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Sheila Ruhland
James Walker
Blaine Wolfe

WDC One-Stop Operator & Partners Committee Meeting

Agenda

April 5, 2016

8:30 a.m. – 10:00 a.m.

Ron Thalheimer, Chair

WorkForce Central

3650 S. Cedar St, Tacoma

Classroom 1

- | | | |
|---|----------------|--------|
| 1. Hello / Introductions | Ron Thalheimer | 5 min |
| 2. Review Prior Meeting Notes | Ron Thalheimer | 5 min |
| 3. PY16/FY17 Budget | Deborah Howell | 10 min |
| 4. One-Stop Center Discussion
facilitated by Sally Perkins | Committee | 60 min |
| 5. Next Meeting Agenda Items | | |
| 6. Thank You/Adjourn | | |

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Future Meetings

May 3, 2016 8:30-10:00 am

June 7, 2016 8:30-10:00 am

WDC One-Stop Operator & Partners Committee Meeting

NOTES

March 1, 2016

8:30 – 10:00 a.m.

WorkForce Central

3650 S. Cedar St, Tacoma

Classroom 1

Committee Member Attendees: Ron Thalheimer, Susan Cable, Nanette Borders, James Walker, James Helling, Kelly Johnston, Anne Goranson, Jaime Prothro, Kurt Simmons, Tracy Larson and Krista Fox

WDC Staff Attendees: Linda Nguyen, MaryEllen Laird, Cheri Loiland and Debbie Lean
Guest: Cristeen Crouchet

AGENDA	NOTES	ACTION ITEMS
1. Hello/Introductions	<ul style="list-style-type: none"> • Chair Ron Thalheimer called the meeting to order at 8:35 am. • Roundtable introductions were made. 	
2. Review Prior Meeting Notes	<ul style="list-style-type: none"> • Prior meeting notes were accepted as prepared. 	
3. Follow Up from All WDC Committee/Core 6 Joint Meeting	<ul style="list-style-type: none"> • MaryEllen thought it was well represented and her table had a lot of interaction. Liked that they were placed with people that they don't interact with on a regular basis. • Jamie shared that he found the meeting helpful, the interaction was great, and he came away with some good information. Also thought that when we got down to the tasks it felt for him that he was pressed to get information down and put up on the walls. Another half hour or so would have been good. • Linda shared that she and Anne serve on the Core 6 Leadership Team and thought it turned out better than what they anticipated. It went really well with it being facilitated by Sally Perkins. Sally brings a lot of thought to how everyone interacts and really controlled the two hours we had in a way that gets us to the end result. Process was good and we walked away with great information. • Ron shares the same feelings. Thought it was very interactive and fun. • Anne shared that there is a lot of energy with the Core 6 group "synergy". Things are flowing and coming together really well. At her table there were people she hadn't met before, the ideas were flowing, felt like everyone was on the same page. Feels to her like there is a lot of energy moving towards transformation and thinking about customer service and new ways. • Linda shared that we got approximately \$40,000 WIOA Title IB money from the state to use as we need to for the transition from WIA to WIOA so locally chose to have a facilitator (Sally Perkins) to help us through this process. Sally collected and is compiling the charts and notes from the joint meeting and needs a little time to think about her professional recommendation on how we move things forward to get the work done. • Anne shared that she works with other areas and thinks the fact that we chose to use a 	

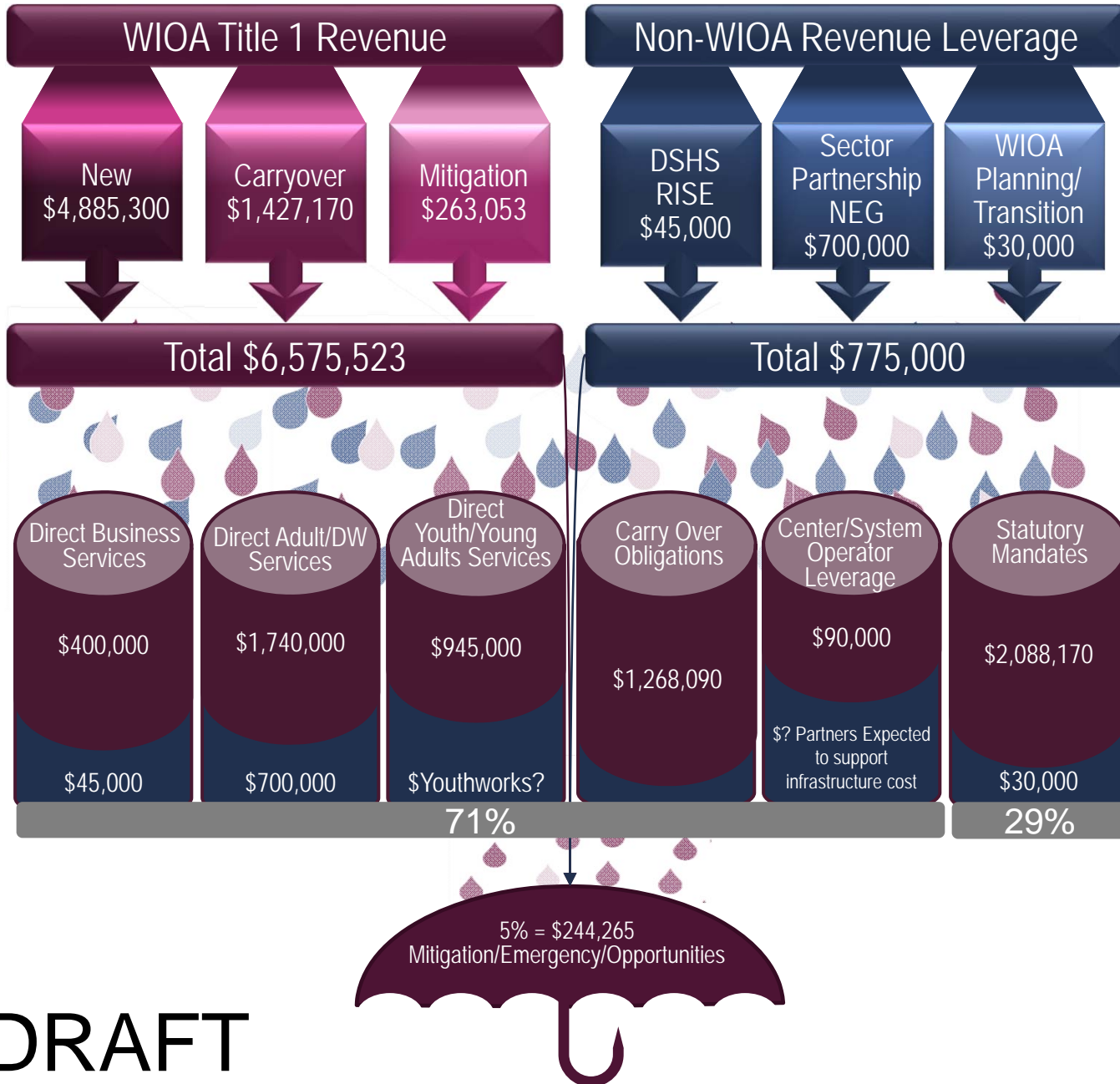
	<p>facilitator and have her be consistent is really helping this process.</p> <ul style="list-style-type: none"> • Feedback to Sally as an opportunity for improvement would be a little more time knowing that increasing the time commitment people can give for a project like this may be difficult. 	
<p>4. Assessment Strategies</p>	<ul style="list-style-type: none"> • Assessment tool is as complete as it can be until further decisions are made. • Committee took time to define the Assessment categories: <p>ASSESSMENT:</p> <p><u>Academic</u> / Education Level (High, GED, College)</p> <p>Basic skills – Reading, writing, math, comprehension</p> <p>Prior Learning Transcript On the job skills</p> <p><i>What we do now:</i> 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)</p> <p><u>Career interests & aptitudes:</u> Online skills, interest & abilities Aptitude = natural ability</p> <ol style="list-style-type: none"> 1. Online (quick/self) 2. Medium (self or credentialed) 3. Takes time (credentialed assessment) <p style="text-align: center;">*(Ron: Technology or “human” implementation (proctored and interpretation))</p> <p><i>What we have:</i> WIOS – 1 or 2 Career Scope - 2 Career Cruising JobFit- 2 TERK - 1 STRONG – 3 (requires interpretation) Choices through Own-it - 1</p>	

	<p><u>Skills:</u> Technical: Work Evaluation Certification License (i.e. nurse, barber) Computer/Technology</p> <p>*Need tools to be able to validate</p> <p><i>What we have:</i> <i>ProveIt (technical)</i> <i>North Star (technical)</i> <i>Microsoft Imagine (technical)</i> <i>Industry specific testing (college/industry)</i></p> <p><u>Individual circumstances:</u> 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</p> <p><i>What we have:</i> <i>Interview process (standardized forms)</i> <i>Training on motivational/ strength based interviewing</i></p> <p><u>Self-reflection (social/emotional skills):</u> (emotional intelligence)</p> <p>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.</p> <p><i>What we have now:</i> <i>Dependable Strengths</i> <i>Myers Briggs</i> <i>DISC</i> <i>Colors</i></p>	
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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

What we have:
KeyTrain

	<ul style="list-style-type: none"> • Homework: Everyone should go home and see what else you have that fits under these definitions and send to Debbie to add. 	
5. Other	<ul style="list-style-type: none"> • Anne shared that Employment Security Department is looking at a potential replacement for Key Train and they have asked for partner involvement. If there is anyone who wants to be able to influence that process at the state level let her know. 	
6. Next Meeting Agenda Items	<ul style="list-style-type: none"> • How should we be assessing and also how do we make this available (where, how – strategies behind that). 	
7. Thank You/Adjourn	10:05 am	



Current Year WIOA Mandatory Partners Total Investments

ESD

- \$4,665,310 this Program Year (PY15/FY16)
- 3,110 people served

DVR

- \$5 million (FY14)
- 2,000 people served

ABE

- \$1,079,767
- 4,244 people served

DSHS

-

Library (not mandatory)

- \$31 million
- 21 municipalities covered with 560,000 in population
- 324,350 active card holders
- 2.3 million visits (door counts)
- 2.1 million web visits



DRAFT

**BUDGET PRIORITIES FOR WIOA
TITLE 1B**

Program Year 2016/Fiscal Year 2017

(July 1, 2016-June 30, 2017)

March 17, 2016

Priority #1: Direct Services

Job Seekers, Businesses, Job Center Operator

- Adult and Dislocated Worker Direct Services – Request for Proposals on the street currently
- Business Services – Request for Proposals on the street currently
- Youth/Young Adult Services – Rescare is the current service provider; in second year of their contract
- WorkSource Job Center, Affiliate and Connection Sites Operator – “Mall Manager”

Priority #2 Statutory Mandates

- WIOA fundamentally changes the way we, in Pierce County, have historically operated since 1982.
- Mandates specific priorities that the local board and chief local elected officials need to do and emphasizes strategic leadership
- Prior to WIOA, investments focused toward direct service delivery
- With no increase in WIOA Title 1B funding anticipated, less funds will be invested toward direct service delivery to support statutory mandates

Priority #2 Statutory Mandates

1. Implement and oversee a local 4 year regional unified plan
2. Conduct workforce research and regional labor market analysis – new focus and scope of work
3. Convene, broker and leverage stakeholders and assets
 - Convene and Broker discussions and actions with stakeholders:
 - Leverage assets
4. Lead employer engagement
5. Lead career pathways development and implementation with secondary and post secondary partners – very new scope of work
6. Lead efforts to identify and promote proven and promising practices – very new scope of work

Priority #2 Statutory Mandates

7. Develop technology based strategies for service access, engagement and delivery
8. Oversee the local service delivery system and programs
9. Negotiate local performance accountability
10. Select one stop operator(s) and provider(s)
11. Select youth provider(s)
12. Identify eligible training providers
13. Ensure consumer choice
14. Coordinate with education providers
15. Approve and oversee budget and comply with federal/state/local laws and regulations in the administration of WIOA

Priority #3

- Mitigation Hold Back 5% - Rainy day/emergency/opportunity fund
 - Used to mitigate any reduction in funding the following year and/or take advantage of opportunities that we did not anticipate

BUDGET PRIORITIES FOR WIOA TITLE 1B

Program Year 2016/Fiscal Year 2017 (July1, 2016-June 30, 2017)

March 8, 2016

Priority #1: Direct Services – WIOA Title 1B funding provides services and support to specific target populations (youth/young adults, adults and dislocated workers) to prepare them for in demand family wage careers that offer advancement opportunities and to assist businesses in finding a sufficient number of qualified talent they need to remain globally competitive. As part of the overall workforce service delivery system, WIOA Title 1B funds are intended to serve a job seeker population experiencing multiple barriers to employment. As a result, intensive guidance and support is needed, which requires a higher cost per person served and limits the total number of job seekers these investments can support.

- **Adult and Dislocated Worker Direct Services** – A contract for two years will be awarded. The estimated funding is \$2,430,000 for PY16/FY17. Of this total, \$1,730,000 will be invested from WIOA Title 1B Adult and Dislocated Worker funding stream and \$700,000 from National Emergency Grant. Leveraging WIOA Title 1B funds with non WIOA funds is a standard practice to maximize available funds and maximize the number of job seekers we can serve.

The estimated funding for PY17/FY18 is \$1,730,000. At this point, the National Emergency Grant will have been all spent down and we do not yet have additional non WIOA funds. Should additional non-WIOA funds be awarded to support direct service delivery for these two targeted populations, the WDC may increase the award. In total, the estimated investment for the two-year period (July 1, 2016 – June 30, 2018) is \$4,160,000.

- **Business Services** – A contract for two years will be awarded. The estimated funding is \$445,000 for PY16/FY17. Of this total, \$400,000 will be invested from WIOA Title 1B and \$45,000 from Department of Social and Health Services, RISE. Similar to job seeker direct services operation, leveraging WIOA Title 1B funds with non-WIOA funds is standard practice.

The estimated funding for PY17/FY18 is the same as in PY16/FY17 because the leveraged funds will be available. In total, the estimated investment for the two-year period (July 1, 2016 – June 30, 2018) is \$890,000.

- **Youth/Young Adult Services** – RESCARE is the current WIOA Title 1B youth/young adult service provider and is operating in the second year of their contract. Under the Workforce Investment Act of 1998, the WDC Youth Council went through a competitive process to identify a service provider. The award to RESCARE eliminated a consortium approach to service delivery. An extension of RESCARE's contract through PY16/FY17 will ensure stability of services to our youth/young adults as the WDC goes through a competitive process to identify an adult/dislocated worker service provider and a business services provider. An estimated \$945,000 will be invested in PY16/FY17. \$200,000 of this total is anticipated as leverage.

- **WorkSource Job Center, Affiliate and Connection Sites Operator** – Given that the US Department of Labor will not issue the final WIOA regulations until June 2016 (one full year after WIOA implementation), and given that we have a one-year extension to fully implement the Memorandum of Understanding and Resource Sharing Agreement, we are holding off on releasing the Request for Proposal. We need to see how US Department of Labor defines this operator role vs. the “system operator”, which is a role that the WDC has and should continue to be responsible for, as leaders of the workforce system.

In anticipation of needing to fund the awarded center/affiliate/connection site operator in PY16/FY17, \$90,000 of WIOA Title 1B will be earmarked to leverage with mandatory WIOA partners and non-mandatory partners to support this role for the local service delivery system.

Priority #2 Statutory Mandates – The Workforce Innovation and Opportunity Act of 2014 fundamentally changes the way we in Pierce County have historically operated since 1982. WIOA mandates specific priorities that the local board and chief local elected officials need to do and emphasizes strategic leadership. WIOA mandates the procurement of all direct service delivery and center operator functions/roles, dissuading local boards to take on these roles as allowed under the Workforce Investment Act of 1998.

Prior to WIOA, our chief local elected officials and WDC have prioritized focus and investments toward direct service delivery. With no increase in WIOA Title 1B funding for PY16/FY17 and beyond anticipated, less funds will be invested toward direct service delivery because investments need to support the following statutory mandates.

- Develop a 4-year regional unified plan – while the plan will be done by July 1, 2016, we need staff to oversee the implementation of this plan and update as appropriate with partnership input.
- Conduct workforce research and regional labor market analysis – This is a new focus and scope of work for the WDC and includes the following:
 - Monthly labor market reports to be disseminated to all stakeholders
 - Sector specific reports
 - Healthcare
 - Advanced manufacturing
 - IT/cybersecurity
 - Construction
 - Transportation/logistics and warehousing
 - Military
 - Dissemination of sector and labor market reports via community convening, presentations to associations and individual stakeholder groups, social media, outreach collateral, etc.
 - In demand jobs in priority sectors for Pierce reports weekly or monthly
 - Middle skills jobs: gaps and opportunities report and dissemination
 - Workforce needs of small businesses evaluation and report
 - State of the Workforce Annual report and post on website and disseminate broadly
 - Customized research and reports as needed from Chief Local Elected Officials, WDC and stakeholders

- Convene, broker and leverage stakeholders and assets
 - Convene and Broker discussions and actions with stakeholders will include:
 - Labor market and workforce news/report related
 - Youth/Young Adult related – continue to pull all partners together to map out partners/services and continue to strengthen coordination/integration
 - Specific workforce development related issues like low completion rate of high school graduates, low access to financial aid, low retention and completion rate of postsecondary students, high unemployment rate of 16-24 year olds, business challenges with inter generations
 - Leverage assets
 - Partnership convening and strategizing will naturally result in leveraged assets
 - Jointly pursue funding and other resources with partners to increase workforce development investments in Pierce County – build on EarnAbility grant writing group
- Lead employer engagement
 - Establish sector partnerships for all key sectors in as much collaboration with the Economic Development Board's (EDB) work plan for 2016-2020 as feasible
 - Maintain relationship with EDB and other economic development organizations, Chambers, World Trade Center, Tourism Bureau, municipal economic development departments by providing a single point of contact/bridge to the workforce development system to address businesses' workforce development related needs/concerns
 - Establish a system wide approach to coordinating internships, work experience, on the job training, incumbent worker training, and presentations, using career link as one venue/tool
 - Locally track and benchmark employer engagement and increase number of employer engagement level with our local service delivery and workforce system
- Lead Career pathways development and implementation with secondary and post-secondary partners – This is a very new scope of work for the WDC to lead and in partnership with our educational partners
 - Identify career pathways in key sectors – issue collateral – (show the diverse careers in each sector, i.e. auto mechanics in healthcare, agriculture loan agent from Columbia Bank)
 - Work with Centers of Excellence and WA State's efforts to date
 - PC3 dual credit and Puget Sound Educational Service District efforts to bridge secondary and post-secondary education
- Lead efforts to identify and promote proven and promising practices – This is a very new scope for the WDC to lead
 - Research best practices and evidence based practices and put in place a communication plan to push out information to influence adoption of best practices throughout our workforce system – track such impact
 - Prioritize research and efforts by specific populations, sector work, issues etc.

- Develop technology based strategies for service access, engagement and delivery
 - Build on what the Pierce County Library System has in place and connect to the larger WorkSource system and network
 - Identify other technology solutions; possibilities are DSHS one stop site, United Way 211
- Oversee the local service delivery system and programs
 - As the workforce system strategic leader, the WDC is responsible for the following:
 - Review current local one stop system to identify changes needed
 - Develop criteria and process for credentialing Job center, affiliates, connection sites
 - Review and develop tool/process for review and implement Continuous Quality Improvement
- Negotiate local performance accountability
 - Work with WA Workforce Association, WA Workforce Training and Education Coordinating Board to negotiate local federal performance measures
 - Work with WIOA core and required partners to identify non-federal local performance measures
- Select one stop operator(s) and provider(s)
 - Request For Proposals were released in February 2016 and contracts will be awarded April/May 2016
 - Oversee performance, provide technical assistance of direct service operators ongoing
 - Work on identifying the new American Job Center with core 6 leadership team
 - Jointly develop a request for proposal and jointly go through the request for proposal process for a permanent job center
 - Negotiate and implement a Memorandum of Understanding and Resource Sharing Agreement no later than June 30, 2017; modify along the way when needed
 - Monitor annually as required
- Select youth provider(s)
 - Modify ResCare contract for one more year then determine if a new request for proposal needs to go out
 - Oversee performance and provide technical assistance ongoing
 - Annual monitoring required
- Identify eligible training providers
 - Conduct a thorough review of existing training providers and develop a local process to add/delete
- Ensure consumer choice
 - We must be intentional with our messaging, policies, etc. to include this value/expectation
 - Develop and modify policies as needed
 - Technical messaging community wide

- Coordinate with education providers
 - Engage K-12 and post-secondary education partners on multiple efforts that include sector strategies, career pathways, career link, tool center, cohort training, system development etc.
- Approve and oversee budget and comply with federal/state/local laws and regulations in the administration of WIOA
 - February 2016 begin discussion on new year investments for Title 1B and how to fold in mandatory partners' budgets as well
 - Show the big picture investment of our system and investments moving forward along with outcomes of importance to the WDC
 - Ensure local system and operations comply with all laws and regulations

Priority #3

- Mitigation Hold Back 5% - These funds are used to mitigate any reduction in funding the following year and/or take advantage of opportunities that we did not anticipate.

One Stop Committee facility outline for April 5, 2016 meeting

Key topics to be covered:

- Facility RFP process information—how the process will work, timeline. Note that the timeline for facility specifications is tight.
- “Interim” One Stop Center plans, including utilizing the interim One Stop Center as the “incubator” for implementing the vision for the transformed workforce development system.
 - The One Stop Center is a part of the total workforce development system, which includes “outpost” sites and use of technology to serve customers.
- Work needed from the One Stop Committee to address:
 - The facility RFP information needs
 - The design of culture, services, etc. in the interim One Stop Center, as the foundation for the new One Stop Center.
 - Small working group from the One Stop Committee to move this forward?

Key documents:

- State RFP timeline (separate document)
- Pre-Design Space Planning Data sheet (separate Excel spreadsheet document)

The following pages include these items:

- Summary of Core 6 discussion about facilities, the interim One Stop as incubator, work needed from One Stop Committee
- Vision
- Most Important Services

Using the “interim” one-stop center as the “incubator” for implementing the vision and services identified by Core 6, the WDC Committees, and our customers for the “transformed” workforce development system.

From the March 18, 2016 Core 6 meeting.

Big decision: To utilize the interim one-stop center as the incubator for implementing the vision and services already developed by Core 6, the WDC Committees and our customers, while we continue to work through how the larger system will function.

The big picture is: A common customer service experience for our customers throughout the system, which includes the one stop center, affiliate sites, connection sites, community sites and technology based venue.

Key points from the Core 6 discussion:

- The organizational culture of the interim one-stop center needs to be very carefully built. It will be a new culture. Every person who is going to work in the “new” one-stop center and system needs to enthusiastically buy into the vision and be prepared to learn how to deliver services accordingly. The selection of staff people for the interim one-stop needs to be proactively and intentionally done. All partners will need to help identify the key competencies and qualities for staff people working in the One Stop Center.
- The previous attempt to integrate and co-locate workforce development services in the one-stop (starting in 2000) did not succeed as well as envisioned by WIA. Differences in organizational cultures, performance expectations and attitudes made implementation difficult, despite good intentions. This effort needs to recognize those problems, learn from them, and not repeat them.
- The new culture needs to be clearly defined, based on the vision. Professional development oriented to the new culture should be provided to all of the staff people together.
- There should be a competitive application process for staff people who want to work in the interim one-stop center.

- The five most important services (recently defined) are the basis for services to be provided in the interim one-stop center.
- The planning for the interim one-stop center should begin immediately.

How this will move ahead:

- The current One-Stop Committee will take the lead on planning and implementing the vision and services in the interim one-stop center. The assumption is that each organization's rep to the One Stop Committee has the authority to make commitments to the decisions made.
- The One-Stop Committee needs to address such issues as:
 - Set a time frame for its work on this project (sooner than later);
 - Who will be the typical users of the interim/new one stop center? Is there a profile of the typical walk-in customer?
 - What do you want to assume about volume of customers using the one stop center?
 - Common customer service expectations and standards across all of the organizations that will provide services in the workforce development system;
 - Common performance measures, to reinforce the single culture;
 - How will the five most important services be delivered in the one-stop center?
 - Given service delivery strategies, which partners would need to be physically present in the one-stop?
 - For those partners/services not physically present, how will customers access those services in a consistent and customer-friendly way?
 - How will customers have access to each WIOA program/services and non WIOA programs/services?
 - What are the technology capacities that the one-stop center and system needs to have to serve customers flexibly and effectively?
 - How can 10,000 square feet of space be best utilized? Is more space needed? Why? What space configurations are needed? How can flexibility in use of space be built in?
 - What are the common branding opportunities and challenges?
 - Given the planning for the one-stop center and system, what are some of the ideas emerging for "outpost" sites, for greater use of technology?
 - What questions can we ask of our customers, as we work to design the interim one-stop center?

Next pages: Vision, Most Important Services (so that you all have everything in one place).

ONE STOP SERVICE DELIVERY SYSTEM: VISION STATEMENT, WORKING VERSION. FINALIZED BY CORE 6 PARTNERS ON OCTOBER 16, 2015.

Overall vision: The transformed workforce development system is customer-focused, providing comprehensive solutions based on the individual circumstances of each customer—whether job seeker, worker, or business. The system is based on building long-term relationships with customers, not just transactions. The customer’s overall experience **and success** are our highest priority.

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

Key Elements:

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

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

- **Partnership**
 - Making best use of partners’ locations and capabilities throughout the county;
 - Assuring seamless transitions across partners’ services and resources;

- Establishing professional learning communities and other opportunities where staff people from partner organizations come together to learn and grow in their work and continually improve how they work with customers.

MOST IMPORTANT WORKFORCE DEVELOPMENT SERVICES [2-19-2016]

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.

FOR EMPLOYERS/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.

Solicitation Process

