LOCAL INTEGRATED WORKFORCE PLAN
FOR PIERCE COUNTY

2024 - 2028

PIERCE COUNTY
WORKFORCE
DEVELOPMENT COUNCIL

WORKFORCE
central

CONTACT INFORMATION

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Contents

Introduction

WorkForce Central (WFC), which was established in 1982 under the name Tacoma-Pierce County Employment & Training Consortium, is dedicated to realizing the vision set forth by Chief Local Elected Officials, the Pierce County Workforce Development Board (WDB), and community members across the region. The WDB, a collaborative partnership comprising businesses, educators, economic development specialists, education providers, community-based organizations, and government entities, has undergone a significant transformation over the past 42 years. While it originally focused on delivering traditional employment and training services, it has since expanded its portfolio to include innovative workforce strategies for businesses. Simultaneously, the range of services offered to young adults and job seekers has significantly broadened, aligning with their increasingly diverse needs, with an emphasis on fostering self-sufficiency beyond mere job placement.

Today, our overarching objective is to assist businesses in acquiring and retaining top talent while aiding individuals in achieving their career aspirations. WorkForce Central plays a pivotal role in orchestrating, administering, and advancing the workforce development system within our community. We are committed to ensuring that services for Pierce County residents and businesses are equitable, dependable, easily accessible, of the highest quality, and consistently exceed customer expectations. We advocate for the implementation of a comprehensive workforce development system as an integral element of a robust economy. To ensure alignment with the requirements of various industries, employers actively participate as stakeholders in shaping, delivering, and evaluating the local workforce system. WFC actively promotes cross-sector collaboration to pursue and foster investments in workforce development.

In 2023, the WDB and WFC worked closely with community members and partners to develop and adopt a Strategic Framework to guide our impact. It describes the impact we set out to accomplish for job seekers and businesses and directly informs our 2024 – 2028 Integrated Workforce Plan. We remain steadfastly committed to our Vision and Mission, with well-defined objectives and identified key factors contributing to our success.

Vision
Economic equity and prosperity for our customers and the region.

Mission
WorkForce Central stewards the Pierce County workforce development system and bridges the gap between job seekers, employers, and community organizations to build a robust workforce and ensure economic vitality across the region.

Guiding Principles
- Commitment to anti-racism, equity, diversity, access, & inclusion throughout all facets of work
- Regional responsiveness across Pierce County
- Bias toward innovation and action in vision, mission, and strategy

Strategic Priorities:
- Job Seeker Solutions
- Business Solutions
- Regional Alignment

Regional Designation

Workforce Development Area Name and Number
Tacoma-Pierce County Workforce Development Region (WDA 6)

County or Counties Comprising Service Delivery Area
Pierce County, WA

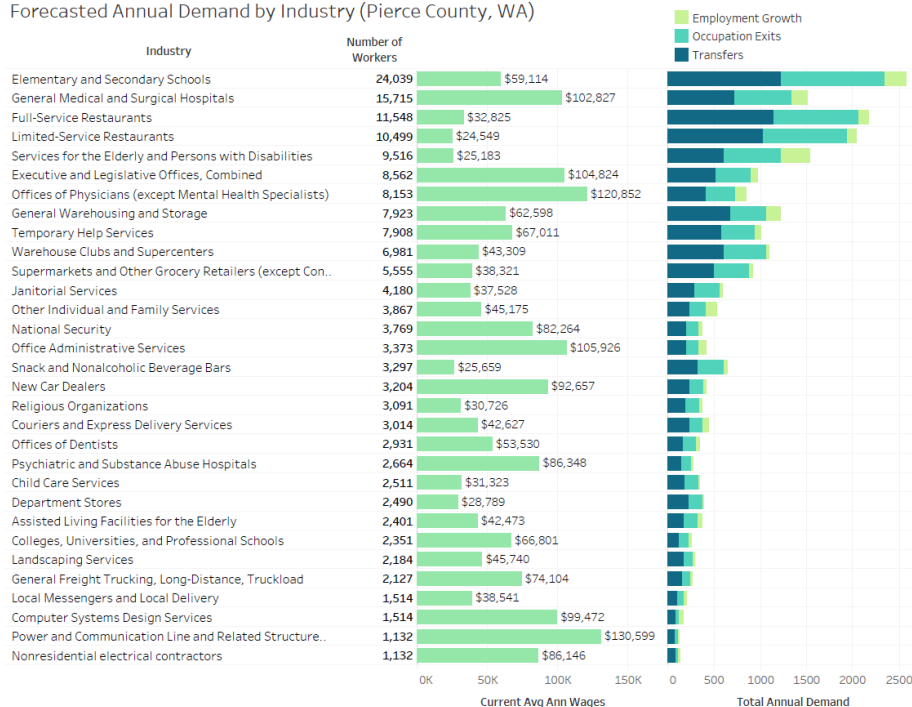## Fiscal Agent/Entity Responsible
WorkForce Central

SECTION II

Regional Component of Plan

1. Regional Analysis of Economic Conditions

In-Demand Sectors and Occupations

Below is a table of the top 30 industries in Pierce County sorted by total employment. The light green bars highlight the average wage for each industry, which varies greatly in this list. Total demand, the stacked bars on the right, also varies significantly by industry and is a composite of growth and separations (exits and transfers). We see the most employment demand for Elementary and Secondary Schools but the most employment growth among Services for the Elderly and Persons with Disabilities.
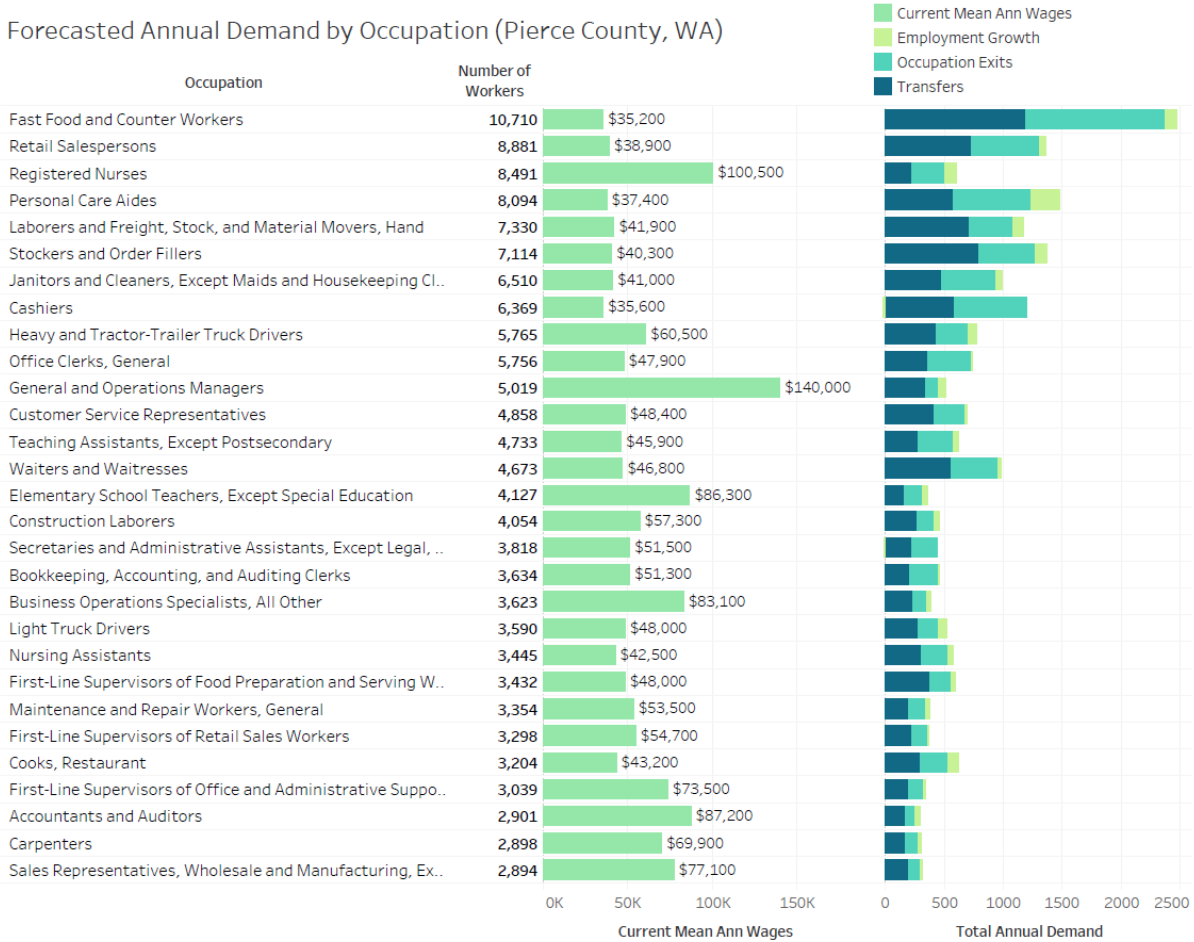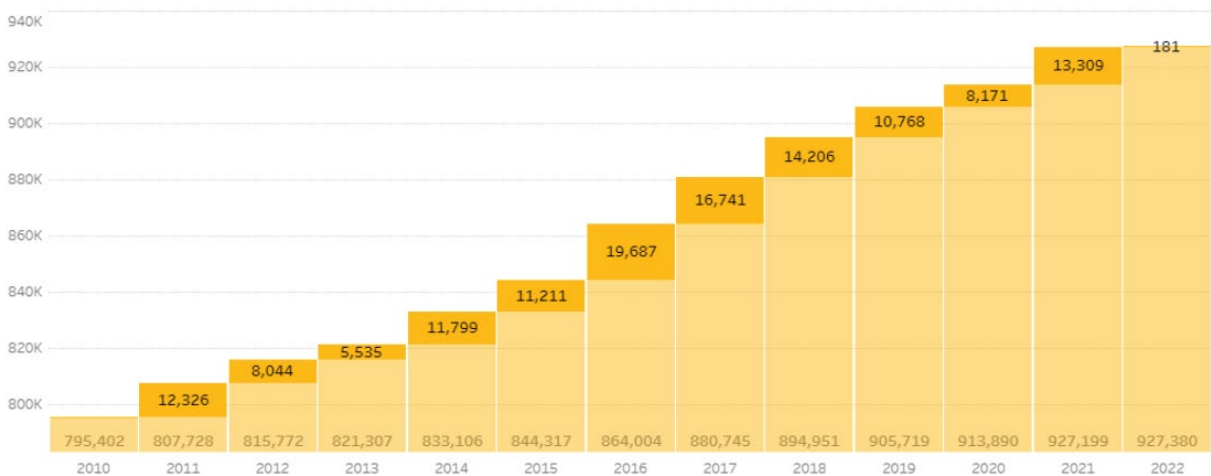
Similarly, the next chart shows the top 30 occupations in Pierce County by current employment. At the occupation level, we can see that average annual wages are even more varied, with a range of 35K to 140K. Over the next year, we expect to see nearly 2,500 employment opportunities for Fast Food and

Forecasted Annual Demand by Industry (Pierce County, WA)

Industry	Number of Workers	Current Avg Ann Wages	Total Annual Demand
Elementary and Secondary Schools	24,039	$59,114	
General Medical and Surgical Hospitals	15,715	$102,827	
Full-Service Restaurants	11,548	$32,825	
Limited-Service Restaurants	10,499	$24,549	
Services for the Elderly and Persons with Disabilities	9,516	$25,183	
Executive and Legislative Offices, Combined	8,562	$104,824	
Offices of Physicians (except Mental Health Specialists)	8,153	$120,852	
General Warehousing and Storage	7,923	$62,598	
Temporary Help Services	7,908	$67,011	
Warehouse Clubs and Supercenters	6,981	$43,309	
Supermarkets and Other Grocery Retailers (except Con..	5,555	$38,321	
Janitorial Services	4,180	$37,528	
Other Individual and Family Services	3,867	$45,175	
National Security	3,769	$82,264	
Office Administrative Services	3,373	$105,926	
Snack and Nonalcoholic Beverage Bars	3,297	$25,659	
New Car Dealers	3,204	$92,657	
Religious Organizations	3,091	$30,726	
Couriers and Express Delivery Services	3,014	$42,627	
Offices of Dentists	2,931	$53,530	
Psychiatric and Substance Abuse Hospitals	2,664	$86,348	
Child Care Services	2,511	$31,323	
Department Stores	2,490	$28,789	
Assisted Living Facilities for the Elderly	2,401	$42,473	
Colleges, Universities, and Professional Schools	2,351	$66,801	
Landscaping Services	2,184	$45,740	
General Freight Trucking, Long-Distance, Truckload	2,127	$74,104	
Local Messengers and Local Delivery	1,514	$38,541	
Computer Systems Design Services	1,514	$99,472	
Power and Communication Line and Related Structure..	1,132	$130,599	
Nonresidential electrical contractors	1,132	$86,146	

Employment Growth / Occupation Exits / Transfers

Counter Workers, by far the largest area. However, there are still 17 other occupations with a projected demand exceeding 500, and many others close behind.

Forecasted Annual Demand by Occupation (Pierce County, WA)

Occupation	Number of Workers	Current Mean Ann Wages
Fast Food and Counter Workers	10,710	$35,200
Retail Salespersons	8,881	$38,900
Registered Nurses	8,491	$100,500
Personal Care Aides	8,094	$37,400
Laborers and Freight, Stock, and Material Movers, Hand	7,330	$41,900
Stockers and Order Fillers	7,114	$40,300
Janitors and Cleaners, Except Maids and Housekeeping Cl..	6,510	$41,000
Cashiers	6,369	$35,600
Heavy and Tractor-Trailer Truck Drivers	5,765	$60,500
Office Clerks, General	5,756	$47,900
General and Operations Managers	5,019	$140,000
Customer Service Representatives	4,858	$48,400
Teaching Assistants, Except Postsecondary	4,733	$45,900
Waiters and Waitresses	4,673	$46,800
Elementary School Teachers, Except Special Education	4,127	$86,300
Construction Laborers	4,054	$57,300
Secretaries and Administrative Assistants, Except Legal, ..	3,818	$51,500
Bookkeeping, Accounting, and Auditing Clerks	3,634	$51,300
Business Operations Specialists, All Other	3,623	$83,100
Light Truck Drivers	3,590	$48,000
Nursing Assistants	3,445	$42,500
First-Line Supervisors of Food Preparation and Serving W..	3,432	$48,000
Maintenance and Repair Workers, General	3,354	$53,500
First-Line Supervisors of Retail Sales Workers	3,298	$54,700
Cooks, Restaurant	3,204	$43,200
First-Line Supervisors of Office and Administrative Suppo..	3,039	$73,500
Accountants and Auditors	2,901	$87,200
Carpenters	2,898	$69,900
Sales Representatives, Wholesale and Manufacturing, Ex..	2,894	$77,100

Legend:
- Current Mean Ann Wages
- Employment Growth
- Occupation Exits
- Transfers

Workforce Demographics

2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
795,402	807,728	815,772	821,307	833,106	844,317	864,004	880,745	894,951	905,719	913,890	927,199	927,380

Increments: 12,326 / 8,044 / 5,535 / 11,799 / 11,211 / 19,687 / 16,741 / 14,206 / 10,768 / 8,171 / 13,309 / 181

Pierce County's population has seen strong growth throughout the last decade, up 14%, with the potential to reach over a million before the end of the next decade. However, the pace of change is slowing rapidly, a recent trend driven by several factors. With declining net domestic migration (more people moving away from Pierce than to Pierce), international immigration has carried an increasing share of our population growth in recent years. Without an influx of immigrants and refugees, Pierce County would have seen a population decline in 2022.

A low-growth or even static population is not necessarily a problem. In those scenarios, housing supply would be more able to meet demand, and infrastructure improvements might more effectively stymie the growth in commuter times. However, a population decline is also a possibility and a scenario that could herald economic challenges ahead.

Pierce County Age Distribution
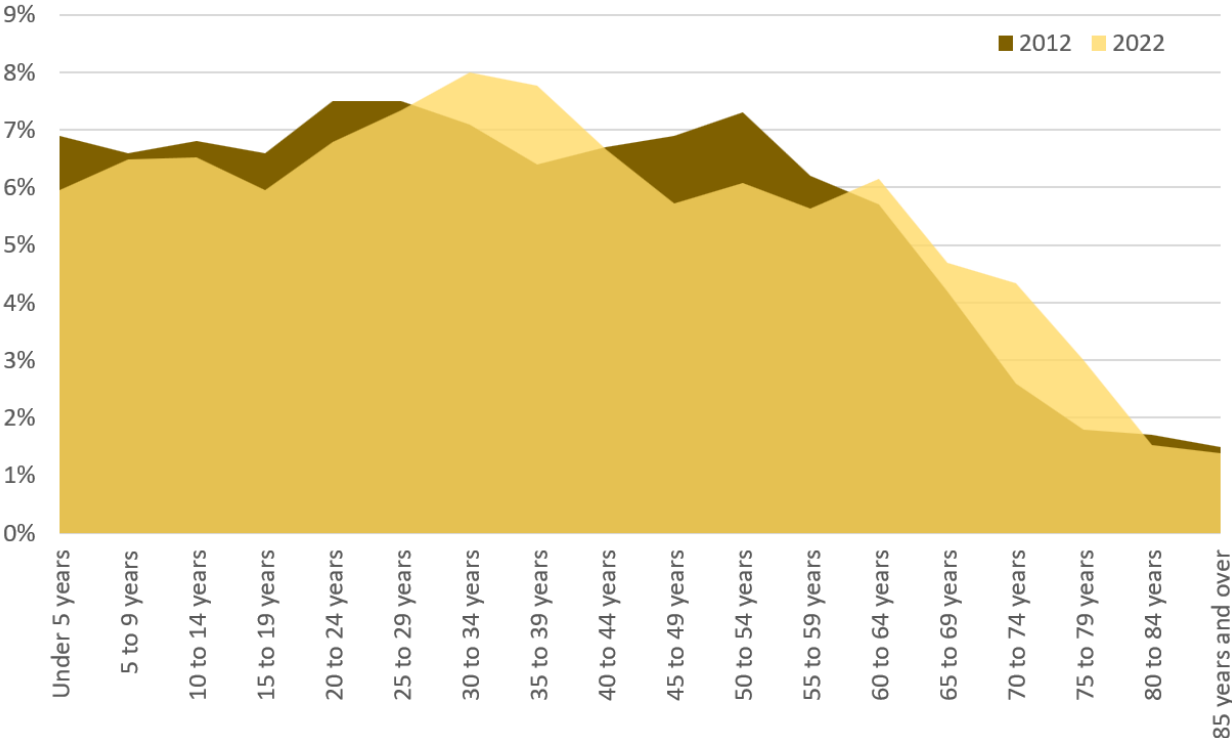
While the median age in Pierce County is only up 1.3 years (now 37) from 2012, the old-age dependency ratio (the share of adults 65 and over relative to the population 16-64) is up over 5 points, representing a 25% increase over the past decade. Meanwhile, the youth dependency ratio (the share of youth under 16 relative to the population 16-64) is beginning to decline with a 1.6 point drop over the same period. The dependency ratios are important metrics as they collectively describe the relative supply and availability of workers in a region. An aging population, coupled with decelerating growth, would have significant economic implications for the not-too-distant future.

Pierce County Population Change

	2012	2022	Change	% Change
Total Population	811,681	927,380	115,699	14%
White	609,590	596,810	-12,780	-2%
Black or African American	55,043	67,137	12,094	22%
American Indian or Alaska Native	10,768	10,273	-495	-5%
Asian	48,093	62,274	14,181	29%
Native Hawaiian or Other Pacific Islander	10,765	15,772	5,007	47%
Some Other Race	22,294	29,759	7,465	33%
Two or More Races	55,128	145,355	90,227	164%
Hispanic or Latin American	78,131	116,545	38,414	49%

We continue to see shifts toward greater racial and ethnic diversity in our community. All of the population growth over the past decade can be attributed to BIPOC groups. This means we have a responsibility to ensure our workplaces are inclusive and dynamic in their hiring, retention, and culture.

Skills and Knowledge

Top Certificates in 2023 by Job Posting

Certificate	Count
Driver's License	2,547
Certification in Cardiopulmonary Resuscitation (CPR)	2,428
Basic Life Support (BLS)	2,078
Registered Nurse (RN)	1,918
Advanced Cardiac Life Support Certification (ACLS)	1,049
First Aid Certification	1,003
Pediatric Advanced Life Support (PALS)	614
Certified Nursing Assistant (CNA)	517
Neonatal Resuscitation Program (NRP)	488
Licensed Practical Nurse (LPN)	485
Commercial Driver's License (CDL)	388
Medical Assistant Certification (MA)	277
Class A Commercial Driver's License (CDL-A)	184
National Phlebotomy Association Certified Phlebotomist	173
The American Registry of Radiologic Technologists (ARRT) Certification	161

Nearly two out of every five jobs require basic computer skills (ability to operate a personal computer and various office applications). However, many more imply computer proficiency

with requirements for other technologies and role-specific software (e.g. working with an accounting database or operating a computer numerical controlled (CNC) machine). Indeed, it's difficult to find a job today that doesn't assume some basic level of technology proficiency.

Surprisingly, the skill runner-up is the ability to lift some weight between 10 and 100 lbs. As three in ten Americans currently suffer from back pain (CFAH, 2023), the leading cause of work limitations globally (Wu, 2020), it may be worthwhile for many employers to reconsider the need for this "skill" in job postings.

Advanced Computer Skills represents a combination of hundreds of different software and computer proficiencies. Looking at individual job postings, there's a clear inclination to post duplicative technologies a worker may need vs. just the intent of the skill. The list of need-to-have skills is also expanded by the tendency to require specific proficiencies under the assumption that it's easier to hire workers with the exact skills needed than to train someone with related skills and experience.

Top Skill Groups in 2023 by Job Posting

Skill Group	Count
Basic Computer Software	19,124
Physical Lifting	9,977
Advanced Computer Software	4,188
Sales	3,762
Teaching & Training	3,652
Finance & Accounting	3,330
Data Analysis & Management	3,240
Patient Care	2,602
Forklifts & Material Moving	2,593
Inventory Management	2,354
Hand & Power Tools	2,281
Cash Handling	2,103
Business Administration	1,897
Information Technology	1,810
Bilingual	1,656

% of All Job Ads

Workforce Metrics

As of December 2023, the Pierce County unemployment rate was up to 5.5% (0.9% higher than the State). Seasonally, unemployment tends to peak between December and March and decline through the summer. The last year represents the lowest quarterly average unemployment rate for Pierce County in more than two decades.

As of November 2023, Pierce County had 4,932 matching job seekers and job openings by occupation. However, there were another 2,753 job seekers without matching employment opportunities and 9,607 job openings without matching job seekers. Together, the total number of unmatched job seekers and job postings, also known as the Absolute Labor Gap, was 12,359.
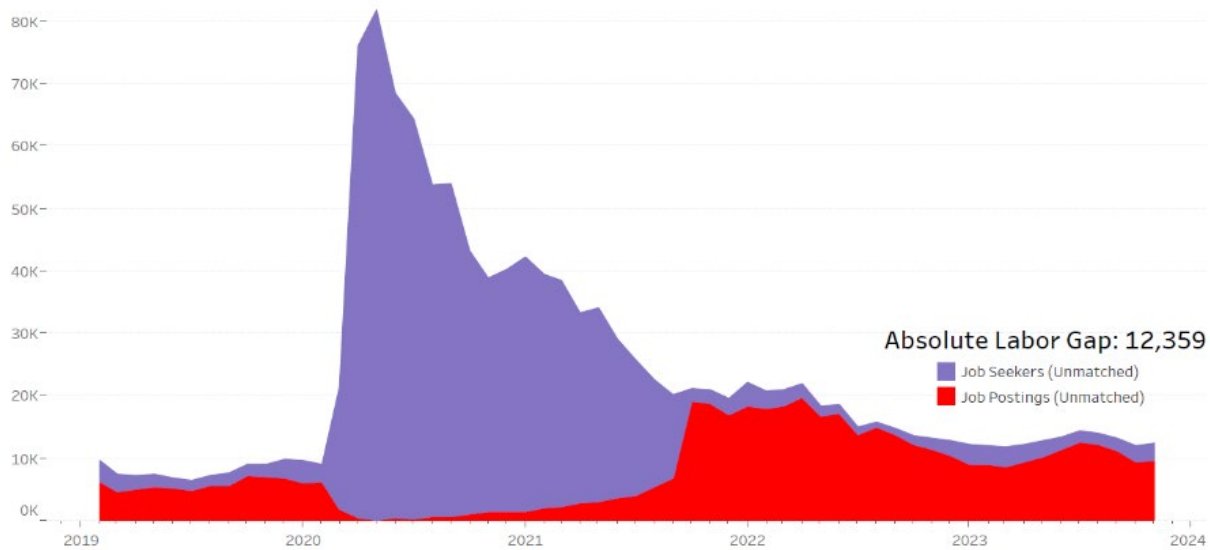
A high absolute labor gap, driven in this case by a surfeit of unmatched job postings, presents a challenging climate for recruitment and can exacerbate retention problems as employers compete for specific talent. Paradoxically, for job seekers with unmatched opportunities, the market can feel limited and overly competitive.

Strengths and Opportunities for Growth in Services

The Pierce County WDB continues to collaborate with our local businesses, educational systems, economic development, and industry associations to better understand the current knowledge and skills needed, as well as the future needs of employers. We assess and respond to the following on an ongoing basis:

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

Major Strengths

One of Pierce County's biggest assets is the diversity and lived experience of our residents. There are many job seekers who come to us with transferable skills that they're not even aware of. Our system providers often help job seekers identify these skills and use them to elevate to new career opportunities, connecting these skills with the needs of Pierce County's workforce development system. In addition, we have many industries in which workers can attain living wage careers, and we have strong post-secondary training programs that provide job seekers and workers with the technical competencies required for those careers. In addition, our system has increased coordination of and access to services through our Memorandum of Understanding (MOU) partnership, affiliate, and connection WorkSource sites, as well as the Common Referral System.

Opportunities for Improvement

We plan to continue our work developing holistic employer assessments, capturing demand for emerging skills and credentials, and integrating that data with job seeker preferences.

This is a continued opportunity for improvement, given that official data is often collected and aggregated without context and through classifications that don't reflect the changing dynamics of the workforce. We're working to address this through several strategies, including migrating our business services data to standardize structure and extend data access, collecting and integrating job seeker career readiness and preference data, and increasing engagement with industry trade councils.

Cost of Living (Consumer Price Index) vs. Hourly Wages (Private Average Earnings)
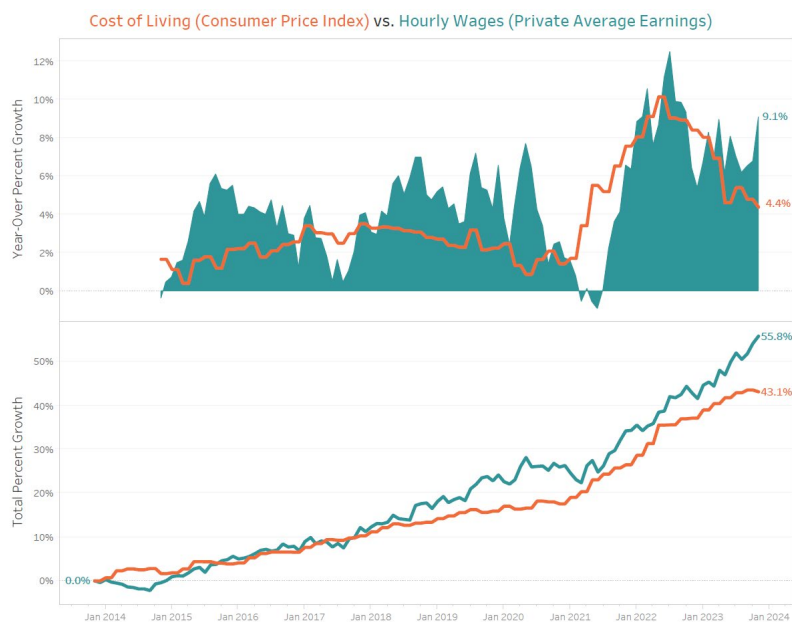
Another challenge is the cost of living in Pierce County, which is about 21% higher than the national average, though only 2% higher than the statewide average. Lower regional wages coupled with the high cost of living presents as a burden for workers in the region who have much lower purchasing power relative to the state and national averages ($54K vs $71K and $70K respectively). However, in recent months, Pierce County has seen the growth in private hourly wages outstrip the increases in the regional consumer price index.

	Annual Average Salary	Cost of Living Index (Base US)	US Purchasing Power	Cost of Living Index (Base Pierce County, Washington)	Pierce County, Washington Purchasing Power
Pierce County, Washington	$65,228	120.9	$53,952	100.0	$65,228
Washington	$84,569	119.7	$70,626	99.0	$85,387
USA	$70,318	100.0	$70,318	82.7	$85,014

Source: JobsEQ®
Cost of Living per COLI, data as of 2023Q3, imputed by Chmura where necessary.
Total - All Industries, Total Employment, Pierce County, Washington

2. Regional Sector Strategies

Healthcare	Social & Human Services	Transportation, Warehousing & Logistics
Employment: 34,538	Employment: 19,231	Employment: 18,769
Annual Demand: 3,413	Annual Demand: 2,822	Annual Demand: 2,468

Construction
Employment: 21,694
Annual Demand: 2,054

Manufacturing
Employment: 9,036
Annual Demand: 978

IT
Employment: 6,565
Annual Demand: 543

Green Industries
Employment: 4,737
Annual Demand: 448

Identification & Prioritization

WorkForce Central has eight strategic sectors, each comprised of priority industries and occupations: Construction, Healthcare, IT (across sectors), Manufacturing, Transportation, Warehousing & Logistics, and – adding new industries based on future demand and growth – Green Economy, Maritime, and Social & Human Services.

Key examples highlighting the work of these sector partnerships include the following:

- The Pierce County Behavioral Health Consortium was formed in partnership with 15 behavioral healthcare providers and partners brought together by WorkForce Central to address ongoing needs to support this workforce.
- The WDB works with education, training, and business partners to offer Earn and Learn opportunities in our priority sectors to ensure people who are underemployed are supported through training pathways in each of these industries.

As of Q3 2023, we had 118 priority industries and occupations, reflecting over 115,000 workers and nearly 13,000 projected annual employment opportunities.

We update the component industries annually, using historical 5-year growth and current employment, to prioritize the industries and occupations included in these target sectors. Industry and occupation analysis also includes:

- Projected job growth
- Importance to Pierce County and the Puget Sound region
- Current industry-specific partnerships, initiatives, and training in and near Pierce County
- Level of industry representatives' interest and engagement
- Opportunity for significant, positive impact (e.g. skills gaps or training needs identified)
- Currently available career pathways
- Wage potential and job quality metrics
- Incumbent workers' needs
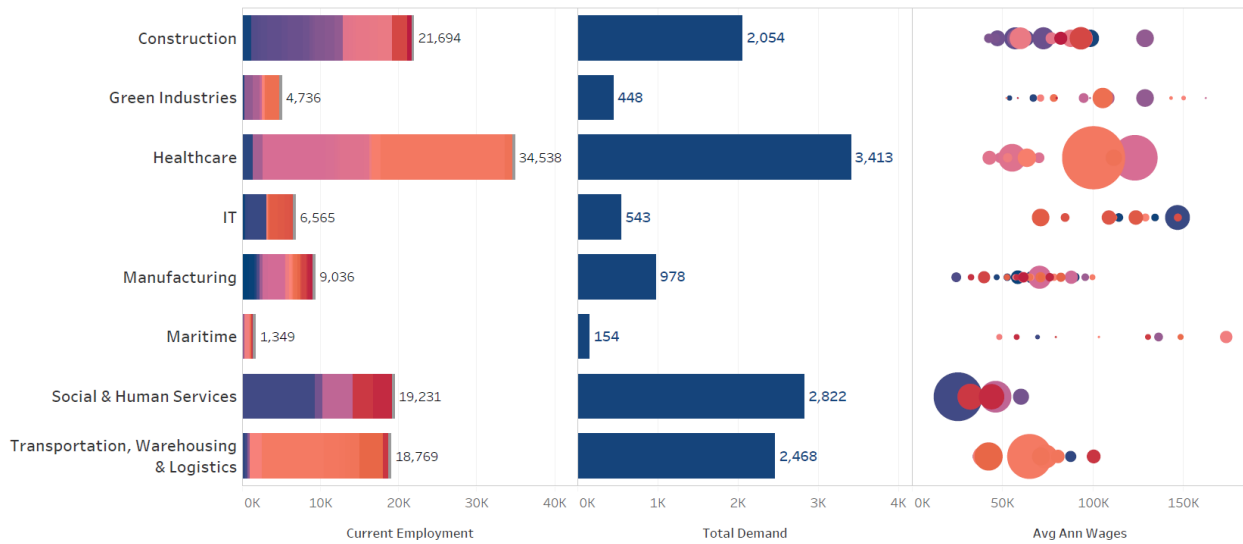
Collaborative Approaches

A good part of our strategy is to stay in contact and discuss the plan for sectors. We collaborate with partners working with in-demand sectors and occupations. We get stakeholder buy-in by hearing their ideas and challenges and working on them together. The WDC and WorkForce Central's Executive Board continue to partner with the Economic Development Board for Tacoma–Pierce County, the Tacoma-Pierce County Chamber of Commerce, Port of Tacoma, Puget Sound Regional Partnership, Economic Development Departments of municipalities, other economic development leaders, and our education partners to determine the high-demand sectors for the county. Our continued collaborative model shows the benefits of a coordinated and unified approach to workforce development.

Regional Service Strategies

The Pierce County WDB and system partners continue to leverage each other's expertise and resources to assist all eligible individuals in securing living-wage jobs. We are focusing on eight priority populations. These include:

- Black, Latino/a/e, Indigenous, Asian American, Pacific Islander, and other identifying communities of color
- People experiencing poverty

- People with disabilities
- People experiencing homelessness
- Young people who are not connected to education or work
- Justice-connected individuals
- Transitioning military, veterans, and military spouses
- People who are dislocated from work, experienced layoffs, and face barriers to re-employment

Our strategies to engage these populations include targeted workshops and events in addition to tailored services and targeted outreach. We also work with system partnerships to foster connections and engagement with providers with a service focus representing these priority populations. We still collaborate with other WDB regions when opportunities arise to align resources to meet our communities' needs. In all cases, strategies funded with WIOA Title I and non-WIOA investments are offered based on the needs, interests, and abilities of each customer.

Cooperative Agreements

The Pierce County Workforce Partnership recognizes that no single entity can successfully pursue these high-level goals by operating in a silo. We understand that support does not look the same for everyone, nor does the path towards self-sufficiency. There are numerous outputs and outcomes that lead to these goals, and each partner in this agreement has an important role to play in working alongside individuals and employers towards success.

To reach these goals, we must commit to a set of System Integrators and Workforce Services, recognizing that we have greater potential for impact working together than we do alone. The "System Integrators" are our streamlined efforts that are generated through a series of partnership meetings and collaborative efforts representative of our growing system partnership and continuously improved upon annually:

1. **Common Referral System**
   The Pierce County Workforce Partnership shares a strong commitment to getting individuals and employers to the agency or program where they will be best served. During the first iteration of this partnership, a Common Referral System was piloted with the aim of establishing a streamlined, electronic means of making referrals across agencies and limiting the amount of duplicative information that individuals are required to share each time they are referred. The Workforce Partnership is committed to strengthening that system over the next three years, removing barriers to access to include additional agencies in the user pool and building robust assurances to create "closed loop" mechanisms that ensure referrals receive immediate follow-up and that the referring agency is made aware that follow-up occurred. The Common Referral System is not simply an electronic mechanism for referral but is also a network of agencies and programs committed to better understanding the work each partner does so that meaningful referrals can be made through whatever means necessary.

2. **Common Data Collection Systems**
   Where appropriate and possible, the Workforce Partnership commits to prioritizing shared data collection strategies to assess the impact of services across partners, increase the value and quality of services, and reduce barriers to participation for community members. For WorkSource Pierce partners, this includes a shared customer satisfaction data collection and analysis system.

3. **Cross-Agency Professional Learning**
   The Workforce Partnership commits to jointly identify common priorities and competencies for investment in cross-agency training to ensure community members and employers are met with a continuously improving, high standard of service across the partnership. This includes the following priorities identified by partners: Anti-Racism and Equity, Integrated Service Delivery, Human-Centered Design, Trauma-Informed Practices, and additional priorities as they arise.

4. **"No Wrong Door" / Streamlined Entry System for Employers**
   The Workforce Partnership will continue streamlining points of entry for employers to reduce fatigue and confusion for businesses engaging across the system. This commitment will involve balancing the vision for a "single point of contact" workforce system for employers while recognizing the value of relationships with employers that have been established by programs across the partnership. This is a commitment to continuous improvement to ensure businesses experience "no wrong door" to engaging with workforce partners and ongoing efforts to streamline where information can be found and how to connect.

5. **Shared Knowledge of Network and System**
   The Workforce Partnership recognizes a need for a greater collective understanding of the services provided across partners and the nuances those entail. Strengthening this shared knowledge reduces duplication, bridges gaps in services, and ensures community members and employers have their needs fully met. Strategies may include a developed workforce system "map," visual, or hub where information is interactive, shared, and kept up to date; investment in capacity for community-facing system navigation support; process mapping and subsequently reducing barriers to entry for community members and employers; additional strategies as identified by the Partnership.

6. **Human-Centered Design, Anti-Racism, and Equity in Services**
   The Workforce Partnership shares an unwavering commitment to examining and transforming policies and practices at program, agency, and system levels to design with, not just for, communities facing systemic barriers to employment. We will train ourselves and our teams to understand the implicit bias embedded in our thinking and our systems and work to eliminate that bias at every turn. We will ask individuals what they need before assuming we know best, and we will trust their lived experience and knowledge regarding what they need. We will reduce unnecessary barriers to entry

wherever possible, such as cumbersome enrollment processes, paperwork requirements, and intrusive, stigmatizing screening methods. Most importantly, we will view community members through an asset-based lens, understanding and making sure they understand the strengths they bring to the community and any potential work opportunity they may seek.

Coordination with Regional Economic Development Organizations

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

- Economic Development Board for Tacoma – Pierce County
- Pierce County Economic Development Division
- Tacoma-Pierce County Chamber of Commerce
- Puyallup-Sumner Chamber of Commerce
- City of Tacoma Community and Economic Development Department
- City of Lakewood Economic Development Department

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

A Business Solutions team member continues to be dedicated to the Economic Development Board for Tacoma-Pierce County (EDB) and is to work jointly in areas of workforce development. This staff member continues to respond to EDB business referrals for workforce services, assists with the recruitment of new businesses into Pierce County by providing research, and writes specialized reports and studies. The staff member also provides similar services to the Pierce County Economic Development Division and the City of Tacoma. Our staff still advocates for and leverages resources for additional job training and development opportunities for new and incumbent workers. This integration enables the coordination of comprehensive workforce services for new and expanding employers to create jobs in our region.

The Pierce County WDB continues to stay connected, integrated, and engaged with employers and partners with regional and local economics, workforce, and education entities to ensure continued prosperity and growth.

Coordination of Transportation and Other Support Services

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

will expand and improve to meet future needs.

The Puget Sound Regional Council (PSRC) represents King, Kitsap, Pierce, and Snohomish counties. The PSRC works with local governments, businesses, and citizens to work towards a common vision for the Central Puget Sound region's future. The four-county area was home to 4,311,921 in 2022, projected to grow to nearly 5 million by 2030. Approximately 2,310,721 people were employed in the Puget Sound region in 2022, including military personnel, which increased by 68% in Pierce County over the past decade. Over 900,000 people were employed in service jobs in 2024.

The rate of growth continues to outpace the region's housing and transportation capacity; it is still clear to anyone living or traveling throughout the Puget Sound region that transportation is still inadequate. Among the 2,258,207 workers 16 and over in 2022, 57.4% drove alone to work, 8.2% carpooled, 4.5% used public transportation, 24.7% worked at home, and the rest walked, biked, or used another means of transportation to work.

COMMUTING TO WORK	Pierce 2,012	Pierce 2,022	Change	King 2,012	King 2,022	Change	Kitsap 2,012	Kitsap 2,022	Change	Snohomish 2,012	Snohomish 2,022	Change
Workers 16 years and over	371,032	454,905	83,873	1,035,105	1,239,443	204,338	114,764	132,744	17,980	354,832	431,115	76,283
Car, truck, or van -- drove alone	290,136	313,166	23,030	665,828	627,973	(37,855)	78,589	84,688	6,099	270,129	271,117	988
Car, truck, or van -- carpooled	38,254	47,277	9,023	108,421	81,425	(26,996)	9,313	15,161	5,848	38,350	41,780	3,430
Public transportation (excluding taxicab)	11,216	7,896	(3,320)	118,928	78,452	(40,476)	10,352	5,173	(5,179)	18,949	11,166	(7,783)
Walked	8,991	11,901	2,910	49,026	47,972	(1,054)	4,927	6,511	1,584	6,191	8,213	2,022
Other means	6,547	6,107	(440)	29,656	26,064	(3,592)	3,141	3,015	(126)	3,976	5,794	1,818
Worked at home	15,888	68,558	52,670	63,246	377,557	314,311	8,442	18,196	9,754	17,237	93,045	75,808

With projected population and employment growth, both regional and local transportation solutions are needed.

Regional Cost Arrangements

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

Regional Performance Negotiation & Evaluation

Pierce County WDB will fully participate in ongoing discussions with state workforce development leadership in negotiating local performance accountability measures. As a member of the Washington Workforce Association, we will continue to take part in WWA meetings that include discussions and negotiations of performance targets. The Pierce County WDB provides specific input into targets proposed for the Pierce County workforce development area based on local economic conditions and the demographic characteristics of

participants served. We analyze local and cross-regional data to inform reasonable performance targets, including, but not limited to, industry trends, educational attainment, and median earnings.

Local data supplements data included in the regression model used to develop final targets to be negotiated with the U.S. Department of Labor. WorkSource Pierce partners record and track all participant activities and program services in the State Efforts to Outcomes database and comply with federal and state accuracy and timeliness standards to ensure data integrity for reporting purposes.

SECTION III

Local Component of Plan

Strategic Vision and Goals

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

High-Performing Board Objectives

To ensure county-wide alignment among service providers and agencies to increase access to the resources for the community, the Pierce County system partners have agreed upon three strategic priorities with actionable and measurable outcomes:

1. **Strengthen the use and effectiveness of the Pierce County Common Referral System by facilitating a workgroup focused on continuous improvement and increased use of the Common Referral System.**

- Implement tracking mechanisms for receipt of referrals and subsequent services provided.
- Integrate mechanisms for individuals to make self-referrals into the system.

2. **Strengthen alignment across partner organizations in the workforce system to reduce barriers and increase access to job seekers and businesses by facilitating a system partner network and driving the group toward shared equitable outcomes.**

- Build a comprehensive workforce development communications plan and strategy between partners to reduce silos and information.
- Develop a shared tracking system between business solutions partners to ensure alignment and reduce duplication in business outreach and support.
- Develop a plan to assess the efficacy of current WorkSource sites.
- Develop and implement an expansion plan for WorkSource sites within and outside of Tacoma.
- Determine and implement a more robust model for integrated service delivery.

3. **Prioritize shared training for human-centered equitable service delivery across partners by continuing facilitation and funding networks of community members with lived experience facing barriers to employment to co-design workforce services.**

- Measure impact through an equity lens, disaggregating data across outcomes, and adjust strategies based on equitable impact across the system.
- Launch an annual Lens of Equity Summit.
- Establish an annual Workforce System Provider Conference for service providers focused on quality, equitable, human-centered service delivery.

Expanding Access

We target outreach to eligible individuals with employment barriers by doing the following:

- Resource events such as Collaboration for a Cause, Layoff Aversion Sessions, Job Club, Trendz Youth Resource Events, and WorkSource Orientation General Information Service Sessions.

- Hiring events in partnership with ESD and WFC's Hire Pierce County Job Fairs.

- WorkSource Pierce Job Board (includes paid internship opportunities).

- Campaigns on social media, iHeart media, billboards, public transit, etc.

- Partnership with JBLM to operate the Spouse Ambassador Program, assisting military spouses with paid work experience opportunities.

- Providers co-locating at community partner sites serving priority populations, including Department of Social & Health Services, Tacoma Housing Authority, Tacoma Community House, Pierce County Library System, The REACH Center, Willie Stewart Academy, Coffee Oasis, Puyallup Mall, etc.
- Partnership with local career & technical colleges to provide training and education navigation services for job seekers, including High School Diploma completion, GED, education & training opportunities, and military transition services.

Education Coordination

The WDB participates in industry workgroups (sector partnerships) to help identify industry training and skills needs and develop certification pathways. We have continued partnerships with colleges in developing pathways that meet job seeker needs.

We also fund a Navigator position for the Basic Education for Adults (BEdA) and Workforce Education programs, a position that works out of Tacoma Community College and helps people find programs to reach their education goals and get into high-demand jobs. In addition, the WorkSource Pierce One-Stop Center holds a variety of workshops each month focusing on FAFSA application assistance and an adult high school diploma program.

With the Good Jobs Challenge, our WDB has partnered with Bates Technical College and Clover Park Technical College to support student outcomes, both persistence and industry employment, for participants enrolled in manufacturing and construction courses.

Career Pathways & Credentials

In an effort to better present career and training opportunities within Pierce County, WorkForce Central has developed and recently launched a new career pathways application for demo use and feedback among workforce system partners. This tool is intended to help job seekers find and learn about different career opportunities. Blending local labor market data with regional training and post-secondary award data from the National Center for Education Statistics and Eligible Training Provider List, job seekers can take their exploration to the next level with direct connections to training and education.

Over the next four years, we plan to continue our work with this tool, expanding career classifications and laddering jobs to better articulate progressive career pathways.

Employer Engagement

We engage employers in Pierce County by doing the following:

1. **Facilitating Engagement of a Diverse Range of Employers**
   - Working with the Tacoma-Pierce Chamber of Commerce and the Puyallup-Sumner Chamber of Commerce
   - Upcoming work funding Business Navigators at Mi Centro and the Black Business Accelerator
   - Community outreach by engaging locations in Pierce County where small or diverse businesses are located

2. **Creating Supportive Business Climates and Livable-Wage Jobs**
   - Creating job opportunities in manufacturing and construction with the Good Job Challenge
   - Strengthening of relationships with college partners
   - Making use of Pierce County funding to support Behavioral Health/Mental Health work
   - Adoption of Self-Sufficiency Standard and promotion of Wage Data

3. **Coordinating and Integrating Local Workforce Investment Activities and Economic Development Programs**
   - WorkForce Central's partnership with the Port of Tacoma exemplifies a strategic alignment of workforce investment and economic development programs, optimizing resource utilization and enhancing system cohesion. This is pivotal in expanding access to recognized, industry-aligned credentials, with a strong focus on practical, paid learning opportunities in key sectors like maritime, trade, construction, and logistics in Pierce County. This collaborative effort ensures job seekers, especially from the Asian American and Pacific Islander communities, benefit from valuable paid internships and work experiences, thus fostering equitable access to career advancement.

4. **Promoting Entrepreneurial Skills Training and Microenterprise Services**
   - Small business engagement
   - Community Reinvestment Fund
   - Reskill-Upskill opportunities
   - Funding equipment for small businesses
   - On-the-job training for microentrepreneurial for hiring into living-wage jobs

5. **Implementing Initiatives to Meet the Needs of our Region's Employers**
   - Increased Incumbent Worker Training Fund
   - Implementing industry sector subject matter expert strategy
   - Small Business Navigators (resource)
   - Integrated Business Service Delivery
   - Sectoral convenings to co-create with industry

One-Stop System

Dedicated to cultivating a workforce that is both dynamic and responsive, we adopt a comprehensive strategy in workforce development. Central to this strategy is the reliance on data-driven analysis to tailor training programs to the evolving needs of the industry, coupled with the establishment of robust performance metrics for training providers and active engagement with employers to align programs with both present and future industry requirements. Our focus extends to maintaining high-quality standards, fostering continuous professional development, and integrating cutting-edge teaching methods and technology. Emphasizing inclusivity and accessibility, we make concerted efforts to reach and support underserved segments of the community. Through collaborative partnerships and robust feedback mechanisms, we bolster our efforts, ensuring ongoing refinement and transparency of our programs. This all-encompassing approach is aimed at equipping our workforce with essential skills for success in a rapidly changing job landscape, thereby enhancing our community's economic resilience and adaptability.

In our endeavor to build a workforce that is both agile and responsive, we embrace a comprehensive approach to workforce development. This approach is anchored by a data-driven analysis that aligns training with the shifting demands of the industry, the setting of definitive performance metrics for training providers, and a deepened engagement with employers to ensure training programs are in sync with both current and future industry needs. We are committed to ensuring quality assurance, ongoing professional development, and the incorporation of innovative instructional methods and technologies. Our strategy also underscores the importance of accessibility and inclusivity, particularly in reaching and supporting marginalized communities. Our efforts are fortified by collaborative partnerships and a robust system for gathering feedback, which guarantees continual enhancement and transparency in all our initiatives. This holistic strategy is tailored to equip our workforce with the vital skills needed to excel in a constantly evolving job market, reinforcing our community's competitive edge and ability to adapt in an ever-changing economic landscape.

Data-Driven Analysis
- Collect and analyze data on job market trends, employer needs, and the skills gap in the local economy
- Use this data to inform providers about the areas where training and curriculum need to evolve to align with industry requirements

Provider Performance Metrics
- Establish clear, outcome-based performance metrics for training providers. These metrics would be centered around job placement rates, retention rates, and earnings increases.
- Implement a continuous feedback loop, where providers are regularly assessed and given constructive feedback based on these metrics

Employer Engagement
- Foster strong partnerships with local employers to ensure training programs are tailored to the current and future needs of the industries
- Encourage employer input into curriculum development and provide opportunities for on-the-job training, apprenticeships, and internships

Quality Assurance
- Regularly review training programs for quality and relevance, ensuring that they meet or exceed industry-recognized standards and certifications
- Work with state and national accrediting bodies to maintain high standards for all eligible providers

Professional Development
- Offer ongoing professional development opportunities for the staff and faculty of training providers to keep them abreast of the latest teaching methods and industry technologies
- Promote a culture of lifelong learning and continuous improvement among providers

Innovation and Technology Adoption
- Encourage providers to incorporate innovative teaching methods and technologies that can enhance learning outcomes and better prepare workers for the modern workplace
- Support the development and implementation of digital skills training across all programs

Access and Inclusion
- Ensure that training programs are accessible to all members of the community, including those with disabilities, veterans, and other underserved populations
- Work to remove barriers to training and employment by offering support services such as childcare, transportation, and career counseling

Collaborative Partnerships
- Cultivate a network of collaborative partnerships between providers, community organizations, and public agencies to leverage resources and expertise
- Use these partnerships to create more comprehensive and integrated training and employment services

Feedback Systems:
- Implement systems to gather feedback from employers, workers, and job seekers about their satisfaction with the training providers and the relevance of the skills learned
- Use this feedback to make continuous improvements to programs and services

Transparency and Communication:
- Ensure transparency in the performance of providers through regular reporting to stakeholders
- Communicate success stories and best practices across the network of providers to inspire and promote high standards

By executing these strategies, we will create a dynamic and responsive workforce development system that not only meets the immediate needs of local employers and the workforce but also anticipates and adapts to the future trends of our local economy. This proactive approach is essential in ensuring that our community remains competitive and that our workers are equipped with the skills necessary to thrive in an ever-changing job market.

We are dedicated to enhancing the accessibility of our one-stop delivery system, focusing on reaching remote areas through innovative approaches. Our strategy includes establishing access points in community venues such as libraries and schools, where individuals can connect to our services online, and forming partnerships with local organizations to integrate workforce services into existing community networks. Collaborating with public service agencies, we aim to create a seamless, integrated service experience, reducing the need for numerous in-person visits. Awareness of these services is being boosted through targeted marketing campaigns across various media channels. Additionally, we place a high emphasis on collecting and responding to feedback from our service users, ensuring our offerings are tailored to meet the specific needs of each community. This comprehensive strategy is designed to break down geographic barriers and make employment and training opportunities accessible to all community members.

Outreach and Community Access Points:
- Establish access points in community centers, libraries, and schools where individuals in remote areas can go to use computers and internet services to connect with one-stop services
- Partner with local organizations to offer workforce services at their locations, thereby leveraging existing community networks

Cross-Agency Collaboration:
- Work collaboratively with other public service agencies (like public libraries, education institutions, and social services) to integrate service delivery and facilitate referrals, reducing the need for multiple in-person visits

Highly Accessible locations
- Create easily accessible locations that are within the community, such as malls, community centers, and partner locations. These locations reduce travel time and expense and provide full services of the traditional One-Stop Center.
- Use these centers for scheduled in-person services, such as job coaching, interviewing workshops, and employer services

Marketing and Awareness Campaigns:
- Implement targeted marketing campaigns to raise awareness in remote communities about the available services and how to access them
- Use local media, social media, mail-outs, and community events to inform and engage the public

Feedback Loops and Service Adaptation:
- Regularly collect feedback from service users in remote areas to understand their challenges and needs
- Adapt services based on this feedback to ensure they are user-friendly and meet the needs of the community
- By embracing technology and creating strategic partnerships, we can overcome geographical barriers and extend the reach of our one-stop delivery system. This inclusive approach ensures that all community members, regardless of their location, have access to the tools and support they need for employment and training opportunities.

To fortify the link between the one-stop delivery system and the Unemployment Insurance (UI) program, we have initiated a series of cohesive strategies. This encompasses establishing a unified intake process to facilitate smooth access to one-stop services and merging UI services within these centers for streamlined support. Additionally, we have focused on cross-training our staff to enhance their ability to guide customers effectively. Our efforts also include crafting collaborative communication strategies to highlight the interplay between different services, improving data-sharing protocols, and establishing partnerships with industries facing worker shortages to tailor our training programs accordingly. Key elements of our strategy also involve proactive engagement with UI claimants and offering specialized workshops that concentrate on vital skills such as resume crafting and interview skills. These holistic actions aim to boost job prospects for UI claimants and provide comprehensive access to essential services required for successful reintegration into the workforce.

Integrated Service Delivery
- Create a coordinated intake process that identifies customer needs from the onset and seamlessly connects them to relevant one-stop services
- Integrate UI and partner services into the one-stop centers, allowing claimants to access job search assistance, career counseling, and training opportunities under one roof

Cross-Training Staff
- Educate WorkSource Center staff on the full range of one-stop services so they can effectively refer claimants to additional support and training opportunities

Joint Communication Strategies
- Develop joint outreach materials that explain one-stop services, emphasizing how they complement each other

- Use consistent messaging across both programs to reinforce the availability of comprehensive support

Data Sharing
- Allow for the exchange of relevant data between UI and one-stop programs while maintaining privacy and security standards

Employer Partnerships
- Foster relationships with industries that have a high demand for workers, aligning one-stop training programs with these sectors to improve claimants' job prospects

Proactive Outreach and Engagement
- Conduct proactive outreach to UI claimants and external customers to inform them of available one-stop services and encourage early participation
- Offer workshops and seminars that are tailored to the needs of customers, addressing topics such as resume writing, interview preparation, and job search strategies in the current market

Through these strategies, the one-stop delivery system can enhance its support for UI claimants, improving their employment outcomes and ensuring they have access to the full range of services they need during their transition back into the workforce.

Section 188 Compliance

As a workforce development expert, ensuring compliance with Section 188 and the Americans with Disabilities Act (ADA) within the one-stop delivery system is crucial to creating an inclusive environment that serves all individuals effectively, including those with disabilities. The structured approach we will use to achieve this includes:

Assessment and Planning
- Conduct a comprehensive audit of current facilities, programs, services, technology, and materials to identify barriers to accessibility
- Strategic plan to address identified barriers that align with Section 188 and the ADA requirements. In conjunction with Local and State EEO officers

Facility Accessibility
- Ensure physical accessibility of all entryways, workspaces, and service areas, including adequate signage, ramps, and accessible restrooms
- Implement universal design principles to make the environment usable by as many people as possible

Programmatic Accessibility
- Ensure that programs and services are designed to accommodate various disabilities,

including sensory, cognitive, and motor impairments
- Modify policies and procedures to eliminate barriers and provide reasonable accommodations as needed

Technology and Materials
- Adopt accessible technologies and ensure that websites, digital content, and learning materials meet guidelines
- Provide materials in alternative formats, such as large print and audio descriptions.
- Identify additional technology needs to enhance the customer experience

Staff Training
- Provide regular training to staff on disability awareness, ADA compliance, and strategies for effective communication and accommodation
- Include training on assistive technologies and customized employment strategies

Support Systems
- Implement a feedback system for individuals with disabilities to report accessibility issues and suggest improvements
- Establish partnerships with local disability organizations to provide expertise and guidance

Monitoring and Evaluation
- Develop a monitoring system to ensure ongoing compliance and adjust as necessary
- Regularly evaluate the effectiveness of the accessibility measures and update training and resources accordingly

Public Notice and Communication
- Clearly communicate the commitment to non-discrimination and accessibility through public notices
- Ensure that all communication about programs and services is available in accessible formats.

Continuous Improvement
- Foster a culture of continuous improvement that values feedback and actively seeks to enhance accessibility.
- Keep abreast of advances in accessibility standards and technologies to continually update practices.

By implementing these steps, operators and partners within the one-stop delivery system can create an environment that not only complies with legal requirements but also truly serves and empowers individuals with disabilities.

Aligning One-Stop Partner Roles & Resources

In our quest to improve the effectiveness of the one-stop delivery system, we are focusing on a strategic realignment of our partners' roles and resources. This realignment involves setting shared goals for a unified direction, defining the specific roles and skills of each partner within the system, and efficiently utilizing shared resources to enhance the system's capacity.

Our method includes integrated service delivery, capitalizing on the diverse expertise of our partners, and utilizing cross-functional teams for all-encompassing services. We are dedicated to joint training and professional development initiatives that encourage a cooperative environment, setting shared performance metrics for transparency, and establishing strong communication and data-sharing practices.

Furthermore, our cooperative endeavors include joint marketing campaigns and a steadfast commitment to continual innovation and growth through consistent partner collaboration and knowledge exchange. This all-encompassing approach aims to amplify the impact and functionality of the one-stop system, showcasing a cohesive effort that harnesses the collective strengths of all involved parties.

Identifying Common Goals
- Align partner programs around these common goals to ensure a unified direction and purpose

Role Clarification
- Clearly define the role of each partner in the one-stop system, including their core competencies and the specific services they provide

Resource Mapping and Sharing
- Develop agreements for sharing these resources, such as co-locating staff or pooling funds for shared services, to optimize the system's overall capacity

Integrated Service Delivery
- Design service delivery models that integrate the expertise of different partners, such as co-enrollment in multiple programs where appropriate
- Use cross-functional teams to provide holistic services to job seekers and employers

Joint Training and Professional Development
- Implement cross-training among partners to enhance understanding of each other's services and foster a collaborative culture
- Create professional development opportunities that are accessible to staff from all partner organizations

Performance and Accountability
- Agree upon common performance metrics that reflect the contributions of all

partners and the effectiveness of the system as a whole
- Hold partners accountable for their commitments and contributions, with regular reviews and adjustments as necessary

Communication and Information Sharing
- Develop protocols for communication and information sharing among partners, respecting confidentiality and privacy regulations

Joint Marketing and Outreach
- Collaborate on outreach and marketing efforts to raise awareness about the one-stop system and its services
- Present a unified brand and message that encompasses the contributions of all partners

Continuous Improvement and Innovation
- Establish processes for ongoing collaboration, including regular partner meetings, joint planning sessions, and shared professional development
- Encourage innovation by sharing best practices and exploring new ways to combine resources for improved service delivery

Rapid Response

- Work around layoffs by holding virtual sessions monthly
- In-person sessions at employer location
- Hosting multiple sessions at multiple sites as needed
- Adding other supports such as healthcare and food to session presentations
- Coordinated with state efforts to support multi-regional layoff prevention/response efforts
- Added review for supply chain impact
- Aligned engagement with economic development partners

Supportive Services

- WorkForce Central partnered with Pierce County to provide Stabilization Training & Employment Program (STEP) participants with County and other funded bus passes.
- We utilize the Common Referral System to refer participants to community resources when applicable.
- We utilize WIOA funds to provide support services for transportation, including gas, bus tickets/ORCA cards, car insurance/registration, and repairs.
- Participants are offered Employee Member Assistance Program (EMAP) services.
- We co-enroll participants with other programs (including DW/TAA, EcSA, QUEST) to leverage funds to assist with tuition, books, supportive services, etc. when applicable.

Title II Coordination

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

As verified by the Washington State Board for Community and Technical Colleges and shown in the table below, the following Adult Basic Education (ABE) programs are provided at all four Pierce County colleges.

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

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

These organizations have partnered since 2001 to implement and coordinate ABE programs and supporting strategies, with the goal of raising basic skills while linking education and training to career goals.

An excellent example is Washington's Integrated Basic Education and Skills Training Program (I-BEST) which enables concurrent job training and basic skills training in reading, math, or English language. Pierce County's community and technical colleges have embraced I-BEST, with 25 programs in multiple career pathways, as shown below (per WA State Board for Community and Technical Colleges).

College	I-BEST Programs	Career Pathway
Bates Technical College	Biomedical Service Technician	Allied Health
	CNC Machinist	Manufacturing & Production

	Diesel & Heavy Equipment Technology	Transportation (Aviation & Auto Mechanics, CDL)
	Electronic Equipment Service Technician	Trades
	Facilities Manager	Trades
	Machinist	Manufacturing & Production
	Practical Nurse	Allied Health
Clover Park Technical College	Automotive Technician	Transportation (Aviation & Auto Mechanics, CDL)
	Construction Trades Pre-Apprenticeship Program	Trades
	Fundamental Skills for Manufacturing & Engineering	Manufacturing & Production
	Nursing Assistant Certificate	Nursing
	Pharmacy Technician Certificate	Allied Health
	Practical Nursing Certificate	Nursing
Pierce College	Early Childhood Education	Childcare & Education
	Integrated Business Technology	Business/Clerical (Office) Skills
	Nursing Assistant Certified	Nursing
Tacoma Community College	Accounting Office Associate	Accounting
	Associate in Arts or Associate in Science JumpStart	Academic/Transfer
	College & Career Pathway Academy	Academic/Transfer
	Early Childhood Education (Initial Cert)	Childcare & Education
	Emergency Medical Technician	Allied Health
	Help Desk Certificate	Information Technology
	Medical Registration & Admissions Specialist	Business/Clerical (Office) Skills
	Medical Scribe	Allied Health
	Nurse Assistant - Certified	Allied Health

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

Our history of partnership has facilitated discussions with our ABE partners in which the need for an ABE Programs Navigator was identified. WorkForce Central has been reviewing this process since the Navigator left. The ABE Navigator works to ensure that adults without a high school diploma or equivalent receive information about programs, refers them to local programs at the colleges and other organizations that offer ABE, and helps individuals connect and enroll if needed. The Navigator also shares information about other local resources and services people might need. We are looking at updating this process.

Cooperative Agreements

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

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

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

Procurement

- Planned Requests for Proposals are publicized 4-6 weeks prior to formal release via email, social media, and WorkForce Central's website to maximize applicants' time to consider the opportunity, begin planning, develop partnerships, etc.

- We converted to online proposal submission, which is easy to access and use and reduced required proposal attachments from at least eight to only one.

- We increased the number and depth of proposal questions related to diversity, equity, access, and inclusion of persons with lived experience in service development and delivery, with correspondingly increased weight in proposal scoring.

- Information and proposal questions are vigorously reviewed in every Request for

Proposals with the aim of using clear, accessible, and person-centered language and requesting only necessary information.

- We seek people with personal and/or professional lived experience relevant to the Request for Proposals to review and score proposals.

- Coaching and information provided to proposal reviewers help them focus on the content of responses when scoring proposals rather than scoring based on writing quality that may be affected by limited English language skills, minimal proposal development experience, or other factors.

Training Services

We have worked to give customers more choices by strengthening our annual Paid Internships Program with key partnerships with Pierce County and the Port of Tacoma. This program offers a wide range of internship experiences across the region, supporting its growth and providing young adults with meaningful opportunities. It also benefits local businesses by establishing mentorship connections and creating a talent pipeline for the future workforce. This initiative not only enhances professional growth for young adults but also strengthens our community's economic foundation by seamlessly connecting youth with local businesses.

In addition, our Incumbent worker program is designed to aid businesses in funding training that bolsters a competitive, productive workforce within Pierce County's robust economic ecosystem. We are investing in companies dedicated to worker advancement and business sustainability. Our goal is to support clear career progression by retaining staff through targeted reskilling or upskilling programs and providing employees with quality training that supports job growth and new skill acquisition. This encompasses education in new technologies, process improvements, or expanding service/product lines, aiming to avert layoffs by adapting employees to emerging industry demands, thus cementing a resilient and adaptable local economy.

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

When eligible training providers' lack of capacity limits customer choice and they are not able to enroll in the training they want on a timely basis or are otherwise required to choose another training program, WorkForce Central may resort to a competitively procured contract for increased capacity training. WorkForce Central contracts with training providers on the Eligible Training Provider List for increased capacity training.

If WorkForce Central identifies the need to expand the competitive procurement process to

other training providers, criteria are used to determine the demonstrated effectiveness of the training provider. These include financial stability and delivery performance with populations that are difficult to serve or reach.

Management Information System

- Employment Security Department has oversight of the Efforts to Outcome (ETO) Management Information System (MIS) replacement project.
- WFC provides onboarding and training to partners and subrecipients.
- WFC participates on committees to provide feedback, such as updating the Workforce Source Services Catalog, Data Correction for MIS Integration, and coordination of WorkSource Integrated Technology replacement communications.

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

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

We are also working on a common set of workforce skill standards, a one-system approach for business services, and a shared, integrated technology platform for data entry, applications, tracking, etc.

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

Equity

In 2020, the WDB and WorkForce Central sought to enhance how we delivered services to Pierce County communities, realizing we were not truly accessible and welcoming to all. Consequently, the Pierce County Community Engagement Task Force has evolved into the engagement and outreach arm of our WDB.

The Pierce County Community Engagement Task Force (PCCETF) was built by and for the community and is represented by numerous organizations across multiple sectors throughout Pierce County. The PCCETF is a genuine representation of the community and is engaged and committed to change.

Speaker's Bureau

The PCCETF Speaker's Bureau initiative engages an assembly of community members and leaders committed to making a tangible impact on real issues faced by the community we serve. The initiative places a strong emphasis on representation, ensuring that the voices of those directly affected by various challenges are at the forefront by distinguishing the diversity of lived experiences within the group. With a focus on building advocacy, the Speaker's Bureau actively works to amplify voices and create innovative initiatives that address the unique needs of the community. As a collaborative effort, the Speakers Bureau serves as a powerful catalyst for positive social change and community development.

Collaboration for a Cause

As a WDB, we recognize that we are one piece of the puzzle to bring economic mobility to all residents in Pierce County. We acknowledge that to truly serve our community as a whole, we must cast a wider net and listen to the authentic voices within it.

To address this need, the PCCETF holds a quarterly event series, Collaboration for a Cause, a dynamic initiative focused on fostering collaboration and community engagement. These events serve as a crucial platform, hosting job/resource events that provide valuable career pathways across diverse sectors such as basic needs, health, employment, education and training, youth ages birth to 24, seniors, veterans, and those with disabilities. It goes beyond the conventional job fair by piloting a referral system designed to seamlessly connect participants to vital resources, eliminating the barriers associated with navigating complex systems. By facilitating meaningful connections between individuals and resources, Collaboration for a Cause aims to empower the community and create lasting positive impacts.

Lens of Equity Summit

Our unique Community Engagement team is enhancing collaboration efforts throughout Pierce County systems and communities to create long-term, sustainable employment for our residents and rebuild trust among communities and networks by removing the implicit bias embedded within community engagement and workforce development. They are focused on

building a strong foundation that will be reciprocated throughout Pierce County.

This led to the creation and execution of the Lens of Equity Summit. The conference provided tangible tools and information on how to build healthy DEAI frameworks. Featuring keynote speakers, presentations, workshops, and educational resources, the summit showed how organizations, businesses, and individuals can be action-oriented in implementing equality work in Pierce County.

Our WDB and the Pierce County Community Engagement Task Force strive to uplift the achievements of life, starting with the core foundation and empathic understanding. We have created a multi-sector strategy that coordinates efforts to support major systems and providers using a joint assessment along with community voice to compare policies and best practices, as well as resource allocation for racial equity. We are refocusing the direct service community and what it looks like by redefining what accountability means.

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

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

The following standards are still important for WorkForce Central to follow:

1. Implement standardized questions in RFPs and RFQQs issued by WorkForce Central that require applicant organizations to explicitly describe diversity in their organization, commitment to equity and anti-racism, historical effectiveness in serving diverse populations, and detailed plans for serving diverse populations specific to the RFP or RFQQ

2. Implement standardized scoring criteria in RFPs and RFQQs that gives high weight to demonstrated values and effectiveness in equity, anti-racism, diversity, and inclusion

3. Require subcontractors to complete the Intercultural Development Inventory and work with them to address training and organizational practice and policy needs. WorkForce Central's Director of Community Engagement, who will soon be a certified Cultural Diversity Practitioner, will assist with this work. We can also contract with members of the Pierce County Community Engagement Task Force; two are certified Cultural Diversity Practitioners, and one is a Qualified Administrator of the Intercultural Development Inventory.

4. Provide high-quality, in-depth Black Anti-Racism Training to WorkForce Central and MOU partner organization staff by our Director of Community Engagement or members of the Pierce County Community Engagement Task Force certified as Cultural Diversity Practitioners

5. Examine WorkForce Central's hiring processes to encourage diverse applicants and support their success in the interview and selection processes. For example, this could include standardizing job descriptions to include diversity as a desirable qualification, requiring questions about professional experience working effectively with diverse populations, and awarding extra interview points for persons with lived experience of racism or other forms of oppression and marginalization.

6. Institutionalize a process by which the Executive Board and the Workforce Development Board provide oversight to and holds WorkForce Central accountable for equity and anti-racism work via formal presentation and approval of plans and activities

7. Initiate collaboration with county and city governments and community organizations to increase the number of minority- and women-owned businesses, racial and gender diversity of workforce professionals in Pierce County, and equitable investment in redlined communities

8. Work with the City of Tacoma's Office of Equity and Human Rights to expand the geographic scope of its Equity Index and use it as a tool to measure inequities and guide investment decisions

9. Build on our current use of local race/ethnicity employment data to increase dialogue with affected communities, more fully understand resource gaps, inform our investments, and evaluate real impact

Board Composition

- **Irene Reyes** (Chair)
  CEO and President, Excel Gloves & Safety Supplies

- **Robin Baker**
  Program Manager, Amazon Web Services

- **Taliesha Garrett**
  Chief of Staff, Eight Twenty-Eight Consultants

- **Tanya Imke**
  Executive Director, Puget Sound Orthopedics

- **Deanna Keller**
  Port Commissioner, Port of Tacoma

- **Bruce Kendall**
  President & CEO, Economic Development Board, Tacoma-Pierce County

- **Dale King**
  Superintendent/COO, Tacoma Rail

- **Mandy Kipfer**
  Supervisor, Department of Vocational Rehabilitation

- **Nathe Lawver**
  Political Director, Laborers International Union of North American Local 252

- **Ann Medalia**
  Vice President of Operations, TERRA Staffing Group

- **Rachael Pease**
  Vendor Diversity Manager, BN Builders

- **Jolita Perez**
  System Manager Workforce Development, MultiCare Health Systems

- **Jenna Pollock**
  Associate Dean, Clover Park Technical College

- **Dona Ponepinto**
  President & CEO, United Way of Pierce County

- **Dave Shaw**
  CEO Global Business Resources / Cyber Business Analytics

- **Demetria "Lynn" Strickland**
  Executive Director, Aerospace Joint Machinist Training Committee

- **Norton Sweet**
  Central South Regional Director, Employment Security Department

- **Deborah Tuggle**
  Owner, Bite Me, Inc.

- **Blaine Wolfe**
  Project Executive, Absher Construction Company

- **Lin Zhou**
  President Bates Technical College

SECTION IIII

Performance Accountability

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

1. Feedback from customers and workforce service providers showed the need for less duplication and more efficiency in referral and enrollment processes still holds true. We still use the Common Referral System in partnership with United Way's South Sound 2-1-1.

2. We use Job Seeker Comment Cards to gain feedback from Title I recipients about the quality and accessibility of services, analyze these, and respond to any areas of weakness identified.

3. Information about business needs is attained by collecting employer customer comment cards through our Business Connection services and via membership in employer-focused organizations like the Chamber of Commerce. We are working to meet employer needs based on this information.

4. Pull MIS data and blend for internal analysis – We leverage MIS reports and blend those extracts internally to monitor enrollments, populations served, training outcomes, and employment outcomes. Recently, we started blending participant geographic and demographic data with data from Pierce County's Equity Index and the US Census to better inform our outreach strategies and assess opportunities for improved engagement.

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The Pierce County WDB and WorkForce Central continue to make workforce data available to workforce system partners, local government, and economic development organizations to aid county planning and services. Examples include our Research and Data page which has data available on industry demand, employment, and growth, as well as workforce characteristics, occupation-level wage distributions, occupation segregation, and projected employment growth.
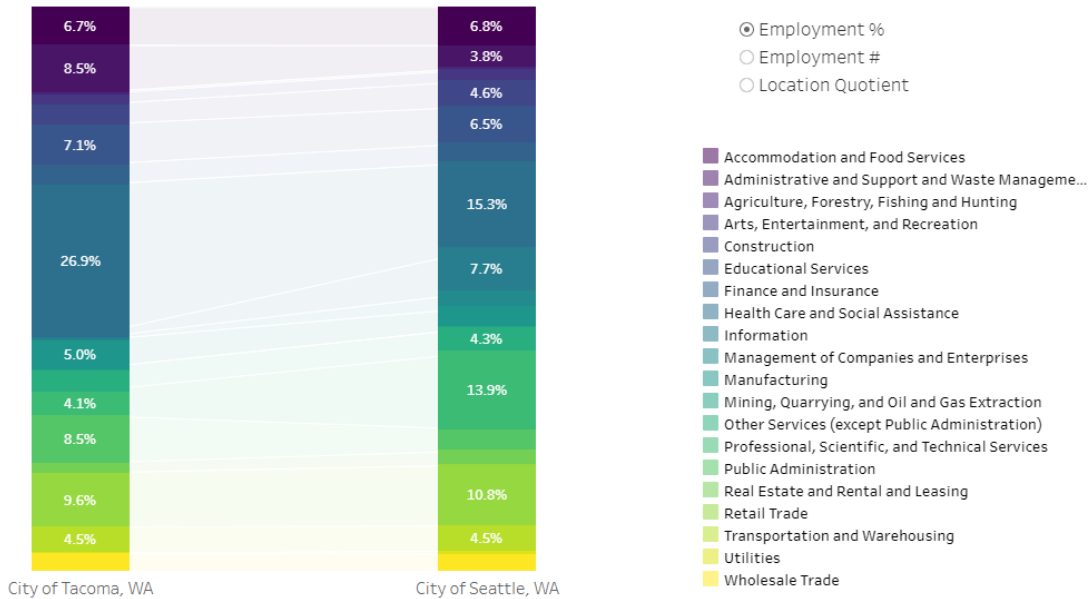
We also report on workforce inequities, such as the wage gap, highlighting the persistent economic impacts of occupation segregation and bias in the workplace.

We use performance information to determine service needs and training priorities for future development and investment. Performance information helps us monitor, in real time, issues related to access *(e.g. time between enrollment and referral)*, service clustering *(e.g. insufficient training*

Wage inequity continues to be a problem throughout the state. Despite recent wage gains, the proportion earned by women, relative to men, continues to lag far behind with women in Washington earning $0.70 for every dollar earned by men.
In Pierce County, women earn just $0.73 for every dollar earned by men. Put in dollars, men make about $15,595 more than women each year.
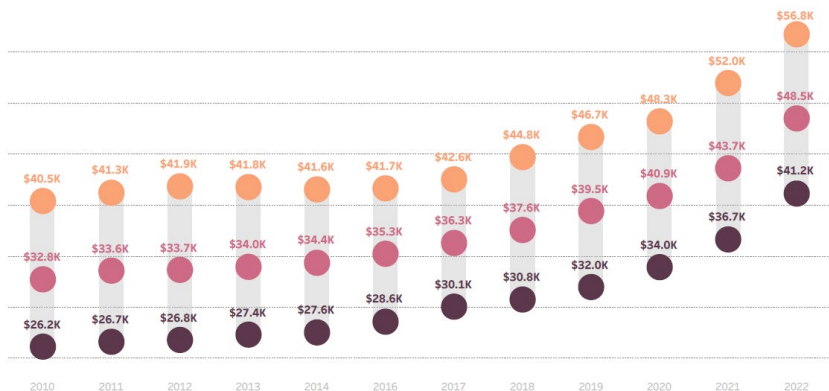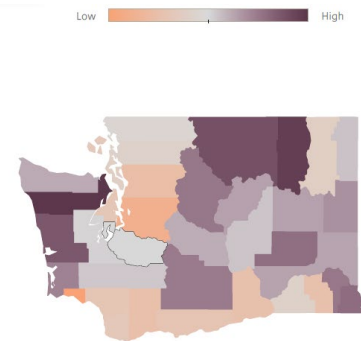
options available or promoted), and outcomes *(e.g. rolling training completion rate and employment rate at exit)*. This allows us to tailor our conversations with service providers to help explore and elevate management solutions that address challenges within the current funding cycle.

The Executive Board and Pierce County WDB continue as the system operator in setting direction and priorities for the one-stop delivery system. As the system operator, they expect program operators to demonstrate processes, practices, and performance outcomes that meet or exceed established quality standards.

WorkForce Central collects and maintains all required data for performance accountability for WorkSource and WIOA Title I-B, following Washington State and Department of Labor protocols.

We blend MIS data with contract management data (meta-data about our agreements, quarterly status reports, and invoicing and expenditure spend down) to support management and inform directions to subrecipients and contractors. This allows us to monitor contract deliverables from multiple angles and quickly share information as a team for extended discussion when needed. Recently, we piloted a customer sign-in and service tracking tool with our system partners at a satellite site. With that solution, our One-Stop Operator has real-time reporting on site traffic, service delivery, and customer satisfaction. We plan to continue this pilot through the summer and, if successful, expand to our other locations and integrate this data collection tool into our common referral system to better understand the full customer engagement lifecycle.

The Pierce County WDB and WorkForce Central continue to monitor and improve WIOA Title I-B outcomes through performance-based intervention. The Pierce County WDB has access to and continues to review the information collected and reported through the statewide MIS, as well as our internal Title I performance dashboard.

We continue to prepare our new WIOA Title I sub-recipient organizations for success by providing new contract orientation and training in participant eligibility requirements, processes and policies, definitions, state MIS access and use, and reporting. Providers' performance is monitored as outlined in the Monitoring and Compliance Oversight Policy #ADM-3010 Rev. 2, including monthly contract meetings, quarterly reports, and a defined Corrective Action process. Monthly Contract Meetings provide regular opportunities to identify areas for improvement in service quality and efficiency. WorkForce Central continues its effort to examine all invoices monthly to ensure ongoing compliance with allowable cost requirements. We have also changed one of our staff roles as a guide to ensure all reporting is consistently worked on and completed.

The Workforce Board will issue performance targets once negotiations are complete as Attachment I to this plan.

Attachment A: Sector Partnership Framework

Sector to be served: Healthcare   Check one: ☑ Regional   Local

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare Team Goal: build buy-in & support	Q1	• Strengthen use and effectiveness of the Pierce County Common Referral System (CRS). • Strengthen alignment across partner organizations in the workforce system to reduce barriers and increase access for job seekers and businesses. • Assign WDB Staff to lead exploration and planning. • Talk to healthcare providers to decide what we can do to assist them.	Staff leadership is assigned, and Board agrees to explore a more structured approach to planning and implementing strategies.	• Staff assigned. • Inventory of current efforts. • Council agreement secured.
Phase II: Investigate Goal: determine target industries	Q2	N/A		
Phase III: Inventory & Analyze Goal: build baseline knowledge of industry	Q3	• Snapshot report of healthcare industry, including demand employer v. supply labor, growth projections, labor trends, and highest demand occupations. • Determine needs for additional members and invite them to join.	Updated information and data is gathered.	• Snapshot report. • Updated council member list.

			Council and membership is renewed and engaged.	
Phase IV: Convene Goal: build industry partnership, prioritize activities	Q4	Quarterly Meetings: • Present and discuss industry snapshot report. • Health care employers share needs. • Prioritize key needs and issues • Council decisions and prioritized needs are formally documented and shared with WDB.	Council receives information. Council agrees with approach.	
Phase V: Act Goal: implement ideas	Ongoing	• Develop operation plan with updated strategies to address prioritized needs and required resources. • Implement strategies.	Operational plan is updated and underway.	• Update operational plan. • Measures updated and implemented.
Phase VI: Sustain & Evolve Goal: grow the partnership	Ongoing	• Assess progress and impact. • Periodically re-examine workforce need, labor info, other efforts, etc. • Determine need for new strategies and develop as needed. • Invite new members as helpful or needed.	Ongoing assessment of impact and needs.	• Measure specific Strategies.

Sector to be served: Construction   Check one: ☑ Regional   Local

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare Team Goal: build buy-in & support	July 2024	Currently network through newsletters we send out monthly. Attend job fairs and hosting partnership meetings and add referral help to connect partners.	Increased audiences.	Higher audience.
Phase II: Investigate Goal: determine target industries		N/A		
Phase III: Inventory & Analyze Goal: build baseline knowledge of industry	August 2024	Refreshed how we are connected to construction as we look at demand (employer) vs. supply (labor); growth projections, labor trends; highest demand occupations.	Update information and data is gathered.	Snapshot data is presented to make sure we are moving in the right direction.
Phase IV: Convene Goal: build industry partnership, prioritize activities	October 2024	1. See how changes have impacted the work we are doing as we no longer have the Construction Alliance meeting. 2. We solicit industry input to confirm workforce needs. 3. We move those needs into reality.	Participants receive information, share perspectives and prioritize needs.	Meeting held. Discussion and decisions made.

Phase V: Act *Goal:* implement ideas	February 2024 - February 2028	Develop operational plan with strategies to address prioritized needs and required resources. Implement strategies.	Plan is completed and under way.	Operational plan is completed and implemented.
Phase VI: Sustain & Evolve *Goal:* grow the partnership	February 2024 - June 2024	Access progress and impact. Periodically re-examine workforce needs, labor market, etc. Determine need for new strategies and develop if needed.	Ongoing assessment of impact and needs.	Measure specific strategies.

Attachment B: Regional Service Coordination Framework

Regional Cooperative Service Delivery Agreement

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare Team *Goal:* build buy-in & support	July 2024 - June 2028	Two strategic priorities that will allow for county wide impact and accessibility: 1. Strengthen use and effectiveness of the Pierce County Common Referral System (CRS). 2. Strengthen alignment across partner organizations in the workforce system to reduce barriers and increase access for job seekers and businesses.	Increased understanding and use of Common Referral System. Reduction of barriers.	Review usage from when started and see if it has increased. Reduction of barriers and increased access.
Phase II: Investigate *Goal:* determine options for coordinated service delivery		N/A		
Phase III: Inventory & Analyze *Goal:* build baseline knowledge	Quarterly	Get reports from partners to confirm we are going in the right direction.	Identify goals and review quarterly reports.	Assist partners with identified goals. Measure where we are in the process.

Phase IV: Convene *Goal:* build partnership, prioritize activities	Ongoing	Convening of partners to discuss, analyze, and improve outcomes at all levels happens monthly.		
Phase V: Act *Goal:* implement initiatives	Ongoing	All initiatives under the agreed upon priorities are evaluated quarterly and assessed for improvements based on our desired outcomes.		
Phase VI: Sustain & Evolve *Goal:* grow the partnership	Ongoing	Sustainment and evaluation to grow our partnership include incorporating extension of services to under-represented demographics such as assessing a future partnership with the Pierce County Court system and developing a stronger mature worker program as examples of partnership and growth.		

Attachment C: Regional Economic Development Framework

Regional Economic Development Coordination Plan

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare Team *Goal:* build buy-in & support	Ongoing thru June 2028	The Pierce County WDB and WorkForce Central coordinates economic development entities in the county through direct collaboration, membership in each other's groups, attending meetings and sharing information. Economic development entities in Pierce County in include: • Economic Development Board for Tacoma-Pierce County. • Pierce County Economic Development Division • City of Tacoma, City of Lakewood, and City of Puyallup Economic Development Departments • Tacoma-Pierce County Chamber of Commerce, and other Pierce County chambers	Commitments are made collaborative activities. WDB members, WDB committee members, and WorkForce Central staff belong to and/or attend meetings of economic development entities. Members of economic development entities belong to and/or attend meetings of the WDB and its committees.	• Partnership agreements • Membership • Meetings attended

| Phase II: Investigate

Goal: determine options for coordinated service delivery | Ongoing through June 2028 | Continue ongoing review of economic development plans/information.

Continue to analyze employment and wage data and trends, with participation by industry leaders.

Request input from economic development entities in our upcoming review of targeted industry sectors. | All remain informed of economic development information and plans and employment and wage data. | • Regular reviews, research and analysis completed.
• Economic development input on industry sectors is documented. |
|---|---|---|---|---|
| Phase III: Inventory & Analyze

Goal: build baseline knowledge | Ongoing | Convenings to discuss new work groups from economic development, workforce development and education leaders to discuss new collaborative initiatives and strategies. | | • Meeting planned |
| Phase IV: Convene

Goal: build partnership, prioritize activities | Ongoing through June 2028 | Continue meeting of workforce development, economic development, and education leaders, with discussion and decisions about new collaboration initiatives and strategies.

Continue to host or cohost events for stakeholders and the community as needed and relevant. | Continue to share discussion and planning new collaborative initiatives.

Relevant and needed event(s) are planned and held. | • Leaders meeting held
• Event(s) |

Phase V: Act *Goal:* implement initiatives	Current - 2028	Plan, implement, and assess new collaborative workforce and economic development strategies. The Pierce County WDB, WorkForce Central, and WorkSource Pierce partners regularly provide the following services to regional economic development organizations: • Performing workforce-related research. • Designing recruitment strategies. • Customizing labor market information. • Coordinating requests for training between employers and training providers. • Implementing and supervising customized training programs. • Facilitating business-to-business referrals. • Introducing partners to businesses to assist them in meeting specific business needs. In addition, a Business Services team staff member continues to work with the Economic Development Board for Tacoma-Pierce County (EDB) in areas of workforce development. This staff member responds to EDB business referrals for workforce services, assists in the recruitment of new businesses into Pierce County by providing research, and writes specialized reports and studies. They also provide similar services to the Pierce County Economic Development Division and the City of Tacoma. Our staff continues to advocate for and leverage resources for additional job training and development opportunities for new incumbent	New strategies are developed, implemented, and assessed. Services to economic development organizations are provided, tracked, assessed, and reported.	• Strategies implemented • Strategy specific metrics • Services tracked • Reports

		workers. This integration enables the coordination of comprehensive workforce services for new and expanding employers to create jobs in our region.		
Phase VI: Sustain & Evolve *Goal:* grow the partnership	Current - 2028	Track and assess all economic development activities and business services and report to WDB and other stakeholders as appropriate. Continue to research and analyze economic and workforce development data, needs and opportunities, and explore and design new collaborative activities and initiatives.	New strategies are developed, implemented, and assessed. Services to economic development organizations are provided, tracked, assessed, and reported.	• Strategies implemented • Strategy specific metrics • Services tracked • Reports

Attachment D: Local Area Profile

Local One-Stop System

Site	Type of Site (Comprehensive, Affiliate, Specialized or Connection)	Site Operator(s)
WorkSource Pierce	Comprehensive	• Employment Security Department • Labor and Industry • Department of Social and Human Services • Career TEAM • WorkForce Central Business Solutions • Tacoma Community College • Bates Technical College • Pierce College • Clover Park Technical College • Goodwill of the Olympics & Rainier Region • Sound Outreach • Valeo Vocation • NineLine Veteran Services • Palmer Scholars • Pierce County Library System • Department of Vocational Rehabilitation • Department of Services for the Blind • Tacoma Community House • Tacoma Housing Authority • Tacoma Rescue Mission
Joint Base Lewis-McChord	Affiliate	• Employment Security Department • Department of Social and Human Services • Pierce College

WorkSource South Hill	Affiliate	• WorkForce Central Business Solutions • Career TEAM • Other partners as scheduled
Goodwill of the Olympics & Rainier Region	Connection	• Goodwill of the Olympics & Rainier Region
Pierce County Library System	18 Connection Site locations throughout Pierce County	• Pierce County Library System
Puyallup Public Library	Connection	• Puyallup Public Library

WIOA Title I Service Providers

Dislocated Worker Program	Indicate service(s) provided by each			WIOA funded?
List all current and potential service providers in the area	*Basic*	*Individualized*	*Training*	
Employment Security Department	☑	☑	☑	
Division of Vocational Rehabilitation	☑	☑	☑	
Department of Social & Health Services – Community Services Division, Region 5	☑	☑	☑	
Department of Services for the Blind	☑	☑	☑	
Career Team LLC (LWDB Sub-Awardee)	☑	☑	☑	☑
Pierce County Library System	☑	☑	☑	

	Basic	Individualized	Training	WIOA funded?
Tacoma Goodwill Industries	☑	☑	☑	
Arriva	☑	☑	☑	
Valeo	☑	☑	☑	
AJAC	☑	☑	☑	
SEIU (HealthCare Career Fund)		☑	☑	
Providers within the Behavioral Health Consortium			☑	
Palmer Scholars (LWDB Sub-Awardee)	☑	☑	☑	☑

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

There's a wide variety of quality service providers available.

Adult Program	Indicate service(s) provided by each			WIOA funded?
List all current and potential service providers in the area	*Basic*	*Individualized*	*Training*	
Employment Security Department	☑	☑	☑	
Division of Vocational Rehabilitation	☑	☑	☑	
Department of Social & Health Services – Community Services Division, Region 5	☑	☑	☑	
Department of Services for the Blind	☑	☑	☑	

Provider				
Career Team LLC (LWDB Sub-Awardee)	☑	☑	☑	☑
Pierce County Library System	☑	☑	☑	
Tacoma Goodwill Industries	☑	☑	☑	
Arriva	☑	☑	☑	
Valeo	☑	☑	☑	
AJAC	☑	☑	☑	
SEIU (HealthCare Career Fund)		☑	☑	
Providers within the Behavioral Health Consortium			☑	
Palmer Scholars (LWDB Sub-Awardee)	☑	☑	☑	☑

Comments regarding the adequacy and quality of Adult Services available:

There's a wide variety of quality service providers available.

Youth Program	Indicate service(s) provided by each			WIOA funded?	Services for youth with Disabilities?
List all current and potential service providers in the area	*Basic*	*Individualized*	*Training*		
Division of Vocational Rehabilitation	☑	☑	☑		☑
Career Team LLC (LWDB Sub-Awardee)	☑	☑	☑	☑	

Tacoma Goodwill Industries	☑	☑	☑		
Arriva	☑	☑	☑		
Valeo	☑	☑	☑		
AJAC	☑	☑	☑		
SEIU (HealthCare Career Fund)		☑	☑		
Providers within the Behavioral Health Consortium			☑		
Palmer Scholars (LWDB Sub-Awardee)	☑	☑	☑	☑	
Career Connect Washington Providers	☑	☑	☑		☑

Comments regarding the adequacy and quality of Youth Services available:

We believe the robust youth services will be a strong start. The services are current based on what customers need and want.

Attachment E: Local Workforce Development Board Membership and Certification

Official Name of Local Board
Pierce County Workforce Development Board

Fiscal Agent
WorkForce Central

Contact Name & Title
Katie Condit
CEO, WorkForce Central

Required categories	Name/Title/Organization
Business majority (greater than 50% of all members)	
1. Business	**Irene Reyes** *CEO and President, Excel Gloves & Safety Supplies*
2. Business	**Blaine Wolfe** *Project Executive, Absher Construction Company*
3. Business	**Robin Baker** *Program Manager, Amazon Web Services*
4. Business	**Dave Shaw** *CEO Global Business Resources / Cyber Business Analytics*
5. Business	**Taliesha Garrett** *Executive Leader Acceleration, The Boeing Company*
6. Business	**Tanya Imke** *Executive Director, Puget Sound Orthopedics*
7. Business	**Ann Medalia** *Vice President of Operations, TERRA Staffing Group*
8. Business	**Rachael Pease** *Vendor Diversity Manager, BN Builders*

9. Business	**Jolita Perez** *System Manager Workforce Development, MultiCare Health Systems*
10. Business	**Deborah Tuggle** *Owner, Bite Me, Inc.*
Workforce (20% of members. Majority must be nominated by organized labor)	
1. Labor	**Nathe Lawver** *Political Director, Laborers International Union of North American Local 252*
2. Apprenticeship	**Demetria "Lynn" Strickland** *Executive Director, Aerospace Joint Machinist Training Committee*
3. Logistics/Transportation	**Dale King** *Superintendent/COO, Tacoma Rail*
4. Logistics/Transportation	**Deanna Keller** *Port Commissioner, Port of Tacoma*
5. Nonprofit	**Dona Ponepinto** *President & CEO, United Way of Pierce County*
Education & Training	
1. Title II Adult Ed	**Jenna Pollock** *Associate Dean, Clover Park Technical College*
2. Higher Education	**Lin Zhou** *President Bates Technical College*
Government	
1. Wagner-Peyser	**Norton Sweet** *Central South Regional Director, Employment Security Department*
2. Vocational Rehabilitation	**Mandy Kipfer** *Supervisor, Department of Vocational Rehabilitation*
3. Economic Development	**Bruce Kendall** *President & CEO, Economic Development Board, Tacoma-Pierce County*

Attachment F: Local Integrated Workforce Plan Assurances

Planning Process and Public Comment	References
☑ 1. The local board has processes and timelines, consistent with WIOA Section 108(d), to seek input for the local plan's development. This includes providing representatives of businesses, labor organizations, education, other pivotal stakeholders, and the general public an opportunity to comment for a period not exceeding 30 days.	*WIOA Sec. 108(d); 20 CFR 679.550(b)*
☑ 2. The final local plan, and modification, is available and accessible to the public on a regular basis through electronic means and open meetings.	*WIOA Sec. 107(e); 20 CFR 679.550(b)(5)*
☑ 3. The local board has established procedures ensuring public access, including people with disabilities, to board meetings and information regarding board activities, such as board membership, meeting minutes, the appointment of one-stop operators, awarding of grants or contracts to service providers, and the local board's by-laws.	*WIOA Sec. 107(e); 20 CFR 679.390 and 679.310*

Required Policies and Procedures	References
☑ 4. A written policy is established by the LWDB outlining potential conflicts of interest and resolutions. Entities with multiple roles under the LWDB have documented agreements with the LWDB and chief elected official (CEO), ensuring compliance with WIOA, pertinent OMB guidelines, and the State's conflict of interest policies.	*WIOA Sec. 107(h); 20 CFR 679.430; WIOA Title I Policy 5405; WorkSource System Policies 1012 and 1025*
☑ 5. The LWDB affirms that required one-stop partners actively provide access to their programs through the one-stop delivery system, contribute to its maintenance, and participate consistently with local memoranda of understanding (MOU).	*WIOA Sec. 121(b); 20 CFR 678.400*
☑ 6. The LWDB confirms the execution of MOUs with each one-stop partner detailing service provisions, costs and funding arrangements, referral methods, accessibility measures, especially for those with barriers, and periodic reviews at a minimum of every 3 years; and has provided the State with the latest version(s) of its MOU.	*WIOA Sec. 121(c); 20 CFR 678.500; WorkSource System Policy 1013*

☑	**7.** The LWDB, aligned with the CEO, affirms its selection of one-stop operators through a competitive process, ensuring their eligibility, transparency, and adherence to all WIOA regulations, including conflict of interest, service coordination, and stakeholder engagement, with full operational functionality achieved by July 1, 2017.	*WIOA Sec. 121(d); 20 CFR 678.600; WorkSource System Policy 5404*
☑	**8.** The LWDB has or will negotiate and reach agreement on local performance measures with the local chief elected official(s) and Governor before the start of the program year, using the required objective statistical model.	*WIOA Sec. 107(d)(9) and 116(c); 20 CFR 679.370(j) and 677.210*
☑	**9.** The LWDB has procurement policies and procedures for selecting one-stop operators and awarding contracts for youth, training, and career services under WIOA Title I, ensuring coordination with local educational entities, budgeting, accessibility compliance, and consumer choice in line with state, local, and WIOA mandates.	*WIOA Sec. 107(d)(10); 121(d) and 123; 20 CFR 679.720(l-m); 679.410; 678.600-625 and 681.400; WIOA Title I 5404*
☑	**10.** The LWDB has policies and procedures for identifying and determining the eligibility of training providers and their programs to receive WIOA Title I individual training accounts and to train dislocated workers receiving additional unemployment insurance benefits via the state's Training Benefits Program.	*WIOA Sections 107(d)(10), 122(b)(3), and 123; 20 CFR 679.720(l-m) and 679.380; WIOA Title I Policy 5611*
☑	**11.** The LWDB has written procedures for resolving grievances and complaints alleging violations of WIOA Title I regulations, grants, or other agreements under WIOA and written policies or procedures for assisting customers who express interest in filing complaints at any point of service, including, at a minimum, a requirement that all partners can identify appropriate staff contacts and refer customers to those contacts. All parties will be informed of these procedures, ensuring clarity and accessibility, especially for limited-English speaking individuals.	*WIOA Sec. 181(c); 20 CFR 683.600; WorkSource System Policy 1012, Rev. 2 and 1025.*
☑	**12.** The LWDB has assurances from its one-stop operator that all one-stop centers and, as applicable, affiliate sites have front-end services consistent with the state's integrated front-end service policy and their local plan.	*WorkSource System Policy 1010 Revision 1*

☑	**13.** The local area has established at least one physical, comprehensive, full-service one-stop center ensuring access to specified career, training, employment services, and programs, including those from mandated one-stop partners with at least one title I staff member present, access during regular business days, accommodations for alternative hours where needed, and facilitates direct technological linkages where program staff isn't physically present.	*WIOA Sec. 121(e)(2)(A); 20 CFR 678.305; WorkSource System Policy 1016*
☑	**14.** The LWDB ensures all one-stop centers, and Title I programs or activities are accessible both physically and programmatically to individuals with disabilities in accordance with 29 CFR part 38 and WIOA sec. 188 to include accessibility of facilities, services, technology and materials.	*WIOA Section 188; 29 CFR Part 38; 20 CFR 652.8(j)*
☑	**15.** The one-stop centers undergo certification at least once every three years, based on objective criteria set by the State board in consultation with chief elected officials and local boards. This certification process assesses the centers' effectiveness, physical and programmatic accessibility, and commitment to continuous improvement, in alignment with WIOA Section 121(g) and the requisite standards related to service coordination.	*WIOA Sec.121(g); 20 CFR 678.800; WorkSource System Policy 1016*
☑	**16.** The local board certifies that in all determinations, including facility locations, related to WIOA Title I-financially assisted programs or activities, it neither employs standards nor procedures that lead to discrimination on prohibited grounds, nor does it take actions, directly or through other arrangements, that impair the objectives of the WIOA nondiscrimination and equal opportunity provisions. The board ensures all individuals have equitable access and benefits from one-stop services, without any form of discrimination.	*WIOA Section 188; 29 CFR Part 38*
☑	**17.** The LWDB provides to employers the business services outlined in WorkSource System Policy 1014.	*WorkSource System Policy 1014*
☑	**18.** The local board complies with the nondiscrimination provisions of Section 188 and assures that Methods of Administration were developed and implemented.	*WIOA Section 188; 29 CFR 38; WIOA Policy 5402, Rev. 3; WorkSource System Policy 1012, Rev. 2*

☑	**19.** The local board collects and maintains data necessary to show compliance with nondiscrimination provisions of Section 188.	*WIOA Section 185; 29 CFR 38; WIOA Policy 5402, Rev. 3; WorkSource System Policy 1012, Rev. 2*
☑	**20.** The LWDB complies with restrictions governing the use of federal funds for political activities, the use of the one-stop environment for political activities, and the local board complies with the applicable certification and disclosure requirements	*WorkSource System Policy 1018; 2 CFR Part 225 Appendix B; 2 CFR Part 230 Appendix B; 48 CFR 31.205-22; RCW 42.52.180; TEGL 2-12; 29 CFR Part 93.100*
☑	**21.** The LWDB ensures that one-stop MSFW and business services staff, along with the Migrant and Seasonal Farm Worker program partner agency, will continue to provide services to agricultural employers and MSFWs that are demand-driven and consistent with ESD's mission.	*WIOA Sec. 167; MSFW Services Handbook*
☑	**22.** The LWDB follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIOA, and applicable Departmental regulations.	*WIOA Sec. 116(i)(3) and 185(a)(4); 20 USC 1232g; 20 CFR 677.175 and 20 CFR part 603*
Administration of Funds		**References**
☑	**23.** The LWDB has a written policy and procedures to competitively award grants and contracts for WIOA Title I activities (or an applicable federal waiver), including a process to be used to procure training services made as exceptions to the Individual Training Account process.	*WIOA Sec. 108(b)(16); 20 CFR 679.560(a)(15); WIOA Title I Policy 5601; WIOA Sec. 134(c)(3)(G); 20 CFR 680.300-310*
☑	**24.** The LWDB has accounting systems that follow current Generally Accepted Accounting Principles (GAAP) and written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to insure proper disbursement and accounting of WIOA adult, dislocated worker, and youth program and the Wagner-Peyser Act funds.	*WIOA Sec. 108(b)(15), WIOA Title I Policy 5230; WIOA Title I Policy 5250*

☑	**25.** The LWDB ensures compliance with the uniform administrative requirements under WIOA through annual, on-site monitoring of each local sub-recipient.	*WIOA Sec. 184(a)(3); 20 CFR 683.200, 683.300, and 683.400-410; WIOA Policy 5230*
☑	**26.** The LWDB has a local allowable cost and prior approval policy that includes a process for the approval of expenditures of $5,000 or more for equipment requested by subcontractors.	*2 CR Part 200; 20 CFR 683.200; WIOA Title I Policy 5260, Rev. 4*
☑	**27.** The LWDB has a written debt collection policy and procedures that conforms with state and federal requirements and a process for maintaining a permanent record of all debt collection cases that supports the decisions made and documents the actions taken with respect to debt collection, restoration, or other debt resolution activities.	*WIOA Section 184(c); 20 CFR Part 652; 20 CFR 683.410(a), 683.420(a), 683.750; WIOA Title I Policy 5265*
☑	**28.** The LWDB has a written policy and procedures for ensuring management and inventory of all properties obtained using WIOA funds, including property purchased with JTPA or WIA funds and transferred to WIOA, and that comply with WIOA, Washington State Office of Financial Management (OFM) and, in the cases of local government, Local Government Property Acquisition policies.	*WIOA Sec.184(a)(2)(A); 20 CFR 683.200 and 683.220; OMB Uniform Admin. Guidance; (GAAP); WIOA Title I Policy 5407*
☑	**29.** The LWDB will not use funds received under WIOA to assist, promote, or deter union organizing.	*WIOA Sec. 181(b)(7); 20 CFR 680.830-840.*
	Eligibility	**References**
☑	**30.** The LWDB has a written policy and procedures that ensure adequate and correct determinations of eligibility for WIOA-funded basic career services and qualifications for enrollment of adults, dislocated workers, and youth in WIOA-funded individualized career and training services, consistent with state policy on eligibility and priority of service.	*20 CFR Part 680 Subparts A and B; proposed 20 CFR Part 681 Subpart A; WorkSource System Policy 1019, Rev. 8*
☑	**31.** The LWDB has a written policy and procedures for awarding Individual Training Accounts to eligible adults, dislocated workers, and youth receiving WIOA Title I training services, including dollar and/or duration limit(s), limits on the number of times an individual may modify an ITA, and how ITAs will be obligated and authorized.	*WIOA Sec. 134(c)(3)(G); 20 CFR 680.300-330; WIOA Title I Policy 5601, Rev. 2*

☑	**32.** The LWDB has a written policy and procedures that establish internal controls, documentation requirements, and leveraging and coordination of other community resources when providing supportive services and, as applicable, needs-related payments to eligible adult, dislocated workers, and youth enrolled in WIOA Title I programs.	*WIOA Sec. 129(c)(2)(G) and 134(d)(2); 20 CFR 680.900-970; 20 CFR 681.570; WorkSource System Policy 1019, Rev. 8*
☑	**33.** The LWDB has a written policy for priority of service at its WorkSource centers and, as applicable, affiliate sites and for local workforce providers that ensures veterans and eligible spouses are identified at the point of entry, made aware of their entitlement to priority of service, and provided information on the array of employment, training and placement services and eligibility requirements for those programs or services.	*Jobs for Veterans Act; Veterans' Benefits, Health Care, and Information Technology Act; 20 CFR 1010; TEGL 10-09; Veterans Program Letter 07-09; WorkSource System Policy 1009, Rev. 3*

Attachment G: Local Integrated Workforce Plan Certification

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

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

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

_____

Local Elected Official(s)

_____

Date

_____

Local Workforce Development Board Chair

_____

Date

Attachment H: Public Comment

Public Comment

The Pierce County Workforce Development Council and WorkForce Central invite public review and comment of our 2024 – 2028 Local Integrated Workforce Plan Draft. The plan is developed with intentional engagement from our community and will serve as a blueprint for the next four years, guiding our goals and strategies to increase skill levels, employment, earnings, customer satisfaction, and return on workforce development investments in our community. We appreciate and value input from Pierce County residents and workforce development stakeholders.

Process

- **November 2023 – February 2024:** WorkForce Central staff drafted the Local Plan
- **March 5 – April 3, 2024:** Local Plan open for public comment via the WorkForce Central website
- **April 10, 2024:** Draft Local Plan sent to State Workforce Board and ESD
- **May 15, 2024:** Final, signed Local Plan submitted to the Workforce Board and ESD
- **June 30, 2024:** Final document posted on the Workforce Central website

Notification Methods

- **Website:** Notice posted on WorkForce Central's website (workforce-central.org) with a link to the Local Plan an online comment submission form.
- **Social Media:** Announcements posted on WorkForce Central social media channels with a link to WorkForce Central's website.
- **Email:** Announcements sent via email to WorkForce Central's distribution list that includes community members, community-based organizations, businesses, labor unions, education partners, board members, and other local agencies and partners.

Attachment I: Performance Targets

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