

Eric Hahn, Chair

Joyce Conner, 1st Vice-chair

Ron Thalheimer, 2nd Vice-chair

Michelle Burreson

Steve Gear

April Gibson

Darci Gibson

Mike Johnson

Bruce Kendall

Dale King

Dave Lawson

Mark Martinez

Mary Matusiak

Wayne Nakamura

Sharon Ness

Tim Owens

Dona Ponepinto

Patty Rose

Sheila Ruhland

James Walker

Blaine Wolfe

1. Welcome/Call to order
2. Public Comment
3. Getting to Know Each Other Exercise
4. WorkForce Central Executive Board update – Eric Hahn
5. Consent Agenda
 - Approve September 15, 2016 minutes
 - Business Services Committee – Heather Fritts, CEO Courage360
 - Youth & Young Adult Services Committee:
 - Audra Laymon, Youth Programs Manager Goodwill of the Olympics & Rainier Region
 - Heather Weeks, District Career Specialist, Sumner School District
6. **To comply with WIOA mandate of having an infrastructure funding agreement and memorandum of understanding in place by July 1, 2017 with required partners the following must be approved by Chief Elected Officials and the WDC:**
 - a. Approve the list of One-Stop delivery system partners who will contribute to infrastructure costs as mandated by WIOA – Attachment A
 - b. Approve One-Stop delivery system locations, phase 1 – Interim WorkSource Pierce Job Center 3650 South Cedar Street, a WorkSource Pierce affiliate site at Joint Base Lewis McChord, a WorkSource Pierce affiliate site to be located in East Pierce County area, and at least two Pierce County Library System access points.
 - c. Approve a list of the most important workforce development services to be provided through the One-Stop delivery system – Attachment B
7. CEO Report
 - Sector Reports Presentation and Discussion
 - Q1 WIOA Title 1 Dashboard
 - WIOA Workforce Development Network Performance Dashboard
 - DSHS September presentation follow up info
8. WDC Committee Report Out
9. Other business
10. Adjourn

Future meetings:

WDC Meeting – Eric Hahn, Chair	Nov 17	3:00-4:00
Business Services Committee – Dave Lawson, Chair	Nov 28	8:00-9:30
Youth & Young Adult Services Committee – April Gibson, Chair	TBD	9:30-11:30
Adult Services Committee – Robin Baker, Chair	TBD	2:30-4:30
One-Stop System Operator & Partner Committee – Ron Thalheimer, Chair	Nov 8	8:00-10:30
WDC Coordinating Committee – Eric Hahn, Chair	Nov 8	3:30-4:30
Work-Based Training Task Force – Tim Olsen, Chair	TBD	
Adult Literacy Task Force – Mike Johnson, Chair	As Needed	

WorkForce Central Staff
Linda Nguyen, CEO
lnguyen@workforce-central.org

Deborah, Howell, COO
dhowell@workforce-central.org

Jan Adams, Executive Assistant
jadams@workforce-central.org

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Attendees: Eric Hahn, Linda Nguyen, Dale King, Dave Lawson, James Walker, Tim Owens, Patty Rose, Mark Martinez, Jan Adams

On Phone: Wayne Nakamura, Ron Thalheimer, Steve Gear

Guests: James Helling, Kerry Judge-Kemp

1. Welcome/Call to order

Eric called the meeting to order at 3: p.m.

2. Public Comment

None.

3. WorkForce Central Executive Board update – Eric Hahn

Eric gave a brief update of this morning's executive board meeting including the approval of two resolutions.

4. Consent Agenda

- Approve July 21, 2016 minutes
- Approve August 18, 2016 minutes

Motion to approve consent agenda made by Dale; seconded by Mark. Approved

5. WIOA Core Partner Panel Presentation – DSHS James Helling, Administrator/Community Services Division, Region 3

James and Kerry presented an overview of the programs and services provided by DSHS. They will provide follow-up information regarding the actual numbers served and budget for pierce county.

6. CEO Report

- **Obligation rate report for PY15/FY16**

Linda briefly discussed the obligation report and noted we are more than meeting our obligation rate.

- **Performance priorities and metrics mock report format**

The proposed report for tracking the performance priorities and metrics was discussed. Linda asked the group is the report format will work or if they wanted to see any changes noting we can modify the report later as we get more data.

- **WA State Auditor's Office Audit**

Linda gave a brief background noting the three different audit that are required. We are again a low risk auditee with no findings.

7. Geography of Jobs

An interactive graphic showing jobs gained and lost was viewed and discussed.

8. WDC Committee Report Out

Dale noted the Youth & Young Adult Committee is focusing on FASFA trying to identify who are the best performers getting their students signed up. Getting some best practices to share with others who need help.

Dave stated the Adult Services committee has met since the last meeting

9. Other business

WDC will meet along with the CLEOS at the December meeting.

Mark Martinez spoke about career day which is coming up November 17th. He noted they have raised about \$60k and that this was the 9th year. They currently have about 2400 students registered.

10. Adjourn

Motion to adjourn made by James; seconded by Dale. Meeting adjourned at 4:09 p.m.



**Pierce County Workforce Development Council
WDC Committee Application Form**

WorkForce Central on behalf of the Workforce Development Council of Pierce County is accepting applications for volunteers to serve on the WDC Committees.

Date: September 20, 2016

Name: Heather Weeks

Title (If Applicable): District Career Specialist, Career & College Readiness Team

Employer (If Applicable): Sumner School District

Address: 1202 Wood Ave

City: Sumner State: WA_ Zip: 98390

Please indicate whether this is a home or work address: (Click on "Choose an item" and then click on the arrow.) Employer Address

Primary Day Phone: 253-891-6062 Type of Phone: Work Phone

Alternate Day Phone: 253-334-4697 Type of Phone: Cell Phone

Email Address: heather_weeks@sumnersd.org

Type of entity that you represent: Community Based Organization

Please check the box next to the committee that you are requesting to join. Please complete a separate application for each committee that you want to apply. Please note meeting times. (Double click on box and select "Checked"):

- Business Services Committee
- Adult Services Committee
- Youth and Young Adult Services Committee
- One Stop System Committee

If you represent a community based organization, please indicate the mission of the organization and the populations served: Sumner School District's main goal currently is creating partnerships with local businesses and community partners to further opportunities for our youth. My department specifically has the mission "bridging the gap between academics and career" for our students.

Please indicate the primary age group that you represent or serve. Please click on "Chose an item": Youth and Young Adults Ages 14-24

Please provide a detailed explanation of your qualifications and interest in serving on the committee indicated above: (You are not limited to one page or one paragraph. This application may be more than two pages in length once completed.)

For the past few years, my job has been to create opportunities for our students (teens) that would allow them to plan for their future as successful adults. This includes offering information and resources from colleges, training programs and employers/businesses that allow them to help decide what they would like to do for their future. I've spent much time focusing on how students can become more involved in the community to gain exposure to the massive resources that exist, and that starts with myself being part of many of those opportunities. I've made many connections with local businesses and community organizations, and I feel it's time to start branching out into our bigger area of Pierce County. Having the educational setting experience, as well as many years in the business/community arena, I feel that I would offer good insight as a member of the committee.

In addition to this application, a resume is required. Please submit a resume to this application.

By checking this box, I indicate that the information submitted is accurate to the best of my knowledge and that this form should be considered as electronically signed by the applicant listed above.

Please submit this application form by the deadline indicated above to:

**WorkForce Central
WDC Committee Application Process
Attn: D. Lean
3650 South Cedar Street
Tacoma, WA 98405**

Or email to: dlean@workforce-central.org

If you have questions related to this process you may call Debbie Lean, Executive Assistant at 253.414-0141. Thank you for your interest in serving on a committee of the Pierce County Workforce Development Council. You will be notified of the status of your application as quickly as possible.

WEATHER WEEKS

12625 116th Ave Ct E.
Puyallup, WA 98374
253.334.4697
Email: mariners21@msn.com

OBJECTIVE: To obtain a career in an exciting environment that continually challenges me while helping others.

QUALIFICATIONS

Extensive customer service experience and effective communication skills in team oriented environments allows me to be a very qualified candidate for a service related field. Displaying strong leadership and reliability has enabled me to be promoted several times in previous employment, leading me to strong management experiences.

EDUCATION

1993-1997 Enumclaw High school - graduated with honors (3.8 gpa)
1997-2000 Luther College, Decorah, IA - sociology major
2002-2003 Pacific Lutheran University, Tacoma, WA - B.A. Sociology

REFERENCES

Jonathan Nadasky	Assistant Manager, Mama Stortini's	253-845-7569
Stephanie Cook	Assistant Manager, Mama Stortini's	253-845-7569
Shelly Campbell	Dining Room Manager, Keg Steakhouse	253-389-2308

EMPLOYMENT

Present	<i>District Career Specialist, Sumner School District</i>	Sumner, WA	Responsible for creating and hosting all major events for secondary students (Career / College fairs, Career Day, hands-on activities, etc) Provide students and staff with current career exploration tools, information, ideas. Essentially oversee and provide all resources career & college related. Also responsible for business/community relations, building partnerships with our local industries.
2012-2015	<i>Server/ Supervisor, Mama Stortini's</i>	Puyallup, WA	Trainer for new employees, customer service, order taking, food serving/ prep, cash handling, team work, etc... (see below, similar duties)
2010-2012	<i>Server/Bartender, Keg Steakhouse</i>	Tacoma, WA	Customer service, communication and teamwork skills used consistently. Demonstrated leadership and dependability, resulting in training new employees and variable manager promotion. Awarded team player of the year by management team and co-workers.
2009-2010	<i>Client Services Assistant, Wells Fargo Advisors</i>	Issaquah, WA	Lead office assistant for successful investment team. General clerical duties with a major focus on massive correspondence and project development. Extensive use of Microsoft based office software (Word, PowerPoint, Excel, Outlook) and marketing.
2008-2009	<i>Detention Officer, Northwest Detention Center (GEO)</i>	Tacoma, WA	Correction officer/Detention Center - supervised and maintained safety and security for 1000+ detainees (inmates) in Immigrations holding. Communication, mediation and physical restraint skills used daily to ensure safety of those inside and outside buildings.
2005-2008	<i>General Manager, The Ram Restaurant/Brewery</i>	Lakewood, WA	Supervised, hired and trained 100+ new employees for grand opening of busy restaurant, as well as establishing new policies and procedures for future business. Organized and maintained service and training program. Purchasing, ordering, maintaining stock and bookkeeping, daily functioning of business.



**Pierce County Workforce Development Council
WDC Committee Application Form**

WorkForce Central on behalf of the Workforce Development Council of Pierce County is accepting applications for volunteers to serve on the WDC Committees.

Date: 9/8/16

Name: Audra Laymon

Title (If Applicable): Youth Programs Manager

Employer (If Applicable): Goodwill of the Olympics & Rainier Region

Address: 714 S. 27th Street

City: Tacoma State: WA Zip: 98409

Please indicate whether this is a home or work address: (Click on "Choose an item" and then click on the arrow.) Employer Address

Primary Day Phone: 253.573.6476 Type of Phone: Work Phone

Alternate Day Phone: 253.345.8649 Type of Phone: Cell Phone

Email Address: audral@goodwillwa.org

Type of entity that you represent: Community Based Organization

Please check the box next to the committee that you are requesting to join. Please complete a separate application for each committee that you want to apply. Please note meeting times. (Double click on box and select "Checked"):

- Business Services Committee
- Adult Services Committee
- Youth and Young Adult Services Committee
- One Stop System Committee

If you represent a community based organization, please indicate the mission of the organization and the populations served: Mission: Goodwill helps people with barriers to employment go to work by providing jobs, job training, and educational opportunities. Our wide array of training programs and services are designed to provide free services, training, and support to all. Our organization and services span fifteen counties in southwestern Washington, and we are on track to serve over 10,000 people this year, placing nearly 3,000 in jobs.

Please indicate the primary age group that you represent or serve. Please click on “Chose an item”:
Youth and Young Adults Ages 14-24

Please provide a detailed explanation of your qualifications and interest in serving on the committee indicated above: In my work, I am steadfastly committed to two things –the great city of Tacoma and its youth. I moved to Tacoma ten years ago and gradually fell in love with the arts community, the history, and the people. Three years ago, my husband and I purchased our first home in Tacoma and are excited to raise our six month old son in the Hilltop community.

The commitment to put down roots within a community carries with it an incredible amount of responsibility. The drive to serve others and affect change within Tacoma led me to Goodwill seven years ago, first as the Assistant Manager of the newly developed Barista Skills program, later as its manager, and currently as the Youth Programs Manager. In my current role, I oversee three youth programs – YouthBuild, Violence Prevention, and the Educational Access Program – and have the opportunity to work closely with a team of youth service professionals to examine and adjust program design and strategies to create responsive and meaningful services.

The YouthBuild program is committed to helping young people transform their lives while rebuilding their communities. The program partners with other organizations, employers, and community resources to provide academic training, community service opportunities, hands-on construction training, leadership development, and case management and follow-up services. The program is federally funded by a \$1.1M Department of Labor grant, and we are on track to serve 64 youth over the next two years. The program has a proven track record of success and has been in operation at Goodwill for a decade.

The Violence Prevention Program annually serves 300+ middle school and high school students through workshops, mentoring, and small group work focused on pro social behavior and reducing youth violence.

The Educational Access Program is an Open Doors 1418 Youth Reengagement Program housed within the REACH Center. This program serves over 80 youth annually, providing GED preparation and supportive services for students ages 16-21.

I am interested in joining this committee to learn, collaborate, and advise in new ways that will aid not only the programs and young adults I work with directly each day, but also those outside of my current (and growing!) network.

Click here to enter text.

In addition to this application, a resume is required. Please submit a resume to this application.

By checking this box, I indicate that the information submitted is accurate to the best of my knowledge and that this form should be considered as electronically signed by the applicant listed above.

Please submit this application form by the deadline indicated above to:

**WorkForce Central
WDC Committee Application Process
Attn: D. Lean
3650 South Cedar Street
Tacoma, WA 98405**

Or email to: dlean@workforce-central.org

If you have questions related to this process you may call Debbie Lean, Executive Assistant at 253.414-0141. Thank you for your interest in serving on a committee of the Pierce County Workforce Development Council. You will be notified of the status of your application as quickly as possible.

AUDRA LAYMON

[253.573.6746] [AudraL@goodwillwa.org]

SUMMARY:

Dedicated professional committed to serving others collaboratively and equitably. Skill emphases in program design, information management, and relationship-building.

Areas of strength:

- Researching, writing, and editing
- Prioritizing and strategic planning
- Innovative problem-solving
- Customer service and stewardship
- Process and policy creation
- Project management
- Staff management
- Creative and interdisciplinary thinking
- Social media design and development
- Budget building and financial tracking

EXPERIENCE:

Goodwill of the Olympics and Rainier Region, Tacoma WA

Workforce Development Department

Youth Programs Manager, October 2015 - present

- Oversight and daily management of several grant-funded programs, collectively serving hundreds of youth each year, including: YouthBuild; Violence Prevention; and the Educational Access Program
- Manage compliance and spending of YouthBuild's \$1.1M Department of Labor contract, which demands continual monitoring and communication with federal project officers, partner organizations, and internal staff
- Coordinate and support a collaborative and dedicated staff of eight youth service professionals
- Develop and maintain relationships with partners, employers, funders, and other agencies
- Create systems and policies to improve program operations and address student needs, including: case management processes, program design, stipend policies, staffing structure, safety plans, and more
- Work collaboratively with all Goodwill departments to ensure successful programming, including: Workforce Development, Finance, Human Resources, Foundation, Safety, IT, Security

Barista Program Manager, May 2013 - October 2015

- Oversight of café business operations, including: sales, financial reporting, ordering and inventory management, equipment maintenance, scheduling, licensing, customer engagement, and staffing
- Oversight of intensive vocational training program, serving 30+ youth annually, including: outreach, classroom and on the job training, file creation and progress tracking, case management, scholarship billing, individualized vocational planning, placement, retention, and referrals
- Project management and oversight of the opening of a new cafe
- Established new relationships and grew existing partnerships with Community Health Care, Starbucks, Catalyst Kitchens, Downtown on the Go!, local independent cafes, and other social enterprises in Washington and beyond
- Secured new grant funding sources and managed spending and outcomes
- Increased program and business profiles via consistent and creative social media content creation
- Worked collaboratively with the Barista Program team to meet targeted placement and enrollment goals

EDUCATION:

San Jose State University, B.A. Theatre Arts – Concentration in Design and Technology

- *Graduated Summa Cum Laude*
- *Department Valedictorian*

AUDRA LAYMON

[253.573.6746] [AudraL@goodwillwa.org]

REFERENCES:

Sarah Oliver

Assistant Director of Workforce Development, Goodwill of the Olympics and Rainier Region – Tacoma, WA
253.573.6674 / saraho@goodwillwa.org

Kurt Miller

Executive Director, Pierce County Community Youth Services – Tacoma, WA
253.778.6656 / kmiller@communityyouthservices.org

Katy Evans

Assistant Executive Director, Grand Cinema – Tacoma, WA
253.583.4718 / katy@grandcinema.com

Leigh Ann Gilmer

Director of Advancement, EMP Museum – Seattle, WA
206.262.3242 / LeighAnnG@empmuseum.org



**Pierce County Workforce Development Council
WDC Committee Application Form**

WorkForce Central on behalf of the Workforce Development Council of Pierce County is accepting applications for volunteers to serve on the WDC Committees.

Date: September 6, 2016

Name: Heather Giron Fritts

Title (If Applicable): Chief Executive Officer

Employer (If Applicable): Courage360

Address: 3516 S 47th Street

City: Tacoma **State:** WA **Zip:** 98409

Please indicate whether this is a home or work address: (Click on "Choose an item" and then click on the arrow.) Employer Address

Primary Day Phone: 253.590.0639 **Type of Phone:** Work Phone

Alternate Day Phone: 206.715.8442 **Type of Phone:** Cell Phone

Email Address: heatherf@courage360.org

Type of entity that you represent: Community Based Organization

Please check the box next to the committee that you are requesting to join. Please complete a separate application for each committee that you want to apply. Please note meeting times. (Double click on box and select "Checked"):

Business Services Committee

Adult Services Committee

Youth and Young Adult Services Committee

If you represent a community based organization, please indicate the mission of the organization and the populations served: In the interest of building a healthy community, the mission of Courage360 is to assist low-income individuals to gain the skills, the knowledge, and the courage to be self-supporting.

**Please indicate the primary age group that you represent or serve. Please click on “Chose an item”:
Adults Ages 22-72**

Please provide a detailed explanation of your qualifications and interest in serving on the committee indicated above: (You are not limited to one page or one paragraph. This application may be more than two pages in length once completed.)

As the current CEO of Courage360 I believe I would be an appropriate replacement for our former CEO, Robin Lester, and her position on the Workforce Development Council’s Business Services Committee. I lead the work that identifies, creates and strengthens workforce development programs and the partnerships that support them. In order to do so, I create local business partnerships that can advance opportunities and pathways to strengthen our community’s employability. My experience in this role, and those before, make me a strong asset to the committee. I have the ability to identify and help lead Pierce County’s workforce development efforts. I believe that being a part of this committee will both enable me to do my work with excellence as well as supporting the Committee and Council’s vision to enhance workforce development efforts throughout Pierce County.

I am a senior executive committed to making the world a better, more equitable place. I hold more than 20 years experience working in the nonprofit sector, building and strengthening organizations that in turn have the capabilities to help improve the lives of individuals and families. I hold a deep understanding of the opportunities and challenges inherent in this work, and I strive to cultivate a strong, active network to draw upon to initiate positive change.

I am a mission driven leader with the unique experience of working on both sides of our sector. While on the foundation side, I was blessed with the ability to cultivate effective philanthropists that in turn strengthened organizations and together drove community change. I helped to create powerful relationships that amplified impact. As an officer of community based organizations, I have had the gift of seeing first hand, the needs of our community members and to understand their individual needs. I understand that it takes a community wide effort to meet the many needs of our families and I believe that I can bring strong ideas and insight into this work. With this insight to both sides of the equation, necessary to meet the needs of our community members, I believe that each works as a catalyst for the other; and that through collaboration we can improve the lives of others.

Among my successes I have: assessed organizations and developed strategy to sustain and grow them; worked to remove financial barriers that prohibited a young parent's access to higher education; provided access to mental health that enhanced an individual's future; and created pathways to employment through providing strong programs that advance the skills, knowledge and courage for individuals to be self supportive and to live a life free of subsidized incomes. I have worked extensively with small to medium sized nonprofits seeking visionary leadership and serving disadvantaged populations. I believe that all organizations have the ability to provide strong resources to their community, so long as they are willing to do the hard work and are led and operated by individuals with a shared vision.

My experience has included Strategic Planning and Organizational Assessment; Board and Donor Relations and Development; Staff and Volunteer Coaching and Mentoring; Negotiations; Prospect Research and Recruitment; Stewardship and Cultivation; Marketing, Communications and Brand Management; Oversight of Graphic Design and Web Management; Financial and Budget Development and Management; Human Services and Relations; Human Resources and Operations; Volunteer/Staff Recruitment and Leadership; Board Member; Departmental and Office Management; and Volunteerism.

I believe in becoming engaged in the communities where I work and live. My experience has allowed me to participate currently or in the past on the following opportunities: Pierce County LPA; King County LPA; Pierce and King Counties CSO's All Partner Meetings; Pierce and King Counties CSO's Managers Meetings; South King Council of Human Services; King County Human Services Alliance; Kent Cultural Diversity Initiative Group; The Alliance Center Board Member; MADD Volunteer; United Way's Kids Matter Vision Council; Advancement Northwest's Mentorship Program and others.

In addition to this application, a resume is required. Please submit a resume to this application.

By checking this box, I indicate that the information submitted is accurate to the best of my knowledge and that this form should be considered as electronically signed by the applicant listed above.

Please submit this application form by the deadline indicated above to:

**WorkForce Central
WDC Committee Application Process
Attn: D. Lean
3640 South Cedar Street, Suite E
Tacoma, WA 98405**

Or email to: dlean@workforce-central.org

If you have questions related to this process you may call Debbie Lean, Executive Assistant at 253.414-0141. Thank you for your interest in serving on a committee of the Pierce County Workforce Development Council. You will be notified of the status of your application as quickly as possible.

ATTACHMENT A WIOA One-Stop REQUIRED Partners

Section 121(b)(1)(B) of WIOA identifies the entities that are required partners in the local one-stop delivery systems.

The required partners are the entities responsible for administering the following programs and activities in the local area. Required partners must provide access to program services and activities through the One-stop delivery system, as well as participate in the operations of the One-stop system. Each partner program must use a portion of the fund available to it to maintain the One-stop delivery system, including payment of the infrastructure costs of the One-stop centers.

(1) Programs authorized under title I of WIOA, including:

- a. Adults; **WorkForce Central/Career Path Services**
- b. Dislocated workers; **WorkForce Central/Career Path Services**
- c. Youth; **WorkForce Central/Rescare**
- d. Job Corps; **Job Corps**
- e. YouthBuild; **Goodwill of the Olympics and Rainier Region**
- f. **Native American programs; and**
- g. **Migrant and seasonal farmworker programs; N/A**

(2) The Wagner-Peyser Act Employment Service program authorized under the Wagner-Peyser Act (29 U.S.C. 49 *et seq.*), as amended by WIOA title III; **WA Employment Security Department**

(3) The Adult Education and Family Literacy Act (AEFLA) program authorized under title II of WIOA; **Bates Technical College, Clover Park Technical College, Tacoma Community College, Pierce College District, Tacoma Community House, Tacoma Rescue Mission**

(4) The Vocational Rehabilitation (VR) program authorized under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 *et seq.*), as amended by WIOA title IV; **WA Department of Social and Health Services/Division of Vocational Rehabilitation**

(5) The Senior Community Service Employment Program authorized under title V of the Older Americans Act of 1965 (42 U.S.C. 3056 *et seq.*); **Goodwill of the Olympics and Rainier Region**

(6) Career and technical education programs at the postsecondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 *et seq.*); Bates TC, Clover Park TC, Tacoma CC, Pierce C District

(7) Trade Adjustment Assistance activities authorized under chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 *et seq.*); WA Employment Security Department

(8) Jobs for Veterans State Grants programs authorized under chapter 41 of title 38, U.S.C.; WA Employment Security Department

(9) Employment and training activities carried out under the Community Services Block Grant (42 U.S.C. 9901 *et seq.*); Metropolitan Development Council (MDC) and Pierce County Connections

(10) Employment and training activities carried out by the Department of Housing and Urban Development; Tacoma Housing Authority, Pierce County Housing Authority, Catholic Community Services, other housing operators?

(11) Programs authorized under State unemployment compensation laws (in accordance with applicable Federal law); WA Employment Security Department

(12) Programs authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532); and Department of Corrections

(13) Temporary Assistance for Needy Families (TANF) authorized under part A of title IV of the Social Security Act (42 U.S.C. 601 *et seq.*), unless exempted by the Governor under § 678.405(b). WA Department of Social and Health Services

WIOA NOT REQUIRED One-Stop Partners

Programs not required by statute are also encouraged to participate in and support the local One-Stop delivery system

The following are partners who are voluntarily participating in our local One-Stop delivery system:

1. Pierce County Library System
2. WA State Labor and Industries
3. Pierce County Juvenile Court
4. Vadis
5. Courage 360
6. REACH Center
7. Puget Sound Educational Services
8. United Way of Pierce County

Determining Infrastructure Costs

Determine list of One-Stop delivery system partners.

Identify One-Stop delivery system locations.

Determine services to be provided.

Develop a One-Stop delivery system line item budget.

One-Stop partners enter into an MOU.

1

ATTACHMENT B
WIOA MOST IMPORTANT WORKFORCE DEVELOPMENT SERVICES
[2-19-2016]

Background: WDC Committees and Customers representing job seekers, workers, and businesses identified the following most important workforce development services that will be provided in Pierce County 's One-Stop delivery system and jointly supported by WIOA required and not required partner

s. Additional services will continue to be provided by required and not required WIOA partners but will not be jointly supported.

FOR JOB SEEKERS:

Top workforce development services most needed by job seekers:

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

FOR CURRENT WORKERS:

Top workforce development services most needed by people currently employed:

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

FOREMPLOYERS/BUSINESSES:

Top workforce development services most needed by Employers/Businesses:

- **Assessment:** Assessment of business needs, skill gap analysis, succession planning, etc.
- **Training, Skill Development:** Professional development, diversity training, leadership and supervisory skills, etc.
- **Recruitment:** Development of job descriptions, recruitment of job applicants, screening of job applicants, recruitment activities such as job fairs/hiring events, skills testing, etc.
- **Career Resources, Guidance and Support:** Career pathways/ladder development, developing promotional/growth opportunities for employees, etc.
- **Support Services:** Help employees access resources that include transportation/childcare/basic needs, layoff support for employers and employees, etc.
- **Other:** Industry/sector workplace strategies, emerging trends, pipelines, labor market information, navigating workforce incentives, etc.

ASSESSMENT DETAILS - FIVE KEY CATEGORIES FOR JOB SEEKERS AND WORKERS:

Academic / Education Level (High, GED, College)

Basic skills –

- Reading, writing, math, comprehension

Prior Learning -

- Transcript
- On the job skills

What assessments we use now:

- *CASAS = basic skills (pre-college assessment for reading, writing and math)*
- *Compass – college level placement assessment*
- *AcuPlaccer – college level placement assessment*
- Statewide movement for prior learning tool
- *CLEP (prior learning/competency in a discipline used in military - mostly academic)*
- *KeyTrain (reading, writing, comprehension, math)*

Career interests & aptitudes:

- Online skills, interest & abilities
- Aptitude = natural ability
 1. Online (quick/self)
 2. Medium (self or credentialed)
 3. Takes time (credentialed assessment)

What we use now:

- *WIOS – 1 or 2*
- *Career Scope - 2*
- *Career Cruising*
- *JobFit- 2*
- *TERK - 1*
- *STRONG – 3 (requires interpretation)*
- *Choices through Own-it - 1*

Skills:

Technical:

Work Evaluation
Certification
License (i.e. nurse, barber)
Computer/Technology

Skills:

Essential Skills (21st Century Skills):

(various definitions – need to determine)
i.e. Teamwork, problem solving
Skills to get a job, keep a job & advance in a job

*Need tools to be able to validate these two types of skills

What we use now:
ProveIt (technical)
North Star (technical)
Microsoft Imagine (technical)
Industry specific testing (college/industry)

What we use now:
KeyTrain

Individual circumstances:

Basic needs assessment (food, transportation, housing, etc.)
Cultural
Strengths
Employment history
ACES?
Training for awareness
Other barriers (i.e. conviction history)
Disabilities
 Learning Disabilities
Time / availability for employment

What we use now:
Interview process (standardized forms)
Training on motivational/ strength based interviewing

Self-reflection (social/emotional skills):

(emotional intelligence)

Various assessment tools (i.e. empathy, conflict management, personal resolve, situation awareness, extrovert vs. introvert, teamwork, consideration of other's styles, diversity, ability to take ownership/responsibility, judging vs. learning.

What we use now:
Dependable Strengths
Myers Briggs
DISC
Colors

2016 Industry Sector Studies

*Data & information on Pierce
County's top six private industries*



WorkForce Central

- Born out of an interlocal agreement between Pierce County and the City of Tacoma
- Founded October 1, 1982



WorkForce Central Executive Board

- County Executive Pat McCarthy
- County Councilmember Rick Talbert
- County Councilmember Connie Ladenburg (*alternate*)
- Mayor Marilyn Strickland
- City Councilmember Joe Lonergan
- Eric Hahn (WDC Chair)
- Linda Nguyen (CEO)



WorkForce Central Vision

We prepare and grow the Pierce County workforce to align it with employer needs by engaging partners in pursuit of
GREATER ECONOMIC VITALITY FOR ALL.



WorkForce Central strengthens the Pierce County economy by *identifying* skill gaps between *jobseekers* and employment *opportunities*, fostering *data-driven* decision making and connecting workforce development *partners* into a *cohesive, collaborative and effective network*.

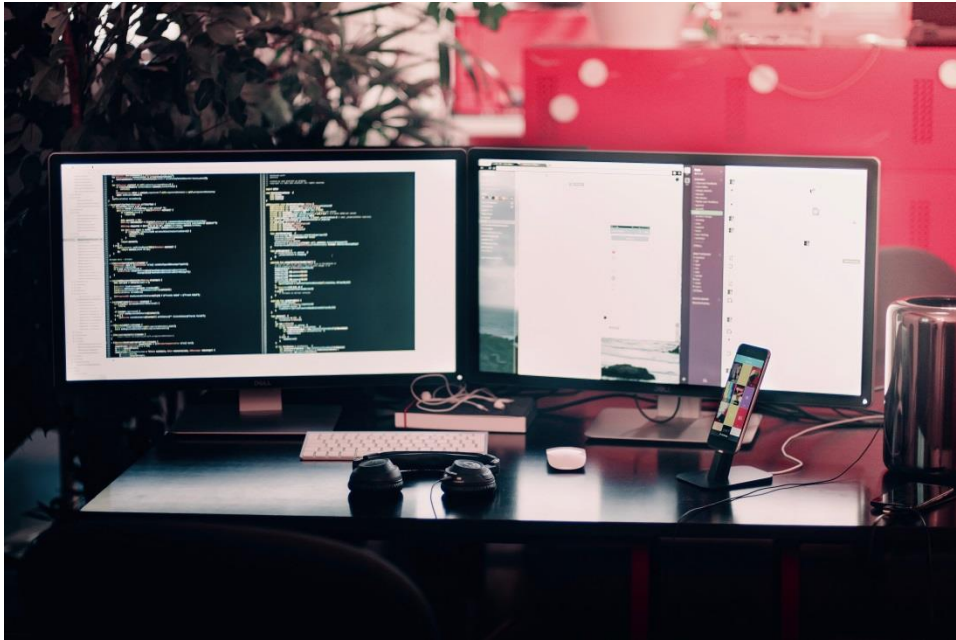


WIOA

- Congress reauthorized the Federal Workforce legislation – Workforce Innovation & Opportunity Act – in July of 2014
 - WIA, JTPA, CETA, MDTA
- Promotes program coordination and alignment of partners
- Builds on proven practices such as sector strategies



GREATER ECONOMIC VITALITY FOR ALL.



2016 STUDIES



Sector Reports

Pierce County's top six private industries:

-  Health care
-  Construction
-  Military & Defense
-  Transportation, Warehousing & Logistics
-  Information and Communications Technology (ICT) & Cybersecurity
-  Advanced Manufacturing



Shared Priorities

Pierce County Economic Development Board (EDB)

- Aerospace
- **Health Services**
- **Trade/Logistics**
- **Cybersecurity**/Information Assurance

Puget Sound Regional Council (PSRC)

- Aerospace
- Business Services
- Clean Technology
- **Information Technology**
- Life Sciences & Global Health
- Maritime
- **Military**
- Philanthropies
- Tourism & Visitors
- **Transportation & Logistics**



Sector Reports – KEY FINDINGS

EVERY SECTOR is projected to experience growth through 2023, though at different rates.



1.8%



3.6%



0.8%



1.3%



1.8%



0.9%



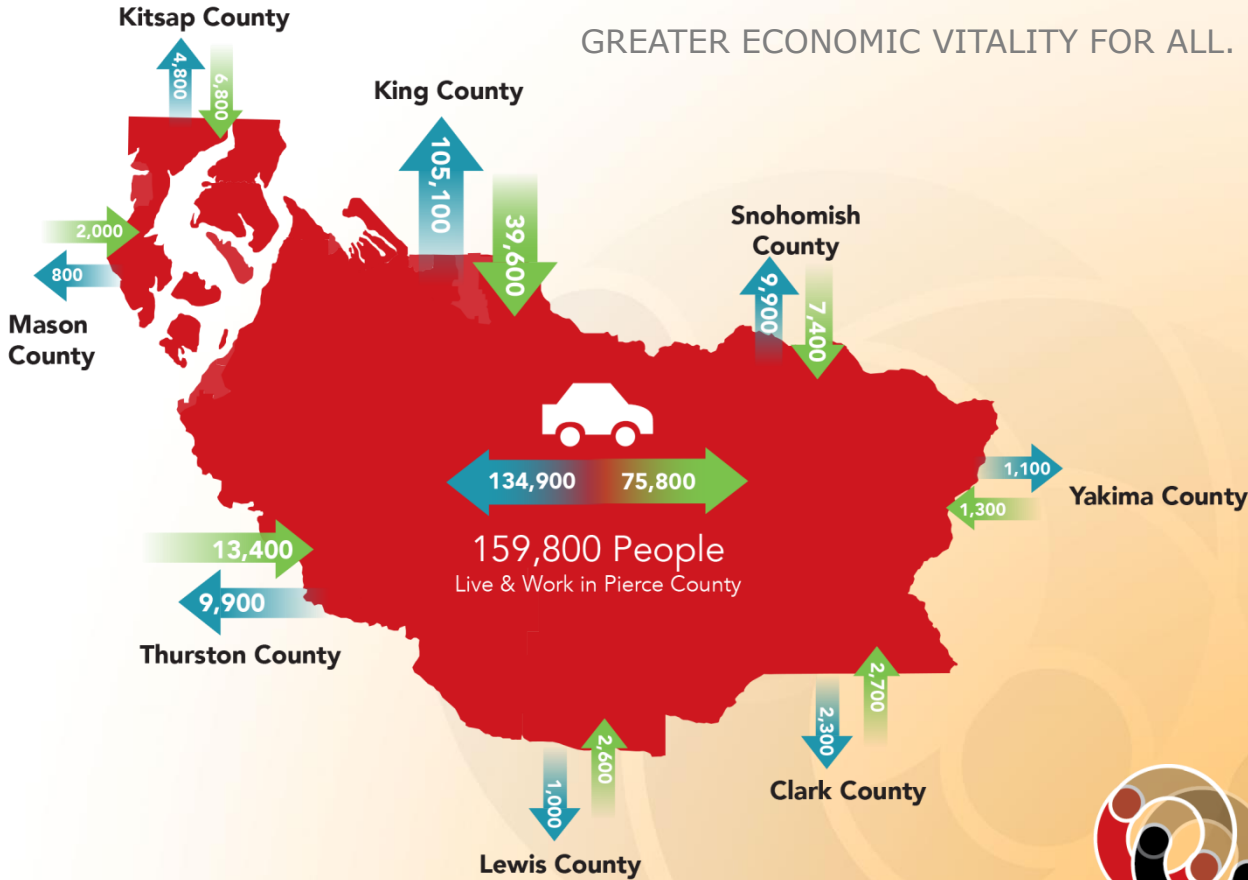
Sector Reports – KEY FINDINGS



Pierce County has more workers than jobs, but employers aren't enjoying the benefits of the surplus.



Nearly half of Pierce County's workers commute out of the county to work.



Sector Reports – KEY FINDINGS



Stakeholders in every sector report that too many otherwise qualified candidates lack the essential/soft skills they need to succeed.



Sector Reports – OTHER KEY FINDINGS

- **RNs pose the greatest shortage** in available talent in Pierce County through 2023
- Most employers prefer to **recruit directly through workforce training programs** than through less-efficient online recruitment sites
- Three sectors – Construction, Advanced Manufacturing, and Transportation, Warehousing and Logistics – would benefit from increased **connectivity with high schoolers**



GREATER ECONOMIC VITALITY FOR ALL.



HEALTH CARE

Employs 40,500 workers



Health Care

- Pierce County's **largest** private industry
- Comprises **15%** of Pierce County workforce
- **43,700** people are employed in health care in Pierce County when government health care jobs are included



Health Care

- Direct care occupations growing at **fastest rate**
 - CNAs
 - Medical Assistants
 - Home Health Aides
 - Personal Care Aides
- Average annual wage in direct care is **lower** than average annual wage for industry as a whole



Health Care

- Registered Nurses (RNs) have the **largest shortage of any occupation in Pierce County** through 2023
- **109 positions** expected to go unfilled annually
- Licensed Professional Nurses (LPNs) are sometimes substituted for RNs, **creating a shortage in LPNs too**



Health Care Recommendations

- Develop programs to **move CNAs to LPNs to RNs** to assure a steady stream of both LPNs and RNs
- Assist local educational institutions in establishing **more clinical space** for students
- Add **more weekend/evening offerings** through local educational institutions to target working adults
- Expand partnerships with employers/labor organizations that represent direct care workers to help **boost retention**



Health Care Career Coaching



- Allows employees to **advance** their skillsets
- Boosts **retention**
- Fills high-demand positions, including **RNs** and **LPNs**
- **5,000** employees served since the program began



GREATER ECONOMIC VITALITY FOR ALL.



CONSTRUCTION

Employs 24,460 workers



Construction

- **Second largest** industry in Pierce County
- Pierce County's **fastest-growing** industry
- Average annual wage **\$3,000 higher** than regional average



Construction

- **Retirements** expected to increase demand for workers
- Lacks pipeline of **high school** students
- **Unemployment Insurance (UI) claimants alone** could fill positions in demand
 - *Still, employers report shortages*
 - *Essential/soft skills a big factor*

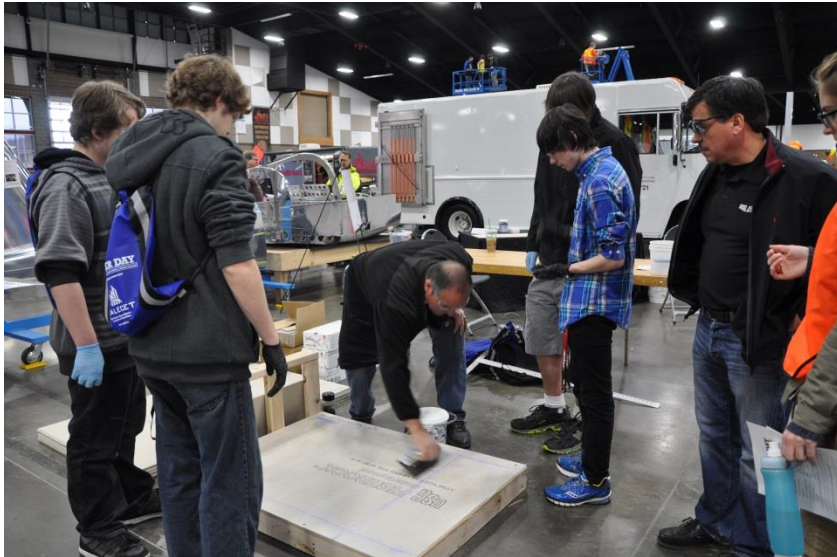


Construction Recommendations

- Assess UI claimants for **skill enhancement** opportunities
- Establish **better connections** with high school population
- **Continue** Construction Career Day



Construction Career Day



- **Largest** career day in Washington State
- More than **2,000 students** from 40 different schools
- Carpentry, welding, machinery, computer simulations
 - *November 17*
 - *Washington State Fairgrounds in Puyallup*





**MILITARY &
DEFENSE**
Employs 12,460 workers



Military & Defense

- In addition to **33,000** active military
- **9,000** civilians on base
- **\$490 million** in US Department of Defense (DOD) contracts in 2015



Military & Defense

- Programs to **match** transitioning military personnel with jobs are effective
- **Commercial certification** required for certain jobs can pose barriers to employment



Military & Defense Recommendations

- Create programming to connect transitioning/retired military personnel with commercial certification programs and resources
- Create tool to increase awareness around background check requirements:
 - **Defense contract jobs frequently require stringent background checks, diminishing qualified candidate pool**
 - *Criminal*
 - *Financial*



Military & Defense Highlights

- Camo 2 Commerce
 - **87%** job placement rate
 - Services include **one-on-one** career coaching, job placement services, short-term training and more.
- Redefining Your Future



GREATER ECONOMIC VITALITY FOR ALL.



TRANSPORTATION, WAREHOUSING & LOGISTICS

Employs 12,000 workers



Transportation, Warehousing & Logistics

- Industry is highly-concentrated in Pierce County
 - **14% of statewide workforce**
- Diverse occupations within industry
 - *Warehouse supervisor*
 - *Commercial airline pilot*
 - *Locomotive engineer*
 - *Truck driver*



Transportation, Warehousing & Logistics

- **Basic math skills** and other essential skills can be difficult to find
- Compete with Seattle and King County for same pool of candidates
 - **Seattle/King County pays higher wages**



Transportation, Warehousing & Logistics Recommendations

- Develop **sector expertise** within workforce development organizations
- Find opportunities to **remediate** math and essential skills among UI claimants to return them to work quickly



GREATER ECONOMIC VITALITY FOR ALL.



ICT & CYBERSECURITY

Employs 6,470 workers



ICT & Cybersecurity

- Growing presence in Pierce County
- Wages in this industry **higher** than regional average
- **Cybersecurity** occupations expect strongest growth
- Employers find it easy to fill entry-level positions but difficult to fill mid- and senior-level vacancies



ICT & Cybersecurity

- Cybersecurity jobs demand an exceptional level of **critical thinking** to stay ahead of attacks
- **Competition** from Seattle/King County
 - *Higher pay*
 - *Brand name opportunities*
- Competition from **all** other industries too
- Degree programs with similar names but **inconsistent** rigor and learning outcomes



ICT & Cybersecurity Recommendations

- Develop **leadership** programming directed at tech workers
- Encourage creation of **stackable** certificates and articulations to move **AA** candidates toward **BA**



GREATER ECONOMIC VITALITY FOR ALL.



**ADVANCED
MANUFACTURING**
Employs 6,360 workers



Advanced Manufacturing

- Thriving sector throughout **4 county region**
- Aerospace, computer equipment, ship building, etc.
- Employers report preferring to work with workforce training and recruitment organizations rather than inefficient **online job boards**
 - *Strong connections to JBLM*



Advanced Manufacturing

- **Plenty** of applicants for open positions but many don't last
 - *Lack of basic math skills*
 - *Lack of essential/soft skills*
- Internal training programs run **risk** of losing trained workers to other employers both inside and outside of industry



Advanced Manufacturing Recommendations

- **Incentivize** internal training programs by offering increased services to employers that provide them
- Find new ways to **connect** employers with high school students as well as college administrators



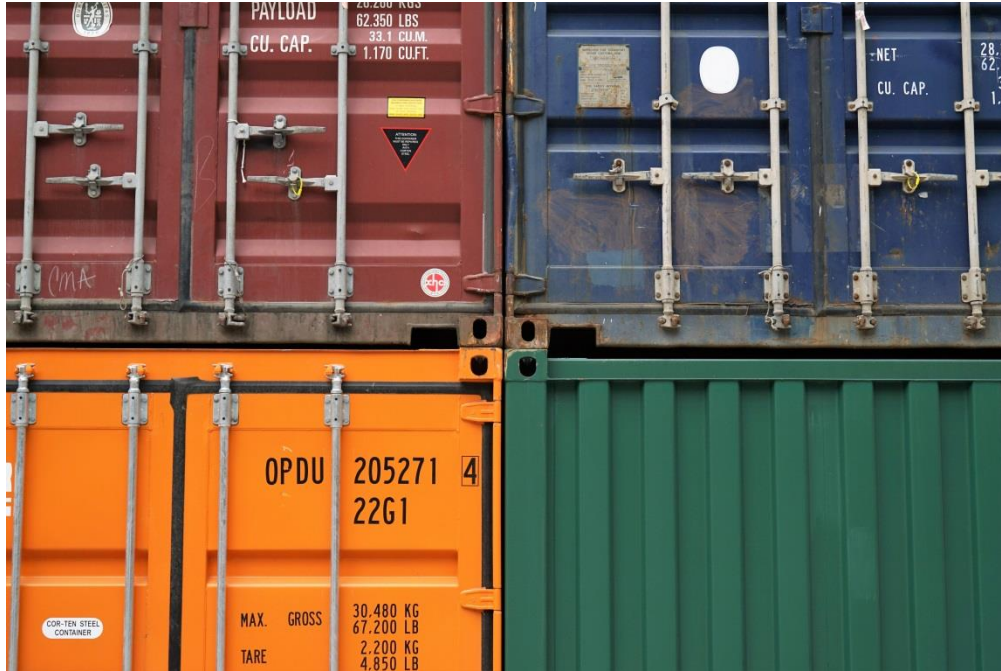
AJAC – Manufacturing Academy



- Manufacturing Academy
- Operates in **3 counties**
- 10-11 week recruitment and pre-apprenticeship program
 - *Soft skills*
 - *Math for manufacturing*
 - *Metal fabrication*
 - *Assembly*



GREATER ECONOMIC VITALITY FOR ALL.



OPPORTUNITIES



Increase Connections

- Assess UI claimants
- Connect to high schoolers
- Make recruitment easier
 - *(example: filter qualified candidates out of online job boards and into trusted recruitment organizations)*



Market the Costs of Commuting

King County might pay more BUT...

- *Cost of fuel*
- *Cost of time on the road*
- *Impacts to quality of life*
- *Safety risks*



Market the Workforce to Attract Business

The workers are here.

Help us keep them here.



Address Essential Skills Deficit

- *If stakeholders from **every one** of the county's top industries is telling us that finding applicants with adequate soft skills is a challenge to their success as an industry, **how can we ignore them?***



GREATER ECONOMIC VITALITY FOR ALL.



HOW YOU
CAN HELP



The ASK



Help us reach more youth.



Questions?

Linda Nguyen

CEO, *WorkForce Central*

Inguyen@workforce-central.org

View full reports at

www.workforce-central.org/regional-strategies/data-2016

EQUAL OPPORTUNITY - EQUAL ACCESS WorkForce Central is an equal opportunity employer. Free auxiliary aids and services are available upon request for individuals with disabilities. Washington Relay Service – 711. WorkForce Central receives funding through Department of Labor Employment & Training Administration, Pierce County, City of Tacoma and other Federal, State and local resources.





Skills Gap Analysis & Sector Strategies *at a Glance*

September 2016

Table of Contents

- 1 Introduction
- 2 Population and Demographics
- 3 Employment
- 4 Unemployment
- 5 Income and Wages
- 6 Health Care
- 7 Construction
- 8 Military & Defense
- 9 Transportation, Warehousing & Logistics
- 10 ICT & Cybersecurity
- 11 Advanced Manufacturing

Full reports

To learn more about each industry click on these links:

[Health Care Industry Skills Gap Analysis & Sector Strategies Report](#)

[Construction Industry Skills Gap Analysis & Sector Strategies Report](#)

[Advanced Manufacturing Industry Skills Gap Analysis & Sector Strategies Report](#)

[Transportation Industry Skills Gap Analysis & Sector Strategies Report](#)

[ICT & Cybersecurity Industry Skills Gap Analysis & Sector Strategies Report](#)

[Military & Defense Industry Skills Gap Analysis & Sector Strategies Report](#)



Introduction

In mid-2016, WorkForce Central on behalf of the Workforce Development Council commissioned studies of the top six employment sectors within Pierce County. The studies examined workforce supply and demand through 2023 alongside targeted stakeholder feedback to build a comprehensive picture of the Pierce County workforce. Pierce County's top six industries are:

- Health Care
- Construction
- Military and Defense
- Transportation, Warehousing and Logistics
- Information and Communications Technology (ICT) and Cybersecurity
- Advanced Manufacturing

The reports outline data and trends that can be used to inform decisions about programming, policy development and investment within and beyond the workforce development network. Key findings revealed in the reports are as follows:

Pierce County has more workers than jobs, but employers aren't enjoying the benefits of the surplus. Nearly half of its population commutes out of the county for work. Pierce County competes for qualified workers with Seattle and King County, where wages tend to be higher and "brand name" companies like Amazon, Microsoft and Boeing attract candidates due to perceptions around prestige and opportunities for advancement.

Stakeholders in every sector are experiencing a deficit in soft skills* among applicants. This deficit poses a major barrier to finding and retaining qualified candidates. These essential skills impact how employees interact with their workplace and include punctuality, interview and application filing skills, dress and presentation etiquette, writing skills and interpersonal communications. Employers report frustration in trying to find employees willing to work odd hours, able to pass drug tests and inclined to exert extra effort on the job.

OTHER KEY FINDINGS:

- **Every sector** is expected to experience growth through 2023, though at different rates.
- **Registered nurses pose the greatest shortage** in available talent through 2023.
- Several key occupations lack a local pipeline of talent because there are no training programs specific to the occupation located here.
- **Career mapping** could be a helpful way to illustrate opportunities for jobseekers in cybersecurity, transportation and military contracting.

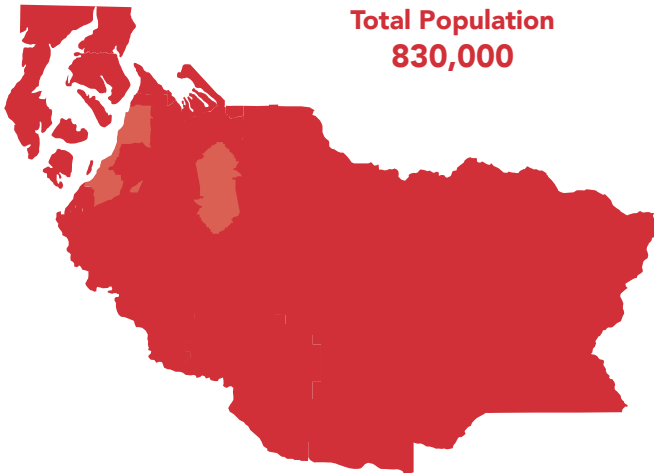
This summary outlines information from the reports specific to each of the six major industry sectors as well as to the county as a whole. Recommendations for how to improve the workforce development network are outlined on page 12. To view the reports in their entirety, visit www.workforce-central.org/regional-strategies/data-2016.



Population & Demographics

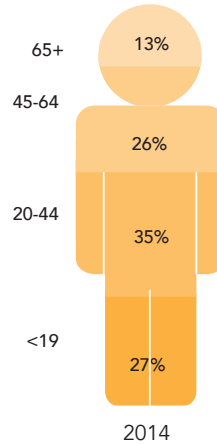


Population¹



Pierce County is expected to grow by **1.1 percent** between 2015 and 2040 to **over 1 million people**

Pierce County is the second most populous county in Washington



Age²

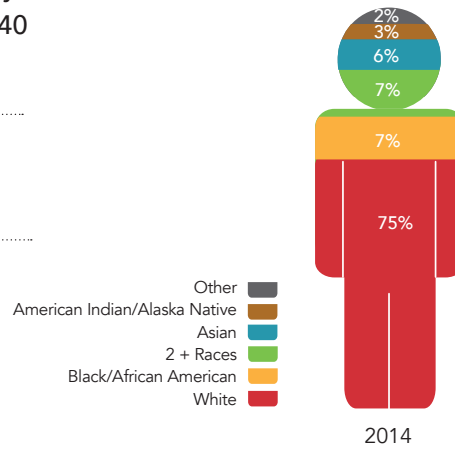
A larger proportion of residents in Pierce County are under 25 years of age compared to Washington and other Central Puget Sound counties.

Race and Ethnicity²

10 percent of Pierce County's population self-identifies as Hispanic or Latino.

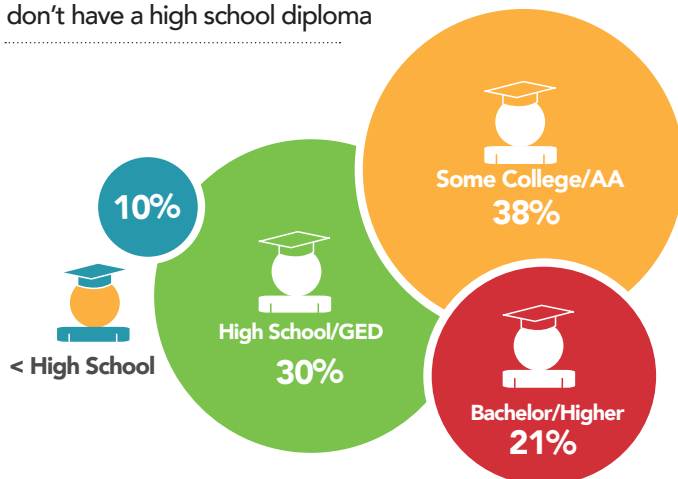
Pierce County is more racially diverse than any other county in Washington.

15 percent of residents speak a language other than English including Spanish, Russian, Korean, German, Vietnamese, etc.



Education Attainment²

8.4% of the population ages 18+ don't have a high school diploma



32 percent of Pierce County residents have a postsecondary degree compared to:



58% King County



37% Kitsap County



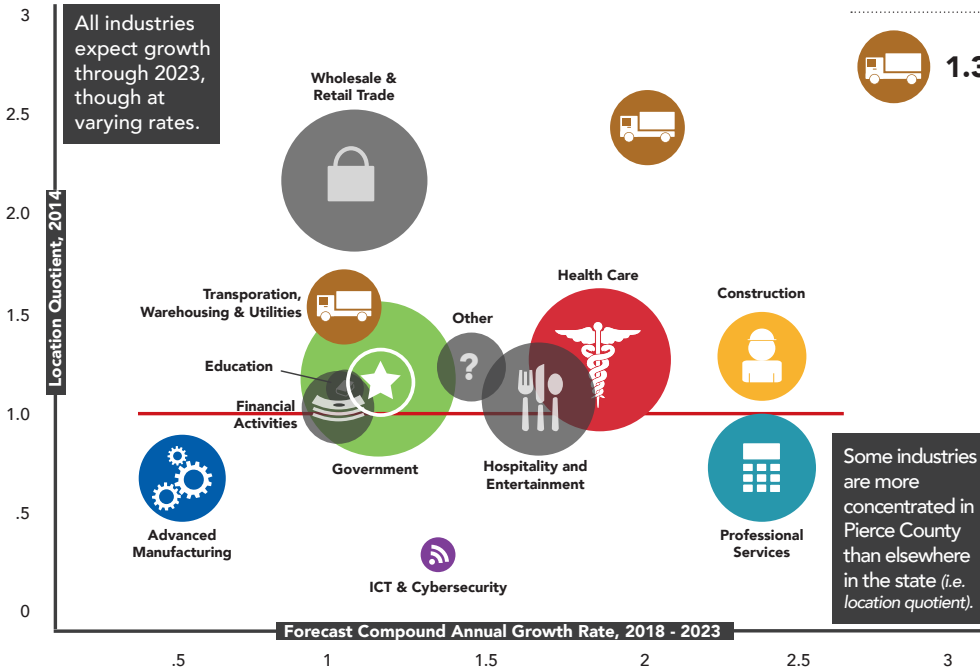
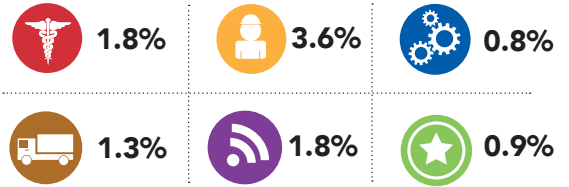
37% Snohomish

Employment



Pierce County Location Quotients and Industry Forecasted Compound Annual Growth Rates, 2014 and 2018-2023³

Projected Employment Growth 2018-2023



Employment by industry in the county is expected to remain stable between 2013-2023.

9.4 percent of workers in Pierce County totaling 289,000 are nonfarm workers.

2.4 percent decrease is projected in the government sector by 2023.

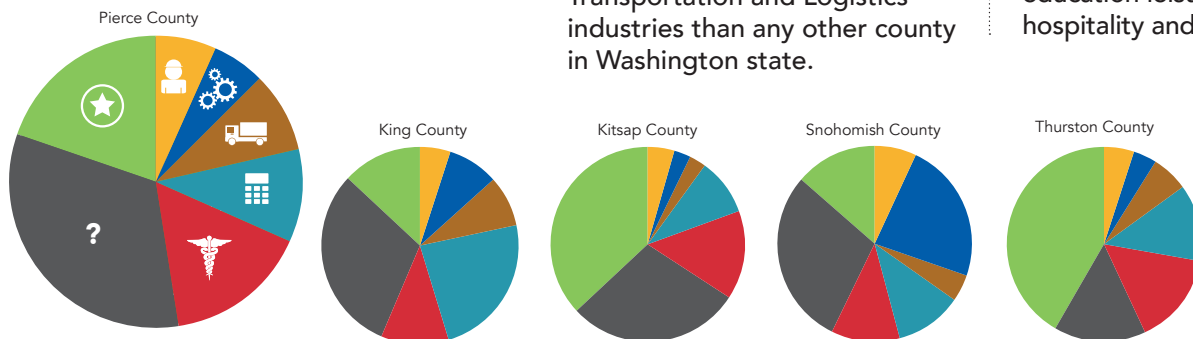
Additionally, this chart compares the relative size of each key industry in Pierce County by number of jobs.



Employment by Industry Statewide⁴

Pierce County is home to a larger share of the Construction, Trade, Transportation and Logistics industries than any other county in Washington state.

Other sectors include financial activities, information, education leisure and hospitality and other services.

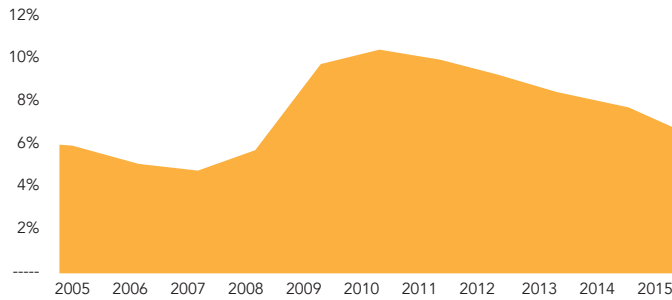


This data includes all actual filled jobs, including both full and part time jobs.

Unemployment



Unemployment Rates in Pierce County⁵



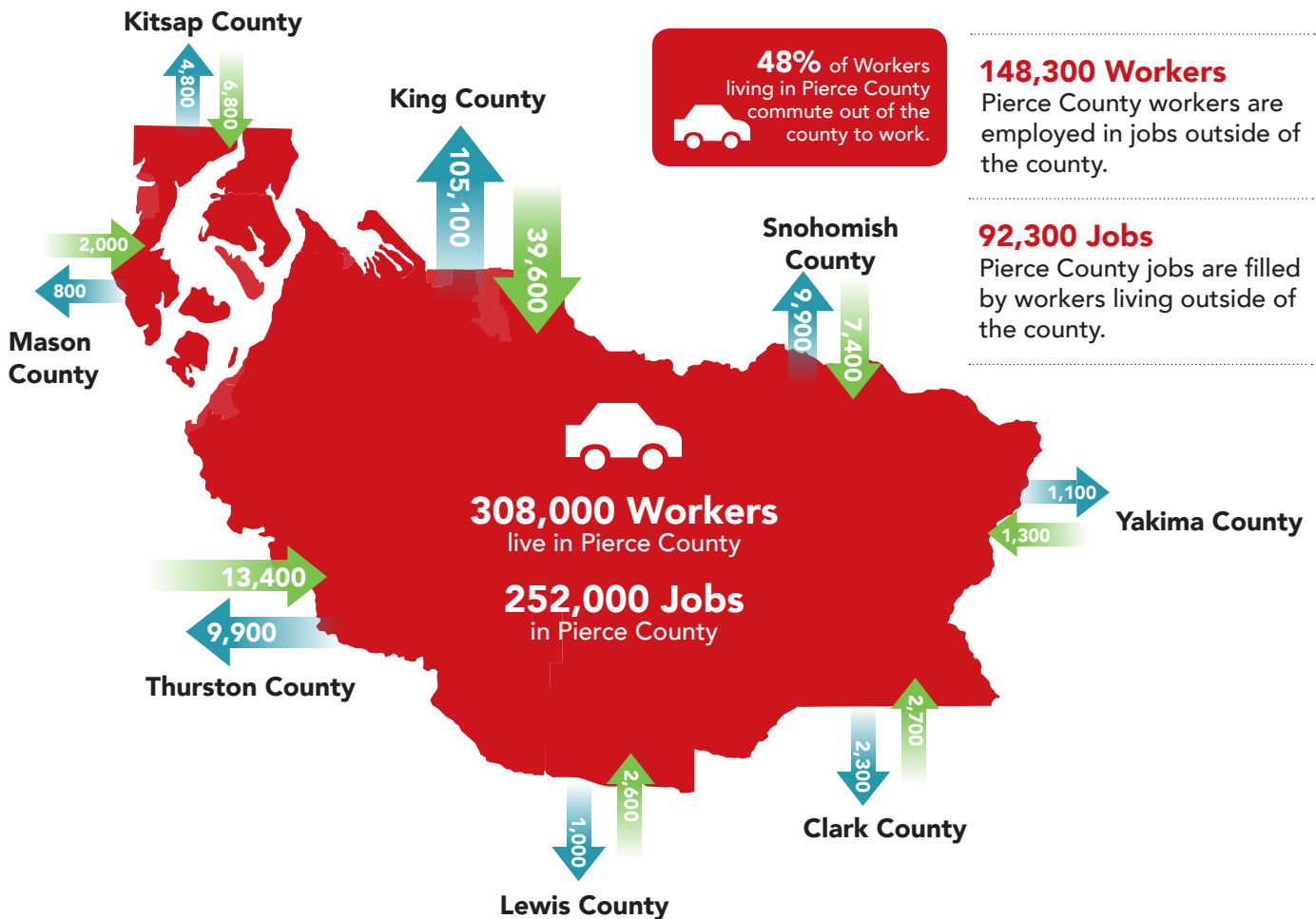
Pierce County unemployment rates follow the regional and state trends closely. However, unemployment rates in the county tend to be higher than the statewide rate and those of the Central Puget Sound counties. The county has experienced a slower recovery than King and Snohomish counties and the state as a whole.

In 2014, there were approximately **252,000 jobs** in Pierce County.

WorkForce Commuters

Pierce County Commute Trends⁶

At **19 percent**, Seattle draws the largest share of workers who travel outside of Pierce County to work.

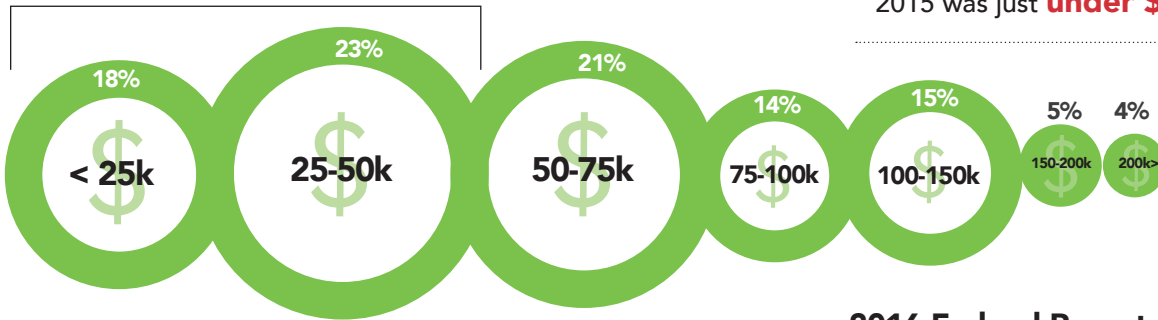


Income & Wages



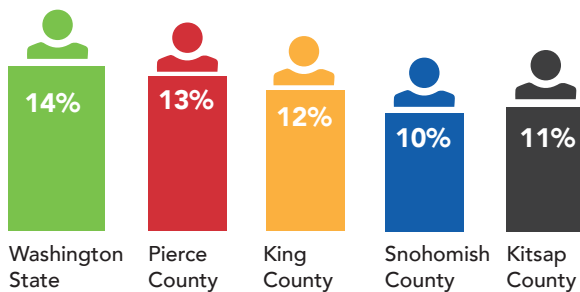
Household Income⁷

41 percent of residents earn less than 50k annually



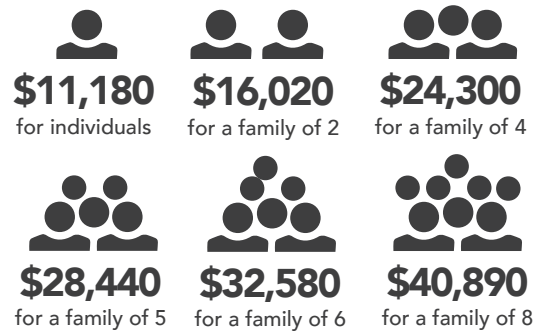
The median Pierce County wage in March 2015 was just **under \$40,000 a year**.

Population Below Poverty Line, Statewide⁸



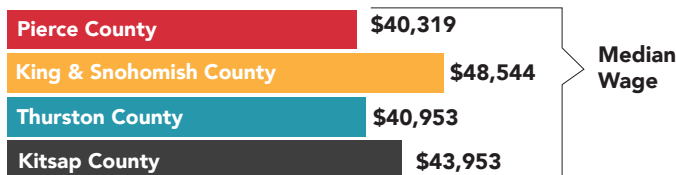
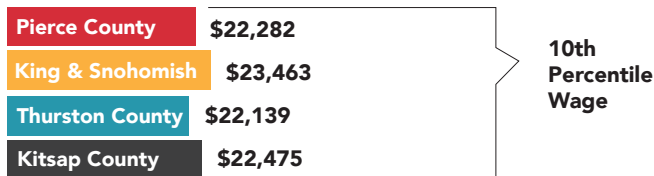
Poverty levels are defined based on household size. The poverty rate is determined by the population living below the poverty level in the past 12 months.

2016 Federal Poverty Level⁹



13 percent of Pierce County's population lives below the Federal Poverty Level. This is just one percent less than the state average, and higher than all three of the other Central Puget Sound counties.

Wages in Pierce County¹⁰



The Experienced Pierce County Worker's wage is about **\$60,700**. That's **\$16,000** lower than in King or Snohomish Counties.



\$24,000 Pierce County **vs.** **\$26,400** King County and Snohomish County



Health Care

2018 - 2023

This industry in Pierce County is projected to grow

1.8% annually

OVERVIEW

Health care is Pierce County's largest private industry, comprising more than 15 percent of the county's total employment. When combined with government employment, more than 43,700 people work in health care here. "Direct care" is the fastest-growing segment in the industry with a projected growth rate of 2 percent annually through 2023. Direct care occupations include certified nursing assistants, medical assistants, and home health and personal care aides.

Demand for registered nurses exceeds supply, creating an ongoing shortage over the next several years. This shortage is not only the largest in the health care industry but also the largest across all major industries in the county. Simultaneously, licensed practical nurse positions are increasingly difficult to fill as they are sometimes substituted for RNs.

The supply of medical assistants, by contrast, outweighs demand. This is due in part to the abundance of graduates produced by private, for-profit colleges. While many local employers consider the graduates from public institutions to be better prepared than graduates from these trade schools, continuing education opportunities could redirect them into other positions.

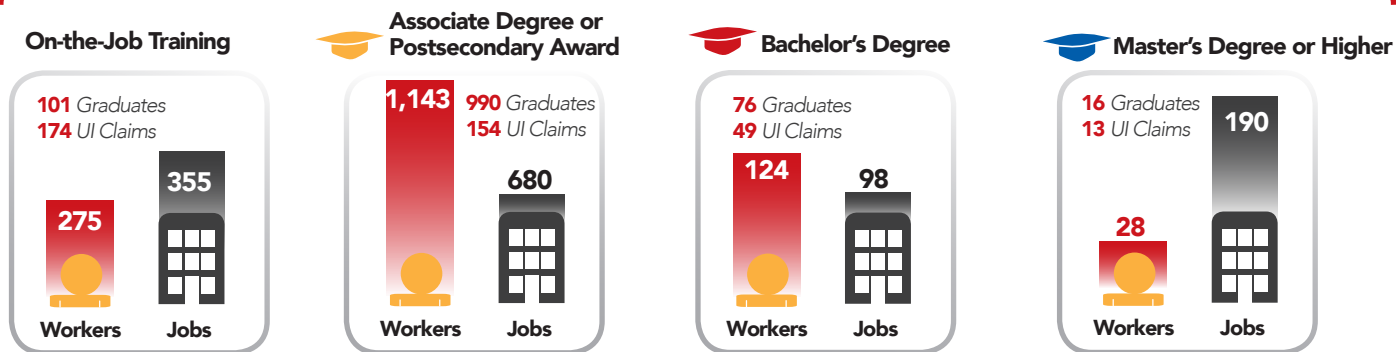


\$ Median Annual Wage
\$21,750 - \$179,280



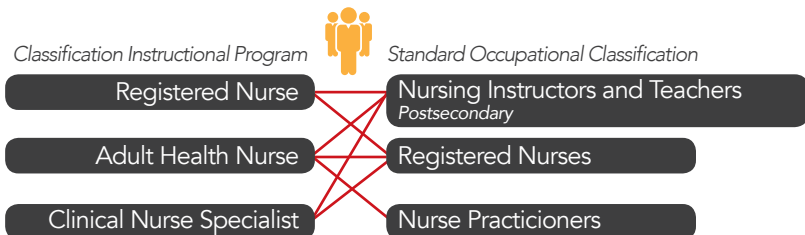
2018 - 2023
Projected Talent Supply
Unemployed: 389
Newly-Trained: 1,182

2018 - 2023 PROJECTIONS FOR THE PIERCE COUNTY HEALTHCARE TALENT PIPELINE¹²



This chart outlines the annual estimate of workers and job openings by education level in Pierce County.

MATCHES FOR GRADUATES QUALIFIED TO WORK AS REGISTERED NURSES¹³



Employers can't find enough registered nurses and will continue to have difficulty filling RN positions for the foreseeable future. A lack of clinical space for students in Pierce County may contribute to the shortage.

Qualifications and experience in one occupation may translate into opportunities in another. This is one way employers and employees manage talent surpluses and shortages.





Construction

2018 - 2023
This industry in Pierce County is projected to grow **3.6% annually**

OVERVIEW

Employing more than 24,460 people in Pierce County, construction is the second-largest industry in Pierce County. Data indicate surpluses in the majority of construction occupations, but employers report difficulty recruiting enough workers to fill open positions. Demand for workers is not expected to ease: construction is one of the fastest-growing industries in the county, and employers anticipate retirements to further increase demand for workers as the workforce ages.

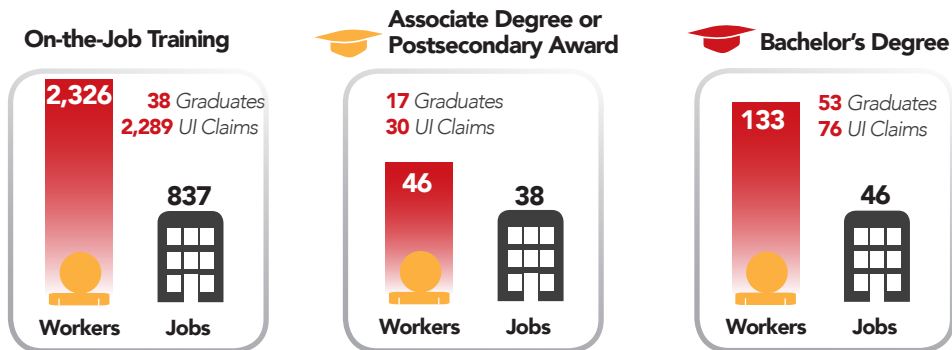
With an average annual wage of \$60,899—nearly \$3,000 more than the regional average wage—construction provides a viable career option regardless of education level. However, the construction industry lacks connections to high school students that otherwise would help them fill local vacancies. Students may go through high school without being exposed to opportunities in construction, finding it only after many years working low-paid retail or service jobs. Employers want to find new and increased ways to reach potential candidates sooner in their careers.



\$ Median Annual Wage
\$28,280 - \$119,070

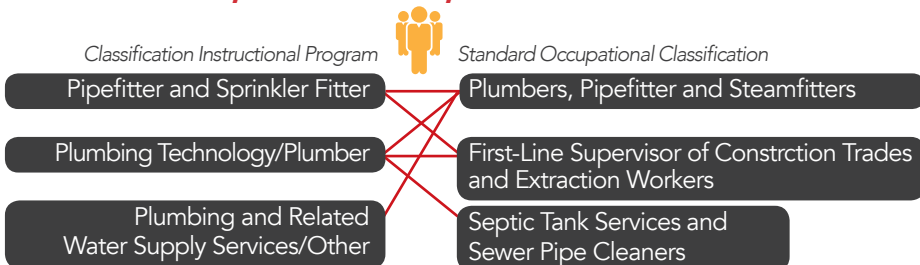
2018 - 2023
Projected Talent Supply
Unemployed: 2,394
Newly-Trained: 108

2018 - 2023 PROJECTIONS FOR THE PIERCE COUNTY CONSTRUCTION TALENT PIPELINE¹²



This chart outlines the annual estimate of workers and job openings by education level in Pierce County.

MATCHES FOR GRADUATES QUALIFIED TO WORK AS PLUMBERS, PIPEFITTERS, AND STEAMFITTERS¹³



Qualifications and experience in one occupation may translate into opportunities in another. This is one way employers and employees manage talent surpluses and shortages.

Pierce County employs more than **24,460 construction workers**. As one of the fastest growing industries, the construction industry is a key area of focus within the county.





Military & Defense

2018 - 2023
This industry in Pierce County is projected to grow **0.9% annually**

OVERVIEW

Military and defense represents a key industry in the Pierce County economy. Not including the 33,000 active duty military personnel stationed at Joint Base Lewis-McChord, the industry employs about 12,460 workers, including more than 9,000 civilians employed on-base. Notably, Pierce County's defense industry received more than \$490 million in Department of Defense contracts in 2015 alone.

Within the industry, JBLM provides a strong supply of talented workers, and programs that match transitioning military personnel with jobs seem to be effective. Commercial certification can pose a challenge to hiring, however, as highly skilled retired military personnel may not have adequate access to the necessary credentials.

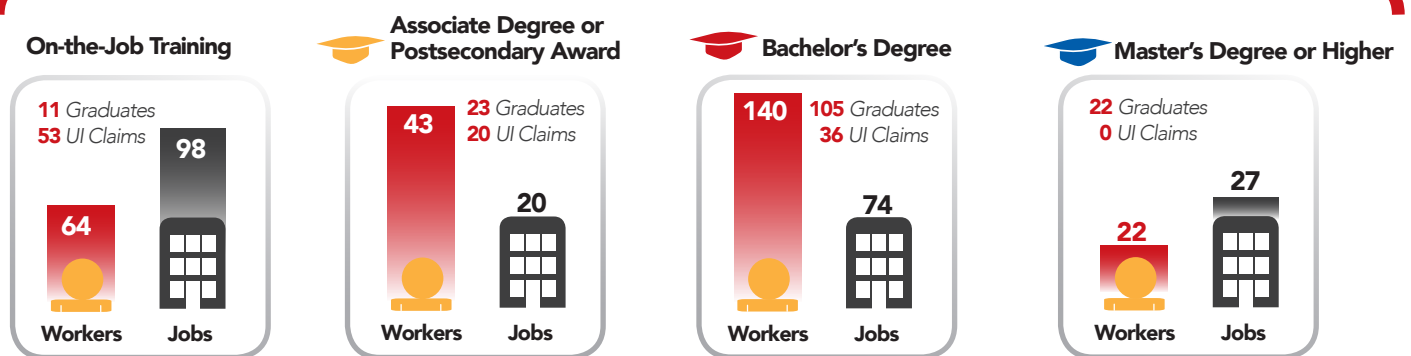
While the majority of military and defense occupations show a good balance between supply and demand for workers, employers with defense contracts face difficulty finding candidates who can pass the rigorous background checks required for security clearances. Candidates must pass both criminal and financial background checks in order to be hired, and employers report losing about half of applicants through the process.



\$ Median Annual Wage
\$57,997 - \$106,461

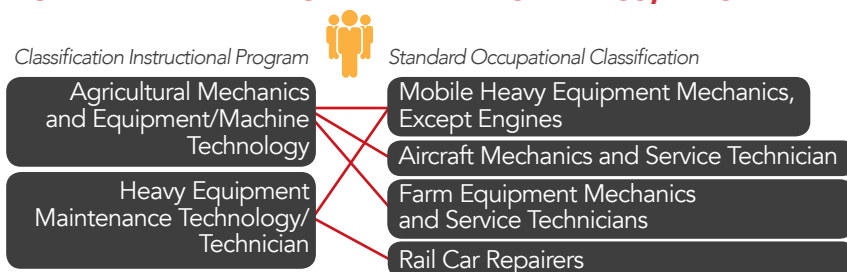
2018 - 2023
Projected Talent Supply
Unemployed: 109
Newly-Trained: 161

2018 - 2023 PROJECTIONS FOR THE PIERCE COUNTY MILITARY & DEFENSE TALENT PIPELINE¹²



This chart outlines the annual estimate of workers and job openings by education level in Pierce County.

MATCHES FOR GRADUATES QUALIFIED TO WORK AS MOBILE HEAVY EQUIPMENT MECHANICS, EXCEPT ENGINES¹³



JBLM provides a strong supply of qualified workers, but they many need help getting the right commercial certifications.

Qualifications and experience in one occupation may translate into opportunities in another. This is one way employers and employees manage talent surpluses and shortages.



Transportation Warehousing & Logistics

2018 - 2023
 This industry
 in Pierce County is
 projected to grow **1.3%**
 annually

OVERVIEW

The transportation, warehousing and logistics industry is highly concentrated in Pierce County, employing 12,000 workers and 14 percent of the statewide workforce for the industry. Though the data indicate a surplus of workers in most occupations within the industry, stakeholders report difficulty hiring and retaining qualified employees due to a lack of basic math and soft skills.

Pierce County employers in this industry compete for employees with companies in Seattle or King County that pay slightly higher wages. They also compete with other industries, such as construction and advanced manufacturing, for similarly qualified candidates.

Occupations within each specific segment of the transportation, warehousing and logistics industry require unique skills that are highly diverse across the industry. As an example, occupations in this industry include locomotive engineers, commercial airline pilots and warehouse managers. While most occupations within this industry require no post-secondary degree, employers report difficulty connecting with high school students and promoting the industry as a viable career path.

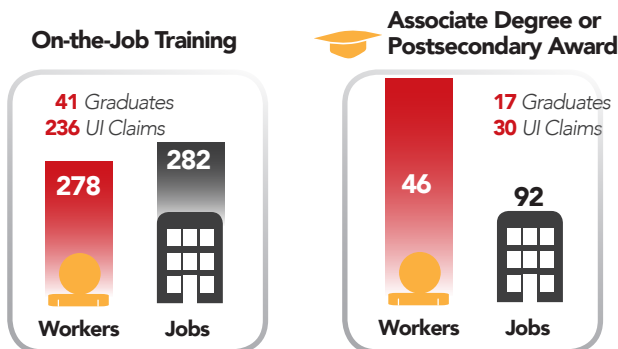



Median Annual Wage
\$23,510 - \$98,560

2018 - 2023

Projected Talent Supply
Unemployed: 438
Newly-Trained: 49

2018 - 2023 PROJECTIONS FOR THE PIERCE COUNTY TRANSPORTATION, WAREHOUSING & LOGISTICS TALENT PIPELINE¹²



The majority of technical skills required for jobs in this industry can be acquired through on-the-job training.

This chart outlines the annual estimate of workers and job openings by education level in Pierce County.

MATCHES FOR GRADUATES QUALIFIED TO WORK AS TRANSPORTATION, STORAGE AND DISTRIBUTION MANAGERS¹³



Qualifications and experience in one occupation may translate into opportunities in another. This is one way employers and employees manage talent surpluses and shortages.





ICT & Cybersecurity

2018 - 2023

This industry in Pierce County is projected to grow

1.8% annually

OVERVIEW

Though small compared to King County, the ICT and cybersecurity industry has a growing presence in Pierce County. Employers find it easy to fill entry-level positions but difficult to fill mid- to senior-level positions. Additionally, employers note that educational programs with similar names are not always consistent in learning outcomes or rigor, confusing students, jobseekers and hiring managers.

Cybersecurity occupations, and information security analysts in particular, are projected to see the strongest growth through 2023. As more businesses put their information online, demand is increasing for workers with the skills to protect their information. It can be difficult to find qualified applicants, however, because cybersecurity jobs require a high capacity for critical thinking to counter ever-evolving security threats.

Wages in ICT and cybersecurity tend to be higher than the regional average. Local employers compete with King County employers who offer higher pay and "brand name" opportunities for advancement. Additionally, employers face increasing competition from virtually all other industries as information technology grows more integral to the modern economy.



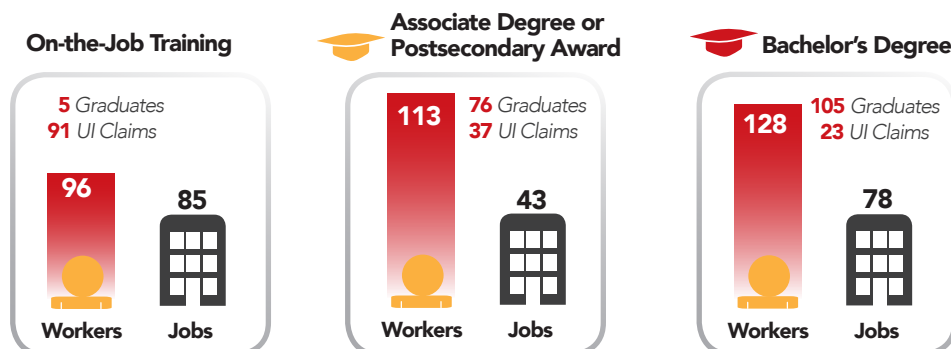
Median Annual Wage
\$26,870 - \$143,000



2018 - 2023

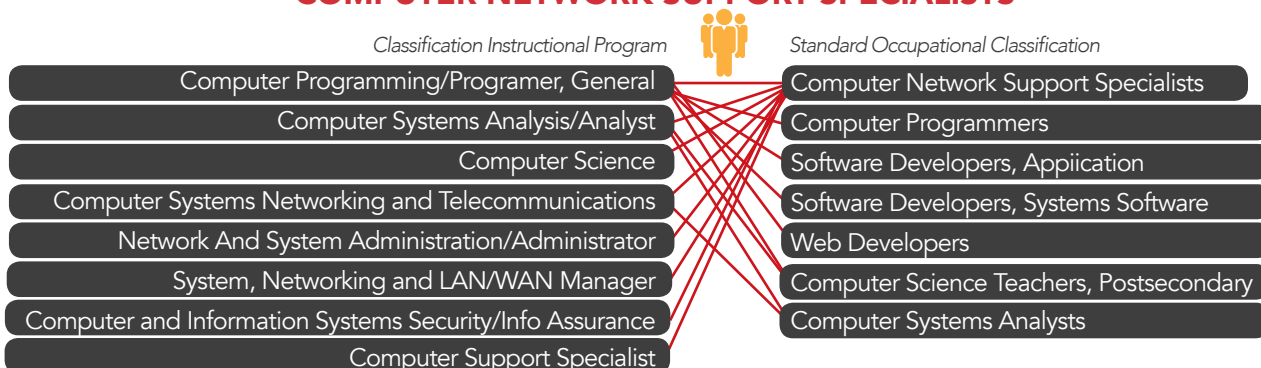
Projected Talent Supply
Unemployed: 151
Newly-Trained: 186

PIERCE COUNTY CONSTRUCTION TALENT PIPELINE¹²



This chart outlines the annual estimate of workers and job openings by education level in Pierce County.

MATCHES FOR GRADUATES QUALIFIED TO WORK AS COMPUTER NETWORK SUPPORT SPECIALISTS¹³



Qualifications and experience in one occupation may translate into opportunities in another. This is one way employers and employees manage talent surpluses and shortages.





Advanced Manufacturing

2018 - 2023

This industry in Pierce County is projected to grow

0.8% annually

OVERVIEW

Pierce County is part of a four-county region with a thriving advanced manufacturing industry, including aerospace, computer equipment and ship building. Although employers report having plenty of applicants for open positions, there is a high dropout rate among these applicants. Basic math and soft skills seem to be the biggest obstacle to finding qualified candidates.

As a whole, the industry would benefit from assistance in establishing stronger relationships with educational institutions that can supply qualified graduates. While many employers willingly train employees internally, they risk losing their investment when the trained worker leaves for other jobs either within the industry or in competing industries like construction.

Employers find online job boards difficult to work with and inefficient in producing qualified applicants for their open positions. They prefer working directly with workforce programs that recruit candidates and provide training in soft skills, language skills and GED attainment. Pierce County employers also benefit by having access to qualified transitioning military and military families from JBLM.



Median Annual Wage
\$23,510 - \$143,070

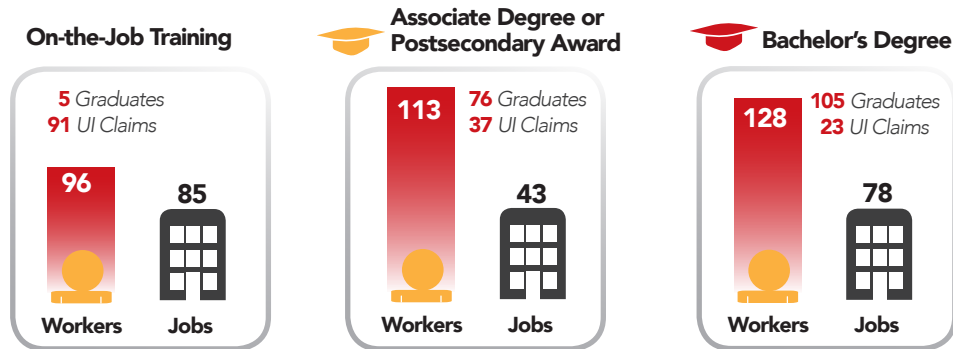


2018 - 2023

Projected Talent Supply
Unemployed: 241
Newly-Trained: 74

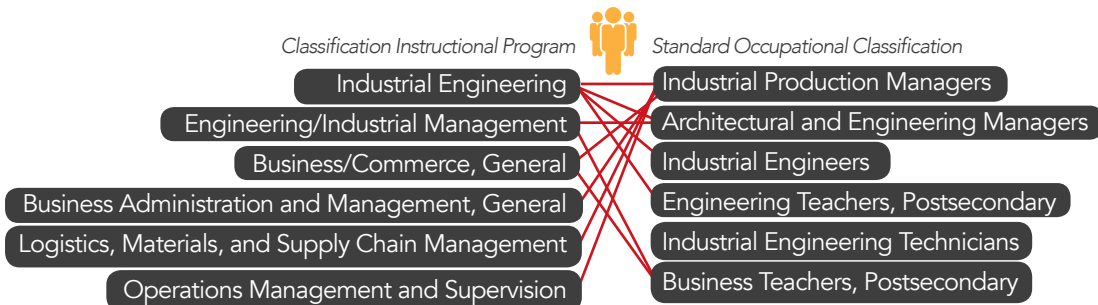
2018 - 2023 PROJECTIONS FOR THE

PIERCE COUNTY ADVANCED MANUFACTURING TALENT PIPELINE¹²



This chart outlines the annual estimate of workers and job openings by education level in Pierce County.

MATCHES FOR GRADUATES QUALIFIED TO WORK AS INDUSTRIAL PRODUCTION MANAGERS¹³



Qualifications and experience in one occupation may translate into opportunities in another. This is one way employers and employees manage talent surpluses and shortages.



Summary

In addition to providing data and analyses on each of the six major industries in Pierce County, the reports outline recommendations on how to improve the overall workforce development network. WorkForce Central and its partners throughout the county can use the recommendations to strengthen the skills of the local workforce, support employers and grow the economy countywide.

The reports draw from data about unemployment insurance (UI) claimants in demonstrating the availability of workers in each sector, though stakeholder interviews indicate UI claimants are often unqualified for the positions available. Developing systems to assess the skillsets of UI claimants and rehabilitate them to quickly return to the workforce would benefit workers and employers alike. Because soft skills are cited as the primary skills deficit among applicants across every sector, the workforce development system may consider building strategies to educate the public about the importance of strengthening soft skills.

Three of the six sectors—construction, advanced manufacturing, and transportation, warehousing and logistics—suffer from insufficient connections to high school talent. Accordingly, the reports recommend increasing the visibility of career paths in these sectors throughout the K-12 system, as well as establishing and/or continuing career fairs targeted to high school students. Career fairs not only introduce youth to career paths in these sectors, but also have the potential to reach their parents and a broader population who may qualify for available jobs.

More broadly, marketing the benefits of “working where you live” may increase Pierce County employers’ ability to fill their open positions in light of the surplus talent here. A public awareness campaign could highlight the cost of commuting in terms of lost time, money and quality of life. Coupled with efforts to market the attractions of Pierce County more generally, employers may find it easier to fill their openings here. Several organizations within Pierce County serve to market the area, and the workforce system may find synergies by increasing those partnerships.

Finally, the reports stress the inefficiency of online recruitment tools. Employers cite them as frustrating and often unproductive in finding the right candidates to fill a vacancy. More often, employers are able to find the talent they need by working directly with the workforce development system: through programs at educational institutions, through agencies like WorkForce Central, or by working directly with other worker training programs. Fostering connections between employers and workforce organizations, and making sure applicants can easily access these organizations, increases the efficiency of the entire workforce system.

The recommendations summarized here represent just a few overarching themes from the sector reports. Each industry-specific report also lays out recommendations targeted to the sector. In the coming months, WorkForce Central and its partners across the workforce development network can review the recommendations and build upon them in formulating strategies to address the needs of Pierce County’s economy.

To learn more visit www.workforce-central.org/regional-strategies/data-2016.

Sources & Resources

- ¹ Washington State Office of Financial Management, 2016; Community Attributes Inc., 2016.
- ² American Community Survey 2014 5-Year Estimates, 2016; Community Attributes Inc., 2016.
- ³ U.S. Bureau of Labor Statistics, 2014; Washington State Employment Security Department, 2014; Community Attributes Inc., 2016.
- ⁴ Washington State Employment Security Department, 2016; Community Attributes Inc., 2016.
- ⁵ Washington State Unemployment Security Department, 2015. Community Attributes Inc., 2016.
- ⁶ U.S. Census Longitudinal Employer-Household Dynamics, 2014. Community Attributes Inc., 2016.
- ⁷ American Community Survey 2014 5-Year Estimates, 2016; Community Attributes Inc., 2016.
- ⁸ American Community Survey 2014 5-Year Estimates, 2016; Community Attributes Inc., 2016.
- ⁹ <https://www.healthcare.gov/glossary/federal-poverty-level-FPL/>
- ¹⁰ Employment Security Department's Quarterly Census of Employment and Wages, 2015.
- ¹¹ Washington State Employment Security Department, 2016; Community Attributes Inc., 2016.
- ¹² Washington State Employment Security Department, 2016; Community Attributes Inc., 2016.
- ¹³ National Center for Education Statistics' Integrated Postsecondary Education System, 2014; Community Attributes Inc, 2016.

Full Reports

To learn more about each industry click on these links:

Health Care Industry Skills Gap Analysis & Sector Strategies Report

Construction Industry Skills Gap Analysis & Sector Strategies Report

Advanced Manufacturing Industry Skills Gap Analysis & Sector Strategies Report

Transportation Industry Skills Gap Analysis & Sector Strategies Report

ICT & Cybersecurity Industry Skills Gap Analysis & Sector Strategies Report

Military & Defense Industry Skills Gap Analysis & Sector Strategies Report



3650 South Cedar Street
Tacoma, WA 98409

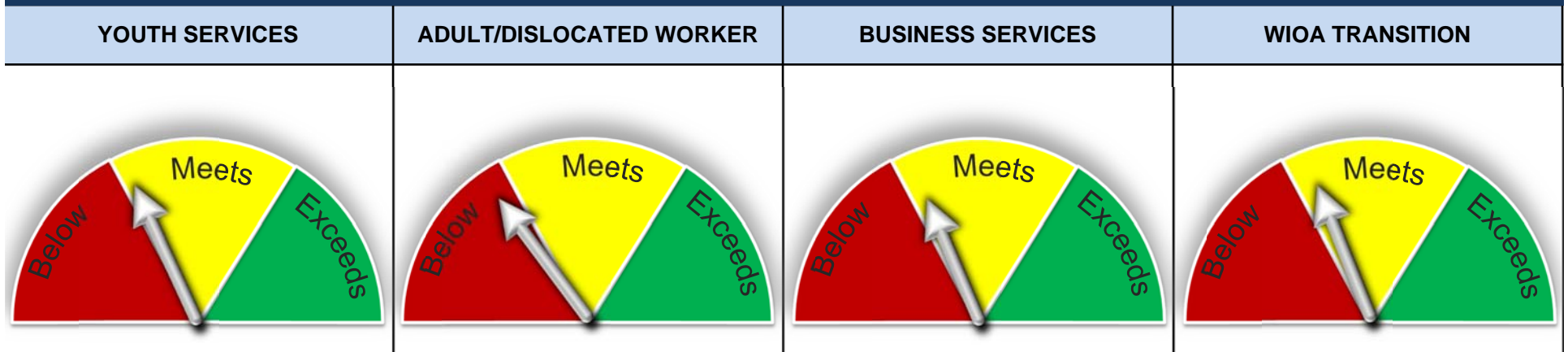
(253) 472-8094

workforce-central.org



To learn more visit www.workforce-central.org/data2016

Q 1 Summary of Dashboard: Adult/DW/Youth PY16/FY17



The summary sheet is designed to give a snapshot of progress overall. Not all items are reflected on the summary sheet but can be found the detail dashboard. Items in red lettering indicate that we are implementing action plans to increase outcome.

YOUTH SERVICES			ADULT/DISLOCATED WORKER			BUSINESS SERVICES		
	Target	YTD Actual		Target	YTD Actual		Target	YTD Actual
JOB SEEKER (RESCARE)			JOB SEEKER (CAREER PATH)			BUSINESS SERVICES (TBD)		
• Placements	68.8%		Enrollments			Sector Partnerships	2	1
• Degree/Certificate	55.3%		Adult	282	82	Employer Roundtables	6	1
• Median Earnings	\$2,282		Dislocated Worker	315	138	Coordinated Bus. Services		
• 4 th Qtr Placements	65.9%		Career Fair			Job Openings	700	281
• Enrollments	350	204	Fairs	1		Job Applicants	350	18
• Exits to Emp./Education	117	8	Adult Job Seekers	500		Engagement Activities	2	1
• Tacoma/Pierce Split	50%/50%	57%/43%	Follow-up Services	190	12	Employer Services		
• In School/Out	20%/80%	19%/81%	Job Placements	190	12	Employer Services	600	204
Work Base Training			ITAs			Businesses	220	41
• Other Summer Emp./Intern (WEX)	40	22	Adult	100	10	Business Referrals	80	20
• Apprenticeship/Adv Training	7	4	Dislocated Worker	80	31	CareerLink Employers	75	0
• Summer Internship	60	172	Cohort Training			JobFest	300	
			Adult	44	9	Apprenticeship/Adv. Training	5	2
			Dislocated Worker	44	3	On-the-Job Training	5	1
			Military Placements	68	12	Work Experience	10	1
YouthWorks Program			Work Based Training			Training Programs Identified	10	0
• Graduation Coaches	225	97	OTJ	5	0			
• Career Goals	1,400	1627	Work Experience	10	1			
• Career Cruising	1,400	1068						
• Enrollments	70	38						
• Student Internships	200							
• Increase Grad Rate	83%							
• Career Day	\$40k/2k							
• Health Career Day	\$25k/800							

STATUTORY MANDATES

1. Implementation/oversight 4-year plan Ongoing
2. Workforce Research/Market Analysis Ongoing
3. Convene, broker and leverage stakeholders and assets Ongoing
4. Lead employer engagement Ongoing
5. Lead career pathways development Ongoing
6. Identify/promote proven/promising practices Ongoing
7. Develop technology based strategies Ongoing
8. Oversee local service delivery system Ongoing
9. Negotiate local performance accountability Ongoing
10. Select One-stop, Job Seeker and Business Services Providers Ongoing
11. Identify eligible training providers Ongoing
12. Ensure consumer choice Ongoing
13. Coordinate with education providers Ongoing
14. Approve and oversee budget Ongoing

COMPLIANCE/MONITORING/CONTRACTING

- Comply with all WIOA Regulations
- SAO Audit
- ESD Performance Measures
- Direct Service Provider Monitoring
- SAO Audit
- ESD Performance Measures
- Direct Service Provider Monitoring

Dashboard Report for Program Year 2016 (PY16 = July 2016 – June 2017)

Measures	Annual Goal	Quarterly Outcomes					YTD Total %	Comments/ Action Plans	Status
		1st Qtr	2nd Qtr	3rd Qtr	4th Qtr				
YOUTH & YOUNG ADULT DIRECT SERVICES									
Objective: Provide registered Pierce County youth and young adults with comprehensive and intensive services resulting in attainment of employment and/or education degree or certification. Support student career identification/exploration, increase graduation rates and employment opportunities, and provide a strong link between the workforce development and education initiatives with Public Schools.									
Job Seeker Services Contract (ResCare) Meet all Local Measures and Performance Targets									
• Placement in Employment or Education*	Federal Target	68.8%						Data is currently not available for Federal Targets.	↔
• Attainment of Degree or Certificate*	Federal Target	55.3%						Data is currently not available for Federal Targets.	↔
• Median Earnings 2nd Quarter after exit* (establish baseline in PY16)	RWS/Federal Baseline	\$2,282						Data is currently not available for Federal Targets.	↔
• 4th Quarter Placement in Employment or Education* (establish baseline in PY16)	Federal Target	65.9%						Data is currently not available for Federal Targets.	↔
• Number of Enrollments*	WIOA Youth	350	P88/A204	P87/A	P88/A	P87/A	204/232%	Carry in numbers are higher than anticipated. Hired previous WFC staff which expanded opportunities and relationships.	↑
• Number of Exits*	Youth Exited to employment and/or education	117	P29/A8	P30/A	P30/A	P28/A	8/28%	Actual 1st Quarter results may be low due to reporting discrepancies with ETO. We are following up with ResCare and will correct when accurate data becomes available.	↓
• Tacoma/Pierce County residential split *	Enrolled youth reside in Pierce County(PC)	50%	P50%/A57.1	P50%/A	P50%/A	P50%/A	57.1%/114%		↑
	Enrolled youth reside in the City of Tacoma(COT)	50%	P50%/A42.9	P50%/A	P50%/A	P50%/A	42.9%/86%		↔
• In School/Out of School enrollment splits*	Enrolled youth are In-School (ISY)	20%	P20%/A19%	P20%/A	P20%/A	P20%/A	19%/95%	Action Plan: Watch numbers and adjust enrollment strategies.	↔
	Enrolled youth are Out-of-School (OSY)	80%	P80%/A81%	P80%/A	P80%/A	P80%/A	81%/101%		↑
Work Base Training – Required by Law									
• Other Subsidized Employment/Internship (WEX)*		40	P10/A22	P10/A	P10/A	P10/A	22/220%	Adjusted to conform to contract expectations. (Year round internships)	↑
• Apprenticeship or other Advanced Training*		7	P1/A4	P2/A	P1/A	P3/A	4/400%	Tool Center, Youthbuild, Construction Trade, Manufacturing Academy.	↑
• Summer Internship Program		60	P60/A172	P0/A	P0/A	P0/A	172/287%	Summer Jobs 253 ended August 31,2016. Includes 30 DVR students.	↑
YouthWorks Program: Strengthen educational/career pathways for youth in partnership with Tacoma Public Schools (TPS) and Other Public Schools									
• Students connect with Graduation Coaches for minimum of 10 hrs.		225	P57/A97	P56/A	P56/A	P56/A	97/170%		↑
• Identify Career Goals		1,400	P350/A1627	P350/A	P350/A	P350/A	1627/465%	Numbers include all students in Tacoma Public Schools. These are 1st Quarter numbers only.	↑
• Students complete Career Cruising Assessment		1,400	P350/A1068	P350/A	P350/A	P350/A	1068/305%	Numbers include all students in Tacoma Public Schools. These are 1st Quarter numbers only.	↑
• In School WIOA Youth Enrollment		70	P18/38	P17A	P17/A	P18/A	38/211%	More enrollments occur at the start of the school year.	↑
• Student internships (90-hrs/student/school year)		200	P0/A0	P00/A	P50/A	P150/A		Internships generally occur near the end of the school year. No data available from ETO	↔
• Graduation rate for TPS schools		83%	P0/A	P0/A	P83%/A	P0/A		This data is not yet available. Reported in 3rd Quarter.	↔
• Pierce County Career Day	Leverage partner contributions	\$40,000						Event is in November. Final numbers will be reported in the 3rd Quarter.	↔
	Youth Served	2,000							
• Health Career Day	Leverage partner contributions	\$25,000						Event has not yet been scheduled. Reported in quarter after event held.	↔
	Youth Served	800							

Measures	Annual Goal	Quarterly Outcomes					YTD Total %	Comments/ Action Plans	Status
		1st Qtr	2nd Qtr	3rd Qtr	4th Qtr				
ADULT/DISLOCATED WORKER DIRECT SERVICES									
Objective: Enable job seekers to identify pathways to success via education and training and preparation for successful job search and employment opportunities.									
Job Seeker Services (Career Path)									
• Adult/DW Enrollments	Adult	282	P70/A82	P71/A	P70/A	P71/A	82/117%		↑
	DW	315	P78/A138	P79/A	P79/A	P79/A	138/177%		↑
• Provide Career Fair serving adult job seeker	Career Fairs	1	P0/A0	P0/A	P0/A0	P1/A		ResCare and Career Path Services will work together to provide at least one career fair targeting adult job seekers. Requesting plan.	↔
	Adult Job Seekers	500	P0/A0	P0/A	P0/A	P500/A		Career Path Services will work with ResCare, ESD and other partners to market career fair to adult/dw job seekers. Requesting plan.	↔
• Provide 12 months of follow- up services for exited participants		190	P48/A12	P48/A	P48/A	P46/A	12/25%	Data may be impacted by new ETO/WIT system.	↓
• Place job seekers in employment (working with business services)		190	P48/A12	P48/A	P48/A	P46/A	12/25%	Action Plan: Career Path Services and ResCare are putting processes in place such as meeting weekly to share information.	↓
• Individual Training Accounts (ITAs) to serve students attending local college/technical schools	Adult	100	P25/A10	P25/A	P25/A	P25/A	10/40%	Action Plan: Develop partnerships to reach adult populations including DSHS, ESD and co-enrolling WIF participants upon end of the project.	↓
	DW	80	P20/A31	P20/A	P20/A	P20/A	31/155%		↑
• Number of students in cohort training to serve students attending local college/technical schools	Adult	44	P11/A9	P11/A	P11/A	P11/A	9/82%	Ironworkers completed last cohort in August, 2016. Sector Strategies report will inform which sectors we will focus on for cohort opportunities.	↔
	DW	44	P11/A3	P0/A	P12/A	P12/A	3/27%		↓
• Place military personnel into employment with Pacific Mountain partnership		68	P17/A12	P17/A	P17/A	P17/A	12/71%	Classes did not all complete in the 1st Quarter so the employment rates are low.	↔
• Coordinate with Business Services to provide work based training	On-the-Job Training	5	P1/A0	P1/A	P2/A	P1/A	0/0%	Career Path Services is meeting with ResCare on a regular basis to implement collaborative procedures for work based learning training opportunities.	↓
	Work Experience	10	P2/A1	P3/A	P2/A	P3/A	1/50%		
One Stop Center/System Operation WIOA Leverage									
Objective: Support a seamless interactive customer service delivery system									
• Customer service training for all one-stop providers	Narrative Only							Seeking training opportunities to provide all WDC One-Stop staff training. WDC One-Stop Committee is working on this.	↔
• Ensure user friendly to all								Creating a customer satisfaction assessment tool. WDC One-Stop Committee has begun researching this.	↔
• Work with key partners such as Department of Vocational Rehabilitation and Division of Services for the Blind to ensure accessibility								Representatives from both agencies actively participate on the WDC One-Stop and Adult Services Committees	↑
• Review and improve system intake and referral system								WFC staff participates on WTECB (TAP) convened workgroups to improve this service. Attended 4 in person meetings in the 1st Quarter	↑

Measures	Annual Goal	Quarterly Outcomes					YTD Total %	Comments/ Action Plans	Status
		1st Qtr	2nd Qtr	3rd Qtr	4th Qtr				
Business Services									
Objective: Coordinate business services to support employer needs									
• Convene and facilitate new sector partnerships –strengthen regional partnerships	2	P1/A1	P1/A	P1/A	P1/A	1/100%			↑
• Convene employer engagement via employer roundtables	6	P1/A1	P2/A	P1/A	P2/A	1/100%	ResCare conducted one employer roundtable with Robert Hall & Associates.		↑
• Direct coordinated business services to support employer's needs- List Job openings for businesses and place job applicants									
Job Openings	700	P175/A291	P175/A	P175/A	P175/A	291/166%	Action Plan: ResCare is sending out job announcements via their email distribution list and is setting up personal meetings with community partners to ensure they get the information first hand for their job seekers. ResCare is meeting weekly with CPS to share available job information. ResCare is registering all interested job applicants to their job board at workforce253.com. By doing this any job seeker can see ALL available jobs. Actual 1st Quarter results may vary due to reporting discrepancies with ETO. We are following up and will correct if necessary when accurate data becomes available.		↑
Job Applicants	350	P87/A18	P88/A	P87/A	P88/A	18/21%			↓
• Provide engagement activities per year with partner councils (PC Construction Council and Healthcare Council) – Add new strategic partners	2	P1/A1	P1/A	P0/A	P0/A	1/100%	PC Construction Council and Health Care Council met. Sector Strategies report will inform need for new strategic partners and/or councils.		↑
• Provide employer services to businesses									
Employer Services	600	P150/A204	P150/A	P150/A	P150/A	204/136%	Actual 1st Quarter results may vary due to reporting discrepancies with ETO. We are following up and will correct if necessary when accurate data becomes available.		↑
Businesses	220	P55/A41	P55/A	P55/A	P55/A	41/75%			↔
• Increase Employer Engagement – Receive business referrals from Economic Development Board (EDB) and other partners and businesses.	80	P20/A20	P20/A	P20/A	P20/A	20/100%	Referrals received this quarter from the EDB, Cities of Tacoma and Lakewood and Pierce County. This data is hand-tracked.		↑
• CareerLink Pierce County: Connect K-12 students with businesses for career exploration and development.	75	P18/A0	P19/A	P18/A	P19/A	0/0%	Lower numbers due to 1st Quarter of new model. ResCare is creating an action plan to resolve this.		↓
• Conduct JobFest Career Fair for WA State youth	300	P0/A	P0/A	P0/A	P300/A	N/A	Event is in April, 2017. Final numbers will be reported in the 4th Quarter		↔
• Apprenticeship or other Advanced Training (used by Adult/DW and Youth)*	5	P1/A2	P1/A	P1/A	P2/A	2/200%	Adult/DW 18, Youth 5 (23 participants total)		↑
• On-The-Job-Training (OJT) and Work Experience (WEX)*									
On-the-Job Training	5	P1/A1	P1/A	P2/A	P1/A	1/100%	Lower numbers due to 1st Quarter of new model, time needed for to develop business relationships and collaboration between Career Path Services and ResCare. Business Services software training occurred in the 1st Quarter.		↑
Work Experience	10	P2/A1	P3/A	P2/A	P3/A	1/50%			↓
• Identify training programs within targeted industries specific to employer's needs.	10	P0/A	P3/A	P4/A	P3/A		Sector Strategies report, councils or committees and sector businesses will inform the need for training.		↔
Statutory Mandates									
Objective: Respond and support WIOA mandated responsibilities for Chief Local Elected Officers (CLEOS) and Workforce Development Council (WDC). Comply with all WIOA regulations and stay updated on new guidance.									
Activities include but are not limited to the following:									
1. Implementation and oversight of 4-year Local Plan	Narrative Only							Local Plan written, distributed for and updated with public comments, and submitted to the State. Convening and implemented local plan activities is ongoing.	↑
o Draft Local Plan with partner and committee input, respond to questions									
o Distribute for public comment									
o Update Local Plan based on public comments									
o Convene and implement Local Plan activities									
2. Conduct Workforce Research and Region Labor Market Analysis								Ongoing monthly county labor updates. Rolling out sector reports and will publish middle skills job report in 2017.	↑
o Research appropriate data resource and procure									
o Analyze data for aggregate information									
o Disseminate workforce data to the public									

Measures	Annual Goal	Quarterly Outcomes					Comments/ Action Plans	Status
		1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	YTD Total %		
3. Convene, Broker and leverage stakeholders and assets <ul style="list-style-type: none"> Utilize data with partners to enhance resources for Pierce County (Grants and proposals) Convene partners to map out partner services Identify focus areas such as low graduation rates Decrease number of working age adults without high school diploma Increase number of residents receiving post-secondary education 							Process begun and is ongoing. WDC Committees have been working on these.	↔
4. Lead employer engagement <ul style="list-style-type: none"> Establish sector partnerships in collaboration with EDB Enhance relationships with economic development organizations Convene for system approach to coordination of internships, work experience, presentations, CareerLink and other Marketing of system services Track and benchmark employer engagement 							2 Sector partnerships exist. Other partnerships will be informed by the Sector reports. Have enhanced relationships with Pierce County, City, and ED organizations. Career Path Services and ResCare are working together to improve system approach for work-based learning and marketing of system services. Employer engagement activities are being tracked. Ongoing	↔
5. Lead career pathways development and implement with secondary and post-secondary partners <ul style="list-style-type: none"> Convene and work with partners to identify career pathways in key sectors Work with PC3 dual credit and Puget Sound Educational Services District to bridge secondary and post-secondary education gap 							Sector Strategies report released on October 11, 2016. This data will be the basis for ongoing conversations in these measures.	↔
6. Lead effort to identify and promote proven and promising practices <ul style="list-style-type: none"> Research need and track system adoption of best practices Research needs for specific populations, sector work and gap areas 							Conducting research to identify proven and promising best practices, specific population needs, sector work and gap areas. Ongoing	↔
7. Develop technology based strategies for service access, engagement and delivery <ul style="list-style-type: none"> Work with partners like the Pierce County Library System to build on their technology enhancements and connect to the larger WorkSource system Connect United Ways 211 services to the larger system Connect DSHS's Washington Connection to the larger system Work with youth providers to connect current learning technology to the larger system 							Working on technology enhancements with the larger WorkSource system. Have connected with and are messaging to community about United Way 211 and Washington Connection services. Ongoing	↔
8. Oversee local service delivery system and programs <ul style="list-style-type: none"> Review with partners the current local one-stop system Develop criteria and process for credentialing job center, affiliates, connections sites Develop tool/process for review and Continuous Quality Improvement 							WDC One-Stop Committee, WDC One-Stop workgroup and WFC staff are working on the first two items. Will address CQI at a later date after the first two items are accomplished. Ongoing	↔
9. Negotiate local performance accountability <ul style="list-style-type: none"> Work with Washington Workforce Associations (WWA) to negotiate with WTECB/Department of Labor Track non-co-enrollment impact vs. WDC's who co-enroll 							Local performance negotiations are completed. ETO is expected to provide the data to track co-enrollments vs. non co-enrolled.	↔
10. Select one-stop operator(s), job seeker and business services providers <ul style="list-style-type: none"> Create RFP and announce dates Review RFP submittals Host proposer conference Announce Award Contract creation Train on policies and fiscal expectations Ongoing technical support Identify new Pierce County Job Center with Core 6 Leadership Team Create MOU/RSA 							Job Seeker and Business Services providers RFP and selection is complete. One Stop Operator RFP is being created. Core 6 Leadership has begun the process of identifying the new Pierce County Job Center location. The Interim One-Stop Center is operational at 3650 South Cedar Street in Tacoma. The new One-Stop Center is expected to be operational within 2 years. Ongoing	↔
11. Identify eligible training providers <ul style="list-style-type: none"> Conduct review of current training providers and develop local process/criteria to add or remove 							Waiting for guidance from WTECB.	↔
12. Ensure consumer choice <ul style="list-style-type: none"> Appropriately message all system choices Include message on consumer choice to system providers 							Presentations are being made to WDC committees to identify the system choices available. Working with system partners to identify a messaging system to ensure consumer choice. May need to utilize a workgroup to achieve this. Ongoing	↔

Measures	Annual Goal	Quarterly Outcomes					Comments/ Action Plans	Status
		1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	YTD Total %		
13. Coordinate with education providers <ul style="list-style-type: none"> Convene with K-12 and post-secondary partners on items like sector strategies, career pathway, CareerLink, cohort training, Tool Center, and other system development 							Members of K-12 and post-secondary training providers are members of several WDC committees. Recently added YouthBuild to the WDC Youth Committee. Ongoing	↔
14. Approve and oversee budget and comply with federal/state/local laws and regulations in the administration of WIOA <ul style="list-style-type: none"> Create a way to show big picture investments of the system Improve compliance areas like procurement and contracting Show dollars invested by core partners into the system 							Budget was approved. Hired Director of Accountability who is working on improving our procurement and contracting processes. New processes are being piloted. Working on network dashboard to be introduced 2 nd Quarter. Ongoing	↑
Comply with all WIOA regulations								
<ul style="list-style-type: none"> Continue designation as low risk by the State Auditor's Office (SAO) No findings from annual monitoring by Employment Security Department Meet or exceed all federal and local performance measures 	Low Risk No Findings						SAO audit completed with no findings and low risk auditee designation. Annual monitoring by ESD will be conducted in January, 2017.	↑
<ul style="list-style-type: none"> Complete annual local monitoring of Youth Programs, including EO <ul style="list-style-type: none"> Provide technical assistance to RWS as it relates to Federal, State and local performance and contractual obligations. Common Measure Report: Provision Reports: Performance Roll-Up Reports: Invoice Packet Desktop Monitoring: Communicate and post policy revisions within 5 days of publication; provide training as needed 	Quarterly Bi-Weekly Monthly Monthly Ongoing						Youth program will be locally monitored in the 2 nd Quarter of 2016. All areas are all being reviewed.	↔
<ul style="list-style-type: none"> Manage contracts to include modifications, invoicing, corrective actions, performance monitoring and RFP process when applicable 							Ongoing.	↑
<ul style="list-style-type: none"> Budget Compliance 							In compliance.	↑
5% MITIGATION PY15/FY16								
Objective: Address future cuts and/or support new opportunities.								
Narrative Only								

GLOSSARY							
B2S	Boots 2 Shoes	ESD	Employment Security Department	NEG	National Emergency Grant	TPCGP	Tacoma-Pierce County Growth Partnership
B2W	Boots 2 Work	FTE	Full Time Employee	OJT	On the Job Training	WDC	Workforce Development Council
C2C	Camouflage 2 Commerce	FY	Fiscal Year	P/A	Planned / Actual	WFC	WorkForce Central
CLEOs	Chief Local Elected Officers	ITA	Individual Training Account	PY	Program Year	WEX	Work Experience
DOL	Department of Labor	LTU	Long Term Unemployed	RFP	Request for Proposal	WIA	Workforce Investment Act
DW	Dislocated Worker	MA	Manufacturing Academy	RFO	Request for Quote	WIOA	Workforce Innovation and Opportunity Act
EDB	Economic Development Board	NAC	Nursing Assistant Certified	RRLTU	Rapid Response Long Term Unemployed	WSSFL	Washington State Service Member For Life Summit
EO	Equal Opportunity	NAWB	National Association of Workforce Boards	SAO	State Auditor's Office	WTECB	Workforce Training, Education and Coordinating Board

****Some Performance measures on this draft document are estimated and will be updated when document is finalized****

Pierce County Workforce Network Performance Dashboard - PY16 / FY17

Workforce System Performance	Measurement	Q1	Q2	Q3	Q4
Increase the number of jobs filled ^[1]	<i>Q1 Total 12,463 job openings of which:</i>				
	Construction	107			
	Transportation, Warehousing & Logistics	256			
	Healthcare	874			
	Advanced Manufacturing	160			
	ICT & Cybersecurity	na			
	Military & Defense	na			
Benchmark and track number who have achieved employment	Discouraged job seekers	<i>Data not yet available</i>			
	• UI Benefits exhausted/or soon to exhaust	37,623			
	• SSD or SSI				
Track Unemployment Rate	Unemployment Rate	6.5% (August)			
		^[3] 2014-2015	2015-2016	2016-2017	2017-2018
Decrease number of high school dropouts	Dropout rate	11.6			
Increase number re-engaged dropouts	Dropouts re-engaged				
Increase the number of high school diploma/or equivalent attainment	Diploma attainment				
	• Traditional	7,265			
	• GED	92			
	• High School Completion (CTCs)	395			
	• Dual Track (attained with AA Degree)	159			
	Total	7,911			
Increase number receiving postsecondary education recognition ^[2]	Certificate				
	• Construction	180			
	• Transportation, Warehousing & Logistics	310			
	• Healthcare	1018			
	• Advanced Manufacturing	194			
	• ICT & Cybersecurity	416			
	• Military & Defense	161			
	AA				
	• Construction				
	• Transportation, Warehousing & Logistics				
	• Healthcare				
	• Advanced Manufacturing				
	• ICT & Cybersecurity				
	• Military & Defense				
	BA				
	• Construction				
	• Transportation, Warehousing & Logistics				
	• Healthcare				
	• Advanced Manufacturing				
	• ICT & Cybersecurity				
	• Military & Defense				
MA					
• Construction					
• Transportation, Warehousing & Logistics					
• Healthcare					
• Advanced Manufacturing					
• ICT & Cybersecurity					
• Military & Defense					
Journey Level ^[4]					
• Construction					
• Transportation, Warehousing & Logistics					
• Healthcare					
• Advanced Manufacturing					
• ICT & Cybersecurity					
• Military & Defense					
		171 total Pierce County Residents – more info in future			

[1] Source: www.wantedanalytics.com

[2] Source: Washington State Board for Community & Technical Colleges

[3] Source: Office of the Superintendent of Public Instruction and Washington State Board for Community & Technical Colleges

[4] Source: Apprenticeship Section, Labor and Industries, Washington State www.apprenticeship.lni.wa.gov

Pierce County Workforce Network Performance Priorities and Metrics

What matters and how we know we are doing a good job?

Workforce System Performance	Measurement Method
<p>1. Increase the number of jobs filled during the measurement period.</p> <p>a. Intentionally target job seekers who have exhausted UI benefits recently or will exhaust soon</p> <p>b. Intentionally target people receiving SSD and SSI</p>	<ul style="list-style-type: none"> • Use Wanted Analytics to show quarter over quarter change in number of job listings by sectors, careers and employers. See if we can determine whether jobs fill within 90 days. • Benchmark the number of discouraged job seekers and track the number who achieve employment – define discouraged as those who have exhausted UI benefits recently or will exhaust soon. Use ESD Unemployment Insurance and Taxes data. Need to find out how to measure SSD and SSI customers – need to define discouraged with this population • <i>This is a reference number only that we do not need to track:</i> Decrease in unemployment rate – monthly reports generated by Employment Security Department, Bureau of Labor Statistics. Report to show trend.
<p>2. Decrease the number of high school drop outs; increase the number re-engaged drop outs; increase the number of high school diploma/or equivalent attainment by young adults and adults.</p>	<ul style="list-style-type: none"> • Compare benchmarked dropout rate and diploma attainment (78.7% on time graduation rate for 2014) for Pierce County high schools and track strategies and improvements – For 2016, 133,247 students enrolled in K-12 system – of which 40,928 are enrolled in 9th – 12th grades. Use OSPI data for graduation and drop-out rates; survey K-12 professionals to identify strategies impacting this measure. • Benchmark and track number of young adults under 21 years of age re-engaged into secondary education; are we re-engaging more than the number dropping out? Use OSPI data • <i>This is a reference number only that we do not need to track:</i> Compare benchmarked rate of working age adults age 25 years and older without a high school diploma or equivalent to current rate - According to the 2010-2014 American Community Survey of 533,690 people, 34,689 did not have a high school diploma or equivalent – measure annually – use the Census American Community Survey. http://factfinder.census.gov/faces/nav/jsf/pages/searchresults.xhtml?refresh=t; also use the State Board for Community and Technical College Adult Basic Education data
<p>3. Increase in the number of residents receiving postsecondary education recognition (certificate, AA, BA, journey level)</p>	<ul style="list-style-type: none"> • Benchmark the number and type of certificates/AA/BA/journey level credentials that are awarded and track to see if the numbers increase annually. Compare to see how these tie to demand sectors and careers. Get data from WA State Board for Community and Technical Colleges (Oct 2016 will have 2015/2016 data - Darbi) and from WA Student Achievement Council (Lexi) L&I for journey level apprenticeship awards.