

Workforce Innovation and Opportunity Act



**Pierce County Local Workforce Development Plan
July 1, 2016 – June 30, 2020**



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TABLE OF CONTENTS

Plan Submission Instructions	Page
❖ Executive Summary	3
❖ Introduction	5
❖ Plan Sections	8
Section I: Regional Designation	10
Section II: Regional Component of Plan	11
Section CR: Cross-Regional Component of Plan	29
Section III: Local Component of Plan	33
Section IV: Performance Accountability Component of Plan	70
Attachments	
A. Sector Partnership Plan	74
B. Regional Service Coordination Plan	86
C. Regional Economic Development Coordination Plan	87
D. Local Area Profile	89
E. Local Workforce Development Board Membership and Certification	93
F. 2016-2020 Regional/Local Workforce Plan Assurances	95
G. Regional/Local Workforce Plan Certification	99
H. Public Comment	100
I. Performance Targets	106
J. Pierce County Workforce Data	107
K. Demand Occupations	110
L. Pierce County Workforce Development WIOA Organizational Structure	111



PIERCE COUNTY
WORKFORCE
DEVELOPMENT COUNCIL

Executive Summary

The Pierce County Workforce Development Council (Pierce County WDC) is a partnership of businesses, educators, economic development specialists, community-based organizations and government. This integrated workforce development system has three primary external customers – businesses, job seekers and incumbent workers. To ensure the workforce system is strongly aligned with business’s needs, employers are active stakeholders in the design, delivery and evaluation of the local workforce system.

Job seekers, including unemployed and under-employed workers, are served by quality training and other workforce development services that meet the high skills standards demanded by businesses. It is the charge of the supply-side workforce development partnerships to respond to businesses’ demand for workers whose skills keep pace with the changing economy.

The vision of the Pierce County WDC is a workforce development system that has:

- **Partnerships that foster economic development;**
- **Value-added business services;**
- **Valuable customer-focused services;**
- **Leveraged community resources; and**
- **Communication and technology that supports the system.**

Economic conditions impacting the State of Washington and Pierce County are expected to display moderate improvement in coming years. A recent study completed by WFC indicates that Pierce County continues to experience year-over employment gains in a majority of industries and recorded a year-over employment grow rate of 3.9 percent, surpassing Washington’s growth rate of 2.5 percent. (Attachment J). These improvements have led to a modest boost in consumer spending, although this will be tempered by reduced government spending that continues to drag on local and state economies.

All industries in the region were affected by the economic collapse of 2008, but most are starting to show improvement. The Port of Tacoma, for example, showed a 5 percent increase in container volume in 2015 (<http://portoftacoma.com/monthly-cargo-stats/2015-07-17/puget-sound-gateway-container-volumes-grow-june>). And in 2015, Boeing built 762 jets, valued at about \$62 billion, compared to Airbus's 635 jets, valued at about \$42 billion (<http://www.seattletimes.com/business/boeing-aerospace/boeing-trails-in-value-of-2015-orders-but-in-deliveries-it-easily-outruns-airbus/>). The military's contribution to our economy is also expected to remain fairly strong in coming years, and a universally aging population will lead to a steady demand for healthcare services. A News Tribune article on December 30, 2015 indicated that "The area's booming economy helped make Tacoma a center for construction employment growth. Tacoma added 3,400 construction jobs from November 2014 through last month. The Tacoma-Lakewood area ranked third in the nation in construction employment growth over the 12-month period ending November 2015 according to the Associated General Contractors of America.

The issues the Pierce County WDC will face in the next five years include an aging population, low high school graduation rates, high youth unemployment, and large numbers of transitioning military from Joint Base Lewis McChord (JBLM). The strategies the Pierce County WDC will use to address these and other emerging issues are outlined in this Local Integrated Workforce Plan. This plan uses the six key industry sectors identified by the Pierce County WDC. They are healthcare, advanced manufacturing, transportation and warehousing logistics, construction, IT/cybersecurity, and military and defense.

The strategies to provide job seekers with a path to employment while ensuring workers are trained for the needs of local business include services to youth and adults in transition, and to local businesses with a wide variety of public/private workforce initiatives such as our work with Pacific Mountain WDC in a Cross-Regional community partnership to support veterans and their family members.

The Pierce County WDC develops partnerships, policies, and programs to close the gap between businesses need for skilled workers and our residents' ability to meet those needs. We do this by creating and maintaining an accountable, flexible, customer driven, and integrated system that is demand-side led and enables veterans, youth, young adults, low-income adults, laid-off workers, immigrants, and individuals with disabilities access to education, training, and guidance that positions them for in-demand, high-wage jobs in growth industry clusters.



Introduction

Workforce Innovation and Opportunity Act (WIOA)

On July 22, 2014 President Obama signed into law the Workforce Innovation and Opportunity Act (WIOA). The WIOA supersedes the Workforce Investment Act (WIA) of 1998. WIOA is designed to improve and streamline access to federally funded employment, education, training, and support services. This is the first legislative reform of the public workforce system in more than 15 years. Every year the key programs that form the pillars of WIOA help tens of millions of job seekers and workers to connect to good jobs and acquire the skills and credentials needed to obtain them. The enactment of WIOA provides an opportunity for reforms to ensure the one-stop delivery system is job-driven, responding to the needs of employers and preparing workers for jobs that are available now and in the future.

WIOA took effect July 1, 2015, the first full year after enactment, and supersedes WIA. It has six main purposes:

1. Increase access to opportunities for employment, education, training, and support services for individuals, particularly those with barriers to employment;
2. Support the alignment of workforce investment, education, and economic development systems in support of a comprehensive, accessible, and high-quality workforce development system;
3. Improve the quality and labor market relevance of workforce investment, education, and economic development efforts;
4. Promote improvement in the structure and delivery of services;
5. Increase the prosperity of workers and employers; and
6. Provide workforce development activities that increase employment, retention, and earnings of participants that increase post-secondary credential attainment and as a result, improve the quality of the workforce, reduce welfare dependency, increases economic self-sufficiency, meets skills requirement of employers, and enhances productivity and competitiveness of the nation.

Washington State Strategic Workforce Plan “Talent and Prosperity for All”

Soon after the passage of WIOA, Governor Jay Inslee directed the Workforce Training and Education Coordinating Board (Workforce Board) to work with the system’s stakeholders to shape Washington State’s Workforce Plan “Talent and Prosperity for All” toward three goals to maximize the workforce system’s impact:

- Help more people find and keep jobs that lead to economic self-sufficiency, with a focus on disadvantaged populations;
- Close skill gaps for employers with a focus on in-demand industry sectors and occupations, including through apprenticeships; and
- Work together as a single, seamless team to make this happen.

The following key strategic priorities were adopted by the Workforce Board and serve as the organizing principles around which Washington State’s workforce plan and the twelve local workforce plans are structured:

- **Customer Receive Integrated Services that Lead to Employment and Careers:** Customers need to be able to find and navigate the workforce development pathway that is best for them. Customers should also understand they have continuous access to the workforce development system throughout their working lives;
- **Increase Business Engagement with a Clearly Defined Workforce Value Stream:** Businesses need simple paths to the workforce system and a better understanding of the benefits, whether it’s filling open positions with qualified applicants or shaping training programs to ensure workers have industry-specific skills;
- **Universal Accessibility to the System through Technology and other Barrier Removal:** Barrier removal and universal accessibility of workforce development services - both physical and programmatic is a core priority; and
- **Next Generation Performance Accountability System that Shows Outcomes and Identifies Gaps:** The measurement system needs to measure results when many of the participants are served by multiple programs.

For more information about the State of Washington’s draft plan *Talent and Prosperity for All: The Strategic Plan for Unlocking Washington’s Workforce Potential* see the Washington State Workforce and Educational Training Coordinating Board’s website at: <http://wtb.wa.gov/default.asp>.

Pierce County Local Workforce Development Plan

WIOA requires the development of four-year plans, to be revisited/revised after the first two years. The Pierce County WDC is one of the twelve local workforce development boards (LWDBs) in Washington State. In accordance with WIOA, each LWDB must develop a local workforce investment plan that outlines a five-year strategy for program years 2016 – 2020 (which begins July 1, 2016) for its workforce investment system.

The Workforce Board, in consultation with the Washington State’s Employment Security Department (ESD), is responsible for taking action to recommend the Governor’s approval of the

local plans. Guidance has been provided for the preparation of the plan and its requirements. The information and statements in each of the sections come from the Workforce Board guidelines.

2016-2020 Local Integrated Workforce Plan Goals

As outlined in the planning guidelines, Pierce County's Local Integrated Workforce Plan should cover the following goals:

- A. Articulate a vision for the local area's workforce development system;
- B. Develop goals, objectives, and strategies to increase skill levels, employment, earnings, customer satisfaction, and return on workforce development investments;
- C. Develop a blueprint to utilize the area's strategic workforce assets to meet the requirements of the changing economy;
- D. Create a planning process, managed by LWDBs, that assures meaningful opportunities for business, labor, local chief elected officials, program operators, WorkSource partner agencies, and others to communicate their needs, offer perspectives and expertise, and participate in the process. The review and comment process for developing the regional/local workforce plan is transparent and dynamic, with opportunities for interested parties to comment as the plan is developed;
- E. Create a plan that is focused on the unique needs and resources of the local area and is consistent with both the *2016-2026 State Strategic Plan for Workforce Development* and *2016-2020 Combined State Plan*;
- F. Broadly share goals, objectives, and strategies that:
 - Represent the priorities of the LWDB and its partners;
 - Reflect stakeholder input;
 - Offer guidance and propose approaches that benefit customers of the workforce development system (employers, job seekers, workers, students, and out-of-school youth);
 - Are supported by current and specific economic and demographic data and needs assessment;
 - Take into account existing workforce development programs and services; and
 - Are informed by program performance.
- G. Describe the local area's WIOA Title I operational plans; and
- H. Document WIOA Title I compliance through the use of an assurances checklist.

How is the "Local Workforce Development System" Defined?

The public workforce system is a network of federal, state, and local agencies that function in a coordinated and integrated way to support economic expansion and to develop the talent of our local workforce. In order to meet the challenge of the 21st century's global economy, the public workforce system works in partnership with businesses, educators, community-based organizations, and community leaders to foster economic development and high-growth opportunities in regional economies. This system exists to help businesses find qualified workers to meet their present and future workforce needs.

The “Local Workforce Development System” includes, but is not limited to:

- Secondary vocational education, including activities funded under the federal Carl D. Perkins Career and Technical Education Improvement Act of 2006;
- Community and technical college vocational education programs, including activities funded under the federal Carl D. Perkins Career and Technical Education Improvement Act of 2006;
- Private career schools and private college vocational programs;
- Public and private universities;
- Employer-sponsored training;
- Youth, Adult, and Dislocated Worker programs and activities funded by Title I of the Workforce Innovation and Opportunity Act (WIOA);
- Work-related adult basic education and literacy programs, including programs funded under the federal Adult Education and Family Literacy Act (WIOA Title II);
- Programs and activities funded under the federal Wagner-Peyser Act (WIOA Title III);
- Registered apprenticeship programs;
- Certified pre-apprenticeship programs;
- The One-Stop System (as described in WIA Section 121(b));
- State workforce education programs administered by the public community and technical college system (Job Skills Program, Worker Retraining Program, Customized Training Program, Centers of Excellence);
- Training Benefits Program;
- Vocational rehabilitation programs administered by the Department of Social and Health Services Division of Vocational Rehabilitation and the Department of Services for the Blind (WIOA Title IV);
- Programs offered by private and public nonprofit organizations that provide job training or work-related adult literacy services;
- May include other state and federally funded workforce development programs (consult the Workforce Board’s Workforce Program Directory);
- May include locally funded workforce development programs; and
- May include other privately funded workforce development programs and initiatives.

Local Plan Sections

The local plan contains the following five distinct sections and attachments:

Section I – Regional Designation

Section II – Regional Component of the Plan

Section CR – Cross-Regional Component of the Plan

Section III – Local Component of Plan

Section IV – Performance Accountability Component of Plan

Attachments:

Attachment A – Sector Partnership Plan

Attachment B – Regional Service Coordination Plan

Attachment C – Regional Economic Development Coordination Plan

Attachment D – Local Area Profile

Attachment E – Local Workforce Development Board Membership and Certification

Attachment F – 2016-2020 Regional/Local Workforce Plan Assurances

Attachment G – Regional/Local Workforce Plan Certification

Attachment H – Public comment

Attachment I – Performance Targets

Attachment J – Pierce County Workforce Data

Attachment K – Demand Occupations

Attachment L – Pierce County Workforce Development WIOA Organizational Structure



Section I Regional Designation

- Workforce Region Name: **Tacoma-Pierce County Workforce Development Region**
- Workforce Development Area Name and Number: **Tacoma-Pierce County Workforce Development Area #6**
- County Comprising Service Delivery Area: **Pierce County**
- Fiscal Agent/Entity Responsible for the disbursement of grant funds: **WorkForce Central**



Section II

Regional Component of Plan

II.1 Regional analysis. Provide an analysis of regional economic conditions, including:

II.1.a. Existing and emerging in-demand industry sectors and occupations, and their employment needs.

Pierce County WDC/WorkForce Central serves the Tacoma-Pierce County area, the second most populous county in Washington. The county is home to over 840,000 residents and nearly 21,000 employers providing 277,863 jobs. The economy is in solid recovery from the downturn of 2008 and the primary sectors continue to gain in revenue and jobs. The Port of Tacoma is an economic engine for the county with a total value of economic two-way trade from Port activities at \$16.5 billion in 2015. The Port of Tacoma and Seattle have formed a Seaport Alliance and ranked together they are recognized as the fourth largest container gateway in North America. The area is home to two military bases, Camp Murray and JBLM, one of the largest bases in the United States.

The county enjoys a robust tourism economy due to the gift of geography and great scenic beauty, as well as an international golf destination in Chambers Bay Golf Course, host of the 2015 U.S. Open, that brought 110,000 unique visitors to the county. In 2015 Dean Runyon Associates reported tourism for Pierce County was over one million visitors, a 6.3% increase over the previous year. A number of new hotels and tourism amenities are either in permitting or scheduled to be built over the next three to five years.

Based upon traditional strengths and as a regional component of the Puget Sound economy, Pierce County has maintained its economic identity post the 2010 recession. It serves as a healthcare provider for South Puget Sound represented by MultiCare Health System, DaVita, and Franciscan Health System. Aerospace manufacturing plays a growing role with the Boeing Company facilities within the county producing vertical tail fins for several of the company's newer aircraft models, as well as a number of related aircraft parts. Toray Composites is another firm of prominence as a supplier to Boeing and related to the aerospace industry. After the downturn in 2008, residential development languished but construction starts are now up and new projects are being built and others resumed.

Pierce County benefits from the economy to the north in Seattle and King County and is part of the Seattle, Bellevue, King County Metropolitan Statistical area, the 15th largest statistical area in the United States. Over 24% of the population commute to King County or outside the county for employment. Commuting may be by car, van pool, bus or the Sounder commuter rail. The cost of living in Pierce County is lower than King County, a benefit to the commuter's lifestyle.

Pierce County experiences diversity in business types across the county. With the Economic Development Board for Tacoma-Pierce County and other partners, the Pierce County WDC has developed sector strategies that focus on healthcare, advanced manufacturing, transportation and warehousing logistics, construction, IT/cybersecurity, and military and defense. These same sectors are among those designated by the Puget Sound Regional Council (PSRC), the transportation, economic development, growth management and planning agency for a four county region (Pierce, Kitsap, King and Snohomish counties). This intentional connection of the larger body, businesses, the county economic development organizations at the county and regional level, and WorkForce Central provides alignment of information to inform the workforce system about jobs currently created, as well as those of the future. Attachment K contains a list of primary in-demand careers for each key sector.

A study is currently underway to examine the sector strategies and skills gaps in the designated sectors. The initial phase is an exhaustive data gathering effort to map current conditions and produce regional profiles that show the demographic and economic trends in Pierce County as they pertain to the designated industry sectors. This will include median and average wages, turnover rates, and occupation-based projections (including decomposition of future job openings between growth-induced and churn). The work will begin in the first quarter of 2016.

The next phase, current assessment of the key sectors, will employ occupational modeling, industry-specific projections of demand, supply, and identification of labor force gaps. Focus group discussions for each of the six sectors will gain insight and feedback around the initial assessment and identify industry specific skills and training needed for each sector. The focus group discussions will take place in March and April of 2016.

The combined assessment will be the basis for the analysis of education, skills, and training needed to sustain and grow an adept, local workforce. The analysis will shape discussions around proposed strategies to meet workforce needs and address any forecasted gaps.

The report will analyze workforce training challenges, looking at impediments to education, skills, and training necessary for employment in the six targeted industries in Pierce County. The Pierce County WDC will collaboratively synthesize proposed strategies for meeting the workforce needs and addressing identified skills gaps. This activity will occur in May and early June of 2016. Reports will include a report for each of the targeted industries, a summary master report that will include industry-specific analytics and findings, plus a regional profile. In addition, the reports will include information clearly supported by charts, data tables, maps, graphics as well as a dashboard exhibit for each report. Each report will also contain a concise executive summary developed specially for executive policy briefings, press releases, and related needs.

The Pierce County WDC will utilize this work to inform, collaborate, and partner for each sector with businesses, economic development, community based organizations, and other allies to implement the plans and strategies.

II.1.b Demographic characteristics of the current workforce, including the educational and literacy levels, with emphasis on youth, adults in transition, and individuals with disabilities. Describe how the local area's demographics are changing and the planning implications for the anticipated workforce of the future.

The labor force in Pierce County is approximately 77% Caucasian, 8% Hispanic/Latino, 6% African American, 6% Asian, and 3% Native American. Youth ages 16-24 account for 15%, and workers over 55 make up 19%. (American Community Survey, 5Yr Dataset, U.S. Census Bureau, 2009-2013)

On-time high school graduation rates reached 78.7% in Pierce County in 2014 as a result of concerted efforts following a historically low rate in 2010. (Office of the Superintendent of Public Instruction, Washington, Data Center, k12.wa.us). High school graduation rates have improved greatly and over 38% of the workforce has at least some post-secondary education. Each of those milestones translates into a dramatic reduction of poverty rates and an increase in earning power. However, if the skills of the workforce are to be aligned with the needs of a changing economy, a higher percentage of the workforce will need at least some post-secondary education.

Race, income level, and gender effect on-time high school graduation rates. Compared to the on-time graduation rate of 78.7%, the graduation rate for Latino and African American students is 71% and 73.2% respectively. The on-time graduation rate for Native Americans is 44.3%. For low-income students, the on-time graduation rate is almost 10% lower than for all students. The rate for young women was 81.6% which out-performs the rate for young men at 75.9%. (Office of the Superintendent of Public Instruction, Washington, Data Center, k12.wa.us)

These disparities have long-term implications considering the changing demographics. While Caucasian residents make up the majority of residents, most of them are in their 30's and 40's. The majority of Hispanic/Latino residents are ages 1-14, and all minority groups are growing at a much faster rate than Caucasians. (Employment Security Department, Washington State, Pierce County Profile: County Data Tables, 2015)

For November 2015, the percentage of people with disabilities working was 19.2%. (2013 Disability Status Report for Washington State, Cornell University). The percentage of students with disabilities dropout rate is 45.6%. Arrest-rates are alarming for students with disabilities who drop out of school: 73% for students with emotional/behavioral disabilities and 62% for students with learning disabilities. More than 80% of individuals incarcerated are high school dropouts.

Creating opportunities for in school youth to connect with caring adults wanting to work with them on their future can make a huge difference in regards to keeping them engaged in their future. The need for intensive employment services for youth and young adults with disabilities is evident.

Statistics from the 2013 Disability Status Report for Washington State published earlier this year from Cornell University reveals the following information:

	With Documented Disabilities	Without Any Disability
Number of youth ages 16-20	29,700	449,900
Percentage of people actively looking for work who are not employed	11.8%	22.5%
Percentage of working-age working full-time/full-year in WA	23.9%	55.4%
Median income of households that include any working-age people	\$45,300.00	\$69,900.00
Poverty rate of working-age people	27.5%	10.9%
Percentage of working-age people with only a high school diploma or equivalent	30%	21.6%

Additionally, of the approximate 90,000 veterans in Pierce County, over 23,000 have a service-related disability. WorkForce Central partners with stakeholders including Morningside and ESD to meet the needs of this demographic.

Veterans are also represented in the homeless population. Nationally, 12% of the homeless population are veterans. Veterans often are released experiencing Post Traumatic Stress Disorder and other mental health issues, substance abuse issues, traumatic brain injury, and other physical disabilities. Additionally, veterans often struggle to articulate their skill sets in terms of civilian careers. The Pierce County WDC invests in many initiatives to serve transitioning and retired veterans, and partners with organizations to engage homeless veterans and incarcerated veterans at-risk of homelessness.

Pierce County has three strategic plans to end homelessness: one for chronically homeless individuals, one for all populations, and one for families with children. These plans have been aligned under the Continuum of Care’s integrated vision.

According to the Pierce County Continuum of Care Plan to End Homelessness, homelessness is a complex and growing problem for which funding is at risk due to support services and public housing receiving significant budget cuts. Approximately 11.5% of residents are in poverty and homeless or at-risk of becoming homeless. The primary causes of homelessness are poverty and lack of affordable housing. According to the National Low Income Housing Coalition, 50% of Pierce County renter households cannot afford market rate housing and pay more than 30% of their income toward housing costs. These households are at-risk of losing their housing with one lost paycheck or medical emergency.

Since 2010 in partnership with Building Changes, WorkForce Central, using a navigation model, has been instrumental in moving homeless families from housing and career uncertainty to economic stability.

Other demographics in Pierce County face multiple barriers to employment, including a refugee population. Tens of thousands of refugees have been resettled between Seattle and Tacoma since the 1970's and, according to Lutheran Community Services, about 200 more move to Pierce County each year. Refugees represent many faiths and primarily come from Somalia, the Congo, Bhutan, Iraq, Easter Europe, Burma, and Afghanistan.

These new members of the community receive support in the form of housing, furnishings, food, job training and placement, medical screening, ESL classes, and cultural mentoring. There are several organizations that resettle and support refugees, including the Tacoma-Pierce County Health Department, Tacoma Community House, Lutheran Community Services, and World Relief. WorkForce Central partners with these organizations and makes sure its cohorts and training programs are available to these participants.

Other populations also struggle with housing and educational levels. In 2015, the Washington State Department of Corrections released 1,870 inmates in or adjacent to Pierce County. Inmates are 88% male, 72% Caucasian, 18% African American, 4% Native American, and 13% Hispanic/Latino. The average age of an inmate is 38. Offenders face significant barriers to employment, especially with middle to high-skill jobs. Less than 30% of offenders are employed one-quarter after release from prison. The most significant barrier is recidivism with 30% of state prisoners rearrested within three years of their release. Offenders must develop the basic academic skills necessary to succeed in the labor market. Over 13% of parolees have an education level below eighth grade and 45% have an education level between ninth and eleventh grades.

Finally, Pierce County is home to thousands of veterans, transitioning service members and their spouses. Census data from 2012 revealed a Pierce County veteran's population of approximately 90,000. Another 6,500 transitioned out of JBLM during 2013 and 8,000 left military service in 2014 with an estimated 9,000 active duty service members stationed at JBLM to leave the service over the next year. Add to the equation 14,000-15,000 who will return to Washington State annually through 2016, with a disproportionate percentage landing in Pierce County. Many of these service members have spouses and families.

These demographics suggest the need to offer continuous access and guidance to find and navigate the workforce development pathway that is best for them. Service providers across Pierce County need to develop a comprehensive and coordinated plan which provides participants with support services including wraparound services that are comprehensive and easy to access. It will be critical for Pierce County's system partners to combine and leverage resources to help each individual learn to find and keep the right job and receive continued support to advance their careers.

II.1.c Knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations.

Reflecting national trends, the economic recovery has created more low wage jobs than it has replenished living wage jobs. The cost of living is rising while income for earners who were in the bottom 40th percentile pre-recession has stagnated or continues to decline. Fortunately, many higher wage jobs are also being created for which the workforce can become competitive with an industry recognized credential or an Associate or Bachelor degree in an in-demand sector.

Tacoma-Pierce County was recently identified as one of the best “college towns”¹ in America which can be attributed to the robust and collaborative network of colleges and universities throughout Pierce County. In 2012, of those Pierce County students graduating with a certificate or Associate degree, 39% studied either healthcare, manufacturing or information technology. Of those graduating with a Bachelor degree, almost half (46%) held a degree in science or engineering. The challenge is that a growing percentage of jobs will require at least some post-secondary training. The good news is that many of these jobs can be attained with an industry-recognized certificate or Associate degree. Other avenues available to build capacity to meet industry and market demands include apprenticeships and industry-specific academies.

In addition to technical skills, Pierce County businesses have reported to workforce development professionals that appropriate workplace behaviors or “essential skills” are also important to Pierce County businesses. These include:

- Attendance and Punctuality
- Teamwork
- Creative Problem-Solving
- Reliability/Self-management
- Customer service
- Positive Attitudes
- Professionalism
- Organizational Skills
- Adaptability
- Communication

During the Great Recession and slow recovery, many employers became accustomed to having a large pool of applicants that were technically and socially competent. Now, employers are facing a job seekers’ market for the first time in nearly a decade. The majority of the workforce with strong essential skills has gone back to work or progressed in their careers. Simultaneously, businesses from all sectors are realizing the return on investment of essential skills is greater over the long run than technical skills alone.

We expect to find that this gap between the essential skills of the workforce and the expectations of the employers will increase in the short-term. As employers put a premium on these skills, the remaining percentage of the workforce that is unemployed or underemployed will be those that do not align with employers’ expectations.

II.1.d Analysis of the workforce in the region, including current labor force employment/unemployment data, labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment.

<http://www.bestcollegereviews.org/50-best-college-towns-america/>

As of February 2016, the unemployment rate in Pierce County, WA was 6.6% and the civilian labor force decreased by 1,222 from the previous month to total 407,097. During the month of February 2016, the largest gain was construction by 900 jobs. Pierce County's February month-over employment changes are an improvement over the previous month, with all industries that had recorded declines during the December 2015 to January 2016 period experiencing either employment gains or no additional losses. Additionally, the region continues to experience year-over employment gains in a majority of industries and recorded a year-over employment growth rate of 4.1%, surpassing Washington State's growth rate of 2.5%.

Youth employment is at its lowest level since the mid 1940's. Close to one-fifth of all Pierce County young adults age 16-24 years are unemployed and the rate is significantly higher for Native American, African American, and Latino youth. With more experienced workers holding onto entry level positions, young people are often last in line for jobs. As the economy continues to improve and older workers retire in larger numbers, more youth should successfully find employment. The next challenge will be making sure the young workforce is employed in the full range of in-demand sectors in Pierce County. A high percentage of working youth are in retail and food service jobs, and few youth and young adults are in every other sector compared to the percentage of workers age 55 and over.

Jobs by Sector in Pierce County (2014 data)

Healthcare: Healthcare provides over 51,700 jobs in Pierce County. This sector grows and expands each year, as the area's population grows and ages. This trend will likely continue in the foreseeable future with the aging boomer population that is well represented in the county.

The healthcare sector includes hospitals, offices of physicians, dentists and other healthcare providers, outpatient health clinics, and nursing and residential care facilities.

Wages averaged \$44,969 in 2015, about the same as the overall economy. Higher wages in ambulatory care and hospitals were partially offset by low wages in nursing and residential care. The three largest occupations in this component - nursing assistants, personal care aides, and home health aides-make up nearly half of employment.

Healthcare tends to have less turnover than the overall economy (7.1% versus 9.4%). The exception is the long-term care component, at 10.9%. According to the National Commission for Quality Long-Term Care, low job satisfaction, poor pay and benefits, and the emotional and physical toll of providing long-term care contribute to high turnover in this component.

Healthcare is a key driver of employment growth at both the national and local level. It has added jobs every year over the past decade, even throughout the recession - the only major industry to do so. Workforce Central has utilized cohort training models to provide training for workers to help meet the needs and demand of this growing sector.

More than 400 occupations are found throughout the healthcare sector. The Pierce County Sector Strategies and Skill Gaps Analysis process has preliminarily outlined 17 SOC codes that are identified for this sector in the county.

Educational requirements range from less than a high school diploma to a doctoral or professional degree, although the need for a college education is more prevalent in healthcare compared to the overall economy.

As the result of a change in the way services are delivered, healthcare has changed over time, but particularly in the last ten years. Ambulatory healthcare is growing rapidly representing a greater share of employment. More people are turning to doctors' offices and clinics (outpatient services) for healthcare. As a result of the Affordable Care Act more people will be served by primary care practitioners. A change in the practitioners practice model will shift from treatment to prevention likely resulting in workforce changes.

Advanced Manufacturing: Advanced manufacturing created employment of 5,402 and is a sector that includes Boeing workers, suppliers, and other high-demand advanced manufacturing employers.

The advanced manufacturing sector includes metals, machinery, transportation equipment, and aerospace composites. Pierce County has a competitive advantage in advanced manufacturing in that employment is more concentrated in the region due to Boeing and compared to the nation (6.9%).

Workers in advanced manufacturing are more likely to remain with their current employer compared to workers in other industries. The turnover rate is lower in this sector with major employers seeing a large segment of the workforce looking towards retirement as the boomer generation moves into the mid 60's or 70 years of age. This will provide new opportunities for those looking for work in this sector. Workers in advanced manufacturing are more likely to remain with their current employer compared to workers in other industries

Workforce Central has utilized the Manufacturing Academy model to help address the needs of employers in this sector and supply workers to this growing segment.

Transportation and Warehousing Logistics: Transportation and warehousing logistics are critical to the region's economy particularly because it is a bridge, partner, or linkage to several of the other strategies where businesses move, export, or import products. The Port of Tacoma is an economic engine in this sector. The activity of the Port generated \$9.4 billion in total exports in 2015 with \$7.1 billion in the value of total import directly supporting more than 7,100 jobs in Pierce County.

The transportation and warehousing logistics sector includes industries providing transportation of passengers and cargo, warehousing and storage for goods, scenic and sightseeing transportation, and support activities related to modes of transportation. The modes of transportation are air, rail, water, road, and pipeline.

Employment in this sector range from positions as laborers, material handlers, forklift drivers, freight forwarders, shipping and receiving, longshore workers, distribution facility workers, short and long haul truck drivers, working for ports, rail workers, transportation workers in air, rail, water, truck, transit and ground transportation, postal service, couriers and messengers, warehousing and storage, as well as pipeline transportation and support activities for transportation. It is a diverse and growing sector.

Construction: Construction is rebounding since the recession, adding new jobs. This comeback which began post 2010 has continued to expand each year with new home starts and residential projects on the rise.

The construction sector includes companies primarily engaged in the construction of buildings, engineering projects (e.g. highways), preparing sites for new construction, and specialty trades (e.g. painting, plumbing, electrical). Construction accounts for 7.75% of Pierce County's private-sector employment and payroll.

Construction has significantly more turnover than the overall economy, likely due to the often seasonal nature of the industry. As projects are completed, many workers are laid off then rehired onto other projects.

Construction is a cyclical industry, with dramatic booms (1990s, mid-2000s) and busts (Great Recession). It was one of the hardest hit industries in the recession, losing nearly one-third of its employment base. Since turning the corner in 2011 it has regained 7,500 jobs, growing significantly faster than the rest of the economy and outpacing its national counterpart two-to-one. 2015 saw a lull, but we are experiencing growth in the county. Housing projects are active and construction and redevelopment projects are moving through permitting.

Roughly 150 occupations are found within construction. Many of the largest occupations are relatively unique to the sector and not often found elsewhere in the economy (e.g. carpenters, plumbers, painters).

Educational requirements range from less than a high school diploma to a Bachelor's degree - although the need for a college education is the exception rather than the rule. Three-quarters of the sector's occupations, which account for over 80% of its current workforce, require no more than a high school diploma. Workforce Central has used skill centers and cohort trainings such as the Tool Center, Roofing Academy, and ironworkers training to train workers to support the construction industry. Refer to Section III. 8 for additional information on these training activities.

Pierce County's construction sector is expected to expand by nearly 9,000 jobs between 2014 and 2024 for a growth rate of 26%; faster than the overall economy. Growth will be driven by an expanding population with Pierce County expected to add 92,000 new residents between 2015 and 2025. Solid job growth across the rest of the economy will also lead to more commercial and industrial projects and construction work.

IT/Cybersecurity: The IT/cybersecurity industry is comprised of software publishing, data processing, and computer systems design. 159 firms provide 4,234 jobs in Pierce County (2015), or 1.5% of total private-sector employment. It generated over \$48 million in wages, 6.2% of the total. The average wage topped \$92,387 in 2015; 65% higher than the average across all industries.

Employment in the software publishing component is nearly four times more concentrated. Workers in the IT/cybersecurity industry are slightly more likely to stay with their current employer compared to workers in other industries. The turnover rate is 8.2% compared to 9.4% across all sectors. The software publishing component has a lower turnover rate of 6.3%.

IT/cybersecurity added 1,030 jobs over the past decade for a growth rate of 2.3%, nearly one-and-a-half times faster than the sector nationally. The sector was not strongly affected by the Great Recession and in the years following the recession, the sector has added jobs twice as fast as the rest of the economy.

Nearly 14 different occupations are found within IT/cybersecurity. Software developers top the list of numbers of openings, followed by computer support, systems analysts, and programmers.

However, IT/cybersecurity related jobs are not limited to the sector. They are found in virtually every industry across the economy as an increasing number and variety of companies use some form of computer technology in their day-to-day operations. Within the sector of IT/cybersecurity many are actually employed by other organizations outside this sector in industries such as healthcare, ports, aerospace, and banking.

Innovating, designing, coding, and supporting a wide array of dynamic and complex tech products, requires a well-educated and highly-skilled workforce. More than half of the sector's occupations require a Bachelor's degree or higher.

Technological innovation and increasing security needs will fuel growth in IT/cybersecurity over the coming years. IT, the cloud, and cybersecurity will power the growing mobile computing market. These devices will drive a need for more powerful, efficient, and secure environment.

Pierce County's IT/cybersecurity sector is expected to ride this wave, creating 728 new jobs between 2014 and 2024 for a growth rate of 1.6%, higher than the 1.4% for the overall economy.

Military and Defense: The military and defense sector is Washington's second largest direct public employer, just behind the State itself, and a key industry that cuts across many sectors in Washington. Military installations in Washington State employ over 112,000 active duty, reserve, guard and civilian personnel and is home to over 607,000 veterans including 75,000 retirees and nearly 91,000 military families.

JBLM was created to serve a military and national defense purpose, but its presence and strategic importance to the military presents the county and region with spillover economic benefits. Although the number of military personnel assigned to the Base may have peaked, there remains on hand a large contingency of armed forces that undergo continual training and stand ready for deployment, if needed. The military must be supported by a staff of civilian workers that are counted on employment payrolls. Together, the number of military personnel and civilian support workers is in excess of 56,000, according to the 2012 estimate provided by the Economic Development Board for Tacoma-Pierce County. The civilian workers make up a very large proportion of the county's federal government employment, which accounted for 5% of all nonfarm employment in Pierce County during 2011. For comparison purposes, federal government employment at the state level comprised 1.8% of all nonfarm employment, and made up 2.6% of nonfarm employment in King County.

In addition to being a local employer, the Base functions as a purchasing agent of locally produced goods and services. Many enlisted servicemen also tend to retire and continue living within the county and region. The retiree benefits they receive contribute to the local and

regional economies. The military personnel also serve to bolster local housing demand, both at the Base and throughout the local area. The continual need to upgrade and modernize facilities at the Base helps support residential construction activity and military contract work for the construction industry. Included also as part of the government military sector is Madigan Army Medical Center, which provides healthcare services to military veterans.

II.1.e Analysis of the workforce development activities (including education and training) in the region, including an analysis of the strengths and weaknesses of such services, and the capacity to provide such services, to address the identified education and skill needs of the workforce and the employment needs of employers in the region.

In 2015, WorkForce Central worked with a contractor to evaluate the strengths and weaknesses of the workforce development system and support services available to low-income adults and at-risk youth.

The major strengths of the system are that there are many sectors in which workers can attain living wage careers, and Pierce County has good post-secondary training programs that provide job seekers and workers the technical competencies required for those careers.

A significant weakness of the post-secondary training system is the inability to increase capacity in high demand careers due to many reasons that include lack of space and equipment, inability to attract instructors with industry knowledge due to pay disparity, limited number of clinical sites, and limited funding. These challenges are not unique to Pierce County. We continue to seek innovative solutions to increase training capacity throughout the system collectively utilizing the expertise and input from our sector partnerships and the Pierce County WDC committees and task forces.

One conclusion of the evaluation was that there are many support services, but participants must piece together support from multiple organizations which can be complicated and time consuming. The Pierce County WDC partners with community-based organizations to align services and provide more seamless support to participants in training.

Other weaknesses include under-utilization of some existing training programs and a lack of knowledge about what living wage careers are in-demand in Pierce County. Overcoming these weaknesses will require a significant investment in establishing robust communication between target demographics and the employer and training providers, which is a large component of the local plan.

In terms of skill needs, employers in Pierce County frequently talk about how difficult it is to find workers. The unemployed and underemployed lament a shortage of jobs. There is a skills gap, and many in the workforce need to upgrade their skills through training. Additionally, the most valuable skill sets desired by employers falls into the somewhat vague category of essential skills. In terms of skill needs, employers in Pierce County frequently talk about how difficult it is to find workers. The unemployed and underemployed lament a shortage of jobs. There is a skills gap, and many in the workforce need to upgrade their skills through training. Additionally, the most valuable skill sets desired by employers falls into the category of essential skills which include: attendance and punctuality, teamwork, creative problem-solving, positive attitude, and adaptability.

WorkSource Pierce partners continue to collaborate with stakeholders from our local businesses, educational systems, economic development, and industry associations to better understand current knowledge and skills needed, as well as the future needs of employers.

To this end, a consulting firm is preparing a report for “Sector Strategies and Skills Gaps Analysis” in key sectors in healthcare, construction, advanced manufacturing, IT/cybersecurity, military and defense, as well as transportation and warehousing logistics. Please refer to Section II.1.a.

This work will include an assessment and analysis of:

- The workforce in the region;
- The workforce development activities (including education and training) in the region;
- An analysis of the strengths and weaknesses of such services; and
- The capacity to provide such services to address the identified education and skill needs of the workforce and the employment needs of employers in the regions.

The report will be completed Summer of 2016.

Currently there are two sector committees working in the areas of healthcare and construction, providing information that informs employment needs and training gaps that align with local training programs. These committees have been established since 2000 and 2001 respectively because of the acute need for talent in multiple careers. Workforce investments continue to be made to increase training capacity in demand occupations that include nursing, iron workers, and roofing through cohort training, Individual Training Accounts and a certified pre-apprenticeship training program at the Tool Center.

II.2 Regional Sector Strategies. Identify which in-demand industry sector(s) or occupation(s) the region is serving and why. For each in-demand sector or occupation, use the Sector Partnership Framework (Attachment A) to describe the current status of regional collaboration in support of the sector/occupation, and identify anticipated next steps and timelines for at least the first two years of plan implementation. Please provide one completed framework for each in-demand industry sector or occupation/occupational grouping the region intends to prioritize. The 2016-2020 plan provides a baseline from which the region will show progress over time.

Historically, the Pierce County WDC and WorkForce Central’s Executive Board has partnered with the Economic Development Board for Tacoma-Pierce County, the Tacoma-Pierce County Chamber of Commerce, Port of Tacoma, Puget Sound Regional Partnership, Economic Development Department of municipalities and other economic development leaders throughout the county including our education partners, to determine the in-demand sectors for the county. Over the past years, the six industry sectors that have been identified as in-demand for our county are healthcare, advanced manufacturing, construction, IT/cybersecurity, military and defense, and transportation and warehousing logistics.

To further validate or revise the in-demand sectors, the Pierce County Sector Strategy and Skills Gaps Analysis study is in process and in the Summer of 2016 will report findings and

recommendations. Each of these sectors encompass 15 to 40 NAICS codes reflecting the employment opportunities in a sector across various businesses. This work will inform the framework, engagement, and activities on a forward basis working with our business community, education, economic development, and other partners in the deliverables, activities, and outputs for each sector strategy.

Our partner model acknowledges the benefits of a coordinated and unified approach to workforce and economic development. These industries also provide a variety of career paths that offer workers multiple opportunities to advance skills and increase earnings. See Sector Partnership (Attachment A) for the current status and timeline of collaboration for each in-demand sector.

II.3 Regional Service Strategies. Based on the regional analysis, identify and describe which populations and/or service strategies and/or services will be developed on a regional basis to affect a challenge or opportunity. Please use the Regional Service Strategies Framework (Attachment B) to describe the current status and anticipated next steps during the planning period. The completed framework will serve as the regional cooperative service delivery agreement once the plan is approved.

WorkSource Pierce partners will continue to leverage each system partner's other expertise and resources to move targeted populations with multiple employment barriers into living-wage jobs.

The Tacoma-Pierce County EARN-Ability partnership of over 30 government, community, and education organizations, will continue to pursue and obtain additional funds to support the needs of residents experiencing multiple barriers. Best practices will be maintained while new approaches will be tested. In all cases, strategies funded with WIOA Title I and non WIOA investments will continue to be offered based on the needs and interests, abilities and aptitudes of each customer.

Targeted Populations include:

- Veterans, transitioning service members and military spouses;
- Low-income adults including homeless families, those with language barriers, ex-offenders, individuals with disabilities, individuals requiring adult basic education, and others who lack basic and/or technical skills, work experience or have other multiple barriers to employment; and
- All youth and young adults with barriers.

Veterans, transitioning service members and military spouses: WorkSource Pierce partners will continue to focus services to military members and their spouses as they transition into civilian life. In collaboration with the Pacific Mountain WDC, a dynamic partnership has been built over the past several years to include the Armed Forces Career and Alumni Program, city and county executives, economic development, business, education, labor, state and local government, and local community service providers.

Plans are underway to further develop this partnership with Tacoma-Pierce County Chamber Veteran and Business Services and the Employment Security Department who already have a

presence on JBLM to provide more integrated and cohesive services. Please refer to Section II.7 for plans to continue working with Pacific Mountain WDC on serving this population.

Low-income adults including homeless families, those with language barriers, ex-offenders, individuals with disabilities, individuals requiring adult basic education and others who lack basic or technical skills, work experience or have other multiple barriers to employment: The Pierce County WDC committees, including the One-Stop and Adult Services Committee, will seek ways to align programs and improve employment outcomes for disadvantaged adults throughout Pierce County. The Adult Services Committee will identify services currently provided in Pierce County to low-income adults, broken down by services to specific sub-populations, to create opportunities to better coordinate and leverage all available resources in Pierce County and structure connections among employers and service providers. In addition, the committees will study promising and best practices locally, statewide and nationally for possible replication. Barriers for each sub-group will be identified along with potential solutions.

The following are examples of events and services that have resulted in positive outcomes for those served:

- Small in-demand sector events providing employers an opportunity to meet with small groups of job seekers and highlight skills they were seeking;
- Academies designed by local employers providing 4-18 weeks of training prior to selection by employers for job placement;
- Apprenticeship Academies developed by employers;
- Pre-apprenticeship endorsed by labor and businesses;
- Contracted cohort training;
- Program and resource fairs targeting specific populations to inform and enroll residents into WorkSource Pierce programs;
- Work based learning activities; and
- ITAs for those self-selecting in-demand industry training.

Outcomes of these services will be further examined to determine scalability and suitability for specific target populations.

Additional strategies to serve these populations are described in Sections III.5 and Section III.13. Supportive services available throughout the system are offered to program participants to assist them in reaching their employment, education and training goals.

All youth and young adults with barriers: WorkSource Pierce partners are committed to providing high-quality services for youth and young adults beginning with career exploration and guidance, continued support for educational attainment, opportunities for skills training in in-demand industries and occupations, and culminating with a good job along a career pathway or enrollment in post-secondary education.

The Youth and Young Adult Services Committee has agreed to seek ways to offer intensive and comprehensive services to all youth and young adults with barriers as categorized in the law for eligibility purposes and those who require additional assistance.

The Youth and Young Adult Services Committee will study for replication and best and promising innovative solutions to the education and employment challenges faced by these groups of youth and young adults.

The committee is currently examining state and regional efforts underway that show promise in improving the high school to college transition. Discussions include incorporating promising practices shared by the Puget Sound Educational Service District, such as increasing financial literacy (FAFSA, College Bound sign up), engaging family members to encourage and support their young children towards school and work, convening a group of young adults to identify issues and solutions for engaging and motivating their peers to pursue education and training, and implementing a system of navigation and career advising into WIOA Title I and other youth programs in Pierce County.

The committee will take advantage of efforts underway by system partners such as Pierce College's career pathways maps and lattices via their website and Pierce County Skills Center dual credit opportunities.

Program models serving out of school youth throughout Pierce County will also be researched and cataloged. Several innovative program activities funded by Pierce County's youth program operators and partners and the current WIOA operator have shown promising results and will continue to be offered to Pierce County youth. Other current programs delivered by system partners will be studied. Please refer to Section III.14 for descriptions of successful models of Pierce County's youth workforce investment activities.

The committee will consult with local and state partners such as the Department of Vocational Rehabilitation and the Juvenile Justice System representatives who work directly with youth with multiple barriers, including disabled youth and youth offenders, to develop strategies to increase the number of young adults re-engaged and graduate from high school, enroll and graduate from post-secondary training programs, and secure employment with skill and wage progression.

The committee recognizes the value of work based learning for this population and will require that at least 20% of local WIOA youth formula funds and non WIOA funds be used for paid work experience, such as summer or year-round employment, pre-apprenticeships, internships or job shadowing.

II.4 Coordination with Regional Economic Development Organizations. Based upon regional analysis, identify and describe regional economic development services and providers in the region and describe how the LWDB(s) will coordinate services with these services and providers. Please complete the framework in Attachment C to describe the current state of coordination with economic development and the anticipated next steps during the four-year plan period. The completed framework will serve as the regional cooperative service delivery agreement once it is approved.

Because Pierce County is the second largest county in Washington State, there are many economic development organizations in the region. These include:

- Economic Development Board for Tacoma-Pierce County;
- Pierce County Economic Development Division;

- City of Tacoma, City of Lakewood, and City of Puyallup Economic Development Departments;
- Tacoma-Pierce County Chamber of Commerce, and other chambers within Pierce County; and
- The World Trade Center, as needed.

WorkSource Pierce partners provide many services to regional economic development organizations. Some of these include performing workforce related research, designing recruiting strategies, customizing labor market information, coordinating requests for training between employers and training providers, implementing and supervising customized training programs, facilitating business to business referrals, and introducing partners to businesses, to assist them in meeting specific business needs.

A dedicated business services team staff member has been and will continue to be dedicated to the Economic Development Board for Tacoma-Pierce County (EDB) to work jointly in areas of workforce development. This staff member responds to EDB business referrals for workforce services, assists in the recruitment of new businesses into Pierce County by providing research and writes specialized reports and studies. This representative also provides similar services to the Pierce County Economic Development Division and the City of Tacoma. In addition, staff advocates for and leverages resources for additional job training and development opportunities for new and incumbent workers. This integration allows for the coordination of comprehensive workforce services for new and expanding employers to create jobs in our region.

WorkSource Pierce will continue to stay connected, integrated, and engaged with employers and partner with regional and local economic, workforce, and education entities to ensure continued prosperity and growth.

II.5 Coordination of Transportation and/or Other Support Services, as Appropriate. As part of the regional service delivery strategy, describe whether transportation or other support services need to be coordinated across the region based on the regional analysis, and if so which services and how.

The Puget Sound Regional Council (PSRC) represents King, Kitsap, Pierce and Snohomish counties. The PRSC works with local governments, businesses, and citizens to build a common vision for the Central Puget Sound region’s future. According to the PSRC, the Puget Sound region gained 54,300 jobs, marking the fifth consecutive year of job growth. In Pierce County, 28,500 jobs were added during the period of 2010-2015. PSRC projects that by the year 2040, the region is expected to grow by roughly 1.5 million people and support more than 1.2 million new jobs. All of these new people and new jobs are expected to boost demand for travel within and through the region by about 40%. It is clear to anyone living or traveling throughout the Puget Sound region that transportation is currently inadequate. Solutions that are comprehensive and coordinated throughout the region are necessary to support economic growth and include transportation options for special needs populations.

According to the Federal Transit Administration, nearly one-third of the population in the United States does not drive a car. According to the PSRC, the estimate is similar for the Central Puget

Sound region. Included are those who simply do not want to drive, seniors who no longer have licenses, people with disabilities who depend on transit or other transportation services, lower income people who cannot afford a car, and children under the driving age.

The region will continue to experience an increase in elderly residents as the baby-boomer generation ages. The number of children under the age of 16 will also continue to grow. An increase in the overall number of people living in poverty will also have implications for a greater need for transit services for those without access to automobiles.

The PSRC's common vision for the Central Puget Sound region's future, expressed in part, through the region's comprehensive long-range transportation plan, Transportation 2040. The PSRC's VISION 2014 transportation goals include ensuring mobility choices for people with special transportation needs, including persons with disabilities, the elderly, the young, and low-income populations.

The Pierce County WDC and its workforce partners support the Council's transportation goals through the participation on the council's sub-committees and through other Tacoma and Pierce County planning efforts.

The Pierce County Regional Council, acting as a sub-regional council to the PSRC, ensures planning between Pierce County and its cities and towns is accomplished in a coordinated, consistent manner on an ongoing basis. The Chair of the City Council also serves on WorkForce Central's Executive Board thus providing an important and direct link for coordination on transportation issues with workforce development activities.

Through these efforts, options for Pierce County residents with multiple needs, including low income youth and adults, individuals with disabilities, and students without any means of transportation are addressed in a number of ways which are further described in Section III.6.

These resources are continuously examined by Pierce County officials in collaboration with workforce development partners, human service agencies, public and private transportation providers, and the public to ensure resources are adequate to serve those who need and use transportation services.

II.6 Cross-Regional Cost Arrangements, as Appropriate. Describe any cross-regional cost or resource-sharing or resource leveraging arrangements associated with items 1 through 5 above, which may include the pooling of administrative costs. (Note: Regional cost arrangements are not to be confused with one-stop infrastructure cost sharing MOUs and RSAs.)

The Pierce County WDC looks for grant opportunities and strategic partnerships which bring out the best in our organization. We leverage resources for longevity and strengthen our relationships by being inclusive. We partner with our regional WDCs in neighboring counties such as Thurston, Olympic and King. The resource and data sharing allows each organization we partner with to continuously pursue the right types of funding to provide ongoing opportunities from a strategic platform.

An example grant proposal of our cross-regional cost or resource sharing and leveraging is the Tech Hire H1B Grant collaboration between Pacific Mountain, King and Olympic WDCs and using a local community-based organization as the lead of this effort. These grant funds are used to operate cross-regionally over a 4-year period to eliminate the needs for H1B workers and train the current workforce in mid-high level skilled jobs. The priority is to provide intensive short-term training to 400 people with a focus on offenders, veterans, spouses, low-income, and underserved populations.

Puget Sound Regional Partnership is used as a workforce development vehicle to ensure total integration and collaboration across the Puget Sound, which includes all cities, towns, ports tribes, transit agencies, and the state working together to develop policies and make decisions about regional issues. Collaborating with this partnership allows our strategic platform to grow and invest in our local economy and enhance our workforce and transportation needs using data as a key element in our economic strategy.

South Sound Military & Communities Partnership and the Washington Military Transition Council are vital to our continued efforts to provide regional leadership and support to bridge the military and civilian communities. By fostering communication, understanding, and mutual benefit by serving as the most effective point of coordination for resolution, these two organizations, and our ability to collaborate and leverage resources, continue to strengthen relations in the South Sound region.

See more details in Cross-Regional Section of Plan.

II.7 Regional performance negotiation and evaluation. Describe how the region will collaboratively negotiate and reach agreement with the Governor on local levels of performance and report on performance accountability measures.

As has been the practice under WIA, the Pierce County WDC will fully participate in ongoing discussions with the Workforce Development Board staff in negotiating local performance accountability measures. As a member of the WA Workforce Association, we will continue to take part in WWA meetings that include discussion and negotiations of performance targets with the Workforce Development Board.

In addition, the Pierce County WDC will provide specific input into the targets proposed by the Workforce Development Board for the Pierce County workforce development area. Since performance targets proposed by the Workforce Development Board depend on local economic conditions and the demographic characteristics of participants served, the Pierce County WDC will analyze local and cross-regional data to inform reasonable performance targets. Data review will include, but not be limited to, industry trends, educational attainment, and median earnings. Local data presented will supplement data included in the regression model that the Workforce Development Board uses in the development of final targets to be negotiated with the U.S. Department of Labor.

WorkSource Pierce partners will record and track all participant activities and program services in the WorkSource Integrated Technology database and comply with all federal and state accuracy and timeliness standards to ensure data integrity for reporting purposes.



Cross-Regional (CR) Initiative - Regional Sector Strategies: Local WDCs are expected to identify problems or opportunities that they will work cross-regionally with one or more other regions to address. These cross-regional efforts should support the talent pipeline needs of businesses within a sector important to the cross-regional economy, improve access and performance outcomes for a targeted service population, test new models or practices to fill critical service gaps and improve service numbers and outcomes, sustainably and efficiently scale up proven best practices, and/or streamline administrative and operational infrastructure functions.

Each region is required to coordinate planning with at least one (1) other region. Local WDCs engaged in cross-regional planning should manage coordination among themselves in any manner that makes sense. Local WDCs are encouraged to create as many cross-regional collaborations as necessary to address issues and opportunities shared across regions. Identify which of the following strategies will be addressed on a cross-regional basis (**check all that apply**).

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

CRI. Regional Sector Strategy: Identify which regions and partners will be part of the cross-regional effort:

Cross-Regional Sector Strategy Focus: Serving military members and their families in partnership with Pacific Mountain WDC.

The cross-regional sector strategy will focus on a collaborative partnership to serve military members and their families leaving the military includes Pierce County WDC/WorkForce Central and Pacific Mountain WDC in partnership with the Thurston Economic Development Council, Thurston Chamber of Commerce, and Morningside. Pacific Mountain WDC and its Board of Directors are responsible for workforce development in the five county areas of Grays Harbor, Lewis, Pacific, Thurston, and Mason counties. Morningside, a community-based organization, assists service members who are exiting the military who have disabilities. JBLM

has contiguous borders with both the Pierce County WDC region and the Pacific Mountain WDC region. This partnership plan for the future is based upon our past success in a program entitled Camo2Commerce.

The following activities will also be part of the Pierce County WDC's cross-regional effort related to Regional Sector Strategies, Regional Service Strategies, and Regional Economic Development Activities:

- **American Apprenticeship Initiative: Partnership for Advanced Technology Apprenticeships in Manufacturing and Marine Engineering** is a partnership that includes Pierce County WDC/WorkForce Central, Seattle-King and Snohomish Counties, and is led by South Seattle College. American Apprenticeship Initiative Partnership for Advanced Technology Apprenticeships in Manufacturing and Marine Engineering will significantly expand and sustain apprenticeship in the advanced manufacturing and maritime sectors. These sectors share trouble recruiting workers, as evidenced by more than 400 H1B applications approved in 2014; face unprecedented labor-market, competitive, and regulatory shifts that threaten productivity and demand for future labor; and significantly contribute to economic prosperity with a combined 181,000 jobs over \$16 billion in economic activity in Washington State alone.
- **Business Services** collaborations occur across regions in order to ensure effective customer service for businesses that span multiple regions and states. Business Services, WorkForce Central's Business Services team, partners with business services teams across regions, (Pierce County WDC/WorkForce Central, Snohomish WDC, Pacific Mountain WDC, and regions across the state and country) to coordinate hiring events, tailored business services, and rapid response activities.
- **TechHire** is a partnership that Pierce County WDC/WorkForce Central has with the Pacific Mountain WDC, Northwest Leadership Foundation, AJAC, and Clover Park Technical College that will meet critical advanced manufacturing middle-skill workforce needs by providing boot camp-style instruction, case management, and wrap-around services customized to meet the needs of 200 individuals with criminal records (offenders), and 200 other individuals including Veterans, their spouses, and other low-income unemployed adults.
- **State Military Transition Committee (WSMTC)** is cross-regional collaboration partnership that Pierce County WDC/WorkForce Central has actively engaged. This committee's purpose is to help military members and families who are transitioning from military life or who are transitioning to a new installation.

CR2. Regional Sector Strategy: What is the specific problem or opportunity these cross-regional partners will address together? Why was this problem or opportunity chosen?

There are approximately 6000 military members and their families who voluntarily leave active service from JBLM annually. Involuntary separation of service members will increase that count to an estimated 9000. This population in our community can be supported better by both regions collaborating since JBLM borders both regions.

CR3. Regional Sector Strategy: What is the current performance baseline against which the cross-regional partners will track success? If data or reliable evidence is insufficient, how will the cross-regional partners establish a performance baseline?

Through our past partnership, targets for our success were set at 84% positive placement rate, which means 600 service members were employed. This target was exceeded totaling 103% by December 2015. This will be used as our baseline for the future.

CR4. Regional Sector Strategy: What are the strategies or tactics that will be employed by the cross-regional partners to improve outcomes? How did partners identify these particular strategies and tactics? What evidence supported the partners' selection of these strategies and tactics?

In enrolling 900 participants, both targets were met within the two-year time limit. In the new program period which ends April 2017 we must enroll and serve an additional 350 while maintaining or exceeding the 84% positive placement rate. As a fully integrated public workforce system, we would inculcate ourselves into the transition services provided on the military installation. Our goal is to enable transitioning service members to seamlessly shift into the civilian workforce, and specifically into high-demand career opportunities with skill and wage progression.

CR5 Regional Sector Strategy: What are the measurable goals or targets that the cross-regional partnership will work together to achieve?

Our performance baseline was 84% and currently maintains a rate of 86%. Camo2Commerce participants are successfully employed into the civilian workforce. Additionally, our targets are to enroll 900 and positively place 600 within the first two years of operation. We were successful in exceeding these targets by 103% by December 2015. By April 2017 we will enroll and serve at least an additional 350 transitioning service members while maintaining or exceeding the 84% positive placement rate.

CR6 Regional Sector Strategy: How will performance be tracked and evaluated over time? Which goals or targets will be achieved during the first two years and the second two years of the plan? Which will be achieved after completion of this plan and when?

We will continue to track targets in a similar manner using the workforce system known as WIT (formerly SKIES) and will utilize our performance measures to ensure we track outcomes appropriately.

CR7 Regional Sector Strategy: Who is responsible for reviewing progress and making mid-course corrections?

Both WDCs are responsible for reviewing progress and making any course corrections needed. lead We will conduct monthly, bi monthly, quarterly, and annual reviews of progress and continue regular meetings to jointly discuss actions needed to ensure performance goals/targets are met.

CR8 Regional Sector Strategy: What types and amounts of funding will support this effort and which funding partners will provide these resources? Will funds be transferred between regions? Will the cross-regional partnership jointly leverage new resources?

The overall funding was \$5.56 million for the first two years and \$2.5 million for one year ending in 2017 from the US Department of Labor. WorkForce Central will assist in continued efforts by bringing sector specific national emergency grant and WIOA Title 1 funding to the forefront to provide further training for spouses and veterans who do not qualify for programs like Camo2Commerce. In Addition, WA Employment Security Department staff dedicated to serve veterans through funding from US Department of Labor as well as Wagner Peyser Staff will continue to coordinate and partner in this effort.

CR9 Regional Sector Strategy: How will the cross-regional partners evaluate the cross-regional partnership, including governance and decision-making, efficient use of resources, community perceptions, and sustainability of the partnership?

The partnership will develop indicators of success and meet semi-annually and at the conclusion of the project to self-assess their effectiveness as a team including governance and decision-making, use of resources, community perceptions and sustainability.



Section III Local Component of Plan

III.1 Describe the LWDB’s strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers), in order to support regional economic growth and economic self-sufficiency.

The Pierce County WDC Strategic Vision, Goals and Strategic Objectives have been updated to align WIOA, the Washington State *Talent and Prosperity for All: The Strategic Plan for Unlocking Washington’s Workforce Potential*, and the local workforce plan:



Vision, Goals and Strategic Objectives 2016-2020

Vision:

The vision of the Pierce County WDC is a workforce development system that has:

- **Partnerships that foster economic development;**
- **Value-added business services;**
- **Valuable customer-focused services;**
- **Leveraged community resources; and**
- **Communication and technology that supports the system.**

Goals, and Strategic Objectives:

In an effort to align with the Washington State *Talent and Prosperity for All: The Strategic Plan for Unlocking Washington's Workforce Potential*, The Pierce County Workforce Development Council has refined their goals and objectives, and strategies to create an accountable, flexible and integrated workforce development system.

Goal One: Develop, and implement innovative customer services and programs to unlock local talent, create self-sufficiency and increase the prosperity of the region.

Objective One: Target resources to support an integrated and navigated system where job-seeking customers gain the education, skills, credentials and work experience to pursue a chosen career pathway.

Objective Two: Continue to identify and support in-demand occupations in growth industry sectors.

Objective Three: Support and expand the pre-employment training model to other high demand industry sectors.

Objective Four: Increase the use of data-driven decision making and the use of best practices.

Goal Two: Increase the engagement of business/employers through a value-added workforce system.

Objective One: Engage employers in identifying their workforce needs and skill gaps.

Objective Two: Close the skills gap between employer's workforce needs and the capabilities of the local workforce.

Objective Three: Improve the quality of job matching and referrals.

Objective Four: Support the development of career pathways.

Objective Five: Encourage best-practices within the workforce system.

Goal Three: Strengthen integration and efficiency of the Pierce County Workforce Development System through the use of partnerships and technology.

Objective One: Maximize system accessibility and resources through the use of technology to support barrier removal and universal accessibility to the workforce development system.

Objective Two: Develop strategies, services and programs to prevent at-risk students from dropping out of secondary school and retrieve those who have dropped out.

Objective Three: Fill gaps and eliminate redundancies in services to maximize the community resources in support of barriers removal for job-seeking customers.

Objective Four: Increase collaboration between education institutions, community partners, and industry.

Objective Five: Strengthen partnerships to better provide access to services for targeted populations as defined in WIOA.

In Goal Three, Objective Five the Pierce County Workforce Development System will connect outreach efforts to insure that all 14 populations identified in WIOA as facing barriers are incorporated into services.

Also, In January 2016, the Pierce County WDC approved the creation of the Core Leadership Committee and created their role as one that will: “In partnership with the WDC and the Executive Board, set and support the aspirational vision and set the strategic direction for priority changes and improvements for the Pierce County workforce development system” and added this new committee to their organizational chart. (See Section III.3.d of this plan and Attachment L).

Please see Section II, the Regional Component this plan as well as the Cross-Regional Component of this Plan for more information about strategic vision and goals for preparing an educated and skilled workforce.

The transition from WIA to WIOA began in Pierce County by the Chief Local Elected Officials, known as the WorkForce Central Executive Board, working closely with the Pierce County WDC to re-define their role and its membership in order to be responsive to identifying activities for preparing a skilled and educated workforce.

It was determined that the Pierce County WDC needed changes in membership to meet the requirements of WIOA. This created a smaller council that could forge new directions with membership as prescribed by WIOA. The membership of the Pierce County WDC was transformed from a council of 37 to a council of 23 leaders and the name was changed from Tacoma-Pierce County Workforce Development Council to the Pierce County Workforce Development Council. The newly formed Pierce County WDC remains business led with a business majority.

Given that the new law had to be enacted July 1, 2015, in November 2014 the Executive Board and the Pierce County WDC developed a new organization structure with job descriptions to prepare for implementation of the law in short order. The new council had their first meeting on January 26, 2015. It was a joint meeting with the Executive Board to review and approve the new organizational chart of committees (Attachment L) and their duties to begin addressing WIOA responsibilities to:

- Develop a 4-year regional unified plan;
- Conduct and disseminate workforce research and regional labor market analysis;
- Convene, broker and leverage public/private/philanthropic partnerships, resources, and assets;
- Lead employer engagement;
- Lead career pathways development and implementation with secondary and post-secondary partners;
- Lead efforts to identify and promote proven and promising practices;
- Develop technology based strategies for service access, engagement and delivery;
- Oversee the local service delivery system, programs and performance;
- Negotiate local performance accountability with the state board;
- Select one-stop system operator(s) and provider(s);

- Select youth provider(s);
- Identify eligible training providers;
- Ensure consumer choice;
- Coordinate with education providers; and
- Develop and oversee the WIOA budget and ensure full compliance with the administration of the act.

The Executive Board and the Pierce County WDC envisioned broad community stakeholder participation to fully implement WIOA with opportunities for community participation on standing committees and task forces. Recruitment to the committees, and task forces as needed, would began soon after the Pierce County WDC formation.

By April 2015, the Pierce County WDC bylaws had been updated and the committee structure was in place with members of the Pierce County WDC serving as chairs of these committees and community stakeholders appointed to committees. The only exception to this was the One-Stop Committee where the one-stop partners identified their own representative. The Coordinating Committee was also established with membership of the Pierce County WDC chairs and vice chairs along with the chairs and vice chairs of these committees.

In addition, WorkForce Central was re-designated as the administrative entity and the decision was made to provide all direct services through competitive processes as required by WIOA.

III.2 Describe actions the LWDB will take toward becoming or remaining a high-performing board.

The Executive Board and the Pierce County WDC have worked together to:

- Transform the Pierce County WDC to a more strategic council that meets the WIOA requirements; and
- Create a new system organizational structure with updated bylaws and job descriptions for the Executive Board, and the Pierce County WDC and each of its committees.

Purpose of the WDC Coordinating Committee: A Coordinating Committee, made up of chairs and vice chairs of the Pierce County WDC and all of its committees, will coordinate the work of the Pierce County WDC and provide leadership to its committees in carrying out its workforce development activities.

Purpose of the WIOA Core 6 Leadership Committee: The Core 6 Leadership Committee was established by the Executive Board and the Pierce County WDC to work in partnership with them to establish and reinforce an aspirational vision, set strategic direction for priority changes and improvements, and monitor progress toward those changes for the Pierce County workforce development system.

Purpose of the WDC Business Services Committee: The purpose of the Business Services Committee is to provide the Pierce County WDC with assistance in the planning,

implementation, performance of employer engagement, and economic development in the WIOA workforce system.

Purpose of WDC Adult Services Committee: The purpose of the Adult Services Committee is to provide the Pierce County WDC with assistance in the planning, implementation, and performance of adult services in the WIOA workforce system.

Purpose of the WDC Youth and Young Adults Committee: The purpose of the Youth and Young Adult Services Committee is to provide the Pierce County WDC with assistance in the planning, implementation, and performance of youth and young adult services in the WIOA workforce system.

Purpose of the One-Stop System Operator(s) & Partners Committee: The purpose of the One-Stop System Operator(s) & Partners Committee is to provide the Pierce County WDC with assistance in the planning, implementation, and performance of the one-stop delivery system in Pierce County.

III.3 Taking into account the regional analysis, describe the local board's strategy to work with the entities that carry out WIOA core programs to align resources available to the local area and achieve local strategic vision and goals.

III.3.a Describe the workforce development system in the local area, using Attachment D to specifically clarify the one-stop system and availability of Adult, Dislocated Worker services in the area.

The Pierce County WDC's strategy is to create a high-quality one-stop delivery system by aligning investments in workforce, education, and economic development to regional/local in-demand jobs. The Pierce County WDC will reinforce the partnerships and strategies necessary for our workforce development system to provide job seekers and workers with the high-quality career services, education and training, and supportive services they need to get good jobs and stay employed; and to help businesses find skilled workers and access other supports, including education and training for their current workforce.

The strategic partners listed on Attachment D will work together to support the vision, mission, and strategic goals established by the Pierce County WDC. The partners are building on our earlier work and continue to foster relationships and create partnerships with private and public partners to further align our shared vision. The partners are working together to:

- Jointly promote the further integration of programs through joint planning;
- Align planning and budgeting processes and to conduct these functions jointly;
- Jointly identify and support workforce skill standards and industry performance measures to drive common outcomes;
- Coordinate resources and programs and to promote a more streamlined and efficient workforce development system;
- Promote information sharing and the coordination of activities to improve performance of local partners;
- Use common release of information processes subject to confidentiality provisions and to preserve records for the period required by law;

- Identify and address barriers to coordination;
- To promote the development and implementation of a more unified system of measuring performance and accountability under WIOA; and
- To promote the development of common data systems to track progress and measure performance.

III.3.b Describe how each partner program fits into the local workforce development system, how the local area's workforce development system serves youth, adults in transition (e.g., job seekers, dislocated workers, under-employed), and individuals with disabilities, and the public and private workforce initiatives underway.

Once finalized, our Memorandum of Understanding (MOU) will identify how each partner's programs will fit into and address the following commitments to the Pierce County workforce development system:

- Career services to be provided by each agency as part of the one-stop delivery system;
- Participation in a common referral system;
- Use of skill standards;
- Participation in cross agency training;
- Ensure participant groups are served;
- Participate in the use of common technology; and
- Participate in a common customer satisfaction system.

The Pierce County WDC and partners look at the workforce system as a whole. By viewing the workforce system as a series of interconnected pathways with multiple pathways for youth, adults in transition, incumbent workers, individuals with disabilities, and apprentices, local strategies are designed to advance job seekers and incumbent workers towards high-wage careers and lifelong learning. To strengthen this approach, the system is strongly aligned with business needs. Employers are active participants in the system's design, delivery, and evaluation of training programs. We have identified priority industry clusters for Pierce County to guide workforce development strategic planning and investments in our local community.

Adults in transition, individuals with disabilities, and youth are provided a full complement of services offered through the Career Development Center (CDC) and other sites. In addition, the Pierce County Library System, one of our core partners, offers in person and online resources to job seekers and businesses, including Microsoft Imagine Academy training.

Participants can access WIOA services presently at the CDC and beginning July 1, 2016, at the interim WorkSource Job Center through onsite workshops, and scheduled visits with WIOA case managers.

III.3.c Taking into account the regional analyses, describe the strategy to work with core programs to align local resources to achieve the strategic vision. Additional local data may be provided to clarify where the strategy meets local needs not identified in the regional analysis.

The business led Pierce County WDC creates strategies and vision to continuously improve and strengthen the workforce development system through alignment and improvement of, and innovation in, employment, training, and educational programs to promote economic growth. The Pierce County WDC is developing a comprehensive and high-quality workforce development system by collaborating with Pierce County workforce, education, and economic development partners to improve and align employment, training, and education programs under WIOA.

Working in tandem with economic development and local area Chambers of Commerce, as well as education and industry associations, staff representing the Pierce County workforce development system will ensure resource alignment to reduce duplication and increase efficiencies when connecting to business and job seeker participants. We are creating a unified approach to serve industry, support economic development, and guide public workforce investments. Our partnership aligns our capabilities and resources to improve the region's ability to leverage funding streams, to coordinate ideas and strategies, to pursue resources and fill gaps, to link workforce supply and industry demand, and enable life-long learning and advancement. The Pierce County one-stop delivery system has experience in strategically integrating numerous, complex workforce programs, services, and initiatives. Integration among partners enables us to operate in the most efficient and cost-effective manner possible, while remaining both flexible and adaptable, and most importantly, market-based and customer-focused.

Most of the partners listed in Attachment D have a history of collaboration with one another, including extensive experience and knowledge of workforce development. Each has played an active role in moving the system forward. There is a recognition that we are not starting from scratch, but building on these partnerships to further align and enhance services and programs to reach a common vision under WIOA. Partners are engaged through regular meetings.

Improved access and efficiency, along with value-added services, are a few of the many benefits participants receive from the Pierce County one-stop delivery system. System partners are responsible for the delivery of workforce education and training programs and related services, as well as education programs that support career preparation and advancement. Strategically, the programs and agencies focus on:

- Improving access, efficiency and value-added services;
- Recognizing that all programs and partner agencies serve a common customer and are charged with achieving similar employment and education outcomes for their targeted participant groups;
- Facilitating the match between employers and job seekers;
- Prioritizing services to recipients of public assistance and other low-income individuals and individuals who are disabled and/or deficient in basic skills to spur financial self-sufficiency;
- Developing adult education and family literacy programs that ensure all adults have the basic education skills they need to contribute to their families and communities;
- Providing employment, training and retention services to WIOA eligible individuals with barriers to employment, including veterans, individuals with disabilities, trade-affected individuals, older individuals, ex-offenders, homeless individuals, long-term unemployed individuals and youth;

- Encouraging the use of training services that provide portable, transferable credit and credentials;
- Providing support services such as child care, unemployment insurance and transportation to enable eligible individuals to work or participate in employment and training activities;
- Monitoring and evaluating compliance of local area service delivery for fiscal accountability and program effectiveness; and
- Providing technical assistance via to ensure the most effective delivery of workforce services.

III.3.d Describe how the LWDB will work with entities carrying out core programs and other workforce development programs to support alignment to provide services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.), to support the strategy identified in the state and local plans.

In January 2016, the Pierce County WDC approved the creation of the Core 6 Leadership Committee and created their role as one that will: “In partnership with the WDC and the Executive Board, set and support the aspirational vision and set the strategic direction for priority changes and improvements for the Pierce County workforce development system” and added this new committee to their organizational chart. (See Attachment L)

The Core Leadership Committee has the WIOA mandated partners and one optional partner:

- Title I: Youth, Adult and Dislocated Workers - The Pierce County Workforce Development Council (Pierce County WDC);
- Title II: Adult Education and Literacy (Basic Education for Adults (BEaA) – a representative for the six local providers - Bates Technical College, Clover Park Technical College, Pierce College District, Tacoma Community House, Tacoma Community College, and Tacoma Rescue Mission;
- Title III: Wagner-Peyser Act - Washington State Employment Security Department (ESD);
- Title IV: Division of Vocational Rehab (DVR) a division of the Department of Social and Health Services (DSHS) and the Department of Services for the Blind (DSB); and
- Pierce County Library System (Optional Partner).

The Core Leadership Committee agreed that the recent changes in federal workforce development legislation create new opportunities for partnerships, integrated planning, and better alignment of resources to help participants (employers/businesses, workers, and job seekers) succeed. There is a significant opportunity to shift from a traditional mindset focused on compliance and documentation to a more strategic and aspirational way of doing and measuring our work.

Pierce County Workforce System Vision Statement (October 2015): The transformed workforce development system is customer-focused, providing comprehensive solutions based on the individual circumstances of each participant - whether job seeker, worker, or business.

The system is based on building long-term relationships with customers, not just transactions. The customer's overall experience and success are our highest priority.

WorkSource Pierce partners in all locations operate as a united team, providing exceptional customer service to assist businesses to find well-qualified, enthusiastic workers, and helping people find good jobs that lead to career growth.

Pierce County Workforce System Key Operational Elements:

- **Customer Focused Services**
 - The customer's success and entire journey through the workforce development system are primary;
 - The relationship with a customer is larger than individual transactions;
 - Meeting customers where they are, listening carefully, and matching people with the resources that are responsive to their circumstances;
 - Taking the initiative in solving problems with customers;
 - Assuring hands-on and walk-in options in addition to access through technology;
 - Creating a range of opportunities to hear about customer experience and gain feedback for understanding what participants need, for continuous quality improvement of our services; and
 - Ongoing commitment to making improvements based on customer experiences.

- **Simple, Easy to Use System**
 - Customer-friendly technology, WorkSource Pierce partners that are eager to help people learn how to use it;
 - Many points of access - physical location, technology-based services, and geographically county-wide;
 - Mobile and tablet options;
 - Alternative ways for participants to provide and receive information;
 - Not asking customers for the same information multiple times;
 - Information is concise, streamlined and linked to more in-depth resources; and
 - Transitions from one resource or system to another are smooth and seamless.

- **Seamless Services and Resources**
 - Making best use of partners' locations and capabilities throughout the county;
 - Assuring seamless transitions across partners' services and resources; and
 - Establishing professional learning communities and other opportunities where staff people from partner organizations come together to learn and grow in their work and continually improve how they work with participants.

Core 6 Leadership Committee Goals:

- Articulate and communicate the vision;
- Develop and utilize a project charter for the Core 6 Leadership;

- Assure that the Memorandum of Understanding (MOU) and Resource Sharing Agreement (RSA) are fully discussed, agreed and signed;
- Assure that agreed-upon priorities are set for the local plan;
- Assure that work requested of committees or work groups is appropriately scoped, linked to the Vision, and overseen; and
- Assure that the local plan is drafted, with review and input by all relevant parties, and submitted on time, according to the requirements.

Core 6 Leadership Committee Job Description/Objectives: Utilizing high-level direction from the Executive Board and the Pierce County WDC, and regular reports back on progress, the Core Leadership will provide the following work:

- Setting the vision for the transformed workforce development system;
- Provide aspirational and strategic guidance to the committees and work groups working on operational planning and implementation and provide clarity of scope for assignments to committees and work groups;
- Develop effective methods of partnering among the Core 6 Leadership and other partners, in line with the Vision;
- Complete the MOU, RSA, and local plan;
- Identify and facilitate access to resources to accomplish the plan;
- Identifying core partner integrated projects and setting structures and timelines for implementing them;
- Provide guidance and oversight for implementation of WIOA local plan priorities and provide mid-course corrections as needed;
- Model the behavior we wish to see throughout the workforce system and be champions for these services in our communities; and
- Committee job description/role does not include:
 - Full integration at the operational level; and
 - Core 6 Leadership getting directly involved in operational matters.

Critical Success Factors:

- Full participation by each Core member in meetings, discussions and provision of materials and other resources;
- Willingness to stay focused at the visionary, aspiration and strategic level, leaving operational issues to operational staff;
- Willingness to make changes (or propose changes) at the agency level;
- Commitment to nurturing and strengthening relationships with each other;
- Willingness to tackle difficult issues without defensiveness or denial;
- Willingness to work for the common good of the system, not just for the good of an individual organization;
- Willingness to consider the needs of individual partners as part of decision-making, and work to create successful solutions;
- Willingness to align resources in new or creative ways; and
- Commitment to sustaining the changes required by the vision and local plan, including succession planning within each organization.

Assumptions:

- That each Core partner not only wants to do this work but is committed to better workforce outcomes for businesses, workers and job seekers;
- That there are more effective ways to provide customer service;
- That there are effective ways to plan together and to align resources; and
- That each Core partner is willing and able to commit existing resources to greater alignment to achieve the goals of WIOA.

Constraints:

- Time, both of individual people, and for the process as a whole (deadlines);
- Resources continue to be limited;
- Existing technology (for the workforce system) needs significant upgrading;
- Accessibility, both for facilities and with technology, needs to be improved;
- Mechanisms for more effective partnering at the operational level have not been fully developed; and
- Compliance mindset and related process, policies and procedures, constrains the new Vision and will need specific attention. This is part of a larger organizational culture change that will be required long-term.

Project Oversight Authority: The Executive Board and the Pierce County WDC have project oversight authority. They express this authority at the beginning of the project by providing high-level direction (complete) and at the close of the project through review and approval of the MOU, the RSA and the local plan. They further provide oversight through monitoring implementation.

III.3.e Describe how the LWDB, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals.

The Core 6 Leadership Committee, working with the Pierce County WDC, had the various committees determine what they thought were the five core services that the system should focus on for job seekers, incumbent workers, and business services. By focusing on the highest priority services this will allow the system to maximize and align resources to serve as many people as possible in a lean way.

This input was synthesized by the Core 6 Leadership Committee and a public survey was conducted to see if the right services were identified. There were 454 surveys completed and they provided an overwhelming confirmation that these top services. The survey results led to an all-committee summit where next steps were brainstormed. The Core Leadership Committee will work with the Pierce County WDC One-Stop Committee to implement the new one-stop system for July 1, 2016 and will develop a continuous improvement system and goals as part of this process.

Below is a summary of the top five most needed services identified by job seekers, incumbent workers, and business services.

Top Workforce Develop Services most needed by job seekers: There were 309 people that responded. 46.28% strongly agreed, 40.78% agreed, 7.44% had no opinion, 1.29% disagreed, and 0.32% strongly disagreed that the following were the right services for the Pierce County workforce system to provide for job seekers:

- Assessment: Career interests and aptitudes, educational level, skills, individual circumstances, self-reflection (social/emotional skills), etc.;
- Training, Skill Development: High school completion, GED, Math & English pre-college, English language, technical skills training, apprenticeships, workplace learning (on the job training), etc.;
- Job Search: Resume, interview skills, first impressions, job search strategies and assistance, etc.;
- Career Resources, Guidance and Support: Career pathways, life impacts to goals; and
- Support Services: Transportation, child care, “go to” person for basic needs resources.

Top workforce develop services for currently employed workers: There were 316 people that responded. 37.97% strongly agreed, 35.13% agreed, 24.0% had no opinion, 2.85% disagreed, and 0% strongly disagreed that the following were the right services for the Pierce County workforce system to provide for incumbent workers:

- Assessment: Educational level, skills, individual circumstances, what your employer will expect, etc.;
- Training, Skill Development: Technical skills training, apprenticeships, professional development, etc.;
- Job Search: Resume, interview skills, first impressions, job search strategies and assistance, etc.;
- Career Resources, Guidance and Support: Career pathways, life impacts to goals; and
- Support Services: Transportation, child care, “go to” person for basic needs resources.

Top workforce develop services most needed by business: There were 332 people that responded. 37.95% strongly agreed, 34.95% agreed, 26.60% had no opinion, 0.60% disagreed, and 0.96% strongly disagreed that the following were the right services for the Pierce County workforce system to provide for incumbent workers:

- Assessment: Career interests and aptitudes, educational level, skills, individual circumstances, self-reflection (social/emotional skills), etc.;
- Training, Skill Development: High school completion, GED, Math & English pre-college, English language, technical skills training, apprenticeships, workplace learning (on the job training), etc.;
- Job Search: Resume, interview skills, first impressions, job search strategies and assistance, etc.;
- Career Resources, Guidance and Support: Career pathways, life impacts to goals; and
- Support Services: Transportation, child care, “go to” person for basic needs resources.

Of the 210 respondents who answered the question about “may we contact you, would you please provide your contact information?” nearly three-fourths provided an e-mail address and

phone number. This means we can continue this conversation with our customers and learn more about what works best for them. Since 60% of respondents (thus far) are job seekers, 16% are current workers, and 10% are employers, we need to continue to reach out to current workers and employers in terms of customer feedback. Conversations with customers and customer feedback will be one of the hallmarks of the enhanced workforce development system. The Core 6 Leadership Committee is excited about this first effort to engage customers in new ways.

III.4 Describe your local area's efforts to provide targeted outreach to eligible individuals with barriers to employment, in particular veterans and eligible spouses (including any special initiatives to serve the veteran population), Unemployment Insurance Claimants, older workers, at-risk youth, low-income adults, dislocated workers (including the long-term unemployed and under-employed), and individuals with disabilities. In addition, WDAs 3, 8, 9, 10 and 11 must further describe outreach to Migrant and Seasonal Farm Workers (MSFW) to connect them to services in the local one-stop system.

WorkSource Pierce partners will conduct targeted outreach and recruitment to all areas of the county seeking to expand access to WIOA program and services. Accessibility is extremely important in reaching all participants who need services. A multi-faceted outreach plan working with partners will increase access to education, training, employment, and supportive services particularly for those eligible individuals with barriers to employment.

There are distinct differences in the various populations served in Pierce County along with geographical challenges of reaching everyone in the county. The Core 6 Leadership Committee and the One-Stop Committee will develop a comprehensive outreach and recruitment plan to facilitate access to services through marketing and technology to reach participants in both urban and remote areas in Pierce County. The driving force in reaching individuals with barriers is to grow relationships with agencies that specialize in working with those populations.

The priority is to engage Pierce County residents through continuous and timely contact with entities working with those populations with significant barriers as identified in WIOA Section 3(24). The targeted outreach and recruitment plan will assemble information in a format that is user-friendly for the customer with clear instructions on how to access programs and services. The plan will also outline a communication strategy to ensure partners are aware of all current and ongoing program opportunities for their clientele.

Integrating outreach messaging targeted to unique populations in coordination with partners will expand our reach. Those partners include Employment Security Department, Department of Vocational Rehabilitation, Department of Social and Health Services, Department of Commerce, Pierce County Library System, Community-Based Agencies, Department of Veteran Affairs, Department of Corrections, Pierce and Tacoma County Housing Authorities, Economic Development Board for Tacoma-Pierce County, Tacoma-Pierce County Chamber of Commerce, local employers, and others entities.

The outreach and recruitment campaign includes the following:

- Program flyers, mailers, letters and emails both print and electronic;
- Post on Social Media including Facebook and Twitter;
- Post on WorkForce Central website and partner websites;
- System and partner orientations, meetings, workshops and other events;
- Advertising through press releases, newsletters, event calendars, and other news media;
- Presentations to Economic Development Board for Tacoma-Pierce County, Tacoma-Pierce County Chamber of Commerce, and local employers;
- Rapid Response Services to local employers;
- Data from ESD of job seekers who have exhausted unemployment benefits; and
- Data sharing agreements with system partners to notify participants in the Worksource Integrated Technology/WorkSourceWA database of available services.

The benefit of enhanced coordination will increase access to system programs, activities, and services for job seekers and employers.

III.5 Describe how the LWDB will coordinate education and workforce investment activities in the local area with relevant secondary and post-secondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services.

There is a national workforce crisis occurring. By 2018 only 36% of total jobs in the United States will require workers with a high school diploma or less. Thus, post-secondary credentials are the gateway to family supporting wages that are critical to breaking the intergenerational transmission of poverty in America. In Pierce County the total adults served in fiscal year 13-14 in need of a high school diploma was less than 10%. Washington State's need for trained employees with college credentials will increase by almost 60% by 2030 and, in that same period, the population will only grow by 10%. By 2016 nearly three-quarters of available openings will require at least a post-secondary credential and over the next 20 years there will not be enough high school graduates to fill the gap.

The Pierce County WDC will continue its work in coordinating workforce investment activities with secondary and post-secondary education programs. This includes but is not limited to the following activities and programs:

- Representation from the Educational Service District (ESD) and secondary education will be expanded on the Pierce County WDC Youth and Young Adult Committee. New representation will include someone from the Pierce County Skills Center.
- System support of the Pierce County Career Connections (PC3) for dual credit opportunities. PC3 provides connections for youth between secondary education and the five Pierce County Career and Technical Education two-years colleges in Pierce County.
- The work based learning opportunities made possible through the Summer Jobs 253 program for Tacoma Public Schools will continue and be expanded. Opportunities will be explored for expanding this opportunity to other Pierce County School Districts as resources are identified.

- Work based learning opportunities will also be provided through WFC's subrecipient awardee, ResCare as further described in Section III.14.
- WFC staff will continue representation on Pierce County Career and Technical Education Advisory Boards.

The Pierce County Adult Basic Skills Consortium consists of six providers - four colleges: Bates Technical College, Clover Park Technical Colleges, Pierce College District, Tacoma Community College; and two non-profits Tacoma Community House and the Tacoma Rescue Mission. The consortium has partnered since 2001 to structure strategies that will raise basic skills while linking education and training to career goals.

Laying the framework to integrate and support adult education and family literacy into the workforce system is important to expanding access to those populations with barriers to employment, education, and training. There is a direct correlation with the low skills and future earnings, those without secondary and post-secondary education are more likely to end up in dead end, low paying jobs.

WIOA provides an opportunity to focus on attainment of secondary school diploma while connecting citizens to post-secondary education and training through career pathways linked to high-demand, high-growth occupations.

In Pierce County the plan is to coordinate activities for wraparound service along entry and transition points connecting students to various resources along their pathway. The goal is to support activities that raise basic skills in an accelerated manner by embedding college and career pathways information and resources to help student reach educational and employment goals leading to self-sufficiency.

Pierce County will provide services and activities to increase education and employment opportunities including:

- Basic literacy for both education and workplace success;
- Help individuals, parents and families with educational and career development;
- Assist English learners with both English and math proficiency;
- Support transition of offenders with re-entry into workforce and society;
- Leverage technology and innovative programs to further education and training;
- Partner with employers to integrate workplace training into educational programs; and
- Assess program data to ensure continuous improvement through evidence based methods.

The basic design of programs will provide industry specific information involving employers integrated with educational skills training. Using career pathways entwined with education, training, and workforce preparation lead to the best outcomes for self-sufficiency. Giving parents and families a solid foundation of basic literacy improves the prospects for their children to achieve the knowledge they need for educational and workplace success. Assisting English learners with competency in reading, writing, and math along with workforce preparation will increase access to employers with sustainable careers. Establishing programs to assist offenders with re-entry into workforce post release will expand employment opportunities while reducing

future incarceration. Using unique and successful programs such as IBEST, Integral Digital English Acceleration, and High School 21+ will provide a strong foundation for high-quality services. Expanding competitiveness to all populations in the changing economy is vital to the future of our economic success.

The local board will implement strategies to connect adult education to the workforce development system including the following:

- Develop a delivery system aligning educational and instruction services, workforce development services, and social services in coordination with employers leading to career pathways for self-sufficiency;
- Build partnerships to support students along transition points with professional development for partner staff, monitoring of progress, and accountability with continuous assessment of system;
- Leverage technology to deliver educational and training services integrating digital literacy into adult and education literacy offerings. Most employers require some level of digital literacy on the job and thus integrating these skills early enhances competitiveness among workers; and
- Provide basic education resources and capabilities including college and career pathways, co-located facilities, shared staff, testing, education and placement expertise, educational advising and navigation, incumbent worker training, IBEST at work, employability skills/training, and skills development.

Another important strategy is guided career pathways to help students from the beginning of their program by providing full support as they transition through the educational and workforce development system. Pathways provide the following:

- Guided pathways aim to better structure pathways for students with predictable program schedules and options for completion of degrees and certificates while including end goals in the pathway;
- Guided career pathways show a clear visual map showing length of program through to potential employment upon completion. Students can see possible wage and job outlook based on the education pathway chosen;
- Gives students multiple on-ramps to programs and provides access for students based on their development education needs; and
- Provides for advising throughout the student's program progression including tracking, feedback, and support.

Best practices include IBEST courses linked to industry sectors in Pierce County including On-Ramp to IBEST Pilots.

The comprehensive IBEST pathway includes several models. Traditional IBEST which is geared toward Adult Basic Education and pre-college students and Professional Technical I-BEST which provides job training certificates that lead directly to jobs or further career training.

There is an expanded version of Professional Technical which combines math and English instruction needed for students to continue toward a two-year degree. In addition, there is an Academic IBEST geared toward Adult Basic Education and pre-college students preparing students to transition quickly and smoothly into a two-year degree.

Key priorities include integrating resources and data management systems to eliminate duplication for the customer. Final recommendations include:

- Basic education will be represented on as many Pierce County WDC committees and RFP review panels as reasonably possible;
- Basic Skills providers will lead the development of a basic skills assessment and referral process for all workforce system participants;
- Ensure all system connection sites have physical and/or virtual access for participants to be assessed for and referred to relevant basic skills and other educational services; and
- All system staff will engage in joint professional development, develop and adopt system-wide strategies that address non-cognitive and development factors (critical thinking/problem solving teamwork, communication, etc.) that impede participation, persistence, and success in education and the workforce.

More information about how the Pierce County WDC will coordinate education and workforce investment activities in the local area with relevant secondary and post-secondary partners can be found in Section III.14.

III.6 Describe how the LWDB will facilitate development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized post-secondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).

WorkSource Pierce supports the common definition that has been developed for our system:

The career pathway approach connects levels of education, training, counseling, support services, and credentials for specific occupations in a way that optimizes continuous progress toward the education, employment, and career goals of individuals of all ages, abilities, and needs.

This approach helps individuals earn marketable credentials; prepares an individual to be successful in any of a full range of secondary or postsecondary education options, including apprenticeships and other work-based learning opportunities; engages individuals in further education and employment; and helps individuals achieve sustained economic success. Career pathways deeply engage employers and help meet their workforce needs; they also help the state and its communities strengthen their workforces and economies.

WorkSource Pierce partners collaboratively engage employers in in-demand industries to identify technical and professional qualifications and competencies required for living wage careers. We have strong relationships with post-secondary training providers to ensure their

portfolio of eligible training options align with employer demand. All system partners prioritize accelerated or stackable industry recognized certifications that allow students to begin earning wages as quickly as possible.

These relationships with training providers also allow for efficient referral of eligible participants in training to be connected with a WIOA case manager to be co-enrolled for increased access and support.

With the perspective of employers and training providers, using the CareerLink tool, Career Cruising, which is derived from the state's career mapping website, will help define and visualize pathways leading to regional living wage careers.

CareerLink Pierce County: CareerLink Pierce County is a web-based career and readiness platform provided by the Pierce County WDC. By leveraging career development tools, social media elements and workforce data into a seamless system, job creators, students, educators, and parents can connect efficiently as well as effectively. The system, which is powered by a licensed product called Career Cruising, provides a customized information sharing and resource gathering environment.

Anchored by an approved academic and/or career plan, this platform provides a direct linkage between employers and future employees. This pathway creates a comprehensive engagement vehicle to accelerate, develop or extend recruitment and/or preparation related activities to an increasingly higher level. Specifically, this online platform offers the following benefits:

- Improving the alignment of career readiness and preparation applications to match the needs of the local or regional business community;
- Scaling successful business and education programming to reach a wider or targeted audience;
- Reducing the communication and engagement cycle time by removing participation barriers; and
- Nurturing future employees by connecting and mentoring with them early in their career development phases.

Using CareerLink, a Pierce County business can:

- Visibility and highlight their community involvement;
- Promote careers that are available in Pierce County and help students realize that there are many opportunities in your community;
- Nurture its future workforce by connecting with them early in their career development;
- Bridge the skills gap of students coming out of high school by communicating what the real world needs;
- Help build Pierce County into a workforce-strong and economically vibrant community; and
- Positively affect and directly address the region's drop-out, graduation and unemployment rates.

III.7 Describe how the LWDB will (i) facilitate engagement of employers, including small employers and employers in demand industry sectors and who have demand occupations, in workforce development programs; (ii) support a workforce development system that meets the needs of local businesses; (iii) better coordinate workforce development programs and economic development; and (iv) strengthen linkages between the one-stop delivery system and the state's Unemployment Insurance program. LWDBs that intend to use sector strategies for this engagement should complete the sector rubric in Attachment A for each sector prioritized.

With the WIOA mandate to procure all direct service delivery, WorkForce Central will contract for the coordinated delivery of businesses services among partners in the WorkSource system to assist businesses in finding a sufficient number of qualified talent they need to remain globally competitive. The Title I WIOA contractor will be responsible for connecting employers to the WorkSource system, gathering business intelligence, and assisting in the development of a regional workforce/economic development partnership by developing relationships with local and regional businesses and other business focused organizations.

On-going meetings will be held with program partners, including the state's Unemployment Insurance program, to design and align high-quality service delivery to both the business and job seeker customer. All activity with businesses and employers will be recorded by the contractor, on a regular and continual basis, so that monthly reports of deliverables and milestones can be assessed by WorkForce Central and its workforce partners to assure optimal coordination among partners, value-added services are delivered to businesses, and positive outcomes are obtained for job seekers.

In addition to providing businesses services, engagement of employers throughout the WorkSource system will be further realized through:

- Pierce County WDC membership;
- College and Skill Center Advisory boards;
- Focus groups and surveys;
- Sector partnerships;
- Development of sector training programs which include up-front employer engagement;
- Development of pre-apprenticeship programs;
- As providers of internships, work experiences, on-the-job training, and incumbent worker training;
- CareerLink Pierce County; and
- Job and career fairs.

To better coordinate workforce development programs, WorkForce Central and its workforce partners will establish a system wide approach to coordinating internships, work experience, on the job training, and incumbent workers training to ensure access to these services are aligned, transparent, easily accessible to employers, and meet industry needs. Capacity will be created to evaluate the needs of small businesses and efforts will be made to increase opportunities for access to self-employment training and resources for business start-up.

In terms of workforce research and regional labor market analysis, WorkForce Central will disseminate sector and labor market reports by convening presentations to employer and business associations and individual stakeholder groups.

And finally, the Pierce County WDC will devise methods to track and benchmark employer engagement so that targets can be established to increase employer engagement with our local service delivery and workforce system.

III.8 Describe how the LWDB will implement initiatives such as incumbent worker training, on-the-job training, customized training, industry and sector strategies, career pathways, utilization of effective business intermediaries, and other business services and strategies to meet the needs of employers in the region.

The Pierce County WDC understands the importance of integrating workforce and economic development in the local labor market to align workforce supply and industry demand. Historically, WorkForce Central has been a leader in convening public and private partnerships for customized investments in the community with in-demand and emerging industry sectors and occupations that provide qualified workers to employers.

Convening various stakeholders in the community including business, local colleges, and industry experts, is key to deploying work based learning initiatives to strengthen the community through business expansion. In the current economic environment, employers are searching for qualified employees and seek workforce solutions to meet their business requirements.

Increasingly, strategies such as incumbent worker training, on-the job training, and customized training will help workers learn occupational skills while earning wages, assist current workers in developing career pathways, and help business find qualified workers at affordable training costs. Working across the local area and region with actionable plans to develop a pre-screened pool of applicants to present to employers, identifying high-growth sectors, and articulating the benefits of reducing training costs will expand opportunities for job seekers, workers, and business.

The Pierce County WDC has supported the system through such initiatives as:

Career Link: Digital platform connecting youth and employers to careers and work based learning opportunities.

Health Career Coach Program: Incumbent worker program providing healthcare workers career pathways to advance into higher wage healthcare careers and creating openings for entry level workers.

Iron Worker Pre-Apprenticeship: Pre-apprenticeship program developed in conjunction with Pacific Northwest Ironworker Local #86 leading to direct entry into the union with an entry level wage exceeding \$26 per hour.

Manufacturing Academy: Pre-apprenticeship program developed by manufacturing employers to prepare workers for manufacturing and aerospace careers with the opportunity to pathways in advance manufacturing occupations.

Tool Center: Pre-apprenticeship training program developed by the construction industry to introduce workers to building trades careers and offer pathway to post-secondary education related to the construction industry.

These and other customized programs have created a strong platform to launch other work based training strategies within the six strategic sectors designated in Pierce County as identified above.

Work based learning opportunities present valuable investment strategies that strengthen the community through business expansion. In order to improve the economic development of workers, job seekers, and businesses deploying actionable reemployment initiatives such as incumbent worker, on-the-job training, and customized training address workforce local needs of both employers and workers.

On-the-job training is a training strategy that the workforce investment system can offer local employers and job seekers. Workers can learn while they earn and through reimbursement, employers can reduce their training costs. In addition, on-the-job paid or subsidized work experience opportunities give workers tangible work based learning experiences to discuss with future employers. These work based strategies allow local business to connect with a viable talent pool and helps workers obtain meaningful employment.

The Business Services team assists businesses to understand and obtain as much value as possible from the services offered through the Pierce County WDC by providing timely and quality business and labor market intelligence. The team will articulate the value of resources available to employers work based investments, developing partner relationships, and conducting employer outreach activities. Outreach activities include face-to-face meetings, presentations, a business focused web page, social media, employer workshops, business round tables, email newsletters, event posting on community calendars, brochures, event flyers, and working with partners to promote services. The team will help current and new employers relocating into Pierce County by providing sound interpretation of data addressing the economic conditions in the county while remaining sensitive to employer's needs.

The Pierce County WDC has just recently identified a successful bidder to provide business services in the region beginning July 1, 2016. Once an agreement is in place, the business services subrecipient will be required to develop specific work based learning strategies to meet local employer needs. The business services subrecipient will collaborate and rely on the expertise of the sector partners to create work based learning strategies which include career pathways. A plan to expand or continue existing work based learning strategies and create additional programs will be developed in 2017.

Plans to further develop sector strategies will be developed based on the recommendations of the "Sector Strategies and Skills Gaps Analysis" due to be published Summer of 2016. Please refer to Attachment A for additional planning information and timeframes.

III.9 Describe how the LWDB will ensure continuous improvement of eligible providers of services and ensure that providers meet the employment needs of local employers, workers and job seekers.

To ensure that a high level of quality service is delivered to Pierce County employers, workers, and job seekers, the Pierce County WDC and its Core 6 Leadership Committee will develop policies, provide oversight, and create ongoing feedback mechanisms resulting in a strong accountability system which meets the needs of local employers, workers, and jobs seekers.

The Pierce County WDC and its Core 6 Leadership Committee offer the following examples of efforts to ensure continuous improvement of services and providers:

- Use WIOA federal performance accountability measures to assess the overall effectiveness of Pierce County’s WIOA program;
- Expand and utilize WorkForce Central’s dashboard to track progress on system performance issues of importance to the Pierce County WDC;
- Establish quality standards for the delivery of WorkSource services;
- Conduct annual onsite monitoring reviews;
- Review self-assessment results and annual reports from each of Pierce County’s certified sites;
- Develop and deliver ongoing technical assistance to providers which address compliance and qualify issues;
- Develop and deliver ongoing professional development for WorkSource professionals to support quality service delivery;
- Provide input to the Workforce Training & Educational Coordinating Board staff for purposes of adding, maintaining or eliminating training providers from qualifying for the ETPL;
- Exercise local authority to develop local policies and procedures that conform to and complement state policy modifications of the ETPL and Career Bridge.wa.gov processes and systems;
- Continue RFP standards requirements that all bidders for training services lead to recognized post-secondary credentials, provide career pathways, are currently listed on Washington’s ETPL, commit to achieving applicable federal and state performance measures, and meet the needs of our community;
- Use a sector approach, including skill panels to guide training investments;
- Locally track and benchmark employer engagement; and
- Develop a continuous quality improvement system thru the use of surveys and customer comment mechanisms.

Please refer to Section IV for additional information on overseeing the WorkSource system.

III.10 Describe how the LWDB will develop an implementation timeline and strategy for wireless Internet access at comprehensive one-stop centers.

Wi-Fi network is currently available at the comprehensive one stop center and will be available at the Interim WorkSource Center effective July 1, 2016. The Wi-Fi network uses Cisco Meraki MR 18 access points.

The network is designed for maximum security and flexibility. The SSID, guest access, has a dedicated 55 Mbps cable modem connection and is open to use for participants, classroom. Corporate SSID can access an internal network and has a separate 55 Mbps cable modem for internet access.

III.11 Describe how the LWDB will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and other means.

WorkSource Pierce partners offer virtual service delivery tools to increase access to Pierce County's WorkSource services. Each virtual system has capabilities that are user-friendly and accessible regardless of the location of the participants or partners. All programs are free of charge and allow for a streamlined approach when delivering participant service and partner connectivity.

Blue Jeans is a primetime self-service, cloud-based platform that enables presenters to interact over video and stream their event to thousands of viewers. Be present, watch or listen from a computer, room system, or mobile device- providing access for everyone. This allows WorkSource partners and service providers to interact with participants when transportation or childcare is limited or cost prohibitive.

WorkForce Central and its workforce partners are also able to host local and regional conferences for all of our partners making access to meetings more accessible.

Our local partnership with the **Pierce County Library System** gives our partners and our participants access to certain learning and professional development tools. The system itself is a fully integrated database which provides access to the Library portal and offers onsite and mobile classes to reach rural communities and serve communities without libraries locally available. Included in Pierce County Library's offering are courses which help participant gain the skills to effectively use new technological tools.

Databases for job exploration, job skills development and job search available through Pierce County Library System:

- **Microsoft Digital Literacy:** Digital Literacy helps develop a fundamental understanding of computers. The courses offer participants an opportunity to learn the essential skills to begin computing with confidence, be more productive at home and at work, stay safe online, use technology to complement individual lifestyles, and consider careers. Microsoft Digital Literacy curriculum has three levels: Basic, Standard and Advanced;

- **JobNow:** Resume templates, resources and online expert feedback. Job search online resources, interview tips and live expert interview coach. Career assessments, job resources, and eParachute which provides information about college majors and careers that match your skills and interests;
- **Lynda.com:** Courses include Office products, job applications and interviewing skills, business, computer aided design (CAD), and web design;
- **Northstar Digital Literacy Assessment Modules & Credentials:** The Northstar Digital Literacy Project defines basic skills needed to perform tasks on computers and online. The ability of adults to perform these tasks can be accessed through online, self-guided modules. Included are basic computer digital literacy standards and modules in nine main areas: Basic Computer Use, Internet, Windows Operating System, Mac OS, Email, Microsoft Word, Social Media, Microsoft Excel, and Microsoft PowerPoint. When individuals pass the assessments at approved sites, they can obtain the Northstar Digital Literacy Certificate. This provides a credential for employment. There is no cost to complete the online assessments; and
- **Universal Class:** Online courses including accounting (over 25); business (over 100); career training (over 100); computer training (over 60); entrepreneurship (over 85 classes); finance (over 40 classes); General Education (over 45 classes); mathematics (over 10 courses); office skills (over 80 courses); test preparation (over 35 courses) web development (over 30 courses) and writing skills (over 50 courses).

In addition to the Library's online resources, WorkSource partners provide onsite Job Hunter Workshops including drop-in help at rural locations served by the Pierce County Library. Onsite workshops are also offered by the Small Business Administration for participants interested in starting a business.

Please refer to Section III.14 for information on youth services in rural areas of Pierce County. WorkForce Central will continue to research and identify other technology solutions with its partners to further reduce the need for participants to travel and physically access services at a WorkSource site.

III.12 Describe how the LWDB, operators, and partners within the local one-stop delivery system will comply with Section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.

Pierce County's one-stop delivery system is in compliance with the Americans with Disabilities Act (ADA) as evidenced by regular monitoring conducted by the ESD. Since the implementation of WIOA, we began refining our comprehensive service delivery approach to ensure accessibility and inclusion of all participants, including those with disabilities, to all facilities, programs, and services.

Physical and programmatic accessibility will continue to be evaluated annually and corrections made when needed. Pierce County will continue to refine policies, training, and continuous improvement strategies to ensure compliance with WIOA and continued compliance with ADA. Our WorkSource Job Center has assistive technology available for participants.

Department of Vocational Rehabilitation, one of our core partners, is reviewing the technology we currently have and making recommendations on what our participants need in order for individuals with disabilities to be able to fully participate in our services.

WorkSource Job Center staff will continue to receive training on providing services to individuals with disabilities, including how to increase accessibility and success for individuals attending workshops and training sessions and ensure an optimal learning environment for all. Any one-stop center program or service may be accommodated for full inclusion on an “as needed” basis with the accommodation being dependent on the needs of the individual participant and provided through the one-stop delivery system in collaboration with partners.

The Pierce County WDC One-Stop System Operators and Partners Committee will be working with the State’s Access and Barrier Solutions Committee to determine where our local workforce system has barriers to providing universal access and identifying ways to mitigate them.

III.13 Assess the type and availability of adult and dislocated worker employment and training activities in the local area. Please use Attachment D to list and describe adult, dislocated worker and training activities in the local area.

All residents of the Pierce County workforce development area have universal access to basic career services at our interim WorkSource Job Center. Career services include, but are not limited to, orientation to the services available in the Pierce County workforce development area, job search and placement assistance, labor market information including local occupations in-demand, job vacancies and information on job skills necessary to obtain the listed jobs, and information on program performance and program costs. Information is also provided about filing claims for unemployment insurance assistance. Services can be accessed via the internet or in-person and weekly orientations provide potential participants with information about the array of available WorkSource services available in the Pierce County workforce development area.

Individualized career services are available if WorkSource Job Center staff determine that they are appropriate for a WIOA eligible individual in order to obtain or retain employment. These services include, but are not limited to, comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, development of an individual employment plan that identifies employment goals and achievement objectives, the identification of appropriate services for the participant, information about eligible training providers, career planning, short-term pre-vocational services, internships and work experiences that are linked to careers, and English language acquisition and integrated education and training programs. Individualized career services can be provided to unemployed and underemployed individuals.

The Pierce County WDC helps fund appropriate training and skills development for programs of study for WIOA eligible adults. Through education, participants are given the tools and opportunity to enter or move up in the workforce. After an interview, evaluation or assessment, and career planning, WorkSource Job Center staff may determine that training services are

appropriate if a WIOA eligible individual is unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services alone.

Training services are provided either through an Individual Training Account (ITA) or through a training contract, such as an OJT, registered apprenticeship, customized training, incumbent worker or work experience training. Training services are linked to in-demand employment opportunities in the local area or in a geographic area in which the adult or dislocated worker is willing to commute or relocate. Training services selection utilizes participant choice and is coordinated to the greatest extent possible with other sources of assistance, including coordination with Trade Adjustment Assistance (TAA).

The Pierce County workforce development area uses the state's network of community and technical colleges as a foundation for worker training options. Training opportunities are also available through both public and private training institutions. WIOA eligible participants can take short-term skills training, or enter an academic program that leads directly to employment. WIOA funded staff work closely with college and WIOA partner staff to leverage all available funding sources to best benefit the WIOA adult and dislocated worker.

III.14 Assess the type and availability of youth workforce investment activities in the local area, including activities for those with disabilities. Identify successful models of such youth workforce investment activities. Please use Attachment D to list and describe youth workforce investment activities in the local area.

The Pierce County WDC's youth and young adult subrecipient awardee, ResCare, offers many programs that serve youth.

Pierce County Career Day: Pierce County Career Day, organized by WorkForce Central's Pierce County Construction Partnership, is a private-public partnership bringing students, educators, and employers together in an exciting event. Career Day educates high school students to the many different career paths available and gives them the opportunity to explore future careers with industry professionals.

Career Day also provides a venue for technical and community colleges offering training in these industries to expose students to the many program and career options available to them. In 2015, 2300 students and chaperones from 44 schools in 19 school districts from 5 counties (Clallam, King, Kitsap, Pierce and Thurston) and 77 exhibitors registered for Pierce County Career Day. Through interactive exhibits, which include machinery and equipment operation, students learn about and discover the technical skills required to be successful in internships, registered apprenticeships, training resources and careers in:

- Construction
- Aerospace
- Engineering
- Manufacturing
- Utilities
- Transportation

Pierce County Health Career Day: The Pierce County Health Career Council and WorkForce Central partner to provide a rich experience for area high school students to broaden students' knowledge about the healthcare industry and the variety of healthcare career opportunities available.

Since 2007, over 3,600 local area high school students have attended the event. Students attend seminars covering a myriad of health careers, from lab technician, informatics and nursing to sports medicine. College and career preparation seminars are also offered. For many students, this is their first exposure to healthcare careers beyond doctors and nurses.

Career workshop sessions are available to students. Health professionals from a vast range of healthcare fields share their expertise and present their first-hand experience. This offers a unique opportunity to high school students to meet and interact with healthcare professionals and institutions of post-secondary education to explore the vast array of opportunities in the healthcare field to help young adults make the best decisions about their healthcare career path. Educational requirements, job options, and the realities and demands of a career in healthcare are discussed.

JobFest: JobFest is the largest young adult job fair in Washington for job seekers age 16-24. Participation is free for both employers and job seekers. JobFest is designed to help the Pierce County community by stimulating and promoting the local economy and the young adult employment climate. JobFest allows employers to share information about their current and future career opportunities and connect with the workforce of the future.

Young adults have direct access to local employers that are seeking talented candidates in many disciplines, including healthcare, retail, customer service, manufacturing, and much more. Job seekers have the opportunity to participate in onsite interviews and get information about jobs and career tracks in various industries and/or businesses. This is an excellent opportunity for young adults to meet face to face with the area's leading employers who are hiring for full-time, part-time and seasonal positions.

To get job seekers prepared, several VIP workshops are held before the event to help job seekers prepare with resume writing skills, interview preparation, and job seeking skills. There also is a networking event held just before JobFest for VIP job seekers. This gives the VIP job seekers an opportunity to meet with employers one on one before the event begins.

Summer Jobs 253 (SJ253): SJ253 is a summer program that offers incoming high school juniors and seniors the opportunity to earn high school credit for graduation, college credits, and gain meaningful work experience in paid internships. Students receive 98 hours of paid work experience, up to two high school credits, 2-3 college credits through Tacoma Community College, and attend classes in work readiness and soft skills.

The on-time graduation rate for SJ253 alumni is 84%, even though the target demographic is at-risk youth who are credit deficient. Students also receive financial literacy training and have the opportunity to open a savings account with a local bank or credit union. Up to 40 students earn a Microsoft Imagine Academy certificate.

Additional Resources: CareerLink (Section III.6 and Section III.8), a web-based career platform for students and employers, and the Tool Center (Section III.8), a building trades pre-apprenticeship training program, are additional examples of youth-serving initiatives.

ResCare: ResCare Workforce Services is a WIOA youth sub-awardee for Pierce County and provides customized employment and educational services throughout the county to youth and young adults ages 16-24. They are located at the downtown Reach Center and the busy Tacoma Mall. They have dedicated service delivery days at co-location sites each week in underserved areas of Pierce County to include Eatonville, Buckley, Bonney Lake, Puyallup, and Spanaway.

Their WIOA Tacoma Pierce County Youth Program works with youth and young adults ages 16-24 to assist in reaching their highest level of independence through completion of their educational and employment goals. Their staff strives to help our youth through any barriers that may prevent successful completion of these goals by building appropriate rapport and guidance. This in turn helps youth enter the workforce prepared and with the experience that they need. Their program also supports many teens and young adults through job training and educational services within Pierce County. They provide life-changing programs to help young people succeed in school, obtain meaningful and gainful employment, and become productive members of their community. ResCare offers each individual a chance at success and a self-sufficient lifestyle. They assist our participants with:

- Education
 - Provide help with GED preparation and basic skills testing and access to GED Academy, ResCare's GED resource tool;
 - Assist high school students with obtaining their high school diplomas or other educational goals as identified; and
 - Help participants manage post-secondary goals to include completing applications, applying for assistance, and navigating the enrollment process.
- Employment
 - Assist with job placement within the Pierce County community;
 - Help participants with work readiness using ResCare's Project CEO class, teaching skills such as interviewing, resume writing, positive work ethic, and career exploration; and
 - Provide funds to acquire essential needs in order to fulfill their employment and educational goals (i.e. tools, appropriate interview clothing, transportation assistance, or proper work gear and attire).
- Work Based Training
 - Offer a 6-8 week paid work based training with the participant's career interests in mind;
 - Earn \$9.47-\$10.35/hourly depending on worksite area, working a minimum 20 hours per week; and
 - Possible transportation assistance if no other resources are available.

To expand on some of the various resources and tools ResCare provides their participants to help with their progression towards achieving goals, they use the following:

- **ResCare Academy:** A companywide technology for all clients. ResCare Academy is a web based learning tool that provides job prep videos and modules, skill training courses, and access for all youth. Within this academy is a catalog that has 1,500+ courses in a variety of subjects and has a customized career trait profile. ResCare academy tracks your completion, helps create a curriculum for a career path, and the participant will receive a certification upon completion of each course. It is a program of unlimited training for youth and at no cost!

Some of the courses that ResCare Academy offers are:

- GED new initiatives
 - Communications
 - Computer Software
 - Customer Relations
 - Finance and Accounting
 - Foreign Language
 - Sales and marketing
 - Motivation and recognition
 - Programming and web development
 - Hardware, helpdesk, & networking
 - Healthcare compliance & safety
 - Healthcare nursing education
 - Interview and Hiring
 - Leadership and management
 - Life balance
 - Microsoft office
 - Project management
- **Project CEO:** A one-week program that focuses on job readiness. Project CEO helps participants to become aware of career field and the idea of having a profession. This program is comprised of five (5) sessions:
 - Session One: "Selling yourself" this talks about how to put your name out there for employment and to market yourself to employers;
 - Session Two: "Employers- Those who count"- how to apply for jobs today, how to network, how to job search;
 - Session Three: "Your money" how to balance and maintain your money, the responsibilities and financial goals;
 - Session Four: "You're the boss" basics of starting your own business which allows you to see business from a CEO perspective; and
 - Session Five: "You're ready to work" practicing skills that you have learned throughout the course. At this time, you will participate in a success ceremony- stating that you have graduated from project CEO.
 - **Supportive Services:** ResCare offers supportive services such as:
 - Work/Interview clothing;
 - Costs relating to employment and educational goals, such as supplies or uniforms;
 - Personal hygiene items;
 - Items deemed necessary for program completion; and
 - Transportation
 - **GED Academy:** This online tool consists of practice tests and quizzes for those wanting to obtain their GED. GED Academy takes place in a virtual classroom in which the students' progress is tracked by the case manager. The participant is also able to view their own progress. GED Academy also allows the staff member and participant to work

as a team to a finish line of a successful GED. This program also offers to pay for the cost of GED testing.

- **Resume Hero:** An employment based resume builder used through Career Builder, this tool allows the participant to make up to five different resumes that will be spread throughout Career Builder to help gain employment. There are many different resume structures within Resume Hero, ranging from entry level resumes to executive resumes. Not only is a participant able to build their current resume, they are able to create cover pages and ‘Thank You’ notes to help when it comes to gaining employment.
- **Career Pathway Explorer:** This online tool allows participants to quickly identify career interests using just a few minutes of their time. This process lets a participant choose interests based on images. The program uses this tool as a starting point of discussion when working with youth during a career exploration assessment. The culminating results give participants a chance to view the vast opportunities available to them based on what choices or preferences they select. It broadens the understanding youth and young adults have of their possibilities.

Youth with Disabilities: WorkForce Central is partnering with the Department Vocational Rehabilitation, school districts, and local community-based organizations to provide summer programming for youth and young adults with disabilities. Services will include workshops on essential skills such as conflict resolution and communication, problem solving, organization and time management, and financial literacy. Youth will also have the opportunity for exploration internships to get an idea of what they like and don’t like in the field they have chosen to focus on.

WorkForce Central’s primary regional partner is Vadis, which specializes in serving youth adults with disabilities. Vadis has been developing a work readiness curriculum with other partners intended for students with disabilities attending high schools or transition classrooms.

These workshops include:

- **How to Make a Positive First Impression** - This section will include discussions and activities that help students understand how appearance body language, manners, attitude, clothing choices, piercing, tattoos and personal hygiene impact, and finding and keeping a job;
- **Essential Soft Skills** - This will focus on helping students understand the kind of positive work behaviors and attitudes that employers look for in employees. Some examples of these are being on time, work ethic, following directions, taking constructive criticism, etc.;
- **Finding My First Job** - The process of planning for a job search will include a review of the basics needed, such as photo ID card, Social Security Card, resume, references, etc. This will be followed by tips on developing goals, job search plan, researching companies, networking, completing job applications, informational interviews, having a transportation plan in place, etc.;
- **Interviewing for Success** - How to prepare for an interview and interviewing do’s and don’ts, etc. This includes mock interviewing with real employers; and

- How to Keep My Job - This section will emphasize the typical work expectations on a job, including rules around cell phone use, social media access, requesting time off, etc.

Vadis also has curriculum for the following life skills workshops:

- Financial Literacy;
- Attitude is Everything;
- Shopping Smart;
- Personal Safety;
- Organization/Time Management;
- Nutrition/Wellness;
- Goal Setting;
- Conflict Resolution/Communication;
- Healthy Relationships;
- First Aid/Home Safety;
- Civic Engagement/Voter Registration; and
- Stress Management.

III.15 Describe how the LWDB will coordinate workforce investment activities carried out in the local area with statewide rapid response activities.

Generally, the State Rapid Response Unit is the first point of contact for employers for major dislocation events, including WARN and TAA petition notification. WorkForce Central shares information with the State Rapid Response team in cases where WorkForce Central first becomes aware of pending closures or curtailment that may not be yet reported to the state team.

In accordance with the State's Rapid Response Policy #5603, WorkForce Central maintains a local rapid response team which includes representatives from the WorkForce Central, ESD's Unemployment Insurance Division, ESD's state level Rapid Response team, Pierce County WorkSource Center, labor organizations (when the workforce is union represented) and/or the Washington State Labor Council, community and technical colleges and other stakeholders and interested parties.

WorkForce Central has designated an administrative staff person to be the state's point of contact to coordinate rapid response activities. The local rapid response team, led by the WorkForce Central's designated lead person and in conjunction with the state Rapid Response Unit, provides rapid response activities which generally include:

- Consulting with the State Rapid Response Unit, state and local economic development organizations and other entities to avert potential layoffs;
- 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;
- Ascertaining and providing the State Rapid Response Unit with information related to severance, separation pay, retirement incentives, and voluntary layoffs so the

Unemployment Insurance Division can review and determine eligibility for unemployment insurance benefits;

- Coordinating the delivery of rapid response layoff orientations for affected workers in conjunction with the State Rapid Response Unit. Local rapid response contacts will arrange for participation by local service providers in these sessions. Local rapid response contacts will arrange for participation by local service providers in these sessions;
- Including in orientations the topics required by the State's Rapid Response Policy #5603;
- Assessing the needs of the impacted workers as quickly as possible through the use of survey;
- Maintaining an inventory of available workforce resources for onsite meetings to address the short and long-term assistance needs of the impacted workers;
- 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 to assist in planning and overseeing an event-specific strategy that supports the reemployment of affected workers;
- Determining the need for peer worker outreach to connect dislocated workers with services in conjunction with the labor management committee or its equivalent;
- Consulting and coordinating with appropriate labor representative when planning rapid response activities for those impacted workers covered by a collective bargaining agreement; and
- Ensuring procedures are in place for the timely access and referral to WorkSource programs, services and information offered by WIOA, UI, TAA, Wagner-Peyser and other programs.

WorkForce Central will ensure that the local rapid response team, and local service providers will be fully cognizant of ongoing collective bargaining negotiations related to a plant closure or layoff event to avoid any actions that might impact those negotiations.

III.16 Describe how the LWDB will coordinate workforce investment activities carried out in the local area under Title I with the provision of transportation, including public transportation, and other appropriate supportive services in the local area.

The Pierce County WDC is focused on the transportation needs of Pierce County and will build in provisions to address those service needs through partnerships, initiatives, and grants. The local area is geographically diverse with cities, towns, suburban, and rural areas. As the need for skilled workers increases the conversation around transportation is important for business, workers, and job seekers and solutions will need to become flexible around the ever-changing needs of the community.

The size of the Pierce County labor force in 2015 was 390,246, up 6,087 from 384,158 in 2014 (1.6%). A growing number of Pierce County residents, looking to replace the manufacturing wages lost during the industrial transition, began commuting to jobs in King County. Currently more than 25% of Pierce Counties workforce commutes to jobs in King County not to mention those travelling to surrounding counties. These numbers suggest the need for increasing investment in public transportation options for the community.

Collaborating at the state and local level with communities in co-designing transportation solutions will be a priority moving forward. Cross organization business strategies include strengthening local and regional partnerships with Pierce and Sound Transit, Puget Sound Regional Council, and other stakeholders. Increasing awareness of transportation services available in the one-stop delivery system and through a marketing and communication plan will advertise solutions to the job seeker, worker, and business participant.

WorkForce Central has a history of addressing transportation concerns through the following initiatives:

- For each federal grant application, we build in funds for a certain number of ORCA cards and bus passes because the community-based organizations consistently tell us that is one of the largest obstacles for participants;
- WorkForce Central has participated in the Puyallup Watershed Initiative’s Active Transportation Community of Interest that works to develop pathways and public transportation that works for all citizens;
- WorkForce Central is participating in the Tacoma-Pierce County Health Department’s “Equitable Health and Economic Outcomes” collaborative that has identified access to transportation as one of three major priorities; and
- WorkForce Central is participating in Northwest Leadership Foundation’s Leaders in Women’s Health initiative that is working to increase access to transportation in low-income communities.

Any transportation costs as related to education and employment can be a barrier to self-sufficiency including no driver’s license, no car insurance, no family or network of support, no reliable transportation, and no means to change current situation. Current options to alleviate transportation issues include:

- Virtual delivery of services eliminates the travel requirement for low-income participants;
- Flexible participation requirements such as extended hours or virtual modules;
- Availability of supportive services for transportation such as ORCA passes, gas vouchers or mileage reimbursement for qualifying services;
- Leveraging resources of partners to coordinate transportation needs; and
- Employer programs that offer subsidy and incentive programs designed to assist employees and reduce transportation costs.

As the workforce grows mobile there are still many more individuals with transportation barriers. Transportation investments will be crucial to employers finding and retaining the skilled workers they need.

III.17 Describe plans and strategies for, and assurances concerning, maximizing coordination of services provided by the State employment service under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) and services provided in the local area through the one-stop delivery system to improve service delivery and avoid duplication of services.

Recognizing that the success of the one-stop delivery system depends on effective coordination among program partners, Pierce County workforce partners have begun working together to develop an intake process that eliminates redundant assessments and streamlines customer experience. Our goal is streamlined integration which requires all service providers to quickly identify needs, and then match resources to meet those needs. Increased collaboration and coordination among system partners ensures that the best of what the system has to offer comes forward with a minimum of duplication. Participants will receive a range of services via various providers and funding streams that may be braided together to meet their specific needs.

Employers, at minimum can receive general or specialized recruitment services through self-service or staff assisted job orders. Employers receive a range of services, including job posting, applicant screening, job fairs, free bonding for some employees, access to on-the-job training reimbursement, tax credits for hiring certain types of workers, and assistance to avoid or minimize layoffs. Pierce County is in the process of identifying our one-stop location, but in the interim, Business Services staff funded through Wagner-Peyser and those funded through WIOA will be co-located and will coordinate their service delivery to avoid duplication to ensure that employers receive the quality service, including providing customized training for incumbent workers and potential employees if appropriate.

Wagner-Peyser and WIOA funding provides all job seekers and unemployment insurance claimants access to job search preparation and placement assistance. Job seekers have access to a wide range of job related services including skill assessments, career counseling, job matching assistance, and free skill development workshops or online course modules aimed at improving employability. All interested job seekers may receive guidance and counseling to assist toward a productive work search.

Participants will meet, or be connected technologically, to staff with a broad knowledge of available services, including education, training, and support services. This streamlined, integrated approach requires staff to use technology in new ways to simplify administrative processes, provide the participant with easy-to-use interfaces to access relevant information, connect to resources, expand the options available for skill development certification, and portfolio management.

WorkForce Central managers will continue to meet with Pierce County ESD WorkSource leadership to identify ways in which WorkForce Central and ESD staff can work better together to refer and serve participants. In addition, the One-Stop Committee, comprised of employment and training organization leaders in Pierce County meets on a monthly basis to refine the one-stop delivery system in Pierce County.

III.18 Describe how the LWDB will coordinate workforce investment activities in the local area carried out under Title I with the provision of adult education and literacy activities in the local area carried out under Title II, including a description of how the LWDB will carry out, per WIOA Section 107(d) (11) and Section 232, the review of local applications submitted under Title II.

The Adult Services Committee created a sub-group, the Adult Literacy Task, to provide guidance and information regarding adult education and literacy activities in Pierce County. The group meets regularly to provide guidance for integrating adult basic education services within WIOA.

The Pierce County Adult Basic Education providers will continue to coordinate with each other and other partners to provide services in the county. The providers started working together in 2001 after receiving Federal Adult and Family Literacy funding and have operated as a consortium of providers. Providers include: Bates Technical College, Clover Park Technical College, Pierce College District, Tacoma Community College, Tacoma Community House, and Tacoma Rescue Mission. For the proposed 5-year plan, the Pierce County Adult Basic Skills Consortium will re-vision the partnership and expand to build a county-wide advisory network that invites external stakeholders to the table to participate in quarterly conversations. Each year, the network will be co-chaired by two of the participating literacy providers. The goal of this network will be to leverage resources and strengthen our referral pipeline, particularly underrepresented populations such as individuals with felony convictions, immigrants and refugees, homeless adults, veterans, etc. The provider consortium will develop and follow a 5-year strategic plan and map out annual goals and objectives, one being to develop county-wide marketing plan to increase awareness and referrals to programs and services such as individual and small group tutoring, I-DEA, I-BEST, High School Equivalency Test Preparation, and HS21+.

Per WIOA Section 107(d) (11) and Section 232, the review of local applications submitted under Title II will involve the Pierce County BEdA providers (four colleges and two non-profits) submitting six plans with revisions for PY 16.17, plans will be from Tacoma Community House (local non-profit), Tacoma Rescue Mission (local non-profit) and the four colleges: Bates Technical College, Clover Park Technical College, Pierce College and Tacoma Community College. All six receive funding from WIOA to provide adult basic education. Members of the Adult Services Committee have reviewed all six plans and updates confirming alignment with WIOA and WIOA local plan for Pierce County. Those plans have moved forward to the local WDC's CEO, who has already confirmed alignment with the local plan. The Pierce County Local WIOA Workforce plan will go to the Governor's office for final approval.

III.19 Describe the cooperative agreements between the LWDB, any local entities that serve individuals with disabilities (101(a) (11) (B) of the Rehabilitation Act of 1973) and local Division of Vocational Rehabilitation and Department of Services for the Blind offices. The agreements and descriptions should describe how all parties will improve services to individuals with disabilities and will also include descriptions of joint activities. Examples include but are not limited to, cross training of staff, providing technical assistance, information sharing, cooperative business engagement, and other efforts to improve coordination.

WorkSource Pierce partners, including the Division of Vocational Rehabilitation and the Department of Services for the Blind, will work together to create a new Memorandum of Understanding (MOU) that will:

- Outline the resources of each of the partners and define their core responsibilities;
- Define referral procedures;
- Outline the procedure to track referrals in order to identify shared participants;
- Define customer service delivery;
- Create common performance indicators;
- Implement operational policies;
- Provide for cross training of staff;
- Establish and provide a schedule of partner meetings to share information, evaluate progress and performance outcomes, identify issues and improve the partnership;
- Incorporate an integrated and aligned business services approach between the partnership in order to present a unified voice for the workforce system in its communications with employers for hiring individuals with disabilities;
- Define protocol for staff working with individuals with disabilities that ensures the preservation of confidentiality of the participant;
- Identify designated staff of each partner who will provide technical assistance as needed throughout the partnership; and
- Provide for amendments/updates to the MOU.

III.20 Describe the competitive process to be used to award sub-grants and contracts in the local area for activities carried out under Title I.

WorkForce Central has adopted Procurement Policy #2001 that adheres to the requirements provided by the Office of Management and Budget (OMB) Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, codified under Final Rule Title 2 of the Code of Federal Regulations (2 CFR 200). All WIOA procurement activities will go through an open, fair and competitive process as outlined in the policy. Awards to sub-grantees will be through competitive proposals (RFPs) as mandated by our policy. WorkForce Central will also take necessary affirmative steps to ensure that minority businesses, women's business enterprises, and labor surplus firms are used when possible. WorkForce Central's Code of Conduct and Conflict of Interest Policy will provide standards of conduct covering conflicts of interest and governing the actions of its employees engaged in the selection, award, or administration of contracts.

III.21 Describe how adult and dislocated worker training services will be provided, including, if contracts will be used, how the use of such contracts will be coordinated with the use of individual training accounts and how the LWDB will ensure informed participant choice in the selection of training programs regardless of how the training services are to be provided.

Delivery of training services to eligible adults and dislocated workers will be through service providers who were competitively selected. Training services will be provided through individual training accounts with eligible training providers selected in consultation with a WorkForce Central career planner. When lack of training capacity limits customer choice and customers are not able to enroll in training of their choice on a timely basis or are otherwise

required to choose another training program, WorkForce Central may resort to a competitively procured contract which will result in increased capacity training (ICT). WorkForce Central will use the State's Eligible Training Provider (ETP) list to select ICT providers. If WorkForce Central decides to expand to other training providers, a set of criteria for determining the demonstrated effectiveness of the contracted ICT provider will be followed. The criteria include financial stability and performance of delivering services too hard to serve populations.

III.22 Describe how one-stop centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for WIOA programs and programs carried out by one-stop partners.

The new "WorkSource Integrated Technology" is a secure state-managed database system that will support local employment and training business operations. It is designed to integrate employment and training program services and the WIOA. WorkSource Integrated Technology provides participant tracking and enables Washington State to report on federal and state mandated WIOA reporting requirements to the Department of Labor (DOL). One-stop partners will use this system to register participant activities, recommend programs and eliminate duplication of services. Reports generated from this system will be used to determine program performance by the service provider, Pierce County WDC, and the state. Therefore, knowledge of the system, accuracy, and timely entry of information are critical. System training will be facilitated through the Pierce County WDC and will be on-going based on technology upgrades and changes.

WorkSourceWA will provide employers a vastly improved system with access to the largest talent database in the state and better applicant matching with free job posting. Job seekers will discover thousands of jobs, occupational data for informed career choices and advanced job-search tools. The partners may create additional systems to capture additional documentation or information not accessible through this database system to evaluate performance outcomes, as well as program strengths and challenges.

III.23 Please use Attachment E to provide a list of current workforce board members and indicate how the membership of the board complies with either the requirements of WIOA or those of an alternative entities requesting certification as an LWDB. Alternative entities must show that they have filled their membership categories, and that the categories are substantially similar to those in WIOA. Describe your efforts to broadly recruit new and replacement board members from across the Local Area.

See Attachment E for Pierce County WDC members. As vacancies occur on the Pierce County WDC, business representatives are nominated by local business organizations such as the local chamber of commerce or economic development councils. Labor/workforce vacancies are nominated by representatives of local labor organizations, most frequently the Central Labor Council and/or other representatives of employees. As other categories of vacancies occur on the Pierce County WDC, the Executive Board (CLEOs) considers nominations from appropriate sources. The Executive Board approves all members for the Pierce County WDC.



Section IV Performance Accountability Component of the Plan

LWBDs must include information on performance accountability for the local area's workforce development system. The adjusted levels of performance on (1) federal common measures must be included in Appendix A of the plan. Future years' performance targets will be appended to the local plan at an appropriate later date. The Workforce Development Board will supply LWBDs with available performance information.

The plan must address each of the following overall goals for performance accountability:

IV.1 How performance information on workforce development programs informs local strategic planning.

Performance information is provided to WorkForce Central's regional partners as they develop strategies to:

- Address issues, needs and skills gaps in Pierce County's workforce;
- Pursue funding and resources to support local workforce development strategies; and
- Champion the critical need for additional investment in workforce development.

The performance information provides perspective on the system's operations and resulting outcomes for the benefit of business, job seeker, and youth participants and specifically, identifies gaps in services.

Below are two specific examples of how WorkForce Central has used performance information this past year to inform strategic planning.

- WorkForce Central's 2014 data showed the labor force participation rate among the Hispanic community was much lower than other demographics yet, the Hispanic community was underrepresented in the workforce system. In 2015, WorkForce Central partnered with Bates Technical College and the Pierce County Library System to provide Hispanic Small Business and Entrepreneurship workshops throughout the county that served to re-engage this demographic with the workforce system.

- A similar trend appeared in the 2015 performance data for residents with criminal backgrounds. That demographic was underrepresented in the workforce development system while the percentage of unemployed residents with criminal backgrounds was growing. WorkForce Central convened employers from the maritime sector to identify high-wage in-demand jobs, and is now working with Bates Technical College and the Pierce County Sheriff's Department to build the training pipelines for this population.

WorkForce Central will continue to expand use of performance information of its WIOA Core 6 Leadership partners for strategic planning and program design to achieve comprehensive workforce development goals in Pierce County.

IV.2 How performance information is used to oversee WorkSource system and WIOA Title I.

WorkForce Central will collect and maintain all required and necessary data for performance accountability for WorkSource and WIOA Title I-B following state and Department of Labor protocols.

WorkForce Central utilizes a Quarterly Performance Dashboard to track measures of importance to the Pierce County WDC and the one-stop delivery system. Examples include DOL federal performance, WIOA training investments within targeted industries, employer engagement, coordinated business services, job seeker services, creation of leveraged partnerships, and other significant workforce system issues or accomplishments of the quarter. The dashboard provides timely insight into performance attainment and aids the Pierce County WDC in its oversight role to ensure the region's programs meet performance goals. The Pierce County WDC intends to further develop the dashboard to include measures relevant to all mandatory WorkSource Pierce partners.

In addition, on a quarterly basis, the Pierce County WDC reviews the Quarterly Common Measures Summary Report issued by the Workforce Development Board. WorkForce Central staff provides the Pierce County WDC with an assessment of progress toward quarterly and annual goals. Where performance is lagging, WorkForce Central staff develop strategies for improvement and add/or require service providers to develop corrective action plans to correct deficiencies.

Going forward, the Pierce County WDC will take a more active role in reviewing performance of the WIOA Core Programs: WIOA Title I Adult, Dislocated and Youth Programs, Adult Basic Education and Literacy Programs, Wagner-Peyser Services and Vocational Rehabilitation Programs. Other key partner programs including the Pierce County Library System, Post-secondary Vocational Technical Education Programs, the Department of Social and Health Services, Private Schools and Apprenticeships will also share pertinent performance data. The purpose of these performance reviews include but are not limited to improving outcomes for participants, expanding existing coordination efforts, increasing services and resources to participants, avoiding duplication and providing quality and current information to employers and job seekers.

IV.3 How WorkSource system and WIOA Title I performance information is used by program operators to inform continuous quality improvement in their day-to-day management.

The Executive Board and the Pierce County WDC will continue as the system operator in setting direction and priorities for the one-stop delivery system. As the system operator, they will expect program operators to demonstrate processes, practices, and performance outcomes which meet or exceed established quality standards. The Core 6 Leadership Committee will study and consider implementing proven models of quality management. An example would be Malcolm Baldrige National Quality Award criteria. Once quality standards are established, local program operators will be required to conduct a self-analysis which identifies strengths and opportunities for improvement.

In addition, the results of the one-stop evaluation and certification assessment process will be used as a benchmark to measure ongoing continuous quality improvement in each of the county's one-stop sites.

Self-Assessment results and annual reports from each certified site detailing the progress towards reaching higher standards will be shared with the Pierce County WDC committees, including the Core 6 Leadership Committee which is comprised of the core programs and partners. Ongoing discussions and reviews will result in action plans to improve areas and celebrations for good work.

WorkSource and WIOA Title I performance reports will continue to be made available to program operators to identify areas of program strength as well as opportunities for improvement. WIOA Title 1-B program operators and representative from core programs will be convened by the one-stop operator on a regular basis to review performance data and discuss common issues and solutions.

IV.4 How performance information is used to conduct performance-based intervention. LWDBs will be held accountable for the results of WIOA Title I through a system of performance-based interventions, and will share in accountability for career and technical education (CTE) and adult education (ABE/ESL) results.

The Pierce County WDC will continue to be accountable for the results of WIOA Title I-B through a system of performance based intervention, and share in accountability for career and technical education and adult education results. The Pierce County WDC will use the information collected and reported through the statewide information system, Worksource Integrated Technology, and the data and post-program outcomes collected and reported by the State Workforce Board and the ESD.

WorkForce Central and its workforce partners recognize that federal instructions have yet to be released clarifying new WIOA requirements for performance measures and mandatory reporting. Until then, the WorkForce Central and its workforce partners ask that state partners collect and release to the WDCs information on each of the core program's annual allocation, performance goals and outcomes, quarterly or annual expenditures, and other information which would assist local areas in assessing resources and capacity to collectively serve all populations in local areas.

Meanwhile, WorkForce Central will continue to rely on the Core 6 Leadership Committee, the Pierce County WDC and its committees to identify local priority measures to improve performance, provide quality and effective services to participants and assist the Pierce County WDC in overseeing the WorkSource system programs, including WIOA Title I-B. Discussions are currently underway and will continue into the future, to develop local measures and indicators to track and predict performance of the WorkSource system partners.

Once final federal quarterly performance reports are received, WorkForce Central's Core 6 Leadership Committee, along with the Pierce County WDC and its committees will review performance for any deficiencies. In cases where performance is lacking, program operators will be required to identify factors leading to the deficiencies, create a performance improvement plan, and submit quarterly status reports to WorkForce Central and applicable committees for their review.

The Workforce Development Board will issue performance targets once negotiations are complete as Attachment I to this plan.

Attachment A Sector Partnership

Sector to be served: Advanced Manufacturing*

*Workforce Central has retained a consulting firm to analyze the six major industry sectors that Pierce County has identified. The work will assess future workforce sector planning needs within Pierce County. It can be expected that this partnership work will inform the framework to plan and implement the strategies for each sector. An updated plan will be developed in mid-summer of 2016 that will outline the basis of the sector workforce plan endeavors for the county and region. Below are projected deadlines for each phase.

Check one: Regional Local

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate for sectors that will be served in a cross-regional plan	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team Goal: build buy-in & support	October 2016- January 2017	Convene employers and training providers to establish an advisory committee Inventory career pathways and training options Articulate commitments, including commitment to looking at LMI data together	5 partners 3 quarterly meetings held 1 agreement developed 3 leveraged resources	Partners identified Meetings held Agreements developed Resources committed
Phase II: Investigate Goal: determine target industries	January 2017- April 2017	Examine the sector report for this sector, consider sector strategies relating to growth, relevance to economic development activities, and other key factors	3 areas of growth identified 1 evaluation developed	Data provided Careers identified
Phase III: Inventory and Analyze Goal: build baseline knowledge of industry	October 2016- June 2017	Conduct a baseline review of demand-side and supply-side data Analyze industry trends and review existing research Analyze data and develop a brief industry snapshot for employment engagement	1 industry snapshot 3 industry champions 5 companies invited	Industry snapshot prepared Industry champions identified Companies invited
Phase IV: Convene Goal: build industry partnership, prioritize activities	February 2017- August 2017	Prepare support team and set meeting expectations Hold event to explore what's new in the industry, growth opportunities, and related needs Ask industry to identify and prioritize key issues Determine whether additional resources are needed	1 action plan 1 event held 3 task forces 2 co-chairs assigned	Action plans developed Task forces identified Roles defined/assigned
Phase V: Act Goal: Implement	June 2017- September 2018	Develop operational plan Execute plans, monitor progress Provide status reports to partnership, task	1 operational plan 4 reports	Metrics identified and reported

<i>initiatives</i>		forces, stakeholders Identify road blocks and address them	5 road blocks addressed	
Phase VI: Sustain and evolve <i>Goal: grow the partnership</i>	July 2017- Ongoing	Identify next opportunities Start the process over again at the appropriate phase Grow the partnership	1 replication plan developed 3 partners added 5 companies added	New projects identified New resources added

Attachment A Sector Partnership

Sector to be served: Healthcare*

*Workforce Central has retained a consulting firm to analyze the six major industry sectors that Pierce County has identified. The work will assess future workforce sector planning needs within Pierce County. It can be expected that this partnership work will inform the framework to plan and implement the strategies for each sector. An updated plan will be developed in mid-summer of 2016 that will outline the basis of the sector workforce plan endeavors for the county and region. Below are projected deadlines for each phase.

+

Check one: Regional

Local

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate for sectors that will be served in a cross-regional plan.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team <i>Goal: build buy-in & support</i>	April 2016- October 2016	Convene employers and training providers to establish an advisory committee Inventory career pathways and training options Articulate commitments, including commitment to looking at LMI data together	5 partners 3 quarterly meetings held 1 agreement developed 3 leveraged resources	Partners identified Meetings held Agreements developed Resources committed
Phase II: Investigate <i>Goal: determine target industries</i>	August 2016- October 2016	Examine the sector report for this sector, consider sector strategies relating to growth, relevance to economic development activities, and other key factors	3 areas of growth identified 1 evaluation developed	Data provided Careers identified
Phase III: Inventory and Analyze <i>Goal: build baseline knowledge of industry</i>	September 2016- January 2017	Conduct a baseline review of demand-side and supply-side data Analyze industry trends and review existing research Analyze data and develop a brief industry snapshot for employment engagement	1 industry snapshot 3 industry champions 5 companies invited	Industry snapshot prepared Industry champions identified Companies invited
Phase IV: Convene <i>Goal: build industry partnership, prioritize activities</i>	October 2016- April 2017	Prepare support team and set meeting expectations Hold event to explore what's new in the industry, growth opportunities, and related needs Ask industry to identify and prioritize key issues Determine whether additional resources are needed	1 action plan 1 event held 3 task forces 2 co-chairs assigned	Action plans developed Task forces identified Roles defined/assigned
Phase V: Act <i>Goal:</i>	July 2017- Ongoing	Develop Operational Plan	1 operational	Metrics identified and reported

<i>Implement initiatives</i>		Execute plans, monitor progress Provide status reports to partnership, task forces, stakeholders Identify road blocks and address them	plan 4 reports 5 road blocks addressed	
Phase VI: Sustain and evolve Goal: grow the partnership	April 2017- March 2018	Identify next opportunities Start the process over again at the appropriate phase Grow the partnership	1 replication plan developed 3 partners added 5 companies added	New projects identified New resources added

Attachment A Sector Partnership

Sector to be served: Transportation, Logistics and Warehousing*

*Workforce Central has retained a consulting firm to analyze the six major industry sectors that Pierce County has identified. The work will assess future workforce sector planning needs within Pierce County. It can be expected that this partnership work will inform the framework to plan and implement the strategies for each sector. An updated plan will be developed in mid-summer of 2016 that will outline the basis of the sector workforce plan endeavors for the county and region. Below are projected deadlines for each phase.

Check one: Regional Local

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate for sectors that will be served in a cross-regional plan.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team <i>Goal: build buy-in & support</i>	October 2016- March 2017	Convene employers and training providers to establish an advisory committee Inventory career pathways and training options Articulate commitments, including commitment to looking at LMI data together	5 partners 3 quarterly meetings held 1 agreement developed 3 leveraged resources	Partners identified Meetings held Agreements developed Resources committed
Phase II: Investigate <i>Goal: determine target industries</i>	January 2017- April 2017	Examine the sector report for this sector, consider sector strategies relating to growth, relevance to economic development activities, and other key factors	3 areas of growth identified 1 evaluation developed	Data provided Careers identified
Phase III: Inventory and Analyze <i>Goal: build baseline knowledge of industry</i>	December 2016- June 2017	Conduct a baseline review of demand-side and supply-side data Analyze industry trends and review existing research Analyze data and develop a brief industry snapshot for employment engagement	1 industry snapshot 3 industry champions 5 companies invited	Industry snapshot prepared Industry champions identified Companies invited
Phase IV: Convene <i>Goal: build industry partnership, prioritize activities</i>	February 2017- August 2017	Prepare support team and set meeting expectations Hold event to explore what's new in the industry, growth opportunities, and related needs Ask industry to identify and prioritize key issues Determine whether additional resources are needed	1 action plan 1 event held 3 task forces 2 co-chairs assigned	Action plans developed Task forces identified Roles defined/ assigned

<p>Phase V: Act Goal: Implement initiatives</p>	<p>June 2017- October 2018</p>	<p>Develop Operational Plan Execute plans, monitor progress Provide status reports to partnership, task forces, stakeholders Identify road blocks and address them</p>	<p>1 operational plan 4 reports 5 road blocks addressed</p>	<p>Metrics identified and reported</p>
<p>Phase VI: Sustain and evolve Goal: grow the partnership</p>	<p>July 2017- Ongoing</p>	<p>Identify next opportunities Start the process over again at the appropriate phase Grow the partnership</p>	<p>1 replication plan developed 3 partners added 5 companies added</p>	<p>New projects identified New resources added</p>

Attachment A Sector Partnership

Sector to be served: **Construction***

*Workforce Central has retained a consulting firm to analyze the six major industry sectors that Pierce County has identified. The work will assess future workforce sector planning needs within Pierce County. It can be expected that this partnership work will inform the framework to plan and implement the strategies for each sector. An updated plan will be developed in mid-summer of 2016 that will outline the basis of the sector workforce plan endeavors for the county and region. Below are projected deadlines for each phase.

Check one: Regional Local

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate for sectors that will be served in a cross-regional plan	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team <i>Goal: build buy-in & support</i>	August 2016- January 2017	Convene employers and training providers to establish an advisory committee Inventory career pathways and training options Articulate commitments, including commitment to looking at LMI data together	5 partners 3 quarterly meetings held 1 agreement developed 3 leveraged resources	Partners identified Meetings held Agreements developed Resources committed
Phase II: Investigate <i>Goal: determine target industries</i>	October 2016-January 2017	Examine the sector report for this sector, consider sector strategies relating to growth, relevance to economic development activities, and other key factors	3 areas of growth identified 1 evaluation developed	Data provided Careers identified
Phase III: Inventory and Analyze <i>Goal: build baseline knowledge of industry</i>	October 2016- April 2017	Conduct a baseline review of demand-side and supply-side data Analyze industry trends and review existing research Analyze data and develop a brief industry snapshot for employment engagement	1 industry snapshot 3 industry champions 5 companies invited	Industry snapshot prepared Industry champions identified Companies invited
Phase IV: Convene <i>Goal: build industry partnership, prioritize activities</i>	January 2017- July 2017	Prepare support team and set meeting expectations Hold event to explore what's new in the industry, growth opportunities, and related needs Ask industry to identify and prioritize key issues Determine whether additional resources are needed	1 action plan 1 event held 3 task forces 2 co-chairs assigned	Action plans developed Task forces identified Roles defined/assigned
Phase V: Act <i>Goal: Implement</i>	April 2017- July 2018	Develop operational plan	1 operational	Metrics identified and reported

<i>initiatives</i>		Execute plans, monitor progress Provide status reports to partnership, task forces, stakeholders Identify road blocks and address them	plan 4 reports 5 road blocks addressed	
Phase VI: Sustain and evolve <i>Goal: grow the partnership</i>	July 2017- Ongoing	Identify next opportunities Start the process over again at the appropriate phase Grow the partnership	1 replication plan developed 3 partners added 5 companies added	New projects identified New resources added

Attachment A Sector Partnership

Sector to be served: Information Technology/Cyber Security*

*Workforce Central has retained a consulting firm to analyze the six major industry sectors that Pierce County has identified. The work will assess future workforce sector planning needs within Pierce County. It can be expected that this partnership work will inform the framework to plan and implement the strategies for each sector. An updated plan will be developed in mid-summer of 2016 that will outline the basis of the sector workforce plan endeavors for the county and region. Below are projected deadlines for each phase.

Check one: Regional Local

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate for sectors that will be served in a cross-regional plan.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team <i>Goal: build buy-in & support</i>	March 2017- August 2017	Convene employers and training providers to establish an advisory committee Inventory career pathways and training options Articulate commitments, including commitment to looking at LMI data together	5 partners 3 quarterly meetings held 1 agreement developed 3 leveraged resources	Partners identified Meetings held Agreements developed Resources committed
Phase II: Investigate <i>Goal: determine target industries</i>	May 2017- August 2017	Examine the sector report for this sector, consider sector strategies relating to growth, relevance to economic development activities, and other key factors	3 areas of growth identified 1 evaluation developed	Data provided Careers identified
Phase III: Inventory and Analyze <i>Goal: build baseline knowledge of industry</i>	May 2017- November 2017	Conduct a baseline review of demand-side and supply-side data Analyze industry trends and review existing research Analyze data and develop a brief industry snapshot for employment engagement	1 industry snapshot 3 industry champions 5 companies invited	Industry snapshot prepared Industry champions identified Companies invited
Phase IV: Convene <i>Goal: build industry partnership, prioritize activities</i>	May 2017- February 2018	Prepare support team and set meeting expectations Hold event to explore what's new in the industry, growth opportunities, and related needs Ask industry to identify and prioritize key issues Determine whether additional resources are needed	1 action plan 1 event held 3 task forces 2 co-chairs assigned	Action plans developed Task forces identified Roles defined/assigned
Phase V: Act <i>Goal: Implement</i>	November 2017-	Develop Operational Plan Execute plans, monitor progress	1 operational plan	Metrics identified and

<i>initiatives</i>	February 2018	Provide status reports to partnership, task forces, stakeholders Identify road blocks and address them	4 reports 5 road blocks addressed	reported
Phase VI: Sustain and evolve <i>Goal: grow the partnership</i>	February 2018- Ongoing	Identify next opportunities Start the process over again at the appropriate phase Grow the partnership	1 replication plan developed 3 partners added 5 companies added	New projects identified New resources added

Attachment A Sector Partnership

Sector to be served: **Military and Defense***

*Workforce Central has retained a consulting firm to analyze the six major industry sectors that Pierce County has identified. The work will assess future workforce sector planning needs within Pierce County. It can be expected that this partnership work will inform the framework to plan and implement the strategies for each sector. An updated plan will be developed in mid-summer of 2016 that will outline the basis of the sector workforce plan endeavors for the county and region. Below are projected deadlines for each phase.

Check one: ___ Regional Local

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate for sectors that will be served in a cross-regional plan.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team <i>Goal: build buy-in & support</i>	May 2016-October 2016	Convene employers and training providers to establish an advisory committee Inventory career pathways and training options Articulate commitments, including commitment to looking at LMI data together	5 partners 3 quarterly meetings held 1 agreement developed 3 leveraged resources	Partners identified Meetings held Agreements developed Resources committed
Phase II: Investigate <i>Goal: determine target industries</i>	August 2016-October 2016	Examine the sector report for this sector, consider sector strategies relating to growth, relevance to economic development activities, and other key factors	3 areas of growth identified 1 evaluation developed	Data provided Careers identified
Phase III: Inventory and Analyze <i>Goal: build baseline knowledge of industry</i>	August 2016-January 2017	Conduct a baseline review of demand-side and supply-side data Analyze industry trends and review existing research Analyze data and develop a brief industry snapshot for employment engagement	1 industry snapshot 3 industry champions 5 companies invited	Industry snapshot prepared Industry champions identified Companies invited
Phase IV: Convene <i>Goal: build industry partnership, prioritize activities</i>	September 2016-April 2017	Prepare support team and set meeting expectations Hold event to explore what's new in the industry, growth opportunities, and related needs Ask industry to identify and prioritize key issues Determine whether additional resources are needed	1 action plan 1 event held 3 task forces 2 co-chairs assigned	Action plans developed Task forces identified Roles defined/assigned
Phase V: Act <i>Goal: Implement</i>	January 2017-	Develop Operational Plan	1 operational	Metrics identified

<i>initiatives</i>	April 2017	Execute plans, monitor progress Provide status reports to partnership, task forces, stakeholders Identify road blocks and address them	plan 4 reports 5 road blocks addressed	and reported
Phase VI: Sustain and evolve <i>Goal: grow the partnership</i>	April 2016- Ongoing	Identify next opportunities Start the process over again at the appropriate phase Grow the partnership	1 replication plan developed 3 new partners 5 new companies	New projects identified Resources added

Attachment B Regional Service Coordination Plan

Below are projected deadlines for each phase.

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team <i>Goal: build buy-in & support</i>	January 2017- April 2017	Identify cross-committee task forces. Determine roles and responsibilities of each and communication strategies between committees Identify tasks and next steps Commit to researching current local, state and national promising and best practices. Identify local and/or state experts with direct knowledge of targeted populations with barriers to employment	Planning structure developed with roles and responsibilities established. Tasks identified and plan of action prepared	Task forces formed Discussions held Research assigned Experts identified
Phase II: Investigate <i>Goal: determine options for coordinated service deliver</i>	April 2017- August 2017	Arrange presentations by Pierce County system partners to increase awareness of resources and local promising practices Identify and prioritize Pierce County one-stop services and activities for workers, job seeker and businesses Survey workers, job seekers and businesses throughout Pierce County	Awareness of resources and practices Services prioritized Survey results compiled and discussed	Presenters identified and invited Committee discussions held Survey prepared and distributed
Phase III: Inventory and Analyze <i>Goal: build baseline knowledge</i>	August 2017- December 2017	Identify and map current services to targeted populations broken down by sub-populations Identify gaps in services. Identify local, regional and national promising and best practices Analyze trends, review outcome data and existing research	Map, including gaps completed Catalog of promising/best practices including outcome data	Resources /services to support targeted populations identified Committee discussions held
Phase IV: Convene <i>Goal: build partnership, prioritize activities</i>	December 2017- December 2018	Convene system partner representatives on Pierce County WDC committees as needed to discuss mapping and analysis Provide ongoing updates and reports to the Pierce County WDC and Executive Committee on task force findings and recommendations	Reports presented; committee input received Pierce County WDC/Executive Committee acts	Initial drafts, including recommendations prepared
Phase V: Act <i>Goal: Implement initiatives</i>	February 2018- December 2018	Develop and implement a plan to deliver priority services, maximize resources and streamline service delivery Monitor progress, identify and address roadblocks	Plan implemented Progress reported prepared.	Plan drafted and discussions held Metrics identified; monitoring process developed
Phase VI: Sustain and evolve <i>Goal: grow the partnership</i>	June 2018- December 2018	Expand and further support Pierce County EARN-Ability Group Continue to identify and obtain additional resources to support system needs	Resources obtained	Identify group needs to remain vibrant Status reports provided to Pierce County WDC/ Executive Board

Attachment C

Regional Economic Development Coordination Plan

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

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate in a cross-regional plan	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team <i>Goal: build buy-in & support</i>	May 2016-December 2016	Invite workforce and education leaders to form teams to develop and implement workforce development strategies Include LWDB participants from the surrounding counties Get team member input Determine roles and responsibilities Staff assignments Adopt guidelines Sign commitment agreements	Team structure Guidelines Signed commitment agreements Assignments Draft plan	Partners Determine SMART goals Agreements Commitment Meetings Reports Posts on website and via emails
Phase II: Investigate <i>Goal: determine options for coordinated service deliver</i>	August 2016-Ongoing	Review economic development plans/information Confirm/revise six existing industry sectors Identify opportunities for collaboration Determine strategies and services	Consensus on data Sectors identified Collaborations	Strategies Sectors Services Opportunities
Phase III: Inventory and Analyze <i>Goal: build baseline knowledge</i>	September 2016-Ongoing	Analyze employment and wage data plus trends Invite industry leaders to participate. Identify skill gaps, key issues and career paths Determine employer needs	Baseline document List of in-demand occupations Identification of skill gaps	Summary report List of industry leaders Create dashboard
Phase IV: Convene <i>Goal: build partnership, prioritize activities</i>	October 2016-Ongoing	Host event Partner with regional WDCs in neighboring counties, educators, business leaders Review existing partnerships Share data and resources Prioritize key issues Schedule next steps Craft plans and initiatives Budget activities	Partnerships Contact list Work plan Economy of effort/resource Prioritized issues Timeline Develop budget	Action plan Schedule Assignments Activities Budget

Phase V: Act Goal: Implement initiatives	January 2017- Ongoing	Execute the plan Monitory progress Provide status reports to partners Identify and address obstacles	Initiatives enacted Obstacles surmounted Reporting structure created	Salesforce data Progress reports Information packets/ materials Website and social media
Phase VI: Sustain and evolve Goal: grow the partnership	April 2017- Ongoing	Seek feedback Implement best practices Refine plans and processes	Board reports New collaborations Reduction in skill gaps Development of career paths	Results based reporting Add resources Identify new projects Improve the process Advertise successes

**Attachment D
Local Area Profile**

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

1. Local One-Stop System

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

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

2. Local One-Stop System

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

Site	Type of Site (Comprehensive, Affiliate, or Connection)	Site Operator(s)
3650 South Cedar St Tacoma WA	Interim Comprehensive	WorkForce Central (WFC) Employment Security Department (ESD)
1305 Tacoma Ave S Tacoma, WA	Interim Connection	Employment Security Department (ESD)
Tacoma Housing Authority (TCH)	Interim Affiliate	TCH
Bates Technical College	Interim Affiliate	Bates Technical College
Clover Park Technical College	Interim Affiliate	Clover Park Technical College
Metropolitan Development Council	Interim Affiliate	Metropolitan Development Council
Pierce College	Interim Affiliate	Pierce College
Division of Vocational Rehabilitation	Interim Affiliate	Division of Vocational Rehabilitation
Tacoma Goodwill Industries	Interim Affiliate	Tacoma Goodwill Industries
Employment Security Department	Interim Affiliate	Employment Security Department
Department of Labor and Industries	Interim Affiliate	Department of Labor and Industries
Job Corps	Interim Affiliate	Job Corps
Tacoma Community House	Interim Affiliate	Tacoma Community House

3. WIOA Title I Service Providers

Dislocated Worker Program

Indicate service(s) provided by each

List all current and potential service provider in the area

Basic Individualized Training WIOA
Funded?

Pierce County Workforce Development Council (Pierce County WDC)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Employment Security Department	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Division of Vocational Rehabilitation	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Department of Social & Health Services-Community Services Division, Region 5	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Department of Services for the Blind	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Bates Technical College	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Clover Park Technical College	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Metropolitan Development Council	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pierce College	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Pierce County Library System	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Tacoma Community College	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Tacoma Goodwill Industries	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Tacoma Rescue Mission	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
WFC DW Sub-awardee effective 7/1/16	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

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

Adult Program

Indicate service(s) provided by each

List all current and potential service provider in the area

	Basic	Individualized	Training	WIOA Funded?
Pierce County Workforce Development Council (Pierce County WDC)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Employment Security Department	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Division of Vocational Rehabilitation	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Department of Social & Health Services-Community Services Division, Region 5	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Bates Technical College	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Clover Park Technical College	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Job Corps	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Metropolitan Development Council	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pierce College	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Pierce County Library System	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Tacoma Community House	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Tacoma Community College	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Tacoma Goodwill Industries	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Tacoma Housing Authority	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tacoma Rescue Mission	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
WFC Adult Sub-awardee effective 7/1/16	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Comments regarding the adequacy and quality of Adult Services available:

Youth Program

Indicate service(s) provided by each

List all current and potential service provider in the area

Basic Individualized Training WIOA Funded? Service for Youth w/Disabilities?

Pierce County Workforce Development Council (Pierce County WDC)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
City of Tacoma	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ResCare	<input checked="" type="checkbox"/>				
Reach Center	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vadis	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Comments regarding the adequacy and quality of Youth Services available:

Attachment E
Local Workforce Development Board Membership and Certification

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

Complete this table for LWDB confirming to WIOA membership criteria

Required categories	Name/Title/Organization*	Nominated by
Business majority (greater than 50% of all members)		
Business	Eric Hahn, Vice President Org Development General Plastics Manufacturing	Tacoma-Pierce County Chamber
Business	Michelle Bureson, Workforce Development & Integration Sr. Manager The Boeing Company	Tacoma-Pierce County Chamber
Business	Paul Hogoboom, President P & J Machining, Inc.	Tacoma-Pierce County Chamber
Business	April Gibson, Administrator Puget Sound Orthopedics	Tacoma-Pierce County Chamber
Business	Darci Gibson, Director - Human Potential Partner Services MultiCare Health System	Tacoma-Pierce County Chamber
Business	Dale King, Superintendent/COO Tacoma Rail	World Trade Center Tacoma
Business	Robin Baker, Transition Service Manager North Fort Lewis, Bldg 11577	Local Business Association
Business	Dave Lawson, Executive VP, Human Resources Columbia Bank	Tacoma-Pierce County Chamber
Business	Wayne Nakamura, Claims Manager State Farm Insurance	Economic Development Board Tac-PC
Business	Tim Owens, Manager Marshalls	Tacoma-Pierce County Chamber
Business	Ron Thalheimer, Tacoma Plant Director Niagara Water	Economic Development Board Tac-PC
Business	Blaine Wolfe, Project Executive Absher Construction Company	Tacoma-Pierce County Chamber

Business	Joyce Conner, Regional Clients Solutions Manager Volt Workforce Solutions	Economic Development Board Tac-PC
Workforce (20% of members. Majority must be nominated by organized labor)		
Labor	Mark Martinez, Executive Secretary Pierce County Building & Construction Trades Council	Central Labor Council
Labor	Patty Rose, Secretary/Treasurer Pierce County Central Labor Council	Central Labor Council
Labor	Sharon Ness UFCW Local 367	Central Labor Council
Other workforce	Dona Ponepinto, President & CEO United Way of Pierce County	Workforce Employee Representatives
Education		
Title II Adult Ed	Mike Johnson, Executive Director Tacoma Rescue Mission	Education
Higher Education	Sheila Ruhland, President Tacoma Community College	Education
Government		
Wagner-Peyser	James Walker, Administrator WorkSource Pierce County - Employment Security Department	Government
Vocational Rehabilitation	Mary Matusiak, Supervisor Department of Vocational Rehabilitation	Government
Economic Development	Bruce Kendall, President and CEO Economic Development Board for Tacoma-Pierce County	Economic Development Board Tac-PC
Add more rows if needed		

Attachment F
2016-2020 Regional/Local Workforce Plan Assurances

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

☒	11. The local board has written procedures for resolving grievances and complaints alleging violations of WIOA Title I regulations, grants, or other agreements under WIOA and written policies or procedures for assisting participants 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 participants to those contacts.	WIOA Section 181(c); proposed 20 CFR 683.600; WIOA Title I Policy 5410; WorkSource System Policy 1012, Revision 1
☒	12. 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
☒	13. The local board has established at least one comprehensive, full-service one-stop center and has a written process for the local Chief Elected Official and local board to determine that the center conforms to the definition therein.	WIOA Section 121(e)(2)(A); proposed 20 CFR 678.305; WIOA Title I Policy 5612
☒	14. The local board provides to employers the basic business services outlined in WorkSource System Policy 1014.	WorkSource System Policy 1014
☒	15. The local board has written processes or procedures and has identified standard assessment objectives and resources to support service delivery strategies at one-stop centers and, as applicable, affiliate sites.	WorkSource System Policies 1011 and 1016; WTECB State Assessment Policy
☒	16. All partners in the local workforce and education system described in this plan ensure the physical, programmatic and communications accessibility of facilities, programs, services, technology and materials in one-stop centers for individuals with disabilities.	WIOA Section 188; 29 CFR parts 37.7-37.9; 20 CFR 652.8(j)
☒	17. The local board ensures that outreach is provided to populations and sub-populations who can benefit from one-stop services.	WIOA Section 188; 29 CFR 37.42
☒	18. The local board implements universal access to programs and activities to individuals through reasonable recruitment targeting, outreach efforts, assessments, service delivery, partner development, and numeric goals.	WIOA Section 188; 29 CFR 37.42
☒	19. The local board complies with the nondiscrimination provisions of Section 188, and assures that Methods of Administration were developed and implemented.	WIOA Section 188; 29 CFR 37.54(a)(1); WIOA Policy 5402, Revision 1; WorkSource System Policy 1012, Revision 1
☒	20. The local board collects and maintains data necessary to show compliance with nondiscrimination provisions of Section 188.	WIOA Section 185; 29 CFR 37.37; WIOA Policy 5402, Revision 1; WorkSource System Policy 1012, Revision 1
☒	21. The local board complies with restrictions governing the use of federal funds for political activities, the use of the one-stop environment for political activities, and the local board complies with the applicable certification and disclosure requirements	WorkSource System Policy 1018; 2 CFR Part 225 Appendix B; 2 CFR Part 230 Appendix B; 48 CFR 31.205-22; RCW 42.52.180; TEGL 2-12; 29 CFR Part 93.100

<input type="checkbox"/>	22. The local board ensures that one-stop MSFW and business services staff, along with the Migrant and Seasonal Farm Worker program partner agency, will continue to provide services to agricultural employers and MSFWs that are demand-driven and consistent with Employment Security Department's mission.	WIOA Section 167 Non-Applicable
<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, WIOA, and applicable Departmental regulations.	WIOA Sections 116(i)(3) and 185(a)(4); 20 USC 1232g; proposed 20 CFR 677.175 and 20 CFR part 603
Administration of Funds		References
<input checked="" type="checkbox"/>	24. The local board has a written policy and procedures to competitively award grants and contracts for WIOA Title I activities (or applicable federal waiver), including a process to be used to procure training services made as exceptions to the Individual Training Account process.	WIOA Section 108(b)(16); proposed 20 CFR 679.560(a)(15); WIOA Title I Policy 5601; WIOA Section 134(c)(3)(G); proposed 20 CFR 680.300-310
<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 insure proper disbursement and accounting of WIOA adult, dislocated worker, and youth program and the Wagner-Peyser Act funds.	WIOA Section 108(b)(15), WIOA Title I Policy 5230; WIOA Title I Policy 5250
<input checked="" type="checkbox"/>	26. The local board ensures compliance with the uniform administrative requirements under WIOA through annual, onsite monitoring of each local sub-recipient.	WIOA Section 184(a)(3); proposed 20 CFR 683.200, 683.300, and 683.400-410; WIOA Policy 5230
	27. The local board has a local allowable cost and prior approval policy that includes a process for the approval of expenditures of \$5,000 or more for equipment requested by subcontractors.	WIOA Title I Policy 5260
<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.	WIOA Section 184(c); 20 CFR Part 652; proposed 20 CFR 683.410(a), 683.420(a), 683.750; WIOA Title I Policy 5265
<input checked="" type="checkbox"/>	29. The local board has a written policy and procedures for ensuring management and inventory of all properties obtained using WIOA funds, including property purchased with JTPA or WIA funds and transferred to WIOA, and that comply with WIOA, Washington State Office of Financial Management (OFM) and, in the cases of local government, Local Government Property Acquisition policies.	WIOA Section 184(a)(2)(A); proposed 20 CFR 683.200 and 683.220; OMB Uniform Administrative Guidance; Generally Accepted Accounting Procedures (GAAP); WIOA Title I Policy 5407
<input checked="" type="checkbox"/>	30. The local board will not use funds received under WIOA to assist, promote, or deter union organizing.	WIOA Section 181(b)(7); proposed 20 CFR 680.850

Eligibility	References
<input checked="" type="checkbox"/> 31. The local board has a written policy and procedures that ensure adequate and correct determinations of eligibility for WIOA-funded basic career services and qualifications for enrollment of adults, dislocated workers, and youth in WIOA-funded individualized career services and training services, consistent with state policy on eligibility and priority of service.	Proposed 20 CFR Part 680 Subparts A and B; proposed 20 CFR Part 681 Subpart A; WorkSource System Policy 1019, Revision 1
<input checked="" type="checkbox"/> 32. The local board has a written policy and procedures for awarding Individual Training Accounts to eligible adults, dislocated workers, and youth receiving WIOA Title I training services, including dollar and/or duration limit(s), limits on the number of times an individual may modify an ITA, and how ITAs will be obligated and authorized.	WIOA Section 134(c)(3)(G); Proposed 20 CFR 680.300-320; WIOA Title I Policy 5601
<input checked="" type="checkbox"/> 33. The local board has a written policy and procedures that establish internal controls, documentation requirements, and leveraging and coordination of other community resources when providing supportive services and, as applicable, needs-related payments to eligible adult, dislocated workers, and youth enrolled in WIOA Title I programs.	WIOA Sections 129(c)(2)(G) and 134(d)(2); proposed 20 CFR 680.900-970; proposed 20 CFR 681.570; WorkSource System Policy 1019, Revision 1
<input checked="" type="checkbox"/> 34. The local board has a written policy for priority of service at its WorkSource centers and, as applicable, affiliate sites and for local workforce providers that ensures veterans and eligible spouses are identified at the point of entry, made aware of their entitlement to priority of service, and provided information on the array of employment, training and placement services and eligibility requirements for those programs or services.	Jobs for Veterans Act; Veterans' Benefits, Health Care, and Information Technology Act; 20 CFR 1010; TEGL 10-09; Veterans Program Letter 07-09; WorkSource System Policy 1009 Revision 1

Attachment G
Regional/Local Workforce Plan Certification

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

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

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

Local Chief Elected Official(s)

Date

Local Workforce Development Board Chair

Date

Attachment H Public Comment

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

The Pierce County WDC through its administrative entity, WorkForce Central, placed the draft local plan on the agency's website from May 1st through May 30th and provided a link for the public to return comments to the Pierce County WDC and WorkForce Central.

WorkForce Central also held two public comment forums for the public to come and provide comments. These were held on Thursday, May 12th at 9:00 a.m. and Wednesday, May 25th at 3:00 p.m. A one-fourth page ad was taken out in the Tacoma News Tribune on Tuesday, May 12th in the general news section that announced the thirty-day local plan review period and how to review it on the website and make comments. It also announced the two local plan public forums. A news release that mirrored the ad was also sent to the press. The two forums were held with no attendees at the first forum and two attendees at the second forum. Those that attended had questions about services but not about the plan.

The document on the following pages documents all of the feedback that was received and how it was or was not incorporated into the local plan. No negative feedback was received. Rather, suggestions for additions were provided and the attached document details how these suggestions were addressed.

PUBLIC COMMENTS RECEIVED ON THE PIERCE COUNTY LOCAL WORKFORCE DEVELOPMENT PLAN FOR THE PERIOD OF JULY 1, 2016 - JUNE 30, 2020

Comment by:	Subject Area	Comment	Response
Michelle Burreson, The Boeing Company	Executive Summary	A typo on page 3: which shows Airbus as having built 6356 jets compared to Boeing's 762—the 635 looks correct per their website.	A correction has been made.
Debra Shanfelt, CTE & Construction Planning Director, Clover Park School District	Serving Youth	<p>After reviewing the draft Pierce County Local Workforce Development Plan, I have some comments for creating additional workforce solutions for youth in our regional economy:</p> <ul style="list-style-type: none"> • Connect to Pierce County Career Connections (PC3) for dual credit opportunities. They provide connections for youth with the educational systems for dual credit opportunities. Students in Pierce County high schools can earn college credit for high school Career and Technical Education (CTE) courses that have articulation agreements. The draft reports references Dual Credit only with the Pierce County Skills Center (PCSC) on page 25. • Workbased learning opportunities seem limited to Tacoma Youth in the Summer Jobs 253 program. Expand to other areas in order to serve all youth in Pierce County. • Expand ResCare co-location sites (pg. 58) to serve more youth in Pierce County. • Just a note: PCSC is referenced as the only secondary connections having advisory boards. All CTE programs in secondary schools have advisory boards. 	<p>Concur. Information regarding additional opportunities for youth to receive dual credit has been added.</p> <p>Work based learning opportunities are also provided to youth through WFC's contracted sub recipient, ResCare as described in Section III.14.</p> <p>Current funds are not available to expand ResCare's co-location sites. However, if additional funds become available, expansion may be considered.</p> <p>Concur. A correction has been made to indicate all CTE programs in secondary schools have advisory boards.</p>
Neil Gorrell, Director of Employment System Policy and Integrity Operations, Employment Security Department	Strengthening the linkage between the one-stop delivery system and the state's UI program	WIOA definitely mandates a much stronger UI presence in the WorkSource offices. We are actively working to define what "meaningful assistance" to UI customers as stated in the federal regulations means in this context. I believe the current language in your plan is fine. We will need further discussions to flesh out what that looks like in practice.	As described in the plan, WFC sub recipient for business services will follow up with the ESD.
Helen Howell, Executive Director, Building Changes	Serving targeted populations	<p>Building Changes submits these comments on the proposed local workforce development plan from April 2016 relating to the new Workforce Innovation and Opportunity Act (WIOA) and accompanying regulations. Our organization is a Seattle-based non-profit which believes that everyone in Washington State can be stably housed. We strengthen the leaders, organizations and systems that make it possible. Building Changes has the following recommendations:</p> <p>First, we recommend that a clear strategy be implemented to identify, document, and track the</p>	<p>1. The Pierce County WDC's subrecipients follow federal and state</p>

	<p>number of people served from each priority population and that all of the qualifying barriers that impact each individual be documented. For example, a single parent within 2 years of exhausting TANF and who is staying at a homeless shelter would fall under at least 3 priority populations under WIOA. Based on our experience working with low-income individuals and persons experiencing homelessness, potential one-stop clients will have multiple barriers to employment thereby qualifying under multiple priority populations.</p> <p>Data should also be gathered both at program intake and exit. This level of data tracking would enable Workforce Central to establish an initial baseline number of people served that can be used to track how well one-stop centers and the integrated service delivery system are providing services, whether all priority populations are being reached, and whether clients are actually able to keep and maintain employment. In addition to tracking employment status for priority populations it is critical to track increases and levels of earned income in order to ensure that households can support housing needs.</p> <p>Another suggestion would be to include data on housing status at program exit to better track people experiencing homelessness. Connecting with the local HUD office, the Washington State Department of Commerce or Pierce County's local Continuum of Care would be a helpful to support this recommendation. Finally, it is important that the data collected can be disaggregated, for example by race, so that counties are better able to serve a wide range of clients, meeting all of their diverse needs.</p> <p>Second, we recommend that Washington's WDCs agree on and implement a commonly recognized definition for homelessness, such as the ones cited in WIOA from the Violence Against Women Act and the McKinney-Vento Homeless Assistance Act. It is critical that the councils agree on a single definition and continue to use this moving forward to ensure accuracy and consistency. A clear definition of homelessness will assist in distinguishing between people who are currently homeless and residents in subsidized and/or public housing supported by local housing authorities who are housed and no longer considered homeless.</p> <p>Third, we advise that WDCs expand their efforts at outreach and accessibility to other community entry points that provide key services including,</p>	<p>WIOA policy regarding data collection which includes collecting data at intake on each of the 14 populations as designated by WIOA as "populations with barriers". Identifying data is tracked by service, including employment status and/or other exit reason and exiting income for each registered WIOA participant.</p> <p>2. Data on housing status at WIOA program exit is not a federal or state required data reporting element. Adding this requirement is best discussed at the state level and with all 12 of Washington's WDC directors. Possible solutions such as sharing data between the ESD's Washington Integrated Technology (WIT which is SKIES replacement) and the Homeless Management Information System are best discussed with applicable state and local system partners. The Pierce County WDC agrees that a commonly recognized definition for homelessness would be beneficial and would support and participate in any discussions with state and local system partners.</p> <p>3. Concur. The plan includes in Section III.4, a description of intended actions to conduct targeted</p>
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	<p>but not limited to:</p> <ul style="list-style-type: none"> • Coordinated Entry points that provide access to homeless housing services, • Community Service or TANF offices that provide access to public health benefits, and • Resettlement agencies that provide initial relocation services to refugees. <p>Expanding into other areas that serve people in priority populations ensures that all people in need are identified and provided with the services to find and keep quality employment. Communicating and collaborating with other service providers is a key strategy to reach people that may not know about or typically enter one-stop centers.</p> <p>Fourth, we recommend that Workforce Central establish an accountability committee or task force that monitors and confirms that staff are implementing priority of service requirements for targeted populations. The committee or task force can use incentives, implement changes or enforcement mechanisms to support full implementation of these goals. The committee or task force should also be in charge of reviewing the progress of clients as they move through the service system, gathering customer feedback (especially from clients with multiple barriers to employment), and ensuring that client information is being tracked and recorded over time. This will enable Workforce Central to identify any problems with their systems and make any necessary corrections to ensure compliance with the law.</p> <p>Fifth, we would like more information on how intake and enrollment actually works at the one-stop centers. Few specifics were provided in the local plan and positive client experiences at initial contact with service providers are critical to making WIOA work effectively. In particular, we would like to get a better understanding of how clients are documented, what information is collected, and how people with multiple barriers are assessed and assigned help. We are especially concerned about how people experiencing homelessness are being placed into the system.</p> <p>Finally, we recommend using WIOA resources to increase capacity to serve priority populations in particular for those who are homeless. We suggest developing a plan to pilot, replicate, and expand models and approaches that have shown success</p>	<p>outreach to individuals with barriers. Efforts will include working with partners such as Housing Authorities and CBOs which serve populations with significant barriers.</p> <p>4. Concur. The Workforce Training and Education Coordinating Board is establishing a permanent advisory committee to support the barrier removal work of local WDCs. The Pierce County One Stop System Operators and Partners Committee will be working with the state committee to determine where our local workforce system has barriers to providing universal access and identify ways to mitigate them. Please refer to Section III. 12 of the Local Plan.</p> <p>5. A response will be sent to Building Changes to provide this information.</p> <p>6. As a partner with Building Changes in the WIF Housing and Employment Navigator research grant, we look forward to share the results of this pilot at its conclusion,</p>
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		locally and/or nationally which result in integrated and sustainable services for homeless job seekers including the Employment Navigator which has shown great success in Pierce County. Building Changes recommends developing a plan to utilize WIOA resources to build on the successful elements of these projects and partnerships in order to establish integrated and sustainable services for homeless job seekers. In addition, Transitional Jobs, Supported Employment, and Social Enterprise models have shown success and should be considered in meeting the needs of individuals with barriers to employment.	with local, state and national partners for possible replication. In addition, the local plan in Section II.3, describes plans for studying promising and best practices locally, statewide and nationally for possible replication. As Low-income Adults including homeless families are identified in the plan as a targeted population in Pierce County, the One-Stop and Adult Services committee will certainly review the WIF Housing and Employment Navigator model for possible replication.
WTECB Review Panel	Regional Sector Strategies	Regarding the Regional Sector Strategies, on Attachment A- “Months” does not provide reader with sufficient gauge for when steps will begin and end. Please revise timeline.	Dates added.
	Regional Service Strategies for targeted populations	Regarding the Regional Service Strategies, on Attachment B – “Months” does not provide reader with sufficient gauge for when steps will begin and end. Please revise timeline.	Dates added.
	Coordination with Regional Economic Development Organizations	Regarding the Coordination with Regional Economic Development Organizations, on Attachment C – No timeframe has been provided. Please revise timeline.	Dates added.
	Cross-Regional Initiatives	Please include a response identifying your intended evaluation process to evaluate effectiveness of partnership – this question is not asking outcomes of project, but how partners are working.	Concur. The following language was added to Section II. Cross-Regional Component of the Plan: <i>The partnership will develop indicators of success and meet semi-annually and at the conclusion of the project to self-assess their effectiveness as a team including governance and decision-making, use of resources, community perceptions and sustainability.</i>
	Strategic Vision and Goals	Captured in the response to III, 3.d, page 39. However, the address needs more specificity on the strategic goals to prepare the broader skills, and abilities needed for an educated and skilled workforce to support regional economic growth and economic self-sufficiency.	Concur. WDC strategic goals and objectives were added.
	Align resources and achieve local strategic visions with Core Programs	a. DVR and Department of Services to the Blind (DSB) are two different Title IV core partners and should be included separately. c. DVR and DSB are two different Title IV core partners and should be included separately. Please revise responses to include DSB.	Concur. DSB was added to Attachment D and in Section III.3 as a mandated partner.
	Coordination	Response needs to address coordination with	Concur. Additions have been made.

	with education and workforce investment activities	secondary education	
	Work based initiatives	How will the initiatives, identified in the plan as important, be implemented?	<p>Concur. The following language was added to Section III.8: <i>The Pierce County WDC has just recently identified a successful bidder to provide business services in the region beginning July 1, 2016. Once an agreement is in place, the business services subrecipient will be required to develop specific work based learning strategies to meet local employer needs. The business services subrecipient will collaborate and rely on the expertise of the Sector partners to create work based learning pathways. A plan to expand or continue existing work based learning strategies and create additional programs will be explored with planning to be developed in 2017.</i></p> <p><i>Plans to further develop sector strategies will be based on the recommendations of the "Sector Strategies and Skills Gaps Analysis" due to be published Summer of 2016. Please refer to Attachment A for additional planning information and timeframes.</i></p>
	Compliance with applicable provisions of the Americans with Disabilities Act	How will the required Barriers Removal advisory group be implemented? Attachment D, pg.86, Youth Services. No service provider identified to serve Youth with disabilities. Please indicate.	<p>Concur. Language was added to Section III. 12: <i>The One Stop System and Operators and Partners Committee will be working with the state Access and Barrier Solutions Committee to determine where our local workforce system has barriers to providing universal access and identifying ways to mitigate them. Attachment D was amended to indicate that Vadis and ResCare both offer services to youth with disabilities.</i></p>
	Cooperative agreements with local entities that service individuals with disabilities	Both DVR and the Department of Services for the Blind are included under Title IV. The plan does not address a cooperative agreement with the Department of Services for the Blind.	<p>Concur. Language was added to Section III. 19 clarifying that The Department of the services for the Blind will be included in the MOU.</p>
	Board membership	Please describe your process to broadly recruit to fill vacancies on your Board when they occur.	This has been added.

Attachment I
Performance Targets

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

Attachment J



March Snapshot: Pierce County Workforce Data

The WorkForce Central Monthly Employment Report for Pierce County (February 2016 to March 2016) shows increases in the civilian labor force and employment while unemployment decreased.



UNEMPLOYMENT RATE down to 6.4%



LARGEST GAIN Trade, Transportation, and Utilities by 900 jobs



LABOR FORCE increased by 327



LARGEST DECLINE Leisure and Hospitality by 200 jobs



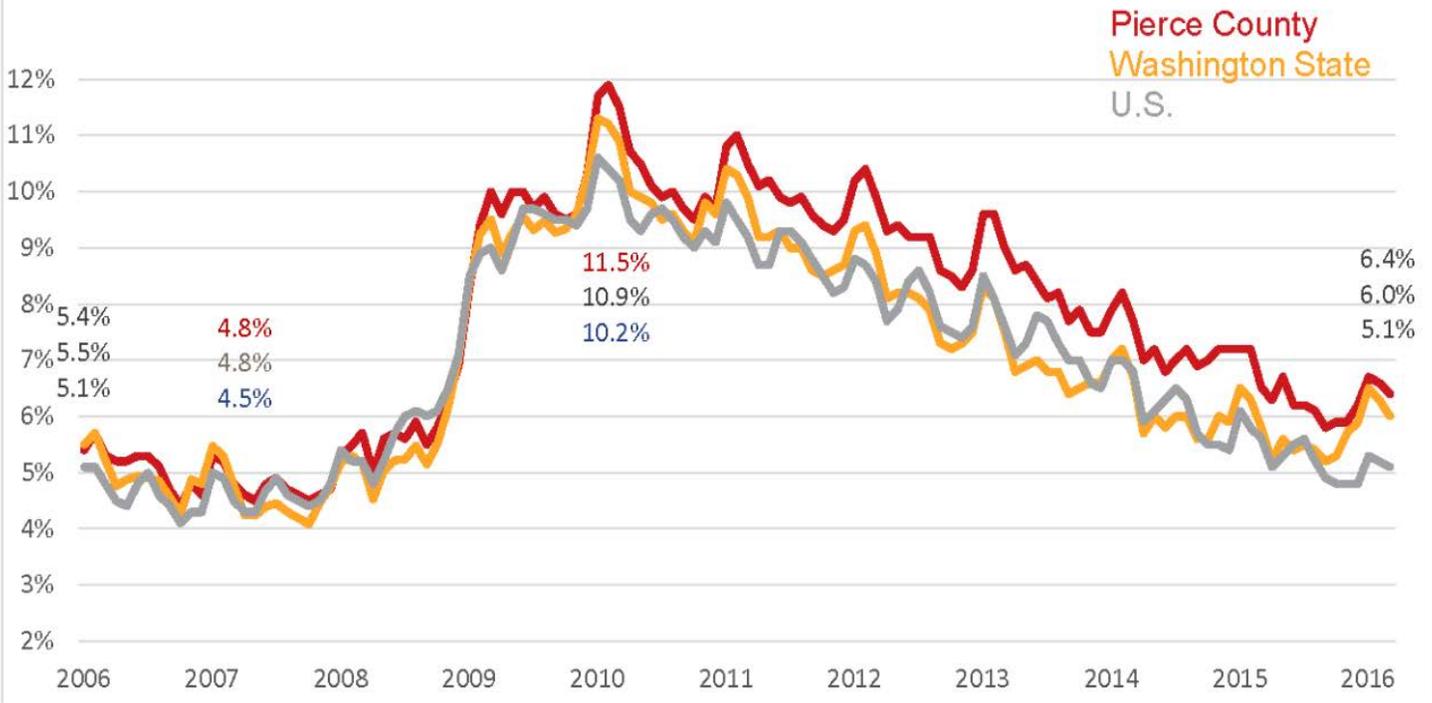
EMPLOYMENT increased by 1,187



UNEMPLOYMENT decreased by 860

The Employment Security Department^[1] reported a 0.2 percent decrease in Pierce County's unemployment rate, from 6.6 percent in February 2016 to 6.4 percent in March 2016. The unemployment rate is below the highest February unemployment rate (11.5 percent in 2010) but remains higher than the lowest February unemployment rate (4.5 percent in 2007) experienced in the region over the last 10 years.

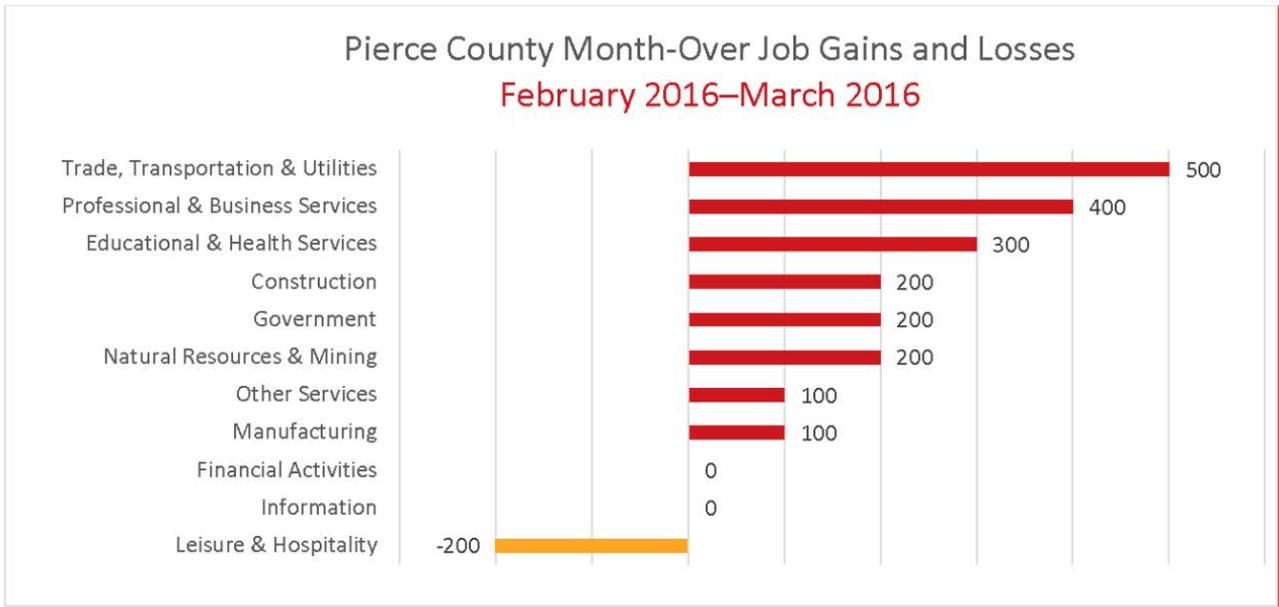
Pierce County, Washington State and U.S. Unemployment Rates March 2006–2016



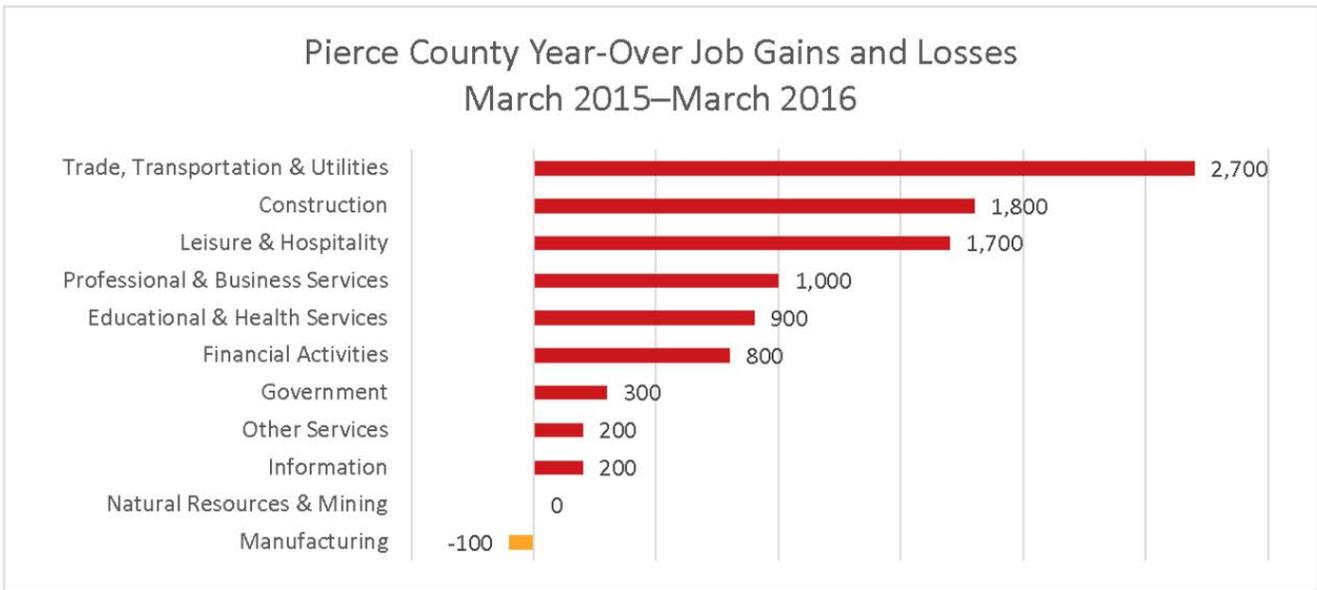
	February	January 2016	February 2016	Change	
	2015	Revised	Prelim	Month	Year
Civilian Labor Force	391,307	405,705	406,032	327	14,725
Civilian Employment	365,831	378,812	379,999	1,187	14,168
Civilian Unemployment	25,476	26,893	26,033	-860	557

(Data Not Seasonally Adjusted)

A majority of industries^[2] recorded month-over employment gains with Trade, Transportation & Utilities experiencing the largest increase of 500 jobs added. Professional & Business Services contributed 400 jobs and six other industries also experienced job gains. Leisure & Hospitality was the only industry to record a month-over job loss.



From March 2015 to March 2016, nine industries experienced increased job growth. Trade, Transportation & Utilities had the greatest year-over gain, adding 2,700 jobs to the region with Retail Trade contributing primarily to this growth. Construction added 1,800 jobs and also experienced the greatest percentage growth of 9.5 percent over the year. Manufacturing was the only industry that experienced a year-over decline, with a decrease of 100 jobs.



Pierce County continues to experience year-over employment gains in a majority of industries and recorded a year-over employment growth rate of 3.9 percent, surpassing Washington State's growth rate of 2.5 percent^[3].

Attachment K

DEMAND OCCUPATIONS		
FUTURE GROWTH AND EARNING POTENTIAL		
Occupation	Average Wage	10 yr Growth %
Advanced Manufacturing		
Assembler	\$ 32,395.00	2.1
CNC Programmer	\$ 54,153.00	0.9
Engineer	\$ 100,453.00	1.8
Industrial Machinery Mechanic	\$ 66,006.00	2.2
Machinist	\$ 512,602.00	1.9
Machine Feeder and Offbearer	\$ 34,871.00	1.9
Manufacturing/Production	\$ 34,911.00	4.2
Quality Assurance/Inspector	\$ 47,785.00	3.9
Structural Iron/Steel Worker	\$ 55,844.00	3.9
Tool Maker	\$ 90,553.00	1.3
Construction		
Carpenter	\$ 46,080.00	3.1
Construction Laborer	\$ 41,926.00	3.2
Construction Manager	\$ 108,704.00	3
Electrician	\$ 59,357.00	2.7
HVAC Mechanic/Installer	\$ 56,340.00	2.6
Operating Engineer	\$ 66,535.00	2.9
Healthcare		
Dental Hygienist	\$ 93,673.00	2
Diagnostic Medical Sonographer	\$ 76,500.00	2.9
Home Health Aide	\$ 26,827.00	3
Medical Assistant	\$ 36,003.00	2.2
Registered Nurse	\$ 74,696.00	1.8
Social Worker	\$ 62,063.00	2.1
IT/Cyber Security		
Computer System Analyst	\$ 81,656.00	1.6
Computer Network Support Specialist	\$ 54,856.00	1.5
Computer User Support Specialist	\$ 54,856.00	1.5
Information Systems Manager	\$ 114,146.00	1.6
Software Developer	\$ 92,277.00	1.8
Trade/Deep Sea, Transportation and Warehousing Logistics		
Labor and Material Mover	\$ 33,709.00	2.5
Storage and Distribution Manager	\$ 91,969.00	2
Tractor-Trailer-Truck Operator	\$ 47,169.00	1.9
Packer and Packager	\$ 26,562.00	1.8
Welder, Cutter, Solderer, Brazier	\$ 42,004.00	2.3



Pierce County Workforce Development
WIOA Organizational Structure



Attachment L