

Contact Information
Linda Nguyen, CEO
l.nguyen@workforce-central.org
253.254.7607



PIERCE COUNTY LOCAL INTEGRATED WORKFORCE PLAN
2013 – 2017



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Executive Summary

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

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:

- Partnerships fostering economic development
- Value-added business services
- Valuable customer-focused services
- Leveraging existing resources
- Communicating within and outside of the workforce development system

Economic conditions impacting the state of Washington and Pierce County are expected to display moderate improvement in coming years. The state and local labor markets have also improved, with higher levels of job growth in 2012 relative to 2011. 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 recently diversified its operations likely resulting in trade volume increases in 2013, and Boeing’s backlog of orders is expected to keep local aerospace manufacturing businesses busy. 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.

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 WDC will use to address these and other emerging issues are outlined in this Local Integrated Workforce Plan 2013 – 2017. The plan continues to use the eight key industry sectors identified by the WDC in 2011. They are healthcare, aerospace manufacturing, trade/deep sea transport/warehousing/logistics, information technology, national security, construction, building products manufacturing and food manufacturing.

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 RallyPoint/6 veterans outreach including services for military spouses; specialized services for homeless families to find stable housing and employment; pre-apprenticeship programs in advanced manufacturing, construction and other key industry sectors and incumbent worker programs in healthcare.

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 and integrated system that is demand-side led and enables veterans, youth, low-income adult, laid-off, immigrant and disabled workers access to education and training that positions them for in-demand, high-wage jobs in growth industry clusters.

Introduction

In accordance with the Workforce Investment Act (WIA) of 1998, each local workforce investment board must develop a local workforce investment plan that outlines a five-year strategy for its workforce investment system. The plan must be developed in partnership with the chief local elected officials and consistent with the state's Strategic Plan for Workforce Development (*High Skills, High Wages: Washington's 10-Year Strategic Plan for Workforce Development*) and the 2012-2016 State Integrated Workforce Plan.

The Tacoma-Pierce County Workforce Development Council (WDC) is one of twelve local boards in Washington responsible for developing and submitting a local plan to the state Workforce Education and Training Coordinating Board (aka Workforce Board). The Workforce Board, in consultation with the state Employment Security Department (ESD), is responsible for taking action to recommend the Governor's approval of the local plans.

As noted by the Workforce Board, "in an effort to align requirements and reduce duplication of planning processes," the Workforce Board and ESD drafted planning guidelines for the local boards to use to develop a local integrated workforce plan. The following is Pierce County's Local Integrated Work Plan for 2013-2017.

Plan Sections

As outlined in the planning guidelines, Pierce County's Local Integrated Workforce Plan contains the following five distinct sections:

- I. **Section I – Workforce Development Area Strategic Plan** presents the vision, goals, objectives and strategies for the local area's workforce development system. The strategic plan addresses the regional specific workforce development needs and planned initiatives informed by assessments of the local economy, demographic characteristics of the current and future workforce and the dynamics of the local area's workforce development system. This section also covers performance accountability.

It should be noted, Section 1 aligns with *High Skills, High Wages: Washington's 10-Year Strategic Plan for Workforce Development*, and the *State of Washington Integrated Workforce Plan for Department of Labor Workforce Programs July 1, 2012 to June 30, 2016*. This section of the plan encompasses selected objectives to address the local area's strategic goals for multiple pathways for: first careers, employers and workers, and performance accountability. The plan represents the collaboration of stakeholders within the local workforce development system.

- II. **Section II** – the Local Area Profile and information on WIA Service Providers
- III. **Section III** – answers questions outlined in the planning guidelines to address key requirements of the local area's WIA Title I-B Operational Plan.
- IV. **Section IV** – addresses guidelines for a WIA assurances checklist.
- V. **Section V** – provides the required certification of the plan by the Chief Local Elected Officials and WDC Chairperson.

Section I – Workforce Development Area Strategic Plan

Vision

The vision of the Pierce County Workforce Development System is of a prosperous community that will include:

- Partnerships that foster economic development;
- The equal, active and deliberate development of value-added business services and a quality workforce;
- Responsive, convenient, valuable, efficient, customer-focused services;
- Efficient leveraging of existing resources;
- Effective communication within and outside of the workforce system.

Mission

The mission of the local workforce development system is to provide access to and enhance delivery of workforce development services for job seekers and businesses.

Our Audiences

The Pierce County integrated workforce development system has two primary external customers – businesses and job seekers. To ensure the workforce system is strongly aligned with business needs, employers are active participants in the workforce system’s design, delivery and evaluation of training programs. Within the customer context, job seekers, including unemployed and under-employed workers, demand quality training and other workforce development services to meet the high skills standards set forth by businesses. It is the charge of the supply side [education, training, and community based organizations (CBOs)] to respond to businesses’ demand for workers whose skills keep pace with the changing economy.

Key Principles

The WDC is a member of the state Washington Workforce Association (WWA). The WWA is a network of Workforce Development Councils (WDCs) throughout the state that provides information about workforce development policy and programs as requested by its members, government agencies, local, state, and federal elected officials and their staff. The WWA works closely with other statewide and regional organizations on policy issues of mutual concern. These organizations include, but are not limited to, the National Workforce Association, the National Association of Workforce Boards, the U.S. Conference of Mayors, the Oregon Workforce Partnership, the California Workforce Association, the Association of Washington Business, and the Washington State Labor Council.

Consistent with the WWA 2013 Workforce Policy and Legislative Framework, the WDC adopts the following WWA key principles as part of Pierce County’s local integrated workforce plan:

1. **Accountability:** Measure success by the return on investment achieved when people go back to work and businesses access a world class talent base.
2. **Local Flexibility and Authority:** Ensure that Workforce Development Councils have both the authority and the policy flexibility to respond to local and regional workforce development needs.
3. **Business-led Boards:** Support business-led Workforce Development Councils as the primary responsible entities for overseeing workforce investments, issues and initiatives.
4. **Sustainable Investments:** Encourage sustainable investments in both the delivery of services and local infrastructure so that Workforce Development Councils have the necessary resources to put people back to work and to provide talent to business.

Goals, Objectives and Strategies

In keeping with the strategic goals identified by the Workforce Board's in *High Skills – High Wages 10-Year Strategic Plan*, the WDC commits to the following strategic goals, objectives, and strategies to create an accountable, flexible, and integrated workforce development system

GOAL ONE: Develop and implement innovative training and business solutions to further the economic growth of the region.

Objective 1: Target training resources to high wage, in-demand occupations within growth industry clusters.

Strategy 1: Continue to identify in-demand occupations in growth industry clusters.

Strategy 2: Continue to identify and support business-led, sector-specific skills panels.

Strategy 3: Duplicate the pre-employment training model to other growth industry clusters.

Objective 2: Tailor services and products responsive to businesses.

Strategy 1: Provide business with high quality labor market information.

Strategy 2: Improve employers' knowledge and use of workforce system services.

Strategy 3: Coordinate with all workforce system partners and serve as a single-point of contact.

Strategy 4: Provide businesses with a customized approach to address their talent needs.

Objective 3: Form strategic public and private partnerships to strengthen regional competitiveness, leverage resources, and create jobs.

Strategy 1: Enhance coordination between workforce and economic development in key economic clusters.

Strategy 2: Convene regional partners to pursue new resources to support workforce development priorities.

Strategy 3: Work closely with economic development organizations to support regional efforts for business attraction, expansion, and job retention.

GOAL TWO: Advocate a systematic approach to life-long learning.

Objective 1: Respond to business and industry needs.

Strategy 1: Identify training and educational opportunities to support high demand occupations.

Strategy 2: Build training capacity for employer recruitment and retention strategy.

Strategy 3: Expedite worker training to meet industry and market demands.

Objective 2: Enable youth and adult workers to identify multiple pathways to career success.

Strategy 1: Expose youth and adult workers to the range of career education and training options.

Strategy 2: Increase work-based learning opportunities that promote career pathways and essential skill development. Create more opportunities for low-income youth to have work experiences such as internships and apprenticeships.

Strategy 3: Develop student retention strategies for students at risk of dropping out of secondary education or enrolled in post-secondary education. Implement strategies to re-engage out of school youth and transition them into unsubsidized employment, education, and training.

Strategy 4: Work with system partners to address barriers to employment.

Objective 3: Offer workers opportunities to upgrade their skills in response to changing workforce needs.

Strategy 1: Expand career and education pathways to enter and advance in the workforce.

Strategy 2: Provide learning opportunities for workers to keep pace with evolving technology.

Strategy 3: Integrate basic skills remediation with long-term training opportunity.

GOAL THREE: Close the skills gap between employer’s workforce needs and the capabilities of the local workforce.

Objective 1: Engage employers in identifying skill needs.

Strategy 1: Convene local industry forums to identify their emerging or unmet talent needs.

Strategy 2: Continue to identify business-led industry specific skills panels.

Strategy 3: Continue to conduct employer surveys.

Objective 2: Develop training programs specific to employer needs.

Strategy 1: Duplicate the pre-employment training model to other growth industry clusters.

Strategy 2: Collaborate with training partners to identify employer needs.

Objective 3: Leverage resources to support career advancement opportunities.

Strategy 1: Increase employer investment in innovative workforce training solutions.

Strategy 2: Establish new philanthropic partnerships.

GOAL FOUR: Strengthen integration of the Pierce County Workforce Development System.

Objective 1: Direct coordinated business services to support local employer needs.

Strategy 1: Improve the quality of job matching and referrals.

Strategy 2: Partner with private staffing firms to increase job matching services for employers.

Strategy 3: Continue to provide and market business services to employers.

Strategy 4: Encourage entrepreneurship.

Objective 2: Align education, employment, and training services to promote efficiencies.

Strategy 1: Increase collaboration between education institutions, community partners, and industry.

Strategy 2: Support short-term training options to maximize funding and minimize training time.

Strategy 3: Research best practices with regard to online career development tools. ‘

Objective 3: Grow new partnerships for targeted populations.

Strategy 1: Increase access to workforce services for veterans through additional locations.

Strategy 2: Continue to reach out to non-traditional partners to provide workforce services to underserved populations.

Objective 4: Increase employer engagement with the workforce development system.

Strategy 1: Improve outreach to employers.

Strategy 2: Engage employers in identifying essential skills and developing training programs to meet employer needs.

Area Economy

Economic conditions impacting the state of Washington and Pierce County should continue to display moderate improvement. The state and local labor markets have also improved, as higher levels of job growth appears to have occurred in 2012 relative to 2011. On balance, the Pierce County economy is likely to gradually move forward in 2013. The housing market situation has begun to trend upward as the area has seen the decline in housing prices abate and even begin to rise. The outlook for residential construction has brightened a bit even though there still appears to be an ample number of foreclosures left in the pipeline. Homebuilders should be better positioned for a more normal recovery.

The Port of Tacoma should continue to see a trade volume increase in 2013. China and South Korea, two of the Port's principal trade partners, are experiencing strong economic growth and could provide better markets for U.S. and local, regional exports. The Port also has recently moved to diversify its operations, and has moved more aggressively into transporting, storing, and distributing oil produced near the Great Plains.

A European recession has likely dampened the prospects for growth in orders for aircraft, but there is still a backlog of orders Boeing must fill. This will likely keep aerospace manufacturing businesses busy, but will not likely result in much of a workforce expansion beyond what we already experienced in 2012.

The military component of the local economy should remain fairly strong for the next year but will likely weaken due to changes in military policy and expected cuts in federal military spending related to national budget issues.

Local spending on the part of consumers and businesses is likely to remain subdued. Businesses still appear to be on the cautious side when it comes to investment and expansion decisions. There appears to be some pent-up demand for motor vehicles, which should boost sales, and help local car dealers and state tax revenues. The adjustment to the higher payroll tax will exact some toll from consumers as it dampens their disposable income gains.

Consumer spending should get a boost from the improving job market. However, the state and local area both appear to have added more jobs in 2012 than in 2011 despite a weaker fourth quarter in both labor markets and in national economic growth. State and local claims data still point to an improving job market, and if no significantly negative effects from national fiscal policy tightening occur, this should have the effect of reducing the area's unemployment rate to the same degree that occurred over 2012.

State government spending and employment will continue to be a drag at the local and state levels, as federal revenues have been tightened considerably, and tax revenue streams to the state have slowed with the reduced spending levels throughout the state economy. The worst appears to be over and a number of adjustments have already been made by state agencies to accommodate the slower revenue streams.

Overview of Employment Projections for Key Industries

In addition to Pierce County's traditional industries tied to its military base and the Port of Tacoma, its economic development pattern mirrors the development pattern of the United States in general, based upon changing socioeconomic and political factors. The U.S. economy over time has transitioned out of a manufacturing and resource-based economy and more toward a services oriented economy. Pierce County employers provided 265,300 nonfarm jobs on average in 2011, making Pierce County's nonfarm jobs the state's second largest labor market behind King County. Since 1990, average annual employment for the nonfarm jobs has grown an average of 1.5 percent annually, exceeding both the state and national averages during this time. Average annual employment peaked in 2007 at 281,300 before the "Great Recession" settled into the area. The local area continued to shed jobs each year thereafter on average until 2011, when average employment rose gradually.

Pierce County's key industry sectors are a mix of the traditional and the contemporary and are listed as:

1. **Government Services:** Joint Base Lewis McChord (JBLM) was created to serve a military and national defense purpose, but its presence brings spillover benefits to Pierce County, such as the staff of civilian workers counted on employment payrolls that support base operations. Together, the number of military personnel and civilian support workers is in excess of 56,000, according to the 2012 estimate provided by the Tacoma-Pierce Economic Board. The civilian workers make up a very large proportion of the county's Federal Government employment, which accounted for 5 percent of all nonfarm employment in Pierce County during 2011.

Pierce County employment in the government sector is more concentrated than in other areas in the state due to large federal government employment on the military base, and to the relatively large casino presence whose workers are classified as local government employees. The largest local casino is the Emerald Queen Casino, with approximately 2,200 employees making it the ninth largest local employer.

In addition to being a local employer, JBLM functions as a purchasing agent of locally produced goods and services. Many enlisted servicemen/women retire and continue living within the county and region and military personnel also serve to bolster local housing demand, both at the base and throughout the local area. Further, the continual need to upgrade and modernize facilities at the base helps support residential construction activity and military contract work for the construction industry.

2. **Construction:** Due to the nature of the recession and the associated housing and financial services near-collapse, employment in construction was hit quite hard. Construction employment was still down by 9,200 jobs in 2011 on average from its peak. Local area construction activity, as noted above, gets a large boost from the neighboring military base on an annual basis. Additionally, King County with its higher land values and housing costs has given its workers a financial incentive to live in Pierce County increasing the Pierce County demand for housing and residential construction. Pierce County also has a well-established apprenticeship program in construction occupations. The combination of these factors, plus the continued development of both King and Pierce Counties has created a strong construction industry locally. Employment in this industry accounted for over 6 percent of all nonfarm employment in Pierce for 2011, compared to 4.9 percent across the state and 4.2 percent in King County.
3. **Transportation and Logistics:** Much of this industry category flows from the Port of Tacoma and the expanding role it has assumed in the global economy. The Port's primary identity relates to its marine cargo support role but the trade activity of the Port also necessitates the use of rail and truck transportation to move cargo to and from the Port, as well as the need for warehousing and storage facilities. In 2011, the Port contributed to nearly \$35 billion in international trade and an estimated \$3 billion in trade to Alaska, and a new report from the port shows container traffic up nearly 16 percent in 2012. The growing impact of the Port of Tacoma is felt in labor market employment in transportation and warehousing industries. Employment in this category in 2011 in Pierce made up roughly 5.4 percent of total private employment. In King County, which contains the Port of Seattle, employment in transportation and warehousing was 4.2 percent of private employment, and was 3.8 percent of private employment at the state level. Since 1990, employment in this industry class in Pierce County grew on average by 2.6 percent annually, exceeding the 1.5 percent annual growth rate for total employment.
4. **Manufacturing involving aerospace, precision tools and building materials:** Pierce County has undergone a transition in manufacturing activity and employment over time from wood products manufacturing to aerospace and specialty manufacturing. Since 1990, manufacturing employment has declined by an average of 0.6 percent annually. Aerospace manufacturing plays a vital role in

Pierce County with the presence of a Boeing plant adjacent to Fredericksburg and Toray Composites, which produces materials for Boeing aircraft. China is the major trading partner for the Port of Tacoma, and has a significant demand for precision tools. Manufacturing jobs were affected by the downturn in the economy, with the average number of jobs dropping by 4,200 since 2007. At 7.9 percent of all private sector employment, jobs in manufacturing industries make up a smaller percent of the Pierce County labor market relative to King County (10.2 percent) and the state (11.8 percent). This is largely due to the high concentration of Boeing jobs in King and Snohomish Counties.

5. **Health Care and Social Assistance:** Pierce County serves as a regional provider of health care for the South Puget Sound. The two biggest healthcare providers in Pierce County, Multicare Health System and Franciscan Health System have been consolidating recently and thus reducing their payrolls, but still rank within the top five in terms of the number of people each employ. Davita, another significant area employer, is the nation's second-largest kidney care company. Its business headquarters are located in downtown Tacoma, but has recently announced intentions to move a portion of their workers to Federal Way in King County. Health care service employment, generally considered less affected by downturns in business cycles, continued to add jobs since 2007, and provided most of the 3,600 jobs added to the Educational and Health Services industry category. In 2011, employment at local area hospitals and other medical practitioners represented 12.2 percent of total private employment, compared with 7.7 percent in King County and 9.2 percent at the state level. Employment in this category grew by an average of roughly 3 percent annually since 1990, making it Pierce County's most rapidly growing employment industry over that time.
6. **Retail Trade:** The number of retail establishments tends to track closely with population growth and movement. As the local population has expanded over time, the number of retail establishments and retail employment has grown to meet their growing needs. The county population grew at an average of 1.4 percent annually over the past twenty years, and retail employment expanded by 1.2 percent annually during the same period. The greatest growth occurred in general merchandise stores, which increased employment on average 3.2 percent annually. In 2011, retail employment made up 15.3 percent of all private employment in Pierce County compared with 11 percent in King County and 13.7 percent at the state level making it another important labor industry in Pierce County.
7. **Professional and Business Services Industries:** Employment in this category is interesting to examine since it tends to be highly influenced by downtown business cores and office buildings. As the Tacoma area has been transitioning away from wood products manufacturing, it has promoted itself to businesses as a location center with a downtown core, similar in some respects to the Seattle area. Financial services in Pierce County employed 2,600 fewer people in 2011, although 900 or so of these jobs left with Russell Investments when they departed for King County. Employment in the professional and business services industries represented 11.5 percent of all total private employment in Pierce County during 2011, and despite lagging behind King County's 18.7 percent and 14.9 percent at the state level, growth at an average annual rate of 2.4 percent since 1990 is not insignificant.

Strategic Industry Clusters for Workforce Development

In November 2011, the Workforce Board adopted a strategic industry cluster policy for workforce development. The purpose of this policy was to guide and inform policy and investment decisions towards those clusters that are most strategic for workforce development, including state and local workforce development initiatives. Industry clusters are different from industry sectors. Industry sectors are groups of firms with similar business products, services, or processes and can be distributed evenly across the state. By contrast, industry clusters are geographically concentrated in particular regions and feature inter-related groups of firms and other entities that do business with each other. An

industry cluster represents the entire value chain of suppliers to end products, including supporting services and specialized infrastructure.

Approved by the Workforce Board on November 17, 2011, the list below identifies eight high demand strategic industry clusters for WIA investment purposes in the Pierce County WDA. In 2012, the WDC conducted an analysis of the eight clusters in order to prioritize these clusters as a preferred workforce development approach. The analysis considered the current status of the industry, businesses, agencies, and educational/training institutions in growth, availability of potential employees both now and into the future, and the degree of measures and intensity of programs to ensure an adequate workforce is available now and into the next five years. Each of the following clusters is briefly discussed in descending priority. The clusters are ranked according to how strategic they are for workforce development resulting in the cluster's potential to offer high wage careers.

1. **Healthcare:** Despite a decade-long priority effort at all levels, healthcare workers remain in short supply in key occupations that include nurses, technicians, and medical record and insurance coding staff.
2. **Aerospace Manufacturing:** Despite indications of very low (.02%) or even a slight reduction in numbers of positions, the retirement bubble presents significant challenges to skilled-worker needs not only in Boeing but in the first tier suppliers to the Boeing plant in Frederickson. This industry remains a critical economic force for the state and region as well as the City of Tacoma and Pierce County.
3. **Trade/Deep Sea Transport/Warehousing/Logistics:** The Port of Tacoma and the surrounding supply chain / distribution network will be the main economic force for the city and county for the next 20 years. Recent contract awards will dramatically increase throughput and the newly-signed state-supported public works project to address the network infrastructure shortcomings is most timely.
4. **Information Technology:** "IT" is endemic throughout all occupational skills running anywhere from a little to everything. While some IT development firms are in the area, they remain localized. Needed IT and computer skills remain a constant and will only grow in need over the next decade.
5. **National Security:** JBLM anchors this cluster and is not expected to be severely impacted by forthcoming Department of Defense (DOD) reductions in forces and needs. Defense contractors will see reductions however. DOD civilian retirements loom large as do the Boeing retirements. Jobs in this cluster run the full gamut of all occupations.
6. **Construction:** This sector is poised to take off over the next year. Large public works and some indications of an improving housing situation will drive employment in this sector.
7. **Building Products Manufacturing:** Oddly enough, little growth is seen in this sector as most of the products are exported out of the region and growth is not expected to be over .05%.
8. **Food Manufacturing:** All analyses and opinions indicate that employment opportunities that exist now will be little changed by 2018.

Changing Workforce in Pierce County

The following information assesses the current and projected future workforce for the Pierce County Area.

Current Workforce – Demographics

Population: Based on the most current data available in 2011, Pierce County, Washington had a total population of 802,150. 406,000 (50%) were females and 402,000 (50%) were males. The median age was 35.7 years with 24 percent of the population under 18 years and 11 percent 65 years and older. Of the total population, 633,713 were over the age of 16. Of those, 66 percent were in the labor force, divided between 63 percent civilian and 3 percent in the armed forces.

The county's population is not growing as quickly as it has in the past. Estimated population increases for the coming years are expected to follow a steady though gradual increase, reaching just under 900,000 people in Pierce County by 2020 – an increase of 11 percent from 2011, a little more than one percent per year.

Age: Over half (54%) of Pierce County's population is from 25 to 64 while almost one-quarter (21%) is under age 15. The following chart shows the county's distribution and unemployment rate for each age category.

Age	2009-2011	Unemployment Rate
0 to 14	21%	N/A
15 to 19	7%	36%
20 to 24	7%	24%
25 to 44	28%	13%
45 to 64	26%	17%
65+	11%	10%

In Pierce County, 80 percent of youth aged 20 to 24 years of age are in the workforce. Of those youth in the workforce, the unemployment rate was 25 percent. The unemployment rate for those between 16 and 24 year olds was very high at 60 percent.

Gender: The gender makeup of Pierce County will remain virtually unchanged from 2000 to 2020 with the current ratio of males to females in the county balanced at 50 percent. In Pierce County, 68 percent of males are employed, while 62 percent of females are employed. Women have entered the workforce in vast numbers over the last 25 years. In 1975, about 47 percent of working-age women in Pierce County were in the workforce. By 2011, that number reached 72 percent.

Current Workforce – Diversity

Native Residents and Foreign Born: Ninety percent of the people living in Pierce County in 2011 were native residents of the United States. Fifty-one percent were born in Washington. Ten percent of the people living in Pierce County in 2011 were foreign born. Of the foreign born population, 54 percent were naturalized US citizens, and 66 percent entered the country before the year 2000.

Ethnicity: Caucasians made up 76 percent of Pierce County's population in 2011, a decrease of 3 percent from 2000. The African American population increased by .5 percent over this same time period, from 6.5 percent in 2000 to 7 percent. Asian and Pacific Islanders constituted 7 percent and Native Americans made up 1 percent of the total population in the county. People of Hispanic origin made up 9 percent of Pierce County's population.

Veterans: In September 2011, a total of 8,464 veterans were looking for work in the Pierce County WDA representing 20 percent of our area's total job seekers. Further, even though the federal Base Realignment and Closure (BRAC) action of 2005 and the February 2010 merger of Fort Lewis with the

McChord Air Force Base to create Joint Base Lewis McChord (JBLM) were projected to have a modest growth impact on Pierce County, the impacts of returning soldiers to JBLM are expected to significantly increase workforce service demands of returning veterans. It has been projected in the JBLM Growth Coordination Plan that as many as 17,000 personnel will return to the region. Of this large number of returning military personnel, it is uncertain how many soldiers will leave the Armed Forces and return to civilian life and work. However, this influx of returning veterans is anticipated to have a profound impact on the demand for limited local workforce development services.

Other important data about veterans in the Pierce County WDA are provided by the U.S. Census Bureau. Approximately 4.6 percent of the veterans in the civilian population are less than high school graduates and approximately 5.4 percent lived below the poverty level during the last 12 months from when the census was taken. Most significant data shows that 22.8 percent of the veteran civilian population 18 years and older are disabled.

Homeless Individuals and Families: In Pierce County, 1,310 sheltered and unsheltered homeless persons in 374 families with minor children represent the second highest number of people in homeless families in Washington. Between October 1, 2011 and September 20, 2012, Pierce County homeless programs sheltered or housed 2,107 individuals in 625 families. It is estimated that at any given time, 1,346 families are at-risk of becoming homeless in Pierce County.

Current Workforce – Unemployment

The December 2012 preliminary estimate of the size of the civilian labor force in Pierce County is 393,300. The December 2012 unemployment rate, defined as the proportion of unemployed residents to the total civilian labor force, is 8.5 percent in Pierce County.

The rate of employment and unemployment will be affected by how many residents enter the labor pool at any time to compete for jobs and how many jobs the economy is helping create to employ those residents in the labor pool. Focusing on the labor force and its employment situation affords us insight about the performance of an economy.

The employment situation for Pierce County residents over the years 2010 through 2012 saw the county attempting to recover from the Great Recession and while the degree of job loss had been subsiding, the county still lost jobs in 2010. With fewer jobs available, residents began to give up their search for employment, drop from the labor force due to discouragement, and pursue other alternatives. Others who continued searching for jobs found them to be fewer and entered the unemployment ranks. This served to bump up the Pierce County unemployment rate and reduce the size of the civilian labor force. The unemployment rate peaked at 11.7 percent during this time, and the average rate of unemployment for Pierce residents in 2010 was 10.2 percent.

Current Workforce – Educational Attainment

Educational attainment looks at the highest level of education an individual has obtained. Of the population 18 to 24 years old in Pierce County, 17 percent are less than high school graduates, 38 percent graduated high school or earned the equivalent and 40 percent have some college or an associate's degree.

For the academic school year 2010-2011, 37,961 students were enrolled in high school (defined as those in grades 8-12) in Pierce County. The statewide adjusted actual 4-year dropout rate for the class of 2011, in the school year 2010-2011, was 16.5 percent compared to 13.9 percent statewide. Of the 39 counties in Washington, Pierce County had the 12th highest dropout rate in 2010-2011, based on a 4 year expected graduation timeframe. Adding an extra 5th year to high school resulted in a cohort graduation rate of 20.8 percent for the class of 2010, compared to 18.3 percent statewide.

In Pierce County, 80 percent of youth aged 20 to 24 years old are in the workforce. Of those youth in the workforce, the unemployment rate was 25 percent.

For those 25 years and older, the numbers improve, with higher percentages of the population having achieved higher educational levels. The table below shows the educational attainment of Pierce County residents 25 years and older compared to the state and surrounding county levels.

Educational Attainment	Pierce County	Avg. King, Thurston, Kitsap Counties	WA State
Less than High School	9%	6%	10%
High School graduate (includes equivalency)	30%	22%	24%
Some college, no degree	27%	26%	24%
Associate's degree	11%	9%	10%
Bachelor's degree or higher	23%	37%	32%

Educational attainment greatly affects employment status, and thus, income. Those with only a high school degree are much more likely to be unemployed than those with a bachelor's degree or higher. For the population 25 to 64 years old, the unemployment rate for those with a Bachelor's degree or higher is 6 percent, while the rate for those with less than high school graduation is 21 percent. With high school graduation or the equivalent, unemployment goes down to 12 percent and for those with some college or an associate's degree, it drops to 11 percent.

As a further illustration of the relationship between education and income, the table below shows median earnings by educational attainment. There is a big jump in income – almost \$10,000 – for those who have graduated from high school compared to those who have not. Achievements in higher education bring higher financial gains as well. There is an increase of more than \$12,000 for those who earn a Bachelor's degree over those who complete some college and another jump of almost \$15,000 for those who go on to earn a graduate or professional degree.

Population 25 years and over	Estimated Total Earnings
Less than high school graduate	\$21,780
High school graduate (includes equivalency)	\$31,566
Some college or associate's degree	\$38,572
Bachelor's degree	\$50,800
Graduate or professional degree	\$65,497

Current Workforce – Literacy Levels

A person's ability to speak English "very well" is used as an indicator of literacy because it is a strong determinate of their ability to function in the workplace and in the community. In Pierce County, 85 percent of those 5 years and older speak only English in the home, while 15 percent speak a language other than English. Of the total population in Pierce County, 6 percent speak English less than "very well."

Limited English proficiency does affect educational attainment and by extension, employment status and income. While high school graduation rates are similar between those who speak a language other than English at home and for those who speak only English, 30 percent compared to 31 percent; there is a larger difference for college graduation, 19 percent and 24 percent respectively.

Future Workforce – Demographics

Population and Age: In the last 10 years, the population of Pierce County has grown by 13 percent and projections for the next 10 years are for a similar increase.

Age	2009-2011	2030
0 to 14	21%	20%
15 to 19	7%	6%
20 to 24	7%	6%
25 to 44	28%	26%
45 to 64	26%	24%
65+	11%	18%

That being said, over the next 20 years, the population will continue to age, with an increase of 7 percent in the 65+ category by 2030. The aging of the population has many implications for Pierce County’s workforce needs. Each younger age category will drop by 1 to 2 percent, resulting in fewer young people entering the workforce.

A smaller pool of younger workers will support the Social Security benefits of a larger pool of retirees. Fewer workers will enter the labor force, suggesting business must continue to retrain older workers. Training programs will need to serve the needs of older workers as well as those just entering the workforce. Older workers will also remain in the workforce to supplement or build additional retirement income, which will put more strain on workers and businesses to pay for healthcare costs of the aging workforce.

Statewide labor force participation by age statistics support this point. By 2030, it is expected that close to twice as many 65+ workers will be in the labor force than in 2005, while there will be 9 percent less of those 16 to 24 years old.

Age	2005	2030
16 to 24	63%	54%
25 to 54	83%	84%
55 to 64	65%	76%
65+	15%	24%

Gender: While women are well integrated into the workforce at this time, one issue looms large – women’s salary progress in the workforce has fallen behind that of men. Although more women than ever are working and fewer barriers exist to enter traditionally male-dominated fields, women’s progress is uneven.

As demonstrated in the table below, in fields where women dominate an occupation, with few exceptions, males still earn more money – sometimes as much as twice as much as women. As more males enter these fields, pressure will rise for equity in the pay scale between males and females.

Occupation	Male	Female	Median Earnings Male	Median Earnings Female	Gender Pay Gap
Legal	32%	68%	\$90,157	\$61,451	32%
Education, training, and library	30%	71%	\$58,515	\$36,196	38%
Healthcare practitioner/technical	32%	68%	\$89,663	\$50,806	43%
Personal care and service	19%	81%	\$23,260	\$13,469	42%

Future Workforce – Diversity

Over the last 10 years, the Caucasian population of Pierce County has declined by almost 3 percent showing that the area is becoming more diverse over time. Workforce development initiatives must continue to be sensitive to diversity in the work place.

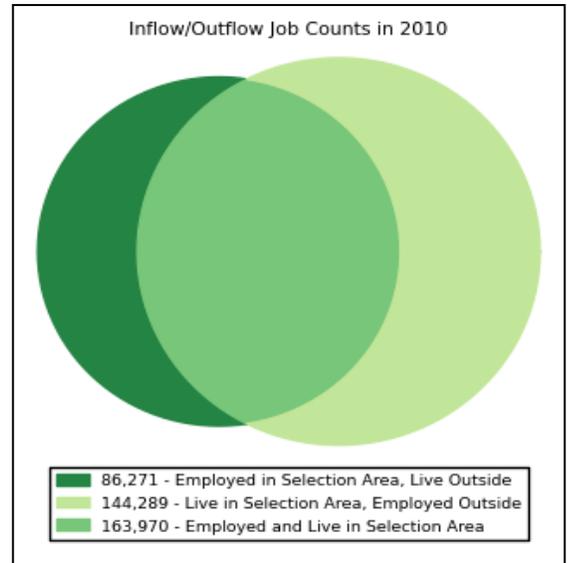
Future Workforce – Population Mobility and Community Patterns

Working in Pierce County: In 2010, 35 percent of the 250,241 people employed in Pierce County commuted in from other counties, up from 28 percent in 2002. Of the 250,241 people who worked here, 66 percent of them both lived and worked in Pierce County, down from 72 percent in 2002.

Living in Pierce County: In 2010, 308,259 people lived in Pierce County. Of those, 47 percent commuted to work outside Pierce County.

In-Migration & Out-Migration: In-migration and out-migration has not changed much since this data was first collected by the US Census in 2006.

In 2011, 81 percent of Pierce County residents lived in the same house as a year previously, 12 percent moved within Pierce County and 3 percent moved here from another county in Washington State. Another 3 percent moved to Pierce County from another state and 1 percent moved here from abroad.



Future Workforce – Demographics for Youth and Adults in Work Transition

As noted in the previous data, 28 percent of the total population in Pierce County is under 20 years of age. Of the population 18 to 24 years old in Pierce County, 17 percent are less than high school graduates and only 38 percent graduated from high school or earned their GED. As in-school and out-of-school youth, particularly at-risk youth, will be the newest entrants into the workplace, local strategies must address education, career guidance, job readiness skills, and supportive services. Local efforts must heighten a youth's understanding of career opportunities and career pathways and how education relates to the world of work.

As previously noted, the unemployment rate for Pierce County at the end of December 2012 was 8.5 percent. This transitional workforce of unemployed and dislocated workers needs retraining and job search assistance to move into new jobs. And, while data does not exist on the total number of incumbent workers seeking to move up their career pathway, the incumbent workforce of employed workers needs additional education and training to retain or move up a career pathway continuum of their jobs.

Future Workforce – Barriers to Employment

Poverty: In 2011, 12 percent of people in Pierce County lived in poverty. Nine percent of all families and 24 percent of families with a female head of household with no spouse present had incomes below the poverty level. Over twice as many children live in poverty than people 65 years and over, 15 percent to 7 percent respectively.

Poverty status can be a result of many factors; however, three major factors that contribute to poverty are educational attainment, disability and limited English proficiency. The poverty rate for those 25 years and over in Pierce County with less than a high school degree is 25 percent. The poverty rate for high school graduates falls to 12 percent, for those with some college or an associate's degree, 10 percent and for those holding a bachelor's degree or higher, it falls further to 4 percent.

Not surprisingly, poverty is also adversely correlated with disability. Twenty percent of those with a disability are below 100 percent of the poverty level, compared to only 10 percent of those without a disability.

Poor English proficiency is also correlated with poverty. Of those in Pierce County who speak a language other than English at home, 16 percent are below the poverty level while the poverty level overall for Pierce County is 12 percent.

Disability: In 2011, 13 percent of the total civilian non-institutionalized population in Pierce County had a disability. For those over 65 years old, that percentage rises to 37. As our society ages, disabilities of some kind will affect a growing percentage of our population. A disability often presents challenges that cascade from educational attainment to labor force participation, employment and wages.

Seven percent of the Pierce County labor force between the ages of 18 and 64 years old has a disability of some kind. Those with a disability are more likely to be unemployed than those without: 27 percent of those with a disability in the labor force are unemployed, compared to 12 percent of those without a disability.

As demonstrated in the table below, disability and educational attainment are correlated. For the population aged 25 years and over, those with disabilities have lower educational attainment than those without any disabilities:

Educational Attainment	With a Disability	No Disability
Less than high school graduate	18%	7%
High school graduate, GED, or alternative	39%	29%
Some college or associate's degree	32%	38%
Bachelor's degree or higher	11%	26%

Limited English Proficiency: Among people at least five years old who lived in Pierce County in 2011, 15 percent spoke a language other than English at home. Of those speaking a language other than English at home, 40 percent spoke Spanish and 38 percent reported they did not speak English "very well."

Transportation: The loss of Proposition 1 in the November 2011 election will result in severe service cuts to transit in Pierce County, beginning in the fall of 2013. Pierce Transit currently operates 417,000 annual service hours. The revised service plan will reduce this number to 300,000 hours, a 28 percent reduction in annual service hours. Almost all Pierce Transit routes will be affected. These transit cuts will add another significant barrier for youth and job seekers who rely on public transportation to attend school, look for work, or access workforce development services.

Planning Implications for the Area's Workforce System of Tomorrow

Given the current and projected economic and demographic profile of the local area, the following strategic goals (as noted earlier in this plan) are aimed at helping the local workforce move into high-skill, high-wage jobs, while also helping employers find the skilled workers they need:

- Develop and implement innovative training and business solutions to further the economic growth of the region.
- Advocate a systematic approach to life-long learning.
- Close the skills gaps between employer's workforce needs and the capabilities of the local workforce.
- Strengthen integration of the Pierce County Workforce Development System.

Most high wage in-demand occupations require a high school diploma plus a certificate, special license or associate degree. The trend continues that a high school diploma is not sufficient for workers to continue to grow in their field or transition to a new field. A multiple pathways approach will be adopted to better connect workers with high-wage careers and life-long learning.

Workers also need basic employability skills allowing them to react to changes and communicate effectively on the job. They need math, reading, writing, and communicating skills to allow them to comprehend technical material, while at the same time exhibiting essential job-ready skills and the ability to:

- Adapt quickly to change
- Perform more abstract work processes
- Assume more decision making authority
- Work in teams
- Understand system-wide needs

To achieve our goals and carry out the strategies outlined, the following collaborative actions are in progress:

Online Services: More job seeker services will be offered online. Given the continuing advancement in communication through technology; youth, the transitional workforce and underemployed workers must be able to easily access services specific to their needs with information that is the most current and up-to-date. WorkForce Central (WFC) is in the process of identifying potential online training for jobseekers that includes resume and interview skill-building, math and writing proficiency, ethics and customer service. Note: The WFC provides the administrative and operational support to the WDC and its committees.

WFC Website: The current WFC website recently passed equal opportunity monitoring for accessibility. A new website, live in the fall 2013, will adhere to Worldwide Web Consortium (W3C) accessibility guidelines.

Vocational and Technical Training: Because short-term, job-specific training has proven to be a powerful tool in helping youth and adults into their first career or back to work, the WFC is working with the business community and training providers to increase training capacity for programs of study in demand. The WFC will continue to partner closely with the local community and technical colleges to survey employers on current skill gaps and build capacity to meet their demand. Many demand programs are limited due to a lack of resources to offer more courses and generate more graduates to fill job openings. Through "cohort training" the WFC is able to increase capacity by funding tuition and instruction as well as recruiting and screening qualified students. The WFC is also able to provide comprehensive case management services to cohort students, increasing both their completion and job placement rates. The WFC will continue to target cohorts for specific demographics such as veterans

and youth as well as target cohorts to high wage, in-demand occupations and industry clusters such as healthcare and aerospace.

K-12: The WFC is implementing “Cash to Careers,” an initiative to support young adults finance skills training or community college certification. The WDC Youth Council is currently developing strategies that are aligned with Governor Inslee and the Workforce Board’s initiatives to enhance drop-out prevention strategies, establish high school to career talent pipelines, increase employer/industry involvement (job shadows, internships, career-readiness workshops, OJT, etc.) and improve availability and quality of career and education guidance for middle- and high-school students.

Pre-Employment Training: Another proven success factor is implementing employer driven pre-employment training. Pre-employment training addresses employer and industry needs for qualified workers more quickly, allowing graduates to enter directly into employment. The WFC will continue to analyze the local labor market and partner with employers and training providers to develop additional pre-employment training programs. Targeted options include: Healthcare, Construction, and Trade/Transportation/Logistics. The WFC will also create ways to sustain this unique public/private partnership through financial contributions from the local business community.

Pierce County Skills Center: In addition to partnering with our local community and technical colleges, the WFC will continue to partner with our local Pierce County Skills Center. The Skills Center has its own employer advisory boards that direct vocational curriculum in demand industry sectors. The WFC will continue to partner with the Skills Center to identify youth and young adults that are near graduation, and assist them with case management, on-the-job training, and job placement services.

Targeted Initiatives: To address employer demand for qualified workers and the training needs of specific populations such as veterans, homeless families, and youth, the WFC is targeting initiatives for both employers and job seekers. These initiatives are designed based on employer and training provider advisory boards and a detail of these initiatives are listed under “Public and Private Workforce Initiatives” discussed later in this plan.

Pierce County's Workforce Development System Today

The Tacoma-Pierce County Memorandum of Understanding (MOU) establishes the cooperative and mutually beneficial relationships among the following agencies in the Pierce County Workforce Development System:

- The Tacoma-Pierce County Workforce Development Council (WDC)
- Tacoma Housing Authority
- Department of Social and Health Services – Community Services Division, Region 5
- Division of Vocational Rehabilitation
- Employment Security Department
- Job Corps
- Metropolitan Development Council
- Tacoma Community House
- Vadis
- Tacoma Goodwill Industries
- Pierce County Community and Technical Colleges
- Bates Technical College
- Clover Park Technical College
- Pierce College District

As strategic partners to the MOU, the agencies agree to support the vision, mission, and strategic goals set forth by the WDC for the Pierce County Workforce Development System. It is agreed by the agencies to conduct the following, when feasible:

1. To jointly promote the further integration of programs through joint planning;
2. To align planning and budgeting processes and to conduct these functions jointly;
3. To jointly identify and support workforce skill standards and industry performance measures to drive common outcomes;
4. To coordinate resources and programs and to promote a more streamlined and efficient workforce development system;
5. To promote information sharing and the coordination of activities to improve performance of local partners;
6. To use common release of information processes subject to confidentiality provisions and to preserve records for the period required by law;
7. To identify and address barriers to coordination;
8. To promote the development and implementation of a more unified system of measuring performance and accountability under WIA; and
9. To promote the development of common data systems to track progress and measure performance.

In Appendix A of the MOU, each agency identifies how each program's role fits into the Pierce County Workforce Development System and how each agency addresses the following commitments to the workforce development system:

- a) Core services to be provided by each agency as part of the one-stop delivery system;
- b) Participation in a common referral system;
- c) Use of skill standards;
- d) Participation in cross agency training;
- e) Ensure customer groups are served;
- f) Participate in the use of common technology; and
- g) Participate in a common customer satisfaction system.

As noted in the MOU, each of the agencies commits to the use and continued evolution of the partnerships' products and processes as well as continuous quality improvement initiatives of the partnership. A copy of Appendix A within the MOU can be accessed on the WFC website at www.workforce-central.org.

Services to Youth and Adults in Transition

The Pierce County Workforce Development System looks 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 and apprentices, local strategies are designed to advance youth and adults 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.

The Tacoma-Pierce County WDC identified priority industry clusters for Pierce County for the period of 2011-2018 to guide workforce development strategic planning and investments in our local community. To heighten a youth's understanding of career opportunities, as well as their perception of how classroom learning relates to the world of work, several initiatives are underway in the local area and discussed in detail below. For adults in transition, incumbent workers, and those in apprenticeships, several strategic initiatives are underway along with the full complement of services offered through the Career Development Center (CDC) and affiliate sites.

Customers access WIA services at the CDC through on-site workshops, on-line orientation videos, and scheduled visits with WIA case managers.

The WFC staff work with the One Stop Operators to ensure continued access of WIA services at the CDC. The WFC managers also work with the local ESD management team to ensure current workshops are staffed by the WFC and coverage of the front desk and the resource room is provided when requested by local ESD management. All WFC WIA Adult and Dislocated Worker staff and management continue to attend CDC monthly meetings where they actively present information and participate in discussions to problem solve mutual concerns regarding services and referrals.

CDC customers are referred to WIA services through the General Orientation (overview of the Pierce County Workforce Development System and available services at the CDC) and Welcome to WIA orientation. In addition, the General Orientation workshop is hosted on the WFC website as an audio augmented slide presentation. Both workshops provided by WFC staff are conducted weekly at the CDC and the General Orientation qualifies as in-person job search activity for UI purposes. Workshops on applying to the Boeing Company are offered by WFC at the CDC twice a month. In addition WFC facilitate a Job Club that is open to all CDC customers which counts as a work search contact for UI claimants. These workshops demonstrate WFCs' commitment to serving UI claimants who enter the Pierce County Workforce Development System through the CDC.

Other WIA services continue to be offered at the CDC: CASAS testing is scheduled at the CDC weekly for WIA participants and WFC staff meets with customers at the CDC when it is more convenient for the customer. WFC continues to rent an office space at the CDC for this purpose. CDC front desk staff is well aware of WIA services and the many pathways customers can access WIA services at the CDC and the WFC Cedar Street location.

Finally, CDC customers, as well as the general public, can access WIA services by calling the WIA Information Line. Business cards are available at the CDC front desk providing the WIA Information Line number. Customers can call the WIA Information Line from the resource room at the CDC providing immediate access to WFC staff.

WFC, CDC management, and affiliate site staff meet monthly to provide information on new and ongoing services available throughout the Pierce County Workforce Development System. The subject of referrals has been an ongoing topic of discussion. Because SKIES does not provide a means to track referrals, this leadership team has committed to creating a referral process based on individual program services. For example, for recent WIA Manufacturing Academies, WFC asked partners to make referrals based on priority of service to veterans to our Business Services manager whose staff was point for enrollment and case management.

Public and Private Workforce Initiatives

Through full engagement of partners on the business-led Tacoma-Pierce County WDC, the following public and private workforce initiatives are underway through the Pierce County integrated workforce system:

RallyPoint/6- Veterans Outreach: Each year during the next four years, Joint Base Lewis McChord (JBLM) is expecting to transition approximately 6,000 service members out of the military into the local community. In addition, JBLM estimates 13,000 veterans have indicated a desire to return or relocate to Washington.

In response to the anticipated demand for veteran re-employment and training services in the Pierce County WDA, a consortium of public, private, and community partners at the regional, state and federal level are grappling with veterans' reintegration into the local community. A specialized veterans' outreach center is proposed to provide services to veterans and their families known as "RallyPoint/6." This center will address eight key concerns facing veterans and their families: community reintegration, employment, education, family strength, physical and behavioral health, financial and legal issues, housing stability, and volunteerism.

Current partners and sponsors of the RallyPoint/6 effort include: the Honorable Senator Murray, the Washington State Governor's Office, Washington State Departments of Veterans Affairs, Employment Security, National Guard, the Washington Military Officers Association of America, the American Red Cross, the Associated Ministries, the Boeing Corporation, Catholic Community Services, the Cities of Lakewood and Tacoma, Chairman of the Joint Chiefs of Staff, Past Director Colonel (R) Sutherland, the Corporation for National and Community Service, Washington Easter Seals, the Gary E. Milgard Family Foundation, General Plastics Manufacturing Company, the Greater Tacoma Community Foundation, the Heroes to Hometown Program, Pierce County Habitat for Humanity, the Points of Light Foundation, the South Puget Sound Boys and Girls Club, Tacoma Goodwill Industries, the Tacoma Rescue Mission, the Unfinished Mission, the United Way Services of Tacoma, the University of Washington – Tacoma, Pierce College, and Clover Park Technical College.

The focus of the consortium is to better leverage existing programs and resources to collaborate, build capacity, share best practices, reduce duplication of services, and join forces to serve veterans and their families. The local community is the new "home base" for veterans and their families. RallyPoint/6 will be a shining example of the community working together to create a place where veterans and their families receive services and assistance they really need to succeed.

Employment & Housing Navigator: The WDC partnered with Building Changes through its Washington Families Fund and the Weyerhaeuser Foundation to provide employment services to homeless families. This partnership pairs education, training, and employment services with housing assistance to help stabilize families and improve their economic security through the Employment and Housing Navigator Program.

The Employment and Housing Navigator Program engages a case management team known as "Navigators" to coordinate workforce services with the Pierce County Housing Authority. Working closely with non-profit housing providers (Lakewood Area Shelter, YWCA, Exodus Housing and the Catholic Community Services Phoenix House) and the Washington Department of Social and Health Services (DSHS), the Navigators customize employment services for each family. Navigators assist each participant in building an education and employment plan and assess each participant's stability and self-sufficiency through an individual responsibility plan. These plans are the guiding documents for setting goals and ensuring program success.

Recently, Building Changes awarded the WFC a second grant for a two year project (2013-2015). This project will recruit and place homeless families into training within the advanced manufacturing industry to lead to employment in high-demand careers.

Heroes at Home 2 Program: The Heroes at Home 2 Program assists military spouses stationed at JBLM with training, tuition, career counseling, and job placement. Due to frequent relocation, military spouses often have difficulty maintaining career continuity in their new location.

The program is funded through a National Emergency Grant (NEG) from the U.S. Department of Labor to the Washington State ESD and is overseen locally by WFC and the Pacific Mountain WDC. The funding supports military spouses who lost their jobs in order to accompany a service member on a permanent change of station move or Base Realignment and Closure (BRAC) dislocation to JBLM. Services are provided on base at the JBLM Stone Education Center, providing easy access to those military spouses seeking new jobs in Pierce and Thurston Counties. The Heroes at Home 2 Program helps military spouses with tuition assistance, career coaching, job training, supportive services, and employment linkages.

Pierce County Youth Consortium (PCYC): In 2011, the Tacoma-Pierce County WDC Youth Council saw an opportunity for Pierce County to deliver WIA youth services in a new and dynamic fashion. The Council solicited a consortium of youth providers to work together, leveraging resources and integrating youth program services; thereby, reducing duplication, increasing alignment of services, and maximizing limited resources.

Six community-based organizations joined together to form the Pierce County Youth Consortium (PCYC) – Centro Latino, Tacoma Goodwill Industries, Metropolitan Development Council, Tacoma Community House, Vadis, and WFC.

Several teams are in place to ensure compliance to the by-laws, the providers' contracts, and the WIA youth performance outcomes (Common Measures). The PCYC Oversight Committee is comprised of the partner's Executive Directors or their designees. In addition to monitoring program performance and fiscal responsibility, the PCYC creates an annual training plan to ensure training and support over the program year.

The PCYC Leadership Team consists of program managers or designees representing all of the youth providers. The team ensures performance outcomes and indicators are met while evaluating partner performance and processes on a monthly basis to address any technical needs. The team also joins representatives from the WFC and the Youth Council for bi-quarterly meetings to review system performance, technical assistance, and applicable corrective actions.

The objectives of the PCYC include:

- Establishing a consortium-based service approach to strengthen coordination, communication, and collaboration among all youth service providers.
- Combining goals to help youth receive necessary education, skills, and experience to compete in the labor market.
- Implementing strategies to re-engage and transition out-of-school youth into unsubsidized employment by creating a strong focus on serving this population (75 percent of youth enrollees).
- Targeting youth most at-risk of dropping out of school with employment focused in-school services strongly encouraging paid work experience internships (25 percent of youth enrollees).
- Engaging and integrating additional partners to provide wrap-around services to youth including assistance with: housing, transportation, childcare, medical services, and early childhood

education and training to youth and young parents responsible for providing childcare to children ages birth to 5 years.

- Providing outreach and recruitment services to youth throughout the Pierce County WDA to ensure 50 percent of youth enrolled reside in Pierce County and 50 percent reside within the Tacoma city limits.

The PCYC is in its second year of collaboration. To date, the PCYC has leveraged resources to place over 30 youth in paid work experiences; consolidated marketing, outreach, and orientation services; created a single point of contact for youth to access services; shared job leads and referrals amongst the partnership; and reduced administrative costs by almost \$40,000. In addition, all service providers have identical client documents and line staff meets monthly to share resources.

Resources for Education and Career Help (REACH): REACH is a collaborative initiative that includes twenty founding members: Bates Technical College, Boys & Girls Club of South Puget Sound, Brick City Project, Centro Latino, Educational Opportunity Center, Clover Park Technical College, Job Corps, Metropolitan Development Council, My Service Mind, Pierce College, Puyallup Tribe, Tacoma Community College, Tacoma Community House, Tacoma Goodwill, Tacoma Public Schools, Tacoma Public Library, Vadis, Youth for Christ, Youth Resources, and WFC. Partners are co-located in one place, under the roof of the Tacoma Goodwill's new Milgard Building.

Through this unique and extensive collaboration, REACH provides easy access to services otherwise largely inaccessible to Pierce County's 15,000 disenfranchised youth, aged 16-24. Many of these youth are at risk of dropping out of school, have already dropped out of school, or may be involved in high-risk activities. REACH provides eligible at-risk youth with career, education, and personal development services. REACH staff work with youth to develop employment portfolios, job search coaching, and job club networking. Through the Job Club Network, youth are part of a group that shares resources, stories, and job leads. For youth seeking post-secondary education, REACH is able to assist youth with: college application assistance, completion of the application for Federal Student Aid (FAFSA), interests and skills assessments, an education and career resource library and a computer lab.

As anticipated, REACH is connecting with youth most in need. For every ten youth receiving services, six are high school dropouts without a GED, and 67 percent are ethnic minorities, many living in multi-generational poverty.

Youth Building Tacoma (YBT): In 1997, the City of Tacoma and the Tacoma Public Utilities (TPU) partnered to strengthen employment opportunities for Tacoma youth, ages 18 to 24, facing significant barriers to employment. Youth Building Tacoma (YBT) was created.

The WFC operates the YBT program, which is overseen by an advisory committee comprised of members from the City of Tacoma, TPU, labor and the community. The program's core services include an eight week workforce competency program and up to two years of supportive services to ensure employment retention after the participants graduate and become employed.

YBT is unique in that it offers more intensive recruitment, outreach, and employment placement services than other youth employment programs. The program focuses on higher skill and higher wage jobs, particularly in the trades and emergent technologies.

The eight weeks of classroom training develop workplace competencies and essential skills such as work ethics, financial literacy, leadership, communication, and relationship building. These are the skills every employer looks for in their employee: how to show up to work on time every day with a willingness to learn; be able to work with the correct attitude; and be drug-free. Classroom activities include guest speakers and tours of various employers, allowing trainees the chance to build their interpersonal skills and see first-hand what career opportunities are available.

After completion of training, each youth participant works in a paid internship. YBT works with potential employers to match the right youth with the right internship opportunity and employers agree to provide YBT with periodic observation assessments. In addition to classroom training and internships, YBT participants also receive more direct case management services when needed, including:

- Education assistance
- Work experience
- Career counseling
- Identifying and resolving key employment barriers
- Providing networking opportunities
- Co-enrolling with other workforce development programs
- Providing needed wrap-around services such as transportation assistance and housing
- Developing specific skill sets
- On-the-Job Training (OJT) opportunities
- Assisting with job search and completing applications
- Connecting with apprenticeship opportunities
- Linking with job opportunities

The YBT graduates work for organizations such as the City of Tacoma, Tacoma Public Utilities, Sound Transit, Boeing and Metro Parks.

Manufacturing Advisory Group and the Manufacturing Academy: In 2010, the WDC began to plan for the upswing in manufacturing and the aerospace economy. To address this industry's need more clearly, the WFC partnered with Pierce County's aerospace and manufacturing employers, community and technical college advisory boards, Manufacturing/Aerospace Apprenticeship programs, specifically, the Aerospace Joint Apprenticeship Committee (AJAC), and the Center of Excellence for Aerospace and Advanced Material Manufacturing.

Through this engagement, the WDC formed a Manufacturing Advisory Group to help guide and direct aerospace and manufacturing career pathway development for Pierce County. This group's number one priority was to address the shortage of entry level manufacturing workers that would be successful in the advanced manufacturing work environment of today. Based on the leadership of the Manufacturing Advisory Group, the Manufacturing Academy was developed.

Once potential candidates are screened by employers as good fit for the Manufacturing Academy, participants complete an intense one week professional development course in leadership, communication, time management and career readiness. Employers then interview potential students and select those to enter into the training.

During the manufacturing training, students are exposed to various work environments and career ladders through company tours and work-site learning. After nine weeks of rigorous manufacturing training such as blueprint reading, math for manufacturing, welding, composites, basic electrical, OSHA and LEAN, graduates fill out applications and test with their employers of choice. Employers hire graduates into regular and apprenticeship positions.

Over the past two years, the WDC has invested over \$700k to expand training capacity at local technical colleges in the high demand industry cluster of aerospace training in machining, composites, and advanced manufacturing. On average the Manufacturing Academy certifies 95 percent of its students and places over 85 percent into manufacturing careers.

Pierce County Construction Partnership: In the spring of 2002, the WDC created a business led, sector-specific Construction Skills Panel. The Pierce County Construction Partnership works on behalf of and

reports to the WDC. The Construction Skills Panel uses its collective influence and resources to respond to industry needs by increasing general awareness of the construction employment and training opportunities and coordinating collective resources to facilitate the introduction of new workers and the progression of existing workers in the construction industry. The Partnership has marshaled \$1.5 million in public resources and more than \$680,000 in private resources to implement creative solutions to meet the Partnership's strategic goals.

Mission

The Pierce County Construction Partnership's mission is to develop, implement and oversee strategies that ensure:

- Awareness and/or promotion of construction careers (including business aspects) and training opportunities;
- A sufficient supply of new entrants, including women and minorities, and progression of currently employed construction professionals;
- Construction professionals have the skill sets to consistently perform at an optimal level; and
- Pierce County residents have access to industry specific training that results in employment and career progression

Goals

- Maintain and grow the public and private partnership to respond to construction industry's needs.
- Recruit and retain the pool of skilled construction professionals.
- Serve as point-of-contact and resource hub for industry trends, best practices, innovative curriculum, and professional development opportunities.

Partnership Activities

- ACE Academy – An industry and education supported magnet school program located in the Puyallup School District. ACE prepares young adults from eleven Pierce County high schools with knowledge, skills and motivation necessary to pursue architecture, construction and engineering related careers.
- Awareness Marketing Campaign – This campaign was launched October 2003 to address the need for broad awareness of the construction industry, construction careers and training opportunities. One major outcome of this campaign has been the development and implementation of programs within the K-12 system and programs that expose and link youth to the industry.
- Pathways to Apprenticeship – Sponsored through the Bates Apprenticeship Outreach Project, this event attracted more than 75 middle/high school teachers and counselors as well as 20 presenters and 20 vendors from apprenticeship and construction-related programs. The event helped promote awareness and understanding of opportunities in apprenticeship and construction careers.
- Pierce College Construction Management Program -- Based on industry support, Pierce College developed a construction management degree program that targets both young students and incumbent workers. Components include construction-specific content as well as soft skills training in diversity, teamwork, and group dynamics. The program launched in January 2006.
- Pierce County Construction Reception – This event showcased six Pierce County programs that expose, prepare and link youth to the industry and provided a venue by which industry partners can formalize relationships with K-12 by committing resources to sustain, enhance, replicate and grow these exemplary programs.

- Pierce County Workforce Development Summit – More than 65 representatives from construction companies, labor, education / training, government, and community-based organizations gathered to discuss challenges of the system and approaches to build better connectivity among construction industry stakeholders.
- Tacoma School District Construction Trades Career Pathway – This program provides high school youth industry specific skills training in carpentry. Students also gain communication, teamwork, and project management skills. Students completing this program receive special consideration for entry into post-secondary with the carpentry apprenticeship program.

Pierce County Career Day: The Pierce County Career Day is a private-public partnership bringing students, educators and employers together in an exciting event to educate high school students to the many different career paths available and give them the opportunity to explore future careers with industry professionals. It also provides a venue for technical and community colleges that offer training in these industries to expose students to the many programs of study and career options available to them.

Through hands-on exhibits, student experiences include carpentry, welding, pipe-fitting, drywall installation, and working with tin and plastics. The students take turns driving backhoes and frontend loaders, and through it all, learn about career options perhaps not before considered. The students learn about possible career paths, local businesses influence training needs, and the industries contribute to developing a strong workforce for the future

In 2008 WDC's Pierce County Construction Partnership held its first Construction Career Day. After the first success and in subsequent years, in 2011, the Construction Career Day was expanded to include other high demand trade occupations, Manufacturing, Utilities, and Transportation/Logistics, and the name was changed to Pierce County Career Day.

In 2012 the Pierce County Career Day boasted its most exhibitors, sponsors and students to date. Over 1,900 students from 38 high schools visited over 100 exhibitors, experiencing hands-on activities such as bricklaying, carpentry, welding, and heavy equipment operation. Over \$50,000 in sponsorship funds were contributed from local employers and over \$200,000 of in-kind contributions were made in volunteer hours. Feedback from students, educators, and employers continues to be extremely positive. As a result, the Pierce County Career Day will continue to evolve to meet industry demands and maintain sustainability.

Pierce County Health Careers Skills Panel: The Tacoma-Pierce County WDC established the Pierce County Health Careers Skills Panel in 2001. The WDC created the Pierce County Health Careers Skills Panel to target customized services to the healthcare industry sector because personnel shortages were impacting Pierce County's healthcare and economy.

The vision of the Pierce County Health Careers Skills Panel is to create a valuable healthcare workforce system that builds awareness of healthcare employment and training opportunities and conveniently and efficiently connects a skilled workforce to health service employers. The goals of the Pierce County Health Careers Skills Panel include:

- Developing and maintaining public and private partnerships, adequate funding, and other resources in order to implement goals and sustain strategies to respond to healthcare industry needs.
- Analyzing training capacity for sustainability at an appropriate level through traditional and nontraditional venues while maintaining high quality of education.

- Improving retention within the healthcare industry by providing career opportunities and training.
- Maximizing graduation rates from high demand healthcare training programs while maintaining high quality education.
- Increasing the understanding and awareness of healthcare careers to youth and underrepresented audiences through the successful annual Health Career Day for high school students.

Members to the Pierce County Health Careers Skills Panel include representatives from Pierce County's largest private sector healthcare employers (MultiCare, Good Samaritan, and Franciscan) along with representatives from government-based healthcare providers, long-term care facilities, labor, community and technical colleges, and universities. Through this business led and industry specific initiative, the Pierce County Health Careers Skills Panel uses its collective influence and resources to respond to industry needs related to healthcare employment and training opportunities.

Healthcare Career Coaching Program (CCP): WorkForce Central's CCP remains a relevant and sustainable solution for Pierce County healthcare employers and employees. The program started in 2001 and continues to provide comprehensive services to assist career pathway development to healthcare employees in gaining the education and skills needed to fill high-skilled, high-wage jobs that are in-demand by their employers. Career coaches are co-located at six different healthcare hospitals/clinics throughout Pierce and South King County, providing career coaching and planning, interest and aptitude assessment, financial aid, and training information to healthcare employees and their employers.

The CCP is a vital tool for both workforce and economic development, providing focused attention on business needs while comprehensively supporting low-wage workers. Business workforce needs are served not only for today, but also for the future as their employees work to progress up through a career pathway, prepare for company growth, and the ever changing dynamics of the work they perform. In addition, as these employers create more jobs; these employees are prepared to fill them, decreasing the likelihood of demand jobs going unfilled. And, the program creates support for the middle class. Many of the workers who enter into the program enter at below a family wage job. At completion, they are at or above a family wage job, and are armed with the tools to continue their education, resulting in higher earnings for themselves and their families.

Program year 2011-2012 provided comprehensive career coaching to over 300 healthcare employees, and industry-recognized credential training to 30 employees. Of the 30, 21 completed their training programs, 4 received certifications and received a promotion as a result, and 17 are in the process of completing their certifications. Since 2001, well over 5,000 low-wage healthcare employees have received services. Of these, 454 employees have received industry-recognized credentials and moved up the career ladder. To date, industry partners have leveraged over \$1.1 million in support of the CCP.

The CCP will continue as a key workforce development initiative in the upcoming program years. Current partners include: MultiCare Health System, MultiCare Good Samaritan Hospital, MultiCare Auburn Medical Center, and the Tacoma Lutheran Retirement Community.

Program successes will continue to include:

- Providing funding for training and other supportive services for participants;
- Providing student outreach – presenting health occupations workshops and other healthcare career awareness programs at high schools and youth targeted events to provide a bridge from high school to healthcare careers;
- Participating in New Employee Orientations and Benefit Fairs of our healthcare partners;
- Participating in planning and developing the deliverables at the annual MultiCare Nurse Camp;

- Participating in college Nursing Program retention projects to decrease attrition rates; and
- Assisting with implementing a Health Unit Coordinator Apprenticeship program with one of our healthcare partners.

It should be noted, the WDC Healthcare CCP also collaborates with Tacoma Community College to pioneer a program that provides qualified immigrant or refugee nurses with additional training on U.S. nursing practices. This program allows qualified immigrant or refugee nurses the opportunity to pass the National Council License Examination and obtain a Registered Nurse license in Washington. In June 2011, 15 students successfully completed the year-long program.

Health Career Day: In 2007 the WDC’s Health Careers Skills Panel held its first Pierce County Health Career Day. This day provides high school students the opportunity to visit with healthcare professionals in person, and learn about the vast array of health careers available to them. Students participate in workshops, meet exhibitors, and partake in simulation activities. In 2011, 832 students attended Pierce County Health Career Day hosted by Pacific Lutheran University. 91 workshops were provided and 23 exhibitors including healthcare employers and training institutions who provided health career pathway information. The event continues to be a tremendous success year after year, receiving over \$100,000 in sponsorships to support the students, volunteers and exhibitors for the day.

Recareering – the 50+ Grant: For the past two years, Clover Park Technical College has been hosting the “Recareering @ 50+ Expo” on their campus. The event partners the community and technical colleges of Pierce County with the AARP, local workforce development and public assistance organizations, the Pierce County Library system, and others to gather employers, community organizations, and industry experts together for easier access to individuals 50 years or older. This year’s event saw 400 attendees from Pierce County and surrounding areas.

As part of the 50+ Completion Strategy, Clover Park Technical College, has recently developed their Pathways to Success Program, aimed towards assisting individuals 50 years or older achieve success in re-entering school or the job market with intensive short-term refresher courses in Math, Computing and more.

Local Library Partnerships: Technology and the use of computers are becoming ubiquitous in today’s job market. From job applications solely available online to the increasing use of computers where once pen and paper or telephones sufficed, computer skills are essential to success in most jobs today – and yet many in our community still lack these skills. The Pierce County Library System, Tacoma Public Library main branch, and the Puyallup Public Library are addressing this critical training gap by providing computer classes covering a range of topics including: basic computer skills, navigating and searching the internet, Microsoft Office Programs, and using the internet to facilitate job search, and they are available free of charge.

In addition to computer classes, all three library systems offer many valuable job seeker resources 24 hours a day, 7 days a week through online sites funded by the libraries, such as video-based software tutorials, resume and cover letter templates and wizards, and through some of the libraries, personalized assistance from tutors and instructor-led classes that lead to employable skills. Library-funded online resources also support homework help in math, reading, writing, science, and other subjects for elementary through high school, as well as college entrance exam preparation and occupational skills practice tests. Many libraries also support distance learners in their communities with test proctoring services. With free WIFI at all 27 locations and nearly 1000 computers across the county, libraries in Pierce County are great places to learn about careers and enhance job-seeking skills.

In addition, WFC and the ESD, through a program called “WorkSource on Wheels” sends instructors out to community libraries all over Pierce County to host job seeker workshops for which those receiving UI benefits receive job seeker credit. Such workshops provide not only essential employment skills; they

open doors for referrals to additional job seeker services and benefits often unknown to those who don't visit WorkSource sites. The partnership with local libraries expanded in 2013 and now includes more than 100 workshops taught by WorkSource partners, and monthly targeted emails to unemployment insurance beneficiaries within the libraries' service areas informing them of upcoming learning opportunities in their local community.

Business Connections/Economic Development Partnerships and Strategies: The Economic Development Board for Tacoma-Pierce County's "2011-2015 Future Focus Work Program" identifies several tactics related to cluster development they will undertake that will lead to job creation. They will explore accelerated development of the clean technology cluster with a focus on leveraging the Center for Urban Waters (located north of the Foss Waterway) to attract investment and job creation. A 2008 report describing workforce challenges and opportunities for developing such an industry cluster in the Los Angeles/Orange County area describes an occupational skills profile for jobs in this sector.

While there is some crossover in the occupations and occupational skills identified in their report to those currently utilized by existing industry in Pierce County, such as electrical knowledge, soldering, software development and IT, and advanced manufacturing, workforce development will be necessary for this industry cluster to grow here. The Pierce County WDC's will work with local community and technical colleges to develop certificate programs to support workforce development, and if appropriate a Clean Technology Skills Academy similar to those currently utilized for Manufacturing and Construction.

Information technology is another cluster the EDB plans to pursue, with a focus on creating a cyber security cluster. Workforce development is already in the works to support this cluster, with the University of Washington, Tacoma Campus (UWT) utilizing our proximity to JBLM to pursue job development, research opportunities and training possibilities in this industry for their new Master's degree in Cyber Security and Leadership. Beginning in June 2013, UWT's newest program will leverage the resources of the University of Washington's Mission Center for Information Assurance and Cyber Security and the Milgard School of Business - MBA program. Their vision is to provide a competitive advantage for advancement, either within the military or in government agencies and the private sector, for positions of responsibility in the growth areas of Cyber Security operations and personnel leadership. It should be noted, the Tacoma Community College is starting a two quarter certificate program on Cyber Security in the near future.

Economic development partners refer businesses to the Business Connection when employee retention or recruitment needs are discovered. The Business Connection has a representative at their table when labor market statistics and negotiations occur to recruit new business to the county. Conversely, WSBC representatives refer businesses to economic development when permitting, transportation, real estate, and other needs of their employees are discovered. The WFC supports one co-located full-time staff member as part of the Tacoma-Pierce County Economic Development Team. This integration allows the two teams to coordinate comprehensive workforce services for new employers bringing jobs to our region and current employers retaining and expanding their current workforce.

Beginning 2012, the WDC strategically partnered with the Tacoma-Pierce County Chamber of Commerce to develop a Business 2 Business Veteran Hiring Mentorship Program. This program will result in a more strategic effort by the workforce and economic development system to match veteran skills with employer needs, train employers on how to employ and hire a veteran and their family members. The Business Connection works closely with the Tacoma-Pierce County Chamber to match employers with qualified veterans.

It should also be noted, Linda Nguyen, Chief Executive Officer (CEO) for the WFC, was recently appointed to the board of directors for the Washington Economic Development Association (WEDA). The WEDA is a state-wide, non-profit association of private businesses, economic development councils,

ports, governments and others committed to enhancing the state's climate for economic development. It represents a broad cross-section of individuals throughout the state having the ability to develop and utilize extensive coalitions on any issue central to economic development. As CEO of the WFC and a member of the WEDA, Ms. Nguyen performs a critical role in building future partnerships and charting workforce development trends. Ms. Nguyen is also a board member of the Tacoma Pierce County Economic Development Board, United Way of Pierce County, Metropolitan Development Council and the Geneva Foundation, and chairs the Veteran Taskforce for the US Conference of Mayors' Workforce Development Council.

Private Staffing Firms: In addition to close coordination with public/private economic development partners, the WDC recognizes the value of partnership and coordination with private staffing firms in the local area. Coordination will include leveraging resources to provide value-added services for Pierce County employers, such as marketing WIA On-the-Job Training (OJT) or customized training services to employers. This type of coordination not only helps employers, but creates more job opportunities for job seekers. Private staffing firms also represent a vast array of demand occupations within our area. The Pierce County Workforce Development System can leverage this opportunity and include staffing firms in educational forums for both youth and adult job seekers. The WFC Business Connection Team can provide pre-screening, new employee training, and job matching services for staffing firms, increasing the regular part-time and full-time opportunities for both youth and adults.

Self-employment Training: As part of the overall approach for self-employment training, WFC will work to ensure a more adequate integration of services, awareness of resources, and assistance with developing programs designed to help people gain self-employment. Often individuals desiring to start their own business are referred to a myriad of agencies or organizations. While each of these entities have some unique focus, almost all offer the same services at varying degrees of accuracy, adequacy, and for different prices. In many cases, individuals are directed to several of the agencies when only one has the exact fix to a need. All these programs generally provide the advice, assistance, and the individual is sent on their way.

WFC is crafting a plan that provides a focal point or portal to small business ownership, the real goal of self-employment. This plan lays out the tasks and measures to provide the necessary training, assistance, and oversight as individuals work at getting their businesses off the ground. While several initiatives have started already in the county, WFCs role will be to help coordinate the different audiences, unique offerings, and access to oversight.

Collectively, there are several and significant approved sources of training available in Pierce County spearheaded by the community and technical colleges. Each of these partners has similar offerings. The business partners - the Tacoma/Pierce County Chamber of Commerce, Small Business Association/SCORE, "Go Local", and the William Factory Business Incubator for example – also provide counseling, seminars, and some follow-on "start-up" assistance. There is no one single place however that provides the help and training with a focused approach. Part of the plan focuses on developing a "portal" for small business/entrepreneurship. The portal would be the integration point for those wishing full training in business start-up, business operations, funding, franchising, internships, etc. Additionally, the portal would be an entry point for those with a single question, a simple request, up to specialized training in some facet of owning a business.

Performance Accountability

This section of the plan includes information on performance accountability for Pierce County's Workforce Development System. The adjusted levels of performance on (1) federal "common measures" and (2) state core measures for WIA Title I-B programs for the current program year are included in **Appendix A** of this plan.

This plan addresses each of the following overall goals for accountability as outlined in the planning guidelines:

1. The WDC uses performance information to oversee Pierce County's Workforce Development System.
2. The WDC assures that required data is collected and maintained for performance accountability for WorkSource and WIA Title I-B activities in accordance with state and U.S. Department of Labor (DOL) regulations.
3. The WDC program operators use program performance information of WorkSource and Title I-B services "to inform continuous quality improvement of day-to-day management."
4. The WDC holds itself accountable for the results of WIA Title I-B and updates performance information that may require performance based intervention through a system of incentives. (Section 503)
5. Annually, the WDC examines the results of the state core measures to review how programs in the Pierce County Workforce Development System are performing in accordance with WIA State Policy 1017. The results of core measures are used for strategic planning purposes.

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

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

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

Section II

WDA #: 6

Local Area Profile

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

Workforce Development Area: Tacoma-Pierce County Workforce Development Area

County or Counties Served: Pierce

Fiscal Agent/Entity Responsible for the disbursement of grant funds: WFC Executive Board

Local One-stop System: Career Development Center (CDC)

- I. List One-stop(s) and affiliate site(s):
 - WorkSource Pierce - CDC
 - Bates Technical College
 - Pierce College
 - Tacoma Goodwill
 - Clover Park Technical College
 - Vadis
 - WorkSource Lakewood Center
 - Tacoma Community House

- II. List Operator(s) for each One-stop.(If Operator is a partnership, list all entities in the partnership):

Career Development Center Partnership:

 - WFC
 - Division of Vocational Rehabilitation (DVR) and
 - the Employment Security Department (ESD)

Dislocated Worker Program		Indicate service(s) provided by each		
Service Provider	Core	Intensive	Training	
WorkForce Central	X	X	X	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Adult Program		Indicate service(s) provided by each		
Service Provider	Core	Intensive	Training	
WorkForce Central	X	X	X	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Youth Program		Indicate service(s) provided by each		
Service Provider	Core	Intensive	Training	
WorkForce Central	X	X	X	
Centro Latino	X	X	X	
Tacoma Goodwill Industries	X	X	X	
Metropolitan Development Council (MDC)	X	X	X	
Tacoma Community House	X	X	X	
Vadis	X	X	X	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Section III

WIA and Wagner-Peyser Operations Plan

Prior to responding to specific questions outlined in the local planning guidelines, the following summarizes how the Pierce County Workforce Development System conducts integrated outreach and recruitment of individuals for WIA programs and services.

At the Career Development Center (CDC):

- Triage is conducted at the front desk where through an initial assessment customers are referred to the General Orientation where they first learn about WIA programs and services.
- Signage informs customers of the Resource Room where staff direct customers to an online WIA orientation.
- Customers progress from General Orientation to Welcome to WIA.
- As Wagner-Peyser staff meets and assesses the needs of Unemployment Insurance (UI) claimants and other job seekers, customers are referred to Welcome to WIA or other WIA special recruiting events.
- CDC partners are made aware of WIA funded events and programs as part of WFC's targeted recruitment efforts.

Targeted Recruitment through:

- Outreach with partners and their customers through on-site orientations, such as community based organizations, community and technical colleges, and Joint Base Lewis McChord.
- Presentations at monthly WorkSource Pierce Leadership Team meetings (represented by all affiliate sites).
- Postings on ESD's e-calendar of events.
- Marketing to the community via:
 - Press releases
 - Postings on WFC's website
 - Community newsletters such as those on JBLM and REACH
 - Flyers and materials distributed among WFC contractors.
- Recruitment plans developed in coordination with partners for specific events and programs.
- WFC contractors who are funded to conduct recruitment for target groups such as veterans and transition housing residents (Chamber of Commerce, Department of Veterans Affairs, the Unfinished Mission, ESD LVER/DVOP, and DVR).

Long-Term Unemployed and UI Exhaustees

Since 2010, the Tacoma-Pierce County WDC has participated in stakeholder meetings lead by the Workforce Board to determine statewide strategies for "Retooling Washington's Workforce." As a result of these meetings, stakeholders voted to target the following key strategies:

1. Coordinate outreach to long-term unemployed and Unemployment Insurance (UI) Exhaustees;
2. Improve Job Referral/Skills Matching & Coordinated Employer Outreach; and
3. Expand and improve the use of On-the-Job Training (OJT) and Direct-Connect Training.

In April 2012, according to data provided by ESD, more than 23,000 job seekers were collecting unemployment benefits in Pierce County. At that time, approximately 12,000 job seekers in Pierce County had already exhausted their benefits. In response, WorkSource Offices within Pierce County expanded the use and distribution of the Washington State "Re-employment Preparedness Form" creating the opportunity for staff to target and individualize outreach and re-employment services for long-term unemployed claimants. WFC staff helped identify potential WIA eligible adults and dislocated workers that were at or over 99 weeks of receiving unemployment benefits.

In an on-going effort to continue to address the needs of long-term unemployed and UI exhaustees, WFC managers continue to meet with ESD WorkSource leadership to purposefully and proactively identify and reach out to UI claimants and exhaustees and, where possible, connect them to WIA to provide comprehensive wrap-around services. Monthly meetings are scheduled to discuss ESD and WFC initiatives and identify ways in which WFC and ESD staff can work better together to refer and serve customers. Efforts are also underway to track and, if appropriate, to follow-up on referrals made between WorkSource Offices and the WFC.

All WFC WIA Adult and Dislocated Worker staff and management continue to attend CDC monthly meetings where they actively present information and participate in discussions to problem solve mutual concerns regarding services and referrals. In addition, targeted referral and outreach efforts are discussed and identified during the monthly WorkSource Pierce Leadership meeting attended by all one-stop partners.

CDC customers are referred to WIA services through the General Orientation (overview of the WorkSource System and services available at the CDC) and Welcome to WIA. Both workshops provided by WFC staff are conducted weekly at the CDC and the General Orientation qualifies as in-person job search activity for UI purposes. Creative workshops are offered at the CDC including, but not limited to workshops addressing: mature workers, managing stress, LinkedIn, and social media for job search and networking. Workshops on applying to the Boeing Company are offered by WFC at the CDC twice a month. In addition WFC staff a Job Club open to all CDC customers at the CDC which counts as a work search contact for UI claimants.

These workshops demonstrate the ongoing commitment to serve UI claimants who enter the Pierce County WorkSource System through the CDC. On the WFC website, a series of videos provide easy access to a WIA orientation including instructional videos on topics such as WIA services, eligibility requirements and EO and Program complaint filing processes. Signage at the CDC front desk and in the resource room directs customers to these WFC website videos.

Examples of specific initiatives to reach long-term unemployed and UI exhaustees:

- **WorkSource on Wheels** – Through a unique and innovative partnership, the Tacoma-Pierce WDA along with the Pierce County and Puyallup Libraries created *WorkSource on Wheels* to leverage local resources to provide re-employment services to job seekers in the rural areas of Pierce County. The library system uses mobile computer labs to teach computer classes and offer access to free job and business resources for job seekers.
- **Pierce County Library System Partnership** – The main goal of the Library's participation is to connect job seekers with employers with the most useful electronic resources. These e-sources give job seekers help writing resumes and professional job coaches to help them prove their interview skills.
- **Hiring Academy** – The program is designed to link employers directly with qualified applicants. During 2012, the WFC Business Connections staff reviewed over 18,000 resumes to specifically link job seekers with employers whose jobs match their skill set. The WFC is considering designing an e-platform for this program.
- **Targeted Recruitment** – The WFC managers and the local ESD WorkSource leadership are identifying approaches to target recruitment for training classes, hiring events, etc. One recent approach targeted WorkFirst participants for Certified Nursing Assistant (CNA) cohort training funded with WIA adult funds and offered through Bates Technical College. Similar targeted approaches may be coordinated with one-stop partners such as DVR, CBOs, DSHS, commerce, organized labor, employers, etc.

The following information addresses questions identified in the local planning guidelines. As requested, responses that incorporate attachments are referenced in the narrative.

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

The Tacoma-Pierce WDC Youth Council is comprised of members from business, education, labor, government, community based organizations, parents, youth and service providers and reports directly to the WDC. The Council includes both voting and non-voting members and membership is approved by the WDC in cooperation with the Chief Local Elected Officials. The purpose of the Council is to develop youth policy to assure that the needs of the community youth are being met and to oversee the WIA grant process for Youth Council programs.

To carry out the intent of WIA, the Tacoma/Pierce County WDC and Youth Council is committed to assisting economically disadvantaged youth, aged 14 – 21, with education, training, and work experience, to create life-long learners who can obtain successful and satisfying careers. The target population of WIA youth includes both in and out-of-school youth. The WDC seeks partnerships with organizations that can demonstrate a measurable, positive impact on youth that reflect the priorities of each of these unique populations.

In response to the “Great Recession” and the resulting economic challenges facing young adults, the Tacoma-Pierce WDC Youth Council saw an opportunity for Pierce County to deliver WIA youth services in a new and dynamic fashion. In 2011, the Youth Council made a number of key decisions regarding the delivery of WIA youth services resulting in the solicitation of a consortium of youth providers to address the following key objectives:

- **Objective 1**
A stronger focus on serving out-of-school youth (75% of total enrollment shall be out of school youth); implement strategies to re-engage out of school youth and transition them into unsubsidized employment, education and/or training. Out of school youth services must have an employment focus and OJT’s are strongly encouraged for older youth aged 18-21.
- **Objective 2**
Retain youth in school (25% of total enrollment shall be in school youth), focusing on those most at risk of dropping out of secondary education. In-school services must also have an employment focus and paid work experiences and/or paid internships are strongly encouraged.
- **Objective 3**
Establish a consortium-based service approach to strengthen coordination, communication and collaboration among youth providers to help youth obtain the necessary education, skills and experience to be competitive in the labor market. Require leveraging and integration among youth program services and resources to reduce duplication, increase alignment of services, and maximize limited resources.
- **Objective 4**
Engage and integrate additional partners to provide wrap-around services to youth to include, but not limited to, housing, transportation, child care, medical services, and

early childhood education and training to those responsible for providing child care to children ages birth to 5 years.

- **Objective 5**

Provide outreach and recruitment services to youth throughout Pierce County to ensure 50% of youth enrolled will reside in Pierce County outside of the City of Tacoma limits and 50% of youth enrolled will reside within the City of Tacoma limits.

Six community based organizations joined together to form the Pierce County Youth Consortium (PCYC). The agencies are Centro Latino, Tacoma Goodwill Industries, Metropolitan Development Council, Tacoma Community House, Vadis and the WFC.

The PCYC ensures services are accessible to a diverse population of youth ages 14-21 to include youth with disabilities and youth who speak English as a second language. Youth services include work-based learning opportunities that include paid or unpaid WEXs, job shadowing, and OJT when appropriate; remedial education; referrals to alternative secondary school services as appropriate; pre-employment and work maturity skills training including problem solving, positive work habits, team work, financial literacy, safe and healthy living; adult mentoring; vocational exploration; vocational and occupational skills training to include industry-recognized credentials such as Flagger or Health Care Worker; tutoring and study skills training; leadership development opportunities; supportive services; comprehensive guidance and counseling as appropriate; job search skills such as writing resumes, completing job applications, interviewing skills and networking; job development and placement services; and 12 months of follow up services.

Every youth enrolled into our WIA youth programs receives an assessment that identifies their knowledge, skills and abilities and a written individual service strategy that guides their employment and training goals.

Several teams are in place to ensure the PCYC is in compliance with their by-laws and Strategic Plan; the successful implementation of the individual provider's contracts; attainment of the WIA youth Common Measure performance outcomes and ten program elements outlined in 20 CFR 664.410 and WIA Sec. 129(c)(2); and compliance with federal, state and local policies.

The PCYC Oversight Committee is comprised of the partners' Executive Directors or designees. In addition to monitoring performance and fiscal responsibility, the PCYC Oversight Committee ensures staff training is available for the program year. The PCYC Leadership Team consists of the program managers or designees representing all of the providers. They ensure performance outcomes and indicators are met while evaluating partner performance and processes on a monthly basis to address any technical needs. The PCYC Leadership Team also joins representatives from the WorkForce Central Contracts and Performance Department and members of the Youth Council for bi-quarterly meetings to review system performance, technical assistance needs and applicable corrective actions.

The PCYC collaboration is in its second year. To date, the PCYC has leveraged resources to place over 30 youth in paid WEXs; consolidated marketing, outreach and orientation services; created a single point of contact for youth to reach services; shared job leads and referrals amongst the partnership; and reduced administrative costs by almost \$40,000.

In addition to providing direct WIA youth services, the Tacoma-Pierce WDC continues to partner with K-12 stakeholders to fund efforts that strengthen educational pathways for youth, increase graduation rates and retrieve youth drop outs. The Youth Council is preparing a solicitation for programs that offer credit retrieval for students with less than one year to graduate coupled with short term training programs (6 months or less) that result in employment of \$10 or more an hour; a

summer employment component is optional. Additional funding considerations will be given to efforts to re-engage drop outs, drop-out prevention and high-demand occupation career pathway initiatives.

In addition to the five objectives listed above, the Tacoma-Pierce WDC and Youth Council made a number of key decisions regarding the delivery of WIA youth services in Program Year 2011. These key decisions included a greater emphasis on employer involvement through structured activities such as pre-apprenticeship; paid or unpaid work experiences; internships; job shadows; exposure to various aspects of industry; project-based learning; career mentoring; occupational skill training; OJTs that lead to unsubsidized employment (older youth aged 18-21); and employment opportunities directly linked to academic and/or occupational goals. RFP bidders were required to demonstrate quality employer connections by submitting signed letters of commitment from employers who agreed to provide these services. Employment-related activities are tied to the following key economic sectors: healthcare and social assistance, retail trade, construction, manufacturing, financial services, aerospace, information technology and legal service. Service providers integrate SCANS training in thirty-two foundation skills in the work-training environment (CFR 664.460).

The six WIA Youth service providers described above as PCYC, and in collaboration with the WFC Business Connection, build career exploration and work readiness opportunities that include: employer expectation workshops; development of an employment referral process between the PCYC and Business Connection; employer matches for internships, WEXs, OJTs and placements; and youth job fairs. To date, the PCYC has placed over 30 youth in WIA and non-WIA leveraged paid work experiences.

The WFC Business Connection facilitates two annual youth career days: the Pierce County Career Day focusing on manufacturing, construction, utilities and transportation industries and the Healthcare Career Day focusing on all industries and educational pathways related to the healthcare industry. It should be noted, the Pierce County Health Careers Skills Panel provides leadership in support of the Healthcare Career Day.

The Business Connection generated \$53,000 in employer, educational, apprenticeship and community based non-WIA sponsorship funds that supported the November 2012 Pierce County Career Day where more than students 1900 from 38 high schools attended. The Business Connection is on track to generate over \$25,000 in non-WIA sponsorship for the Healthcare Career Day and anticipate attendance to reach over 1,000 high school students. The PCYC ensures WIA out-of-school youth are able to attend these events.

The Youth Council will continue to review and further develop its strategic plan. The strategic plan will incorporate youth objectives outlined in the state's updated Strategic Plan for Workforce Development (High Skills, High Wages) and the State Integrated Workforce Plan as well as the waiver of the prohibition at 20 CFR 664.510 on the use of Individual Training Accounts for older and out-of-school youth. The top three priorities that the Youth Council is provisionally planning include:

- Ensuring essential skills are provided for youth needing to enter and stay in the workforce (such as job readiness and life skills).
- Ensuring youth understand their full range of career/training/education options and this information early.
- Creating work opportunities for youth, including integrated classroom and hands-on work, and summer employment.

NOTE: The Tacoma-Pierce County WDC will use the waiver prohibition at 20 CFR 664.510 on the use of Individual Training Accounts (ITAs) for older youth (18 years of age and over) and out-of school youth.

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

Everyone in the Pierce County WDA has universal access to core services at our One-stop Center (the Career Development Center) and our affiliate sites. Core services include, but are not limited to: orientation to the services available in the Pierce County WDA, 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. Weekly orientations provide potential customers with information about the array of WorkSource services available in the Pierce County WDA. These orientations are the entry point into intensive services delivered to job seekers who need additional assistance to find suitable employment. Following completion of core services, adults enrolled in WIA receive intensive services that include:

- Assessment of the academic levels, skill levels, interests, and service needs of the customer through CASAS testing and JobFit;
- Preparation of an Individual Employment Plan (IEP) that identifies employment goals, achievement objectives, and the identification of appropriate services for the customer, taking into account the assessment conducted;
- Individual career counseling, career planning, and case management services for those seeking training.

Workshops on topics such as: Job Clubs, Mature Workers Workshop, Boeing Information Sessions (how to apply for work with Boeing), Resume and Cover Letter writing, Skills Assessment and Job Search techniques, Perfecting Applications, Interviewing techniques and Social Media in Job Search are provided at the Career Development Center (CDC) in the city of Tacoma, and the Puyallup Library.

As resources decline, the Tacoma Pierce WorkSource One Stop Operators have agreed to support the ESD’s initial plans to:

- Implement new Customer Services Options
- Keep in place front line staffing
- Expand group services to meet job search preparation needs
- Improve and expand self-service options
- Maintain focus on UI customers and at the same time serve all job seekers
- Continue to support ESD business services staff

The Pierce County WDA 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. The WFC helps fund appropriate training and skills development for programs of study for WIA eligible adults. Through education, participants are given the tools and opportunity to enter or move up in the workforce. Adult participants can take short-term skills training, or enter an academic program that leads directly to employment. On-the-job Training (OJT) and work experience opportunities are also available.

In order to meet the needs of WIA adult participants, supportive services are available on an “as needed” basis to cover expenses necessary to enable an individual to participate in WIA activities. Supportive services for enrolled WIA adult participants include such support as assistance with

transportation, work clothing, childcare, housing, and other reasonable expenses approved by the case manager.

WorkForce Central staff is available to meet with WIA Adults in the CDC, at training institutions, at the WFC Office, or where it is most mutually convenient for both parties to meet. Individuals are co-enrolled into programs when it makes sense for the participant. The WFC case managers work closely with college staff to leverage all available funding sources to best benefit the WIA adult.

The WFC is also an active participant of the WorkSource Pierce Leadership Team which is comprised of decision makers from all of the WorkSource partners in the Pierce County WDA. The WorkSource Pierce Leadership Team meets monthly to review program performance and the status of new or on-going workforce development programs.

The WFC staff attends weekly staff meetings with all WorkSource partners at the CDC. In addition, WFC staff works at the reception desk in the CDC Resource Room when needed. These integrated meetings keep WFC staff connected and provides the opportunity for staff from all organizations to discuss new programs, changes anticipated or occurring, and allows all staff the opportunity to identify solutions to common problems.

In collaboration with ESD staff, OJT funds are available to support individuals with disabilities to increase their skills at the work place. Events such as Say Hey Tacoma, a celebration and job fair for people with disabilities, business leaders, community organizations and government leaders to welcome job seekers and newly hired individuals with disabilities are supported and promoted by the WDC.

As one of the Tacoma Pierce WorkSource One Stop Operators, the DVR is involved in the oversight and management at the CDC. In this role, DVR ensures access to this important population. Assistive Technology is available through locations at the CDC and Tacoma Goodwill WorkSource Affiliate site, or when different programs notify the CDC of these needs, arrangements are made to assure it is available. The CDC has two computers set aside for ADA clients. Both computers have Zoom Text and Jaws 7.0 for the sight-impaired. A TTY phone is available, as is an Aladdin Rainbow Pro – a machine to magnify printed materials. Behind the computers is a filing cabinet containing various hardware devices to make using the computers more comfortable such as, arm rests that attach to a table for support, a Magic Arm to attach a keyboard to a wheelchair, etc. Headphones and a microphone are also available. A WIA applicant with a hearing disability may also request an interpreter during a welcome to WIA presentation at the CDC.

DVR management is also the co-chair of the WDC's Business/Job Seeker committee charged with advising the WDC on access and services to job seekers and employers. It should be noted, a new service delivery strategy is being planned by ESD to increase the collaboration between the WorkSource System and DVR so individuals with disabilities benefit from services provided through both the one-stop and vocational rehabilitation systems. This strategy should improve the services to unemployed workers with disabilities who are eligible for DVR services by better leveraging those services available under WIA.

It should also be noted, as part of the Pierce County Workforce Development System, both Vadis and the Tacoma Goodwill provide services to individuals with disabilities. Through intensive services, Vadis conducts specialized assessments of the skill levels and service needs of youth and adults with disabilities, including in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals. The Tacoma Goodwill provides comprehensive and specialized assessments of the skill levels and employment needs of youth and adults with disabilities which may include: diagnostic testing and other assessment tools and techniques as well as in depth interviewing and evaluation to identify employment barriers and appropriate employment goals.

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

From the start of WIA, the U.S. Congress recognized the unique differences of workers laid-off due to a permanent plant closure or laid-off as part of a mass layoff from a company or industry downsizing due to general economic conditions. Dislocated workers often have an established employment history, previous skills, and possibly higher education. However, unlike low income or disadvantage adults seeking first time careers or self-sufficient wages, dislocated workers face the additional challenge of transitioning to new employment trying to compete with obsolete skills or skills and education no longer competitive in the current labor market.

As noted below, the first point of contact for a dislocated worker in the Pierce County WDA may begin with a worker orientation through a Rapid Response event. However, as noted for adults seeking services, any dislocated worker has universal access to core services at the one-stop center (the CDC) or any of our affiliate sites. In addition, the WDA currently offers core and intensive services for dislocated veterans through a specialized center located at Joint Base Lewis McCord (JBLM).

As noted for adult services, core services for dislocated workers include, but are not limited to: orientation to the services available in the Pierce County WDA, 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.

Dislocated workers can access core services either in-person or through the internet and may attend weekly orientations offered through the one-stop center (CDC) or, for dislocated veterans, at the specialized center located at JBLM. As noted earlier for adults, these weekly orientations are the entry point into intensive services delivered to eligible dislocated workers who need additional assistance to find new employment. Following completion of core services, dislocated workers enrolled in WIA may receive intensive services that include:

- Assessment of the academic levels, skill levels, interests, and service needs of the customer through CASAS testing and JobFit;
- Preparation of an Individual Employment Plan (IEP) that identifies employment goals, achievement objectives, and the identification of appropriate services for the customer, taking into account the assessment conducted;
- Individual career counseling, career planning, and case management services for those seeking training.

4. Describe your local area’s Rapid Response strategy [20 CFR 661.350(a)(6) and WIA Section 118.(a)(5)], including state and local resources and activities.

When a Worker Adjustment and Retraining Notification (WARN) notice is filed by a qualifying company with the ESD state-level Rapid Response team, the state, in turn notifies the affected workforce development area local Rapid Response team. The WFC local Rapid Response team includes representatives from the WFC, ESD’s Unemployment Insurance Division, ESD’s state level Rapid Response team, and the Washington State Labor Council. This team works together to respond plant closings, mass layoffs, and other dislocations.

Specifically, both the local and state representatives to the local Rapid Response team share responsibility for providing current information and services to affected workers. The local Rapid

Response team immediately contacts the designated point of contact with the affected company to arrange a meeting to provide the company with information on the array of integrated services available to the workers. Once any collective bargaining is complete, a tentative date is set for a labor-management meeting (if labor is involved). Invited to this meeting are management representatives of the affected company, labor officials, the Washington State Labor Council, WorkSource Pierce, ESD representatives from the Unemployment Insurance (UI) Division and state rapid response team, shop stewards and representatives of the workers.

The labor-management committee works with the impacted employer to identify and survey employment and training needs of workers affected by the layoff. If applicable, the local Rapid Response team also provides information on the Trade Act Program in case the layoffs are a result of international trade. In coordination with the employer, the team establishes a plan to notify impacted workers of services available. If agreed to, a date (or dates) is scheduled for a worker orientation. As part of the orientation, representatives from the integrated workforce system present and explain the array of services available to the worker. Presentations typically explain unemployment insurance benefits and how to apply for these benefits, job search assistance, career counseling, and training opportunities available through the local community and technical colleges and other training institutions (public or private). If requested by the company and worker representatives, as the layoff date approaches, the ESD Unemployment Insurance Division will visit the employer site to take mass applications for unemployment insurance, thus hastening the application process for each individual.

Dislocated workers who qualify may access employment/career counseling, labor market information, comprehensive assessments and job placement. In addition, eligible dislocated workers may enroll in training such as occupational skill training, basic skills literacy training, and supplemental instruction for apprenticeships. Financial assistance is available to offset tuition, transportation, childcare and housing costs.

In keeping with Washington's 10-year strategic plan *High Skills, High Wages*, the Pierce County Workforce Development System views the system as a series of interconnected pathways, with multiple options for workers to advance in their education, work experience, job skills, and lives. For dislocated workers, an objective of the workforce system is to:

- Expand and support learning opportunities, making consumer information on training programs widely available.
- Increase the accessibility of training programs and reduce the time it takes for a dislocated worker to complete training.
- Offer bridge programs for dislocated workers with barriers to postsecondary education.

Trade Adjustment Assistance (TAA)

Trade Adjustment Assistance (TAA) is available to TAA-certified workers who have lost their jobs or experience work-hour reductions as a result of international trade. The Pierce County Workforce Development System partners can file petitions for trade certification, or assist companies or groups of workers (three or more) to file TAA petitions. When a trade-certified general layoff or plant closure occurs, the local workforce system starts with Rapid Response services discussed under question 4 above. Rapid Response is a fully integrated activity, which includes representatives from the ESD UI Division, Workforce retraining representatives from the community colleges, WorkSource staff, including TAA staff, and WIA staff. Union officials (if applicable) and company officials meet with the Rapid Response team to coordinate orientations for all affected employees. These initial orientations introduce all workers to the multiple pathways to advance in their education, work experience, job skills, and lives. WorkSource staff also initiates outreach efforts to workers who did not initially engage in dislocated worker orientations. The WIA and TAA job straining staff work together to ensure that all workers transition appropriately.

TAA certification may occur weeks or months after the business closure. TAA certified workers, who were introduced to training opportunities through rapid response sessions and WIA dislocated worker opportunities, are not introduced to TAA benefits and services. The Trade Readjustment Allowance (TRA), or weekly training subsidy, is time-limited for eligible workers; therefore, WorkSource staff, primarily TAA counselors, must inform TRA-eligible workers of the TRA timeframe if participant are interest in training. All partnership staff assists in the exploration of local jobs, new careers, or jobs out of the area that may require relocation. When appropriate, TAA participants may be co-enrolled with another program to ensure success in their chosen career paths.

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

The WFC Business Connection and the ESD Business Services Teams are leaders in providing business services in Pierce County. Together, the WFC Business Connection along with the ESD Business Services Teams, provide basic business services throughout Pierce County, including, but not limited to:

- Labor Market Information
- Job Listings
- Applicant Referral
- Business Assessment
- Access to employee training and re-training
- Business assistance information and referral
- Access to comprehensive website – www.go2worksource.com
- Business restructuring or closure information and referral
- Access to facilities such as computers, internet connections and staff assistance

The WFC streamlined a process and aligned dedicated staff to provide business services to employers in the Pierce County WDA. Known as the Business Connection, services are provided to employers as well as industry sectors and clusters included in the strategy for regional economic development. To increase the quality and match between job seekers and employers, Business Connection services include, but are not limited to: recruiting, screening, testing, applicant management and retention strategy services; developing new strategies for attracting, retaining and managing a more diverse workforce; developing new strategies for businesses to address specific employee populations such as baby boomers who continue to work out of necessity; analyzing wages; developing job descriptions; providing comprehensive background checks; consulting and finding resources for a wide range of human resources. The goal of these services is to create a better economic climate and stronger business retention with growth in the region.

- Increase employer engagement with workforce development system.
- Promote economic development by connecting workforce development with job creation and growth.
- Expand and support learning opportunities for workers at all stages of their education or career paths.
- Improve job search and placement services for unemployed and underemployed workers.

The WFC's Business Connection is the single point of contact for employers accessing employee recruitment, training, retention, and career pathway development services. As the single point, we coordinate closely with all WorkSource partners, the community and technical college system, and the economic development system to connect specific service providers with businesses as specific employer needs arise.

Services provided to employers include core, intensive and value-added services primarily to industries and clusters that are included in the strategy for regional economic development; i.e.: Prosperity Partnership, Puget Sound Regional Council and WDC Strategic Industry Partnerships. To increase the quality and match between job seekers and employers in Pierce County, these include recruiting, screening, testing, applicant management and retention strategy services.

Business Connection/Economic Development Partnerships & Strategies

Economic development partners refer businesses to the Business Connection when employee retention or recruitment needs are discovered. The Business Connection also has a representative at their table when labor market statistics and negotiations occur to recruit new business to this county. Conversely, WSBC representatives refer businesses to economic development when permitting, transportation, real estate or needs are discovered. WorkForce Central supports one co-located staff member as part of the Tacoma-Pierce County economic development team. This integration allows the two teams to function as one and provide comprehensive workforce services for new employers bringing jobs to our region, and current employers retaining and expanding their current workforce.

In 2012, WFC strategically partnered with the Tacoma-Pierce Chamber of Commerce, to develop a Business 2 Business Veteran Hiring Mentorship program. This program will result in a more strategic effort by the workforce and economic system to match veterans' skills with employers needs as well as train employers on how to employ and hire veterans and their family members. As a result, the Business Connection works closely with the Tacoma-Pierce county Chamber to match employers with qualified veterans.

In addition to our close coordination with our public/private economic development partners, WorkForce Central recognizes the value of partnership and coordination with the private staffing firms in our area. Coordination includes leveraging resources to provide value-added services for Pierce County employers, such as marketing WIA On-the-Job Training and customized training services to their employer customers. This type of coordination not only provides services to the employer, but also creates more job opportunities for job seekers. Staffing firms also represent a vast array of demand occupations within our area. The workforce system can leverage this opportunity and include staffing firms in educational forums for both youth and adult job seekers. Last, the Business Connection can provide additional pre-screening, new employee training, and job matching services for staffing firms, increasing the regular part-time and full-time job opportunities for both youth and adults.

Career Pathway Development

Strategies that align WIA training benefits with current business recruitment needs are a priority. This includes efforts to identify and coordinate short term training and direct placement services for individuals enrolled in WIA programs that meet current Pierce County employer recruiting needs. The Business Connection continues to assess employer needs for OJT, customized training, and training that will result in industry-recognized certification leading directly to job placement. Specific employee training to skill-up underemployed workers is also implemented to help workers achieve self-sufficient employment and access to career pathways.

Pierce County Business Team (PCBT)

A collaborated business services plan is designed between WorkSource Partners to ensure that workforce services are maximized for the greatest benefit and applicant pool quality for employers of Pierce County. These coordinated efforts will result in better system-wide outcomes by increasing opportunities and retention rates for residents and program participants.

Business Services are marketed to the employers that meet one or more of the following criteria: Employer NAICS code is within the demand strategic industry clusters, employer offers or wants to provide career pathway development for their employees, employer offers a living wage for their employees, and employer offers regular or temporary-to-regular employment opportunities.

PCBT provides a range of business related services. They find and screen workers, schedule interviews, host and assist orientations, perform compensation and benefit reviews, provide information on training, and organize hiring events. In addition, they provide customized labor market information, assist businesses navigate government tax and labor laws, offer help with tax credits, and assist companies through employment transitions. Value-added services may be offered for a fee.

The following are business services provided by the PCBT’s collaborative effort:

Level 1 - Core Services: Provided by WFC and WSD partners:

- Labor Market information
- Business assistance information and referrals
- Comprehensive web site - www.Go2WorkSource.com – Step by step instructions for employers to list own job on Go2WorkSource.com
- Business restructuring or closures information and referral
- Access to facilities
- Staff Assisted Job listings

In 2010, the WFC implemented an on-line talent matching system to more efficiently match employers’ needs with qualified job seekers. This system allows a job seeker to create an online profile and resume, search for job openings listed by WorkForce Central on Go2worksource.com, and directly apply for the position on-line. WFC Business Connection staff screen the on-line resumes and use the system to manually or automatically match the applicant with the position(s). This program saves time and money, allowing the team to screen in upwards of 18,000 resumes a year, and match over 400 job seekers with employers annually.

Information and Referrals: Online and other available resources

The following information and services are also available to businesses at websites and/or contacts to pursue without WorkSource staff intervention.

<p>Labor Market Information:</p> <ul style="list-style-type: none"> • Occupation descriptions • Job and industry growth patterns • Current skill requirements • Locally available skill sets • Economic trends and forecasts • Wage norms specific to industry, region, and job classifications • Economic information (regional and county) • Population and demographic information • Cost of living trends • Employment law 	<p>Business Assistance Information & Referrals:</p> <ul style="list-style-type: none"> • Business registration/licensing/tax information • Fair labor practices • General employment regulatory requirements (OSHA, EEOC, etc.) • Employee training referrals • Human resource laws and practices • UI Benefit charging, experience rating, laws and regulations information • Tax information and incentives • WARN layoff & downsizing and referrals for ‘Rapid Response’ services.
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Level 2 - Intensive Services: some by both WFC and ESD, most by WFC.

These services are customized to specific business needs. Intensive services are preceded by workplace needs assessments and delivered by trained, qualified Business Connection staff. These services, depending on the staff time required and business qualifiers may be offered at no charge or for a fee. These may also be provided for the targeted hiring of supported WorkSource program participants.

Intensive Services:

- Recruitment coordination
- Candidate searches
- Applicant management
- Hiring event planning, coordination and execution
- Assistance with employer testing
- After-hours facility use
- Employee training and re-training
- Internship development and placement
- Applicant management
- Business needs assessment
- Economic development engagement
- Hiring event coordination
- Labor market analysis

Employer 'Transition' Services:

- Transitional Planning: Staff-assisted referrals and linkages to services to help businesses avoid layoffs (shared work options, employee buy-outs, etc), help locate potential re-employment opportunities for laid off workers and retain/engage employees following layoffs
- Expansion: Tools and consulting to expand workforce
- Match companies that are hiring with companies that are downsizing to avoid unnecessary unemployment and gain available, qualified workers

Level 3 – Value-added, Customized, and Fee-based Services: provided by WFC

- Recruitment coordination and execution
- Hiring Event Planning and Execution
- Pre-employment and/or worker testing: skill and job characteristic assessment
- Background checks: criminal, civil Actions, driving, credit, employment, credential and education
- Pre-employment drug screening services
- E-Verification Services
- Applicant management services
- Comprehensive compensation analysis
- Job analysis and job description development
- Pre-employment testing / assessment administration
- After-hours facility use
- Job fairs – Hosting or business representation
- Business education and seminars

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

Pierce County is home of the largest US Army and US Air Force Joint Base on the West Coast, contiguous to the home of a major US Navy shipyard and submarine base and home to many of the Sailors and Marines assigned to those bases, and home to the third largest per capita population of veterans in the Nation, and is at the forefront of veteran and veteran family support. Besides the daily service to those who served, WFC engages in several initiatives increasing support to these men and women and their families.

Joint Base Lewis McChord (JBLM) Base Reduction and Closure Act (BRAC) National Emergency Grant (NEG) "Heroes at Home" – H2H

In effect for the last two years, this NEG established a program assisting military spouses in obtaining employment or getting ready for employment in a number of occupations. Given the constant state of uncertainty for these military families over the last ten years of "The Global War on Terror" (GWOT), military spouses finally earned long overdue recognition that they also "serve" the Nation. Prior to the GWOT, military families moving to new locations would struggle to enter the job market for their first career, pick up the broken threads of careers now on hold for any myriad of reasons, or attempt to complete education and certification. Even more telling were professionally certified and experienced spouses who would, at the new duty station, spend enormous sums of money and time to gain certification/licensing to go to work in their chosen field at the new location. Disruptions – those sudden and unexpected moves/relocations – came all the more frequently as the GWOT increased in intensity and duration.

A partnership between Pacific Mountain and Tacoma-Pierce County WDC formed with the express purpose of providing dislocated worker support to the spouses at JBLM. The BRAC NEG was proposed and awarded in 2010 and services started shortly after January 2011. The WDC partnership linked with other community organizations and agencies such as local chambers of commerce, economic development boards, civic agencies, as well as the leadership at JBLM. Joining the unified effort at the state level and carried on down to the local level, ESD actively supported where possible. This coordinated effort resulted or will result in almost one thousand military spouses attaining skills, certifications, and employment where before almost all would have not had that success.

A no-cost extension for six months approved by the U.S. Department of Labor (DOL) in December 2012, allows continuance past the December 31, 2012 end date. At that time, a total of 433 or 51% of active participants were engaged in occupational skills training, on-the-job training or work experience. Most of those enrolled in occupational skills training had end dates of December 31, 2012. Without the DOL approved extension, these participants would not have the benefit of placement and follow-up services to support attainment of unsubsidized employment.

The success, and especially the reception and support from the military leadership, establishes a model for future efforts along these lines. So much so, that a new NEG is anchored on the same partnership to more effectively support active-duty military members in transitioning back to civilian life.

Transition Assistance Program (TAP) NEG Proposal "Camo to Commerce" – C2C

Programs designed to help service members re-enter civilian life, whether after three years or three decades of service, have existed for the past twenty years or longer. Many military personnel having served multiple combat tours and separations have had little time to prepare for departing the military. The Department of Defense is expected to shed tens of thousands active-duty military and federal civilian staff and equal numbers of thousands of Defense contractor employees will be

let go further lessening employment opportunities for those not well prepared. Congress passed the VOW Act in the fall of 2011 and made participation in TAP mandatory. The Army Career Alumni Program (ACAP) is the US Army's version of TAP. The ACAP program design is to provide information and assistance while people are still on active duty. However, ACAP stops at the front gate at JBLM, which points to the need for additional services.

The TAP NEG, "*Camouflage to Commerce*" (C2C) provides clarity and emphasis on those areas that ACAP topics do not. These topics include, but are not limited to: career coaching, job training, tuition assistance, supportive services and employment linkages.

JBLM One-Stop

"Universal access" has always been a main characteristic of "affiliate" sites remotely positioned from the main "one-stop shop." It is critical that access to one-stop services for thousands of men and women leaving military service in the next few years must be located for their direct access on base at the military installation. WIA law, Section 134(c)(3) allows for "Specialized Centers," to address special needs, such as the needs of dislocated workers, including dislocated military personnel and civilian employees. The WFC is working with the JBLM leadership as well as our partners in H2H and C2C to establish such a "special" site at JBLM ensuring that access is available at a location restricted to those on base or having served.

The Director of Army Education and Chief, and Army Education Services, are requesting such a presence at Stone Education Center on JBLM. The WFC is coordinating with the Army Education leadership to fully justify a continuing presence on JBLM. This is an "essential" component of TAP C2C. More importantly, this "site" directly links to the businesses and colleges surrounding JBLM. WFC has set in motion the genesis of a better linkage between the two.

Pierce County Veteran Community Blueprint – "*RallyPoint/6*"

In addition to the "specialized site" on JBLM, the WDC is supporting a local effort to incorporate a national level program constructing a "one-stop shop" for veterans. For a recap of this initiative refer to Section I, the Pierce County's Workforce Development System Today, under Question 3 outlining public and private workforce initiatives underway.

The project has received tremendous support and is slated to be initially up and running the summer of 2013. The initial location will be in Lakewood, Washington with the goal of locating to Dupont, Washington once enough funding has been received to construct the site. Major funding support has been received from the Milgard Foundation.

Tacoma Pierce County Chamber of Commerce Contract for Business-Veteran Mentoring

Over the next three to five years, reductions in military strength at the federal and state levels will allow thousands of veterans and their families to return home and begin building new lives. They are returning to a recovering economy still struggling and forecasted to a slow gain over the same period of time. These veterans and their families will join thousands of their fellow veterans currently struggling to find a job especially a job allowing them to maintain earnings levels they received while on active duty.

The Department of Defense, in recognition of this increased exodus of military personnel, has mandated transition assistance programs for all service members to lessen the impact of this major lifestyle change. While efforts and organizations providing this support grow, there is a concurrent lack of resources to local businesses and even large corporations to help with hiring a veteran population.

The WDC is positioned as the convener between those veterans and military families seeking work and businesses seeking them. It is essential to this effort that the strengths of the Tacoma/Pierce

County Chamber of Commerce play a key role in mentoring and outreach to local businesses desiring to hire veterans and military spouses; and to those institutions that can help train, educate, and support these businesses some of whom may be veterans themselves setting up a business in the local area. As a result, the WFC contracted with the Tacoma/Pierce County Chamber of Commerce to assist and mentor businesses in hiring veterans and military spouses. In addition, the Chamber is in a unique position to help guide veterans and military spouses pursuing self-employment. The WFC contract with the Tacoma/Pierce County Chamber of Commerce will address the following:

- Conduct outreach operations to local businesses to increase awareness of benefits of hiring veterans.
- Develop and validate a list of businesses with veteran and military spouse hiring preferences with enough detail to be useful in planning by other businesses, educational services, and employment support organizations.
- Develop and validate a list of labor organizations with veteran/military spouse-receptive apprenticeship programs and other considerations and programs to help expedite their employment.
- Assess the state and local implementation of SB5307/8 that recognizes military training and experience for civilian employment licensing.
- Conduct local workshops to train local businesses to interpret and understand civilian application to military occupational skills and training. These workshops will be conducted in coordination with WFC staff.
- Develop a set of skills and suggested resources for veteran entrepreneurs as a means to assist in the development of self-employment.
- Provide a quarterly report to WFC leadership on outcomes and progress.

Veteran Composite Training Cohort

Last year, 2012, the WDC along with its educational and community partners saw a need to increase capacity at the community and technical college level so veterans receive training for high demand jobs. Clover Park Technical College had an 18 month to 2 year waiting list for Aerospace Composite Technician training – a career with good future. Veterans coming to WFC for assistance were in need of immediate training as well as additional services through a case manager.

The goal then became to provide comprehensive wrap-around services to veterans participating in the Composite Technician veteran cohort program WFC purchased from Clover Park Technical College. The cohort began in January 2012 and was completed in June 2012.

The veterans were screened through an assessment tool to determine their compatibility and aptitude for the work. A third party organization, the “Unfinished Mission,” experienced in working with veterans, was contracted to provide recruitment, training and awareness, and mentorship for the veterans. Training also included resume building and practicing interview skills.

The veterans considered the program a success and all agreed their objectives had been met. In addition to course outcomes, highlights for the students included new relationships and friendships among veterans, gained knowledge of networking skills, personal confidence and core insights. Key findings to duplicate the program include:

- Ensuring the program is agile and customized to veteran needs.
- Ensuring partners are aware of and prepared to work with the unique needs of veteran students as a Veteran-only class helped veterans bond and succeed.
- Ensuring funding is provided for case specific needs for veteran students

The WFC is currently negotiating with Clover Park Technical College to implement this successful Veteran Composite Technician Training Program this coming year.

ESD Veterans Gold Card Services – Disabled Veterans Outreach Program (DVOP)

ESD DVOP staff conducts outreach and targets veterans who have used between 60 and 100 percent of their benefits. ESD has discovered that over time this group is more motivated to conduct intensive job search. Through an e-mail or telephone call, veterans are invited to an appointment with the “Gold Card DVOP.” After discussions and assessment, if the veteran agrees, she or he enters an agreement that allows for case management and the provision of intensive services. The goal for the Gold Card DVOP is to build a caseload of 50 veterans within six months and, currently, 40 veterans are enrolled in the program.

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

Following WIN 0025, the WFC is working with the WDC Statewide Communication Team, led by ESD, to update WorkSource resource materials to include the AJC tagline along with the already familiar WorkSource branding. The WFC recently completed a re-branding effort and will look into incorporating the AJC brand in future updates.

Section IV

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

Planning Process and Public Comment	References
<input checked="" type="checkbox"/> 1. The local board has processes and timelines, consistent with WIA Section 118(c)(2) to obtain input into the development of the Local Plan and to give opportunity for comment by representatives of local elected officials, local workforce investment boards, businesses, labor organizations, other primary stakeholders, and the general public for a 30-day period.	WIA Sections 118(b)(7), 118(c)(1), 118(c)(2); 20 CFR 661.345(b)
<input checked="" type="checkbox"/> 2. The local board afforded entities responsible for planning or administering programs and activities covered in the Local Plan opportunities to review and comment on the draft plan.	WIA Sections 118(b)(7), 118(c)(1), 118(c)(2); 20 CFR 661.345(b)
<input checked="" type="checkbox"/> 3. The final local plan is available and accessible to the general public.	20 CFR 661.345(b)(1)
<input checked="" type="checkbox"/> 4. The local board has established procedures to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.	WIA Section 117(e); 20 CFR 661.307
Required Policies and Procedures	References
<input checked="" type="checkbox"/> 5. The local board makes publicly-available any local requirements for the public workforce system, such as policies, including policies for the use of WIA Title I funds.	WIA Section 118(b)(10); 20 CFR 665.350(a)(13)
<input checked="" type="checkbox"/> 6. The local board has established a written policy or procedure that identifies circumstances that might present conflict of interest for any local workforce investment board or entity that they represent, and provides for the resolution of conflicts.	WIA Sections 112(b)(13), 111(f), 117(g); WIA Policy 3420 Revision 1
<input checked="" type="checkbox"/> 7. The local board has copies of memoranda of understanding between the local board and each one-stop partner concerning the operation of the one-stop delivery system in the local area, and has provided the State with the latest versions of its memoranda of understanding.	WIA Section 121(c), 134(d)(2); 20 CFR 661.120(b), 661.350, 662.310(b)(c), WorkSource System Policy 1013
<input checked="" type="checkbox"/> 8. The local board has written policy or procedures that ensure one-stop operator agreements are reviewed and updated at least every two years.	WIA Section 118(b)(10); WorkSource System Policy 1008 Revision 1
<input type="checkbox"/> 9. The local board has negotiated and reached agreement on local performance measures with the chief elected official and the governor. In process	WIA Sections 117(d)(5), 118(b)(3); 20 CFR 665.301(5)
<input checked="" type="checkbox"/> 10. The local board has procurement policies and procedures for selecting one-stop operators, awarding contracts under WIA Title I-B Adult and Dislocated Worker funding provisions, and awarding contracts for Youth service provision under Title I-B in accordance with applicable state and local laws, rules, and regulations, provided no conflict exists with WIA.	WIA Sections 121(d)(2) (A), 123; 20 CFR 662.410; 20 CFR 663.430; 20.CFR 661.310; WIA Policy 3405
<input checked="" type="checkbox"/> 11. The local board has procedures for identifying and determining the eligibility of training providers and their programs to receive WIA Title I-B individual training accounts and to train dislocated workers receiving additional unemployment insurance benefits via the state's Training Benefits Program.	WIA Sections 117(d)(2)(c), 118(b)(2)(A), 122; 20 CFR 663.350(a)(3)(i), 663.500-590; WIA Policy 3635

<input checked="" type="checkbox"/>	12. The local board has written procedures for resolving grievances and complaints alleging violations of WIA Title I regulations, grants, or other agreements under WIA and written policies or procedures for assisting customers who express interest in filing complaints at any point of service, including, at a minimum, a requirement that all partners can identify appropriate staff contacts and refer customers to those contacts.	WIA Section 188; 20 CFR 667.600; WIA Policy 3440, Revision 1; WIA Policy 3445; WIA Policy 3450 Revision 1; WorkSource System Policy 1012
<input checked="" type="checkbox"/>	13. The local board has assurances from its one-stop operator that all one-stop centers and, as applicable, affiliate sites have front-end services consistent with the state's integrated front-end service policy and their local plan.	WorkSource System Policy 1010 Revision 1
<input checked="" type="checkbox"/>	14. The local board has established at least one comprehensive, full-service one-stop center and has a written process for the Chief Local Elected Official and local board to determine that the center conforms to the definition therein.	WIA Section 134(a)(2); 20 CFR 662.100
<input checked="" type="checkbox"/>	15. The local board provides to employers the basic business services outlined in WorkSource System Policy 1014.	WorkSource System Policy 1014
<input checked="" type="checkbox"/>	16. The local board has written processes or procedures and has identified standard assessment objectives and resources to be used to support service delivery strategies at one-stop centers and, as applicable, affiliate sites.	WorkSource System Policies 1016 and 1011; WIA Policy 3685; WIA Title II, SBCTC State Assessment Policy
<input checked="" type="checkbox"/>	17. The local board ensures that outreach is provided to populations and sub-populations who can benefit from one-stop services.	WIA Section 188; 29 CFR 37.42
<input checked="" type="checkbox"/>	18. The local board implements universal access to programs and activities to individuals through reasonable recruitment targeting, outreach efforts, assessments, service delivery, partnership development, and numeric goals.	WIA Section 188; 29 CFR 37.42
<input checked="" type="checkbox"/>	19. The local board complies with the nondiscrimination provisions of Section 188, and assures that Methods of Administration were developed and implemented.	WIA Section 188; 29 CFR 37.54(a)(1); WIA Policy 3445 and 3450 Revision 1
<input checked="" type="checkbox"/>	20. The local board collects and maintains data necessary to show compliance with nondiscrimination provisions of Section 188.	WIA Section 185; 29 CFR 37.37; WIA Policy 3445 and 3450 Revision 1
<input checked="" type="checkbox"/>	21. The local board complies with restrictions governing the use of federal funds for political activities, the use of the one-stop environment for political activities, and the local board complies with the applicable certification and disclosure requirements.	WorkSource System Policy 1018; 2 CFR Part 225 Appendix B; 2 CFR Part 230 Appendix B; 48 CFR 31.205-22; RCW 42.52.180; TEGL 2-12; 29 CFR Part 93.100
<input type="checkbox"/>	22. The local boards in WDAs 3, 8, 9, & 11 negotiate an MOU with the WIA 167 grantee which sets forth their respective responsibilities for making the full range of services available through the One-Stop system available to farmworkers. Not applicable for WDA 6	WIA Section 167 20 CFR 669.220(a)
<input checked="" type="checkbox"/>	23. The local board follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIA, and applicable Departmental regulations.	WIA Sections 136(f)(2), (f)(3), 122, 85(a)(4)(B); 20 USC 1232g; 20 CFR 666.150; 20 CFR part 603
Administration of Funds		References
<input checked="" type="checkbox"/>	24. The local board has a written policy and procedures to competitively award grants and contracts for WIA Title I activities (or applicable federal waiver), including a process to be used to procure training services made as exceptions to the Individual Training Account process.	WIA Section 118(b)(9); 20 CFR 661.350(a)(10); WIA Policy 3405; WIA Section 134(d)(4)(G); 20 CFR 663.430(a)

☒	25. The local board has accounting systems that follow current Generally Accepted Accounting Principles (GAAP) and written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to ensure proper disbursement and accounting of fund allotments made for WIA adult, dislocated worker, and youth programs.	WIA Section 118(b)(8) WIA Policy 3230 Revision 1; WIA Policy 3250
☒	26. The local board ensures compliance with the uniform administrative requirements in WIA through annual, on-site monitoring of each local sub-recipient.	WIA Section 184(a)(3); 20 CFR 667.200; 20 CFR 667.400; 20 CFR 667.410; WIA Policy 3230 Revision 1
☒	27. The local board has a local allowable cost and prior approval policy that includes a process for the approval of expenditures of \$5,000 or more for equipment requested by subcontractors.	WIA Policy 3260, Revision 2
☒	28. The local board has a written debt collection policy and procedures that conforms with state and federal requirements and a process for maintaining a permanent record of all debt collection cases that supports the decisions made and documents the actions taken with respect to debt collection, restoration, or other debt resolution activities.	WIA Section 184; 20 CFR Part 652; 20 CFR 667.410(a), 667.500(a)(2), 667.740; WIA Policy 3265 Revision 1
☒	29. The local board has a written policy and procedures for ensuring management and inventory of all properties obtained using WIA funds, including property purchased with JTPA funds and transferred to WIA, and that comply with WIA, Washington State Office of Financial Management (OFM) and, in the cases of local government, Local Government Property Acquisition policies.	WIA Section 184(a)(2)(A); 20 CFR Part 652; 29 CFR Part 95; 29 CFR Part 97; OMB Circular A-21; OMB Circular A-87; OMB Circular A-110; OMB Circular A-122; OMB Circular A-133; OMB Circular A-133; Federal Register Vol. 65, No. 124; Generally Accepted Accounting Procedures (GAAP); WIA Policy 3452
☒	30. The local board will not use funds received under WIA to assist, promote, or deter union organizing.	WIA Section 181(b)(7); 20 CFR 663.730
Eligibility		References
☒	31. The local board has a written policy and procedures that ensure adequate and correct determinations of eligibility for WIA-funded core and intensive services and qualifications for enrollment of adults, dislocated workers, and youth in WIA-funded intensive and training services, consistent with state policy on eligibility and priority for service.	WIA Section 134(d)(4)(E); 20 CFR Part 663 Subpart A, B, and C; WIA Policies 3636 Revision 1, 3638, 3920 Revision 1, and 3640 Revision 2
☒	32. The local board has a written policy and procedures for awarding Individual Training Accounts to eligible adults, dislocated workers, and youth receiving WIA Title I-B training services, including dollar and/or duration limit(s), limits on the number of times an individual may modify an ITA, and how ITAs will be obligated and authorized.	WIA Section 134(d)(4)(G); 20 CFR 663.400, 663.410, 663.420, 663.430, 663.440; WIA Policy 3655
☒	33. The local board has a written policy and procedures that establish internal controls, documentation requirements, and leveraging and coordination of other community resources when providing supportive services and, as applicable, needs-related payments to eligible adult, dislocated workers, and youth enrolled in WIA Title I-B programs.	WIA Sections 129(c)(2)(G), 134(e)(2); 20 CFR Subpart H, 663.800-840; 20 CFR 664.440; WIA Policy 3695 Revision 1

☒	<p>34. The local board has a written policy for priority of service in its WorkSource centers and, as applicable, affiliate sites and for local workforce providers that ensures veterans and eligible spouses are identified at the point of entry so they can take advantage of priority of service, are made aware of their entitlement to priority of service, and provided information on the array of employment, training and placement services and eligibility requirements for those programs or services.</p>	<p>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</p>
Performance		References
☒	<p>35. The local board has a process to annually review the results of the State Core Measures for programs in the workforce development system and a process for considering the State Core Measures results in local planning efforts.</p>	<p>WorkSource System Policy 1017</p>

Section V

Local Certification

This section of Pierce County's Local Integrated Workforce Plan is a required form signed by the appropriate chief local elected officials. This form serves as the WDC's certification that it complies with all required components of the Workforce Investment Act Title I-B and the Wagner-Peyser Act.

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



Chief Local Elected Official
Pat McCarthy
Pierce County Executive

May 22, 2013
Date



Chief Local Elected Official
Marilyn Strickland
City of Tacoma Mayor

5/22/13
Date



Workforce Development Council Chair
Eric Hahn

May 23, 2013
Date



Chief Executive Officer
Linda Nguyen

5-23-13
Date

Appendices

Please note: Information for Appendix A will be inserted in the plan once the state Workforce Board releases information to populate the performance target and program outcome data charts.

APPENDIX A – (Section I – Performance Accountability)

The Workforce Board will issue performance targets when consultations are complete.

YOUTH					
Program	Secondary CTE		WIA Youth		
WDA Name	Employment / Postsecondary Enrollment Rate	Annualized Earnings (not in school)	Placement Rate	Annualized Earnings	
Olympic	80.0%	\$10,057	58.6%	\$9,452	
Pacific Mountain	79.9%	\$10,183	67.5%	\$12,238	
Northwest	80.6%	\$11,262	70.2%	\$12,459	
Snohomish	85.5%	\$11,446	43.4%	\$7,770	
Seattle - King County	88.4%	\$10,812	66.7%	\$8,732	
Tacoma - Pierce	86.9%	\$11,570	66.1%	\$10,770	
Southwest	78.3%	\$10,434	62.9%	\$10,304	
North Central	78.4%	\$10,243	55.0%	\$9,652	
South Central	76.4%	\$10,048	50.8%	\$16,112	
Eastern Washington	78.5%	\$12,384	65.3%	\$13,018	
Benton / Franklin	82.6%	\$11,184	67.1%	\$12,862	
Spokane	87.4%	\$11,029	62.7%	\$10,488	
Statewide	83.1%	\$10,959	61.8%	\$10,865	
Max	88.4%	\$12,384	70.2%	\$16,112	
Min	76.4%	\$10,048	43.4%	\$7,770	
Range	12.1%	\$2,336	26.8%	\$8,342	
Std Dev (p)	4.0%	\$694	7.6%	\$2,191	
Past performance					
09-10 Program Core Measures	N/A	N/A	56.2%	\$10,811	
08-09 Program Core Measures	72.1%	\$10,815	45.4%	\$10,702	

APPENDIX C

The following describes the Council's public review and comment process. In accordance with 20 CFR 661.345(b) and 661.345(b)(3), the narrative specifies the public comment duration and the various methods used to seek input, such as newspapers, e-mail correspondence, web-postings, events, forums, and plan development workgroups.

During February, the WFC briefed the WDC Executive Board, WDC committees, and the Pierce County WorkSource Leadership Team on the draft of Pierce County's Local Integrated Workforce Plan 2013-2017 (the Plan).

A press announcement on March 8, 2013, will release the draft of Pierce County's Local Integrated Workforce Plan for public review and comment. The Plan will be available for public comment for 30 days until April 8, 2013. Comments can be made by e-mail anytime until April 8. A public meeting on the Plan is scheduled for Tuesday, March 19 from 11:30 am to 1:00 pm at WorkForce Central, 3650 South Cedar Street, Tacoma.

The Plan is also available for review on the WorkForce Central website at workforce-central.org or the public may contact Pam Carson at pcarson@workforce-central.org or 253.254.7335 to learn how to obtain a copy or send comments.

During the public review process, only one person representing a local business contacted WFC. The individual was soliciting funds by asking what level of funding might be available to partner with the WFC.

Resources

- US Census Bureau, American Community Surveys, 1 and 3-Year Estimates, 2009 – 2011, 2011 (Multiple Data Tables)
- US Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2010)
- County Growth Management Population Projections by Age and Sex: 2010 – 2040. State of Washington Office of Financial Management, Forecasting Division. August 2012
- Graduation Rate Calculations in Washington State, Washington Office of the Superintendent of Public Instruction, March 2012
- Statewide Adjusted Actual 4-year Graduation and Dropout Results Class of 2011, School Year 2010-2011. Washington Office of the Superintendent of Public Instruction, March 2012.
- High Skills, High Wages, Washington’s 10-Year Strategic Plan for Workforce Development, Workforce Training and Education Coordinating Board, September 2012
- A Skilled and Educated Workforce, House Higher Education Committee, January 22, 2013
- Washington State Annual Demographic Information 2011, Washington State Employment Security, Labor Market and Economic Analysis
- Pierce County Economy WDC, prepared by Paul Turek, Regional Labor Economist, Washington State Employment Security, February 2013
- Future Focus, Jobs & Wealth, Economic Development Board for Tacoma-Pierce County

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