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 Sheila Ruhland  
 Ron Thalheimer  
 James Walker  
 Blaine Wolfe

**WDC Business Services Committee Meeting**

**Agenda**

**August 24, 2015**

**8:00 a.m. – 9:30 a.m.**

**Dave Lawson, Chair**

**WorkForce Central**

**3650 S. Cedar St, Tacoma**

**Classroom 1**

- |  |                           |        |
|--|---------------------------|--------|
| 1. Hello / Introductions                   | Dave Lawson               | 5 min  |
| 2. Economic Development Board Presentation | Bruce Kendall/Susan Suess | 45 min |
| 3. Career Pathways Web Tool Presentation   | JoAnn Baria               | 20 min |
| 4. Review Prior Meeting Notes              | Dave Lawson               | 5 min  |
| 5. Next Meeting Agenda Items               |                           |        |
| • WIOA Job Training (OJ) Policy            | Cheri Loiland             | 5 min  |
| 6. Thank You/Adjourn                       |                           |        |

WorkForce Central Staff  
 Linda Nguyen, CEO  
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Future Meetings

September 28, 2015 8:00 – 9:30 a.m.

October 26, 2015 8:00 – 9:30 a.m. (Joint Mtg. w/Adult Services Committee)

November 23, 2015 8:00 – 9:30 a.m.

December 28, 2015 8:00 – 9:30 a.m.

**Workforce Development Council (WDC) of Tacoma Pierce County**

**WIOA Committee Membership Planning Document**

7-20-15

**WDC Business Services Committee**

- Committee Chair is member of WDC.
- ✓ Since all of WDC members are required to serve on a WDC Committee, approximately 4-6 members of the committee will be WDC members.
- Vice Chair selected from Committee and must be willing to also serve on Coordinating Committee.

<b>Representation</b>	<b>Name, Title, Employer, Email, Phone(s)</b>	<b>WDC Member</b>
Chair of Committee	Dave Lawson, Executive VP, Human Resources Columbia Bank <a href="mailto:dlawson@columbiabank.com">dlawson@columbiabank.com</a>	✓
Vice Chair	Darci Gibson, Director - Human Potential Partner Services MultiCare Health System <a href="mailto:darci.gibson@multicare.org">darci.gibson@multicare.org</a>	✓
1. Economic Development Representative	Bruce Kendall, President and CEO Economic Development Council Tacoma-Pierce County <a href="mailto:bruce@edbtacomapierce.org">bruce@edbtacomapierce.org</a>	✓
2. Business - Aerospace Industry Sector		
3. Business - Healthcare Industry Sector	Darci Gibson, Director - Human Potential Partner Svcs MultiCare Health System <a href="mailto:darci.gibson@multicare.org">darci.gibson@multicare.org</a>	✓
4. Business - Logistics/Transportation Industry		
5. Business - Military Industry Sector		
6. Business - Other	Dave Lawson, Executive VP, Human Resources Columbia Bank <a href="mailto:dlawson@columbiabank.com">dlawson@columbiabank.com</a>	✓
7. Business - Other	Wayne Nakamura, Claims Manager State Farm Insurance <a href="mailto:wayne.nakamura.ap5e@statefarm.com">wayne.nakamura.ap5e@statefarm.com</a>	✓
8. Business - Small Business	Jeff Lovell, President/Executive Director Automotive Service Association Northwest <a href="mailto:jeff@asawa.com">jeff@asawa.com</a>	
9. Labor Representative or Apprentice JATC Representative	Patty Rose, Secretary/Treasurer Pierce County Central Labor Council <a href="mailto:pattyrose@harbornet.com">pattyrose@harbornet.com</a>	✓
10. Labor Representative or Apprentice JATC Representative	Mark Martinez, Executive Secretary Pierce County Bldg & Construction Trades Council <a href="mailto:piercebctc@earthlink.com">piercebctc@earthlink.com</a>	✓
11. Chamber Representative		
12. Minority Business or Minority Chamber Representative		
13. Pierce County Library System		
14. WA State Department of Social and Health Services		
15. WA State Division of Vocational Rehabilitation	Kristine Stolberg (maternity leave until 9/11/15) WA State Division of Vocational Rehabilitation	
16. WA State Employment Security Department	Ione Turner, Career Navigator Employment Security Department <a href="mailto:iturner@esd.wa.gov">iturner@esd.wa.gov</a>	

**Workforce Development Council (WDC) of Tacoma Pierce County**

**WIOA Committee Membership Planning Document**

7-20-15

17. Education	Jo Ann Baria, VP of Workforce, Economic and Professional Dev. Pierce College District <a href="mailto:JBaria@pierce.ctc.edu">JBaria@pierce.ctc.edu</a>	
18. Community Based Organization	Possible representative from Courage360 to replace Robin Lester	
Workforce Development Council/WorkForce Central Staff	<p>Andy Wells, Workforce Development Director- Business Services 253.254-7845; <a href="mailto:awells@workforce-central.org">awells@workforce-central.org</a></p> <p>Cheri Loiland, Chief WIOA Transition Officer 253.254.7908 ; <a href="mailto:cloiland@workforce-central.org">cloiland@workforce-central.org</a></p> <p>Debbie Lean, Executive Assistant 253.414.0141; <a href="mailto:dlean@workforce-central.org">dlean@workforce-central.org</a></p>	

WDC Business Services Committee Meeting

NOTES

July 27, 2015

8:00 – 9:30 a.m.

WorkForce Central

3650 S. Cedar St, Tacoma

Classroom 2

Attendees: Dave Lawson, Ione Turner, Darci Gibson, Wayne Nakamura, Jo Ann Baria, Tim Owens  
 WFC Staff: Linda Nguyen, MaryEllen, Andy Wells, Dan Grisham, Cheri Loiland and Debbie Lean  
 Guest: Glenn Dooley, Northwest Etch Technologies

AGENDA	NOTES	ACTION ITEMS
<p>1. Welcome/Introductions            (Dave Lawson)</p>	<ul style="list-style-type: none"> <li>• Meeting started at 8:02 a.m.</li> <li>• Dave welcomed new committee member Ione Turner from ESD</li> <li>• Roundtable introductions were made.</li> </ul>	
<p>2. Customer Service Presentation            (Glenn Dooley, Northwest Etch Technologies)</p>	<p>Dave introduced Glenn Dooley from Northwest Etch Technologies.</p> <ul style="list-style-type: none"> <li>• Northwest Etch Technologies is a contract manufacturer located on Center Street by the Humane Society.</li> <li>• They use a unique/non-traditional machining method called photo chemical etching. Use acid to etch flat metal into various parts for aerospace, medical, electronics, etc. - laminate metal with a photo resist and image into it. Do grids, efi shields that go in between the panes of glass that make stealth bomber to that all the way to plaques, awards, etc. Use Auto CAD for graphics and Adobe Illustrator for their designs.</li> <li>• Has been a partner/beneficiary of the Worksource local system for approximately 8 years and has taken advantage of and are much better at hiring since using services of WFC. It is more thorough and organized with this process.</li> <li>• Northwest Etch Technologies has been a long term customer that has demonstrated building the long term relationship.</li> <li>• Growing has been a bit of a rollercoaster. 2007 – 45 employees; 2012 – 20; now 35.</li> <li>• Has used ESD's Shared Work program.</li> <li>• Linda explained the Shared Work program: If you are going to have a layoff and don't want to lose that talent you are required to keep everyone on at least 20 hours a week and then the workers can tap some unemployment insurance and still maintain their jobs so that when you ramp back up they are still there and you don't lose them and have to start over again.</li> <li>• Linda shared that the WDC did talk about how do we make the system more helpful and available to the smaller to mid size companies so they can thrive and continue to grow to help the economy out. Maybe the committee should take a little time to</li> </ul>	

	<p>discuss how we can get word out more to small and mid size.</p> <ul style="list-style-type: none"> <li>Linda asked Glenn if it mattered that the referral came from EDB versus a cold call. Glenn said that yes, trust factor is good. Linda stated that maybe that is one of the strategies: how do we ramp up more of a warm referral. Maybe ask the EDB and Chamber what small businesses do they work with that might need some help. Dan is our connection to the EDB. We aren't as tight with the Chamber and we need to work more on that.</li> </ul>	
<p><b>3. Review of Prior Meeting Notes (Dave Lawson)</b></p>	<ul style="list-style-type: none"> <li>Meeting notes were reviewed – no changes.</li> </ul>	
<p><b>4. WIOA Incumbent Worker Training Policy</b></p>	<ul style="list-style-type: none"> <li>Holly presented the Incumbent Worker Training Policy for the committee to review and recommend for approval by the Coordinating Committee. This policy is new to WIOA and allows local areas to use up to 20% of their adult or dislocated worker funds to support the incumbent worker. WIA only allowed the use of state funds for this purpose. Now locally we have this money to use.</li> <li>Highlights of the policy: <ul style="list-style-type: none"> <li>-Incumbent worker training is designed to: <ul style="list-style-type: none"> <li>o Retain a skilled workforce</li> <li>o Avert a lay off or</li> <li>o Increase the competitiveness of an employer</li> </ul> </li> <li>-The eligibility for the workers themselves is very broad.</li> <li>-In terms of the eligibility criteria the law lays out a number of factors to be considered, not necessary requirements. <ul style="list-style-type: none"> <li>-In terms of the requirements for the employer, occupation(s) for which training is being provided must be in demand and the employer is an in- demand industry or an in-balance industry (if in a declining industry, justification is required)</li> <li>-Employer share of training costs.</li> </ul> </li> </ul> </li> <li>The committee recommended that this be moved to the Coordinating Committee for their action.</li> </ul>	
<p><b>5. Local Plan Development (Cheri)</b></p> <ul style="list-style-type: none"> <li><b>Alliance for Quality Career Pathways</b></li> <li><b>Economic Outlook Report</b></li> </ul>	<p>Cheri gave some background information related to work that is going to be coming up on the local plan. The law speaks a lot about career pathways.</p> <p><i>Alliance for Quality Career Pathways</i></p> <ul style="list-style-type: none"> <li>WIOA requires that we look at pathways, understand what they are and figure out a system by which we are going to intentionally use career pathways in the work that we do in workforce development. As part of that the State of Washington has been actively involved in Alliance for Quality Career Pathways and because it has been very successfully, the State of Washington has decided that the Workforce Development Board adopt it as the model by which we are going to use statewide to implement our career pathways.</li> </ul>	



	<ul style="list-style-type: none"> <li>● Not only do the educational institutions need to be involved, but industry has to be actively involved in the ideas as they come together so they are done in the right order.</li> <li>● An example of how it works statewide now using Early Childhood Education programs across the State of Washington. The community and technical colleges got together and developed a system with the industry by which early childhood educators could increase their skills "career pathway".</li> <li>● Most are set up to stay within that sector but it would depend on whether or not you can crosswalk. <i>Example: if someone is in an early childhood education program it could cross over to a teacher's certificate.</i></li> <li>● Linda stated that once we have it well articulated with the key sectors and careers we should think about how you can shift over.</li> <li>● JoAnn shared that Oregon developed a web tool that the State of Washington have adopted that show what jobs are available at each level of training and Pierce is using this tool.</li> <li>● For the local plan, the committee might want to think about identifying the sector, the top 3-4 demand occupations within those and then really robustly show that career pathway.</li> <li>● Linda asked if JoAnn who is extremely knowledgeable on the subject of career pathways to present at the next meeting.</li> <li>● Linda stated that we have key sectors that we have already identified that we need to put in the plan. This group has to weigh in on looking at all of them and deciding what are top careers that we think are really important to build the economy in each of those sectors.</li> <li>● Joann said that EMSI from Idaho and Burning Glass from the East is more user friendly and they can pull it down to state or zip code. They can be pricey but TCC might be able to do a demo for us with EMSI tool and Center of Excellence has a contract with Burning Glass.</li> </ul> <p><i>Economic Outlook Report:</i></p> <p>Cheri shared the "Tomorrow's Economy" report the Workforce Development Board drafted. This report will tie into the presentation that the Pierce County Economic Development Board will be giving next meeting.</p> <ul style="list-style-type: none"> <li>● Highlights of the report: <ul style="list-style-type: none"> <li>○ Job growth was not accompanied by higher wages for most work.</li> <li>○ Mid level occupations, the sweet spot of the economy and the focus statewide workforce efforts to move people into living wage occupations, has yet to rebound fully from the great recession.</li> <li>○ The labor force participation is down...meaning that even though it looks like we are doing okay with the drop in unemployment the problem is that a lot of</li> </ul> </li> </ul>	<p>Andy to get a report that is an aggregate of what are the top job needs in Pierce County and how many employers are looking. Andy will see what system is being used by ESD and ResCare.</p> <p>Joann will present the Web Tool at the next meeting</p> <p>Cheri to send sectors that we have identified to JoAnn</p> <p>Debbie sent a digital copy to the committee</p>
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	<p>people have just giving up. It is giving a false impression that unemployment is down farther than it is.</p> <ul style="list-style-type: none"> <li>○ The labor force participation is down significantly in Washington and the nation. The percentage of Washingtonians in the labor force fell by more than 5% points between 2008 and 2014.</li> <li>○ Linda said the focus for us will be local versus statewide and staff will be gathering local numbers.</li> <li>○ Young workers are among those left behind since the great recession. Labor force participation for 16-19 years old fell nearly 10 percentage point.</li> <li>○ Youth who dropped out of school face the biggest unemployment challenges. Although high school graduation rates have risen in recent years in Washington state, 14,000 students dropped out of high school in the year 2013-2014 or about 1 out of every 5 students in Washington state, and can be reviewed by minority groups.</li> <li>○ Nearly 15% or approximately 1 in 6 youth in Washington State age 16-24 are not in school and are not working. Persistent unemployment and disconnection from the world of workplaces our state's youth are at a competitive disadvantage.</li> <li>○ Summary of Sectors: While public sector employment remains solid it has lagged other sectors both in terms of job growth and average wages in recent years. The professional and business services led all sectors in job growth the last few years adding 22,700 jobs between 2012-2014.</li> <li>● Committee would like to know what their definition of "low skilled" and "high skilled" are in the pie chart. Cheri will research if there are more documents that tie into this report.</li> </ul>	<p>Cheri will research if there is more information that tie into this report</p>
<p><b>6. Other Business</b></p>	<ul style="list-style-type: none"> <li>● Andy shared around the room samples of the types of etched metal work that Glenn and his company does.</li> </ul>	
<p><b>7. Next Meeting Agenda Items</b></p>	<ul style="list-style-type: none"> <li>● Economic Development Board Presentation <ul style="list-style-type: none"> <li>○ Linda would like Andy to see if AI can just do a summary of their 5 year plan and see if Bruce or Susan can come and have a conversation of what do they see as the value of our partnership and how can we increase strategically with the economic development board.</li> </ul> </li> <li>● Career Pathways Web Tool Presentation (JoAnn Baria)</li> </ul>	<p>Andy to see if AI can just do a summary of their 5 year plan and see if Bruce or Susan can come and have a conversation of what do they see as the value of our partnership and how can we increase strategically with the board.</p>
<p><b>8. Thank You/Adjourn</b></p>	<p>At 9:25 a.m.</p>	

# Economic Development Board for Tacoma-Pierce County

## Approved Program of Work

2016 – 2020

### VISION 2040

TACOMA-PIERCE COUNTY IS THE MOST ATTRACTIVE LOCATION IN THE PACIFIC NORTHWEST FOR LOCAL,  
NATIONAL AND GLOBAL BUSINESS INVESTMENT AND JOB CREATION

### MISSION

**COMPETE EVERY DAY FOREVER** – THE EDB GROWS PRIMARY BUSINESSES BY WORKING WITH ITS  
PARTNERS TO SPUR PRIVATE CAPITAL INVESTMENT AND JOB CREATION IN TACOMA-PIERCE COUNTY

## Five Year Goals

1. Direct Jobs: 3,220 at or Above Average County Wage (\$44,541)
  2. Private Capital Investment: \$400,000,000
3. Direct Jobs By Cluster: 50% of Total Recruited/Retained-Expanded Jobs
4. Cluster Acceleration Teams: Aerospace, Health Services, Trade and Logistics, Cyber Security/Information Assurance
  5. Companies Recruited and Companies Retained/Expanded: 35 Companies
  6. EDCPC Industrial Revenue Bond Financing: \$20,000,000
  7. EDB Revenue: \$6,600,000



**ECONOMIC DEVELOPMENT BOARD  
FOR TACOMA-PIERCE COUNTY**

May 22, 2015



# Work Program Summary

STRATEGY AND OBJECTIVES	GOALS	5 YEAR BUDGET GOAL \$6.6M
<p><b>1 RETAIN and EXPAND PRIMARY COMPANY JOBS</b>                      Objective A: Business Retention and Expansion (BRE) Program Structure                      Objective B: BRE Company Targets and Cases                      Objective C: Class A Office Development (coordinate with Recruitment)                      Objective D: BRE Cluster Acceleration Integration                      Objective E: Industrial Revenue Bond Financing (shared with Recruitment)                      Objective F: BRE Tracking &amp; Reports (Gain/Loss/Net)</p>	<p><b>GOALS</b></p> <ul style="list-style-type: none"> <li>▪ 1,932 direct jobs (60% of 3,220 total jobs target) created via BRE</li> <li>▪ 50% (966 of direct 1,932 jobs) stem from cluster initiatives</li> <li>▪ \$120M Private Capital Investment (30% of \$400M goal)</li> <li>▪ 20 retained companies (4 per year)</li> <li>▪ 250,000 SF of new Class A, with tenants (shared with Recruitment)</li> <li>▪ Economic Development Corporation of Pierce County (EDCPC) - \$20M in bonds (shared with Recruitment)</li> </ul>	<p>\$1.98M over 5 years                      \$396K annually                      (30% of total budget)</p>
<p><b>2 RECRUIT PRIMARY COMPANY JOBS</b>                      Objective A: Company Recruitment Program Structure                      Objective B: Company Targets and Cases                      Objective C: Class A Office Development (coordinate with Retention/Expansion)                      Objective D: Company Recruitment National/Global Strategy                      Objective E: Company Recruitment Cluster Acceleration Integration                      Objective F: Industrial Revenue Bond Financing (shared with Retention)                      Objective G: Company Recruitment Tracking &amp; Reports (Gain/Loss/Net)</p>	<ul style="list-style-type: none"> <li>▪ 1,288 direct jobs (40% of 3,220 total jobs target) created via Recruitment</li> <li>▪ 50% (644 of direct 1,288 jobs) stem from cluster initiatives</li> <li>▪ \$280M Private Capital Investment (70% of \$400M goal)</li> <li>▪ 15 recruited companies (3 per year)</li> <li>▪ 250,000 SF of new Class A with tenants (shared with Retention/Expansion)</li> <li>▪ Economic Development Corporation of Pierce County (EDCPC) - \$20M in bonds (shared with Retention)</li> </ul>	<p>\$2.31M over 5 years                      \$462K annually                      (35%)</p>
<p><b>3 CLUSTER ACCELERATION</b>                      Objective A: Cluster Acceleration Team Program Structure                      Objective B: Cluster Acceleration Team Work Plans                      Objective C: Institution Building                      Objective D: Cluster Acceleration Team Performance &amp; Reports</p>	<p>Each Cluster Team develops its goals relative to:</p> <ul style="list-style-type: none"> <li>▪ job creation,</li> <li>▪ private capital investment</li> <li>▪ institution building</li> </ul>	<p>\$1.32M over 5 years                      \$264K annually                      (20%)</p>
<p><b>4 MARKETING &amp; COMMUNICATIONS</b>                      Objective A: EDB Vision, Mission, Work Program Deployment                      Objective B: EDB Vision Alignment with Partners / Community                      Objective C: Marketing the EDB Vision &amp; Mission/Tacoma-Pierce County</p>	<ul style="list-style-type: none"> <li>▪ Develop and deploy EDB Vision, Mission, Work Program</li> <li>▪ Share Vision, Mission with key Pierce County organizations</li> <li>▪ Measure marketing impact across industries and geographies</li> </ul>	<p>\$660K over 5 years                      \$132K annually                      (10%)</p>
<p><b>5 ADMINISTRATION</b>                      Objective A: Maintain &amp; Produce EDB Dashboard                      Objective B: Prepare Annual Budget (Payroll, Non-payroll, Other)                      Objective C: Board &amp; Executive Committee Management                      Objective D: Event &amp; Publications Management                      Objective E: Manage Investor Relations                      Objective F: Manage Office Systems                      Objective G: Administrative Support</p>	<p>Organization support towards annual and five year goal attainment</p>	<p>\$330K over 5 years                      \$66K Annually                      (5%)</p>

*EDB "SMART" goals are designed to be Specific, Measurable, Attainable, Repeatable and Time-Bound*

## Work Program Details

STRATEGIES, OBJECTIVES, TACTICS	WHO	FREQ	PRODUCT	DUE	PROCESS METRICS
<b>1 - RETAIN and EXPAND PRIMARY COMPANY JOBS Business Retention &amp; Expansion (BRE)</b>					
<b>Objective A: BRE – Program Structure</b>					
<ol style="list-style-type: none"> <li>1. Assess and rank target company list (BRE candidates – top 250)</li> <li>2. Assign critical criteria (bellwether, importance, etc.)</li> <li>3. Design &amp; implement a results based reporting structure</li> <li>4. Determine research funding support as necessary for decision making</li> </ol>	VP recommends, CEO approves	On-Going	Work Plan	Annually	Create top 250 list
<b>Objective B: BRE – Company Targets and Cases</b>					
<ol style="list-style-type: none"> <li>5. Conduct confidential firm visits (w Partners as necessary)</li> <li>6. Face-to-face Q&amp;A (offer assistance, referrals, develop case work)</li> <li>7. Assess probability of success (Low = 0.1; High = 1.0)</li> <li>8. Check any connections to Exec Com/Board/Investors</li> <li>9. Get feedback from BRE targets (how did we do?)</li> </ol>	VP lead with CEO and Exec Committee support  Board regular updates	Monthly – Exec Committee  Quarterly – Board	Staff action plan; record of visits planned/actual; Sales Force data; BRE wins / losses (lessons learned)	On-Going	180 unique, confidential company visits per year  Target firms receive at least one annual visit  For target firms with HQs outside Pierce County, the HQ will receive a visit, phone call or other method of communication annually  360 information referrals per year  Average of all wages/salaries of closed cases greater than Pierce County average \$44,541

STRATEGIES, OBJECTIVES, TACTICS	WHO	FREQ	PRODUCT	DUE	PROCESS METRICS
<p><b>Objective C: Spur Class A Office Development</b></p> <p>10. Assign/hire dedicated staff resource(s) to work with property owners, developers, jurisdictions and potential tenants to develop Class A office space to meet market demand</p> <p>11. Identify and alleviate impediments to Class A office growth</p>	<p>Staff develops plan, approved by CEO (Recruitment/Retention jointly)</p> <p>Implements plan w/owners, developers, tenants</p>	<p>Ongoing</p>	<p>Site plans, strategies</p>	<p>Annual</p>	<p>15 site plans/strategies developed and implemented (3 per year)</p>
<p><b>Objective D: BRE – Cluster Acceleration Integration</b></p> <p>12. Check BRE targets for linkages to current cluster plans</p> <p>13. Determine points of leverage with cluster teams</p>	<p>EDB Staff and Exec Committee / Cluster Acceleration Team Executive</p>	<p>Monthly</p>	<p>Enhanced value due to teamwork, learning</p>	<p>As needed</p>	<p>N/A</p>
<p><b>Objective E: Industrial Revenue Bond Financing</b></p> <p>14. Market industrial development revenue bond program</p> <p>15. Staff the Economic Development Corporation of Pierce County (EDCPC)</p>	<p>SVP and VP shared</p>	<p>As needed</p>	<p>Bond financing</p>	<p>As needed</p>	<p>Bond approval process applied</p>
<p><b>Objective F: BRE – Tracking &amp; Reports</b></p> <p>16. Provide case strength/positioning based on location quotient fit</p> <p>17. Do activity logging and reporting for each BRE and case</p> <p>18. Produce Board reports (value: results, progress)</p>	<p>EDB Staff and Exec Committee</p>	<p>As needed</p>	<p>BRE Reports</p>	<p>Monthly Quarterly Annually</p>	<p>N/A</p>
<b>2 - RECRUIT PRIMARY COMPANY JOBS</b>					
<p><b>Objective A: Program Structure</b></p> <ol style="list-style-type: none"> <li>1. Qualify and prioritize target company list (25 targets)</li> <li>2. Perform due diligence to client/prospect expectations</li> <li>3. Manage case pipeline (open, sustain, close)</li> <li>4. Design and implement results based reporting structure</li> <li>5. Determine research funding support as necessary for decision making</li> </ol>	<p>SVP, CEO approved</p>	<p>On-Going</p>	<p>Work Plan</p>	<p>Annually</p>	<p>N/A</p>

STRATEGIES, OBJECTIVES, TACTICS	WHO	FREQ	PRODUCT	DUE	PROCESS METRICS
<p><b>Objective B: Company Targets and Cases</b></p> <ul style="list-style-type: none"> <li>6. Work proactive target list</li> <li>7. Work reactive inquiries and leads</li> <li>8. Assess probability of success (Low = 0.1; High = 1.0)</li> <li>9. Check any connections to Exec Com/Board/Investors</li> <li>10. Get feedback from targets (how did we do?)</li> </ul>	SVP	On-Going	Case work; contact list; Sales Force data	On-Going	25 targets per year
<p><b>Objective C: Spur Class A Office Development</b></p> <ul style="list-style-type: none"> <li>11. Work with property owners, developers, jurisdictions and potential tenants to develop Class A office space to meet market demand</li> <li>12. Identify and alleviate impediments to Class A office growth</li> </ul>	Staff develops plan, approved by CEO (Recruitment/Retention jointly)  Implements plan w owners, developers, tenants	On-Going	Site plans / strategies	Annual	15 site plans/strategies developed and implemented (3 per year)
<p><b>Objective D: National/Global Strategy</b></p> <ul style="list-style-type: none"> <li>13. Craft global recruitment initiative (Asia, Europe focus)</li> <li>14. Craft national recruitment initiative</li> <li>15. Coordinate with Cluster Teams as necessary</li> <li>16. Document and report status and outcomes</li> </ul>	EDB senior staff CEO; board updates	On-Going	Action plan	On-Going	2 domestic recruitment/site selector trips per year  2 international trips per year
<p><b>Objective E: Cluster Acceleration Integration</b></p> <ul style="list-style-type: none"> <li>17. Check firm targets for linkages to cluster plans</li> <li>18. Determine points of leverage with cluster teams</li> </ul>	EDB Staff and Exec Committee / Cluster Acceleration Team Executive	Monthly	Enhanced value due to teamwork, learning	As/when needed	N/A
<p><b>Objective F: Industrial Revenue Bond Financing</b></p> <ul style="list-style-type: none"> <li>19. Market industrial development revenue bond program</li> <li>20. Staff the Economic Development Corporation of Pierce County (EDCPC)</li> </ul>	SVP and VP shared	As needed	Bond financing	As needed	Bond approval process applied



STRATEGIES, OBJECTIVES, TACTICS	WHO	FREQ	PRODUCT	DUE	PROCESS METRICS
<p><b>Objective G: Company and Case Tracking &amp; Reports</b></p> <p>21. Provide case strength/positioning based on location quotient fit</p> <p>22. Sales Force activity logging/reporting for prospects/cases</p> <p>23. Produce Board reports (value: results, progress)</p>	SVP	On-going	Recruitment Reports	Monthly Quarterly Annually	N/A
<b>3 - CLUSTER ACCELERATION</b>					
<p><b>Objective A: Program Structure (Set It Up)</b></p> <p>1. EDB board and staff develop Cluster Team concept and guidelines</p> <p>2. Get industry executive leadership and team member input</p> <p>3. EDB board reviews and adopts guidelines</p> <p>4. Post program on website and in newsletter article</p>	EDB Staff, Board	1 <sup>st</sup> Q Review Even Years	Template Agreements, Staff Cluster Assignments	1 <sup>st</sup> Q Even Years	N/A
<p><b>Objective B: Create Cluster Acceleration Plans (4 Teams)</b></p> <p>Aerospace   Health Services   Trade/Logistics   Cyber Security/Information Assurance</p> <p>5. EDB: Empower Executive Leadership &amp; Team</p> <ol style="list-style-type: none"> <li>Select C-level leader(s)</li> <li>Select Subject Matter Expert(s)</li> <li>Create and sign protocols (all); non-disclosure agreements (some)</li> <li>Prepare Orientation Packet</li> </ol> <p>6. Each Team: Set Objectives (1-6 Quarters, 2 Years Max)</p> <ol style="list-style-type: none"> <li>Adopt/Adapt to SMART (Specific, Measurable, Attainable, Realistic/Repeatable, Time-Bound) goal structure</li> <li>Get needed data/e.g. research for decision making</li> <li>Build the work plan: people, timeline, resources</li> </ol> <p>7. Integrate plan with Recruitment and BRE plans</p> <p>8. Report progress/results (twice yearly)</p>	<p>EDB CEO and industry C-level executives sign an agreement to form a Cluster Acceleration Team</p> <p>Cluster leader(s) launch planning and implementation</p> <p>Team and EDB staff use available, cost-effective links to academia for research support</p>	<p>A team is formed to function for a discrete time period during the 5 year life of Compete Every Day Forever</p>	<p>Teams provide leadership and technical expertise to accelerate cluster growth</p>	<p>Timeline is created by each team</p> <p>Approval by the EDB exec com/board</p>	<p>Refresh 1-2 cluster acceleration teams in year one (2016)</p> <p>Activate cluster teams 3 and 4 in year two (2017)</p>



STRATEGIES, OBJECTIVES, TACTICS	WHO	FREQ	PRODUCT	DUE	PROCESS METRICS
<b>Objective C: Institution Building</b> 9. Identify and analyze opportunities to grow world class economic development assets in the South Sound (e.g., Law School, Health Research Consortium, etc.) 10. Implement institution building strategies as determined by cluster leadership	Cluster Acceleration Team Executive and EDB staff	Per the cluster team's work program	For approved initiatives, progress reports and results	Annually	Flexible and varied
<b>Objective D: Performance &amp; Reports (Work The Plan)</b> 11. Schedule task and activities per timeline 12. Connect with EDB staff on problems/seize opportunities 13. Launch the plan w/EDB staff assistance as appropriate 14. Report results	Cluster Acceleration Team Executive and EDB staff	Per the work program	Plans/Actions to enhance job, wealth creation in the cluster	Per board approved program timeline	SMART plan vs. actual
<b>4 - MARKETING &amp; COMMUNICATIONS</b>					
<b>Objective A: Vision/Mission Deployment</b> 1. Use web, social media, traditional media, and speeches to spread the vision across Pierce County and beyond 2. Craft supporting materials describing the vision/mission	Marketing VP, CEO, Board Members, Staff	On-Going	Website, Social Media touches; Ancillary Materials	2Q 2016 Website re-launch; 3Q 2016 Social Media re-launch	Weekly website postings; monthly mailed and emailed newsletter; positive story placement across various media
<b>Objective B: Vision Alignment with Partners/Community</b> 3. Encourage partners and community members to embrace the vision	Marketing VP, CEO, Board Members, Staff	On-Going	Touches	On-Going	Bi-monthly CEO and board member meetings with partners
<b>Objective C: Marketing Tacoma-Pierce County</b> 4. Communicate Pierce County's great economic development opportunities to target audiences, internal and external	Marketing VP, CEO, Board Members, Staff	On-Going	Touches	On-Going	Website, social media, newsletter, media placement
<b>5- ADMINISTRATION</b>					
<b>Objective A: Maintain &amp; Produce EDB Mo/Qu/An Dashboard</b> 1. Place metrics Dashboard on website/lobby (daily reminder) 2. Coordinate timely updates with retain/recruit staff 3. Populate other goal vs. actual measures as available 4. Disseminate to board and investors	Office Manager, Other staff	Quarterly	Dashboard	Quarterly	N/A
<b>Objective B: Prepare Annual Budget</b> 5. Adjust budget annually according to work program priorities	CEO, Exec Com, Board	Annually	Approved budget	Annually	Begin September, complete November

<b>STRATEGIES, OBJECTIVES, TACTICS</b>	<b>WHO</b>	<b>FREQ</b>	<b>PRODUCT</b>	<b>DUE</b>	<b>PROCESS METRICS</b>
<b>Objective C: Board &amp; Executive Committee Management</b> 6. Use templates to refresh for next meeting 7. Prepare packets for print and PDF email attachment	Office Manager	Monthly	Packets	Monthly	N/A
<b>Objective D: Event &amp; Publications Management</b> 8. Prepare materials as/when needed	Office Manager	As needed	Coordination	As needed	N/A
<b>Objective E: Management Investor Relations</b> 9. Implement database tracking of pledge fulfillment 10. Implement plan to sustain/grow key relationships 11. Acknowledge pledges received 12. Do recurring EDB updates for investors (e.g., Investor Bfgs)	Office Manager, Bookkeeper, CEO	Monthly	Satisfaction	Always ahead	3 Investor Briefings per year
<b>Objective F: Management Office Systems (IT, Supplies, etc.)</b>	Office Manager	Daily	Satisfaction	Daily	N/A
<b>Objective G: Administrative Support</b> 13. Executive Committee planning 14. Board Planning: <ul style="list-style-type: none"> <li>a. Annual Meeting</li> <li>b. Off site once per year</li> <li>c. Quarterly Cluster Team presentation (as/when available)</li> </ul> 15. New Board Member Selection Orientation 16. Annual Work Plan update (Internal: Board/Investors)	CEO with Administrative Support	As needed	Satisfaction	As requested	Cluster presentation at each board meeting

## DEFINITIONS

### CLUSTER ACCELERATION TEAMS

Clusters are geographically specific groups of interconnected companies. By clustering near each other, businesses can increase their productivity, accelerate innovation, and stimulate new business formation. Regions with fully developed clusters have higher levels of job creation, higher wages, and higher levels of wealth creation than regions without well-integrated clusters. At the apex of the cluster are (a) **lead firms** that export products or services outside the region. A network of (b) **supplier firms and partners** provide raw materials, components, parts and specialized services to the lead firms. Supporting both the lead firms and the suppliers/partners are (c) **the foundations of the economy**, including educational institutions, governments, technology infrastructure, other physical infrastructure,

access to capital, tax and other business climate policies, and quality of life/social capital. **The EDB's cluster teams**, in working groups of five to eight C-level executive volunteers and subject matter experts, create a goal and work plan to achieve concrete results to strengthen (aka accelerate) the cluster. With oversight by the board of directors and assistance by EDB staff, the plan should be started and completed within an 18-24 month timeframe. Cluster team executives sign an agreement to partner with the EDB consistent with operating guidelines.

Cluster team leaders are provided opportunities to report on activities and outcomes to the EDB's board and investors.

### EDB PARTNERS

*Our partners are essential to business recruitment and retention/expansion success across the South Sound. Key partners include:*

<ul style="list-style-type: none"> <li>City of DuPont</li> <li>City of Fife</li> <li>City of Gig Harbor</li> <li>City of Lakewood</li> <li>City of Milton</li> <li>City of Puyallup</li> <li>City of Sumner</li> <li>City of Tacoma</li> <li>City of University Place</li> <li>Town of Steilacoom</li> <li>Chambers of Commerce</li> <li>Citizens for a Healthy Bay</li> <li>Community and Technical Colleges</li> </ul>	<ul style="list-style-type: none"> <li>Four year universities (UW Tacoma, WSU Puyallup, University of Puget Sound, Pacific Lutheran University)</li> <li>Impact Washington</li> <li>NW Trade Adjustment Assistance Center</li> <li>Pierce County</li> <li>Pierce Transit</li> <li>Port of Tacoma &amp; Seaport Alliance</li> <li>Procurement Technical Assistance Center</li> <li>Puget Sound Energy</li> <li>Puget Sound Regional Council</li> <li>Puyallup Tribe of Indians</li> <li>Real Estate Developers and Brokers</li> <li>Small Business Administration</li> </ul>	<ul style="list-style-type: none"> <li>Small Business Development Center</li> <li>Sound Transit</li> <li>State of Washington</li> <li>Tacoma Public Utilities</li> <li>Tacoma Regional CVB</li> <li>Tech Resources for Engineering Efficiency</li> <li>WA Aerospace Partnership</li> <li>WA Econ Dev Association (WEDA)</li> <li>WA State Department of Commerce</li> <li>WorkForce Central – Business Connection</li> <li>World Trade Center Tacoma</li> <li>Pierce County Legislative Delegation</li> <li>US Congressional Offices</li> <li>US Senate Offices</li> </ul>
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Pierce County Auburn Bonney Lake Buckley Carbonado DuPont Eatonville Edgewood Fife Fircrest Gig Harbor Lakewood Milton Orting Pacific Puyallup Roy Ruston South Prairie Steilacoom Sumner Tacoma University Place Wilkeson

## DEFINITIONS (Continued)

### LOCATION QUOTIENT (LQ)

*Economic development organizations use the concept of Location Quotient (LQ) to focus on industry, employment and growth strengths/weaknesses.*

A location quotient (LQ) identifies the concentration of a given economic cluster (e.g., aerospace) in a region relative to the national average for that cluster (adjusted for population size). An LQ of 1.0 indicates that employment in that cluster is at the national average. An LQ of 7.0 (as with aerospace) indicates that employment is seven times the national average. An LQ of less than 1.0 indicates a concentration below the national average.

In addition, LQs can show the growth trends of a given cluster. When size is plotted with growth trajectory on a graph, one gets a fairly clear picture of the strength and dynamism of the cluster in a region.

The EDB utilizes LQs to understand the strengths and weaknesses of clusters in the South Sound in order to better inform its recruitment, retention and cluster acceleration work.

### PRIMARY BUSINESSES

*Primary businesses are at the core of the EDB's activities and the health of the Tacoma-Pierce County economy. Quality of life for all citizens is intimately tied to the number and strength of primary employers.*

Primary businesses export a product or service out of Tacoma-Pierce County and import new dollars into the local economy, thereby growing the "wealth pie." That wealth energizes the local community through employee wages paid and purchases from suppliers who employ additional people. Primary businesses typically pay higher wages than other businesses because higher value goods and services are produced.

Primary businesses are the fundamental building blocks of high-wage job creation. The competition is fierce. Tacoma-Pierce County faces regional, national and global competition to keep its existing firms, as well as recruit new firms to the Tacoma-Pierce County market.

### "SMART" GOAL SETTING

*SMART is an acronym giving criteria to guide in the setting of objectives in project management, employee-performance management and personal development.*

- S SPECIFIC
- M MEASURABLE
- A ATTAINABLE
- R REPEATABLE (e.g. a process)
- T TIMEBOUND



ECONOMIC DEVELOPMENT BOARD  
FOR TACOMA-PIERCE COUNTY

**COMPETE. EVERY DAY. FOREVER.**

**2016-2020**

**EDB WORK PLAN 2020**  
**ECONOMIC IMPACT ASSESSMENT**



Workforce Development Council  
July 16, 2015

**Al Doeve - Project Executive**  
Economic Development Board Tacoma-Pierce County





**ECONOMIC DEVELOPMENT BOARD  
FOR TACOMA - PIERCE COUNTY**

## **WDC VISION**

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

- Partnership to foster economic development
- Equal, deliberate development of value-added business services and quality workforce
- Responsive, convenient, valuable, efficient, customer-focused services
- Leverage existing resources
- Communicate in/outside of workforce system



ECONOMIC DEVELOPMENT BOARD  
FOR TACOMA – PIERCE COUNTY

## **EDB VISION**

Tacoma-Pierce County is the most attractive location in the PNW for local, national, global investment and job creation.

## **EDB MISSION**

The EDB grows primary businesses by working with its partners to spur private capital investment and job creation in Tacoma-Pierce County.

**Complete. Every Day. Forever.**



ECONOMIC DEVELOPMENT BOARD  
FOR TACOMA - PIERCE COUNTY

## AGENDA

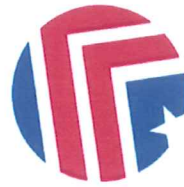
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  - VISION | MISSION | GOAL SETTING [Pages 1-2]
  - EDB DEFINITIONS [Pages 3-4]
  - ECONOMIC IMPACT ASSESSMENT [Pages 5-6]
  - WDC/PARTNER ENGAGEMENT; 2016-2020
- 
- **Q & A Compete. Every Day. Forever. 2016-2020**



**ECONOMIC DEVELOPMENT BOARD  
FOR TACOMA – PIERCE COUNTY**

**COMPETE. EVERY DAY. FOREVER.  
2016-2020**

**THANK YOU.**

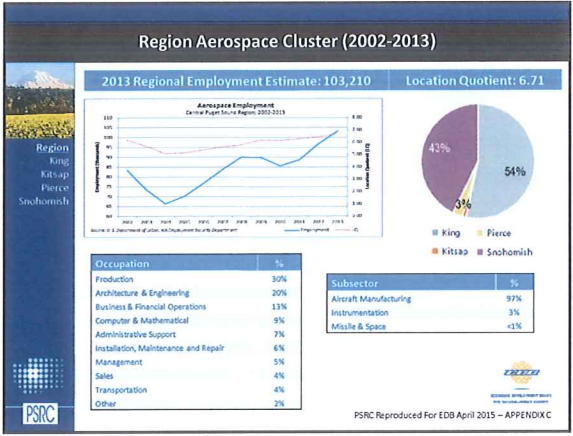


**National  
Community  
Development  
Services**

**Al Doeve  
Project Executive**








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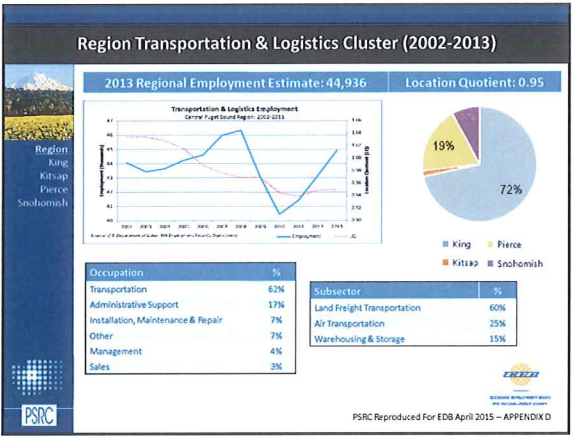
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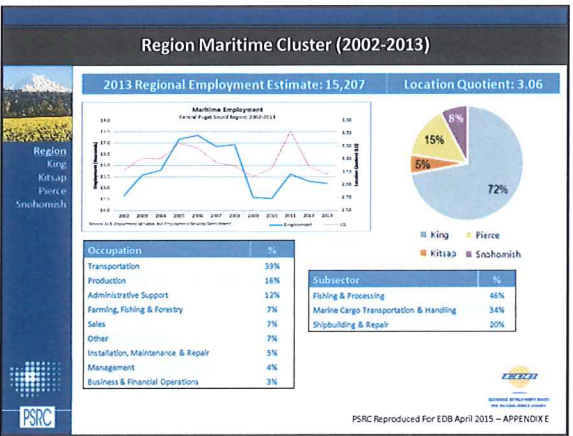
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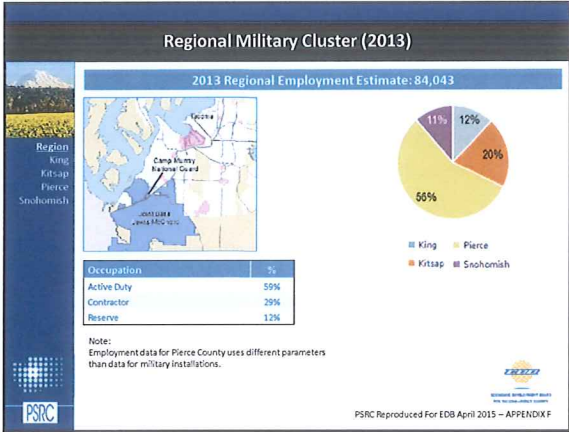
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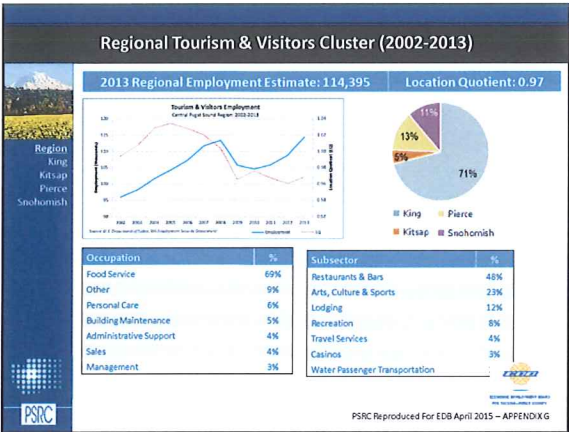
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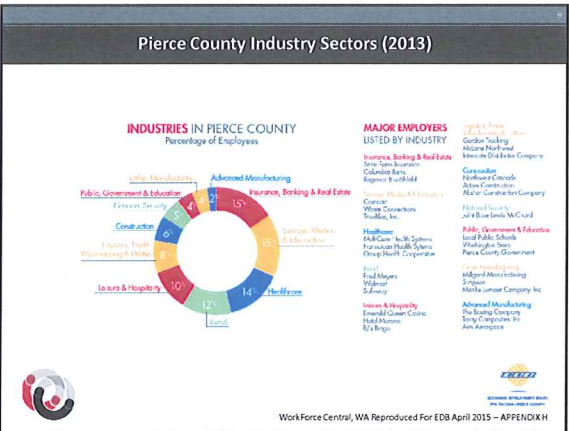
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**Pierce County Future Growth & Earning Potential (2013)**

Occupation	Average Wage	Education	10 yr Growth %
Accountant	\$50,995		21%
CNIC Programmer	\$24,155		9%
Engineer	\$100,453		18%
Mathematician	\$13,500		23%
Manufacturing/Production	\$19,874		42%
Quality Assurance/Inspector	\$47,744		17%
Tailor Maker	\$65,553		22%

Occupation	Average Wage	Education	10 yr Growth %
Computer	\$44,994		21%
Construction Laborer	\$27,800		74%
Construction Manager	\$101,636		17%
Cook/Chef	\$34,377		20%
HSOC Maintenance/Technician	\$49,271		33%
Chemistry Engineer	\$69,033		13%

Occupation	Average Wage	Education	10 yr Growth %
Registered Nurse	\$75,657		11%

Occupation	Average Wage	Education	10 yr Growth %
Regional Mktg. & Sales	\$75,900		32%
Senior Mktg. Asst.	\$28,522		29%
Medical Assistant	\$25,237		14%

Occupation	Average Wage	Education	10 yr Growth %
Computer System Analyst	\$43,017		13%
Computer Network Support Specialist	\$30,429		7%
Computer User Support Specialist	\$54,001		14%

Occupation	Average Wage	Education	10 yr Growth %
Customer Service Rep.	\$36,922		23%
Food Service Manager	\$48,716		12%
Retail Sales Person	\$27,187		8%

Occupation	Average Wage	Education	10 yr Growth %
Labor and Material Mover	\$10,637		14%
Team/Track/Truck Operator	\$40,448		22%
Tractor and Tractor Operator	\$25,083		19%

Note: Education abbreviations: GED, HS, Coll, Trade, Assoc, Bacc, Grad. Source: Bureau of Labor Statistics. Legend: HS, Coll, Trade, Assoc, Bacc, Grad.

WorkForce Central, WA Reproduced For EDB April 2015 - APPENDIX I

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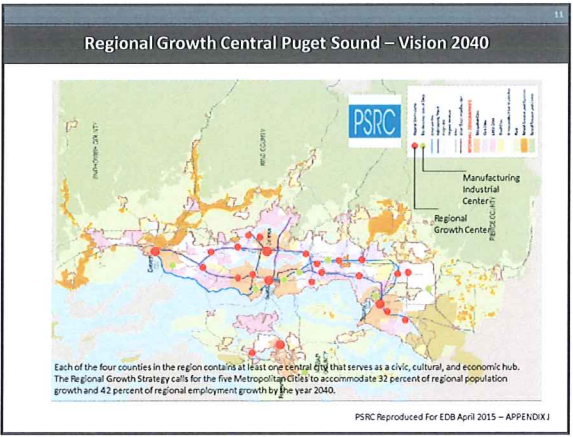
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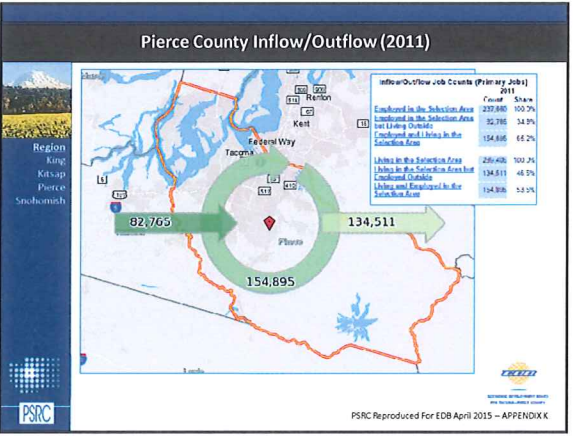
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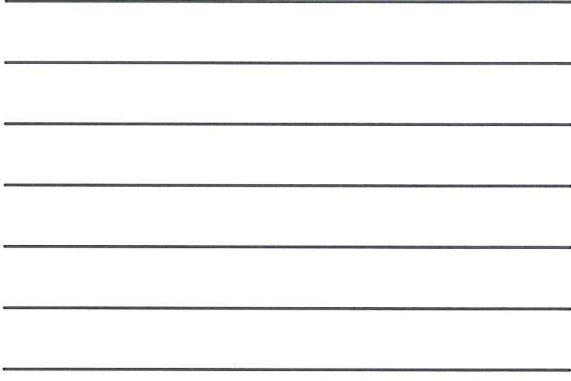
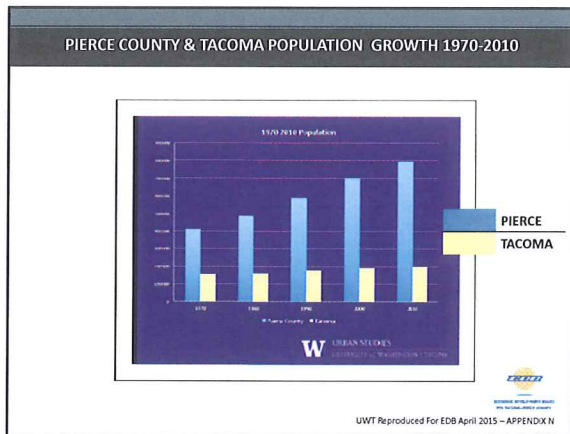
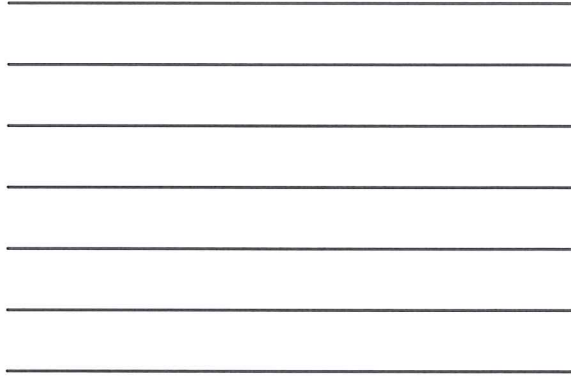
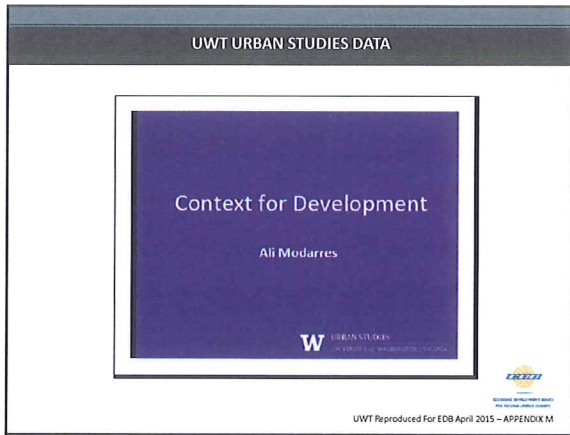
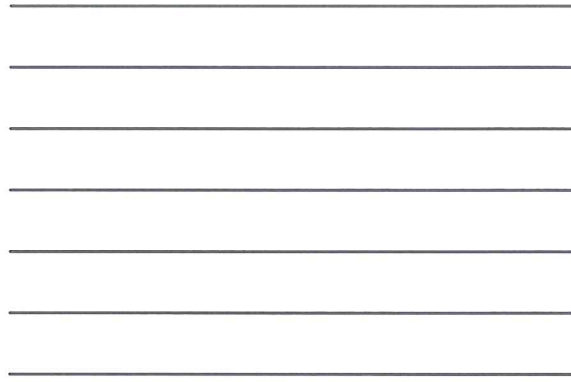
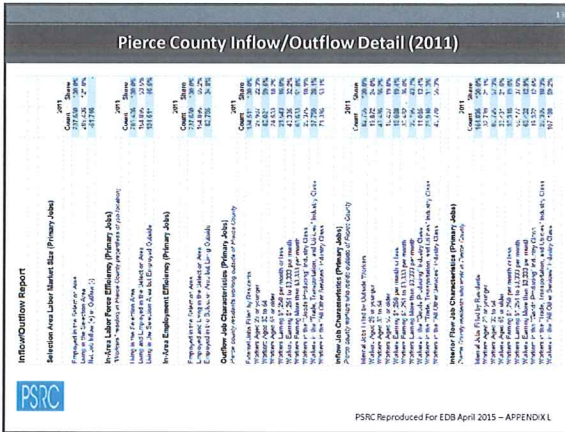
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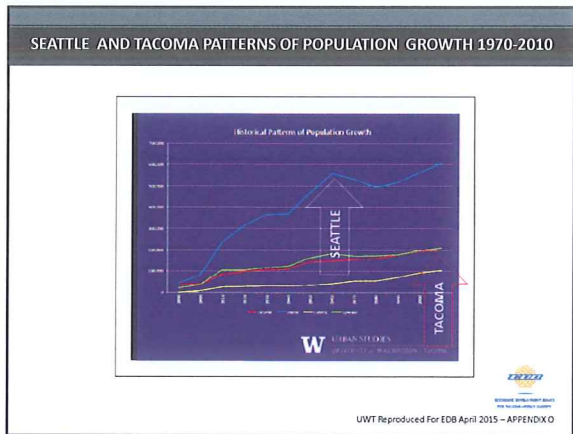
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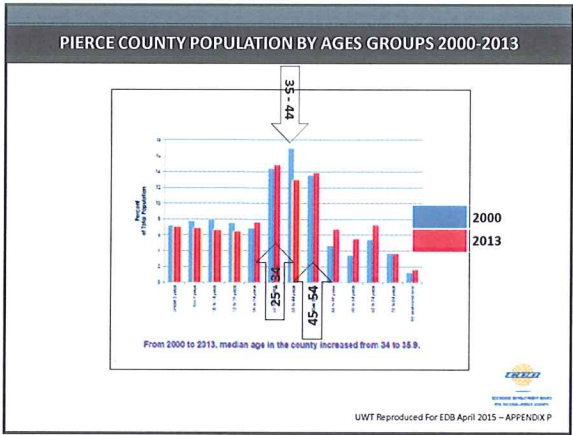
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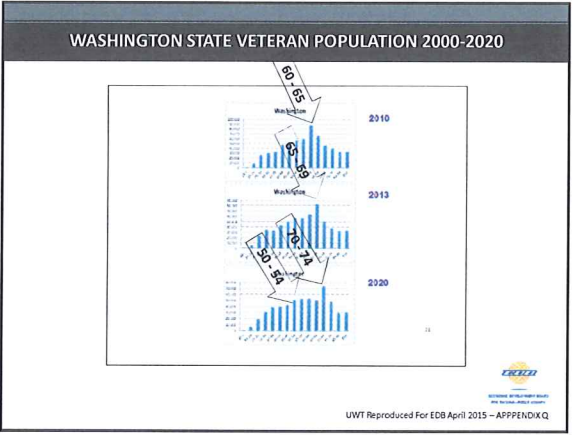
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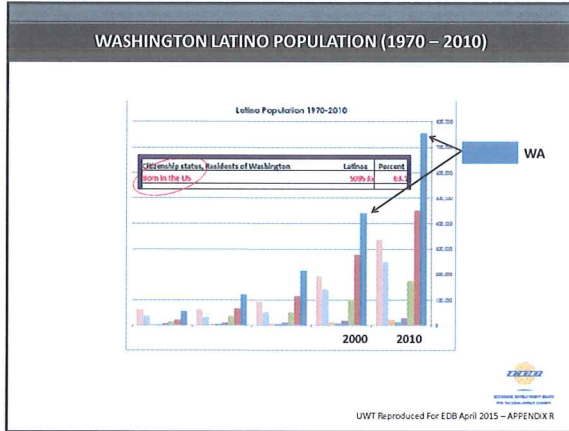
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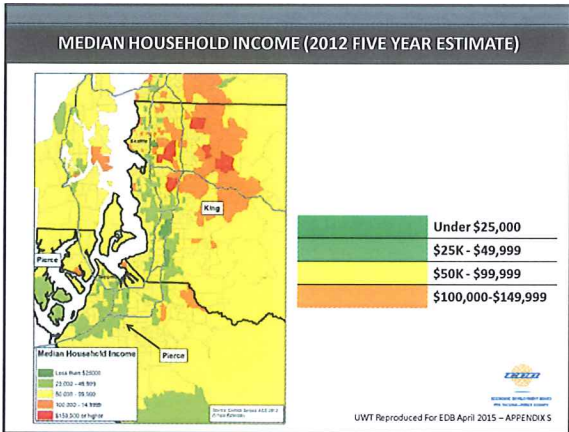
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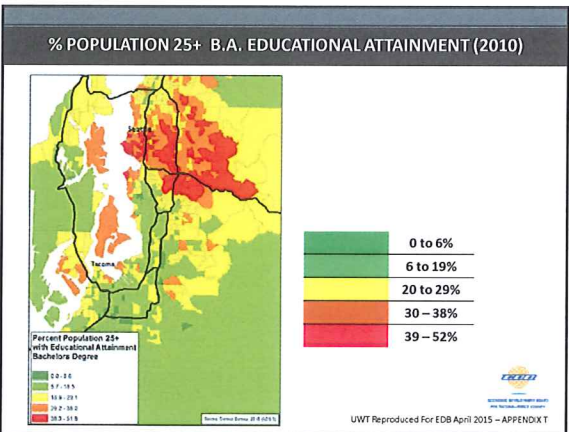
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