

WFC Executive Board Meeting**AGENDA****July 15, 2020 • 9:00-10:30 a.m.****WorkForce Central • Virtual via Zoom****Mayor Victoria Woodards presiding****I. CALL TO ORDER****II. PUBLIC COMMENT****III. WDC UPDATE – April Gibson****IV. CONSENT AGENDA**

- A. Approve the June 17, 2020 Minutes
- B. Approve June 2020 Voucher Payments
- C. Approve Emergency Declaration

V. REGULAR AGENDA

- A. Contract Approvals
 - a. Approve and appropriate \$1,260,059 for the COVID-19 Disaster Recovery Dislocated Worker Grant - Unified Employment System grant for the period May 1, 2020 through March 31, 2022 (RESOLUTION 872)
 - b. Contract with ResCare to provide Business Solutions to Pierce County employers in the amount of \$155,000 for the period of July 1, 2020 to September 20, 2020.
 - c. Approve contract with ResCare to provide WIOA Title 1 Young Adult services in the amount of \$1,200,000 for the period of July 1, 2020 to June 30, 2021.
 - d. Contract with Career Team Services to provide WIOA Title 1 Dislocated Worker services in the amount of \$1,200,000 for the period of July 1, 2020 to June 30, 2021.
 - e. Approve contract with Career Team Services to provide WIOA Title 1 Adult services in the amount of \$1,200,000 for the period of July 1, 2020 to June 30, 2021.
 - f. Approve contract with Career Team Services to provide COVID-19 Disaster Recovery Dislocated Worker Grant - Unified Employment System in the amount of \$1,070,059 for the period July 1, 2020 to March 31, 2022
- B. Integrated Local Plan
- C. Helen Interim Update & Farewell
- D. WDC and CLEO responsibilities and relationship
- E. WDC recruitment



VI. CEO Report

- A. Transition Progress
- B. WFC Internal Equity Work
- C. Business Solutions recommendation
- D. Recovery Grants
- E. Contract Compliance
- F. Bylaw Revision

VII. OTHER BUSINESS

VIII. ADJOURN



WFC Executive Board Meeting**June 17, 2020 • 9:00-10:30 a.m.****WorkForce Central • Virtual via Zoom****County Executive Bruce Dammeier presiding****MINUTES****Attendees:** Marty Campbell, April Gibson, Bruce Dammeier, Victoria Woodards**Staff:** Helen McGovern-Pilant, Deborah Howell, Steve Grimstad, Jan Adams**Guests:** Katie Condit**I. CALL TO ORDER**

Bruce called the meeting to order at 9:05 a.m.

II. PUBLIC COMMENT

None.

III. WDC UPDATE – April Gibson

April gave an updated noting the committees reconvening to get back working after COVID-19.

IV. CONSENT AGENDA**A. Approve the May 20, 2020 Minutes****B. Approve the May 22, 2020 Special Session Minutes****C. Approve December 2019 Final Voucher Payments****D. Approve May 2020 Voucher Payments**

Motion to approve made by Victoria; Seconded by April. Marty asked why we are looking at December. Steve explained we are approving December vouchers to finalize last year's financials. Approved.

V. REGULAR AGENDA**A. Adoption and amendment of budget for the calendar year and financial reporting period January 1, 2019 to December 31, 2019 (Resolution No. 871)**

Motion to approve made by Victoria; seconded by Marty. Steve noted this is used to true up according to the fiscal year budget. Approved.

B. Approve appointment of Jenna Pollock to the WDC to fill the ABE/Adult Literacy position

Motion to approve made by Victoria; seconded by April. Approved.

C. Approve WIOA Title 1 Budget for PY20/FY21

Steve gave an overview of the allocation of funds and also noted the projected funding related to COVID 19. He also gave an overview of the differences in this budget compared to the draft presented last month. Steve noted there is an increase of about \$1.56 MM. Motion to approve made by Victoria; seconded by April. Bruce asked if we get the projected funding the budget would be amended. Steve confirmed there would be an amendment put up for board approval when funding is confirmed. April asked where the increase came from. Steve noted it was just an increase in regular formula funding. Approved.

D. Declaration of Emergency

Helen gave an overview of the declaration, which was brought up as a best practice among other WDCs. April asked for confirmation on who could make this declaration. She asked what would happen if others did not agree with the decision. April asked what constitutes an emergency. Helen will get the questions answered and bring this to the next meeting for action.



VI. CEO Report

A. Interim CEO Update

Helen discussed the letter to the governor requesting a waiver of job search requirements. She noted the WorkSource One-Stop centers are currently closed and not accessible to the public. Helen stated there is a 120-day exception that is possible for him to put in place. Victoria noted she will have Melanie send to the Governor.

Helen gave an update on the audit result noting there is a finding regarding the WDC membership, which must be a majority of business membership. She noted we were able to show we are currently recruiting and being proactive. If this is not resolved it could result in the WDC being defunded.

Helen discussed the back to work plan for WorkForce Central noting it will be towards the end of June when the office will be ready. She discussed the flex schedules and teleworking for staff. Marty asked if we were able to take advantage of the PPE provided by Pierce County.

Helen provided some examples of how the grants will be used including hiring delivery drivers.

Helen discussed the SWOT analysis for WFC, WS One-Stop Center and the OSSO noting the WFC Strategist contract will not be renewed since staff has been coached to take over these duties. She also explained the One-Stop Operator position is being assessed noting the benchmarking of other WDCs and how they are staffing the position. She noted the current OSSO is through October so there is time to make any decisions.

Helen also discussed the current situation with the business community. Deborah noted we hired a consultant to review our model. She explained this is a professional service that should be provided within WorkForce Central. The consultant will present a report and final recommendation once the assessment is complete. Bruce noted we should keep in mind give the current climate we need to help the businesses help focus on communities of color when hiring.

B. Bold Goals Recommendation – Deborah Howell

Deborah gave an overview of the bold goals, related data, the challenges and recommendations. She noted many of the adults were already in living wage jobs or weren't ready to acquire their GED. She gave an overview of the work with disconnected young adults explaining we currently work extensively with that population and how we can improve that work to meet the bold goal. Deborah explained we are asking to reduce the Adult without GED goal to 11k. Bruce asked if that number is a reduction of 11k from 38.5. She explained the target would be 11k. Bruce was concerned about the annually reporting noting the time to improve and/or act would need to be more frequent. Victoria noted collecting data we are asking for can be cumbersome for the partners. She recommended creating a tool to make it easier for them to collect the data. She also noted we should possibly simplify what data we are asking for. Deborah noted we are currently working on making it easier for them. Discussion continued around the goals and frequency of data reporting.

VII. OTHER BUSINESS

None.

VIII. ADJOURN

Motion to adjourn made by Victoria; seconded by April. Meeting adjourned at 10:32 a.m.

Executive Board Chair WorkForce Central

CEO




VOUCHER APPROVAL

June 2020

The following listing of vouchers written in the above month is hereby submitted to the Board for approval. I have audited and certified all vouchers as required by RCW 42.24.080, and those expense reimbursement claims certified as required by RCW 42.24.090.

FUND NAME	CLAIMS	PAYROLL	TOTAL
ETC General Fund	\$ -	\$ -	\$ -
Pierce County One Stop System	\$ 18,194.07	\$ 772.05	\$ 18,966.12
Contra Pierce County One Stop System	\$ -	\$ -	\$ -
Unencumbered Fund	\$ 99.45	\$ -	\$ 99.45
Pierce County Worksource Center	\$ 27,430.43	\$ 10,729.57	\$ 38,160.00
Indirect Cost Pool	\$ 12,055.86	\$ -	\$ 12,055.86
Contra Indirect Cost Pool	\$ (12,055.86)	\$ -	\$ (12,055.86)
WIOA Adult	\$ 80,904.91	\$ 53,678.14	\$ 134,583.05
WIOA Admin	\$ 17,015.16	\$ 53,987.55	\$ 71,002.71
WIOA Dislocated Worker	\$ 87,130.62	\$ 60,681.27	\$ 147,811.89
WIOA Youth	\$ 82,830.96	\$ 41,434.89	\$ 124,265.85
WIOA Program Pool	\$ 87,913.67	\$ 97,590.64	\$ 185,504.31
Contra Program Pool	\$ (87,913.67)	\$ (97,590.64)	\$ (185,504.31)
All Grants Admin Pool	\$ 17,780.08	\$ 31,259.76	\$ 49,039.84
Contra All Grants Admin Pool	\$ (17,780.08)	\$ (31,259.76)	\$ (49,039.84)
Strategic Planning/Partnership Pool	\$ 13,430.04	\$ 25,934.20	\$ 39,364.24
Contra Strategic Planning/ Partnership Pool	\$ (13,430.04)	\$ (25,934.20)	\$ (39,364.24)
Rapid Response Initiatives	\$ 78,638.07	\$ 13,417.18	\$ 92,055.25
Pre-Employment Transition Services	\$ 55.32	\$ 273.86	\$ 329.18
Economic Security for All (EcSA)	\$ 23,613.69	\$ 8,051.71	\$ 31,665.40
TOTAL	\$ 415,912.68	\$ 243,026.22	\$ 658,938.90

Respectfully submitted by



Chairman of Board

Date

DECLARATION OF EMERGENCY ADMINISTRATIVE AND PROGRAM OPERATIONS POLICY**Policy Number:****Date Last Revised:****Supersedes:**

PURPOSE

As may be deemed necessary, the WFC Executive Board Chair may enact, facilitate and communicate the immediate need for a local Declaration of Emergency in relationship to WFC Administrative, Fiscal and or Program Service Delivery within all or part of the WFC region and operations.

POLICY

In the circumstances of a national or state emergency; when the loss of board members or other significant event impacts ability to establish a quorum, and/or otherwise continue business, WFC Executive Board Leadership may, after review of the proper documentation and consulting with 50% of the seated WFC Executive Board Members or 25% of the full WDC Board Members or a reasonable number of Directors, as decided by the WFC Executive Board Chair, or designee, can approve the Declaration of Emergency.

The Declaration could be necessary for approval of contracts or budgets, local policy modifications and procedural changes, business closures, approval of motions, adoption of resolutions and institution of other operational changes.

GUIDELINES

WFC Executive Board may declare an Emergency to insure uninterrupted and secure continuation of services and programs.

1. Staff shall recommend a Declaration of Emergency and include all necessary information that at a minimum should include identifying the circumstance under which the Emergency is being declared, the timeframe or conditions for its duration and removal, and what permissions exceptions or limitations are specifically under the Emergency provision.
2. To the extent possible, the Declaration shall be included on an agenda in a regularly advertised WFC Executive Board meeting. The item will be discussed and acted upon at that meeting.
3. If no meeting can be scheduled in a timely fashion, the Board Chairperson, or designee, after review of the proper documentation and consulting with 50% of the seated WFC Executive Board Members or 25% of the full WDC Board Members, the Chair may execute the Declaration.

REFERENCES

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APPROVED

WFC CEO

DATE

LOCAL INTEGRATED WORKFORCE PLAN FOR PIERCE COUNTY

2020 - 2024



CONTACT INFORMATION

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PIERCE COUNTY
WORKFORCE
DEVELOPMENT COUNCIL

WorkForce Central (WFC), established in 1982 as the Tacoma-Pierce County Employment & Training Consortium, carries out the vision of Chief Local Elected Officials and the Pierce County Workforce Development Council (WDC). The WDC is a partnership of businesses, educators, economic development specialists, education providers, community-based organizations, and government. We have evolved over the past 38 years from primarily providing traditional employment and training services to also providing innovative workforce strategies to businesses. Services for residents have grown more robust to meet increasingly diverse needs, with a focus on self-sufficiency rather than just employment. Today, the overall goal is to help businesses obtain and retain talent and to help people meet their career goals.

WFC coordinates, administers, and advances the work of the workforce development system in our community, assuring that services for Pierce County residents and businesses are reliable, accessible, of high-quality, and exceed customer expectations. We champion a comprehensive workforce development system as a vital component to a strong economy. To ensure strong alignment with the industries' needs, employers are active stakeholders in the design, delivery, and evaluation of the local workforce system. WFC catalyzes systemwide collaboration to actively pursue and develop investments in workforce development.

The WDC and WFC completed extensive strategic and operational planning in 2018-2019, the results of which directly inform our 2020 – 2024 Integrated Workforce Plan. We remain strongly committed to our Vision and Mission, with focused objectives and identified keys to our success.

Vision: Economic prosperity for our customers and the region.

Mission: Provide easy access to and enhance delivery of workforce development services for individuals and businesses.

Objectives

1. Increase business engagement with the workforce system.
2. Create an integrated system that is aligned to our goals.
3. Expand and improve the talent pipeline of disconnected young adults and adults to quality jobs.
4. Support individuals to gain employment through a system of wraparound services that is responsive to their diverse experience and needs.

Keys to Success

1. Invest in individualized and customized navigation to a comprehensive set of job and career development services.
2. Expand visibility throughout the community.
3. Ensure an inclusive and welcoming approach to facilities and service delivery.
4. Develop diversity and sustainability in funding sources.
5. Strategically invest in program innovation to be in the forefront of new product and service development.
6. Excel in fulfilling the promise to our customers of trustworthy expertise and reliable service.



JUNE 2020 UPDATE

We recognize that as the impact of COVID-19 continues to unfold in coming months and years, we will need to nimbly and courageously adjust our approach and strategies to respond to long term economic consequences and changed workforce needs. Two of our highest priority populations for employment services, people with low income and youth and young adults, have been the hardest hit by job loss; many have no financial reserves and struggled with serious psychosocial barriers even before the pandemic. Persons of color have been disproportionately impacted by COVID-19 illness and death rates, loss of jobs, and business closures. We know we need to find new, more adaptive ways to serve our community members and our local businesses, during the current COVID-19 crisis and beyond. We stand committed and ready to meet the challenges that lie ahead.

In this time of very high unemployment, businesses closing or struggling to remain afloat, isolation and major disruption to daily life from social distancing, and resulting widespread uncertainty and anxiety, WorkForce Central and our WorkSource partners are working hard to meet our community members' and businesses' needs during the COVID-19 pandemic. With our partners, we are finding ways to provide virtual services to program participants and initiate virtual job fairs, we are institutionalizing new COVID-19 program practices through policy development, and we will open WorkSource Centers as quickly as we can assure safety for visitors and staff. We have also started active movement towards paperless participant files, which will strengthen our ability to provide quality services without disruption in future pandemics. We continue to work alongside the Washington Workforce Association, the Employment Security Department, and other workforce development regions to develop and advocate for responsive statewide strategies, resources and policies.

WorkForce Central has also committed to doing everything we can to challenge and change systems of oppression that broadcast racism and implicit bias against our communities of color. We commit to examining our own implicit biases, and structural racism from an organizational standpoint. In all we do, we will strive to use a lens that demands diversity, inclusion, and racial equity. We recognize this

is the time we need to act. WorkForce Central, its staff, and the Workforce Development Council intends to become a flagship that leads the way, and no longer contribute to barriers.

This is when our true intentions will be put to the test. Now is the time for all of us to understand that supporting racial equity and fighting racism, in all its forms, is not about a single period of attending protest or sharing content. It is about making a stand against color-based discriminations and making this a part of our being. A part of our day-to-day lives, when we are willing to respectfully call out a leader, coworker, friend, family member, or stranger who is applying microaggressions, making racist remarks, or perpetuating inequity in their decision making. We will no longer remain silent, accepting of these moments.

We will collaborate at the community level with the Pierce County Community Engagement Task Force, which is supported by WorkForce Central. The Task Force is a coalition of community members and advocates representing multiple community sectors and systems with a single goal - to remove the implicit bias our communities face and rebuild structure and a foundation of trust among us as PEOPLE in Pierce County. We are committed to the success of our communities and to empowering services that effectively connect to community members with empathy, dignity, and respect.

As one of our first steps, WorkForce Central leadership has committed to a comprehensive, rigorous self-assessment via the Intercultural Development Inventory (IDI). The IDI is a cross-culturally valid, reliable, and generalizable measure of intercultural competence along the validated intercultural development continuum (please see <https://idiinventory.com/generalinformation/>). Section III.24. of this Plan includes additional, specific actions we are assessing, some of which were recommended by our community members during the public review and comment period for this Plan.



SECTION 1 REGIONAL DESIGNATION

Workforce Region Name: Tacoma-Pierce County Workforce Development Region

Workforce Development Area Name and Number: Tacoma-Pierce County Workforce Development Area #6

County Comprising Service Delivery Area: Pierce County

Fiscal Agent/Entity Responsible for the Disbursal of Grant Funds: WorkForce Central



SECTION II REGIONAL COMPONENT OF PLAN

II.1. REGIONAL ANALYSIS: Provide an analysis of regional conditions, including:

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

The Pierce County WDC and WorkForce Central serve Pierce County, the second most populous county in Washington with an estimated 904,980 residents as of July 2019 (*U.S. Census Bureau Quick Facts*). With roughly 1,800 square miles, the county is the 4th most densely populated in the state, with 534 people per square mile. Pierce County is part of the Seattle, Bellevue, King County Metropolitan Statistical Area, the 15th largest statistical area in the United States.

Employers

The largest private employers in Pierce County continue to be healthcare service providers, with MultiCare Health System employing 7,705 people as of December 2018 and CHI Franciscan employing 6,786 people. Other large employers include State Farm (1,637), Boeing (1,550), DaVita (1,184), Milgard Manufacturing (990), Kaiser Permanente (755), Columbia Bank (704), Toray Composite Materials America (565) and Regence (565).

The U.S. Department of Defense is Washington State's second-largest employer, predominantly at Joint Base Lewis-McChord, and remains Pierce County's largest public employer with 54,000 military and civilian FTEs. Additional public employers of Pierce County residents include the State of Washington (7,621), City of Tacoma and Tacoma Public Utilities (3,591), Pierce County Government (3,089), and United States Postal Service (1,336). Public education is a large source of employment in the county, and four of the top places are held by school districts: Tacoma (3,333), Puyallup (2,190), Bethel (2,028), and Clover Park (1,446). Puyallup Tribe and Emerald Queen Casino employs 3,312 people.

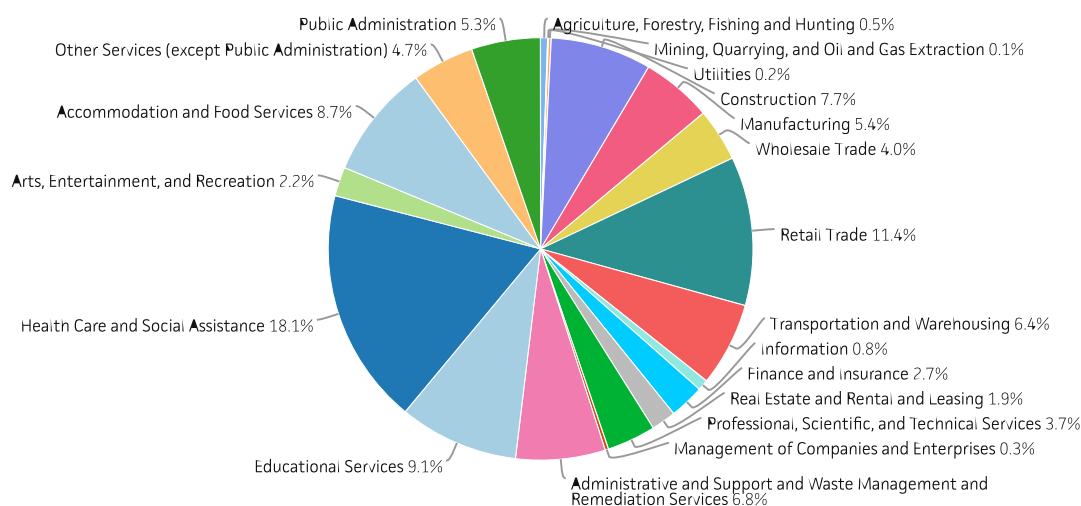
Amazon's two distribution centers (1,200) make it the largest distribution employer in the county. Other major employers are the Pacific Maritime Association (1,028), Burlington Northern Santa Fe Railroad (457+), Port of Tacoma and Northwest Seaport Alliance (265), US Foods (260), Associated Petroleum (210), Olympic Eagle Distributing (210), and U.S. Oil and Refining (197). (*Economic Development Board for Tacoma-Pierce County, 2018 Major Employers List*).

Businesses in the county are expanding, and new businesses are bringing jobs. AIM Aerospace, Tool Gauge and Carlson Paving Products are increasing operations and Best Buy is building a 400,000 square foot warehouse center in Frederickson. Chicago-based Logistics Property Company will add five new buildings to the landscape and San Diego-based ScaleMatrix opened a facility on the South Hill Puyallup Center's campus, bringing new technology that will attract more companies and jobs to the region. The Puyallup Tribe has expanded its Emerald Queen Casino and will add a hotel.

Industry Sectors – Current Employment and Projected Growth

The largest non-military industry sector in Pierce County is Health Care and Social Assistance, employing 60,776 workers, or 18.1% of the workforce. The next-largest sectors are Retail Trade (38,347 workers/11.4%) and Educational Services (30,636/9.1%). High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in our county are Transportation and Warehousing (LQ = 1.41), Construction (1.34), and Health Care and Social Assistance (1.25).

Total Workers for Pierce County, Washington by Industry



Source: JobsFQ*. Data as of 2019Q4

Industry sectors in Pierce County sectors with the best job growth over the last 4 years were Health Care and Social Assistance (+6,465 jobs), Transportation and Warehousing (+5,393 jobs), and Construction (+4,987 jobs).

Over the next 4 years, employment in Pierce County is projected to expand by 14,174 jobs. The fastest growing sector in the region is expected to be Health Care and Social Assistance, with a +2.0%

year-over-year rate of growth. This is followed by Accommodations and Food Services at 1.4%, and Construction at 1.3%. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+4,914 jobs), followed by Accommodation and Food Services (+1,637 jobs); Educational Services (+1,443 jobs); Construction (+1,425 jobs); Administrative and Support and Waste Management and Remediation Services (+1,006 jobs); and Transportation and Warehousing (+855 jobs).

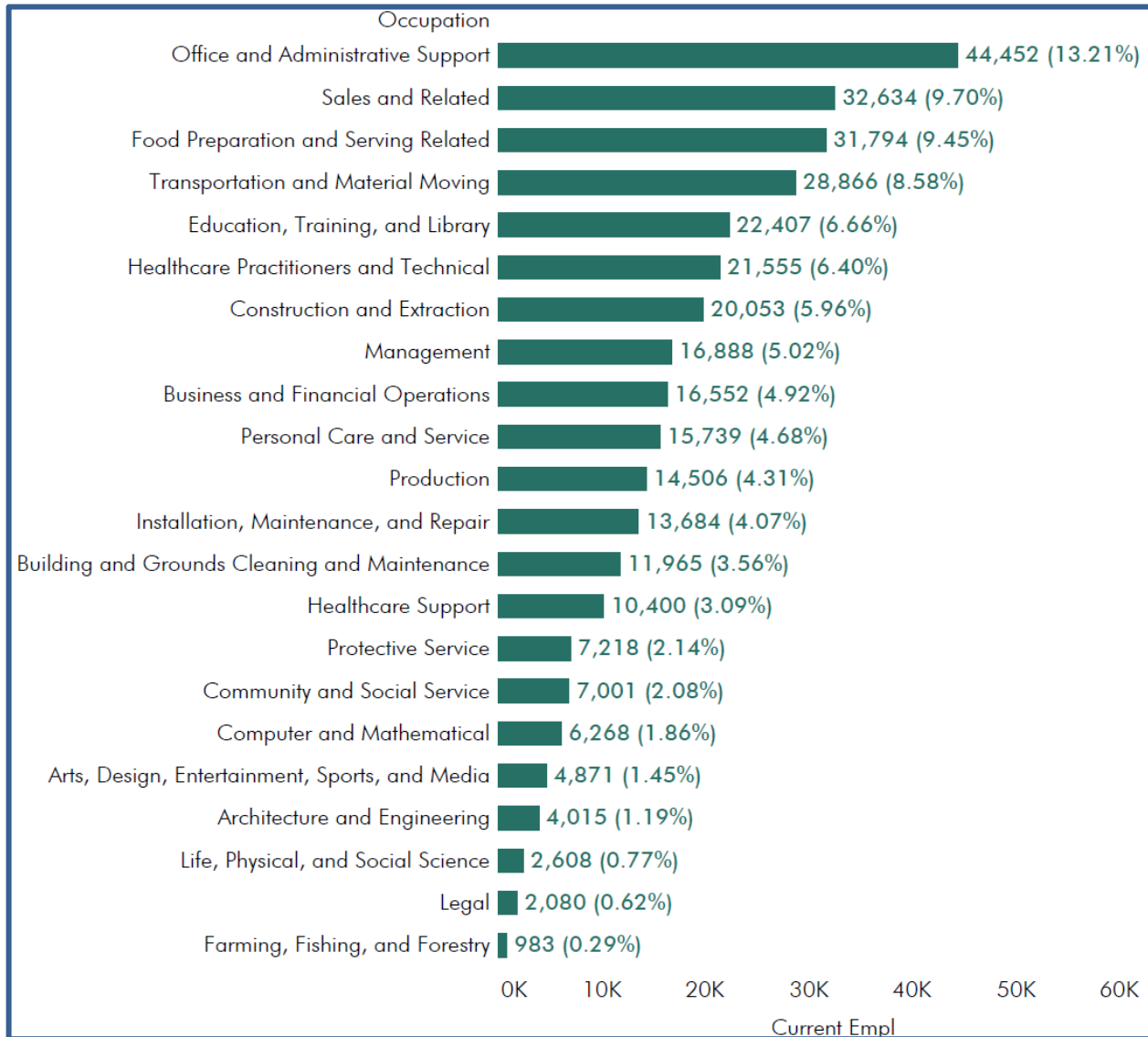
Sectors in Pierce County with the highest average wages per worker are Utilities (\$87,317), Public Administration (\$83,786), and Management of Companies and Enterprises (\$80,397).

Industry Sectors in Pierce County, WA - 2019											
NAICS	Industry	Current			4-Year History		4-Year Forecast				
		Empl	Avg Ann Wages	LQ	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
62	Health Care and Social Assistance	60,776	\$59,714	1.25	6,465	2.9%	28,628	11,660	12,054	4,914	2.0%
44	Retail Trade	38,347	\$36,106	1.11	26	0.0%	21,144	9,103	11,500	541	0.4%
61	Educational Services	30,636	\$50,602	1.12	2,740	2.4%	13,009	5,564	6,003	1,443	1.2%
72	Accommodation and Food Services	29,363	\$22,761	0.97	2,727	2.5%	21,096	8,612	10,847	1,637	1.4%
23	Construction	25,897	\$63,821	1.34	4,987	5.5%	11,831	3,732	6,674	1,425	1.3%
56	Administrative and Support and Waste Management and Remediation Services	22,924	\$46,244	1.06	4,580	5.7%	11,783	4,559	6,217	1,006	1.1%
48	Transportation and Warehousing	21,619	\$57,786	1.41	5,393	7.4%	10,222	3,980	5,386	855	1.0%
31	Manufacturing	18,121	\$64,428	0.65	597	0.8%	7,435	2,776	4,752	-93	-0.1%
92	Public Administration	17,677	\$83,786	1.12	750	1.1%	6,928	2,771	3,770	387	0.5%
81	Other Services (except Public Administration)	15,924	\$32,316	1.06	617	1.0%	7,738	3,344	3,992	401	0.6%
42	Wholesale Trade	13,613	\$66,709	1.07	448	0.8%	5,901	2,162	3,582	156	0.3%
54	Professional, Scientific, and Technical Services	12,531	\$66,688	0.55	1,575	3.4%	4,986	1,625	2,749	612	1.2%
52	Finance and Insurance	8,966	\$76,975	0.68	-80	-0.2%	3,621	1,281	2,101	238	0.7%
71	Arts, Entertainment, and Recreation	7,518	\$27,429	1.12	658	2.3%	4,482	1,913	2,362	207	0.7%
53	Real Estate and Rental and Leasing	6,293	\$56,065	1.08	999	4.4%	2,816	1,176	1,409	231	0.9%
51	Information	2,769	\$62,713	0.42	-682	-5.4%	1,061	385	682	-5	0.0%
11	Agriculture, Forestry, Fishing and Hunting	1,822	\$31,386	0.41	107	1.5%	822	338	456	28	0.4%
55	Management of Companies and Enterprises	857	\$80,397	0.17	-69	-1.9%	342	116	198	29	0.8%
22	Utilities	706	\$87,317	0.41	23	0.8%	260	92	163	5	0.2%
21	Mining, Quarrying, and Oil and Gas Extraction	182	\$68,178	0.12	20	2.9%	80	24	51	5	0.7%
99	Unclassified	0	n/a	0.00	-2	n/a	0	0	0	0	
Total - All Industries		336,539	\$53,157	1.00	31,877	2.5%	163,573	63,860	85,539	14,174	1.0%

Occupation Groups – Current Employment and Projected Growth

The largest major occupation group in Pierce County is currently Office and Administrative Support Occupations, employing 44,452 workers. The next-largest occupation groups in the region are Sales

and Related Occupations (32,634 workers) and Food Preparation and Serving Related Occupations (31,794 workers). High location quotients (LQs) indicate occupation groups with high concentrations of employment compared to the national average. Groups with the largest LQs in Pierce County are Construction & Extraction Occupations (LQ = 1.30), Transportation and Material Moving Occupations (1.23), and Community and Social Service Occupations (1.22).



Occupation groups in Pierce County with the highest average wages per worker are Management Occupations (\$117,400), Legal Occupations (\$104,200), and Computer and Mathematical Occupations (\$94,000). The unemployment rate in the region varied among the major groups from the lowest of 2.2% among Healthcare Practitioners and Technical Occupations to the highest of 11.2% among Farming, Fishing, and Forestry Occupations.

Over the next 4 years, the fastest growing occupation group in Pierce County is expected to be Personal Care and Service Occupations, with a +2.3% year-over-year rate of growth. The strongest forecast by number of jobs over this period is projected for the following:

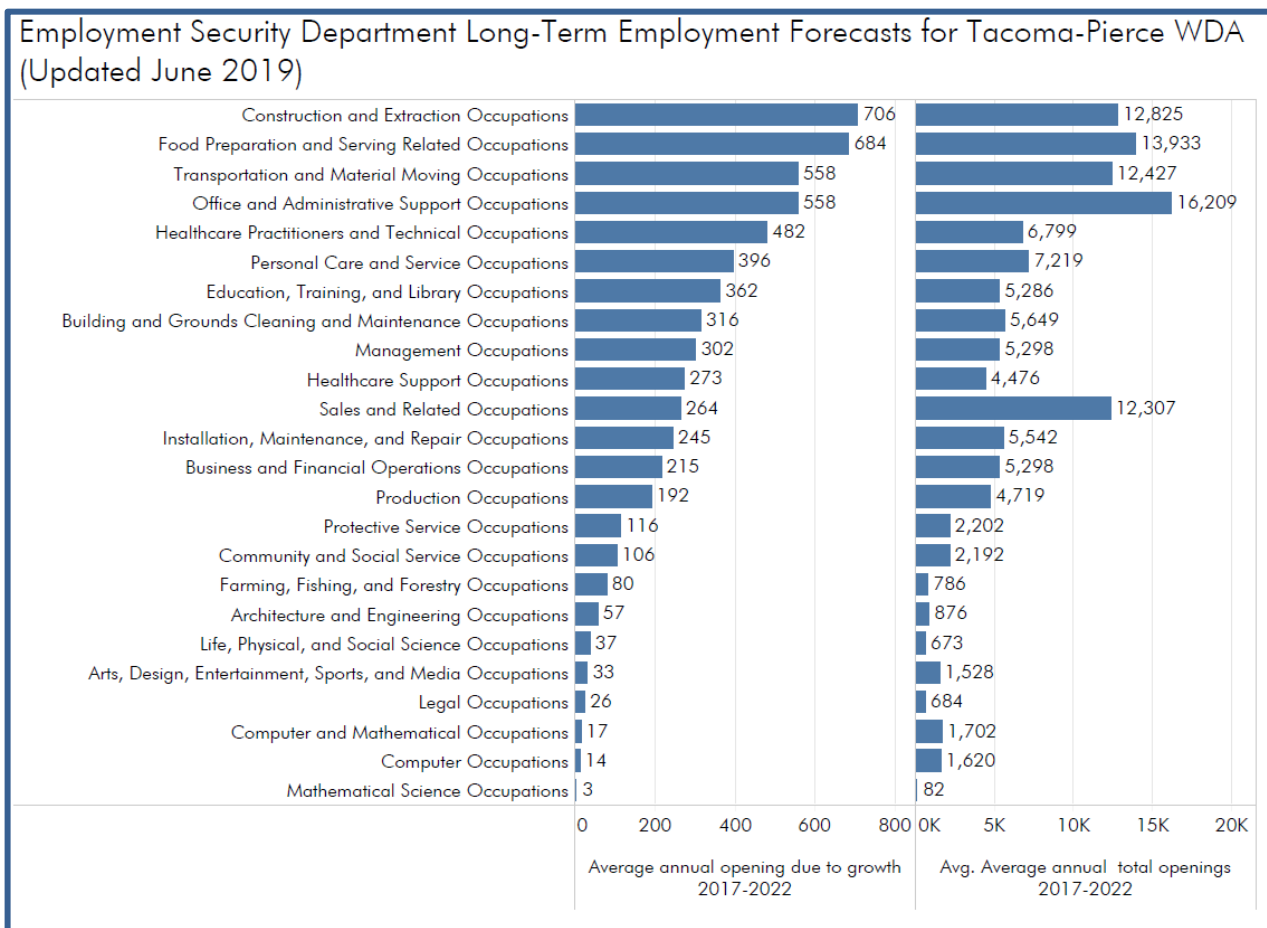
- Food Preparation and Serving Related Occupations (+1,805 jobs)
- Personal Care and Service Occupations (+1,477 jobs)
- Healthcare Practitioners and Technical (+1,375 jobs, plus 843 new Healthcare Support jobs)
- Education, Training and Library (+1,159 jobs)
- Transportation and Material Moving (+1,109 jobs)
- Construction and Extraction (+1,068 jobs)

Over the same period, the highest separation demand (occupation demand due to retirements and workers moving from one occupation to another) is expected in Food Preparation and Serving Related Occupations (22,990 jobs) and Office and Administrative Support Occupations (20,051).

Occupation Groups in Pierce County, Washington - 2019q4 ¹														
SOC	Occupation	Current					4-Year History			4-Year Forecast				
		Empl	Avg Ann Wages ²	LQ	Unempl	Unempl Rate	Online Job Ads ³	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
43-0000	Office and Administrative Support	44,452	\$41,500	0.92	3,120	5.1%	2,557	1,968	1.1%	20,542	9,300	10,751	490	0.3%
41-0000	Sales and Related	32,634	\$43,300	0.99	2,534	6.4%	2,690	1,267	1.0%	18,635	7,978	10,159	498	0.4%
35-0000	Food Preparation and Serving Related	31,794	\$30,700	1.10	3,391	8.2%	1,790	2,640	2.2%	24,795	10,269	12,721	1,805	1.4%
53-0000	Transportation and Material Moving	28,866	\$39,700	1.23	2,671	6.8%	1,555	4,748	4.6%	15,714	5,876	8,729	1,109	0.9%
25-0000	Education, Training, and Library	22,407	\$53,400	1.19	1,062	4.5%	701	1,927	2.3%	9,447	4,246	4,042	1,159	1.3%
29-0000	Healthcare Practitioners and Technical	21,555	\$87,600	1.12	519	2.2%	2,956	2,853	3.6%	6,123	2,437	2,310	1,375	1.6%
47-0000	Construction and Extraction	20,053	\$59,000	1.30	1,842	6.9%	365	3,411	4.8%	9,530	2,945	5,517	1,068	1.3%
11-0000	Management	16,888	\$117,400	0.81	469	2.5%	1,000	1,853	2.9%	6,321	1,874	3,603	845	1.2%
13-0000	Business and Financial Operations	16,552	\$76,100	0.93	704	3.9%	817	1,512	2.4%	6,854	2,055	4,082	717	1.1%
39-0000	Personal Care and Service	15,739	\$32,400	1.07	1,165	5.8%	880	2,309	4.0%	11,463	5,196	4,790	1,477	2.3%
51-0000	Production	14,506	\$43,500	0.72	1,416	5.6%	535	724	1.3%	6,492	2,419	4,075	-2	0.0%
49-0000	Installation, Maintenance, and Repair	13,684	\$51,600	1.06	746	3.6%	1,005	1,408	2.8%	5,839	1,985	3,370	484	0.9%
37-0000	Building and Grounds Cleaning and Maintenance	11,965	\$34,300	1.03	1,097	7.2%	567	1,952	4.6%	6,812	3,056	3,208	548	1.1%
31-0000	Healthcare Support	10,400	\$36,400	1.13	544	4.1%	762	582	1.5%	5,905	2,538	2,524	843	2.0%
33-0000	Protective Service	7,218	\$57,500	1.00	426	4.7%	268	667	2.5%	3,451	1,583	1,679	189	0.6%
21-0000	Community and Social Service	7,001	\$49,100	1.22	223	3.1%	763	492	1.8%	3,858	1,230	2,043	586	2.0%
15-0000	Computer and Mathematical	6,268	\$94,000	0.63	276	3.3%	600	372	1.5%	2,054	452	1,270	332	1.3%
27-0000	Arts, Design, Entertainment, Sports, and Media	4,871	\$53,800	0.81	268	5.4%	239	255	1.4%	2,220	891	1,157	172	0.9%
17-0000	Architecture and Engineering	4,015	\$86,900	0.70	176	3.2%	169	440	2.9%	1,302	414	763	124	0.8%
19-0000	Life, Physical, and Social Science	2,608	\$69,400	0.97	91	3.4%	273	262	2.7%	1,063	279	663	120	1.1%
23-0000	Legal	2,080	\$104,200	0.75	51	2.3%	81	124	1.5%	613	215	312	86	1.0%
45-0000	Farming, Fishing, and Forestry	983	\$36,100	0.46	173	11.2%	7	113	3.1%	571	146	413	12	0.3%
	Total - All Occupations	336,539	\$53,200	1.00	22,964	5.4%	20,580	31,877	2.5%	169,740	67,385	88,181	14,174	1.0%

Data as of 2019Q4 unless noted otherwise. Notes: 1. Figures may not sum due to rounding. 2. Data based on a four-quarter moving average unless noted otherwise. 3. Wage data are as of 2018 and represent the average for all Covered Employment. 4. Data represent found online ads active within the last thirty days in the selected region; data represents a sampling rather than the complete universe of postings. Ads lacking zip code information but designating a place (city, town, etc.) may be assigned to the zip code with greatest employment in that place for queries in this analytic. In addition, due to alternative county-assignment algorithms, ad counts in this analytic may not match that shown in RTI. Occupation employment data are estimated via industry employment data and the estimated industry/occupation mix. Industry employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and currently updated through 2019Q2, imputed where necessary with preliminary estimates updated to 2019Q4. Wages by occupation are as of 2018 provided by the BLS and imputed where necessary. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

The following graph shows WA ESD’s 2017-2022 projections for the average annual openings due to growth for each occupation group, and total openings. While Office and Administrative Support Occupations are projected to have the highest total job openings, at 16,209, Construction and Extraction Occupations are expected to have the most jobs from growth, at 706 annually.



Jobs – Current Employment and Projected Growth

As shown in the chart below, 10,918 people in Pierce County currently work as a Retail Salesperson, the highest number in any job. This position has also had the highest number of job ads. This is followed by 9,357 Food Preparation and Serving Workers; 8,951 Laborers and Freight, Stock, and Materials Movers; 7,914, Registered Nurses; and 7,622 Cashiers.

Highest Demand Jobs in Pierce County, Comparing Historic Job Ads, BLS, and ESD Projections

	Current Empl	4-Year History Ann %	Total Job Ads (Past 12 Months)	Avg Annual Demand (BLS Projection)	Avg Annual Job Openings (ESD Projection)	Avg Annual Wages
Retail Salespersons	10,918	1.3%	4,970	1,619	4,497	34,300
Combined Food Preparation and Serving Workers, In...	9,357	4.3%	1,744	2,030	3,504	26,400
Laborers and Freight, Stock, and Material Movers, H...	8,951	7.8%	1,550	1,380	4,635	33,000
Registered Nurses	7,914	3.7%	1,040	556	2,653	79,000
Cashiers	7,622	0.6%	730	1,412	2,436	28,100
Office Clerks, General	7,251	2.6%	369	860	3,322	38,800
Janitors and Cleaners, Except Maids and Housekeepi..	6,259	6.3%	1,194	917	3,560	34,000
Personal Care Aides	6,255	7.1%	425	1,274	2,191	27,300
Waiters and Waitresses	5,623	0.6%	457	1,154	2,513	35,800
Customer Service Representatives	5,031	2.7%	881	646	1,674	38,800
Heavy and Tractor-Trailer Truck Drivers	4,882	1.7%	1,201	583	2,004	46,800
Teacher Assistants	4,588	2.5%	365	549	1,161	35,000
General and Operations Managers	4,488	4.5%	263	436	1,421	123,700
Stock Clerks and Order Fillers	4,051	2.8%	591	549	1,383	34,000
Construction Laborers	3,972	6.1%	232	487	2,823	47,300
Secretaries and Administrative Assistants, Except Lega..	3,783	2.7%	1,189	381	1,211	42,000
Nursing Assistants	3,743	1.1%	864	500	2,058	30,700
Elementary School Teachers, Except Special Education	3,593	2.9%	110	310	873	62,500
Maintenance and Repair Workers, General	3,484	3.4%	1,357	395	1,790	42,800
Bookkeeping, Accounting, and Auditing Clerks	3,465	0.0%	499	387	1,262	43,400
First-Line Supervisors of Retail Sales Workers	3,336	0.7%	2,042	360	1,037	50,700
Cooks, Restaurant	3,198	3.5%	828	571	1,701	30,900
First-Line Supervisors of Office and Administrative Su..	3,067	1.9%	371	319	1,119	62,600
Sales Representatives, Wholesale and Manufacturing,..	3,065	-0.2%	30	333	1,019	69,200
Carpenters	3,017	3.5%	60	318	2,554	60,300
Accountants and Auditors	2,930	2.3%	134	303	842	75,700
Receptionists and Information Clerks	2,898	1.6%	458	420	1,166	32,200
Business Operations Specialists, All Other	2,755	1.5%	71	287	947	72,400
Light Truck or Delivery Services Drivers	2,481	5.3%	763	296	1,061	39,200
Landscaping and Groundskeeping Workers	2,453	2.3%	310	339	1,183	36,200
First-Line Supervisors of Food Preparation and Servin..	2,394	2.7%	1,186	389	1,072	40,900
Security Guards	2,245	2.7%	584	318	1,151	35,600
Industrial Truck and Tractor Operators	2,113	10.4%	201	263	850	42,400
Maids and Housekeeping Cleaners	2,082	3.2%	447	298	780	26,800
Automotive Service Technicians and Mechanics	2,057	2.9%	210	201	797	48,000

Job growth over the last four years has been highest for Industrial Truck and Tractor Operators, at 10.4%, followed by Laborers and Freight, Stock, and Materials Movers (7.8%); Personal Care Aides (7.1%); Janitors and Cleaners, except Maids and Housekeeping (6.3%); and Construction Laborers (6.1%).

Per the Bureau of Labor Statistics, the jobs with the most openings expected annually include Food Preparation and Serving Workers with 2,030 positions; Retail Salespersons with 1,619 positions; and Cashiers with 1,412 positions. WA ESD's projection of average total jobs annually jobs is topped by 4,635 Laborers and Freight, Stock, and Materials Mover jobs; 4,497 Retail Salespersons; and 3,560 Janitors and Cleaners, except Maids and Housekeeping.

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

Pierce County's prosperity depends on our residents' ability to successfully access and participate in the labor market and employers' ability to access the qualified talent they need. Pierce County's unemployment rate of 4.9% (January 2020) remains higher than that of its neighboring counties, the state, and the country. The thousands of residents who are actively looking for work include individuals who are discouraged from seeking employment due to significant barriers but doesn't include people who are under-employed because they must meet immediate basic needs. Stakeholder feedback indicates people of color, with disabilities, or with a low income are disproportionately represented in unemployment and under-employment rates.

Given that our vision is prosperity for all, we acknowledge these disparities and have committed to working towards more equitable access to workforce development services and employment opportunities. We need to continue to work collectively to support strategies that connect work ready individuals to job opportunities and effectively engage residents who need additional preparation and support to secure good jobs.

Population Growth, Age & Race/Ethnicity

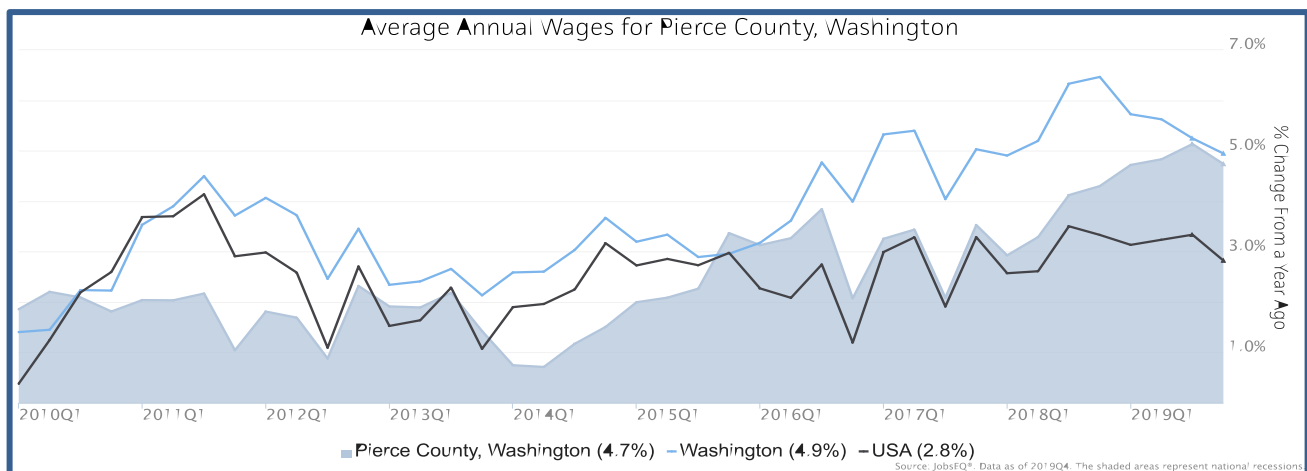
Pierce County's population is growing slightly slower than the rest of the state, at 1.3% annually compared to Washington at 1.4%, but faster than the country which is increasing by only .7% annually. We have proportionately more children and youth below the age of 18 and fewer older residents (55+ years) than the rest of Washington and the country. Pierce County continues to become more racially and ethnically diverse. We have more Black residents (6.7%) and Native Hawaiians and other Pacific Islanders (1.4%) than the state, and more persons of two or more races (8%) than both the state and the country.

Pierce County, Washington - Compared to Washington State & USA (American Community Survey, 2014-2018)						
	Percent			Value		
	Pierce County, Washington	Washington	USA	Pierce County, Washington	Washington	USA
Demographics						
Population (ACS)	—	—	—	859,840	7,294,336	322,903,030
Median Age ²	—	—	—	36.1	37.6	37.9
Under 18 Years	23.7%	22.4%	22.8%	203,938	1,632,875	73,553,240
18 to 24 Years	9.3%	9.0%	9.6%	79,914	659,518	30,903,719
25 to 34 Years	15.3%	14.9%	13.8%	131,935	1,086,195	44,567,976
35 to 44 Years	12.9%	13.1%	12.6%	111,253	956,356	40,763,210
45 to 54 Years	13.0%	12.9%	13.2%	111,941	944,254	42,589,573
55 to 64 Years	12.5%	12.9%	12.8%	107,194	941,639	41,286,731
65 to 74 Years	8.0%	8.9%	8.8%	68,729	650,487	28,535,419
75 Years, and Over	5.2%	5.8%	6.4%	44,936	423,012	20,703,162
Race: White	73.4%	76.0%	72.7%	631,465	5,545,997	234,904,818
Race: Black or African American	6.7%	3.7%	12.7%	57,437	269,854	40,916,113
Race: American Indian and Alaska Native	1.3%	1.3%	0.8%	10,829	95,048	2,699,073
Race: Asian	6.2%	8.3%	5.4%	53,544	607,429	17,574,550
Race: Native Hawaiian and Other Pacific Islander	1.4%	0.7%	0.2%	12,396	48,043	582,718
Race: Some Other Race	2.9%	4.3%	4.9%	25,083	311,170	15,789,961
Race: Two or More Races	8.0%	5.7%	3.2%	69,086	416,795	10,435,797
Hispanic or Latino (of any race)	10.6%	12.5%	17.8%	91,436	911,573	57,517,935
Population Growth						
Population (Pop Estimates) ⁴	—	—	—	891,299	7,535,591	327,167,434
Population Annual Average Growth ⁴	1.3%	1.4%	0.7%	10,590	97,336	2,307,347

Income, Housing, Wage Trends and Cost of Living

Pierce County, Washington - Compared to Washington State & USA (American Community Survey, 2014-2018)						
	Percent			Value		
	Pierce County, Washington	Washington	USA	Pierce County, Washington	Washington	USA
Income & Housing						
Median Household Income ^{2,5}	—	—	—	\$67,868	\$70,116	\$60,293
Per Capita Income ⁵	—	—	—	\$32,874	\$36,888	\$32,621
Total Housing Units	—	—	—	343,060	3,064,381	136,384,292
Median House Value (of owner-occupied units) ²	—	—	—	\$277,000	\$311,700	\$204,900
Homeowner Vacancy	1.8%	1.3%	1.7%	3,583	22,884	1,304,850
Rental Vacancy	3.8%	3.7%	6.0%	4,952	40,339	2,822,053
Renter-Occupied Housing Units (% of Occupied Units)	38.3%	37.3%	36.2%	121,809	1,043,871	43,285,318
Occupied Housing Units with No Vehicle Available (% of Occupied Units) ⁵	5.4%	6.9%	8.7%	17,215	192,165	10,424,934

The average worker in Pierce County earned annual wages of \$53,157 as of 2019Q4. Average annual wages per worker increased 4.7% in the region over the preceding four quarters, as shown in the graph below. For comparison purposes, annual average wages were \$67,771 in the state and \$57,413 in the country as of 2019Q4.



Annual average wages per worker data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2019Q2 with preliminary estimates updated to 2019Q4.

The Cost of Living Index estimates the relative price levels for consumer goods and services. When applied to wages and salaries, the result measures relative purchasing power. The cost of living is 9.2% higher in Pierce County than the U.S. average.

Cost of Living Information			
	Annual Average Salary	Cost of Living Index (Base US)	US Purchasing Power
Pierce County, Washington	\$53,157	109.2	\$48,678
Washington	\$67,771	129.9	\$52,159
USA	\$57,413	100.0	\$57,413

Data as of 2019Q4 Cost of Living per C2ER, data as of 2019q4, imputed by Chmura where necessary.

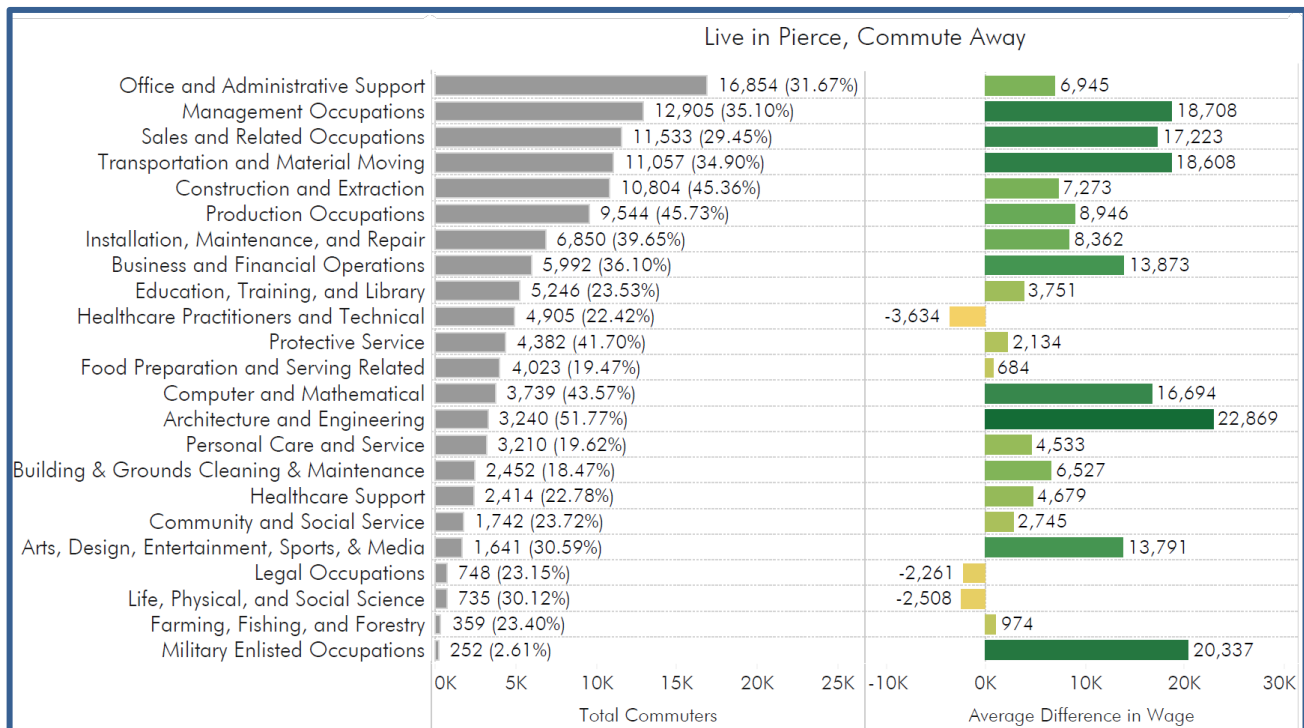
Labor Force Demographics

In 2018, the largest job holder age group in Pierce County was the 55 and older age category, making up 22.5% of jobs across all industries. The next largest group is people age 25 to 34 with 22.1% of jobs. Males held 48.8% of jobs and females held 51.2% of jobs. Male-dominated industries included mining (87.7%), construction (80.7%) and manufacturing (75.8%). Female-dominated industries included healthcare and social assistance (78.1%), educational services (72.3%), and finance and insurance (68.6%). (*Local Employment Dynamics*)

Pierce County, Washington - Compared to Washington State & USA (American Community Survey, 2014-2018)						
	Percent			Value		
	Pierce County, Washington	Washington	USA	Pierce County, Washington	Washington	USA
Labor Force						
Labor Force Participation Rate and Size (civilian population 16 years and over) ⁵	63.7%	64.1%	63.2%	421,669	3,712,186	162,248,196
Prime-Age Labor Force Participation Rate and Size (civilian population 25-54) ⁵	79.9%	81.9%	81.8%	276,068	2,421,567	104,136,254
Armed Forces Labor Force ⁵	2.4%	0.8%	0.4%	16,009	48,850	1,028,133

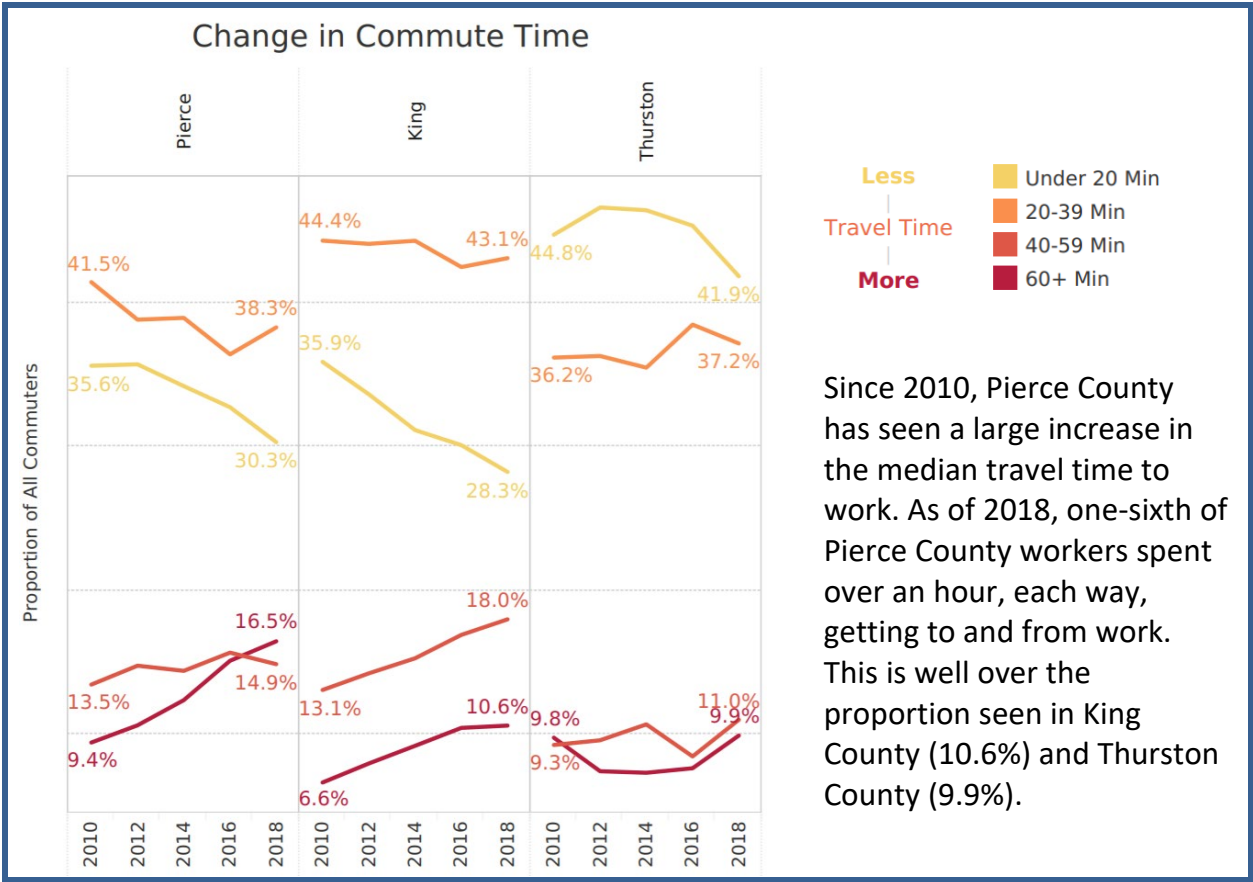
Commuters

Every workday, nearly a third of Pierce County's labor force commutes out of the county to their job (124,627 or 31.2%). Although broad occupation groups mask the differences, the average variation in wage is significantly higher for commuters than that of Pierce County workers.



One strategy for reclaiming some of this lost talent is to help employers consider the benefits of thinking about competitive wages more regionally, recognizing that higher wages in neighboring counties have a significant impact on worker decisions for employment. We also want to highlight and better understand the types of jobs that are paying less, on average, for people commuting – i.e. “Healthcare Practitioners and Technicians” and “Life, Physical, and Social Science” occupations. Conversely, the opportunity to recruit from a large commuting pool of in-demand workers where the average wages differences are relatively small – i.e. “Education, Training, and Library”, “Protective Service”, “Personal Care and Services”, and “Healthcare Support” occupations.

By exploring commuting trends by industry, we see opportunities to help employers adjust to be regionally competitive and encourage them to consider satellite offices and expanded offices in Pierce County. Supporting jobseekers in finding local employment will help reduce the chronic gridlock we see throughout Western Washington and reduce workers’ commuting time.



Educational Attainment

Education levels in Pierce County are notable in that we have higher percentages of residents who are high school graduates, who have some college but no degree, and have associate degrees than does Washington State as a whole and the U.S. However, we have significantly lower rates of individuals with bachelor’s and postgraduate degrees.

Pierce County, Washington - Compared to Washington State & USA (American Community Survey, 2014-2018)						
	Percent			Value		
	Pierce County, Washington	Washington	USA	Pierce County, Washington	Washington	USA
Educational Attainment, Age 25-64						
No High School Diploma	8.4%	8.6%	11.2%	38,913	339,391	18,885,967
High School Graduate	26.8%	21.4%	25.8%	124,119	838,747	43,699,272
Some College, No Degree	26.4%	23.3%	21.0%	122,166	917,288	35,525,113
Associate degree	12.2%	10.6%	9.1%	56,537	417,611	15,389,737
Bachelor's Degree	17.7%	23.0%	20.8%	81,744	905,443	35,261,652
Postgraduate Degree	8.4%	13.0%	12.1%	38,844	509,964	20,445,749

Many factors directly and significantly impact high school graduation rates, creating disparities that follow students into their working lives. This illuminating data from WA OSPI about Washington graduation rates for the 2018-2019 school year compares graduation by students with barriers to their peers without these barriers:

Students with Disabilities – 62.1%	vs.	Students without Disabilities – 83.6%
English Language Learners – 62.4%	vs.	Not English Language Learners – 82.4%
Low Income – 72.2%	vs.	Not Low Income – 90%
Homeless – 55.8%	vs.	Not Homeless – 83%
Foster Care – 46.2%	vs.	Not Foster Care – 81.2%

Special Populations

Individuals with Disabilities: Pierce County is home to nearly 63,000 persons age 18 – 64 years who have a disability, comprising 12% of the population compared to 10.6% in Washington and 10.3% in the nation. Only 45.4% of these individuals in our community participate in the labor force, compared to 63.7% of the broader population (age 16+ years). However, persons with disabilities in Pierce County are more likely to be employed or actively looking for work than their counterparts throughout the country, as the national labor force percentage is only 41.6%.

Veterans: Pierce County is home to over 56,000 veterans, plus thousands of transitioning service members and their spouses. Veterans are often released from military service experiencing mental health problems such as Post Traumatic Stress Disorder, substance use disorders, traumatic brain injury, and other disabilities that can impede their employment and education goals. Additionally, veterans often struggle to articulate their skill sets in terms of civilian careers. The Pierce County WDC partners in initiatives to serve transitioning and retired veterans and collaborates with stakeholders like the Department of Vocational Rehabilitation (DVR), WA ESD, and South Sound Military, and Community Partnerships to understand and address the needs of this population.

About 11% of the adult homeless population are veterans. The U.S. Department of Veterans Affairs states that the nation's homeless veterans are predominantly male, with roughly 9% being female. The majority are single, live in urban areas, and suffer from mental illness, alcohol and/or substance abuse, or co-occurring disorders. Roughly 45% of all homeless veterans are African American or Hispanic, despite only accounting for 10.4% and 3.4% of the U.S. veteran population, respectively. Homeless veterans are younger on average than the total veteran population. Approximately 9% are between the ages of 18 and 30, and 41% are between the ages of 31 and 50. On any given night, it is estimated

that 58,000 veterans are homeless. About 1.4 million other veterans, meanwhile, are considered at risk of homelessness due to poverty, lack of support networks, and dismal living conditions in overcrowded or substandard housing.

Pierce County, Washington - Compared to Washington State & USA (American Community Survey, 2014-2018)						
	Percent			Value		
	Pierce County, Washington	Washington	USA	Pierce County, Washington	Washington	USA
Socioeconomic						
Poverty Level (of all people) ⁵	11.2%	11.5%	14.1%	94,207	821,621	44,257,979
Households Receiving Food Stamps/SNAP	13.6%	12.5%	12.2%	43,327	350,611	14,635,287
Enrolled in Grade 12 (% of total population)	1.4%	1.3%	1.4%	11,864	94,316	4,442,295
Disconnected Youth ^{3,5}	2.6%	2.9%	2.6%	1,067	10,405	438,452
Children in Single Parent Families (% of all children) ⁵	30.8%	28.7%	34.3%	59,848	446,969	23,973,249
Uninsured	6.7%	6.8%	9.4%	56,504	487,856	29,752,767
With a Disability, Age 18-64 ⁵	12.0%	10.6%	10.3%	62,856	477,237	20,240,504
With a Disability, Age 18-64, Labor Force Participation Rate and Size ⁵	45.4%	44.6%	41.6%	28,538	212,872	8,421,018
Veterans, Age 18-64 ⁵	10.6%	6.5%	4.7%	56,022	295,545	9,398,789
Veterans Labor Force Participation Rate and Size, Age 18-64 ⁵	77.7%	77.5%	76.3%	43,522	228,954	7,168,168
Foreign Born	9.8%	14.0%	13.5%	84,484	1,020,981	43,539,499
Speak English Less Than Very Well (population 5 yrs and over)	5.6%	7.6%	8.5%	45,160	518,084	25,647,781

Refugees and Immigrants: Refugees and immigrants often need significant help with basic needs, medical screening, ESL classes, cultural mentoring, and job training and placement. Pierce County has a high number of refugees because the Northwest Detention Center, a privately-run immigration prison, is located on the tide flats of the Port of Tacoma. The NWDC's current capacity is 1,575, making it one of the largest immigration prisons in the United States. Since opening in 2004, thousands of refugees have been released, many staying in Pierce County. Several local organizations support refugees and immigrants, including Tacoma Community House, Lutheran Community Services NW, and the Tacoma-Pierce County Health Department. WorkForce Central collaborates with these organizations to make sure our services are accessible to their clients.

Justice-Served Individuals: People who have been released from prison frequently struggle with employment, housing, and education. Fewer than 30% of offenders are employed one quarter after release from prison. Recidivism is a significant barrier, with 30% of state prisoners rearrested within three years of their release. Over 13% of parolees have an education level below eighth grade and 45% have an education level between ninth and eleventh grades. Offenders must develop basic academic and job readiness skills necessary to enter and succeed in the labor market. We need to actively work with organizations and groups working with justice-served individuals so they can help us engage their clients in our workforce services.

Continuous learning about the unique barriers and needs of all our Pierce County residents strongly affirms that many need skillful and proactive engagement and guidance. We need to help residents find and navigate the workforce development pathway that is best for them and that offers tailored, wraparound support services to help them succeed. The workforce development system and our business community must commit to analyzing our respective practices and removing barriers that prevent access to services and job opportunities.

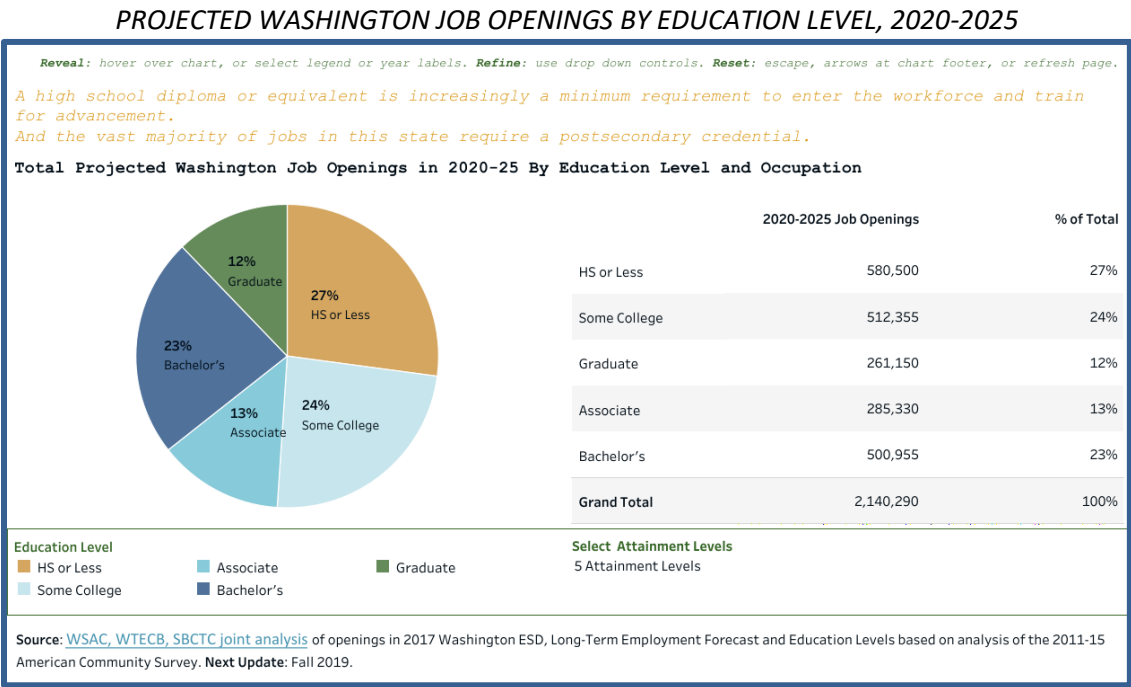
With technology driving change and with business cycles moving at accelerated speeds, employers will increasingly expect complex, creative, and varied functions from their workforce to perform in a much more dynamic, fluid, and digital environment. This will also require collective focus on strategies that prepare our current and future workforce to seamlessly transition into and through the emerging economy. Prosperity for all can be realized, but we need stakeholders from the public, private, non-profit, and philanthropic sectors to form sustainable partnerships and align strategies and resources.

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

We continually assess local industry sectors’ projected jobs and the education, training, and skills these jobs will require. We monitor the industry sectors we have focused on for the last four years especially closely, while watching for emerging high-demand sectors and occupations. Pierce County increasingly has more low wage jobs than living wage positions, reflecting national trends. Cost of living continues to rise and is significantly higher in Pierce County than the U.S. average, while work income for the lowest earners mostly stagnates or fails to keep pace. However, higher-wage jobs are being created in many sectors for which the workforce can become competitive with an industry-recognized credential, associate’s, or bachelor’s degree. We are also fortunate in having a robust and collaborative network of colleges and universities in our community. Workforce development can partner with industry sectors to strategically engage our postsecondary education providers to increase their training capacity, and to build training opportunities like apprenticeships and customized training to meet employers’ workforce needs.

Education & Training Needs

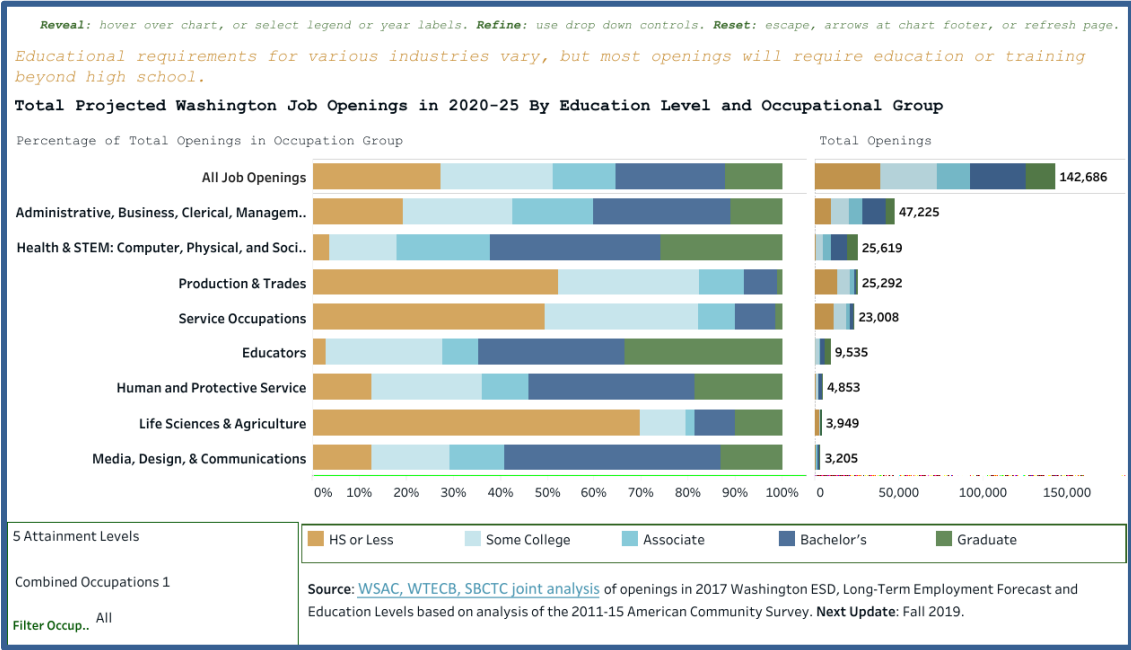
Washington has a major skills gap between the skills employers need and the skills jobseekers have, according to the Washington Student Achievement Council (WSAC). “Employers need a highly skilled



workforce to remain competitive. If the state can't deliver a skilled workforce, employers will fill living-wage jobs by importing talent or relocating their business. Washington is not producing the number of credentials needed at every level, with the largest gaps among apprenticeships, certificates, and associate degrees, and large gaps at the bachelor's and graduate levels. As a result, our residents are unable to compete for the best jobs. Too many businesses have to recruit out of state to find applicants with qualifications they need.

Among all states, Washington ranks fourth for in-migration of workers at all training levels. To gain the benefits of a skilled and educated workforce, Washington needs to increase educational attainment. Many workers feel they do not have the skills they need to get ahead in their job and believe they will need continuous training to advance. A skills gap has long-term consequences for individuals and economies. A skilled and educated workforce is healthier and more resilient. People without a high school diploma are less likely to find a living-wage job and more likely to rely on public assistance. From incarceration and unemployment to civic engagement, low levels of educational attainment diminish a person's potential, and stunt economic growth.”
(<https://wsac.wa.gov/roadmap/benefits>)

PROJECTED WA JOB OPENINGS BY OCCUPATION GROUP & EDUCATION LEVEL, 2020-2025



Essential Skills

In addition to knowledge and technical skills, Pierce County businesses have reported to the Pierce County WDC that appropriate workplace behaviors or “essential skills” are also critically needed but often lacking in applicants and new hires. These include skills and attributes such as:

- Attendance and Punctuality
- Teamwork
- Creative Problem-Solving
- Reliability/Self-Management
- Customer Service
- Positive Attitude
- Professionalism
- Organizational Skills
- Adaptability
- Communication

Without essential skills, employees are unable to meet workplace expectations, whereas many technical skills can be taught. The lack of essential workplace skills is especially found in people seeking most entry level and early career positions. Employers face a job seekers' market in which the majority of the workforce with strong essential skills are already employed. Businesses from all sectors are realizing that the return on investment of essential skills is considerable, and often greater over the long run than technical skills alone. (In some industries such as technology, healthcare and highly skilled trades, technical skills are more or equally as important as essential skills.)

As employers increasingly put a premium on these skills, the remaining workforce that is unemployed or underemployed are correspondingly those who are less equipped to meet employers' expectations. We have found that when unemployment is low, we see more of the "hardest to serve" customers in our WorkSource Center; those with barriers beyond limited work experience such as behavioral health issues and complex, challenging life situations.

WorkForce Central has integrated a program called Work Place Excellence (WPE) into the Pierce County workforce development system. Our subrecipient providers receive certification to facilitate the training with participants. WPE is a hands on approach to understanding workplace expectations, and more. The 10 modules are taught at the pace of 2-3 hours per module, teaching the top soft skill/essential competencies identified by businesses. The curriculum is designed so learners can apply lessons to their employment or job search context and to benefit job seekers at all levels across all industries. WPE was developed with businesses from multiple industries, who hire employees at all levels, so participants learn to deliver what businesses consider to be excellence in employee performance.

Another example of essential skills training is offered by our frequent partner, Goodwill of the Olympics and Rainier Region. Their free, 40-hour Career Readiness Education & Development (CRED) program teaches the skills necessary for successful job search and employment. The course includes: Math Basics, Computer Basics, Career Preparation (assessment of skills and abilities, resume and job search, professional dress), Financial Literacy, Work Fundamentals (time management, written and verbal communications, customer service, teamwork, and conflict resolution), and Employment Placement (professional social media profile, networking, and mock interviews).

Needs of Industry Sectors Currently Targeted by Pierce County WDC

Healthcare

The largest non-military industry sector in Pierce County is Healthcare and Social Assistance, employing 60,776 workers, or 18.1% of the workforce. The healthcare sector includes hospitals, offices of physicians, dentists, and other healthcare providers, outpatient health clinics, nursing and residential care facilities, and some social services. Healthcare and Social Assistance has had the highest job growth over the last 4 years over any sector in Pierce County, with 6,495 new jobs. This is expected to continue into the foreseeable future with the aging baby boomer population requiring increasing healthcare. The Healthcare and Social Assistance sector is projected to have the highest growth over the next 4 years of any sector, by percentage of growth (2%) and by the number of new jobs (adding 4,914). Educational requirements range from less than a high school diploma to a doctoral degree, but the need for a college education is more prevalent as compared to the overall economy.

WFC Sector	Industry	4-Year History Ann %	Current Empl	4-Year Forecast Ann % Growth
Healthcare	General Medical and Surgical Hospitals	2.6%	16,009	0.9%
	Individual and Family Services	3.2%	11,494	3.5%
	Offices of Physicians	4.1%	7,202	1.6%
	Outpatient Care Centers	4.4%	3,534	3.1%
	Offices of Other Health Practitioners	6.5%	3,004	2.4%
	Offices of Dentists	2.4%	2,998	1.3%
	Continuing Care Retirement Communities and Assisted Living Facil..	-0.8%	2,937	2.9%
	Nursing Care Facilities (Skilled Nursing Facilities)	1.0%	2,699	0.1%
	Home Health Care Services	6.1%	1,366	4.3%
	Residential Intellectual and Developmental Disability, Mental Healt..	-0.9%	1,346	1.7%
	Vocational Rehabilitation Services	-5.2%	1,333	-0.5%
	Community Food and Housing, and Emergency and Other Relief S..	0.8%	296	1.5%
	Other Residential Care Facilities	7.5%	218	0.1%
	Medical and Diagnostic Laboratories	0.5%	212	2.7%
		-0.5 0.0 0.5	0K 10K 20K	0.00 0.05

Construction

The construction sector includes companies primarily engaged in the construction of buildings, engineering projects (e.g. highways), preparing sites for new construction, and specialty trades (e.g. mason, pipefitter, electrician). Construction has significantly more turnover than the overall economy, likely due to the often-seasonal nature of the industry. As large projects are completed, many workers are laid off then rehired onto other projects. Construction is a cyclical industry, with dramatic booms (1990s, mid-2000s) and busts (Great Recession). It was one of the hardest hit industries in the recession, losing nearly one-third of its employment base. Roughly 150 occupations are found within construction. Many of the largest occupations are relatively unique to the sector and not often found elsewhere in the economy (e.g. carpenters, plumbers, painters).

WFC Sector	Industry	4-Year History Ann %	Current Empl	4-Year Forecast Ann % Growth
Construction	Building Equipment Contractors	5.4%	5,977	1.5%
	Building Finishing Contractors	5.4%	4,379	0.6%
	Foundation, Structure, and Building Exterior Contractors	9.8%	4,210	1.4%
	Residential Building Construction	5.3%	3,335	1.3%
	Other Specialty Trade Contractors	5.6%	2,694	1.4%
	Utility System Construction	2.8%	2,040	2.2%
	Nonresidential Building Construction	2.6%	1,868	1.4%
	Highway, Street, and Bridge Construction	4.6%	1,045	1.6%
	Other Heavy and Civil Engineering Construction	1.2%	300	1.2%
	Land Subdivision	-11.6%	47	0.4%
		-0.5 0.0 0.5	0K 10K 20K	0.00 0.05

Construction currently accounts for 7.7% of Pierce County's private-sector employment, with the third highest growth rate over the last four years from adding 4,987 jobs. The sector has the third highest growth projection by percent of new jobs over the next four years, at 1.3%, and the fourth highest by number of jobs, with 1,425 new jobs anticipated in Pierce County. Educational requirements range from less than a high school diploma to a bachelor's degree, although the need for a college education is the exception rather than the rule. Three-quarters of the sector's occupations, which account for over 80% of its current workforce, require no more than a high school diploma. However, most trades require apprenticeship training or less formal on-the-job training. Construction employers regularly share their concerns about incoming apprentices' lack of essential work skills.

Transportation & Warehousing

Transportation, warehousing, and logistics is a critical sector in the region's economy because it enables other key sectors and large businesses to move, export, or import products. The transportation, warehousing, and logistics sector includes businesses that provide transportation of passengers and cargo, warehousing and storage of goods, scenic and sightseeing transportation, and support activities related to modes of transportation. The modes of transportation include air, rail, water, road, and pipeline. This sector has the highest location quotient (high concentration of employment compared to the national average) of all sectors in Pierce County.

WFC Sector	Industry	4-Year History Ann %	Current Empl	4-Year Forecast Ann % Growth
Transportation, Warehouse & Logistics	Warehousing and Storage	6.4%	7,733	1.7%
	General Freight Trucking	-2.4%	2,947	0.7%
	Support Activities for Water Transportation	-8.4%	1,387	-0.5%
	Specialized Freight Trucking	-0.5%	1,063	0.7%
	Freight Transportation Arrangement	-2.1%	959	0.8%
	Rail Transportation	-1.1%	689	0.1%
	Support Activities for Road Transportation	2.7%	414	1.4%
	Support Activities for Air Transportation	1.3%	173	1.4%
	Support Activities for Rail Transportation	3.9%	115	0.8%
		-0.5 0.0 0.5	0K 10K 20K	0.00 0.05

Washington is the most trade-dependent state in the nation, with 40% of jobs related to international trade. The Port of Tacoma is considered one of the region's economic engines. A study released in 2019 (<https://www.portoftacoma.com/community/economic-impact>) highlighted the economic impact of the Port's real estate and marine cargo operations in 2017:

- Supported more than 42,100 jobs (14,450 direct jobs and 27,650 indirect or induced jobs)
- Generated nearly \$3 billion in economic activity
- Produced more than \$100 million annually in state to support education, police, fire services, and road improvements

The transportation and warehousing industry sector currently employs 6.4% of Pierce County's workforce, but indirectly supports, or makes possible, many other jobs in the region. Over the last four years, 5,393 new jobs in Transportation and Warehousing were created, second in growth only to healthcare. Growth over the next four years is projected at 855 new jobs.

There is a wide variety of jobs in the transportation and warehousing sector: laborers, material handlers, transportation workers in air, rail, water, truck, transit, and ground transportation, forklift drivers, freight forwarders, shipping and receiving, longshore workers, distribution facility workers, short and long haul truck drivers, working for ports, rail workers, postal service, couriers and messengers, managers, engineers, project managers, etc. Education and training needs are diverse, from high school diploma or less, to certifications, to post-secondary trainings.

Manufacturing

The manufacturing sector includes metals, machinery, transportation equipment, and aerospace composites. Pierce County shares a competitive advantage with neighboring counties because Boeing has caused manufacturing to be more concentrated in the region. Manufacturing is the eighth largest industry sector in Pierce County, employing 5.4% of the workforce in 18,121 jobs. Growth over the

last four years was 0.8%, with 597 new jobs added, but jobs in the industry are projected to decline by 0.1% in the next four years.

WFC Sector	Industry	4-Year History Ann %	Current Empl	4-Year Forecast Ann % Growth
Advanced Manufacturing	Aerospace Product and Parts Manufacturing	2.2%	2,848	-0.3%
	Petroleum and Coal Products Manufacturing	1.7%	606	-0.4%
	Other Miscellaneous Manufacturing	-0.5%	483	0.3%
	Metalworking Machinery Manufacturing	3.0%	424	0.0%
	Medical Equipment and Supplies Manufacturing	5.9%	298	0.5%
	Agriculture, Construction, and Mining Machinery Manufacturing	2.7%	169	-0.2%
	Industrial Machinery Manufacturing	-3.6%	131	-0.2%
	Ship and Boat Building	-16.8%	109	-0.1%
	Navigational, Measuring, Electromedical, and Control Instruments ..	2.7%	77	-0.4%
	Other Nonmetallic Mineral Product Manufacturing	8.2%	75	-0.2%
	Motor Vehicle Parts Manufacturing	6.5%	60	0.6%
	Basic Chemical Manufacturing	-7.4%	56	-0.4%
	Soap, Cleaning Compound, and Toilet Preparation Manufacturing	-12.9%	32	0.8%
	Computer and Peripheral Equipment Manufacturing	-49.1%	25	-0.8%
		-0.5 0.0 0.5	0K 10K 20K	0.00 0.05

Manufacturing workers are more likely to remain with their current employer compared to workers in other industries. The turnover rate is lower in this sector. However, major employers are seeing a large segment of the workforce being baby boomers who are looking towards retirement. This may provide new opportunities for those looking for work in this sector.

Information & Communication Technology / Cybersecurity

The information and communication technology/cybersecurity industry is comprised of software publishing, data processing, and computer systems design. Employment in the software publishing component had large growth over the last four years, at 15.4%. Workers in the IT/cybersecurity industry are slightly more likely to stay with their current employer compared to workers in other industries. The sector was not strongly affected by the Great Recession.

WFC Sector	Industry	4-Year History Ann %	Current Empl	4-Year Forecast Ann % Growth
ICT & Cybersecurity	Computer Systems Design and Related Services	-1.3%	1,256	2.5%
	Business Support Services	-2.5%	1,204	0.9%
	Electronic Shopping and Mail-Order Houses	-26.0%	727	3.3%
	Other Information Services	0.4%	513	2.7%
	Data Processing, Hosting, and Related Services	-3.7%	183	1.9%
	Software Publishers	15.4%	175	2.0%
	Electronic and Precision Equipment Repair and Maintenance	0.4%	162	0.1%
	Industrial Machinery Manufacturing	-3.6%	131	-0.2%
	Navigational, Measuring, Electromedical, and Control Instruments ..	2.7%	77	-0.4%
	Computer and Peripheral Equipment Manufacturing	-49.1%	25	-0.8%
		-0.5 0.0 0.5	0K 10K 20K	0.00 0.05

Information and communication technology/cybersecurity related jobs are not limited to the sector. They are found in virtually every industry across the economy as an increasing number and variety of companies use some form of computer technology in their day-to-day operations. Many are employed by other organizations outside this sector in industries such as healthcare, ports, aerospace, and banking. Currently, 4,453 people are employed in the information and communication technology/cybersecurity sector in Pierce County, with the highest numbers in computer systems design and related services, and business support services. Technological

innovation and increasing security needs are expected to increase jobs, with 1.2% growth projected in Pierce County.

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

Military

The military sector continues to be Pierce County's largest single employer. Joint Base Lewis-McChord (JBLM) is considered the U.S. Department of Defense's premiere military installation on the West Coast. JBLM supports more than 40,000 active, Guard and Reserve service members, about 14,000 civilian workers, and over 90,000 family members, veterans, and retirees.

WFC Sector	Industry	4-Year History Ann %	Current Empl	4-Year Forecast Ann % Growth
Military & Defense	Services to Buildings and Dwellings	8.0%	6,330	1.3%
	Building Equipment Contractors	5.4%	5,977	1.5%
	Grocery and Related Product Merchant Wholesalers	2.3%	2,962	0.5%
	Aerospace Product and Parts Manufacturing	2.2%	2,848	-0.3%
	Architectural, Engineering, and Related Services	5.4%	2,177	0.9%
	Utility System Construction	2.8%	2,040	2.2%
	Other Professional, Scientific, and Technical Services	0.3%	2,006	1.4%
	Investigation and Security Services	2.8%	1,989	1.0%
	Nonresidential Building Construction	2.6%	1,868	1.4%
	Computer Systems Design and Related Services	-1.3%	1,256	2.5%
	Highway, Street, and Bridge Construction	4.6%	1,045	1.6%
	Plastics Product Manufacturing	-4.7%	963	0.0%
	Petroleum and Coal Products Manufacturing	1.7%	606	-0.4%
	Commercial and Industrial Machinery and Equipment (except Auto..	5.0%	577	0.9%
	Other Miscellaneous Manufacturing	-0.5%	483	0.3%
	Waste Collection	6.3%	435	1.8%
	Commercial and Industrial Machinery and Equipment Rental and L..	8.1%	387	0.4%
	Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufa..	-1.0%	354	0.9%
	Electric Power Generation, Transmission and Distribution	0.5%	275	0.2%
	Scientific Research and Development Services	0.3%	220	0.9%
	Support Activities for Air Transportation	1.3%	173	1.4%
	Other Textile Product Mills	-1.8%	159	-0.9%
	Ship and Boat Building	-16.8%	109	-0.1%
	Other Fabricated Metal Product Manufacturing	-4.3%	104	-0.1%
	Navigational, Measuring, Electromedical, and Control Instruments ..	2.7%	77	-0.4%
		-0.5 0.0 0.5	0K 10K 20K	0.00 0.05

Joint Base Lewis-McChord (JBLM) was created to serve a military and national defense purpose but also provides significant spillover economic benefits to Pierce County and the Puget Sound region. JBLM is a major purchaser of locally produced goods and services. Many enlisted servicemen tend to retire and continue living in the area and their retiree benefits contribute to the local and regional economies. The continual need to upgrade and modernize facilities at the Base helps support residential construction activity and military contract work for the construction industry.

Pierce County is also home to Madigan Army Medical Center and Camp Murray. Madigan provides healthcare services to military members and veterans, and Camp Murray serves the WA Army National Guard, WA State Guard, and the WA Air National Guard.

Additional High Growth & Large Industry Sectors

Pierce County employment statistics show the following, additional industry sectors are projected to grow at a higher rate than most industries and/or employ a large number of people.

Sectors with highest growth projected by number of new jobs:

Accommodation and Food Services (+1,637 jobs)

Education Services (+1,443 jobs)

Administrative and Support and Waste Management and Remediation Services (+1,006 jobs)

Sectors with highest growth projected by % of new jobs:

Accommodations and Food Services – 1.4% growth

Education Services – 1.2% growth

Professional, Scientific, and Technical Services – 1.2% growth

Largest sectors:

Retail Trade - 38,347 workers / 11.4% of workforce

Education Services - 30,636 workers / 9.1% of workforce

Accommodation and Food Services – 29,363 workers / 8.7% of workforce

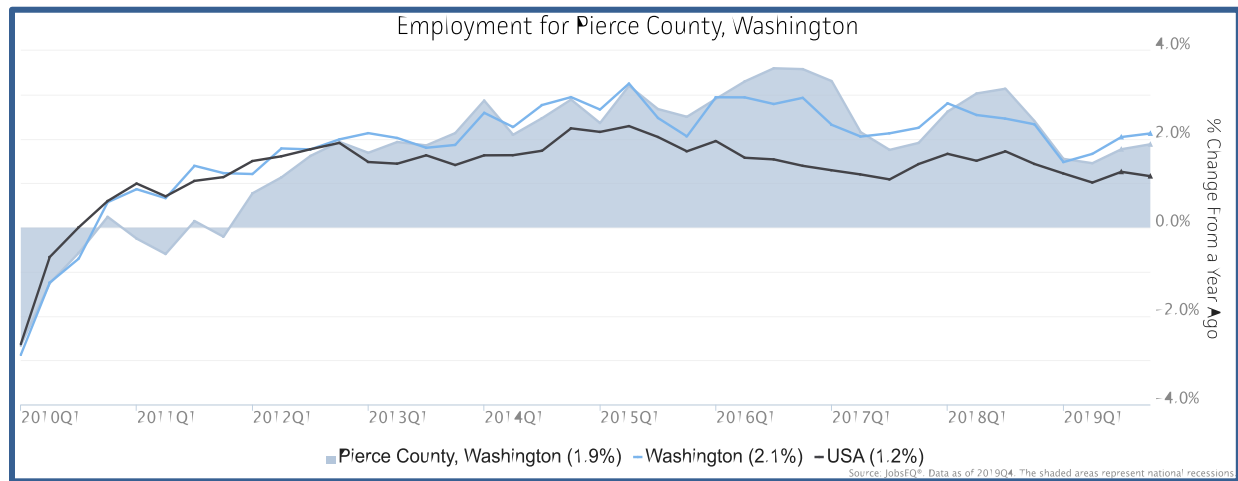
Among these industry sectors, both Education Services and Accommodation and Food Services are large employers and projected to grow - thus are strong candidates for focused industry sector work. Retail is the second largest non-military industry sector in Pierce County, behind healthcare, but minimal growth is projected. The Administrative and Support and Waste Management and Remediation Services industry sector will be considered for targeted strategies because there is a high number of new jobs projected. The NAICS definition of this sector is:

The Administrative and Support and Waste Management and Remediation Services sector comprises establishments performing routine support activities for the day-to-day operations of other organizations. These essential activities are often undertaken in-house by establishments in many sectors of the economy. The establishments in this sector specialize in one or more of these support activities and provide these services to clients in a variety of industries and, in some cases, to households. Activities performed include: office administration, hiring and placing of personnel, document preparation and similar clerical services, solicitation, collection, security and surveillance services, cleaning, and waste disposal services.

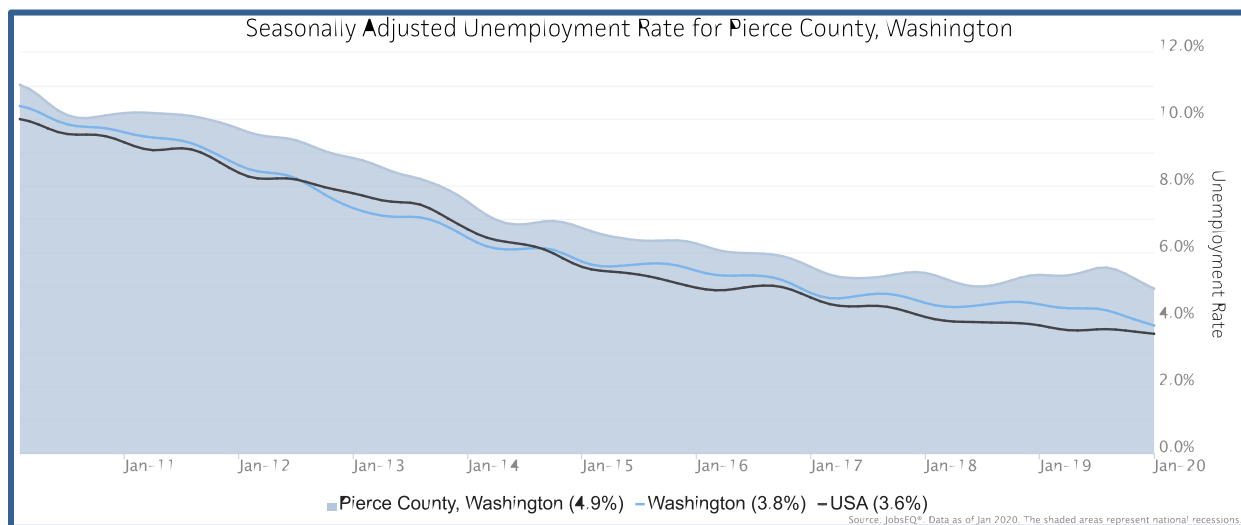
II.1.d. Analysis of the workforce in the region, including current labor force employment/unemployment data, labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment.

Employment, Unemployment & Labor Market Trends

As of 2019Q4, total employment for Pierce County was 336,539 (based on a four-quarter moving average). Over the year ending 2019Q4, employment increased 1.9% in the region, compared to Washington at 2.1% and the U.S. at 1.2%. The seasonally adjusted unemployment rate for Pierce County was 4.9% as of January 2020. The regional unemployment rate was higher than the national rate of 3.6%. One year earlier, in January 2019, the unemployment rate in Pierce County was 5.3%.



Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2019Q2 with preliminary estimates updated to 2019Q4.



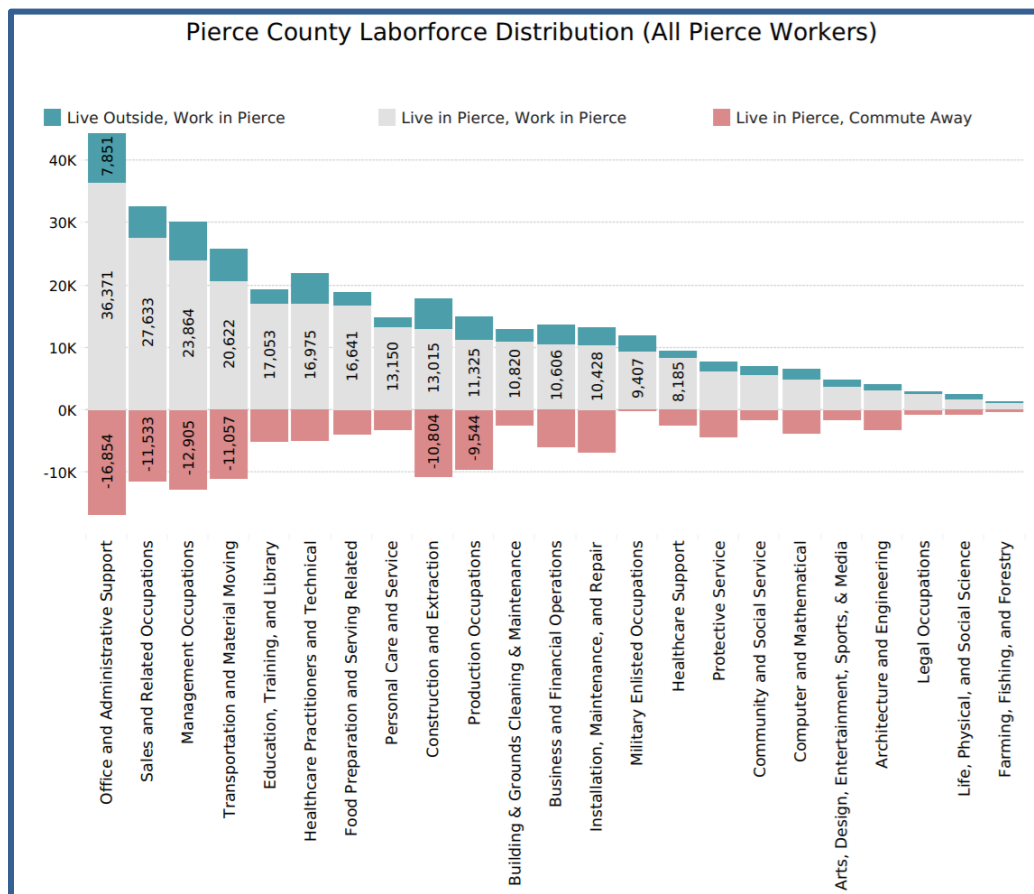
Unemployment rate data are from the Local Area Unemployment Statistics, provided by the Bureau of Labor Statistics and updated through January 2020.

Seasonally Adjusted Nonagricultural Wage & Salary Workers in Tacoma MSA by Place of Work

IN THOUSANDS	February 2020 (Prel.)	January 2020 (Rev.)	February 2019 (Rev.)	January 2019 (Rev.)	Feb 2019 - Feb 2020 > %
Total Nonfarm	332.2	330.4	322.8	324.2	9.4
Total Private	272.7	270.8	263.5	264.6	9.2
Goods Producing	44.7	43.8	42.2	42.9	2.5
Mining and Logging	0.3	0.3	0.3	0.3	0.0
Construction	26.5	25.4	24.3	25.1	2.2
Specialty Trade Contractors	17.8	17.1	16.3	16.8	1.5
Manufacturing	17.9	18.1	17.6	17.5	0.3

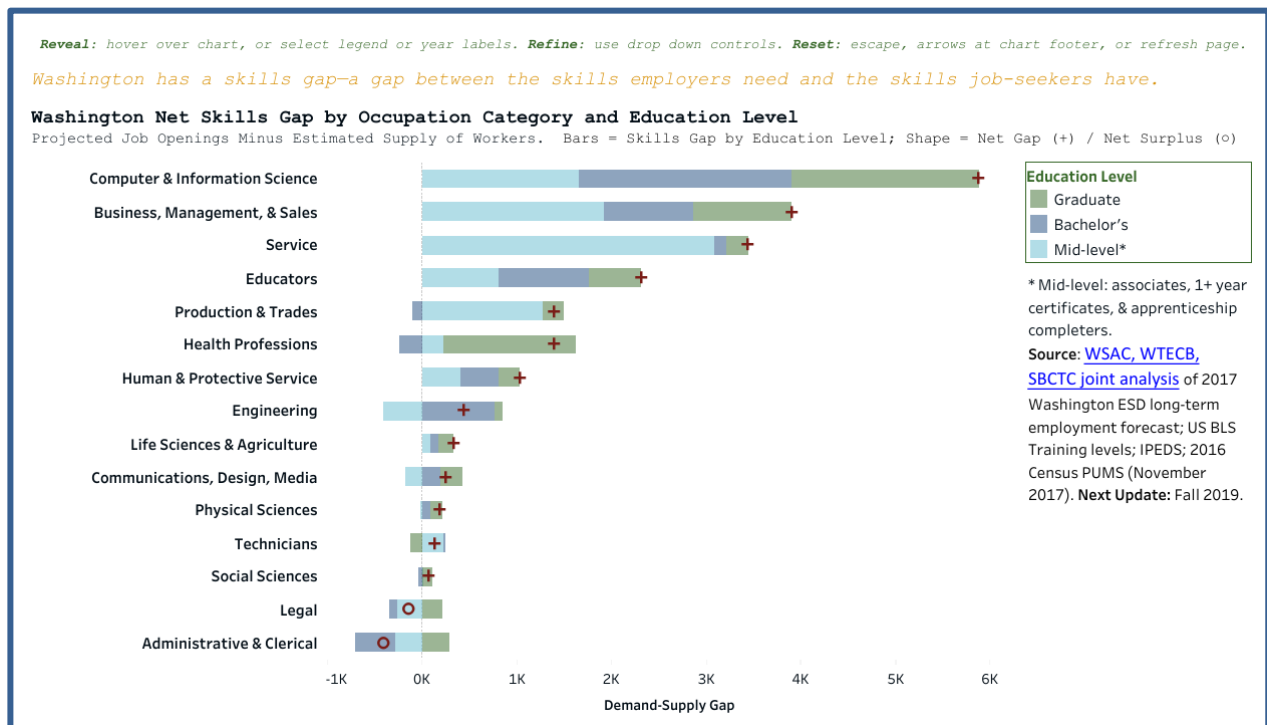
Service Providing	287.5	286.6	280.6	281.3	6.9
Trade, Transportation, and Utilities	67.8	68.4	67.7	67.9	0.1
Transportation, Warehousing, and Utilities	18.9	19.2	18.1	18.1	0.8
Information	2.2	2.2	2.2	2.3	0.0
Financial Activities	14.9	14.9	14.7	14.6	0.2
Professional and Business Services	35.4	34.2	33.0	33.3	2.4
Admin, Support, Waste Management & Remediation	23.2	22.4	21.6	22.0	1.6
Education and Health Services	57.3	57.5	56.0	55.8	1.3
Ambulatory Health Care Services	18.3	18.3	17.8	17.7	0.5
Hospitals	13.4	13.3	12.8	12.7	0.6
Leisure and Hospitality	35.9	35.3	33.2	33.3	2.7
Food Services and Drinking Places	28.4	27.9	26.9	27.0	1.5
Other Services	14.5	14.5	14.5	14.5	0.0
Government	59.5	59.6	59.3	59.6	0.2

Pierce County's workforce also includes workers from other regions, with over 67,000 people living outside the county commuting here. Representing nearly 1 in 5 of all workers in Pierce County, this is an important and often overlooked segment of our labor force.

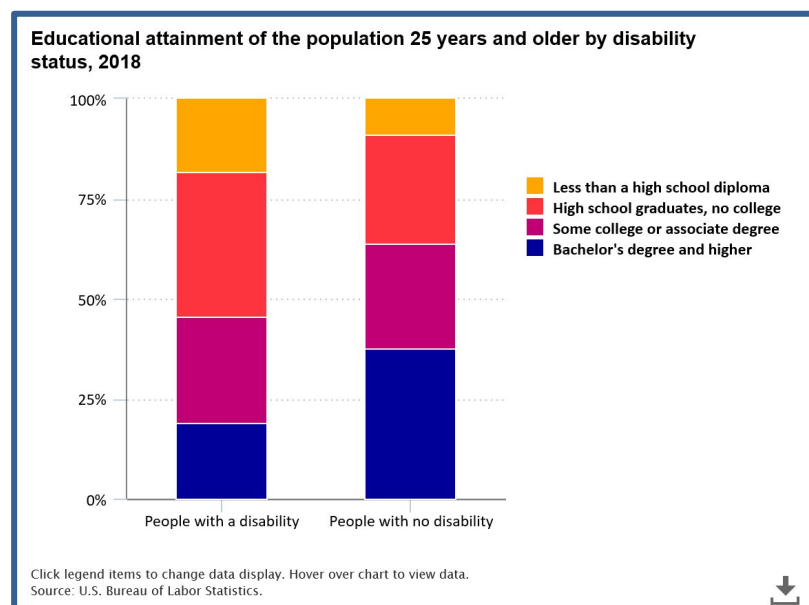


Education Levels in the Workforce

As previously described, Washington has a gap between the skills employers need and the skills job seekers have. According to the Washington Student Achievement Council (WSAC), the state's largest education and training gaps are in apprenticeships, certificates, and associate degrees, with large gaps also at the bachelor's and graduate levels. The graph below from WSAC shows the highest skills gaps by occupation category and education level (note: "mid-level" education includes associate degrees, 1+ year certificates, and apprenticeships).



Most Pierce County residents age 25-64 years and older (91.6%) are high school graduates, close to the state with 91.4%, and higher than the U.S. overall at 88.8%. In the same age group, 26.1% have a bachelor's degree or higher; the state is 36% and the country is 32.9%. Persons with disabilities have significantly lower education, as shown in the graph from the U.S. Bureau of Labor Statistics.



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

The Pierce County WDC continues to collaborate with our local businesses, educational systems, economic development, and industry associations to better understand current knowledge and skills needed, as well as the future needs of employers. Currently, there are two industry sector partnerships in the healthcare and construction sectors, providing specific, up-to-date information about employment needs and gaps in local training programs. We assess and respond to the following on an ongoing basis:

- Workforce in the region
- Workforce development activities (including education and training) in the region
- Strengths and weaknesses of workforce development and training services
- Capacity to provide such services to address the identified education and skill needs of the workforce and the employment needs of employers in the regions

Major strengths for Pierce County's workforce development system are that there are many industries in which workers can attain living wage careers, and we have good post-secondary training programs that provide job seekers and workers the technical competencies required for those careers. In addition, our system has increased coordination of and access to services through our MOU partnership with multiple partners and through our growing network of affiliate and connection WorkSource sites.

A significant weakness of the post-secondary training system is the inability to increase capacity in high-demand careers caused by many factors including lack of space and equipment, inability to attract instructors with industry knowledge due to pay disparity, inadequate number of clinical training sites, and limited funding. These challenges are not unique to Pierce County. We continue to seek innovative solutions to increase training capacity throughout the system by collectively utilizing the expertise and input from our sector partnerships and the Pierce County WDC committees and task forces. Successful strategies we have used to increase training capacity in high-demand occupations include cohort training, Individual Training Accounts, and certified pre-apprenticeship and apprenticeship programs.

Other weaknesses include under-utilization of some existing training programs and lack of knowledge about the in-demand, living wage careers available in Pierce County. Overcoming these weaknesses requires robust communication between target demographics, employers, and training providers, which is an important part of our work.

We are fortunate that many support services are available in Pierce County, but an ongoing challenge is that participants must piece together support services from multiple organizations. This can be complicated and time-consuming, presenting a significant barrier for many people. The Pierce County WDC is building partnerships with community-based organizations to align services and provide more seamless support to participants in training. We are seeing progress with the common referral system we have implemented and service alignments that make it easier for people to access services.

In terms of skill needs, employers in Pierce County frequently talk about how difficult it is to find qualified workers. Unemployed and underemployed individuals express difficulty finding jobs. There is a skills gap, and many in the workforce need to upgrade their skills through training. Additionally, among the most valuable skills identified by employers are work readiness skills (i.e. essential skills), such as reliable attendance and punctuality, teamwork, creative problem-solving, positive attitude, and adaptability.

II.2. REGIONAL SECTOR STRATEGIES: Identify which in-demand industry sector(s) or occupation(s) the region is serving and why. For each in-demand sector or occupation, use the Sector Partnership Framework (Attachment A) to describe the current status of regional collaboration in support of the sector/occupation, and identify anticipated next steps and timelines for at least the first two years of plan implementation. Please provide one completed framework for each in-demand industry sector or occupation/occupational grouping the region intends to prioritize.

The Pierce County WDC and WorkForce Central's Executive Board have historically partnered with the Economic Development Board for Tacoma-Pierce County, the Tacoma-Pierce County Chamber of Commerce, Port of Tacoma, Puget Sound Regional Partnership, Economic Development Department of municipalities, other economic development leaders, and our education partners to determine the high-demand sectors for the county. Our collaborative model shows the benefits of a coordinated and unified approach to workforce and economic development.

Over the past 4+ years, the Pierce County WDC has focused on the six industry sectors listed below because they were identified as high-demand for our county:

- Healthcare
- Construction
- Manufacturing
- Transportation and Warehousing
- IT/Cybersecurity
- Military

These industries provide many career paths that offer multiple opportunities to advance skills and increase earnings. We have established sector partnerships in healthcare and construction.

The Military sector is unique because it includes a wide range of industries and occupations and has internal workforce processes and strategies that operate quite differently from the private sector. The Pierce County WDC has maintained focus on the Military sector because it is the second largest employer type in the county. We stay alert to opportunities to support their workforce needs, such as through our current Military spouse employment program.

Regular review of labor market information has revealed shifts in labor force demand and projected growth in some of these sectors. We also monitor other large and emerging industry sectors to determine the value of and need for focused workforce development investment. The table below shows projected growth, current employment, and historical growth in the six industry sectors the Pierce County WDC has targeted in recent years, plus four sectors which may also warrant focused industry strategies.

Industry	Projected Growth 2020-2024		% of Labor Force *	2015-2019 # of new jobs
	# new jobs	% growth		
Healthcare & Social Assistance	4,914	2%	18.1%	6,495
Accommodation & Food Services	1,637	1.4%	8.7%	2,727
Educational Services	1,443	1.2%	9.1%	2,740
Construction	1,425	1.3%	7.7%	4,987
Admin, Support, Waste Management, Remediation	1,006	1.1%	6.8%	4,580
Transportation & Warehousing	855	1%	6.4%	5,393
Retail	541	.4%	11.4%	26
Information	-5	0%	.8%	-682
Manufacturing	-93	-.1%	5.4%	597

Notes: 1) Listed in order of the highest number of new jobs projected over the next four years. 2) Labor force percent does not include military. 3) Highlighted industries are not currently targeted by Pierce County WDC.

This workforce data is a starting point for the Pierce County WDC's plan to closely assess these industry sectors, with input from employers and other stakeholders, to decide which industries to target in the next four years. The current industry sector partnerships in healthcare and construction will continue and we may begin additional sector partnerships based on our collaborative analysis and planning. Analysis of each industry sector will include:

- Projected job growth
- Importance to Pierce County and the Puget Sound region
- Current industry-specific partnerships, initiatives, and training in and near Pierce County
- Level of industry representatives' interest and engagement
- Opportunity for significant, positive impact (e.g. skills gaps or training needs identified)
- Currently available career pathways
- Wage potential
- Size of current labor force
- Incumbent workers' needs
- Capacity of WorkForce Central staff and WDC committees to effectively initiate and maintain multiple industry sector partnerships and focused strategies

The Pierce County WDC's plan for continued sector partnerships in healthcare and construction and assessment of additional industries for sector partnerships is detailed in Attachment A, Sector Partnership Frameworks.

Over the next four years, we will continually assess workforce needs and training challenges, looking at impediments to education, skills, and training necessary for employment in targeted industries and developing strategies to address skills gaps and other workforce needs. The Pierce County WDC will inform and collaborate with businesses, economic development, community-based organizations, and other allies to implement sector partnerships' operational plans and strategies.

II.3. REGIONAL SERVICE STRATEGIES: Based on the regional analysis, identify and describe which populations and/or service strategies and/or services will be developed on a regional basis to affect a challenge or opportunity. If this will be a multi-regional effort, identify the partner region(s) and describe how this multi-regional focus was determined. Describe the strategies or tactics that will be employed, the goals of this multi-regional approach, a baseline from which to measure improved service for job-seekers and businesses, and how progress will be measured. Please use the Regional Service Strategies Framework (Attachment B) to describe the current status and anticipated next steps during the planning period. The completed framework will serve as the regional cooperative service delivery agreement once the plan is approved.

The Pierce County WDC and system partners will continue to leverage each other's expertise and resources to help all Title I eligible individuals secure living-wage jobs. Within and beyond Title 1 eligible individuals, we are focusing on three populations with targeted strategies. These include: 1) Youth and young adults with barriers; 2) People with low income, especially in zip codes with highest overall needs; and 3) Veterans, transitioning service members, and military spouses. We also collaborate with other WDC regions when opportunities arise to align resources to meet our communities' needs. In all cases, strategies funded with WIOA Title I and non WIOA investments are offered based on the needs, interests, and abilities of each customer.

Youth and Young Adults

Our current and planned services to youth and young adults, as described in section III.14 of this Plan, are guided by the WDC Talent Pipeline Committee. The Committee focuses on Objective 3 of the WDC Strategic Plan, which is to expand and improve the talent pipeline of disconnected young adults and adults to quality jobs. Our focus has grown beyond mainly serving college/university-bound youth and young adults to include those who are interested in career connected learning like apprenticeships and trades related industry entry, plus supporting youth and young adults in skills gain and wage progression.

The committee reviews state, regional, and local efforts underway that show promise in improving the high school to college transition. Discussions include incorporating:

- Promising practices shared by the Puget Sound Educational Service District, such as increasing financial literacy (FAFSA, College Bound sign up)
- Engaging family members to encourage and support their children towards school and work
- Convening a group of young adults to identify issues and solutions for engaging and motivating their peers to pursue education and training, including career connected learning and apprenticeship pathways
- Implementing a system of navigation and career advising into WIOA Title I and other youth programs in Pierce County

The Talent Pipeline Committee will utilize the work of system partners such as Pierce College's career pathways maps and lattices via their website, and dual credit opportunities available through Pierce County Skills Center. The committee will also work closely with secondary school career and technical education staff and administrators, as well as career and technical college programs and administrators, to map out connections that create guided career pathways for entry into the trades.

Program models serving out of school youth throughout Pierce County are also being explored for optimal alignment and cross referrals. Several innovative program activities funded by Pierce County's youth program operators, partners, and ResCare – the WDC's current WIOA youth sub-recipient – have shown promising results and will continue to be offered to Pierce County youth and young adults.

The committee will also consult with state and local organizations such as the Department of Vocational Rehabilitation, mental health partners and providers, Juvenile Justice System representatives, organizations working with young adults experiencing homelessness, and organizations serving youth who have multiple barriers like disabilities, justice system involvement, and trauma history. Using what we learn, we will develop strategies to increase the number of these youth and young adults who are re-engaged in graduating from high school, enrolling in and graduating from post-secondary training programs, and securing employment with skill and wage progression.

In recognition of the value of work-based learning for this population, the Pierce County WDC requires that at least 20% of local WIOA youth formula funds and non WIOA funds be used for paid work experience, such as summer or year-round employment, pre-apprenticeships, internships, or job shadowing.

People with low income, especially in zip codes with highest needs

Our workforce system analysis identified areas and zip codes within the county with the highest needs in terms of income, lack of employment or underemployment, educational status, and other socioeconomic indicators. Several areas of highest need include Parkland/Spanaway, Lakewood, and Tacoma's Eastside. Using what we have learned from our past work and effective strategies used by others, we are working to engage people living in highest need areas and help them secure family wage jobs. We can offer the following services, which have historically yielded positive outcomes for individuals with low income:

- Work based learning activities
- ITAs for those self-selecting in-demand industry training
- Contracted cohort training
- Program and resource fairs targeting specific populations to inform and enroll residents into WorkSource Pierce programs
- Small in-demand sector events providing employers an opportunity to meet with small groups of job seekers and highlight skills they were seeking
- Apprenticeship Academies developed by employers
- Pre-apprenticeship programs endorsed by labor and businesses
- Supportive services to facilitate success in employment, education, and training

Our focused work with individuals in high need areas who have low income is underway, with increased outreach in high need areas and a recent major boost to our work in Tacoma's Eastside. WorkForce Central and a large group of community partners secured a \$1.75 million Economic Security for All (EcSA) grant in 2019, designed to reduce poverty in the 98404 zip code. The grant uses funds from the governor's Workforce Innovation and Opportunity Act discretionary U.S. Department of Labor budget.

The 33,543 people living in 98404 represent 4 percent of Pierce County's total population, but account for 7 percent of people living below 200% of the federal poverty level. Almost half (15,854) of individuals in 98404 fall below that threshold, and no other zip code in Pierce County has more residents receiving food assistance. The grant will serve people who are currently on the Supplemental Nutrition Assistance Program (SNAP) or are eligible for it. WorkForce Central and its partners are coordinating outreach and support with a special emphasis on the Salishan Community, with the goal of moving 440 people into career pathways that will launch them above 200 percent of the federal poverty level.

Directed by WorkForce Central and with space provided at the Salishan Association Family Investment Center, the initiative is integrating best practices from partners such as South Sound 2-1-1, Centers for Strong Families, Guided Pathways, Tacoma Housing Authority's Family Self-Sufficiency, and the Career Readiness, Education & Development (CRED) program to connect clients with services. This includes mental health services, employment and training, transportation, and housing assistance, plus working with families to reduce debt, build credit, grow assets and increase financial literacy, and improve school retention and graduation rates.

Seamless cooperation between the agencies working on this grant is key to its success. We are developing a common referral system and a joint reporting dashboard, and provide monthly updates so partners are aware of all services being offered to clients. The EcSA grant is a huge opportunity to help families in Tacoma's Eastside become financially stable while building our community's capacity and skill in effective collaboration.

Veterans, transitioning service members, and military spouses

The Pierce County WDC and partners continue to focus services to military members and their spouses as they transition into civilian life. Our Military Spouse Work Experience program connects top military spouse talent with Pierce County employers. We also work in partnership with Joint Base Lewis-McChord to provide support services for specific military spouse training programs that lead directly to employment.

Cross-Regional Collaboration

Partnering with other workforce development regions has made new services available to our community members and offered opportunities to learn from each other. Examples of past initiatives include Career Connect WA and Camo2Commerce with the Pacific Mountain WDC. In addition, WorkForce Central toured two workforce development regions last year, Southwest Washington and Spokane, to learn about best practices related to serving young adults. We hosted a tour for Southwest WA and shared information regarding our youth and young adult services and community partnerships to serve disconnected young adults.

Pierce County Construction Career Day is an ongoing cooperative effort. Each year, students come from schools as far away as Oregon to join this popular event. On the November 2019 Career Day, more than 90 businesses provided interactive exhibits for students to make and build things, to try their hand at welding, or operate a piece of heavy equipment. A total of 1,740 students donned safety vests, hats, and glasses for the hands-on experience and learned about skilled trades, apprenticeship opportunities, education, and earning a livable wage. We expanded last year's event to include student strengths and interest assessments through Traitify, a career assessment tool. Participants were given hands-on support in using this tool and received career and labor market information based on the results.

We are also assessing the opportunity to partner in the RETAIN WA demonstration project. RETAIN, which stands for Retaining Employment and Talent After Injury/Illness Network, is a federal program funded through the U.S. Department of Labor that addresses an important dimension of disability employment: stay-at-work/return-to-work strategies. As programs already exist for injuries or illnesses related to the workplace, this pilot program aims to help people who become ill or injured outside of the workplace to remain in the labor force. Program leads from the Governor's Committee on Disability Issues & Employment and the Western WA COHE Alliance have invited us to join the partnership with Workforce Snohomish, WDC of Seattle-King County, and the Washington Workforce Training and Education Coordination Board and bring this new workforce development service to Pierce County.

II.4. COORDINATION WITH REGIONAL ECONOMIC DEVELOPMENT ORGANIZATIONS: Identify regional economic development services and providers in the region and describe how the LWDB(s) will coordinate services with these services and providers. Please complete the framework in Attachment C to describe the current state of coordination with economic development and the anticipated next steps during the four-year plan period.

As the second largest county in Washington State, Pierce County has a number of economic development organizations. These include:

- Economic Development Board for Tacoma-Pierce County
- Pierce County Economic Development Division
- City of Tacoma, City of Lakewood, and City of Puyallup Economic Development Departments
- Tacoma-Pierce County Chamber of Commerce, and other Pierce County chambers
- The World Trade Center

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

A business services team staff member has been and will continue to be dedicated to the Economic Development Board for Tacoma-Pierce County (EDB) and will be co-located with their team to work jointly in areas of workforce development. This staff member responds to EDB business referrals for

workforce services, assists in the recruitment of new businesses into Pierce County by providing research, and writes specialized reports and studies. The staff member also provides similar services to the Pierce County Economic Development Division and the City of Tacoma. Our staff also advocate for and leverage resources for additional job training and development opportunities for new and incumbent workers. This integration enables coordination of comprehensive workforce services for new and expanding employers to create jobs in our region.

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

II.5. COORDINATION OF TRANSPORTATION AND/OR OTHER SUPPORT SERVICES, as appropriate: As part of the regional service delivery strategy, describe whether transportation or other support services need to be coordinated across the region based on the regional analysis, and if so which services and how.

Transportation needs and resources are continuously examined by Pierce County officials in collaboration with local and regional workforce development partners, economic development agencies, human services organizations, public and private transportation providers, and the public to ensure resources are adequate to serve those who need transportation services and will expand and improve to meet future needs.

The Puget Sound Regional Council (PSRC) represents King, Kitsap, Pierce, and Snohomish counties. The PSRC works with local governments, businesses, and citizens to work towards a common vision for the Central Puget Sound region's future. According to the PSRC, the four county area was home to 4,203,400 people in 2019, projected to grow to nearly 5 million by 2030. Approximately 1.5 million people were employed in the Puget Sound region in 2018, including military personnel, which increased by about 100,000 since 2015. Over 900,000 people were employed in service jobs in 2018, by far the biggest group. Their data shows that population in the central Puget Sound region has increased by 375,000 since 2010, and 330,00 new jobs have been created.

This rate of growth has outpaced the region's housing and transportation capacity; it is clear to anyone living or traveling throughout the Puget Sound region that transportation is currently inadequate. Among the 1.5 million people employed in 2018, 66% drove alone to work, 10% carpooled, 10% used public transportation, 6.7% worked at home, and the rest walked, biked, or used another means of transportation to work.

With projected population and employment growth, both regional and local transportation solutions are needed. These should be comprehensive and coordinated throughout the region to support economic growth and include transportation options for special needs populations – such as seniors who no longer have licenses, people with disabilities who depend on transit or other transportation services, lower income people who cannot afford a car, and children who aren't old enough to drive.

The region will continue to experience an increase in elderly residents as the baby-boomer generation ages. The number of children under the age of 16 will also continue to grow. An increase in the overall number of people living in poverty will also have implications for a greater need for

transit services for those without access to automobiles.

The PSRC's Regional Transportation Plan, completed in 2018, maps how the region intends to catch up and keep pace with expected growth. It outlines significant investments the region is making to improve highway, transit, rail, ferry, bicycle, and pedestrian systems to support the safe and efficient movement of people and goods.

The Pierce County WDC and its workforce and economic development partners support the Council's transportation goals through the participation on the council's sub-committees and through other Tacoma and Pierce County planning efforts. The Pierce County Regional Council, acting as a sub-regional council to the PSRC, ensures planning between Pierce County and its cities and towns is accomplished in a coordinated, consistent manner on an ongoing basis. The City of Tacoma Mayor serves on the WDC Executive Board, with other Tacoma and Pierce County Council Members serving on the Transportation Board, thus providing an important and direct link for coordinating transportation and workforce development activities.

II.6. MULTI-REGIONAL COST ARRANGEMENTS, as appropriate: Describe any multi-regional cost or resource-sharing or resource leveraging arrangements associated with items 1 through 5 above, which *may* include the pooling of administrative costs. Additional options *may* include: Each LWDB manages its costs separately for common goals; coordination of some or all costs among LWDBs in the multi-region; or the creation of a resource pool for some or all multi-regional costs.

The Pierce County WDC seeks to leverage resources for longevity and strengthen our relationships by being inclusive. We regularly collaborate and communicate with our regional WDCs in neighboring counties such as Thurston, Kitsap, and King. Resource and data sharing allows each organization to continuously pursue funding and resources for new and ongoing opportunities to our communities, from a strategic platform. As previously described, the Puget Sound Regional Partnership is an excellent vehicle for collaboration in workforce development across the Puget Sound because it includes all cities, towns, ports, tribes, transit agencies, and the state working together to develop policies and make decisions about regional issues. Collaborating with this partnership broadens our strategic outlook by alerting us to regional opportunities and needs that we integrate within our planning.

An example of regional cost and resource sharing includes partnership with West Sound STEM, which serves Kitsap County. We connected with West Sound STEM through our Career Connect WA work to develop opportunities for apprenticeship engagement within the business community. In a collaborative effort, the Tacoma STEAM Network, WorkForce Central, and West Sound STEM, organized and convened the first annual Pierce County Apprenticeship Summit for educators, businesses, and community leaders.

The Summit was held in December 2019 at Bates Technical College in Tacoma. During the summit, participants heard presentations about apprenticeship opportunities from MacDonald-Miller Solutions, Independent Technicians Automotive Committee (ITAC), Apprenticeship and Nontraditional Employment for Women (ANEW), and the Pierce County Business Solutions Team. Networking after the summit sparked conversation and contacts that led to developing navigation for students around local apprenticeship opportunities. The post event survey included participant

feedback that the summit clarified apprenticeships and was a great chance to network and connect.

The successful Pierce County Apprenticeship Summit has increased awareness and understanding related to pathways for students entering the skilled trades. The partnership recognizes the importance of reaching out into underserved communities and Pierce County school districts to ensure equitable access and readily available information. We have agreed it will be valuable to continue this event, especially from a sustainability and equity perspective, and partners are researching opportunities for a second apprenticeship summit in 2020.

II.7. REGIONAL PERFORMANCE NEGOTIATION AND EVALUATION: Single area regions may describe the process currently used to negotiate performance. Describe *how* a region will collaboratively negotiate and reach agreement with the Governor on local levels of performance and report on performance accountability measures. For multi-regional efforts, describe how the partnering regions will evaluate the partnership, including governance and decision-making, efficient use of resources, community perceptions, and sustainability of the partnership.

As has been the practice under WIOA, the Pierce County WDC will fully participate in ongoing discussions with state workforce development leadership in negotiating local performance accountability measures. As a member of the Washington Workforce Association, we will continue to take part in WWA meetings that include discussion and negotiations of performance targets.

The Pierce County WDC provides specific input into targets proposed for the Pierce County workforce development area, based on local economic conditions and the demographic characteristics of participants served. We analyze local and cross-regional data to inform reasonable performance targets, including, but not limited to, industry trends, educational attainment, and median earnings. Local data supplements data included in the regression model used to develop final targets to be negotiated with the U.S. Department of Labor.

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



SECTION III LOCAL COMPONENT OF PLAN

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

WorkForce Central (WFC), established in 1982, carries out the vision of the Chief Local Elected Officials (CLEOs) and the Pierce County Workforce Development Council (WDC) by coordinating, administering, and advancing the work of the workforce development system. We champion a comprehensive approach to workforce development as a vital component to a strong economy. We catalyze systemwide collaboration and work in conjunction with our partners to actively pursue investments in workforce development. We lead a system that provides customers with a wide variety of workforce services designed to provide a high-quality system of services, support, and assistance. We collaborate with other workforce entities and the broader community to responsively create a talent pipeline for businesses in the region. WFC is committed to being data and customer driven to ensure that products and services reliably and effectively meet the changing needs of today’s businesses, workers, and jobseekers in Pierce County.

Vision, Mission, Core Values, Goals, Objectives, Keys to Success & Operating Principles

Vision: Economic prosperity for our customers and the region.

Mission: Provide easy access to and enhance delivery of workforce development services for individuals and businesses.

Core Values: We believe in the following shared principles, beliefs and priorities:

- Empowerment - We support our customers in gaining the skills and confidence to make choices right for them and their families.

- Innovation - We embrace on-going innovation, creativity, and change for achieving continuous improvement and growth.
- Results - We deliver our very best in all we do, holding ourselves accountable for results.
- Respect - We treat our team members, customers, and partners with mutual respect and sensitivity, recognizing the importance of diversity. We respect all individuals and value their contributions.
- Stewardship - We are stewards of the public trust and take seriously our responsibility for fiscal management.
- Social Justice - We will actively work to undo the historic harm done to communities of color throughout Pierce County by targeting our financial and strategic resources to those communities. We will purposefully identify, discuss, and challenge issues of race and color and the impact(s) they have on our organization, each partner organization, its respective systems, and the people we serve, with an aim toward active contributions to racial and gender equity along the way. We will continually challenge ourselves to understand and correct the inequities we discover within the workforce development system, gain a better understanding of ourselves during this intentional process, and work to ensure that power is shared among all stakeholders in our community.

Goals: As part of the Strategic Plan for January 2019 - June 2022, the WDC and the CLEOs identified two Bold Goals to be attained by 2025:

1. Reduce the number of disconnected young adults, 16 to 24, by half - from 15,300 to 7,650.
2. Reduce the number of residents between the ages of 25 to 64 without a High School Diploma or equivalent, by half - from 38,475 to 19,237.

Objectives

Objective 1: Increase business engagement with the workforce system.

Objective 2: Create an integrated system that is aligned to the goals.

Objective 3: Expand and improve the talent pipeline of disconnected young adults and adults to quality jobs.

Objective 4: Support individuals to gain employment through a system of wrap around services that is responsive to their diverse experience and needs.

Keys to Success

- Invest in individualized and customized navigation to a comprehensive set of job and career development services.
- Expand visibility throughout the community.
- Ensure an inclusive and welcoming approach to facilities and service delivery.
- Develop diversity and sustainability in funding sources.
- Strategically invest in program innovation to be in the forefront of new product and service development.
- Excellence in fulfilling the promise to our customers of trustworthy expertise and reliable service.

Operating Principles: The following principles define the way the organization operates with regard to the goals and strategies identified. The core processes employed by the organization to accomplish the goals will operate in the following fashion.

- We seek to identify and eliminate bias in all we do through organizational analysis and self-reflection, dialogue and analysis of our behaviors and actions.
- We operate as a learning organization that is innovative, flexible, and timely in our service delivery.
- We are anticipatory of external developments that may have an impact on the organization.
- We challenge each other to achieve excellence.
- We hold ourselves accountable to each other and our customers.
- We collaborate with our partners and build strategic alliances around our goals, strategies, and tasks in which we are engaged.
- We implement, measure, evaluate and continuously improve all our programs, services and operations based on data analytics and our values.
- We continuously strengthen organizational effectiveness and build capacity.

Services Provided

To Businesses, the workforce system offers:

1) Recruiting and Screening Services

- *Advertise Job Openings:* To provide an employer the opportunity to post employment opportunities throughout the one-stop system.
- *Screen Applicants:* Based on employer skill requirements.
- *Conduct Recruitments:* Provide employers an in-person and/or on-line opportunity to inform job seekers (screened and/or unscreened) about available job openings within their organization.
- *Conduct Job Fairs:* Offer multiple employers the opportunity to meet job seekers.
- *Conduct Customized Recruitments:* Offer one employer or multiple employers with the same occupational openings the opportunity to meet job seekers, including the opportunity to recruit among specific populations such as veterans and individuals with disabilities.

2) Employee Development/Retention Services

- *Provide Training:* Provide employers with training for current employees and potential candidates to build required skills.
- *Provide Workshops:* On site or off site to employees on topics such as How to do Your Taxes or How to Manage Your Finances.
- *Provide Re-employment Services/Outplacement Assistance:* To assist businesses that are downsizing due to economic factors or other circumstances.

3) Business Information (Consultative and Planning) Services

- *Provide Labor Market Information (LMI) Research:* To provide businesses and employers with requested information on localized labor market information.
- *Consultative Services:* To provide entrepreneurs and businesses with information and resources to enhance business performance (i.e. business plans, tax incentives, tax credits and assistance)
- *Provide Equipment and Facilities:* Provide employers with space to conduct training, including computer labs. Also provide office equipment (e.g., fax, copier) on site for employers to use.

- *Provide Networking Opportunities:* Connect with other employers and businesses to learn about community resources that can help your business.

To Jobseekers and Workers, the workforce system offers:

- Assistance with career exploration
- Work-based learning opportunities
- Classroom-based skills training
- Distance Learning (e.g. online)
- On the Job Training
- Career Coaching and Career Counseling
- Various assessments to help identify interests and other work-related skills

System Improvement Strategies: Through new approaches to how we organize services, how we deliver, and where we deliver, we are committed to addressing the racial, economic and other inequities that exist in general in Pierce County and specifically with access to workforce services and employment opportunities. To meet this commitment and the goals and objectives in the strategic plan, the following supports and processes need to be expanded:

1. Staff capacity
2. System integrators
3. Capacity to offer jobseeker services
4. Capacity to offer business services
5. Co-enrollment
6. Service delivery via technology
7. Resource development
8. Pre-Apprenticeship Initiatives
9. Use of technology both for internal management and external communication

In addition, we need to develop or expand:

1. Summer Jobs 253 (currently in Tacoma only)
2. Training Center
3. Health Care Pre-Apprenticeships
4. Health Care Apprenticeships
5. Explore 501c3 creation or use of other entities to raise non-government funds
6. Launch Workforce Summit(s)
7. Life Coaching
8. Young Adult Advisory Council
9. Methods for business to engage with the system beyond obtaining talent
10. Multiple methods to listen to customers

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

WorkForce Central has evolved over the past 38 years from offering traditional employment and

training services to providing more robust and innovative services to businesses and diverse residents with widely varying needs. We help businesses obtain and retain talent and help people meet their career goals, focusing on self-sufficiency as opposed to employment alone.

The Workforce Development Council has positioned itself as a strategic body that provides leadership to the workforce development system. Through data analytics provided to the system, a focus on enhancing the customer experience and journey through the system, and business and elected official engagement, the WDC is working with partners to create a system of quality workforce services that is transparent to customers. The WDC also provides advocacy for the local workforce system through participation in national efforts. For example, the current Mayor of Tacoma, and member of the WDC governing board, is Vice Chair of the Jobs, Education, and Workforce Standing Committee of the U.S. Conference of Mayors.

The Pierce County WDC has been recognized as a leader in workforce development. In 2018, The Economic Development Board (EDB) for Tacoma-Pierce County recognized the creation of the WorkSource site at Joint Base Lewis-McChord (JBLM) as one of its annual “Excellent 10” award recipients. The EDB’s annual Excellent 10 awards recognize ten economic development projects in the last year that made a positive impact on the local economy. WorkForce Central was also recognized by the United Way of Pierce County as a Premier Partner in 2015-2016, and the WDC has won several Governor’s awards over the past 10 years.

An excellent example of our leadership and readiness to innovate is the Future of Work Report we released last year, followed by our first annual Future of Work Forum. Our report describes the rise of artificial intelligence and automation in the workplace. Futurists warn about the Fourth Industrial Revolution and the “threat of a jobless future” in which 400 million workers worldwide could be displaced by automation by 2030. Certain occupations will be (and have already been) made obsolete by machines, artificial intelligence, and the internet, and we need to start preparing our workforce and the next generation for what is coming. This is especially true in Pierce County. Our analysis found that we are at risk of losing many jobs that are highly susceptible to automation because we have a disproportionate share of retail sales, hospitality and food service jobs, with fewer computer, technician, and white collar jobs than King County to the north and Thurston County to the south.

The Future of Work Report set the stage for a community conversation about how we can start planning for the Fourth Industrial Revolution. In September 2019, we hosted WorkForce Central’s first annual forum: “The Future of Work: Automation, AI, Oh My!” The evening event featured a keynote address from Ford, the New York Times bestselling author and futurist, as well as a panel discussion with local employers and experts in automation, technology, STEM education, and healthcare about what we need to do to prepare our economy for coming changes to how we work.

As an organization dedicated to high quality customer service and continuous quality improvement, we are committed to the professional development of our leaders, managers, and line staff. For the organization to successfully accomplish our goals and objectives, the following must become core competencies:

- Cultural competence

- Community engagement
- Project management
- Partnership relationship skills
- Business engagement
- How to provide wrap around services
- Customer service methodology
- Career development principles
- Business and economic development intelligence

In 2019, WDC Committees were restructured to effectively support the strategic and operations plans in today's workforce development environment. All WDC committees focus their work to support the four objectives established in the strategic and operation plans. The committees are chaired by WDC members and allow for ad hoc members, as necessary.

Pierce County Leadership Committee: The Pierce County Leadership Committee focuses on Objective 2: Create an integrated system that is aligned to the goals, and Objective 4: Support individuals to gain employment through a system of wrap around services that is responsive to their diverse experience and needs. They are responsible for working towards the following:

- Implementation of seven system integrators: Common Data Collection System, Information Sharing, Professional Development, Common Referral System, Workforce Skills Standards, Common Technology, and Single Point of Contact for Business
- Customer satisfaction increases to 90% rating "strongly agree" to positive satisfaction measures (this includes individuals and businesses)
- More efficient systems and program operations
- More consistency in systems and program operations
- Higher level of quality in the development and deployment of processes and procedures
- Greater integration of processes, systems, and service operations within each partner agency and across partner agencies

Talent Pipeline Committee: The Talent Pipeline Committee is charged with delivering strategies and recommendations related to Objective 3: Expand and improve the talent pipeline of disconnected young adults and adults to quality jobs. This committee develops strategies to achieve the following measures:

- Businesses report that the number of qualified applicants has increased, with 90% of those who rate this question rating "strongly agree" on customer services survey.
- The number of adults without a high school diploma/GED that access post-educational opportunities has increased by 4,800 people.
- The number of adults that obtain a high school diploma or equivalent increases by 9,618.
- The number of disconnected young adults that become connected to education and/or work increases by 3,825.
- The number of adults who complete post-secondary education with a certificate increases by 50%, to 10,668.

- The number of young adults and adults who obtain and sustain employment increases by 65%, to 8,738.
- Pathway development for skills and wage progression.

Business Solutions Committee: The Business Solutions Committee focuses on Objective 1: Increase business engagement with workforce system. This committee is responsible for developing strategies to engage business in the following ways:

- Increase the number of business providing work-based learning opportunities by 100%, from 120 to 240.
- Increase the numbers of businesses using the system for recruitment by 50%, from approximately 1,000 to 1,500.
- Increase the number of businesses participating in advisory boards by 8, for a total of 20.
- The Business Solutions Committee will also coordinate with the Talent Pipeline Committee to ensure alignment between business expectations and pipeline development.

Quality Assurance and Certification Committee: The purpose of the Quality Assurance Committee is to provide oversight and monitoring of program and WorkSource operations and the WDC's Continuous Quality Improvement (CQI) system. The committee evaluates program goals, performance measures, the extent to which WorkSource sites and programs meet quality standards, and the implementation of new program components. Typical duties of the committee include:

- 1) Develop and review program evaluation criteria to measure the effectiveness of programs.
- 2) Develop performance reports that are tailored to the WDC and Local Elected Official's needs.
- 3) Oversee the design and operations of internal administrative systems.
- 4) Review and act upon internal and external audit and monitoring reports.
- 5) Review and approve policies for WDC approval.
- 6) Develop those portions of plans relating to system measurement.
- 7) Responsible for Customer Satisfaction analysis, including establishing goals for improvement and increased accountability.
- 8) Promote CQI throughout the system and monitor CQI strategies against the strategic and operational plans.
- 9) Monitor performance outlined in Partnership MOU and/or Resource Agreements.
- 10) Recommend adjustments based on analysis of customer satisfaction data.
- 11) Monitor coordination of performance between Youth, Adult, Dislocated Workers, and other programs/services.
- 12) Conduct the One-Stop certification process for each certification cycle.
- 13) Identification of gaps in services through best practice research.
- 14) Perform oversight of programs to ensure compliance with policies and goals of the WDB.

Finally, in July 2017, the Pierce County WDC entered into a MOU partnership with multiple agencies engaged in or supporting workforce development in our community, aimed at creating a seamless, integrated, top quality workforce development system. Please see questions III.3.a. and III.3.b. for additional information on the MOU partnership.

Our strategic advantages for success into the future are a committed board and elected officials, experienced leadership, and strong, defined partnerships. We are building a diversified funding base, with financial support coming from the local jurisdictions in addition to the federal government. We leverage resources, invest in organizational growth, value continuous quality improvement, take risks for innovation, and hold ourselves accountable to our funders and our customers.

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

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

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

An interlocal agreement between the City of Tacoma and Pierce County provides the foundation for workforce development initiatives across Pierce County. Chief Local Elected Officials (CLEOs) from the City of Tacoma and Pierce County, as well as a representative of business, form a governing board which works closely with and appoints members to the Pierce County WDC. Together, their mission is to ensure the coordination of the WorkSource Pierce system. Current governing board members include:

- Bruce Dammeier, Pierce County Executive
- Victoria Woodards, City of Tacoma Mayor
- Marty Campbell, Pierce County Councilmember
- Conor McCarthy, City of Tacoma Councilmember
- April Gibson, Workforce Development Council Chair and Business Representative
- Helen McGovern-Pilant, WFC Interim CEO, *Staff to Chief Local Elected Officials*

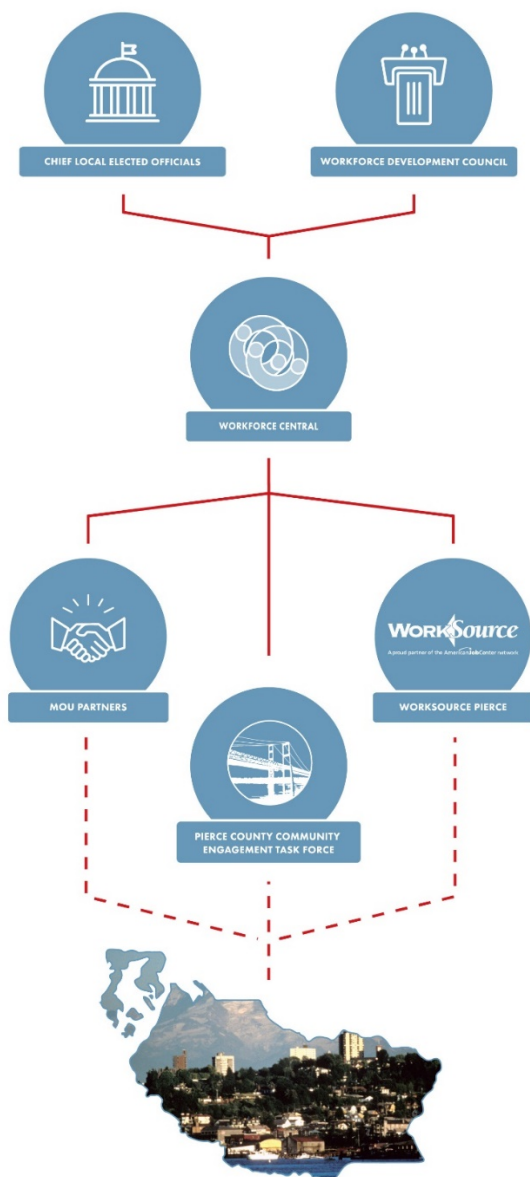
WorkForce Central carries out the vision of the CLEOs and the Pierce County WDC by coordinating, administering, and advancing the work of the workforce development system.

The WorkSource Pierce One-Stop Job Center, located at 2121 S. State Street in Tacoma as of December 2018, provides full-service, comprehensive employment and training services. This includes WIOA Title I services for Adults, Dislocated Workers, and Youth, via contracted providers. Adult and Dislocated Worker services are currently provided by Career TEAM, and Youth services are provided by ResCare Workforce Services. Additional partners providing services at the One-Stop

Center include WA Employment Security Department, WA Department of Social & Health Services, WA Division of Vocational Rehabilitation, WA State Department of Labor & Industries, Pierce County Library System, and Veteran representatives. In 2019, the WorkSource Center received 24,000 visits, uniquely serving over 16,000 residents.

Pierce County also has two affiliate sites that offer basic career services, at Joint Base Lewis-McChord and Goodwill in Tacoma. In July 2019, we certified the Pierce County Library System's 18 locations as WorkSource connection satellite sites. They provide computers for job seekers to access online workforce development services, as well as free Microsoft technology certifications, WorkSource workshops and programs, and more. Partnering with the Pierce County Library has helped bring workforce development services to rural and outlying county areas where they didn't exist, which supports our outreach and access goals.

In 2017, we completed a shared Memorandum of Understanding (MOU) with 16 key partner agencies from employment, education, government, and the community, including:



- Bates Technical College
- Clover Park Technical College
- Department of Labor and Industries
- Department of Services for the Blind
- DSHS/TANF
- Dept of Vocational Rehabilitation
- Goodwill of the Olympics & Rainier Region
- Job Corps
- Pierce College
- Pierce County Library System
- Tacoma Community College
- Tacoma Community House
- Tacoma Housing Authority
- The Rescue Mission
- United Way of Pierce County
- WA Employment Security Dept.
- WorkForce Central

The goals of the MOU Partnership are to create and secure shared commitment to integrated workforce development services in Pierce County, establish a cooperative and mutually beneficial relationship among and between the partner agencies, and to set forth the relative responsibilities of each partner as they relate to planning and implementation of individual and mutual duties, obligations, and responsibilities under the Workforce Innovation and Opportunity Act. By entering into the MOU, partner agencies agreed to support the vision, mission, and goals set forth by the WDC and CLEOs for the workforce development system, as appropriate to their policies, services and resources.

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

The Pierce County WDC and partners look at the workforce system as a whole. By viewing the workforce system as a series of interconnected pathways with multiple routes for youth, adults in transition, incumbent workers, individuals with disabilities, and apprentices, local strategies are designed to advance job seekers and incumbent workers towards family-wage careers and lifelong learning. To strengthen this approach, the system is strongly aligned with business needs, and employers are active participants in the system’s design, delivery, and evaluation. This holistic vision

of a fully-integrated and effective workforce system motivated our development of the MOU partnership. The roles of the WDC, it's Pierce County Leadership Committee, and MOU partners are described below, as outlined in the Partnership MOU.

Pierce County WDC assists the Chief Local Elected Officials in fulfilling the requirements of the federal Workforce Innovation and Opportunity Act of 2014, including:

- 1) Oversee four-year Strategic and Operation plans, and update plan as mandated that connects all investments in workforce development.
- 2) Conduct strategic oversight to the workforce delivery system (WorkSource Pierce Network).
- 3) Ensure that there is a Memorandum of Understanding with workforce development system partners for the implementation and operation of the service delivery system in the local area.
- 4) Certify WorkSource Pierce comprehensive center(s), affiliate, and satellite sites.
- 5) Promote quality in customer service throughout WorkSource Pierce Network.
- 6) Oversee the performance of the WorkSource Pierce Network.
- 7) Ensure that there is an Infrastructure Funding Agreement with WIOA and non-WIOA required partners to support the workforce development system.

Pierce County Leadership Committee works strategically to support workforce development system integration and maximize connections among job seekers, workers, businesses, and employers. MOU partner agencies are expected to actively support the governance structure of the MOU partnership, and the Leadership Team includes representation from the partnership. This team is formally designated as a WDC committee and provides input and recommendations to the WDC. Responsibilities include:

- 1) Ensure continuous accountability and evaluation through customer satisfaction surveys and other performance outcomes are in place.
- 2) Promote the further integration of programs through joint planning.
- 3) Align WorkSource Pierce related planning and budgeting processes and conduct these functions jointly, when appropriate. Contribute cash and/or in kind to support the workforce development system.
- 4) Jointly identify and support workforce skill standards and industry performance measures to drive common outcomes.
- 5) Coordinate resources and programs and promote a more streamlined and efficient workforce development system.
- 6) Promote information sharing and the coordination of activities to improve customer service, improve local partners' performance and return on investment.
- 7) Among the agencies party to the MOU, use common release of information processes subject to confidentiality provisions and to preserve records for the period required by law.
- 8) Identify and address barriers to coordination.
- 9) Promote and support the development and implementation of a more unified system of measuring performance and accountability that meet agency requirements.
- 10) Promote and support the development of common data systems to track progress and measure performance.
- 11) Provide feedback to the WDC and CLEO's to assist their oversight of system-wide commitments.
- 12) Commit to the Continuous Quality Improvement (CQI) initiatives of the WDC, including the CQI

Certification Process.

MOU partner agencies promote, provide, and/or link customers to the career services as defined by WIOA, intended to assist individuals to obtain employment. Agencies strive to collaborate in providing a continuum of services to assist individuals to obtain the education, skills, and credentials they need to become employed in career pathways, with opportunities for wage and skill progression. Each partner agency in the MOU has specified which of the following services they provide, and which adult and youth populations they serve.

Basic Career Services for Job Seekers and Workers:

- Initial assessment of skill levels (including literacy, numeracy, and English language proficiency, educational levels), aptitudes, abilities (including skills gaps), self-reflection (including social and emotional skills), and support service needs (includes a “go to” person for basic needs resources).
- Labor exchange services, including job search and placement assistance, career counseling, provision of information on in-demand industry sectors and occupations, provision of information on nontraditional employment.
- Workforce and labor market employment statistics information, including accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas; information on job skills necessary to obtain the jobs; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for such occupations.
- Information, in formats that are usable by an understandable to one-stop customers, relating to the availability of supportive services or assistance, including child care, child support, medical or child health assistance benefits under the supplemental nutrition assistance program, assistance through the earned income tax credit, assistance under State program for temporary assistance for needy families, and other supportive services and transportation provided through funds made available in the local area.
- Outreach, intake, and orientation to the information and other services available through the one-stop delivery system.
- Performance information and program cost information on eligible providers of training services and eligible providers of youth workforce investment activities, providers of adult education, providers of career and technical education activities at the postsecondary level, and career and technical education activities available to school dropouts, and providers of vocational rehabilitation.
- Provision of information and assistance regarding filing claims for unemployment compensation.
- Eligibility determination for services.
- Referrals to and coordination of activities with other programs and services including programs and services within the one-stop delivery system and other workforce development programs.
- Information, in formats usable by and understandable to one-stop center customers, regarding how the local area is performing on local performance accountability measures and any additional performance information with respect to the one-stop delivery system in the local area.
- Assistance in establishing eligibility for programs of financial aid assistance for education and training programs.

Individualized Career Services for Job Seekers and Workers:

- Comprehensive and specialized evaluation to identify barriers to employment and employment goals
- Development of Individualized Employment Plan (IEP, also known as an Educational Plan)
- Group Counseling and Career Advising
- Individual Counseling, Career Coaching and Advising
- Career/Vocational Planning
- Short-Term Pre-employment/Vocational Services
- Internships and work experiences
- Workforce preparation activities
- Financial literacy services
- Out-of-Area Job Search and relocation assistance
- Adult education and literacy activities, including English language acquisition and integrated education and training programs and high school completion.
- Follow up services – includes support services

In addition to identifying and aligning career services, each MOU partner agency has committed to collaborating to develop, provide, or participate in the following processes, resources, and services:

- Common data collection system, including customer satisfaction
- Information Sharing
- Cross Agency Training/Professional Development
- Common Referral System
- Workforce Skill Standards (common set of ‘work readiness’ competencies)
- Common Technology including an Integrated Platform (data entry, portal, applications, etc.)
- Single point of contact - one system approach - for businesses to access services. This includes collaborating on recruitment and other business services on behalf of employers, including small employers, which may include providing information and referral to specialized business services not traditionally offered through the one-stop delivery system.

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

The Pierce County WDC creates strategies and vision to continuously improve and strengthen the workforce development system through alignment, improvement and innovation in employment, training, and educational programs that promotes economic growth. The Pierce County one-stop delivery system has built capacity and experience in strategically integrating numerous, complex workforce programs, services, and initiatives. Integration among partners enables us to operate in the most efficient and cost-effective manner possible, while remaining flexible, adaptable, market-based and customer-focused.

We continue to develop a unified approach to serve industry, support economic development, and guide public workforce investments. Working in tandem with economic development and local area Chambers of Commerce, education and industry associations, core program sub-contractors, and

MOU partners, staff representing the Pierce County workforce development system work to ensure resource alignment to reduce duplication and increase efficiencies in serving businesses, workers, and job seekers. Our partnership aligns our capabilities and resources to improve the region's ability to leverage and pursue funding streams and resources, coordinate ideas and strategies, fill gaps, link workforce supply and industry demand, and enable life-long learning and advancement.

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

- Improving access, efficiency, and value-added services
- Recognizing that all programs and partner agencies serve a common customer and are charged with achieving similar employment and education outcomes for their targeted participant groups
- Facilitating the match between employers and job seekers
- Prioritizing services to recipients of public assistance and other low-income individuals and individuals who are disabled and/or deficient in basic skills to spur financial self-sufficiency
- Developing adult education and family literacy programs that ensure all adults have the basic education skills they need to contribute to their families and communities
- Providing employment, training, and retention services to WIOA eligible individuals with barriers to employment, including veterans, individuals with disabilities, trade-affected individuals, older individuals, ex-offenders, homeless individuals, long-term unemployed individuals and youth
- Encouraging the use of training services that provide portable, transferable credits and credentials
- Providing support services such as childcare, unemployment insurance, and transportation to enable eligible individuals to work or participate in employment and training activities
- Monitoring and evaluating compliance of local area service delivery for fiscal accountability and program effectiveness
- Providing technical assistance to ensure the most effective delivery of workforce services

Most of our MOU partners have a history of collaboration with one another, and extensive experience and knowledge of workforce development. Each has played an active role in moving the system forward and will continue to do so as specified in the MOU described previously. There is shared recognition that we have already accomplished a lot, individually and collectively, which has laid a strong foundation to further align and enhance services and programs to reach a common vision under WIOA. Our progress is indicated by the following achievements towards our four main objectives:

Objective 1: Increase business engagement with the workforce system.

- Restructured the WDC Business Solutions Committee including a new focus on peer to peer business engagement
- Completed Business Solutions Plan for serving business needs; also supporting integrated system work
- Implemented a systemwide business customer satisfaction feedback process

Objective 2: Create an integrated system that is aligned to the goals.

- Implemented a common referral process, powered by South Sound 2-1-1 (administered by United Way of Pierce County)
- Created a Community Engagement Taskforce with over 40 system partners from various organizations
- Implemented a systemwide customer satisfaction feedback system
- Aligned Economic Security for All grant application with our goals and objectives, in partnership with multiple community organizations
- Developed shared definitions for a common data collection system and we are piloting data collection

Objective 3: Expand and improve the talent pipeline of disconnected young adults and adults to quality jobs.

- Created the WDC Talent Pipeline Committee
- Introduced Power Up Pierce initiative, which offers and markets career interest assessment, career exploration, and access to services and training
- Introduced “Live. Work. Pierce.” online job portal to support finding good jobs close to home
- Piloted a Youth Advisory Committee to inform youth outreach and services
- Significantly increased awareness of services via Facebook and Instagram

Objective 4: Support individuals to gain employment through a system of wrap around services that is responsive to their diverse experience and needs.

- Partnering with Adult Basic Education (ABE) providers, including community-based organizations and community and technical colleges, to support an ABE Navigator who provides outreach and engagement, enrollment assistance, and participant support
- Held focus groups with high school age to 21 years and GED participants to gain insight into their needs and preferences
- Promoting South Sound 2-1-1 for access to wrap around community services
- Working with ESD in the UI Initiative to add wrap around services for Unemployment claimants
- Introduced Life Coaches to assist customers with life issues and executive function
- Providing Employee Membership Assistance Program (EMAP) for customers, which gives them access to services like mental health counseling and legal advice.

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

As previously described, our MOU partnership supports alignment in services provided by developing common referral and data collection systems, cross-agency training and professional development, shared technology, mutual skill standards, single point of contact for business services, and regular information sharing. A big milestone in 2019 was implementing our Common Referral System, administered by South Sound 2-1-1. Before, there was no standard process to track customer

referrals across agencies. With this system now in place, 17 agencies across Pierce County can cooperatively serve residents and decrease redundancies in collecting information from customers. As of December 2019, 2,446 clients have been referred through the Common Referral System.

Our thriving and well-developed WorkSource certification and re-certification process also supports quality and standardization across all sites. The Pierce County WDC is committed to a system of WorkSource Pierce job centers, partner affiliate sites, and connection satellite sites that are known for the highest level of quality and that consistently exceed our customers' expectations for getting what they need, when they need it. The certification standards are based on the Malcolm Baldrige National Quality Award criteria, reflecting a commitment to strive for superior performance, continuous improvement, and highly satisfied customers.

The three levels of WorkSource site certification include:

- Full-service job centers: Co-located facilities with comprehensive job seeker (WIOA) services
- Partner affiliate sites: Spaces where, at a minimum, basic career services are offered
- Connection satellite sites: Spaces where technology is available for job seekers to access online workforce development system resources

Organizations and partnerships applying for certification as a full service job centers or partner affiliate site must meet set criteria in the following areas:

1. Leadership
2. Strategic Planning
3. Customer and Market Focus
4. Information and Analysis
5. Human Resource Development and Management
6. Process Management
7. Business Results.

Connection satellite sites are assessed based on criteria for #3 – 6. To ensure that all sites are high performing, the rigorous certification process also requires the following commitments:

- Agreement that certification represents the highest quality standards in the delivery of employment and training services.
- Based on this commitment, any entity wishing certification must be able to demonstrate processes and products that meet or exceed quality standards based on Malcolm Baldrige National Quality Award criteria.
- Attainment of the standards and a rigorous certification process provides an assurance to the public that the certified site has attained a high standard of quality and consistently maintains that standard.

WorkForce Central supports organizations in preparing and applying for WorkSource site certification by providing four free, in-person training modules, which include: Overview of CQI, Data Analysis Using Plan-Do-Check-Act, Overview of the Certification Application & Indicators, and Benchmarking & Developing Your CQI Plan. Certification applicants also receive a self-assessment tool, have access to

an online quarterly applications review schedule, and receive technical assistance and/or a site visit after application submission.

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

We have significantly expanded access to workforce development services to all populations throughout our county by expanding the WorkSource One-Stop system to include the full service WorkSource Center, two Affiliate Partner Sites, and eighteen Connection Satellite Sites at libraries in all corners of the county. Our strong recruitment and certification process is fostering continued growth that will help us reach new populations. The Tacoma-Pierce County Health Department is considering Affiliate Partner certification at their Family Support Centers in high-need parts of the county. Tacoma Public Library and the Tacoma Urban League are considering Connection Satellite certification. The Tacoma Urban League's mission is to assist African Americans and other underserved urban residents in the achievement of social equality and economic independence.

Additional ways we are improving and increasing access to services include:

- Broad and targeted community engagement and outreach, such as the Community Engagement Task Force and other strategies described in section III.4.
- Responding to funding opportunities beyond WIOA to increase and specialize the services we offer, such as the Economic Security for All grant to lift 250 families in Tacoma's Eastside out of poverty, and DVR funding to provide Pre-Employment Transition Services to in school youth with disabilities.
- Utilizing the closer and more formalized relationships in our MOU partnership, and shared processes and systems, to increase the number and quality of referrals for services.
- Creating cohort training programs to make training available when community and technical colleges can't expand their training capacity for high demand occupations.
- Helping to develop new workforce development resources in our community, such as current exploration of collaborating to expand the RETAIN WA demonstration project to Pierce County.

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

Broad and targeted outreach are both essential to reach all community members who may need workforce development services and make services accessible to them. The Pierce County WDC developed a comprehensive communications plan as part of strategic and operations planning in 2018-2019 that is designed to reach diverse potential customers of all ages, geographic areas, and socioeconomic status. Please see an outline of our communications plan at the end of this section. Our multi-faceted outreach, coordinated with our MOU and WorkSource partners, aims to increase Pierce County residents' access to education, training, employment, and supportive services,

particularly for eligible individuals with barriers to employment.

Outreach must adapt to distinct differences among the many populations and groups residing in Pierce County and overcome the geographical challenges of reaching everyone in the county. A key strategy in reaching diverse individuals is building relationships with agencies that specialize in working with them. Through ongoing contact with entities working with unique populations and individuals with significant barriers (as identified in WIOA Section 3(24)), we learn about different groups' needs and how to provide information in user-friendly formats with clear instructions on how to access programs and services. We also ensure that our partners and other community organizations are aware of all current and ongoing program opportunities for their clients.

To help meet these needs, we created the Pierce County Community Engagement Task Force, which held its first meeting in July 2019. Task Force members come from over 40 different organizations and are working together to help support residents in becoming healthy and economically stable. The Community Engagement Task Force is building a new approach to collectively address gaps in services across Pierce County; the importance of this work is demonstrated by dedication of staff time and resources from so many agencies.

Additional Pierce County WDC initiatives and outreach strategies to connect with specific groups are well-established, as described below.

Power Up Pierce: Launched in February 2019, Power Up Pierce kicked off with a great new website, Facebook and Instagram accounts, and print materials. All materials are bright and engaging, created to appeal to adults and young adults in need of a leg up and encourage them to reach out for help with their career and education goals. With the launch of Power Up Pierce, outreach specialists also hit the streets to engage potential customers. Power Up Pierce banners, tablecloths, stickers and print collateral started making the rounds at community events several times per week. The outreach team also created engaging new ways to interact with potential customers, including planning game nights and Power Up Pierce graduation ceremonies for customers who graduated from training programs, and engaging school districts to create new career and resource fairs for families in the Parkland/Spanaway area.

Live. Work. Pierce: Debuting in late 2018, the Live. Work. Pierce. jobs portal hit its stride in early 2019. Located on the WorkForce Central website home page, Live. Work. Pierce. allows users to search all job openings in Pierce County by employer, job title, job category, or certification type. Since its launch, the portal has been used more than 14,000 times by job seekers from Eatonville to Seattle and everywhere in between. By scraping daily results from every major online job board, then narrowing by geographical area, Live. Work. Pierce. becomes the first board of its kind to display jobs specific to Pierce County.

Part of our goal with this one-stop shop for local job postings is to help Pierce County employers find local talent to fill their needs and to stop the brain drain from our county to points north and south. In turn, these Pierce County workers can find a job that is close to home and have more time for family and other important things in life. The launch of Live. Work. Pierce. was covered by The News Tribune and South Sound Business, and enthusiastically shared by universities and colleges, the EDB,

chambers, businesses, and K-12 schools.

Monthly Employment Report: In January 2019, we launched a reboot of our popular Monthly Employment Report with new interactive capability and extra features, including the ability to display historic quarterly employment trends by industry in Pierce County. We stripped away some of the minimally valuable information and added real-time labor, occupation demand, wage and industry data from Chmura Economics and Analytics – providing a robust monthly look at Pierce County’s workforce and economy. The Monthly Employment Report has developed a loyal following among businesses, nonprofit organizations, and the general community, and has elevated our brand profile as a thought leader in Pierce County.

Veterans, Military Members & Spouses Outreach: Our WorkSource Partner Affiliate Site at Joint Base Lewis-McChord, Bud Hawk Transition Center provides an excellent, direct way to connect with military members and spouses. Our participation in the South Sound Military & Communities Partnership and the Washington Military Transition Council give us an opportunity to promote our services to the organizations belonging to these groups.

JobFest: JobFest is the largest young adult job fair in Washington for job seekers age 16-24. Participation is free for both employers and job seekers. Young adults have direct access to local businesses who are seeking talented candidates in many disciplines, including healthcare, retail, customer service, manufacturing, and much more. Job seekers have the opportunity to participate in onsite interviews and get information about jobs and career tracks in various industries and/or businesses. This is an excellent opportunity for young adults to meet face-to-face with the area's leading employers who are hiring for full-time, part-time, and seasonal positions. Businesses gain the opportunity to share information about their current and future career opportunities and connect with the workforce of the future. JobFest helps the Pierce County community by stimulating and promoting the local economy and the young adult employment climate.

Pierce County Career Day: Pierce County Career Day is made possible by a private-public partnership that brings students, educators, and employers together in an exciting annual event. Career Day educates high school students about the many different construction and trades career paths available and gives them the opportunity to explore future careers with industry professionals. Career Day also provides a venue for technical and community colleges offering training in these industries to expose students to the many program and career options available to them. Through interactive exhibits, which include machinery and equipment operation, students learn about and discover the technical skills required to be successful in internships, registered apprenticeships, training and careers.

We have also significantly increased our reach to new populations and geographic areas through the following initiatives and service expansions, described previously in this plan:

- We have expanded WorkSource services throughout all of Pierce County, including rural and outlying areas, by certifying Pierce County Library System’s eighteen libraries as Connection Satellite Sites.
- The Economic Security for All (EcSA) Community Initiative is reaching community members in

Tacoma’s Eastside who have low income and high barriers and assisting them to connect with employment and education opportunities.

- Our Future of Work Report and Forum strengthened our relationships with current business and economic development partners and engaged new businesses to learn who we are and how we can support their workforce development needs.

Pierce County WDC Communications Plan

Outreach Goals

- Raise awareness of WorkForce Central’s brand, our mission, and the services offered by our providers and WorkSource
- Raise WorkForce Central’s profile as the expert and thought leader on workforce development, the local economy, industry, and economic trends
- Demonstrate that we are ahead of upcoming trends by initiating community conversations on important workforce topics like automation and artificial intelligence
- Be recognized for partnerships and projects we initiate that bring economic opportunities to job seekers, workers, and businesses
- Use data to drive advocacy and steer the conversation and solutions for workforce issues
- Launch a strong, sustainable outreach campaign (Power Up Pierce) that generates improved awareness of the workforce system and makes customers feel comfortable coming to us
- Be recognized by our customers and community partners for excellence in customer experience
- Create brand awareness in the military community and other communities as new programs are incorporated according to the Workforce Development Council’s strategic plan
- Improve and increase our digital outreach (website and social media)
- Plan a high-profile community event that starts a robust conversation and creates awareness
- Develop relationships with new and returning state lawmakers working on economic development, workforce, and higher education committees and task forces
- Take advantage of moments of bipartisan support in local and state government

Target Audiences

EXTERNAL AUDIENCES

Policymakers	Civic leaders	Educators
Businesses/employers	Media outlets	Organized labor
Faith-based organizations	Community-based	Government agencies
MOU partners	organizations	Broader community

INTERNAL AUDIENCES

WorkForce Central staff	Subrecipient/provider staff
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High Touch Branding Approach

- Website updates (press releases, blog posts, and regular content updates)
- Regular e-blasts

- Monthly Employment Report
- Bi-monthly email newsletters
- Social media posts several times per week (Twitter, Facebook, LinkedIn)
- Pitches to media/earned media coverage
- Boosted social media posts
- Paid event placement on Patch.com
- Print promotional collateral
- Print and digital newspaper ads
- Community engagement/outreach team efforts
- Hosted community forums in Tacoma, Parkland, Puyallup
- Financial sponsorship of high-profile community events
- Public appearances/speeches at community events, forums, public meetings

Distribution

IN-HOUSE/NO COST

Website updates (press releases, blog posts, and regular content updates)
 E-blasts
 Bi-monthly email newsletters
 Social media (Twitter, Facebook, LinkedIn)
 Earned media coverage
 City Council and County Council proclamations
 Community engagement: Public meetings, one-on-ones with civic leaders
 Meetings with key state lawmakers and staff
 Monthly Employment Report

PAID

Boosted and sponsored social media posts
 Programmatic digital advertising
 Print promotional collateral (flyers, business cards, posters)
 Channel 253 podcast network spots
 Power Up Pierce initiative launch moment
 Automation & AI Panel (with keynote speaker): Fall 2019
 Pandora radio
 Print and digital newspaper ads

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

The Pierce County WDC will continue to coordinate workforce investment activities with secondary and post-secondary education programs. This is facilitated by representation from higher education and Title II adult education on the WDC, active involvement in the MOU partnership by the county's four community and technical colleges and four organizations that provide or support adult education, and continued WorkForce Central representation on Pierce County colleges' Career and Technical Education Advisory Boards. We are involved with K-12 schools through our Pre-Employment Training Services contract with DVR, and through collaborative youth pipeline development activities.

We are working with these stakeholders to build a delivery system that aligns education and training services with workforce development services, in coordination with employers. Goals to achieve this

include:

- Build partnerships to support students along transition points, with professional development for partner staff, monitoring of progress, and accountability with continuous system assessment. Leverage technology to deliver educational and training services that integrates digital literacy. Most employers require some level of digital literacy on the job; integrating these skills early enhances future workers' competitiveness.
- Partner with employers to integrate workplace training into educational programs.
- Provide basic education resources and capabilities including college and career pathways, co-located facilities, shared staff, testing, education and placement expertise, educational advising and navigation, incumbent worker training, employability skills/training, and skills development.
- Ensure all system connection sites have physical and/or virtual access for participants to be assessed for and referred to relevant basic skills and other educational services.
- Adopt system-wide strategies that address cognitive and development factors (e.g. critical thinking, problem-solving, teamwork, communication, etc.) that impede participation, persistence, and success in education and the workforce.

Expanding competitiveness to all populations in the changing economy is vital to the future of our community's health and prosperity. We aim to coordinate wraparound services along entry and transition points that connect students to various resources along their pathway. We also support activities that raise basic skills in an accelerated manner and embed college and career pathways information and resources. Using career pathways entwined with education, training, and workforce preparation leads to the best outcomes for self-sufficiency. Examples of current and past strategies in which we partner with or support education providers to serve groups with specialized needs include:

- Support innovative programs to advance education and employment goals such as Integral Digital English Acceleration, I-BEST and I-BEST at Work, and High School 21+
- Support transition of offenders with re-entry into workforce and society with education and workforce services
- Basic literacy training for parents and families, giving them a solid foundation to improve their children's prospects for educational and workplace success
- Summer Jobs 253 program
- Additional training for English language learners in reading, writing, math and workforce preparation to increase their readiness for family wage jobs

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

The Pierce County WDC utilizes the common definition of career pathways that was developed and adopted by our workforce system: *The career pathway approach connects levels of education, training, counseling, support services, and credentials for specific occupations in a way that optimizes continuous progress toward the education, employment, and career goals of individuals of all ages, abilities, and needs.*

Career pathways help students from the very start of their education or training journey by providing critical information and support as they move through the education and workforce development system. Pathways provide the following:

- Structured routes for students that have predictable program schedules and options for completion of degrees and certificates, with the end goal as part of the pathway
- A clear visual map of the length of a program all the way through to potential employment upon training completion, including possible job and wage outlook based on the chosen education pathway
- Multiple on-ramps to programs with access and starting points based on individuals' current education status and needs
- Advising throughout the student's progression, with tracking, feedback, and support

This approach gives individuals confidence and support to earn marketable credentials, preparing them to be successful in a range of secondary or postsecondary education options. This includes apprenticeships and other paid work-based learning programs.

The Pierce County WDC engages employers in high-demand industries to identify technical and professional qualifications and competencies required for family wage careers. Our strong relationships with post-secondary training providers facilitates sharing this information with them, to ensure their portfolio of eligible training options aligns with employers' needs. All system partners prioritize accelerated or stackable industry recognized certifications that allow students to begin earning wages as quickly as possible. Our longstanding relationships with colleges and other training providers also facilitate efficient referral of their eligible students to WIOA case managers for co-enrollment, so they can access additional supports needed for successful training completion that leads to employment.

In addition, the Pierce County WDC supports pre-apprenticeship and apprenticeship programs in high demand industries as a career pathway to a recognized credential and long-term employment. For example, we have supported development of new Medical Assistant and Central Sterilization Technician apprenticeship programs beginning at one of Pierce County's colleges in 2020.

Additional strategies used by the Pierce County WDC and its partners to provide information about careers and career pathways to individuals who are new to the workforce, returning to the labor market, or in need of a new career direction, include:

- Excellent information about career pathways in high demand fields on the WorkForce Central website (see <https://workforce-central.org/job-seekers/pathways>)
- Links to additional career discovery resources on the WorkForce Central website, including CareerOne stop, MySkillsMyFuture, and Washington Career Bridge (see <https://workforce-central.org/job-seekers/explore-careers-2>)
- Short community presentations about high demand occupations, called "Career Boosts," provided by our WIOA Title I subrecipient provider
- Annual Career Days, such as JobFest for young adults and Pierce County Career Day for youth

interested in construction careers, plus special one-time career events like the Central Pierce Career Expo sponsored in 2019 in partnership with Franklin Pierce School District and WorkSource partners

III.7. Describe how the LWDB will (i) facilitate engagement of employers, including small employers and employers in demand industry sectors and who have demand occupations, in workforce development programs; (ii) support a workforce development system that meets the needs of local businesses; (iii) better coordinate workforce development programs and economic development; and (iv) strengthen linkages between the one-stop delivery system and the state's Unemployment Insurance program.

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

WorkForce Central currently contracts with ResCare to provide coordinated delivery of Title I businesses services among WorkSource partners. ResCare, in coordination with the Business Solutions Committee and WorkForce Central staff, is responsible for connecting employers to the WorkSource system, gathering business intelligence, and assisting in growing the regional workforce/economic development partnership through relationships with local and regional businesses and business focused organizations.

Regular meetings are held with ResCare and partners, including the Unemployment Insurance program, to ensure that service delivery to business and job seeker customers remains high quality and aligned to changing needs. Integration of services between Employment Security Department's Business Solutions team and ResCare's Business Solutions team drives continuous communication and coordination of resources to business customers. New businesses relocating to Pierce County can receive labor market data and orientation to available workforce development services. Goals we're working towards include increased evaluation of the needs of small businesses and developing self-employment training and resources for business start-up.

In addition to receiving businesses services, engagement of employers throughout the WorkSource system is further realized through:

- Pierce County WDC membership
- College and Skill Center Advisory boards
- Focus groups and surveys
- Sector partnerships
- Development of sector training programs which include up-front employer engagement
- Job and career fairs
- Areas for further development: engaging businesses in development of pre-apprenticeship and apprenticeship programs, internships, work experiences, on-the-job training, and incumbent worker training

WorkForce Central also engages employers by convening presentations to employer and business associations and individual stakeholder groups to disseminate sector and labor market research and reports. Outreach activities by ResCare and WorkForce Central staff include face-to-face meetings, presentations, a business focused website page, social media, employer workshops, business round tables, brochures, event flyers, and working with partners to promote services. In addition, employer presentations are hosted at our one-stop location to share information about hiring opportunities with partners and job seekers.

As previously described, the WDC Business Solutions Committee has devised and tracks benchmark measures for employer engagement and outcomes, including increasing the number of businesses providing work-based learning placements, using the system for recruitment, and participating in advisory boards. All activity with businesses and employers is recorded by ResCare so that monthly reports of deliverables and milestones can be assessed by WorkForce Central and its workforce partners. This helps assure optimal coordination among partners, value-added services to businesses, and positive outcomes for job seekers.

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

WorkForce Central is dedicated to supporting Pierce County businesses by providing access to resources that support local hiring needs at no cost to them. In the current economic environment, employers are searching for qualified employees and seek workforce solutions to meet their business requirements. These solutions include recruitment and screening of job candidates, conducting hiring events and job fairs, and facilitating work-based learning opportunities. In 2019, 327 businesses received 2,262 services, including 685 job postings directly supported with recruitment assistance, 476 job placements, and 105 work experience sites developed, including on-the-job training and apprenticeship positions.

On-the-job training, incumbent worker training, and customized training enable job seekers to learn occupational skills while earning wages, assist current workers progress in career pathways, and help businesses affordably find qualified workers. Our contracted subrecipient providers of adult, dislocated worker, and youth services regularly place customers in on-the-job training. This work is guided by WorkForce Central's WIOA Title 1-B Incumbent Worker Training Policy (Policy #1001 (Revision 1) and On-the-Job Training Policy & Procedures (Policy #1006, Revision 1). However, there is significant potential to increase these opportunities; we are working to increase incumbent worker training and customized training for employers.

To improve and expand work based learning activities, WorkForce Central and its partners are establishing a systemwide approach to developing and coordinating internships, work experience, on the job training, and incumbent worker training to ensure access to these services is aligned, transparent, easily accessible to employers, and meets industry needs. Convening stakeholders - business, local colleges, and industry experts - is key to deploying work based learning initiatives. Two examples of on-the-job training initiatives the Pierce County WDC has supported in the past

include:

- Young Adult Development Internship: This 16-week, cohort-style paid internship program served youth and young adults with barriers to employment or education. It engaged local business host sites who hired participants part-time to learn skills on the job. The program included a weekly classroom session in which all participants checked in with the program coordinator and engaged in professional development, in-depth career exposure, and advocacy and advisory work. Program participants could also receive help enrolling in post-secondary education. Youth voice was integrated throughout the program to inform both the program and Pierce County WDC's broader planning and implementation of youth and young adult services.
- Manufacturing Academy: Created with manufacturing employers, this pre-apprenticeship program prepared workers for manufacturing and aerospace careers with the opportunity to advance into apprenticeships.

We also helped support two new healthcare apprenticeship programs that are starting in Pierce County this year and hope to launch a county-wide construction pre-apprenticeship program within the next 1-2 years. Our DVR-funded Pre-Employment Transition Services Program will incorporate work-based learning experiences for in-school youth with disabilities. Less recently, the Pierce County WDC developed an Iron Worker Pre-Apprenticeship with Pacific Northwest Ironworker Local #86, which led to direct entry into the union apprenticeship with an entry level wage exceeding \$26 per hour. We will continue to support current and new customized work-based learning programs, using the solid platform we have established.

In addition, we are exploring new ways to support incumbent workers and customers in work-based learning situations. For example, in 2019 we began engaging Life Coaches to support Title 1 recipients, including those in work-based learning experiences. We also began providing access to Enrolled Member Assistance Program (EMAP) services to provide additional support to our customers. EMAP helps them access resources to assist with life issues that can affect work, such as assistance with or referrals to services like childcare and elder care consultations, debt management and budgeting advice, counseling, home ownership, and more.

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

To ensure that a high level of quality service is delivered to Pierce County employers, workers, and job seekers, the Pierce County WDC, its Leadership Committee, and its Quality Assurance and Certification Committee have developed policies, provide oversight, and create ongoing feedback mechanisms for a strong accountability system. Each group's specific responsibilities in quality assurance and continuous improvement are described in sections III.2 and III.3.b.

Our WorkSource Pierce job centers, partner affiliate sites and connection satellite sites adhere to a rigorous certification and re-certification process, built on the CQI (Continuous Quality Improvement) System (as detailed in section III.3.d). Each site's self-assessments and annual reports are closely

reviewed. WorkSource Pierce customers' satisfaction is monitored throughout the year by reviewing voluntary survey results, with appropriate action taken to address concerns and suggestions for improvement.

WorkForce Central also uses the CQI system internally to continuously assess our processes, policies, procedure, and culture. Each assessment cycle includes identifying areas for improvement and developing strategies using the Plan, Do, Check, Act cycle.

WIOA Title 1 sub-recipient providers are carefully selected using WorkForce Central's Procurement Policy #2001. They receive extensive training once selected, including contract orientation, definitions, eligibility requirements, state MIS access and use, and reporting. Providers' performance is monitored as outlined in the Monitoring and Oversight Requirements Policy #ADM-2004, including Monthly Contract Meetings, quarterly reports, and a defined Corrective Actions process. Monthly Contract Meetings are also used to identify areas for improvement in service quality and efficiency. Customers' complaints are formally addressed according to WorkForce Central's Customer Complaint and Concern Resolution Policy #3001 (Revision 1), supplemented by the Customer Complaint & Concern Documentation and Procedures Handbook.

Additional activities through which the Pierce County WDC monitors quality and seeks continual improvement include:

- Consistently apply WIOA federal performance accountability measures to assess the overall effectiveness of Pierce County's WIOA program
- Utilize WorkForce Central's dashboard that tracks progress on system performance issues of importance to the Pierce County WDC
- Maintain quality standards for the delivery of WorkSource services
- Conduct annual onsite monitoring reviews
- Continue RFP standards requirements that all bidders for training services lead to recognized post-secondary credentials, provide career pathways, are currently listed on Washington's ETPL, commit to achieving applicable federal and state performance measures, and meet the needs of our community
- Develop and deliver ongoing professional development for WorkSource professionals to support high quality service delivery
- Locally track and benchmark employer engagement

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

Wireless Internet access is available at our one-stop comprehensive job center in Tacoma, our partner affiliate sites at Goodwill and Joint Base Lewis-McChord, and all eighteen of our Pierce County Library System satellite connection sites.

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

Customers throughout Pierce County have access to WorkSource Pierce in-person or virtual programs and services because our comprehensive job center, partner affiliate sites, and connection satellite sites are present in all areas of the community. Access will continue expanding as additional sites are certified. The Tacoma-Pierce County Health Department is considering partner affiliate site certification for one or more of its Family Support Centers, located in seven high need areas around the county. If the Tacoma Urban League becomes certified as a satellite connection site, services will be available to black residents via a trusted organization in a place where they are comfortable. The Tacoma Public Library is also considering satellite connection certification at one or more of its nine library locations, which would make services more densely available inside Tacoma city limits. All virtual programs and services at affiliate and satellite sites are user friendly, free of charge, and available to anyone.

Our partnership with the Pierce County Library System gives our partners and customers access to additional learning, career exploration, job search, and professional development tools. Our integrated system enables access to the Library portal which offers a wide array of resources, including the following:

- Microsoft Digital Literacy: Digital Literacy helps develop a fundamental understanding of computers. The courses offer participants an opportunity to learn the essential skills to begin computing with confidence, be more productive at home and at work, stay safe online, use technology to complement individual lifestyles, and consider careers. The Microsoft Digital Literacy curriculum has three levels: Basic, Standard, and Advanced.
- JobNow: This program offers resume templates, resources, online expert feedback, online job search resources, interview tips, live expert interview coach, career assessments, and eParachute, which provides information about college majors and careers that match skills and interests.
- Lynda.com: Courses include Microsoft Office products, job applications, interviewing skills, business competencies, computer aided design (CAD), and web design.
- Northstar Digital Literacy Assessment Modules & Credentials: The Northstar Digital Literacy Project defines basic skills needed to perform tasks on computers and online. Adults' ability to perform these tasks can be assessed through online, self-guided modules. Included are basic computer digital literacy standards and modules in nine main areas: Basic Computer Use, Internet, Windows Operating System, Mac OS, Email, Microsoft Word, Social Media, Microsoft Excel, and Microsoft PowerPoint. When individuals pass the assessments at certified WorkSource sites, they can obtain the Northstar Digital Literacy Certificate, which provides a credential for employment. There is no cost to complete the online assessments.
- Universal Class: Online courses including accounting (25+ classes), business (100+), career training (100+), computer training (60+), entrepreneurship (85+), finance (40+), General Education (45+), mathematics (10+), office skills (80+), test preparation (35+), website development (30+), and writing skills (50+).

Customers who need remote access can also utilize WorkSourceWA.com for information about careers, labor market, and college programs and processes, plus links to other job seeker sites. We are currently expanding the use of virtual services such as online applications and will hold our first

virtual job fair this year.

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

Since the implementation of WIOA, we have refined our comprehensive service delivery approach to ensure accessibility and inclusion of all customers, including those with disabilities, to all facilities, programs, and services. Pierce County's WorkSource delivery system is in compliance with the Americans with Disabilities Act (ADA), as evidenced by regular monitoring conducted by the ESD. We are also guided by WorkForce Central's Equal Opportunity and Nondiscrimination Policy #0015.

Our WorkSource Job Center has assistive technology available for customers with disabilities. Department of Vocational Rehabilitation, one of our MOU partners, has assessed the assistive technology and physical access factors and made recommendations for what customers with disabilities need to fully participate in our services. WorkSource affiliate and connection sites are required to document their adherence to ADA requirements and how they welcome individuals with disabilities as part of the certification and re-certification process.

We maintain standards to comply with ADA, WIOA, and our policy by providing training for internal staff, partners, and subrecipient providers. Via our Local Equal Opportunity Officer, physical and programmatic accessibility will continue to be evaluated annually and improvements made based recommendations from both our local and state Equal Opportunity officers.

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

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

Individualized career services can be provided to unemployed and underemployed individuals if WorkSource Center staff determine they will assist a WIOA eligible individual in obtaining or retaining employment. These services include, but are not limited to, comprehensive and specialized

assessments of the skill levels and service needs of adults and dislocated workers, development of an individual employment plan that identifies employment goals and achievement objectives, the identification of appropriate services for the participant, information about eligible training providers, career planning, short-term pre-vocational services, internships and work experiences that are linked to careers, and English language acquisition and integrated education and training programs.

The Pierce County WDC helps fund appropriate training and skills development for programs of study for WIOA eligible adults. Through education, participants are given the tools and opportunity to enter or advance in the workforce. After an interview, evaluation or assessment, and career planning, WorkSource Center staff may determine training services are appropriate if a WIOA eligible individual is unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through employment services alone.

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

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

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

Youth workforce investment services and activities in Pierce County include WIOA Title 1 Youth Services, youth and young adult events, specialized services to youth with disabilities, and youth employment and training services provided by other organizations.

ResCare Workforce Services – WIOA Title 1 Youth Services

ResCare Workforce Services is the WDC's current WIOA youth sub-recipient provider for Pierce County. They provide customized employment and educational services throughout the county to out-of-school youth and young adults ages 16-24. They serve youth with disabilities and also refer youth to other providers when that will best meet their needs. Their main locations are the WorkSource One-Stop Center and the REACH Center, both in Tacoma, with weekly services at co-location sites in underserved and outlying areas of Pierce County, including Spanaway/Parkland, Eatonville, Buckley, Bonney Lake, and Puyallup. ResCare provides the following services:

Education

- Assist with GED preparation and basic skills testing and access to GED Academy, ResCare's GED resource tool.
- Help participants reach post-secondary goals including completing applications, applying for assistance, and navigating the enrollment process.
- Offer short-term training that leads to youth and young adults receiving post-secondary credentials.
- Provide financial literacy and workplace excellence training.

Employment

- Assist with job placement within the Pierce County community.
- Help participants with work readiness using ResCare's Project CEO class, teaching skills such as interviewing, resume writing, positive work ethic, and career exploration.
- Offer Traitify for career interest assessment.

Work Based Training

- Offer a 6-8 week paid work based training with the participant's career interests in mind.
- Opportunity for up to 20 hours per week in paid work experience.
- Possible transportation assistance to work-based training if no other resources are available.

Supportive Services

- Work/Interview clothing
- Costs relating to employment and educational goals, such as supplies or uniforms
- Personal hygiene items
- Transportation
- Other items deemed necessary for program completion and employment

Specific programs and services provided by ResCare include:

- ResCare Academy: ResCare Academy is a web-based learning tool that provides job preparation videos and modules and skill training courses. The Academy's catalog includes 1,500+ courses in a variety of subjects and has a customized career trait profile. ResCare Academy tracks completion and helps create a curriculum for a career path. Participants receive a certificate upon completion of each course. Some of the courses that ResCare Academy offers include:

Communications	Interview and Hiring
Computer Software	Leadership and management
Customer Relations	Life balance
Finance and Accounting	Microsoft office
Foreign Language	Motivation and recognition
GED new initiatives	Programming and web development
Hardware, helpdesk, & networking	Project management
Healthcare compliance & safety	Sales and marketing
Healthcare nursing education	

- **Project CEO:** This one-week program focuses on job readiness, helping participants become aware of career fields and the idea of having a profession. The program is comprised of five sessions:
 - Session One - "Selling yourself": How to put your name out there for employment and how to market yourself to employers
 - Session Two - "Employers - those who count": How to apply for jobs today, how to network, and how to job search
 - Session Three - "Your money": How to balance and maintain your money, the responsibilities and financial goals
 - Session Four - "You're the boss": Basics of starting your own business which allows you to see business from a CEO perspective
 - Session Five - "You're ready to work": Practicing skills learned throughout the course. This includes a success ceremony recognizing graduation from Project CEO.
- **GED Academy:** This online tool consists of practice tests and quizzes for those wanting to obtain their GED. GED Academy takes place in a virtual classroom in which participants' progress is tracked by the case manager and participants can view their progress, allowing staff and participant to work as a team. The program also offers to pay for GED testing cost.
- **Resume Hero:** This employment-based resume builder, via Career Builder, enables participants to make up to five different resumes that will be spread throughout Career Builder to help gain employment. There are many different resume structures within Resume Hero, ranging from entry level resumes to executive resumes. Participants are also able to create cover pages and thank you notes for interviews.
- **Career Pathway Explorer:** This online tool allows participants to quickly identify career interests by choosing interests based on images. The program uses this tool as a starting point of discussion when working with youth during a career exploration assessment. The results give participants a chance to view and increase their understanding of the opportunities available to them.

Youth & Young Adult Events: The Pierce County WDC supports two major youth events annually, JobFest and Pierce County Career Day. JobFest is the largest young adult job fair in the state of Washington and is geared toward those aged 16 to 24. Held each year in the Tacoma Dome, JobFest is a great opportunity for young people to explore future career paths or find their first job. At the April 2019 JobFest, 719 job seekers investigated the employment offerings of over a hundred exhibitors; 234 people were interviewed for jobs, and a total of 67 were hired - 44 of that day.

Pierce County Career Day provides an annual opportunity for high school students to learn about construction careers. They are given hard hats, safety vests and glasses, and have opportunities to build things, use tools, try welding, and operate heavy equipment. In addition to this hands-on experience, students learn about skilled trades, apprenticeships, education, and wages. In 2019, 1,740 students from all over Washington interacted with 90 different businesses who participated.

The Pierce County WDC also collaborates to hold special career exploration events and job fairs. In 2019, we held the Central Pierce Career Expo in partnership with Franklin Pierce School District and

WorkSource partners. The event was designed for Franklin Pierce School District students, their families, and local community members. This area has high poverty, unemployment/underemployment, number of people without a high school diploma or GED, and racial/ethnic diversity. Over 50 presenters attended including businesses and community resources such as education and training providers, labor unions, vocational rehabilitation, and young adult programs.

Services to Youth and Young Adults with Disabilities

Pre-Employment Transition Services: WorkForce Central is working with the Division of Vocational Rehabilitation to provide Pre-Employment Transition Services to in-school youth with disabilities. Examples of disabilities include, but aren't limited to students experiencing hearing loss, speech impairment, asthma/allergies, and physical limitations that preclude some activities; impairments in social interactions; learning or intellectual disabilities; cognitive limitations; mental or emotional disorder; need for reasonable accommodations to participate in classroom and learning activities, or they have been recognized by their school as high risk and may have disabilities not yet identified. The services to be delivered through our DVR contract include Workplace Readiness Training, Individualized Work Based Experiences and Paid Work Based Learning Experiences. The program includes close collaboration with Pierce County schools and local and state DVR transition services staff.

Additional Youth and Young Adult Services supported by Pierce County WDC

As previously described in this plan, youth and young adults are a primary target for our Power Up Pierce campaign. In addition, the WDC Talent Pipeline is investigating expanding recruitment and capacity for Career Readiness Training, especially for disconnected youth and those with barriers to employment.

Youth and Young Adult Services Provided by Other Organizations

Summer Jobs 253 is a summer program that offers incoming high school juniors and seniors the opportunity to earn high school credit for graduation, college credits, and gain meaningful work experience in paid internships. SJ253 alumni have high on-time graduation rates even though the target demographic is at-risk youth who are credit deficient. Students receive 98 hours of paid work experience, up to two high school credits, 2-3 college credits through Tacoma Community College, and attend classes in work readiness and soft skills. Students also receive financial literacy training and have the opportunity to open a savings account with a local bank or credit union. Many students also earn a Microsoft Imagine Academy certificate.

REACH Center in Tacoma focuses on "equipping and emboldening young people to succeed in education and employment." Its Resource Room is available to anyone aged 16 to 24 who needs computer access, mentoring and help with resumes, cover letters and job search. They offer GED or high school diploma completion, support with college applications and admissions, and free educational workshops on a wide range of topics. In addition, Goodwill's Barista Training Program is located at the REACH Center. Through partnerships, the REACH Center can connect youth to housing services, counseling, and advocacy.

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

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

In accordance with the State's Rapid Response Policy #5603, Revision 1, WorkForce Central maintains a local rapid response team which includes representatives from WorkForce Central, ESD's Unemployment Insurance Division, ESD's state level Rapid Response team, Pierce County WorkSource Center, labor organizations (when the workforce is union represented) and/or the Washington State Labor Council, community and technical colleges, and other stakeholders and interested parties.

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

- Consult with the State Rapid Response Unit, state and local economic development organizations, and other entities to avert potential layoffs.
- Determine proposed layoff schedule and what employer plans are to assist the dislocated workers, including the status of any collective bargaining negotiations affecting layoff benefits.
- Ascertain and provide the State Rapid Response Unit with information related to severance, separation pay, retirement incentives, and voluntary layoffs so the Unemployment Insurance Division can review and determine eligibility for unemployment insurance benefits.
- Coordinate the delivery of rapid response layoff orientations for affected workers in conjunction with the State Rapid Response Unit. Local rapid response contacts will arrange for participation by local service providers in these sessions.
- Include in orientations the topics required by the State's Rapid Response Policy #5603.
- Assess the needs of the impacted workers as quickly as possible through the use of surveys.
- Maintain an inventory of available workforce resources for onsite meetings to address the short and long-term assistance needs of the impacted workers.
- Determine the need for and promote a voluntary labor management committee or a workforce transition committee comprised of representatives of the employer, affected workers or their representatives, and other community entities as necessary to assist in planning and overseeing an event-specific strategy that supports the reemployment of affected workers.
- Determine the need for peer worker outreach to connect dislocated workers with services in conjunction with the labor management committee or its equivalent.
- Consult and coordinate with appropriate labor representative when planning rapid response activities for those impacted workers covered by a collective bargaining agreement.
- Ensure procedures are in place for the timely access and referral to WorkSource programs, services and information offered by WIOA, UI, TAA, Wagner-Peyser, and other programs.

WorkForce Central will continue to ensure that the local rapid response team and local service

providers will be fully cognizant of ongoing collective bargaining negotiations related to a plant closure or layoff event to avoid any actions that might impact those negotiations.

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

Transportation costs related to education and employment frequently pose a significant barrier to self-sufficiency, including no driver's license, no car insurance, no family or network of support, no reliable transportation, and no means to change one's current situation. Community members' limitations in getting to work directly affect businesses' ability to hire and retain skilled employees.

According to the Puget Sound Regional Council, the total population of King, Kitsap, Pierce, and Snohomish counties had grown to over 4.2 million people in 2019; projected to increase to nearly 5 million by 2030. Past and continuing growth has outstripped the region's transportation capacity, which is now inadequate. Coordinated, comprehensive transportation solutions are needed at both the regional and the local level, and must address everyone's needs - seniors, people with disabilities, those who can't afford a car or public transit, and people living where public transportation is unavailable or very limited.

Commuting patterns must also be incorporated into workforce and economic development planning. Currently, over 31% of Pierce County's labor force commutes out of the county to their job, and over 67,000 workers commute into Pierce County from other counties.

Pierce County is geographically diverse, with cities, towns, suburban, and rural areas – and corresponding diversity in transportation challenges. Changing transportation needs are regularly examined by Pierce County leaders, in collaboration with workforce development partners, economic development agencies, human services organizations, public and private transportation providers, and the public. The Puget Sound Regional Council is an important leader in this work, with their 2018 Regional Transportation Plan. The Pierce County WDC and its workforce and economic development partners support the Council's transportation improvement strategies by participating on the Council's sub-committees and also participates in other Pierce County and Tacoma planning efforts.

The Pierce County WDC uses the following strategies to address customers' transportation needs:

- Virtual delivery of services to eliminate travel needs for transportation challenged customers.
- Offer flexible participation requirements such as extended hours or virtual modules.
- Administer supportive services for Title 1 participants, including transportation costs like bus passes and ORCA cards, gas vouchers or mileage reimbursement (according to Pierce County WDC's Adult, Dislocated Worker, and Youth Services Programs – Supportive Services Policies and Procedures (Policy #1003, Revision 1).
- Leverage partnership resources to coordinate transportation needs.
- Support employer programs that offer subsidy and incentive programs designed to assist employees and reduce transportation costs.
- Provide transportation options information at WorkSource sites, including that 2-1-1 provides

specialized, one-on-one help finding transportation resources.

- Build in funds for ORCA cards and bus passes when applying for grants or contracts because community-based organizations consistently tell us transportation is one of the largest obstacles.

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

To be most effective, the one-stop service delivery system depends on strong coordination among all the many service providers in our large county. Pierce County WDC has made excellent progress in this area through our MOU partnership with many workforce system partners, and further strengthened by our growing network of certified WorkSource affiliate partner sites and connection satellite sites. We now have a Common Referral System via South Sound 2-1-1, solid knowledge of what all partners offer and regular cross referrals, shared language and terminology, and frequent resource and information sharing. In addition, the new Community Engagement Task Force is connecting with additional community organizations who support underserved and hard to serve populations, expanding the collaborative network.

WorkForce Central will continue frequent communication with Pierce County ESD WorkSource leadership to maintain aligned and high-quality services. The WorkSource Sub-Advisory, comprised of employment and training organization leaders in Pierce County, meets monthly to continually refine the one stop delivery system, identify and address new community needs, and troubleshoot challenges that arise.

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

Integrating and supporting adult education and literacy within the workforce system is important to expand access to individuals with barriers to employment and education so they can become more competitive for family wage jobs. There is a direct correlation between education and skills and future earnings; those without secondary and post-secondary education are more likely to end up in dead end, low paying jobs.

As verified by the WA State Board for Community and Technical Colleges and shown in the table below, the following Adult Basic Education (ABE) programs are provided at all four Pierce County colleges and one community-based organization:

- Adult Basic Education (ABE)
- English as a Second Language (ESL)
- English Literacy and Civics Education (EL/C)
- GED/High School Equivalency (HSE)
- High School Plus (HS+)

AGENCY/INSTITUTION	ABE	ESL	EL/C	GED/HSE	HS+
Bates Technical College	X	X		X	X
Clover Park Technical College	X	X	X	X	X
Pierce College	X	X	X	X	X
Tacoma Community College	X	X	X	X	X
Tacoma Community House	X	X	X	X	X

These organizations have partnered since 2001 to implement and coordinate ABE programs and supporting strategies, with the goal of raising basic skills while linking education and training to career goals. An excellent example is Washington's Integrated Basic Education and Skills Training Program (I-BEST), which enables concurrent job training and basic skills training in reading, math, or English language. Pierce County's community and technical colleges have embraced I-BEST, with 25 programs in multiple career pathways, as shown below (per WA State Board for Community and Technical Colleges).

College	I-BEST Programs	Career Pathway
Bates Technical College	Biomedical Service Technician	Allied Health
	CNC Machinist	Manufacturing and Production
	Diesel & Heavy Equipment Technology	Transportation (Aviation and Auto Mechanics, CDL)
	Electronic Equipment Service Technician	Trades
	Facilities Maintenance Engineer	Trades
	Machinist	Manufacturing and Production
	Practical Nurse	Allied Health
Clover Park Technical College	Automotive Technician	Transportation (Aviation and Auto Mechanics, CDL)
	Construction Trades Pre-Apprenticeship Program	Trades
	Fundamental Skills for Manufacturing and Engineering	Manufacturing and Production
	Nursing Assistant Certificate	Nursing
	Pharmacy Technician Certificate	Allied Health
	Practical Nursing Certificate	Nursing

College	I-BEST Programs	Career Pathway
Pierce College District	Early Childhood Education	Child Care and Education
	Integrated Business Technology	Business/Clerical (Office) Skills
	Nursing Assistant Certified	Nursing
Tacoma Community College	Accounting Office Associate	Accounting
	Associate in Arts or Associate in Science JumpStart	Academic/Transfer
	College and Career Pathway Academy	Academic/Transfer
	Early Childhood Education (Initial Cert)	Child Care and Education
	Emergency Medical Technician	Allied Health
	Help Desk Certificate	Information Technology
	Medical Registration & Admissions Specialist	Business/Clerical (Office) Skills
	Medical Scribe	Allied Health
	Nurse Assistant - Certified	Allied Health

WorkForce Central has collaborated with ABE programs at the colleges and Tacoma Community House for the last four years and will continue to do so in recognition of the direct link between ABE education and a prepared, thriving workforce.

Our history of partnership facilitated discussion with our ABE partners in which the need for an ABE Programs Navigator was identified. WorkForce Central stepped up to fund this position, starting in 2019. The ABE Navigator works to ensure that adults without a high school diploma or equivalent receive information about programs, refers them to local programs at the colleges and other organizations that offer ABE, and helps individuals connect and enroll, if needed. The Navigator also shares information about other local resources and services people might need. WorkForce Central also partnered with Clover Park Technical College to offer GED preparation classes at the WorkSource Pierce Job Center in summer 2019; we plan to offer this successful class again.

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

As described in section III.3, the Pierce County WDC entered into an MOU partnership with multiple organizations in the workforce development system to coordinate and improve services to individual and business customers. The Division of Vocational Rehabilitation (DVR) and Department of Services for the Blind (DSB) are MOU partners, and as such coordinate provision of basic and individualized career services and collaborate in developing or utilizing the following:

- Common data collection system, including customer satisfaction

- Information Sharing
- Cross Agency Training/Professional Development
- Common Referral System
- Workforce Skill Standards (common set of 'work readiness' competencies)
- Common Technology including an Integrated Platform (data entry, portal, applications, etc.)
- Single point of contact, one system approach, for businesses to access services.

Additional work with DVR includes our current contract to provide Pre-Employment Training Services to in-school youth and DVR assessments of our WorkSource sites for ADA compliance.

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

WorkForce Central's Procurement Policy #2001 adheres to the requirements provided by the Office of Management and Budget (OMB) Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, codified under Final Rule Title 2 of the Code of Federal Regulations (2 CFR 200). All WIOA procurement activities go through an open, fair and competitive process as outlined in the policy. Awards to sub-recipients are through competitive proposals (RFPs) as mandated by our policy.

WorkForce Central takes affirmative steps to ensure that minority businesses, women's business enterprises, and labor surplus firms are used when possible. WorkForce Central's Code of Conduct and Conflict of Interest Policy provides standards of conduct covering conflicts of interest and governing the actions of its employees engaged in the selection, award, or administration of contracts.

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

Delivery of training services to eligible adults and dislocated workers is through a subcontracted service provider who is competitively selected; currently Career TEAM. Training services are provided through individual training accounts with training providers on the State's Eligible Training Provider List, selected in consultation with customers and Career TEAM staff.

When eligible training providers' lack of capacity limits customer choice and they are not able to enroll in the training they want on a timely basis, or are otherwise required to choose another training program, WorkForce Central may resort to a competitively procured contract for Increased Capacity Training. WorkForce Central contracts with training providers on the Eligible Training Provider List for Increased Capacity Training. If WorkForce Central identifies the need to expand the competitive procurement process to other training providers, criteria are used to determine the demonstrated effectiveness of the training provider. These include financial stability and delivery performance with difficult to serve or reach populations.

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

The Pierce County WDC continues to work with our MOU partners, WorkSource sites, and WIOA Title I subrecipient providers to create an integrated, technology-enabled system, and we have made good progress. Our MOU partnership includes essential stakeholders for this work, including all four community and technical colleges in Pierce County; local representatives of the five government organizations involved in employment services; three community-based organizations who serve high need populations; local branches of two national nonprofit vocational services providers; the Pierce County Library System, and United Way of Pierce County.

WorkForce Central and its partners are developing and implementing key components of an integrated system. We have initiated a Common Referral System hosted by 2-1-1 South Sound, which is administered by United Way of Pierce County. Cross agency professional development and information sharing is increasingly robust. Currently, we are researching best practices for electronic appointment and event registrations with intent to implement a scheduling service for the Comprehensive WorkSource Center that streamlines the intake and visitor sign-in process. The ultimate goal is to improve customers' experience through better access to center resources, decreased wait-times and lobby-crowding, and reduced points of duplicative data collection. We are also working on a common set of workforce skill standards, one-system approach for business services, and a shared, integrated technology platform for data entry, applications, tracking, etc.

As previously described, wireless internet and computers are available for our customers and the general public at all twenty-one of our WorkSource sites. In addition to WorkSourceWA.com, customers can access other user-friendly, online programs and services free of charge, via WorkForce Central's website and our partnership with the Pierce County Library System. These include: CareerOne stop, MySkillsMyFuture, Washington Career Bridge, Microsoft Digital Literacy, JobNow, Lynda.com, Northstar Digital Literacy Assessment Modules & Credentials, and Universal Class.

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

Please see Attachment E for Pierce County WDC members. As vacancies occur on the Pierce County WDC, business representatives are nominated by the Chamber of Commerce, the Pierce County WDC Executive Board (CLEOs), the Economic Development Board, or local business organizations. Labor/workforce vacancies are nominated by representatives of local labor organizations, most frequently the Central Labor Council and/or other representatives of employees. As other categories of vacancies occur on the Pierce County WDC, the Executive Board considers nominations from appropriate sources. The Executive Board approves all members for the Pierce County WDC.

III.24. Describe how core values of diversity, equity, and inclusion have been taken into account in the development of your local area plan.

Stanford's Center on Poverty and Inequality's 2017 annual "State of the Union" report found deep and persisting inequalities in the United States. The report details the "profound racial and ethnic inequalities that persist in many domains," notably in housing, employment, and health. The report points out that since 1980, racial and ethnic disparities in poverty in the U.S. have remained largely unchanged, resulting in what the researchers characterize as "two Americas."

Pierce County WDC recognizes these inequities with intention; we acknowledge they exist in Pierce County and resolve to address them in our workforce development system. Our data clearly shows that non-Caucasian individuals are disproportionately represented among those with barriers to employment and education, including disconnected young adults and adults without a high school diploma or a GED. To effectively address their barriers and needs we must honestly examine underlying disparities and structural racism and include individuals who experience these in developing solutions. Pierce County WDC has committed to providing leadership in reforming the workforce development system to serve people of color in culturally responsive and equitable ways.

To begin, WorkForce Central hired a Director of Community Engagement in 2018 who is dedicated to changing the way we conduct program outreach and recruitment, with a focus on reaching populations that underutilize our traditional services. The goal is to inform and engage potential customers in ways that are meaningful to and effective for them, even if methods are less efficient and comfortable for us.

The Community Engagement Task Force was then created in 2019 and is coordinated by the Director of Community Engagement. Individuals from across Pierce County were invited to participate, including staff from community-based organizations, local government agencies, for- and non-profit organizations, as well as community members. The Task Force brings together like-minded individuals to create and align engagement strategies that involve and support all communities. The first Community Engagement Task Force meeting was held in July 2019. The group now consists of individuals from over 40 organizations, who are working to define a new approach to collectively address service gaps across Pierce County, especially to underserved racial, ethnic, and other minority groups.

JUNE 2020 UPDATE

Since the development of this Plan, WorkForce Central has committed to a stronger approach to combat racism in our community and within our organization. As one of our first steps, WorkForce Central will complete the Intercultural Development Inventory (IDI). The IDI is a cross-culturally valid, reliable, and generalizable measure of intercultural competence along the validated intercultural development continuum (see <https://idiinventory.com/generalinformation/>).

In addition, we are evaluating or will evaluate implementation of the following actions, and others that arise from our self-assessment. We acknowledge and appreciate the input provided during the public review period for this Plan, which informed a number of these strategies.

- 1) Implement standardized questions in RFP's and RFQQ's issued by WorkForce Central that require applicant organizations to explicitly describe diversity in their organization; commitment to equity and anti-racism; historical effectiveness in serving diverse populations; and detailed plans for serving diverse populations specific to the RFP or RFQQ.
- 2) Implement standardized scoring criteria in RFP's and RFQQ's that gives high weight to demonstrated values and effectiveness in equity, anti-racism, diversity and inclusion.
- 3) Require subcontractors to complete the Intercultural Development Inventory and work with them to address training and organizational practice and policy needs. WorkForce Central's Director of Community Engagement, who will soon be a certified Cultural Diversity Practitioner, will assist this work. We can also contract with members of the Pierce County Community Engagement Task Force; two are certified Cultural Diversity Practitioners and one is a Qualified Administrator of the Intercultural Development Inventory.
- 4) Provide high-quality, in-depth Black Anti-Racism Training to WorkForce Central and MOU partner organization staff, by our Director of Community Engagement or members of the Pierce County Community Engagement Task Force certified as Cultural Diversity Practitioners.
- 5) Examine WorkForce Central's hiring processes to encourage diverse applicants and support their success in the interview and selection processes. For example, this could include standardizing job descriptions to include diversity as a desirable qualification, requiring questions about professional experience working effectively with diverse populations, and awarding extra interview points for persons with lived experience of racism or other forms of oppression and marginalization.
- 6) Institutionalize a process by which the Executive Board and the Workforce Development Council provides oversight to and holds WorkForce Central accountable for equity and anti-racism work via formal presentation and approval of plans and activities.
- 7) Initiate collaboration with county and city governments and community organizations to increase the number of minority- and women-owned businesses, racial and gender diversity of workforce professionals in Pierce County, and equitable investment in redlined communities.
- 8) Work with the City of Tacoma's Office of Equity and Human Rights to expand the geographic scope of its Equity Index and use it as a tool to measure inequities and guide investment decisions.
- 9) Build on our current use of local, race/ethnicity employment data to increase dialogue with affected communities, more fully understand resource gaps, inform our investments, and evaluate real impact.



SECTION IV

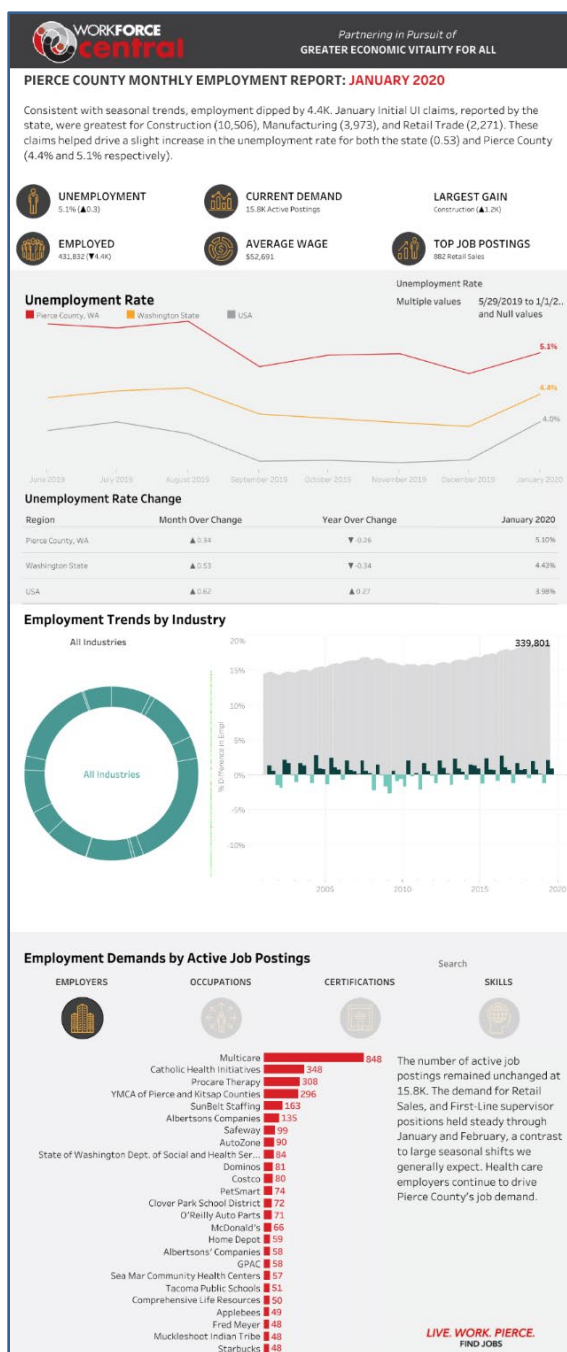
PERFORMANCE ACCOUNTABILITY

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

The Pierce County WDC and WorkForce Central use performance information for local workforce development programs to identify and address issues, needs, and skills gaps in Pierce County's workforce. This information provides perspective on the system's operations and resulting outcomes for businesses, workers, and job seekers. Paired with workforce and demographic data, performance information guides both longer term strategic planning and more immediate response to opportunities and needs. Several examples of how we use information to guide planning include:

- 1) Feedback from customers and workforce services providers showed the need for less duplication and more efficiency in referral and enrollment processes. To improve these processes, we launched the Common Referral System in partnership with United Way's, South Sound 2-1-1.
- 2) When job seekers' need for training in identified high-demand occupations exceeds local training providers' capacity, one of our strategies is to develop and support training cohorts.
- 3) We use Job Seeker Comment Cards to gain feedback from Title 1 recipients about quality and accessibility of services, analyze these, and respond to any areas of weakness identified.
- 4) Information about businesses' needs is attained by collecting employer customer comment cards, through our Business Connections services, and via memberships in employer-focused organizations like Chambers of Commerce. In response to learning we aren't fully meeting employers' needs, WorkForce Central recently hired a specialist to reassess employer needs, evaluate our business services, and recommend future approach and strategies.

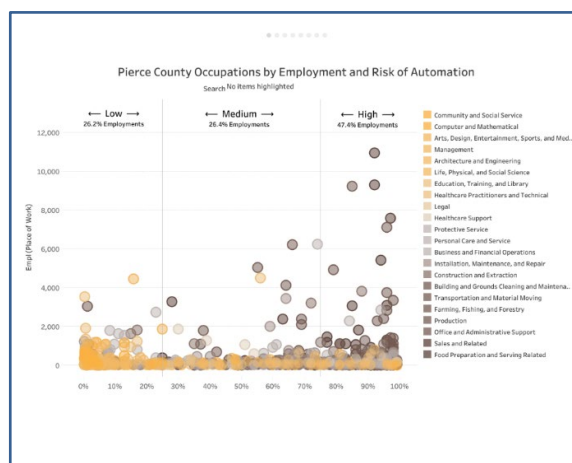
Pierce County WDC and WorkForce Central also make workforce data available to workforce system partners, local government, and economic development to aid county planning and services. Two examples include:



1) The Monthly Employment Report shows month to month changes in unemployment rates, workforce demand, average wage, employment trends, and job postings (see <https://workforce-central.org/research-data/laborreport-2/#workforce-central-report>).

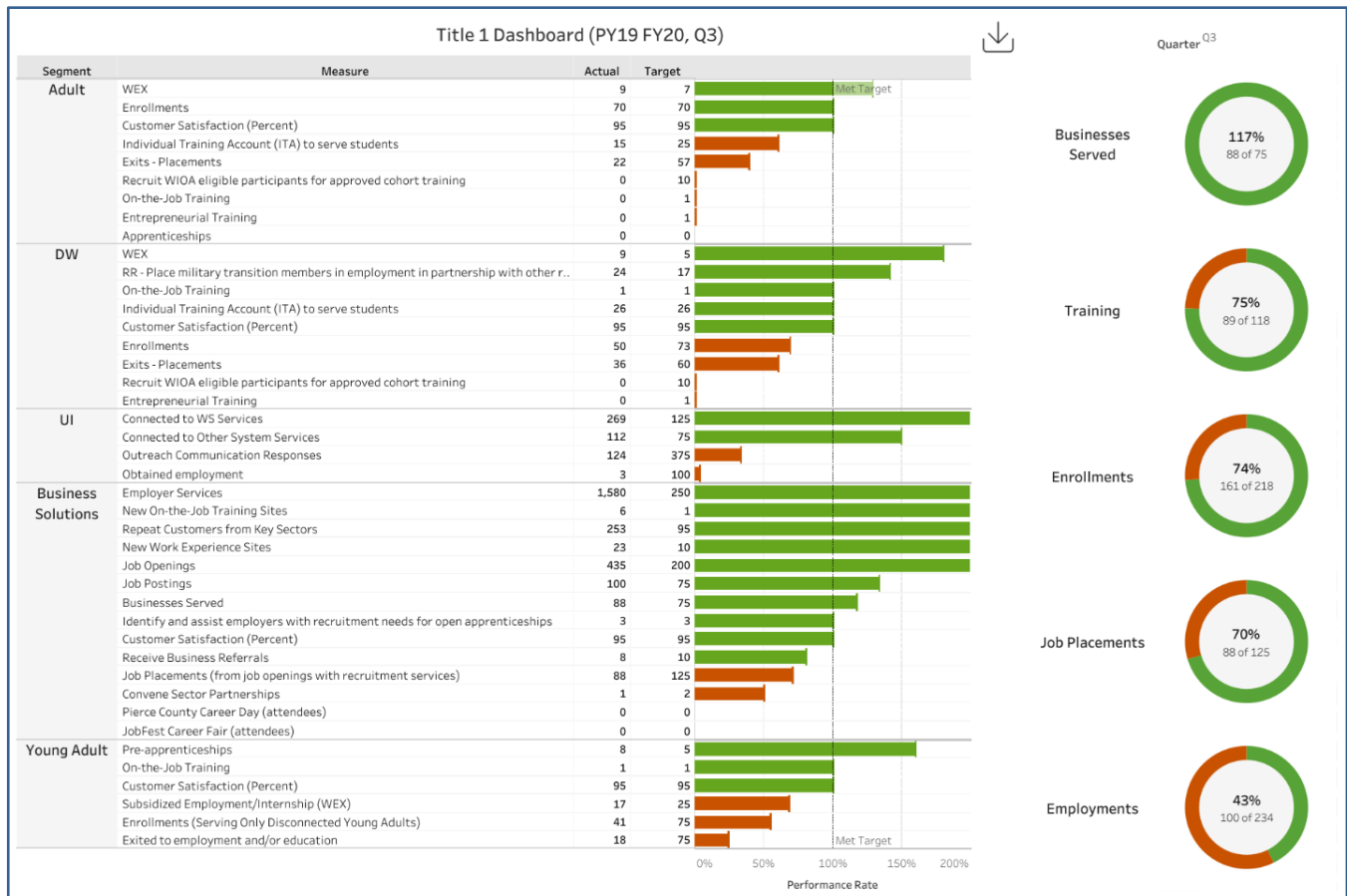
2) We completed the Future of Work Report in 2019, explaining and projecting how automation will affect various occupations and industries and presented the report's findings at our Future of Work Forum (see <https://mk0midepave8ef5ooxaq.kinstacdn.com/wp-content/uploads/2019/09/pierce-countys-future-of-work-report-1.pdf>).

WorkForce Central will continue to use performance information from sub-recipient providers, as well as workforce and demographic data, to guide strategic planning and program design to maximize the workforce development system's impact in Pierce County.



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

WorkForce Central collects and maintains all required data for performance accountability for WorkSource and WIOA Title I-B, following WA State and Department of Labor protocols. Our Title 1 Dashboard, shown below, facilitates quick identification, analysis and course corrections to issues that arise (see <https://workforce-central.org/title-1-dashboard>).



The Pierce County WDC will continue to use performance information in overseeing Title 1 Adult, Dislocated and Youth Programs. Efforts persist towards consistent collection of performance information for the broader workforce development system, such as adult basic education and literacy programs, Wagner-Peyser services, vocational rehabilitation programs, etc. We are working with our MOU partners to develop a common data collection system, using shared technology, as well as mutual workforce skill standards. Challenges include the large number and variety of service providers in Pierce County, many organizations' limited capacity for accurate and timely data collection and sharing, and no enforcement authority.

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

The Executive Board and the Pierce County WDC will continue as the system operator in setting direction and priorities for the one-stop delivery system. As the system operator, they expect program operators to demonstrate processes, practices, and performance outcomes which meet or exceed established quality standards. Our certification and re-certification process for WorkSource affiliate partner and connection satellites utilizes the formal CQI process for benchmarking and ongoing improvement. Self-assessment results and annual reports from each certified site detailing progress towards reaching higher standards are reviewed, action plans for site or overall system improvements are created, and accomplishments are celebrated.

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

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

The Pierce County WDC and WorkForce Central will continue to monitor and improve WIOA Title 1-B outcomes through performance based intervention. The Pierce County WDC has access to and regularly reviews the information collected and reported through the statewide MIS, as well as our Title 1 performance dashboard.

We prepare new WIOA Title 1 sub-recipient organizations for success by providing new contract orientation and training in participant eligibility requirements, processes and policies, definitions, state MIS access and use, and reporting. Providers' performance is monitored as outlined in the Monitoring and Oversight Requirements Policy #ADM-2004, including Monthly Contract Meetings, quarterly reports, and a defined Corrective Actions process. Monthly Contract Meetings provide regular opportunity to identify areas for improvement in service quality and efficiency. For example, a plan for active recruitment of dislocated workers to increase enrollments was recently developed at a Monthly Contract Meeting. In addition, WorkForce Central has implemented monthly examination of all invoices to ensure ongoing compliance with allowable costs requirements.

ATTACHMENT A

Sector Partnerships

A.1. Sector to be served: Healthcare

Check one: X Regional Local

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team <i>Goal: build buy-in & support</i>	8/20 – 12/20	<p>The Pierce County Health Careers Council has been in place for over 15 years. It currently meets quarterly with less formal processes and structure for identifying and deploying collaborative strategies. First steps towards increased structure and focus will include:</p> <ul style="list-style-type: none"> • Assign WDC staff to lead exploration and planning. • WDC staff meets with 3-5 of the most active Council members, including at least two healthcare employers, to get their input on and support for increased structure (i.e. is increased structure needed and desired, and what would this require?) • To prepare for discussion with the full Council, update and document an inventory of current industry-specific initiatives, partnerships, and trainings in and near Pierce County. • Present results of meetings and inventory to Council. • Secure agreement to explore more structured approach and planning. 	Staff leadership is assigned, and Council agrees to explore a more structured approach to planning and implementing strategies.	<ul style="list-style-type: none"> • Staff assigned • Inventory of current efforts • Council agreement secured
Phase II: Investigate <i>Goal: determine target industries</i>		N/A		
Phase III: Inventory and Analyze <i>Goal: build baseline knowledge of industry</i>	1/21 – 2/21	<ul style="list-style-type: none"> • Complete refreshed snapshot report of healthcare industry, including demand (employer) v. supply (labor), growth projections, labor trends, highest demand occupations, phase 1 inventory, etc. • Examine membership, including: 	Updated information and data is gathered and Council membership is renewed and engaged.	<ul style="list-style-type: none"> • Snapshot report • Updated Council members list

		<ul style="list-style-type: none"> - Determine need for additional members and invite them to join. - Check if members who have not participated in the last several meetings still want to be involved. 		
Phase IV: Convene <i>Goal: build industry partnership, prioritize activities</i>	3/21 – 4/21	<ul style="list-style-type: none"> • At next quarterly meeting: <ul style="list-style-type: none"> - Present and discuss industry snapshot report - Healthcare employers share additional insights and needs - Prioritize key needs and issues - Agree to more structured approach and reach consensus on how to move forward, including commitment to highest priorities identified, committees, meeting frequency, open meetings v. closed membership, etc. • Council decisions and prioritized needs are formally documented and shared with WDC. 	<ul style="list-style-type: none"> • Council receives information, industry representatives share input, and Council prioritizes needs. • Council agrees to a more structured approach and decides what that will look like. 	<ul style="list-style-type: none"> • Meeting held • Decisions documented
Phase V: Act <i>Goal: Implement initiatives</i>	5/21 – 6/24	<ul style="list-style-type: none"> • Develop operational plan with strategies to address prioritized needs and required resources. • Implement strategies. 	Operational plan is complete and underway	<ul style="list-style-type: none"> • Operational plan • Measures specific to strategies
Phase VI: Sustain and evolve <i>Goal: grow the partnership</i>	5/21 – 6/24	<ul style="list-style-type: none"> • Assess progress and impact. • Periodically re-examine workforce needs, labor info, others' efforts, etc. • Determine need for new strategies and develop as needed. • Invite new members as helpful or needed. 	Ongoing assessment of impact and needs	Measures specific to strategies

A.2. Sector to be served: Construction

Check one: X Regional Local

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team <i>Goal: build buy-in & support</i>	7/20	First meeting of the Construction Alliance was held in February 2020, which included a discussion of general needs and specific ways the WDC might be able to assist.	Inventory completed	Inventory

		<ul style="list-style-type: none"> • Assign staff to complete an inventory of current industry-specific initiatives, partnerships, and trainings in and near Pierce County, and document 		
Phase II: Investigate <i>Goal: determine target industries</i>		N/A		
Phase III: Inventory and Analyze <i>Goal: build baseline knowledge of industry</i>	8/20 – 9/20	<ul style="list-style-type: none"> • Complete refreshed snapshot report of construction industry, including demand (employer) v. supply (labor); growth projections; labor trends; highest demand occupations; phase 1 inventory; and the list of ways the WDC/WorkSource can assist developed at the 2/20 meeting. • Determine who should be invited to the next meeting 	Updated information and data are gathered and participants identified for next meeting.	<ul style="list-style-type: none"> • Snapshot report • Invitation list
Phase IV: Convene <i>Goal: build industry partnership, prioritize activities</i>	10/20 – 1/21	<ul style="list-style-type: none"> • Plan next Construction Alliance meeting: structure and agenda, roles, logistics, invitations • At the meeting: <ul style="list-style-type: none"> - Present and discuss snapshot report - Solicit industry input to confirm workforce needs and add additional insights - Prioritize key needs and issues - Reach consensus on moving forward as a collaborative partnership and details of moving forward, e.g. group structure, meeting frequency, decision processes, etc. • Meeting outcomes and prioritized needs formally documented and shared with WDC. 	<ul style="list-style-type: none"> • Participants receive information, share perspectives, and prioritize needs. • Industry representatives agree to partner in moving forward and decide what that will look like. 	<ul style="list-style-type: none"> • Meeting held • Discussion and decisions documented
Phase V: Act <i>Goal: Implement initiatives</i>	2/21 – 6/24	<ul style="list-style-type: none"> • Develop operational plan with strategies to address prioritized needs and required resources. • Implement strategies. 	Operational plan is complete and underway	<ul style="list-style-type: none"> • Operational plan • Measures specific to strategies
Phase VI: Sustain and evolve <i>Goal: grow the partnership</i>	2/21 – 6/24	<ul style="list-style-type: none"> • Assess progress and impact. • Periodically re-examine workforce needs, labor market, other efforts, etc. • Determine need for new strategies and develop as needed. • Invite new members as helpful or needed. 	Ongoing assessment of impact and needs	Measures specific to strategies

A.3. Sectors to be served: 8 Industry Sectors - Assessment & Planning

Sectors currently identified as high demand by Pierce County WDC:

- Transportation and Warehousing
- Military
- Manufacturing
- Information Communications & Technology

Additional sectors to be assessed:

- Accommodation and Food Services
- Educational Services
- Administration, Support, Waste Management, and Remediation
- Retail

Check one: ☒ Regional ☐ Local

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team <i>Goal: build buy-in & support</i>	9/20 to 12/20	<ul style="list-style-type: none"> • Create planning team: 2-3 WorkForce Central staff and at least one member each from the WDC Leadership Committee, Business Solutions Team, and Talent Pipeline Committee. • Agree on roles and assignments. • Inventory current efforts for each industry, including industry-specific initiatives, partnerships, and trainings in and near Pierce County. 	<ul style="list-style-type: none"> • Team established, roles and tasks are decided • Inventories completed for each industry 	<ul style="list-style-type: none"> • At least 5 team members committed • 8 written inventories completed
Phase II: Investigate <i>Goal: determine target industries</i>	1/21 to 5/21	<ul style="list-style-type: none"> • Assess all 8 industries and prioritize for decision to initiate focused strategies, considering: <ul style="list-style-type: none"> - Projected job growth - Importance to Pierce County - Importance to region - Size of current labor force - Ability/need to make an impact - Wage potential - Current career pathways - If possible, at this stage of investigation, incumbent workers' needs - Immediate and long-term capacity of this planning team and WorkForce Central staff to effectively initiate and maintain industry partnerships and focused strategies • Compile a report that includes inventories, assessments, and prioritized recommendations for industries to target. 	<ul style="list-style-type: none"> • All 8 industries and assessed and prioritized for selection • Pierce County WDC decides which industry sectors to focus on 	<ul style="list-style-type: none"> • 8 industry assessments complete • Report with assessments, Phase 1 inventories & recommendations complete • Formal, documented decisions from WDC

		<ul style="list-style-type: none"> • Present report to WDC and obtain their decision on which industries to target. 		
Phase III: Inventory and Analyze <i>Goal: build baseline knowledge of industry</i>	6/21 to 10/21	<p>For selected industry sectors:</p> <ul style="list-style-type: none"> • Complete an up-to-date baseline review of demand and supply sides and local training capacity. • Analyze industry trends and review research. • Complete industry snapshot reports, summarizing everything learned to date. • Investigate and decide which industry leaders and employers to engage. 	<ul style="list-style-type: none"> • The planning team & WDC understands current needs and opportunities for selected industry sectors. • Decisions made on who to invite to meetings. 	<ul style="list-style-type: none"> • Industry snapshot report completed for each industry sector • Lists of invitees completed for each industry sector meeting
Phase IV: Convene <i>Goal: build industry partnership, prioritize activities</i>	11/21 to 3/22	<ul style="list-style-type: none"> • Plan industry meetings: structure and agenda, roles, logistics, invitations, etc. • Convene at least one meeting for each industry, to: <ul style="list-style-type: none"> - Present and discuss snapshot reports - Solicit industry perspectives on their workforce needs - Prioritize key needs and issues - Reach consensus on how to move forward and commit to group structure, meeting frequency, etc. • Meeting outcomes and prioritized needs documented and shared with WDC. 	<ul style="list-style-type: none"> • Industry representatives receive information, share perspectives, and prioritize needs. • Industry representatives agree to partner in moving forward and decide what that will look like. 	<ul style="list-style-type: none"> • At least one meeting for each industry sector • Discussions and decisions are documented for each industry sector meeting
Phase V: Act <i>Goal: Implement initiatives</i>	4/22 to 6/24	<ul style="list-style-type: none"> • Develop operational plans for each industry sector, including strategies to address prioritized needs and required resources. • Implement strategies. 	Operational plans are completed and underway for each industry	<ul style="list-style-type: none"> • Operational plan for each industry • Measures specific to strategies
Phase VI: Sustain and evolve <i>Goal: grow the partnership</i>	4/22 to 6/24	<ul style="list-style-type: none"> • Assess progress and impact. • Periodically re-examine workforce needs, labor market, other efforts, etc. • Determine need for new strategies and develop • Invite new stakeholders as helpful or needed. • Assess need for continued industry sector focus • Initiate new cycle for any emerging sectors identified 	Ongoing assessment of impact and needs	Measures specific to strategies

ATTACHMENT B

Regional Service Coordination Plan

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team Goal: build buy-in & support	Complete/ Ongoing thru June 2024	WDC Committees and program/strategy teams are established, and new teams are created as need arises. Committees, teams, and staff research local, state, and national promising/best practices and programs on an ongoing basis.	Committees and teams continue operations and new teams are formed as needed. WDC, committees, and staff remain aware of new programs and best practices.	Committee and team meetings held New teams formed Best practices and programs researched
Phase II: Investigate Goal: determine options for coordinated service delivery AND Phase III: Inventory and Analyze Goal: build baseline knowledge	Complete/ Ongoing thru June 2024	On a regular basis, we identify and map current services to sub-populations; identify gaps in services; analyze trends; and review outcome data and existing research. We also survey workers, job seekers and businesses throughout Pierce County to stay abreast of needs. Marketing and presentations by Pierce County system partners increases awareness of resources and local promising practices. Through our strategic planning process in 2018-2019, we identified three populations for targeted strategies: 1) Youth and young adults with barriers 2) People with low income, especially in zip codes with highest overall needs 3) Veterans, transitioning service members, and military spouses 4) We also collaborate with other WDC regions when opportunities arise to align resources to meet our communities' needs. The WDC's Talent Pipeline Committee guides planning and strategy implementation for youth and young adults. Our analysis of how to best serve low-income residents identified areas and zip codes within the county with the highest needs in terms of income, lack of employment or underemployment, educational status, and other socioeconomic indicators. Several areas of highest need identified	We maintain knowledge of services, service gaps, outcomes, and trends. Potential customers are aware of resources and services. Target populations are identified, approved by WDC, and documented in strategic plan Committees, teams, and staff leads are assigned for population specific strategies. Potential cross-regional collaboration opportunities are	Data/info reports written and shared Surveys completed Presentations given and marketing goals reached Potential resources and services for target populations identified Committees, teams, and lead staff commit to population-specific strategies

		<p>are Parkland/Spanaway, Lakewood, and Tacoma's Eastside.</p> <p>With the high number of veterans, service members and military families living in Pierce County, this population remains a high priority for targeted services.</p>	identified	
<p>Phase IV: Convene Goal: build partnership, prioritize activities</p> <p>AND</p> <p>Phase V: Act Goal: Implement initiatives</p>	Current – June 2024	<p>Strategies are planned, in progress, or being explored for each target population and cross-regional collaboration, as follows:</p> <p>1) Youth and young adults – In addition to Title 1 employment and education services, we are providing, planning, or investigating the following strategies:</p> <ul style="list-style-type: none"> • Pre-Employment Transition Services for in-school youth with disabilities, in partnership with DVR • Power Up Pierce marketing campaign • Career exploration events and job fairs, such as JobFest and the Central Pierce Career Expo • Expanding recruitment and capacity for Career Readiness Training • Engaging family members to support their children towards school and work • Convening a group of young adults to identify issues and solutions for engaging and motivating their peers to pursue education and training, including career connected learning and apprenticeship pathways • Promising practices shared by the Puget Sound Educational Service District, such as increasing financial literacy (FAFSA, College Bound sign up) • Implementing a system of navigation and career advising into WIOA Title I and other youth programs in Pierce County <p>2) People with low income – We are beginning implementation of our Economic Security for All grant initiative, which is geographically focused on a high need zip code in East Tacoma.</p> <p>Overall, we utilize the following strategies to serve low-income residents:</p> <ul style="list-style-type: none"> • Work based learning activities • ITAs for those self-selecting in-demand industry training • Contracted cohort training • Program and resource fairs targeting specific populations to inform and enroll residents into WorkSource Pierce programs • Small in-demand sector events providing employers an opportunity to meet with small groups of job seekers and highlight skills they were seeking 	<p>Committees and teams decide and commit to strategies. WDC approves strategies.</p> <p>Resources are secured.</p> <p>Implementation plans are completed and approved.</p> <p>Strategies are initiated.</p> <p>Strategies are evaluated.</p> <p>Progress and final reports completed and shared with WDC and stakeholders.</p>	<p>Committee and team planning meetings</p> <p>Meeting minutes document decisions</p> <p>Funding and other resources</p> <p>Implementation plans</p> <p>Strategy-specific metrics</p> <p>Progress and final reports</p>

		<ul style="list-style-type: none"> • Apprenticeship Academies developed by employers • Pre-apprenticeship programs endorsed by labor and businesses • Supportive services to facilitate success in employment, education, and training <p>3) Veterans, transitioning service members, and military spouses – We have an assigned staff person who leads liaison, planning, and implementation responsibilities for military and veteran services. Current work includes:</p> <ul style="list-style-type: none"> • Our Military Spouse Work Experience program connects top military spouse talent with Pierce County employers. • We collaborate with Joint Base Lewis-McChord to provide support services for specific military spouse training programs that lead directly to employment. • WorkSource Affiliate Partner site at JBLM – the Bud Hawk Transition Center <p>4) Cross-regional collaboration – we investigate new opportunities on an ongoing basis; two examples include.</p> <ul style="list-style-type: none"> • The Pierce County Career Day is an annual, cooperative event for students from all over the state to explore construction careers. • We are currently investigating partnership with the Governor’s Committee on Disability Issues & Employment and WDCs in King and Snohomish counties in the RETAIN WA demonstration project. <p>We have timelines and defined metrics for all current programs and strategies and provide updates and reports to the Pierce County WDC, Executive Committee, and involved stakeholders. Resources are identified and secured as needed for new and ongoing programs and strategies, and roadblocks addressed.</p>		
Phase VI: Sustain and evolve Goal: grow the partnership	July 2020 – June 2024	As new needs and opportunities are identified, develop strategies based on research and inventory of current programs/services and best practices, form teams and committees, secure resources, create implementation plans, and deliver and evaluate services.	New opportunities are identified, then same types of outcomes as previously described	Similar outputs as previously described

ATTACHMENT C

Regional Economic Development Coordination Plan

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate in a cross-regional plan	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team Goal: build buy-in & support	Complete/ Ongoing thru June 2024	<p>The Pierce County WDC and WorkForce Central coordinates with economic development entities in the county through direct collaboration, membership in each other's groups, attending meetings, and sharing information.</p> <p>Economic development entities in Pierce County include:</p> <ul style="list-style-type: none"> • Economic Development Board for Tacoma-Pierce County • Pierce County Economic Development Division • City of Tacoma, City of Lakewood, and City of Puyallup Economic Development Departments • Tacoma-Pierce County Chamber of Commerce, and other Pierce County chambers • The World Trade Center 	<p>Commitments are made to collaborative activities.</p> <p>WDC members, WDC committee members and WorkForce Central staff belong to and/or attend meetings of economic development entities.</p> <p>Members of economic development entities belong to and/or attend meetings of the WDC and its committees.</p>	<p>Partnership agreements</p> <p>Memberships</p> <p>Meetings attended</p>
Phase II: Investigate Goal: determine options for coordinated service deliver AND Phase III: Inventory and Analyze Goal: build baseline knowledge	Complete/ Ongoing thru June 2024	<p>Continue ongoing review of economic development plans/information.</p> <p>Continue to analyze employment and wage data and trends, with participation by industry leaders.</p> <p>Request input from economic development entities in our upcoming review of targeted industry sectors.</p> <p>We are exploring convening a team of workforce development, economic development and education leaders to discuss new collaborative initiatives and strategies.</p>	<p>All remain informed of economic development information and plans and employment and wage data.</p> <p>Input is obtained on which industry sectors to target.</p> <p>Decision is made and logistics complete for leaders' meeting.</p>	<p>Regular reviews, research and analysis completed</p> <p>Economic development input on industry sectors is documented</p> <p>Meeting planned</p>
Phase IV: Convene Goal: build partnership, prioritize activities AND	October 2020 - Ongoing	<p>Hold the meeting of workforce development, economic development, and education leaders, with discussions and decisions about new collaborative initiatives and strategies.</p> <p>Host or co-host events for stakeholders and the community, as needed and relevant (such as our Future of Work Forum).</p>	<p>Shared discussion and planning of new collaborative initiatives is underway.</p> <p>Relevant and needed event(s) are planned and held.</p>	<p>Leaders' meeting held</p> <p>Event(s)</p>

Phase V: Act Goal: Implement initiatives	Current – June 2024	<p>Plan, implement and assess new collaborative workforce and economic development strategies.</p> <p>The Pierce County WDC, WorkForce Central, and WorkSource Pierce partners regularly provide the following services to regional economic development organizations:</p> <ul style="list-style-type: none"> • Performing workforce related research • Designing recruiting strategies • Customizing labor market information • Coordinating requests for training between employers and training providers • Implementing and supervising customized training programs • Facilitating business to business referrals • Introducing partners to businesses to assist them in meeting specific business needs <p>In addition, a business services team staff member is assigned to work with the Economic Development Board for Tacoma-Pierce County (EDB) in areas of workforce development. This staff member responds to EDB business referrals for workforce services; assists in the recruitment of new businesses into Pierce County by providing research; and writes specialized reports and studies. The staff member also provides similar services to the Pierce County Economic Development Division and the City of Tacoma.</p> <p>Our staff also advocate for and leverage resources for additional job training and development opportunities for new and incumbent workers. This integration enables coordination of comprehensive workforce services for new and expanding employers to create jobs in our region.</p>	<p>New strategies are developed, implemented, and assessed.</p> <p>Services to economic development organizations are provided, tracked, assessed, and reported.</p>	<p>Strategies implemented</p> <p>Strategy-specific metrics</p> <p>Services tracked</p> <p>Reports</p>
Phase VI: Sustain and evolve Goal: grow the partnership	Current – June 2024	<p>Track and assess all economic development activities and business services and report to WDC, the WDC Business Services Committee, and other stakeholders as appropriate.</p> <p>Continue to research and analyze economic and workforce development data, needs and opportunities and explore and design new collaborative activities and initiatives.</p>	<p>New strategies are developed, implemented, and assessed.</p> <p>Services to economic development organizations are provided, tracked, assessed, and reported.</p>	<p>Strategies implemented</p> <p>Strategy-specific metrics</p> <p>Services tracked</p> <p>Reports</p>

ATTACHMENT D

Local Area Profile

1. LOCAL ONE-STOP SYSTEM

Site	Type of Site (Comprehensive, Affiliate, or Connection)	Site Operator(s)
WorkSource Center 2121 S State Street Suite 300 Tacoma, WA 98405	Comprehensive	Employment Security Department Career Team LLC ResCare Arbor E &T Department of Vocational Rehabilitation Labor & Industry Career & Technical Colleges
Goodwill of the Olympics and Rainier Region 714 S 27th St, Tacoma 98409	Affiliate	Tacoma Goodwill Industries
Bud Hawk Transition Center (JBLM) 11577 41st Division Dr, Joint Base Lewis-McChord WA 98433	Affiliate	Employment Security Department Career Team LLC ResCare Arbor E&T Department of Social & Human Services WA Department of Veterans Affairs Department of Defense Military Transition Services
Bonney Lake Library 18501 90th St. E. Bonney Lake, WA 98391	Connection/Satellite	Pierce County Library System
Buckley Library 123 S. River Ave. Buckley, WA 98321	Connection/Satellite	Pierce County Library System
DuPont Library 1540 Wilmington Drive Dupont, WA 98327	Connection/Satellite	Pierce County Library System
Eatonville Library 205 Center St. W. Eatonville, WA 98328	Connection/Satellite	Pierce County Library System
Fife Library 6622 20th St. E. Fife, WA 98424	Connection/Satellite	Pierce County Library System

Gig Harbor Library 4424 Point Fosdick Drive N.W. Gig Harbor, WA 98335	Connection/Satellite	Pierce County Library System
Graham Library 9202 224th St. E. Graham, WA 98338	Connection/Satellite	Pierce County Library System
Key Center Library 8905 Key Peninsula Hwy N.W. Lakebay, WA 98349	Connection/Satellite	Pierce County Library System
Lakewood Library 6300 Wildaire Road S.W. Lakewood, WA 98499	Connection/Satellite	Pierce County Library System
Milton/Edgewood Library 900 Meridian E., Suite 29, Milton, WA 98354	Connection/Satellite	Pierce County Library System
Orting Library 202 Washington Ave. S. Orting, WA 98360	Connection/Satellite	Pierce County Library System
Parkland/Spanaway Library 13718 Pacific Ave. S. Tacoma, WA 98444	Connection/Satellite	Pierce County Library System
South Hill Library 15420 Meridian E. South Hill, WA 98375	Connection/Satellite	Pierce County Library System
Steilacoom Library 2950 Steilacoom Blvd. Steilacoom, WA 98388	Connection/Satellite	Pierce County Library System
Summit Library 5107 112th St. E. Tacoma, WA 98446	Connection/Satellite	Pierce County Library System
Sumner Library 1116 Fryar Ave. Sumner, WA 98390	Connection/Satellite	Pierce County Library System
Tillicum Library 14916 Washington Ave. S.W. Lakewood, WA 98498	Connection/Satellite	Pierce County Library System
University Place Library 3609 Market Place W., Suite 100 University Place, WA 98466	Connection/Satellite	Pierce County Library System

2. WIOA TITLE I SERVICE PROVIDERS

Dislocated Worker Program List all current and potential service providers in the area	Indicate service(s) provided by each			WIOA funded?
	Basic	Individualized	Training	
Employment Security Department	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Division of Vocational Rehabilitation	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Department of Social & Health Services- Community Services Division, Region 5	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Department of Services for the Blind	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Career Team LLC (WDC sub-awardee)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Pierce County Library System	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Tacoma Goodwill Industries	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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

Adult Program List all current and potential service providers in the area	Indicate service(s) provided by each			WIOA funded?
	Basic	Individualized	Training	
Employment Security Department	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Division of Vocational Rehabilitation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Department of Social & Health Services- Community Services Division, Region 5	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Department of Services for the Blind	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Pierce County Library System	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Tacoma Goodwill Industries	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Comments regarding the adequacy and quality of Adult Services available:

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

Comments regarding the adequacy and quality of Youth Services available: ResCare serves youth with disabilities, accommodating their needs, but does not have a specialized program for them.

ATTACHMENT E

Local Workforce Development Board Membership and Certification

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

Complete this table to demonstrate Board membership in compliance with WIOA:

REQUIRED CATEGORIES	NAME/TITLE/ORGANIZATION*	NOMINATED BY
Business majority (greater than 50% of all members)		
1. Business	April Gibson, Regional Executive Director South Region - Proliance	Tacoma-Pierce County Chamber
2. Business	Blaine Wolfe, Project Executive Absher Construction Company	Tacoma-Pierce County Chamber
3. Business	Darci Gibson, Director – Workforce Dev. & HRIS MultiCare Health System	Tacoma-Pierce County Chamber
4. Business	Dave Shaw, CEO Global Business Resources/Cyber Business Analytics	John Roach
5. Business	Dereck Spivey, Transition Services Manager JBLM	CEO/Executive Board
6. Business	Ron Thalheimer, Tacoma Plant Director Niagara Water	Economic Development Board Tac-Pierce County
7. Business	Steve Gear, VP Special Projects Bradken	Paul Hogoboom
8. Business	Vacant – recruiting	
9. Business	Vacant – recruiting	
10. Business	Vacant – recruiting	
Workforce (20% of members. Majority must be nominated by organized labor)		
1. Labor	Patty Rose, Secretary/Treasurer Pierce County Central Labor Council	Pierce County Central Labor Council
2. Labor	Nathe Lawver, Political Director, Laborers International Union of North America Local 252	Patty Rose
3. Apprenticeship	Mark Martinez, Executive Secretary Pierce County Building & Construction Trades Council	Patty Rose
4. Other workforce	Vacant – recruiting	
Education		

1. Title II Adult Ed	Vacant – recruiting	
2. Higher Education	Lin Zhou, President Bates Technical College	All College Presidents
Government		
1. Wagner-Peyser	Vacant - Tim McGann from ESD resigned; we are waiting for his replacement at ESD to be hired	
2. Vocational Rehabilitation	Mandy Kipfer, Supervisor Department of Vocational Rehabilitation	Mary Matusiak
3. Economic Development	Bruce Kendall, President & CEO Economic Development Board, Tacoma-Pierce County	CEO/Executive Board

Recruitment efforts led by the CEO were interrupted with her resignation in December 2019 and are again on hold while primary focus must be on COVID-19 response to critical employment and workforce needs. Recruitment efforts will resume once the immediate crisis has passed.

ATTACHMENT F

Local Integrated Workforce Plan Assurances Instructions

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

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

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

2020-2024 Local Integrated Workforce Plan Assurances

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

<input checked="" type="checkbox"/>	10. The local board has procedures for identifying and determining the eligibility of training providers and their programs to receive WIOA Title I individual training accounts and to train dislocated workers receiving additional unemployment insurance benefits via the state's Training Benefits Program.	WIOA Sections 107(d)(10), 122(b)(3), and 123; Proposed 20 CFR 679.370(l)-(m) and 680.410-430; WIOA Title I Policy 5611
<input checked="" type="checkbox"/>	11. The local board has written procedures for resolving grievances and complaints alleging violations of WIOA Title I regulations, grants, or other agreements under WIOA and written policies or procedures for assisting customers who express interest in filing complaints at any point of service, including, at a minimum, a requirement that all partners can identify appropriate staff contacts and refer customers to those contacts.	WIOA Section 181(c); proposed 20 CFR 683.600; WIOA Title I Policy 5410; WorkSource System Policy 1012, Revision 1
<input checked="" type="checkbox"/>	12. The local board has assurances from its one-stop operator that all one-stop centers and, as applicable, affiliate sites have front-end 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"/>	13. The local board has established at least one comprehensive, full-service one-stop center and has a written process for the local Chief Elected Official and local board to determine that the center conforms to the definition therein.	WIOA Section 121(e)(2)(A); proposed 20 CFR 678.305; WIOA Title I Policy 5612
<input checked="" type="checkbox"/>	14. The local board provides to employers the basic business services outlined in WorkSource System Policy 1014.	WorkSource System Policy 1014
<input checked="" type="checkbox"/>	15. The local board has written processes or procedures and has identified standard assessment objectives and resources to support service delivery strategies at one-stop centers and, as applicable, affiliate sites.	WorkSource System Policies 1011 and 1016; WTECB State Assessment Policy
<input checked="" type="checkbox"/>	16. All partners in the local workforce and education system described in this plan ensure the physical, programmatic and communications accessibility of facilities, programs, services, technology and materials in one-stop centers for individuals with disabilities.	WIOA Section 188; 29 CFR parts 37.7-37.9; 20 CFR 652.8(j)
<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.	WIOA 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, partner development, and numeric goals.	WIOA 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.	WIOA Section 188; 29 CFR 37.54(a)(1); WIOA Policy 5402, Revision 1; WorkSource System Policy 1012, Revision 1

<input checked="" type="checkbox"/>	20. The local board collects and maintains data necessary to show compliance with nondiscrimination provisions of Section 188.	WIOA Section 185; 29 CFR 37.37; WIOA Policy 5402, Revision 1; WorkSource System Policy 1012, Rev 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 checked="" type="checkbox"/>	22. The local board ensures that one-stop MSFW and business services staff, along with the Migrant and Seasonal Farm Worker program partner agency, will continue to provide services to agricultural employers and MSFWs that are demand-driven and consistent with ESD's mission.	WIOA Section 167
<input checked="" type="checkbox"/>	23. The local board follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIOA, and applicable Departmental regulations.	WIOA Sections 116(i)(3) and 185(a)(4); 20 USC 1232g; proposed 20 CFR 677.175 and 20 CFR part 603
Administration of Funds		References
<input checked="" type="checkbox"/>	24. The local board has a written policy and procedures to competitively award grants and contracts for WIOA Title I activities (or applicable federal waiver), including a process to be used to procure training services made as exceptions to the Individual Training Account process.	WIOA Section 108(b)(16); proposed 20 CFR 679.560(a)(15); WIOA Title I Policy 5601; WIOA Section 134(c)(3)(G); proposed 20 CFR 680.300-310
<input checked="" type="checkbox"/>	25. The local board has accounting systems that follow current Generally Accepted Accounting Principles (GAAP) and written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to insure proper disbursement and accounting of WIOA adult, dislocated worker, and youth program and the Wagner-Peyser Act funds.	WIOA Section 108(b)(15), WIOA Title I Policy 5230; WIOA Title I Policy 5250
<input checked="" type="checkbox"/>	26. The local board ensures compliance with the uniform administrative requirements under WIOA through annual, on-site monitoring of each local sub-recipient.	WIOA Section 184(a)(3); proposed 20 CFR 683.200, 683.300, and 683.400-410; WIOA Policy 5230
<input checked="" type="checkbox"/>	27. The local board has a local allowable cost and prior approval policy that includes a process for the approval of expenditures of \$5,000 or more for equipment requested by subcontractors.	WIOA Title I Policy 5260
<input checked="" type="checkbox"/>	28. The local board has a written debt collection policy and procedures that conforms with state and federal requirements and a process for maintaining a permanent record of all debt collection cases that supports the decisions made and documents the actions taken with	WIOA Section 184(c); 20 CFR Part 652; proposed 20 CFR 683.410(a), 683.420(a),

	respect to debt collection, restoration, or other debt resolution activities.	683.750; WIOA Title I Policy 5265
<input checked="" type="checkbox"/>	29. The local board has a written policy and procedures for ensuring management and inventory of all properties obtained using WIOA funds, including property purchased with JTPA or WIA funds and transferred to WIOA, and that comply with WIOA, Washington State Office of Financial Management (OFM) and, in the cases of local government, Local Government Property Acquisition policies.	WIOA Section 184(a)(2)(A); proposed 20 CFR 683.200 and 683.220; OMB Uniform Administrative Guidance; Generally Accepted Accounting Procedures (GAAP); WIOA Title I Policy 5407
<input checked="" type="checkbox"/>	30. The local board will not use funds received under WIOA to assist, promote, or deter union organizing.	WIOA Section 181(b)(7); proposed 20 CFR 680.850
	Eligibility	References
<input checked="" type="checkbox"/>	31. The local board has a written policy and procedures that ensure adequate and correct determinations of eligibility for WIOA-funded basic career services and qualifications for enrollment of adults, dislocated workers, and youth in WIOA-funded individualized career services and training services, consistent with state policy on eligibility and priority of service.	Proposed 20 CFR Part 680 Subparts A and B; proposed 20 CFR Part 681 Subpart A; WorkSource System Policy 1019, Revision 1
<input checked="" type="checkbox"/>	32. The local board has a written policy and procedures for awarding Individual Training Accounts to eligible adults, dislocated workers, and youth receiving WIOA Title I training services, including dollar and/or duration limit(s), limits on the number of times an individual may modify an ITA, and how ITAs will be obligated and authorized.	WIOA Section 134(c)(3)(G); Proposed 20 CFR 680.300-320; WIOA Title I Policy 5601
<input checked="" type="checkbox"/>	33. The local board has a written policy and procedures that establish internal controls, documentation requirements, and leveraging and coordination of other community resources when providing supportive services and, as applicable, needs-related payments to eligible adult, dislocated workers, and youth enrolled in WIOA Title I programs.	WIOA Sections 129(c)(2)(G) and 134(d)(2); proposed 20 CFR 680.900-970; proposed 20 CFR 681.570; WorkSource System Policy 1019, Revision 1
<input checked="" type="checkbox"/>	34. The local board has a written policy for priority of service at its WorkSource centers and, as applicable, affiliate sites and for local workforce providers that ensures veterans and eligible spouses are identified at the point of entry, made aware of their entitlement to priority of service, and provided information on the array of employment, training and placement services and eligibility requirements for those programs or services.	Jobs for Veterans Act; Veterans' Benefits, Health Care, and Information Technology Act; 20 CFR 1010; TEGL 10-09; Veterans Program Letter 07-09; WorkSource System Policy 1009 Revision 1

ATTACHMENT G

Regional/Local Workforce Plan Certification

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

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

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

Local Chief Elected Official(s)

Date

Local Workforce Development Board Chair

Date

ATTACHMENT H

Public Comment

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

Public Review & Comment Process and Results

WorkForce Central created an online survey to collect all comments on the 2020-2024 Local Integrated Plan draft from workforce development system stakeholders, partners and participants, and the general public. The following invitation and explanation was provided in the survey:

The Pierce County Workforce Development Council and WorkForce Central are pleased to invite public review and comment of our 2020 – 2024 Local Integrated Workforce Plan Draft. The Plan is a blueprint for the next four years, guiding our goals and strategies to increase skill levels, employment, earnings, customer satisfaction, and return on workforce development investments in our community. We appreciate and value input from Pierce County residents and workforce development stakeholders, which will inform our final 2020 – 2024 Local Integrated Workforce Plan.

The public review and comment period began on 5/20/20 and ended on 6/19/20. Multiple outreach methods were utilized to announce the public review period, including posting the plan on the WorkForce Central website, press release, social media posts, and broad emailing. All methods included links to the Local Integrated Workforce Plan draft and the survey. The press release was sent to approximately 140 local media outlets in the Puget Sound Region. Emails were sent on 5/20/20 and 6/16/20 to 3,446 individuals via WorkForce Central's constant contact list. Some of the major stakeholder groups emailed include WDC members, Executive Board and committee members; local elected officials; WorkSource partners and staff; WorkForce Central staff; colleges and trade schools; industry sector contacts; and Community Engagement Task Force members.

The three comments received and WorkForce Central's responses are shown below.

Comment #1

In order to have a meaningful impact on addressing the biggest disparities in Pierce County, racial equity needs to be explicitly embedded at all levels of this plan. The goals and objectives should include specific targets for reducing racial disparities and disparities related to gender identity, disability, and citizenship status. These disparities were severe prior to COVID-19 and are only getting worse.

The reason it is important to lead with racial equity is that this is where the biggest disparities exist,

and because it is an especially difficult area to discuss and address, if it is not up front in the plan, it will get lost. The work of the Community Engagement Task Force is vital and important, but there is a very real risk that all racial equity work gets diverted to this task force and doesn't actually make its way into the decision making around where investment dollars go in our community.

As a starting point, I recommend setting numeric targets for the number of minority- and women-owned businesses that expand between now and 2025, numeric targets for increased racial and gender diversity of workforce development teams, and numeric targets for equitable investment into redlined communities of Pierce County. I would also recommend that WorkForce Central work with the City of Tacoma's Office of Equity and Human Rights in expanding the geographic scope of its Equity Index, which can be used as one tool in measuring inequities while making investment decisions.

I also recommend that you amend your core value of "social justice" to focus more on action and investment.

Here is the current version: Social Justice - We will purposefully identify, discuss, and challenge issues of race and color and the impact(s) they have on our organization, each partner organization, its respective systems, and the people we serve. We will also challenge ourselves to understand and correct the inequities we discover within the workforce development system and gain a better understanding of ourselves during this intentional process.

Here is what I would recommend: Social Justice - We will actively work to undo the historic harm done to communities of color throughout Pierce County by targeting our financial and strategic resources to those communities. We will purposefully identify, discuss, and challenge issues of race and color and the impact(s) they have on our organization, each partner organization, its respective systems, and the people we serve, with an aim toward active contributions to racial and gender equity along the way. We will continually challenge ourselves to understand and correct the inequities we discover within the workforce development system, gain a better understanding of ourselves during this intentional process, and work to ensure that power is shared among all stakeholders in our community.

RESPONSES:

- We have added a "June 2020 Update" at the front of our Integrated WorkForce Plan that describes our increased organizational commitment to promoting equity and anti-racism.
- The numeric targets recommended for number of minority- and women-owned businesses, increased racial and gender diversity of workforce development teams, and investment into redlined communities are beyond WorkForce Central's ability to achieve on its own. However, we have included proactively working with organizations (such as the Economic Development Board) to collaboratively address these goals in the list in Section III.24 of activities we are assessing.
- We have included working with the City of Tacoma's Office of Equity and Human Rights in expanding the geographic scope of its Equity Index and using it as a tool in the list of activities in Section III.24.
- We expanded the definition in this Plan of our core value of Social Justice, on page 43.

Comment #2

Thank you for the opportunity to provide comment.

Under keys to success, it may be better to "invest" in individualized and customized navigation as in its current form it appears that WFC does all the customized navigation.

I am not sure I came across any section that stated WFC staff would reflect the community it serves?

Under the Special Population Section, it was not clear if the NW Detention center was the primary source of need and Refugee services or if Tacoma/Pierce County had other contributing factors or even higher priority factors that contributed to why culturally competent training programs were needed for this special population?

The report seems to indicate WFC supports SJ253 program and it currently does not nor has it since 2018. I was curious as to if support meant funding or recruitment or is there a different measure of support that SJ253 has or will receive?

Thank you again for the opportunity to comment on this well thought out and comprehensive work plan. The next 5 years will be very important to the health and resiliency of the PNW and Tacoma Pierce County and I look forward to working effectively with WFC in the years ahead.

RESPONSES:

- "Provide" navigation has been changed to "Invest in" navigation, in the Introduction (page 4) and in Section III.1 (page 43).
- We strive for WorkForce Development's team to reflect our community, and our staff currently includes 66% (14) white people and 33% (7) persons of color. We have included examining our job descriptions, recruitment, and interviewing processes to help our team continue to reflect community diversity in the list in Section III.24 of activities we will assess.
- The paragraph about refugees and immigrants on page 20 has been re-written so it does not seem to be only about the needs of refugees from the Northwest Detention Center.
- We doublechecked the two references to the Summer Jobs 253 (SJ253) program in this Plan. The reference on page 62 is part of a list of "current and *past* examples of types of programs supported." The reference on page 73 is under the heading of "Youth and Young Adult Services Provided by *Other* Organizations."

Comment #3

I downloaded the WFC strategic plan draft and read through it. I have two main comments to make:

1. The employment impacts of the COVID emergency need to be addressed in this plan, especially

for the priority groups you are focusing on. The people in these groups (young people who are not engaged in school or work in 2019) will bear the greatest harm from the COVID emergency and the loss of entry-level job options due to Stay Safe, Stay Home orders. And it is not clear, of the jobs furloughed/laid off in March 2020, which ones will actually return. For some businesses, re-opening will reveal that they cannot generate enough business to stay open. And as cases rise somewhat in Pierce County, we may see additional restrictions in the future.

This will require, from my perspective, different and new thinking about how to assist the people whom WFC prioritizes in the plan. I am not an expert in what this new thinking should be and I encourage WFC to engage with community members who DO know, or who are willing to help you think this through.

2. While the focus on racial disparities reflects a 2019 level of understanding, it is no longer forceful enough in light of the national debate about the impacts of racism, or in light of the data that shows that COVID impacts Black, Brown and Indigenous people far more harshly in every sector, including job loss, return to work, loss of businesses, etc.

I believe the plan should specifically address local employment-related data by race/ethnicity, and specifically how WFC intends to use that data to inform and evaluate your strategies, tasks, practices and actions.

It would also be helpful to describe in the plan how the Executive Board and the Workforce Development Board will provide oversight and hold WFC accountable for this work. It is my observation that this oversight and accountability element is often missing or under-developed.

Example: Strategy 2.3, analyze data by race and ethnicity—to what end? How will you use your analysis to reduce racial/ethnic disparities?

Example: Objective 3 Outcomes: how will data by race and ethnicity be gathered for each Outcome to assess whether progress is being made in reducing racial disparities? What will WFC do if the data show that the disparities persist?

I could list many more examples; these are illustrative for the purposes of this e-mail. I would be happy to discuss any of these points with you in more detail if that would be helpful.

RESPONSES:

- We have added a “June 2020 Update” at the front of our Integrated WorkForce Plan that acknowledges COVID-19’s impact and describes WorkForce Central’s commitment to addressing community members’ and businesses’ needs in new and flexible ways.
- The “June 2020 Update” and Section III.24. address WorkForce Central’s increased commitment to equity and anti-racism, including completing an organizational self-assessment and additional actions we are considering implementing.
- We have included examination of how we will use increase our use of race/ethnicity employment-related data to inform and evaluate our strategies and planning in the list in Section III.24.

ATTACHMENT I

Performance Targets

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