%
South Central	52.0%	55.3%	61.2%	50.0%	53.9%	-7.29%	72.6%	72.1%	72.1%	68.8%	72.1%		51.8%	52.5%	52.5%	68.7%	64.6%	12.14%
Eastern	53.9%	60.2%	66.1%	65.5%	66.1%		77.7%	75.4%	75.4%	75.0%	75.4%		49.8%	50.5%	50.5%	21.6%	43.6%	-6.90%
Benton/Franklin	61.9%	62.4%	68.3%	74.3%	70.0%	1.69%	73.7%	76.5%	76.5%	81.3%	78.2%	1.76%	43.1%	49.2%	49.2%	37.5%	46.9%	-2.37%
Spokane	59.1%	64.2%	70.1%	68.0%	69.3%	-0.76%	73.5%	73.9%	73.9%	74.1%	73.9%		37.6%	50.4%	50.4%	50.8%	50.4%	
Statewide	53.9%	60.1%	66.0%	67.6%	66.09%		75.3%	74.3%	74.28%	74.0%	74.28%		44.0%	49.0%	49.04%	45.5%	48.86%	

Appendix B

Core Measure Results

WDA Core Measures

Program	WDA	-	2
	WDA Name	Statewide	Pacific Mountain
ADULTS			
Apprenticeship	Employment Rate	64.5%	68.7%
	Credential Rate	51.6%	57.8%
	Annualized Earnings	\$47,115	\$43,142
CTC Professional Technical	Employment Rate	64.5%	62.4%
	Credential Rate	56.6%	53.6%
	Annualized Earnings	\$26,138	\$22,616
Private Career Schools	Employment Rate	61.8%	58.5%
	Credential Rate	78.3%	80.4%
	Annualized Earnings	\$20,812	\$20,017
WIA Dislocated Worker	Employment Rate	65.3%	66.1%
	Annualized Earnings	\$33,979	\$34,947
Worker Retraining	Employment Rate	65.6%	64.7%
	Credential Rate	56.8%	64.5%
	Annualized Earnings	\$30,331	\$28,330
ADULTS WITH BARRIERS			
Adult Basic Education	Employment Rate	47.9%	42.5%
	Annualized Earnings	\$16,808	\$13,647
Services for the Blind	Employment Rate	42.7%	33.3%
	Rehabilitation Rate	65.6%	54.2%
	Annualized Earnings	\$22,802	\$18,663
Vocational Rehabilitation	Employment Rate	46.7%	52.8%
	Rehabilitation Rate	51.9%	57.3%
	Annualized Earnings	\$14,520	\$11,379
WIA Adult	Employment Rate	66.7%	61.1%
	Annualized Earnings	\$22,497	\$20,286
Work First	Employment Rate	39.6%	39.5%
	Annualized Earnings	\$12,426	\$12,175

Core Measure Results (Continued)

Program	WDA	-	2
	WDA Name	Statewide	Pacific Mountain
YOUTH			
Secondary CTE	Employment / Postsecondary Enrollment Rate	83.1%	79.9%
	Annualized Earnings (not in school)	\$10,959	\$10,183
WIA Youth	Placement Rate	61.8%	67.5%
	Annualized Earnings	\$10,865	\$12,238

*N <5, so not reported

Note: Credential rates for WIA programs are being revised and are therefore not shown.

Appendix C

Council's Public Review and Comment Process

Local Integrated Workforce Plan public review and comment process.

- January 18, 2013- Board Strategic Planning Retreat to develop Goals and Objectives for inclusion into the Local Integrated Workforce Plan.
- February 27, 2013- Public comment period begins. Public forum is held including Consortium members, Board members, contractors and other interested stakeholders.
- February 27, 2013- Local Integrated Workforce Plan is published on the PMWDC website.
- February 27,2013- Public Notices are published in newspapers in each of the five county's within our consortium announcing the publication of the Local Integrated Workforce Plan and how to access.
- February 28, 2013 – Send Public Notice via email server list to stakeholders.
- Public Comment period closed on March 30, 2013.