



Bridging the gap between job seekers, employers, and community organizations

Workforce Development Board Meeting AGENDA

April 25, 2024 • 3:00 – 4:30
WorkSource Pierce, Pine Room

I. Welcome & Public Comment	3:00 – 3:05
II. Consent Agenda (VOTE)	3:05 – 3:10
a. February Meeting Minutes	
III. Budget and Funding- Steve Grimstad	3:10 – 3:30
a. Finance Report Review (VOTE)	
b. Draft Budget Review	
IV. Job Seeker Services- Lynn Strickland, Sam Bradshaw	3:30-3:40
a. AJAC Manufacturing Training	
V. Business Solutions- Katie Condit, Sam Bradshaw & Board	3:40-4:05
a. Small Business Grants Review & Feedback	
VI. Regional Alignment – Katie Condit & Board	4:05-4:15
a. Local Plan Approval (Vote)	
VII. Additional Board Business	4:15-4:30
a. Policy Approvals (Vote)	
b. Reporting Incidents of Fraud, Program Abuse and Criminal Activity	
c. WIOA Re-authorization Update	
VIII. Good of the Order	4:30

Attachments:

February Meeting Minutes
Finance Report
Draft Budget Version 1
Local Plan
Revised Property Management & Inventory Control Policy
Revised Protecting Personally Identifiable Information (PII) Policy
Follow-Up Services and Recording Performance Outcomes after Exit





GREATER ECONOMIC VITALITY FOR ALL.

Partnering to prepare and grow the Pierce County workforce to align it with employer needs.

**Workforce Development Board Meeting
MINUTES**

February 29, 2024 • 3:00 – 4:30 pm
WorkSource Pierce, Pine Room

Present: Irene Reyes, Blaine Wolfe, Nathe Lawver, Lynn Strickland, Ann Medalia, Bruce Kendall, Dale King, Jenna Pollock, Deanna Keller, Dona Ponepinto, Rachael Pease, Taliesha Garrett, Lin Zhou, Jolita Perez, Tailesha Garrett

Staff: Katie Condit, Debbie Lean, Shellie Willis, Christian Reed, Steve Grimstad, Karen Downing, Josh Stovall

Guest: Teri Holme, Central Sound Acting Regional Director, Employment Security Department

I. Welcome & Public Comment

Dale called the meeting to order at 3:02pm. There were no public comments.

II. Consent Agenda (VOTE)

- a) December Meeting Minutes
- b) December 2023 Finance Report

Motion to approve made by Nathe; seconded by Bruce; Approved

III. Budget and Funding- Steve Grimstad

- a) Budget Timeline & Structure

Steve gave an update on WFC's budget and explained the PY 2024 budget and funding goals in the Budget Process and Timeline document provided in the board packet. Katie shared it is important the board has plenty of time to review to ensure it aligns with board priorities and advised the WDB will get an opportunity to see three different versions of the budget for the next program year before they are asked to approve the final budget for the following Program in June.

- b) Board Funding Goals: WIOA to Non-WIOA Ratio

Steve shared that staff met to discuss our strategic priorities and created a one-page high-level visual of where we're putting our money to ensure that it aligns with what the board has determined. Katie spoke to the funding and percentages on the chart. The visual shows the ratio goals that the board set internally to move from 90+ percent workforce innovation opportunity federal funding to a more diversified funding model.

IV. Job Seeker Services – Christian Reed

- a) Upskill/Reskill Report

Christian introduced himself as the Business Solutions Talent Pipeline Manager and is honored to be part of this earn-while-you-learn program. Christian explained that WFC came together with Pierce County and the City of Tacoma to combine efforts to create this earn-while-you-learn program for people who enter our workforce system wanting to upskill/reskill but can't

afford to leave their current job while doing this. Christian shared the report, which shows 218 individuals participated in the training. While going through the training, participants were provided a little financial support with an average stipend of \$2900. Getting connected to employment is not immediate, but getting those job opportunities in front of them and supporting them along the way is a big part of the program. To date, 46 people have been placed and employed. We are gathering all those best practices, the challenges we saw, and tracking retention to fine-tune the next iteration. He encouraged the board members to check out the success stories on WFC's website.

b) Hire Pierce: Next Gen Internship

Christian shared that having more options than before is very important and meaningful. Having multiple funding streams to help with this internship program allows WFC to support the system and fill specific gaps across the county, ensuring that paid internships are accessible to all young adults - that's the vision. The aim is to foster a short-term meaningful work experience, provide wrap-around support for young adults, and allow them to try a career path at no cost to the employer. Over the last four years, we've put over 420 interns across 120 different businesses across Pierce County, and we continue to build new business connections, connecting with the schools and other school youth who may have dropped out of the system.

c) Port of Tacoma Skilled Trades Internships- Commissioner Keller

Commissioner Keller shared that as part of the Port of Tacoma adopted a 5-year strategic plan, funds for workforce development were set aside for the first time. WorkForce Central applied for and was awarded a contract for \$175,000 a year for up to three years for people to get into the skilled trades. Within this partnership, 30 young adults ages 16 to 24 were placed into a 14-week pre-apprenticeship program at Palmer Scholars to obtain foundational skills to get them into a full-blown apprenticeship. We are also working with our community partners, like the Asian Pacific Cultural Center, to help support Asian people who are significantly underrepresented in the skilled trade.

V. Business Solutions- Katie Condit & Board

a) Business Navigator Network

Katie shared a document created to show the ecosystem of what the Pierce County Navigator network looks like with community organizations that we are starting to invest in. The network and navigators already exist, and we wanted the board to see what the county was doing so that you could hear us say we're building on this and have met with and are working with these organizations to keep that network strong and reach businesses who just are wanting to grow and excited to grow but don't necessarily know where to go to get that workforce development and other support.

VI. Regional Alignment – Katie Condit & Board

a) Green Economy Summit & Industry Roundtables

Katie shared an update on the good jobs and great city work WFC has been doing in partnership with the City of Tacoma. The more we talk to stakeholders, the more we hear we should all get together and make sure we're all talking about the same thing when we say

green jobs and what we mean by pathways in green jobs that exist. We have secured a date and place for our first Green Economy Summit. This event will be on May 8th at Clover Park Technical College, and it will be a full day with experts, data, and economic forecasts on what green jobs and the economy mean and look like in Pierce County. This Summit focus will focus on green manufacturing, construction, energy, clean energy, and green clean tech. Folks who have been engaged in this work and are thinking about it to make it to a level set for legislators, investors, business partners, and economic development will be invited. Following the Summit, there will be four more focused industry roundtables that engage community, technical colleges, labor, and employers to get clearer information about current and future skills projections.

b) State Federal Advocacy

i) Economic Security for All & Benefits Cliff

Katie shared that a large part of her job is advocacy, telling the story of the workforce system and why it matters at the state and federal levels. At the last short session in Olympia, which ends in a week or so, there has been a push to codify some of these state investments that have been coming in. She shared that she and Nathe have spent a lot of time in the last couple months pushing to get this bill into law.

Katie also shared that the Workforce Innovation and Opportunity Act at the federal level needs to be reauthorized starting in 2020. This is the most significant portion of our funding, and we are cautiously optimistic it will be reauthorized.

VII. Additional Board Business

a) Policy Committee Updates and Approvals (*VOTE*) - Karen Downing

i) Revised Protecting Personally Identifiable Information (PII) Policy

ii) Revised Cash Management Policy

iii) Revised Bank Reconciliation Policy

iv) State EcSA Program Policy

v) Property Management & Inventory Control Policy

Karen Downing, Senior Director of Contracts and Compliance, shared that the Employment Security Department recently released a policy that clarified to all our local boards which policies we must present for input and approval. Starting today and moving forward, you will see those policies presented to you for review and approval. The board will always be alerted if there are any critical changes. The Policy Committee will be pulled together to review policies that require more in-depth review.

Karen reviewed and explained the five policies presented in the board packet to the board members. Once reviewed, Karen asked the board to approve the same as a slate.

Motion to approve made by Nathe; seconded by Bruce; Approved

b) Strategy Committee – Katie Condit

i) Priority Sectors Update & Request for Proposals Revamp

Katie shared that it's not a requirement. Still, she asked members to consider grabbing a marker and, after the meeting, put their name under one of the committees set out on the whiteboard - Strategy Committee, Policy Committee, and CEO Review Committee, or to send her an email.

c) CEO Review Process—Debbie Lean

Debbie reminded the board of its established ongoing CEO evaluation process. The evaluation process is conducted during the first year of employment and every two years after that. She shared that a CEO performance review will be conducted this year and that she will be assisting the City of Tacoma's HR department with this. Part of the process ensures board members' participation in creating a Performance Review Committee. This committee will consist of two Executive Board Members (one being the chair), the WDB Chair, who will lead the review committee, and at least four Council Members. I will be helping Irene, who, as the WDB Chair, will lead the review committee. The time commitment is minimal. The committee will fill out a review and meet once or twice before the compiled results are shared with the executive board.

Debbie asked any board member who would like to volunteer to serve on this committee to place their name under the appropriate committee on the whiteboard.

d) Board Survey Feedback - Katie Condit

Katie discussed the board survey feedback on the 2024 meeting frequency and preference for virtual or in-person. The survey resulted in 18 out of 19 responses.

No one said Virtual only, which shows how meaningful everyone thinks it is to conduct meetings in person. Recognizing that there may be a conflict, a hybrid option will be provided.

VIII. Good of the Order

- Jenna asked if there was a status update on the Career Pathways Mapping and its availability. Josh shared that we are setting up a time to get feedback from actual job seekers and students. We plan on incentivizing feedback by providing gift cards for those who take 15-20 minutes to help us with this project.
- Nathe shared that he just heard that the economic build substitute House Bill 2230 is still scheduled for floor action today.
- Dona shared that she will send a link to the Guaranteed Income Project (GRIT 2.0) information. This project is designed to support low-income, single-head-of-household families in Tacoma. GRIT 2.0 offers much-needed support to those who need it most.
- Bruce wanted to comment on the advocacy work Katie does. Not only does she work on behalf of our board, but she also serves on the economic board and WWA. She stated that historically, economic development hasn't always engaged with the workforce system as well as it could and appreciates how proactive Katie is. For the record, Bruce wanted to share that he and Katie were at the 1-1/2 day Washington Development Winter Conference in Olympia. Katie was there representing not just Pierce County but also the statewide workforce. She wears that hat as well when called upon, which she was, and three times during a panel discussion, Katie got spontaneous applause for her answers to the questions that she was asked about how the workforce is doing.

Meeting adjourned at: 4:30pm

WorkForce Central
Program Year 2023/Fiscal Year 2024
Budget vs. Actual through February 29, 2024

Budget Line Item	Final PY23 Approved Budget	Year to Date Actual Expenditures	Budget Remaining
Jobseeker Solutions:			
Direct Services and Contracts	\$ 5,586,313	\$ 3,351,243	\$ 2,235,070
Business Solutions:			
Industry Cohort Trainings	1,066,830	689,935	376,895
Employer Reskill Upskill Fund	100,000	29,388	70,612
Job Fairs and Events	50,000	-	50,000
Pierce County Behavioral Health	239,000	-	239,000
Regional Alignment:			
System and Internal Professional Development	85,000	71,146	13,854
Common Referral System	215,500	120,056	95,444
Pierce WorkSource One-Stop Center	328,700	192,616	136,084
Workforce System Connection Site	45,000	26,037	18,963
Community Engagement	42,500	42,811	(311)
Service Delivery via Technology	194,000	101,549	92,451
Communications	62,500	24,907	37,593
Data and Research	31,500	15,502	15,998
WorkForce Central Staff	3,874,428	2,467,330	1,407,098
WorkForce Central Operational Expenses	522,000	307,326	214,674
Reserve	1,203,396	-	1,203,396 (1)
Total	<u>\$ 13,646,667</u>	<u>\$ 7,439,845</u>	<u>\$ 6,206,822</u>

Notes:

(1) - Reserve represents Workforce Innovation and Opportunity Act (WIOA) annual formula funding available for Program Year 2023 that will be used to maintain services such as when a continuing resolution is delayed, there is a government shutdown, or there is a delay in the awarding of Program Year 2024 WIOA annual formula funding. This allows for a period of time for continuation of services while the budget is negotiated and finalized. The reserve can also be used to leverage WIOA formula funding as other funding opportunities or initiatives come up during Program Year 2023.

WorkForce Central
Program Year 2023/Fiscal Year 2024
Direct Services and Contracts through February 29, 2024

Contract	Final PY23 Approved Budget	Year to Date Actual Expenditures	Budget Remaining	Obligation Remaining
PY2022 WIOA Adult Annual Formula	\$ 185,000	\$ 207,747	\$ (22,747)	-
PY2023 WIOA Adult Annual Formula	1,136,500	534,183	602,317	602,317
PY2022 WIOA Dislocated Worker Annual Formula	126,500	129,348	(2,848)	-
PY2023 WIOA Dislocated Worker Annual Formula	879,400	426,462	452,938	452,938
PY2022 WIOA Youth Annual Formula	212,000	182,493	29,507	-
PY2023 WIOA Youth Annual Formula	1,009,000	503,444	505,556	505,556
Economic Security for All	1,197,913	590,370	607,543	606,631
QUEST Disaster Recovery National Dislocated Worker Grant	840,000	588,516	251,484	792,726
CDBG COVID Hunger Relief Staffing and Services	-	186,680	(186,680)	-
Port of Tacoma Training and Inthernship Pathways	-	2,000	(2,000)	73,000
Total	<u>\$ 5,586,313</u>	<u>\$ 3,351,243</u>	<u>\$ 2,235,070</u>	<u>\$ 3,033,168</u>

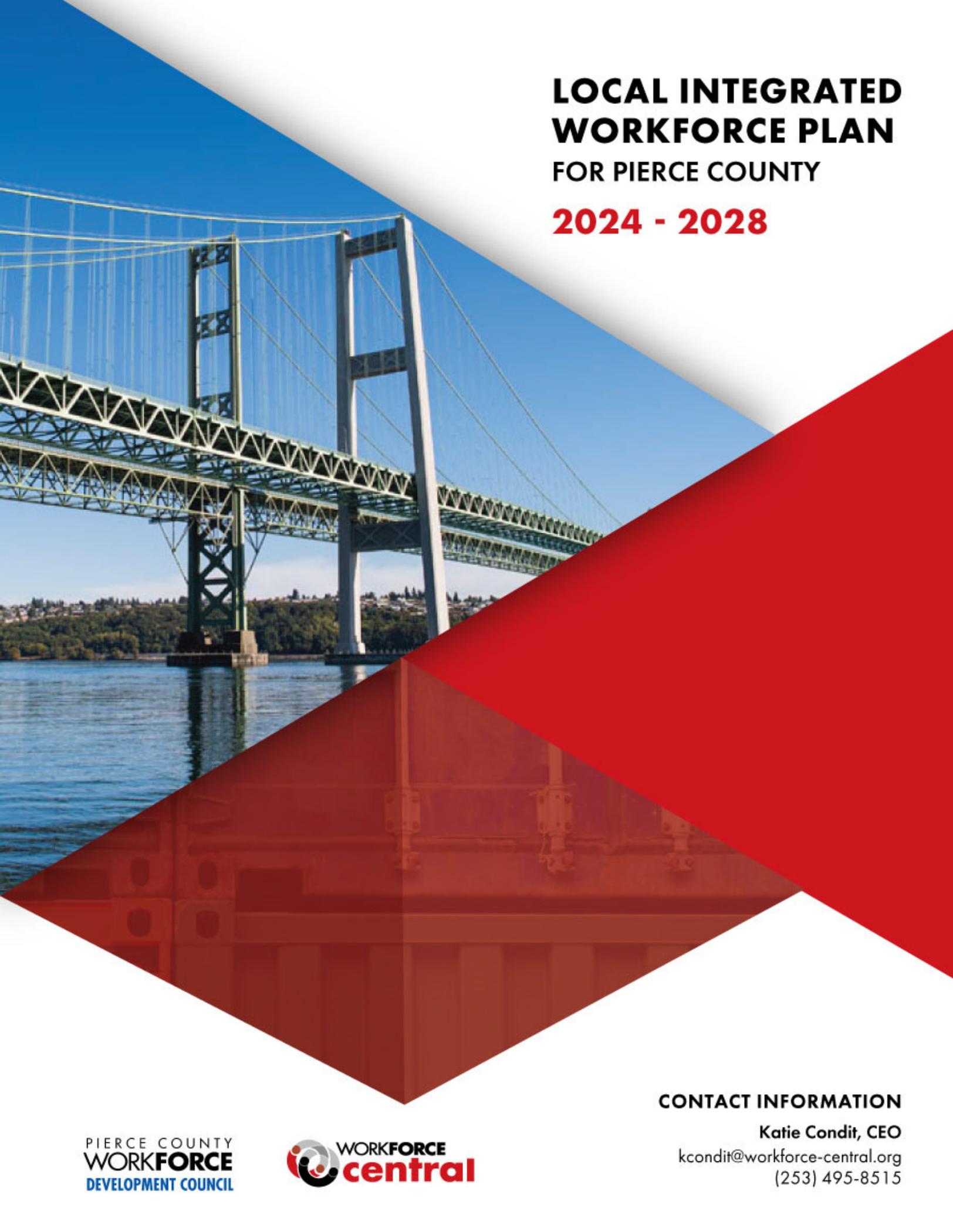
WorkForce Central Program Year 2024/Fiscal Year 2025 Budget Draft #1

- The April meeting packet includes a comparison of the first draft of the Program Year 2024 budget to the Program Year 2023 budget approved by the Workforce Development Board and Executive Board.
- The first draft of the Program Year 2024 budget presents an overall increase of approximately \$8,500,000 compared to the Program Year 2023 approved budget.
- The first draft of the budget is presented assuming a decrease in Workforce Innovation and Opportunity Act (WIOA) annual formula funding of approximately \$265,000 from the prior program year. This assumption is based on a model built by Josh Stovall to estimate the specific impact on funding levels for WorkForce Central based on the expected Washington State funding level from the Department of Labor, and data used by Employment Security Department and outlined in State policy.
- The first draft of the budget reflects a decrease of approximately \$409,000 in projected carry in of WIOA annual formula funding awarded in the current year available to expend in the next program year.
- Other funding represents funding awarded or expected to be awarded that will continue into the next program year with an expected increase of approximately \$9,200,000 from the prior program year. Other funding includes Economic Security for All, Disaster Recovery National Dislocated Worker Grant, funding from Pierce County for the Stabilization Training and Employment Program, Behavioral Health, and Young Adult Internships, Community Reinvestment Funds, Good Jobs Challenge Initiatives, and funding from Port of Tacoma for training and internship pathways.
- Investments in Jobseeker Solutions direct services to fund contract and performance responsibilities required of our service providers for WIOA annual formula funding and other funding awarded or will be awarded that will continue into the next program year.
- WorkForce Central staff for Business Solutions budgeted at 6 FTEs in Program Year 2024, no increase in FTEs from current FTEs or the Program Year 2023 budget. Budget for Program Year 2024 includes a 6% wage adjustment effective July 1, 2024 approved by the Executive Board.
- Other investments in Business Solutions, Regional Alignment and other budget line items due to new other funding awarded, evaluation of priorities, staff capacity, and strategic initiatives currently planned for Program Year 2024. Prioritized investing in and maintaining initiatives with direct impact for job seekers and businesses.
- WorkForce Central staff (not including Business Solutions) budgeted for Program Year 2024 at 21.75 FTEs compared to 21 FTEs budgeted in Program Year 2023.
 - a. Current WorkForce Central staff at 20.75 FTEs that includes all management, fiscal, and program staff.
 - b. Management currently plans to hire a Data Analyst before June 30, 2024 to support strategic initiatives and to continue to move WorkForce Central's work forward.
 - c. Budget for Program Year 2024 includes a 6% wage adjustment effective July 1, 2024 approved by the Executive Board.

- Reserve represents WIOA annual formula funding available for Program Year 2024 that will be used to maintain services such as when a continuing resolution is delayed, there is a government shutdown, or there is a delay in the awarding of Program Year 2025 WIOA annual formula funding. This allows for a period of time for continuation of services while the budget is negotiated and finalized. The reserve can also be used to leverage WIOA formula funding as other funding opportunities or initiatives come up during Program Year 2024.
- WorkForce Central has accumulated unencumbered cash reserves from prior years due to performance-based contracts that allowed for revenues that exceeded actual costs. These funds are used for unexpected expenses such as litigation fees, unexpected invoices from previous funding sources that have closed, or other unanticipated occurrences that require payment to reconcile.
- The Workforce Development Board and Executive Board will receive a second draft of the budget to review and provide feedback in May.
- Goal to have a final budget to present for the Workforce Development Board and Executive Board to approve at their June meetings.

WorkForce Central
Program Year 2024 Proposed Draft Budget vs.
Approved Program Year 2023 Budget

Budget Line Item	Draft PY24 Budget	Approved PY23 Budget	Difference	Projected Expenditures to June 30, 2024
Revenue:				
WIOA Annual Formula Funding	6,623,769	6,888,871	(265,102)	
Projected Carry-In WIOA Annual Formula Funds	2,593,580	3,002,996	(409,416)	
Other Funding	12,935,740	3,754,800	9,180,940	
Total Funds Available	<u>22,153,089</u>	<u>13,646,667</u>	<u>8,506,422</u>	<u>11,889,923</u>
Investment Areas:				
Jobseeker Solutions:				
Projected Carry-In Obligation	252,000	523,500	(271,500)	519,588
Direct Services - WIOA Annual Formula Contracts	3,476,500	3,024,900	451,600	2,772,900
Direct Services - Other Funding Contracts	8,293,850	2,037,913	6,255,937	2,514,923
Business Solutions:				
Business Solutions WorkForce Central Staff	862,199	828,723	33,476	807,149
Industry Trainings and Stipends	245,000	1,066,830	(821,830)	801,159
Employer Reskill Upskill Fund	465,000	100,000	365,000	29,388
Employer Engagement Events	50,000	50,000	-	-
Pierce County Behavioral Health	850,000	239,000	611,000	-
Business Navigators	400,000	-	400,000	-
Small Business Grants	440,000	-	440,000	-
Regional Alignment:				
System and Internal Professional Development	120,000	85,000	35,000	110,000
Common Referral System	245,000	215,500	29,500	209,685
Pierce WorkSource One-Stop Center	350,000	328,700	21,300	302,682
Workforce System Connection Site	50,000	45,000	5,000	41,800
Community Engagement	137,500	42,500	95,000	47,811
Service Delivery via Technology	194,000	194,000	-	184,924
Communications and Outreach	159,500	62,500	97,000	60,500
Data and Research	40,000	31,500	8,500	26,000
Total Investments	<u>16,630,549</u>	<u>8,875,566</u>	<u>7,754,983</u>	<u>8,428,508</u>
WorkForce Central Staff	<u>3,267,840</u>	<u>3,045,705</u>	<u>222,135</u>	<u>2,966,415</u>
WorkForce Central Operational Expenses	<u>580,000</u>	<u>522,000</u>	<u>58,000</u>	<u>495,000</u>
Reserve	<u>1,674,700</u>	<u>1,203,396</u>	<u>471,304</u>	<u>-</u>
Total Budget Need	<u>22,153,089</u>	<u>13,646,667</u>	<u>8,506,422</u>	<u>11,889,923</u>
Surplus/(Deficit)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>



LOCAL INTEGRATED WORKFORCE PLAN FOR PIERCE COUNTY

2024 - 2028

PIERCE COUNTY
WORKFORCE
DEVELOPMENT COUNCIL



CONTACT INFORMATION

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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 and local businesses across the region. The WDB, a collaborative partnership comprising local 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 broadened, aligning with our community's increasingly diverse needs, with an emphasis on fostering self-sufficiency beyond mere job placement.

Today, our overarching objective is to assist local 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, local 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.

Between 2022-2023, the workforce development board worked closely with community members representing the diversity of lived experience and identities across Pierce County, as well as partners across organizations to develop a Strategic Framework to guide our impact. It describes the impact we set out to accomplish for job seekers and local businesses and directly informs this 2024 – 2028 Integrated Workforce Plan.

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, local 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



SECTION I

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

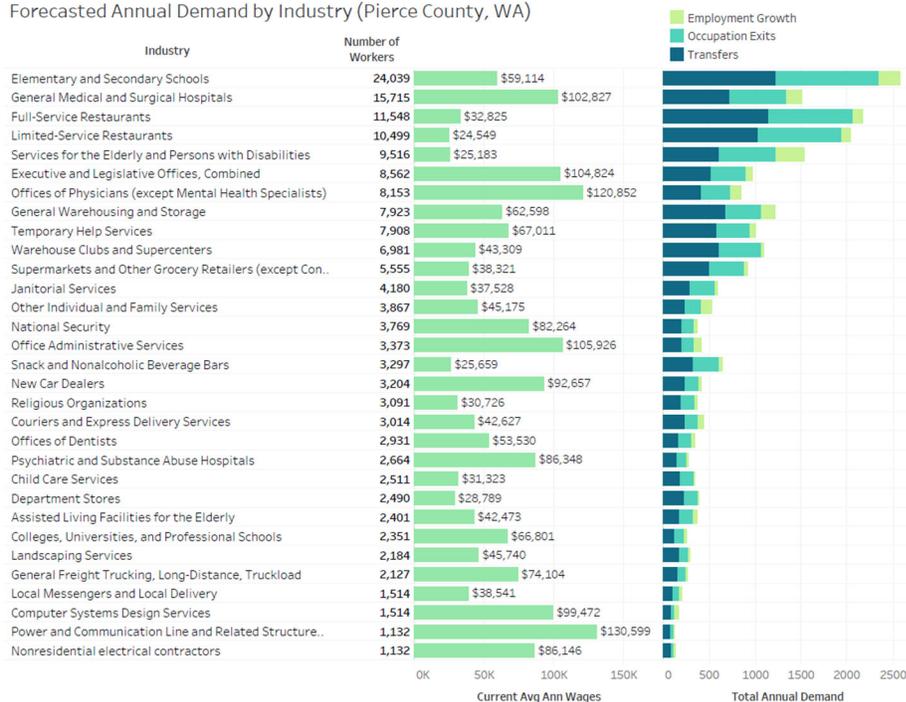
Regional Component of Plan

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.

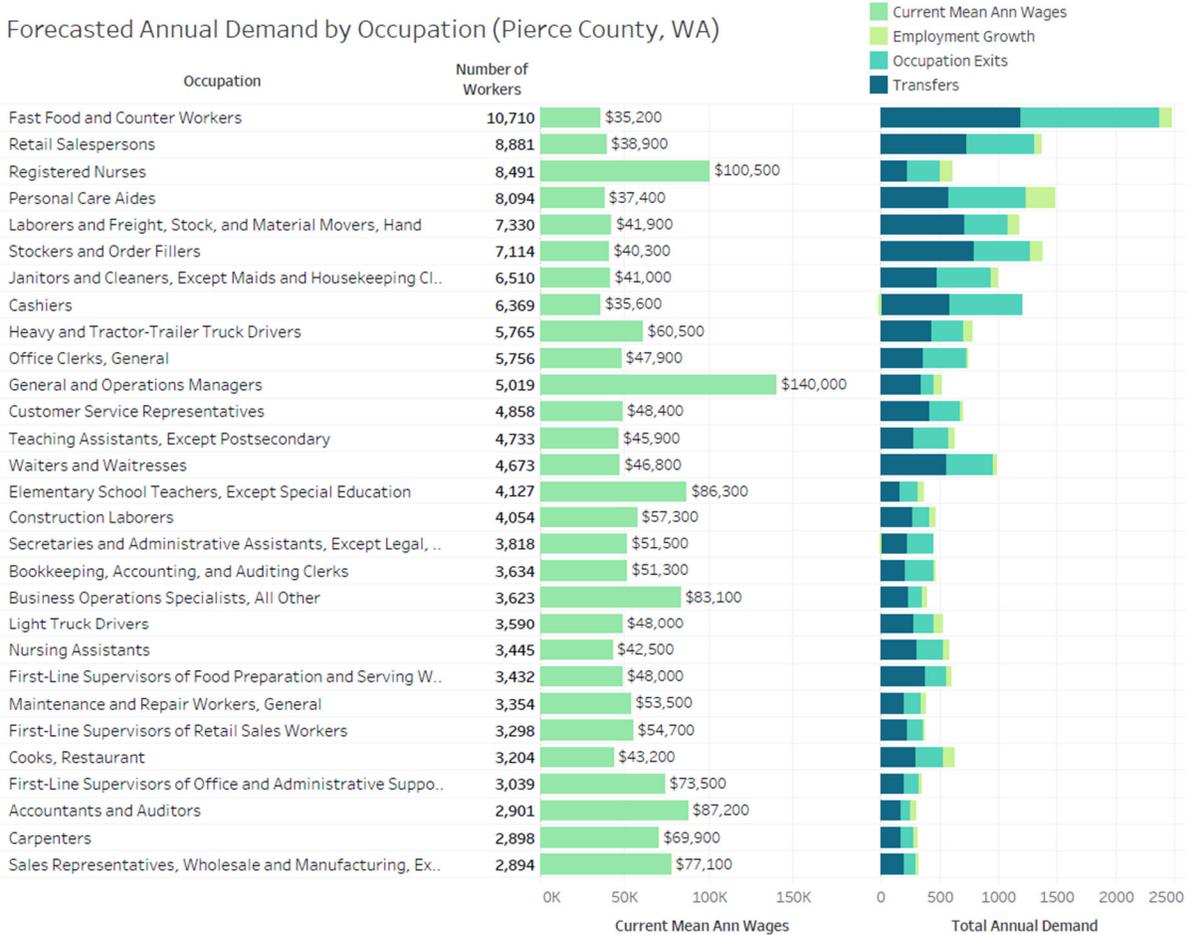
Forecasted Annual Demand by Industry (Pierce County, WA)



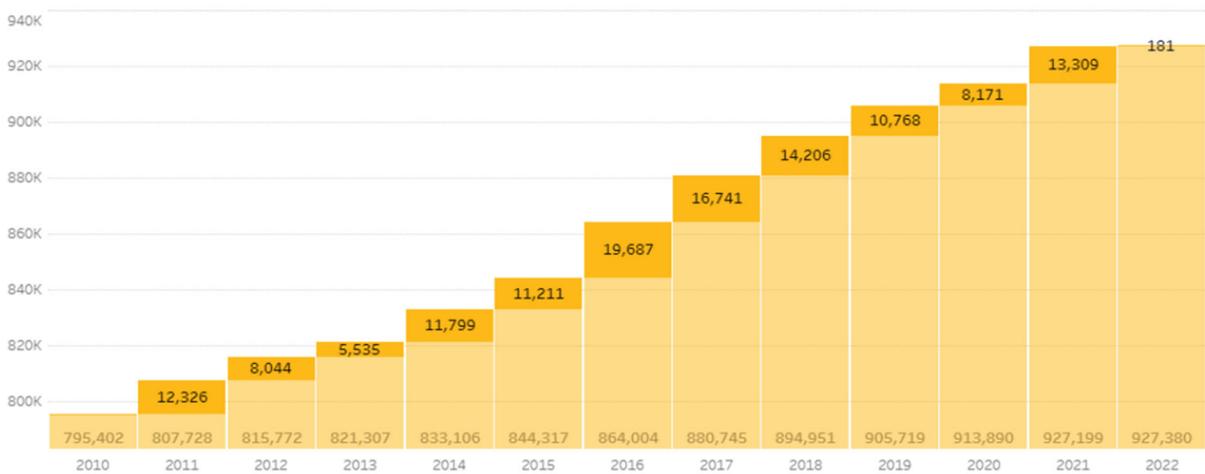
Elderly and Persons with Disabilities.

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

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.



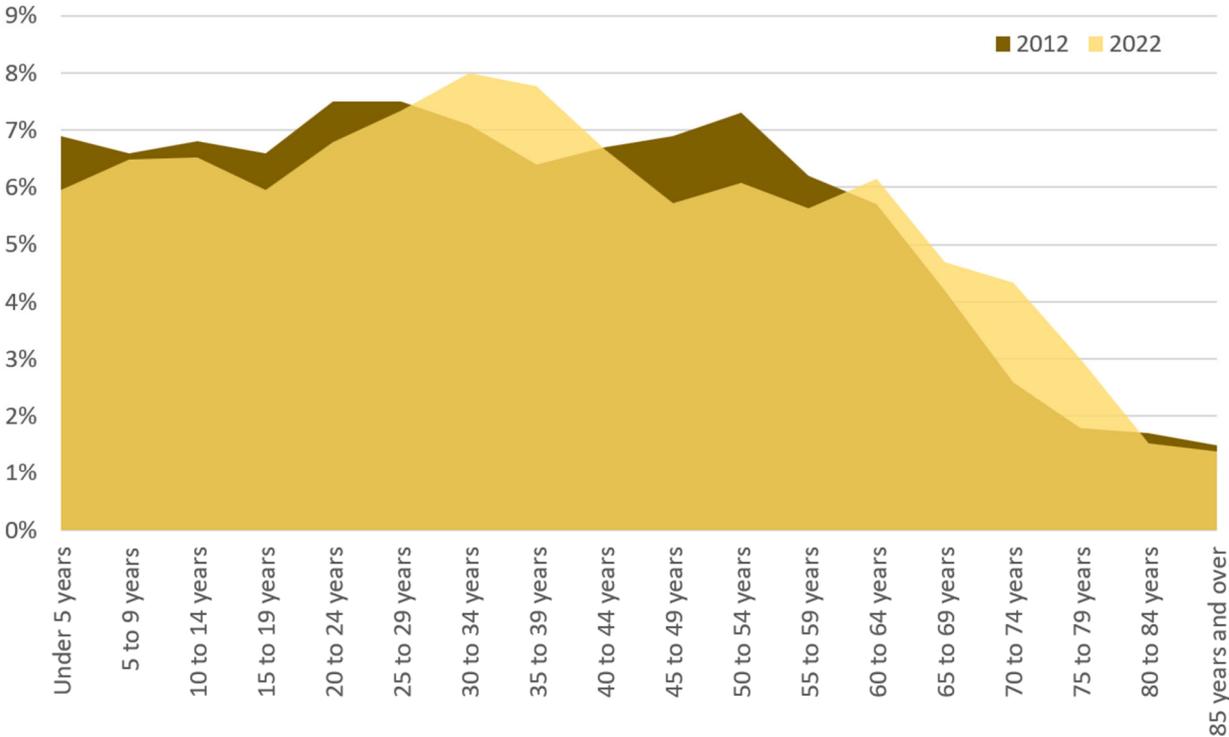
Workforce Demographics



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 growth is slowing, 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.

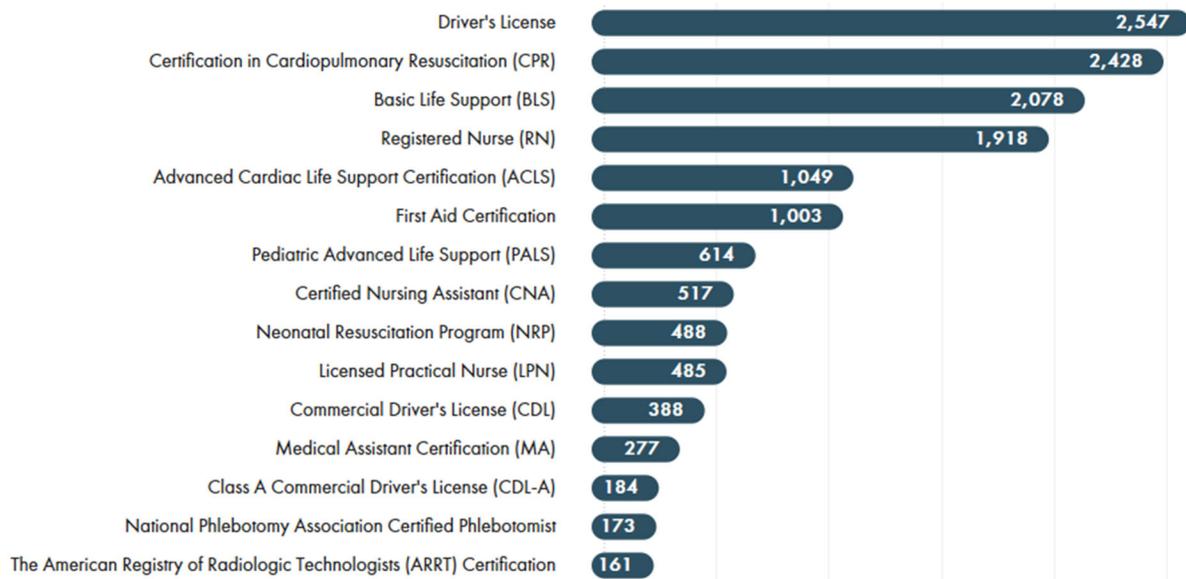
Pierce County Population Change

	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 growing communities of color. 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



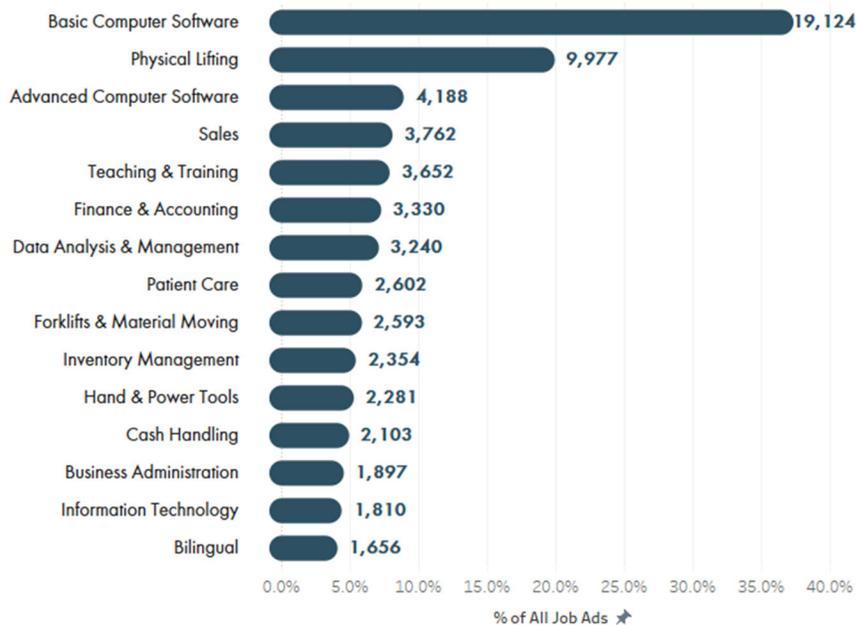
Nearly two out of every five jobs require basic computer skills (ability to operate a personal computer and various office applications). However, many more imply computer proficiency

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.

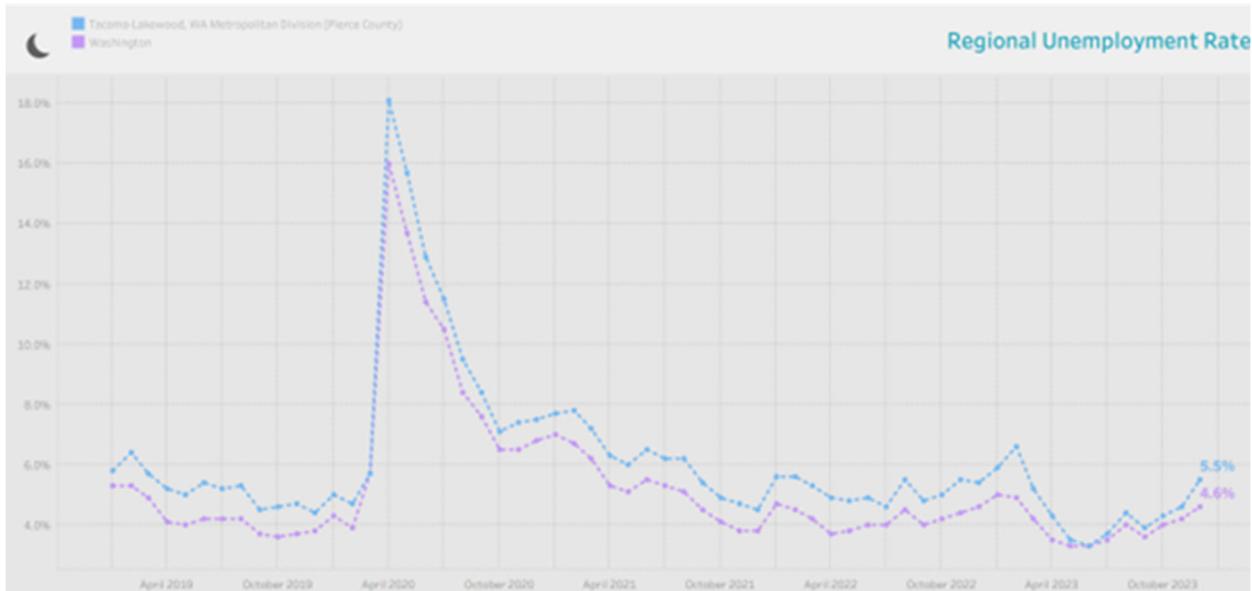
Advanced Computer Skills represents a combination of hundreds of different software and computer proficiencies. Looking at individual job postings, there’s a clear inclination to post duplicative technologies a worker may need vs. just the intent of the skill.

Top Skill Groups in 2023 by Job Posting

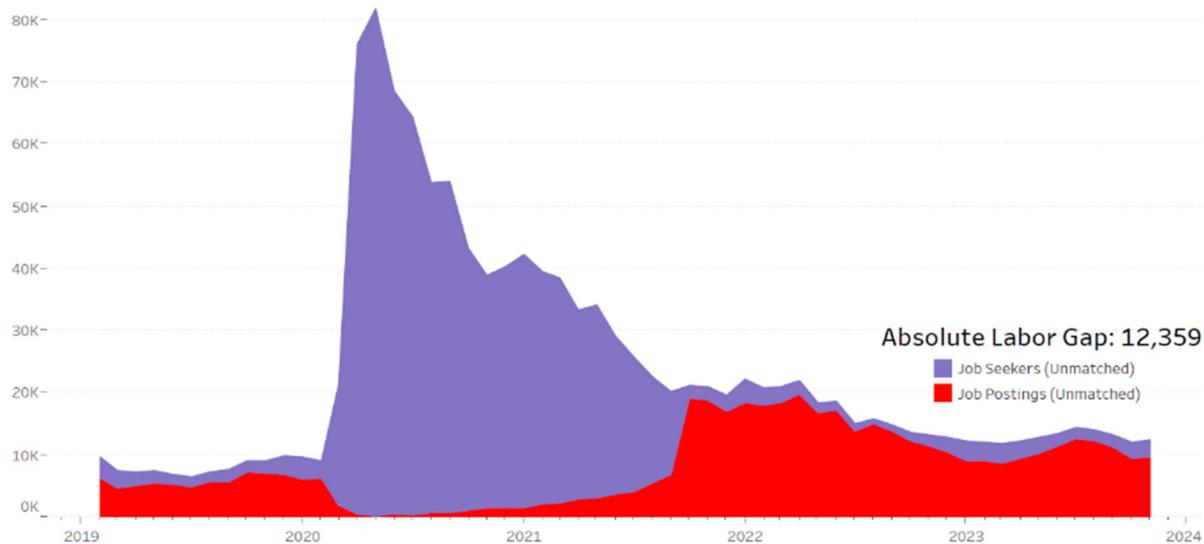


Workforce Metrics

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

Major Strengths

One of Pierce County’s biggest assets is the diversity and lived experience of our residents. Transferable skills are a hallmark of a strong workforce where assets exist in ways we might not traditionally define or identify them. Our organizations providing services in the workforce system 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 employers through coaching, wrap around supports, and funded training across priority sectors that leads to quality jobs. Pierce County’s leading industries are ones 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 robust network of WorkSource and partner sites coupled with a Common Referral System that allows for efficient and accessible referral across 24 organizations within Pierce County for jobseekers.

Opportunities for Improvement

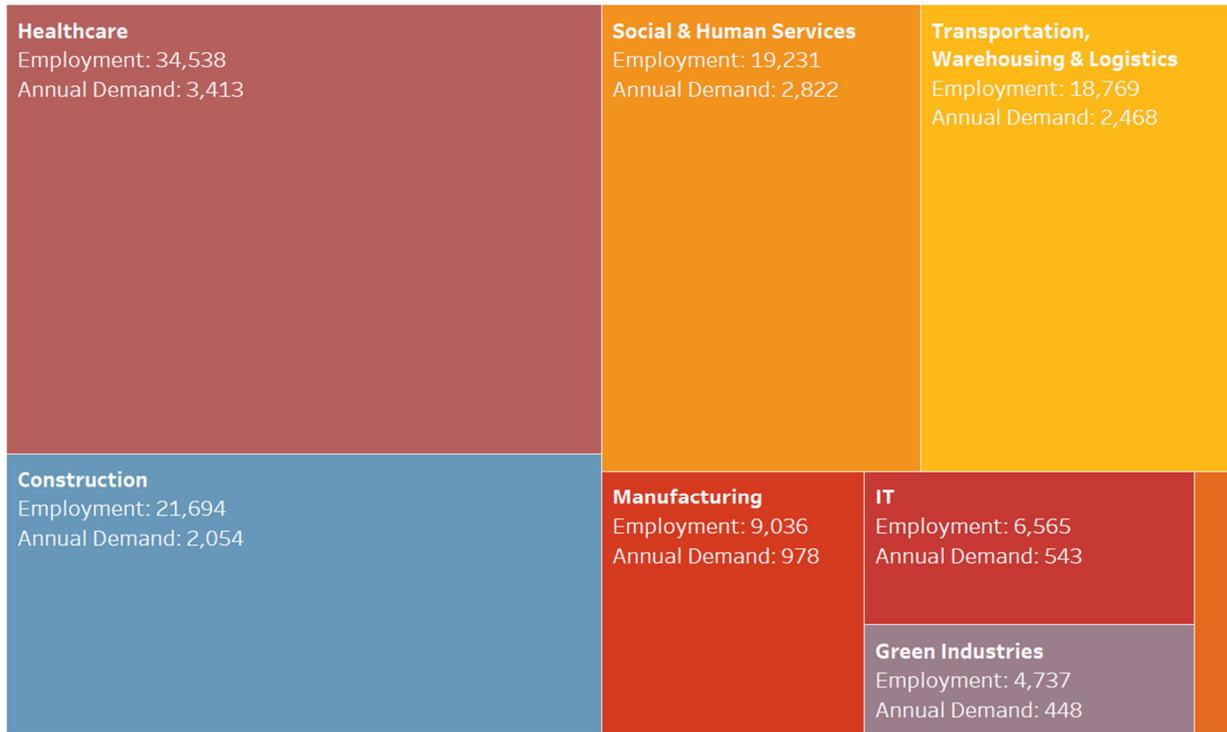
We plan to continue our work developing holistic employer assessments, capturing demand for emerging skills and credentials, and integrating that data with job seeker preferences. This is a continued opportunity for improvement, given that official data is often collected and aggregated without context and through classifications that don't reflect the changing dynamics of the workforce or emerging skills needed in our economy. We're working to address this through several strategies, including migrating our business services data to a standardize structure and extending data access, collecting and integrating job seeker career readiness and preference data, and increasing engagement with industry trade councils.

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



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.

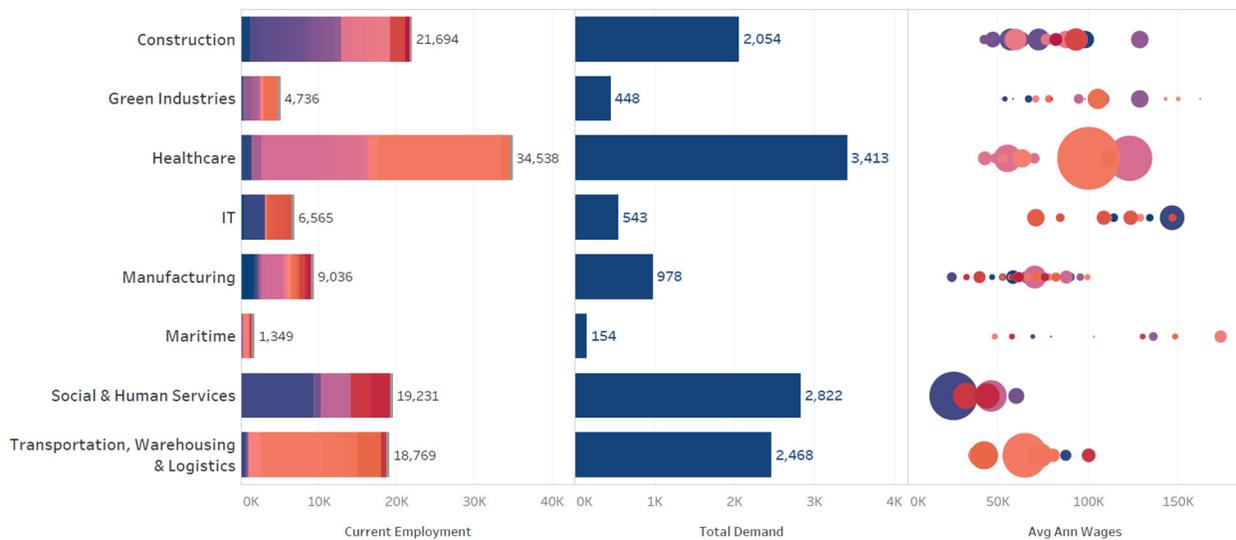
Key examples highlighting the work of these sector partnerships include the following:

- 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. This sector partnership is investing in strategies to increase retention of mental health providers through intern support systems, supervisor capacity sharing, and cross-agency training.
- Earn and Learn opportunities have been developed in our priority sectors to ensure people who are underemployed are supported through training pathways in each of these industries. Based on early pilot models that compensated people for training in manufacturing, healthcare,
- Good Jobs, Great Cities: WorkForce Central leads the Green Economy Workforce Strategy for the region through a partnership consisting of local technical colleges, labor, elected officials, key community-based organizations, and employers in manufacturing and construction with a focus on greening the economy in these two

priority industries. The goals of this Green Economy sector strategy are twofold: 1) increase quality jobs and diversity of workers in those jobs across sectors, and 2) grow pathways to entry through equity framework into manufacturing and construction, including increasing access to apprenticeships and pre apprenticeship trainings for women and people of color who have been historically underrepresented in these industries across occupations.

As of Q3 2023, we had 118 priority industries and occupations within these sectors, 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

We convene our sector tables regularly, ensuring updates to strategic frameworks are current and investments are following demand trends. We 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 Council, Economic Development Departments of municipalities, other economic development leaders, and our education partners to align our focus on high-demand sectors for the county *with a focus on quality jobs*.

We braid funding from multiple sources to ensure people who face significant barriers to employment have access to our priority sectors and training pathways leading to self-sufficient wage employment. We share sector tables and co-host with economic development and the chamber of commerce for Technology and Manufacturing, avoiding duplication of convening and aligning strategies. WorkForce Central works on behalf of our four community and technical colleges to convene industry roundtables for deans, faculty, and local employers quarterly focused on labor market trends, skill needs, and training pathways to ensure our higher education partners have the information they need to best serve their students and meet employment needs in our region. Those are just a few of the many collaborative examples present in our sector strategy work.

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 our community and reduce barriers to quality jobs include:

- Investments and alignment with By and For organizations: We invest in capacity for organizations led by and for the communities listed above to provide workforce services and navigation expertise as trusted messengers in the communities they serve. Examples include funding business solutions experts in Mi Centro and the Black Collective. In addition, our largest youth service provider is a 100% youth of color serving pre-apprenticeship training organization with direct entry pathways into apprenticeships through labor partnerships. Investing in the people and organizations most closely connected with communities we aim to support, with full trust in their expertise, is the strongest strategy we have to reshaping equity within our economy.
- Prioritizing, paying for, and trusting community voice and design: Through our community engagement taskforce, small business coalition, collaboration for a cause, the speakers bureau, and other embedded ways of engaging the community, we continue weave together the served and the serving, acknowledging we are not the experts in the lives of others, and illuminating and supporting a pathways towards meaningful employment requires individualized, intensive focus and supports. We have

invested more in community members than our limited federal funds allow, increasing our quality of services and not existing in a transaction oriented framework.

- Earn and Learn Models: Compensating people who are upskilling and reskilling towards quality jobs through short to medium term training and career advising.
- Providing paid work experience opportunities for people to train on the job and work their way to full employment.
- Data collection and sharing across system partners to truly understand the scope and
- Acknowledging that human-centeredness requires us to remember that a job, no matter how well paying, is not the singular “fix” to ensuring people become self-sufficient. We are whole humans that require investments in our health, education and training, housing, transportation, and a multifaceted array of

Cooperative Agreements

The Pierce County Workforce Partnership has committed 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:

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. Over the next four years, we will decentralize and expand our “brick and mortar” footprint to more meaningfully meet the community where they are at. Our Collaboration for a Cause mobile “one-stop” pilot between 2022-2024 demonstrated an ability to reach significantly more community members than a centralized one-stop.

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

WorkForce Central is considered the workforce development “arm” and aligned partner to our regional economic development organizations. We perform workforce-related research, design recruitment strategies, customize labor market information, coordinate requests for training between employers and training providers, implement and supervise customized training programs, and facilitate business-to-business referrals.

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. This will be a focus in 2024-2028 for our system.

Regional Cost Arrangements

N/A

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 industry trends, educational attainment, and median earnings.



SECTION III

Local Component of Plan

Strategic Vision and Goals

WorkForce Central (WFC) champions 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- Regional Alignment & Strategy

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: Intentional Outreach

- Funding providers led by and for communities we're serving.
- 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.
- Mobile "one-stop" Collaboration for a Cause
- Aligned resource events such as 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.
- Integrated 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

Education Coordination

WorkForce Central facilitates industry tables in partnership with our four community and technical colleges to support alignment around industry training and skills needs and certification pathways. We fund a Navigator position for the Basic Education for Adults (BEaA) and Workforce Education programs, positions that works out of Tacoma Community College and Pierce College and help people find programs to reach their education goals. 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. In 2024, WorkForce Central codified partnerships with Bates Technical College and Clover Park Technical College to support student outcomes in manufacturing and construction. We provide jobs connection services to students up to two quarters prior to completion pending their certificate/credential completion, with the intention of increasing completion and job placement.

Career Pathways & Credentials

To create transparency around 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. We will expand this through 2028.

Employer Engagement

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 Quality 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
- Small Business Navigators through trusted messenger organizations
- Integrated Business Service Delivery across partners
- Sectoral convenings to co-create with industry

One-Stop System



PIERCE COUNTY’S WORKFORCE DEVELOPMENT ECOSYSTEM

The diagram shows 1) the four primary facets of the local workforce system 2) workforce system partnership key roles and intersectionality 3) intended outcomes and 4) areas of impact. To learn more, visit workforce-central.org/workforce-system



Central to our strategy is the reliance on data-driven analysis to tailor training programs to the evolving needs of 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 populations in 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.

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

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 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

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 accessible

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

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 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.

Conflicts of Interest

- WorkForce Central board members, staff, and community partners adhere to the strictest conflict of interest ethical standards. Working as a system with multiple engaged stakeholders requires a rigid focus on our shared outcomes and a commitment to serving the community through aligned strategic planning and meeting those outcomes without regard for individual or organizational gain. We will continue working to integrate formal conflict of interest standards across all areas of our work, including in policy, partnership, investments, and board participation.

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. 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.

Identifying Common Goals

- Amplify and map shared outcomes to ensure a unified direction

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 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

- Monthly virtual layoff sessions
- 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
- 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 experiencing homelessness with County and other funded bus passes.
- We utilize the Common Referral System to seamlessly refer participants to resources
- 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. 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.

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. Through this partnership, the need for a dedicated ABE Programs Navigator was identified and is now funded to reside at Tacoma Community College in service to all ABE programs in the region. 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.

Cooperative Agreements

WorkForce Central facilitates our MOU partnership with 24 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, applications, etc.)
- A single point of contact, one system approach, for businesses to access services

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 initiative 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.

In addition, our Incumbent Worker program aids local employers in funding training that bolsters a competitive, productive workforce within their business. We are investing in companies dedicated to worker advancement, quality jobs, and business sustainability. Our goal is to support 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 are provided through individual training accounts with training providers on the State's Eligible Training Provider List, selected in consultation with customers. 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.

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 partners, WorkSource sites, and WIOA Title I subrecipient providers to create an integrated, technology-enabled system, and we have made good progress. In addition to the statewide developments of an updated MIS, 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.

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.

Priority Populations and Investments

Over the next four years, WorkForce Central has committed publicly to ensuring our direct investments are prioritizing populations that have faced systemic barriers to quality jobs. In partnership with community members and directly informed by people with lived experience facing barriers to quality jobs, we've identified the following priority populations for investment. • 75% of people served identify as being impacted by poverty • 60% of people served identify as Black, Indigenous, Latino/a/e, Asian American, Pacific Islander and/or American Indian, Alaska Native, and other communities of color • 15% of people served identify as having a disability • 10% of people served identify as experience homelessness • 50% of businesses served will be owned by Black, Indigenous, Latino/a/e, Asian American, Pacific Islander and/or American Indian, Alaska Native, women, and/or veterans. In addition, WorkForce Central focuses on the following WIOA and state priority populations:

- 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

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 by bringing a mobile "one-stop" of

services deep into neighborhoods and communities that face high barriers to employment. 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.

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 from local experts in this field and local community members experiencing systemic barriers to meaningful employment. Featuring keynote speakers, presentations, workshops, and educational resources, the summit helped to highlight 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.

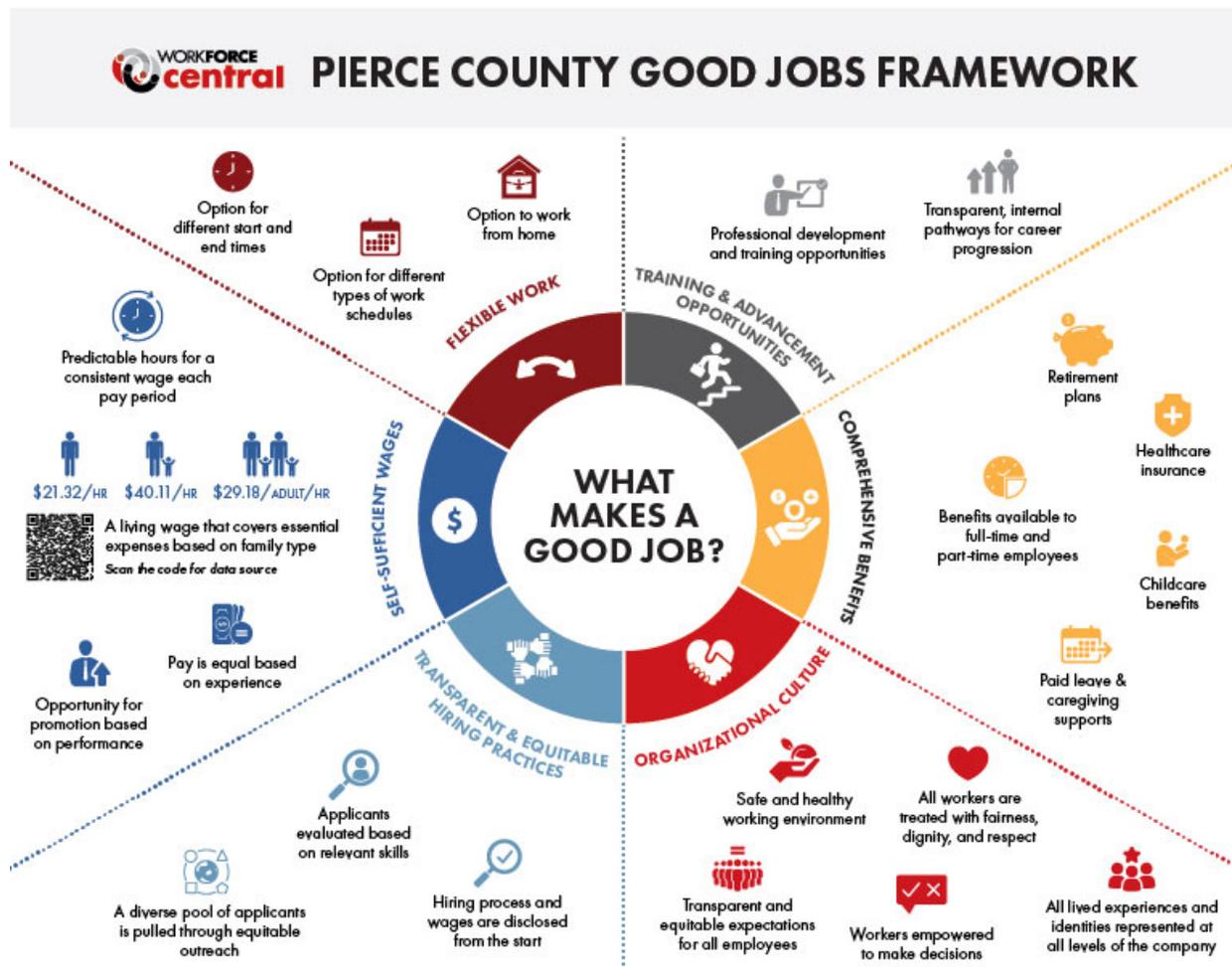
The following standards remain important for WorkForce Central to follow:

- 1.** Implement standardized questions in RFPs and RFQs issued by WorkForce Central that require applicant organizations to explicitly describe anti-racism and equity policies and practices, 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 RFQs that gives high weight to demonstrated values and effectiveness in equity, anti-racism, diversity, and inclusion
- 3.** Provide high-quality, in-depth Black Anti-Racism Training to WorkForce Central and MOU partner organization staff by our Director of Community Engagement or Task Force members certified as Cultural Diversity Practitioners
- 4.** Standardizing job descriptions to make lived experience equal in importance to other

qualifications, requiring questions about professional experience working effectively with diverse populations, and awarding extra interview points for persons with lived experience with forms of oppression and marginalization.

5. 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
6. Set priority outcomes for women and minority-owned business support of 50% or more of our capacity and investments
7. Use City of Tacoma's Equity Index to target investments and capacity by zip code
8. 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

Quality Jobs



We cannot talk about Equity without centering on quality jobs. Workforce Central works closely with small local businesses, labor partners, and education systems to ensure we are prioritizing investment on pathway into jobs that lead to self-sufficiency in the region. We have adopted the Self-Sufficiency calculator created by the University of Washington to determine what it would take for every individual jobseeker we serve to reach true self-sufficiency through a quality job pathway. Occupation segregation is present across industries in Pierce County, with women and people of color significantly over-represented in lower-wage jobs. We have created and use the following quality jobs framework to ensure we're working intentionally with local small businesses *and* jobseekers to understand, focus on, and be supported into quality local jobs.

Board Composition

- **See Attachment E**



SECTION III

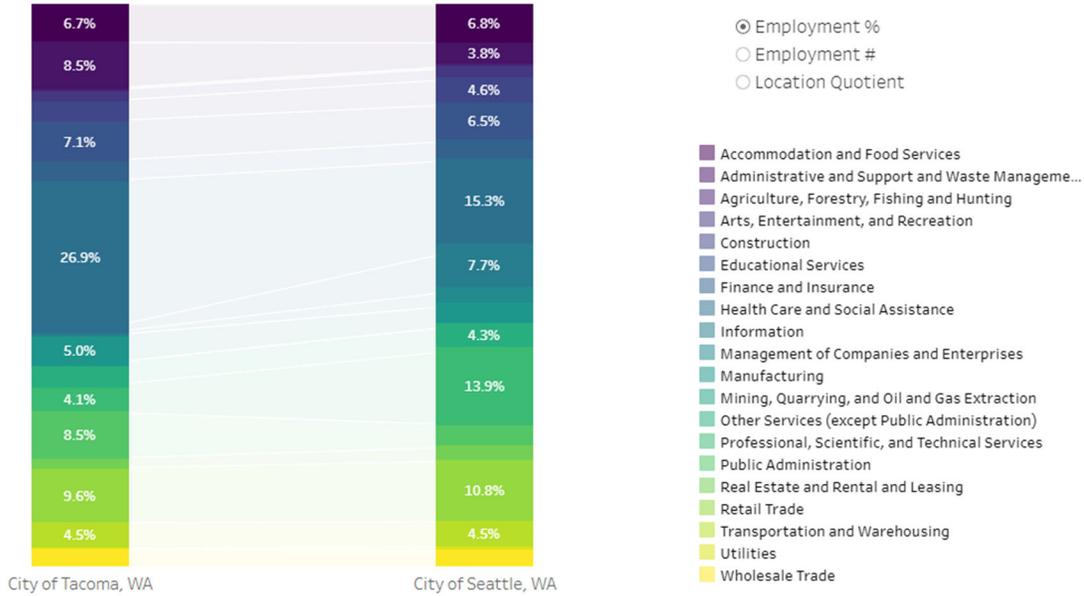
Performance Accountability

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 use the Common Referral System in partnership with United Way’s 211.
2. We use Job Seeker Comment Cards to gain feedback from WorkSource providers 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 inform our outreach strategies and assess opportunities for improved engagement.

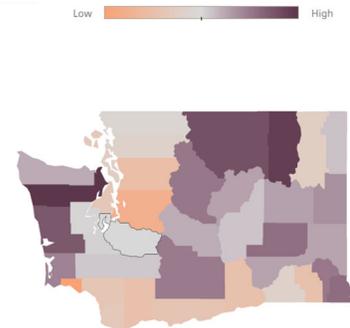
The Pierce County WDB and WorkForce Central continue to make workforce data available to workforce system partners, local government, and economic development organizations to aid

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.

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.



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 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 Pierce County WDB continues 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: Behavioral Health- Regional

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
<p>Phase I: Prepare Team</p> <p>Goal: build buy-in & support</p>	2022	<ul style="list-style-type: none"> Engage staff and board through labor market analysis to design Behavioral health Consortium 	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.
<p>Phase II: Investigate</p> <p>Goal: determine target industries</p>	Jan-June 2022	<ul style="list-style-type: none"> Research similar consortium models and state policy efforts. Connect with leaders of behavioral health movements in other regions to learn best practices and lessons learned. Connect with state workforce board policy experts 	We know what has worked elsewhere in collective behavioral health workforce efforts and where policy is moving	Assessment of learnings and best practices
<p>Phase III: Inventory & Analyze</p> <p>Goal: build baseline knowledge of industry</p>	June 2022-August 2022	<ul style="list-style-type: none"> Snapshot report of behavioral healthcare industry, including demand employer v. supply labor, growth projections, labor trends Determine needs for additional members and invite them to join. 	Updated data is gathered. Consortium is presented with baseline	Snapshot report Updated consortium member list.

<p>Phase IV: Convene</p> <p>Goal: build industry partnership, prioritize activities</p>	<p>Jan 2022-present</p>	<ul style="list-style-type: none"> • Monthly consortium meetings convened • Strategic framework developed • Mental health providers convened to determine barriers to advancement • Contract with BIPOC Health Ecosystem to guide work 	<p>Strategic framework is developed</p> <p>Financing for pilot testing is secured</p>	<p>Strategic framework is developed</p> <p>Financing for pilot testing is secured</p>
<p>Phase V: Act</p> <p>Goal: implement ideas</p>	<p>Jan 2024-Dec 2025</p>	<ul style="list-style-type: none"> • Continue monthly consortium meetings • Implement strategies following strategic framework • Establish network to support regular convening and co-design with behavioral health providers of color 	<p>Strategic Framework is updated and underway.</p>	<p>Interns supported and retained</p> <p>Supervisors supported, recruited and retained</p> <p>Professional development received</p>
<p>Phase VI: Sustain & Evolve</p> <p>Goal: grow the partnership</p>	<p>Jan 2026-Dec 2028</p>	<ul style="list-style-type: none"> • 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. 	<p>Ongoing assessment of impact and needs.</p>	<p>See above</p>

Sector to be served: Green Economy: Construction & Manufacturing- Regional

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
<p>Phase I: Prepare Team Goal: build buy-in & support</p>	<p>June 2023- August 2023</p>	<ul style="list-style-type: none"> • Convene group of technical colleges, labor, employers, and City of Tacoma • Assess labor market data and prioritize occupations 	<p>Convening occurs Labor market data shared</p>	<p>Convening occurs Labor market data shared</p>
<p>Phase II: Investigate Goal: determine target industries</p>	<p>August 2023- December 2023</p>	<ul style="list-style-type: none"> • Retain Good Jobs, Great Cities designation from Department of Labor and National League of Cities • Begin labor market research and mapping training pathways ecosystem 	<p>Application submitted and designation retained</p>	<p>Application submitted and designation retained</p>
<p>Phase III: Inventory & Analyze Goal: build baseline knowledge of industry</p>	<p>July- August 2023</p>	<ul style="list-style-type: none"> • Create accessible ecosystem map of green jobs training pathways in the region 	<p>Electronic pathways ecosystem map is launched</p>	<p>Electronic pathways ecosystem map is launched</p>
<p>Phase IV: Convene Goal: build industry partnership, prioritize activities</p>	<p>August- December 2023</p>	<ul style="list-style-type: none"> • Monthly meetings of Green Workforce sector strategy convened • Formally adopt a framework for a good job for the region based on State and DOL guidance. 	<p>Action plan shared with DOL Good jobs framework adopted</p>	<p>Action plan approved</p>

<p>Phase V: Act <i>Goal: implement ideas</i></p>	<p>January 2024 - December 2024</p>	<ul style="list-style-type: none"> • Create an outreach and advertising campaign elevating trade jobs in target fields • Host Inaugural Green Jobs Summit in Tacoma • Pilot investment of additional wrap-around supports and job connections for technical college students nearing completion • Create a skills map of future workforce needs in green construction and manufacturing <i>and</i> MWBE construction employer map • Grow opportunities for short-medium term certifications and pre-apprenticeship training pathways 	<p>College students receiving wrap around and job connection investments</p> <p>Green Jobs Summit occurs</p> <p>Training capacity increases, more enrollments in partner programs</p>	<p>Increased training capacity, wrap around support, training completions and job placements</p>
<p>Phase VI: Sustain & Evolve <i>Goal: grow the partnership</i></p>	<p>December 2024-ongoing</p>	<ul style="list-style-type: none"> • Access progress and impact. • Periodically re-examine workforce needs, labor market, etc. • Determine need for new strategies and develop if needed. 	<p>Ongoing assessment of impact and needs.</p>	<p>Measure specific strategies.</p>

Additional Sector Strategies:

- **Technology:** Led by Tacoma-Pierce County Economic Development Board- - WorkForce Central operates as the WorkForce partner for the Manufacturing Industrial Council, convened monthly
- **Manufacturing:** Led by Tacoma-Pierce County Chamber- WorkForce Central operates as the WorkForce partner for the Manufacturing Industrial Council, convened monthly

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
<p>Phase I: Prepare Team</p> <p><i>Goal:</i> build buy-in & support</p>	July 2024 - June 2028	<p>Two strategic priorities that will allow for county wide impact and accessibility:</p> <ol style="list-style-type: none"> 1. Strengthen use and effectiveness of the Pierce County Common Referral System 2. Strengthen alignment across partner organizations in the workforce system to reduce barriers and increase access for job seekers and businesses. 	<p>Increased understanding and use of Common Referral System.</p> <p>Reduction of barriers.</p>	<p>Review usage from when started and see if it has increased.</p> <p>Reduction of barriers and increased access.</p>
<p>Phase II: Investigate</p> <p><i>Goal:</i> determine options for coordinated service delivery</p>		N/A		
<p>Phase III: Inventory & Analyze</p> <p><i>Goal:</i> build baseline knowledge</p>	Quarterly	Get reports from partners to confirm we are going in the right direction.	Identify goals and review quarterly reports.	<p>Assist partners with identified goals.</p> <p>Measure where we are in the process.</p>

<p>Phase IV: Convene <i>Goal:</i> build partnership, prioritize activities</p>	<p>Ongoing</p>	<p>Convening of partners to discuss, analyze, and improve outcomes at all levels happens monthly.</p>		
<p>Phase V: Act <i>Goal:</i> implement initiatives</p>	<p>Ongoing</p>	<p>All initiatives under the agreed upon priorities are evaluated quarterly and assessed for improvements based on our desired outcomes.</p>		
<p>Phase VI: Sustain & Evolve <i>Goal:</i> grow the partnership</p>	<p>Ongoing</p>	<p>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.</p>		

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
<p>Phase I: Prepare Team</p> <p><i>Goal:</i> build buy-in & support</p>	<p>Ongoing thru June 2028</p>	<p>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.</p> <p>Economic development entities in Pierce County include:</p> <ul style="list-style-type: none"> • Economic Development Board for Tacoma-Pierce County. • Pierce County Economic Development Division • City of Tacoma, City of Lakewood, and City of Puyallup Economic Development Departments • Tacoma-Pierce County Chamber of Commerce, and other Pierce County chambers 	<p>Commitments are made collaborative activities.</p> <p>WDB members, WDB committee members, and WorkForce Central staff belong to and/or attend meetings of economic development entities.</p> <p>Members of economic development entities belong to and/or attend meetings of the WDB and its committees.</p>	<ul style="list-style-type: none"> • Partnership agreements • Membership • Meetings attended

<p>Phase II: Investigate</p> <p><i>Goal:</i> determine options for coordinated service delivery</p>	<p>Ongoing through June 2028</p>	<p>Continue ongoing review of economic development plans/information.</p> <p>Continue to analyze employment and wage data and trends, with participation by industry leaders.</p> <p>Request input from economic development entities in our upcoming review of targeted industry sectors.</p>	<p>All remain informed of economic development information and plans and employment and wage data.</p>	<ul style="list-style-type: none"> • Regular reviews, research and analysis completed. • Economic development input on industry sectors is documented.
<p>Phase III: Inventory & Analyze</p> <p><i>Goal:</i> build baseline knowledge</p>	<p>Ongoing</p>	<p>Convenings to discuss new work groups from economic development, workforce development and education leaders to discuss new collaborative initiatives and strategies.</p>		<ul style="list-style-type: none"> • Meeting planned
<p>Phase IV: Convene</p> <p><i>Goal:</i> build partnership, prioritize activities</p>	<p>Ongoing through June 2028</p>	<p>Continue meeting of workforce development, economic development, and education leaders, with discussion and decisions about new collaboration initiatives and strategies.</p> <p>Continue to host or cohost events for stakeholders and the community as needed and relevant.</p>	<p>Continue to share discussion and planning new collaborative initiatives.</p> <p>Relevant and needed event(s) are planned and held.</p>	<ul style="list-style-type: none"> • Leaders meeting held • Event(s)

<p>Phase V: Act</p> <p><i>Goal: implement initiatives</i></p>	<p>Current - 2028</p>	<p>Plan, implement, and assess new collaborative workforce and economic development strategies.</p> <p>The Pierce County WDB, WorkForce Central, and WorkSource Pierce partners regularly provide the following services to regional economic development organizations:</p> <ul style="list-style-type: none"> • Performing workforce-related research. • Designing 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. <p>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.</p> <p>Our staff continues to advocate for and leverage resources for additional job training and development opportunities for new incumbent</p>	<p>New strategies are developed, implemented, and assessed.</p> <p>Services to economic development organizations are provided, tracked, assessed, and reported.</p>	<ul style="list-style-type: none"> • Strategies implemented • Strategy specific metrics • Services tracked • Reports
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		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 <i>Goal: grow the partnership</i>	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.	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Employment Security Department • Department of Social and Human Services • Pierce College

WorkSource South Hill	Affiliate	<ul style="list-style-type: none"> • WorkForce Central Business Solutions • Career TEAM • Other partners as scheduled
Goodwill of the Olympics & Rainier Region	Connection	<ul style="list-style-type: none"> • Goodwill of the Olympics & Rainier Region
Pierce County Library System	18 Connection Site locations throughout Pierce County	<ul style="list-style-type: none"> • Pierce County Library System
Puyallup Public Library	Connection	<ul style="list-style-type: none"> • Puyallup Public Library

WIOA Title I Service Providers

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

Tacoma Goodwill Industries	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Arriva	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Valeo	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
AJAC	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
SEIU (HealthCare Career Fund)		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Providers within the Behavioral Health Consortium			<input checked="" type="checkbox"/>	
Palmer Scholars (LWDB Sub-Awardee)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

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

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

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

Career Team LLC (LWDB Sub-Awardee)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Pierce County Library System	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Tacoma Goodwill Industries	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Arriva	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Valeo	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
AJAC	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
SEIU (HealthCare Career Fund)		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Providers within the Behavioral Health Consortium			<input checked="" type="checkbox"/>	
Palmer Scholars (LWDB Sub-Awardee)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Comments regarding the adequacy and quality of Adult Services available:

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

Youth Program <i>List all current and potential service providers in the area</i>	Indicate service(s) provided by each			WIOA funded?	Services for youth with Disabilities?
	<i>Basic</i>	<i>Individualized</i>	<i>Training</i>		
Division of Vocational Rehabilitation	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Career Team LLC (LWDB Sub-Awardee)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	

Tacoma Goodwill Industries	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Arriva	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Valeo	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
AJAC	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
SEIU (HealthCare Career Fund)		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Providers within the Behavioral Health Consortium			<input checked="" type="checkbox"/>		
Palmer Scholars (LWDB Sub-Awardee)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Career Connect Washington Providers	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>

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
<i>Business majority (greater than 50% of all members)</i>	
1. Business	Irene Reyes <i>CEO and President, Excel Gloves & Safety Supplies</i>
2. Business	Blaine Wolfe <i>Project Executive, Absher Construction Company</i>
3. Business	Robin Baker <i>Program Manager, Amazon Web Services</i>
4. Business	Dave Shaw <i>CEO, Global Business Resources / Cyber Business Analytics</i>
5. Business	Taliesha Garrett <i>Chief of Staff, Eight Twenty-Eight Consultants</i>
6. Business	Ann Medalia <i>Vice President of Operations, TERRA Staffing Group</i>
7. Business	Rachael Pease <i>Vendor Diversity Manager, BNBuilders</i>
8. Business	Jolita Perez <i>System Manager Workforce Development, MultiCare Health System</i>

9. Business	Deborah Tuggle <i>Owner, Bite Me, Inc.</i>
10. Business	Representative moved out of state Winter 2023, currently seeking nominations
<i>Workforce (20% of members. Majority must be nominated by organized labor)</i>	
1. Labor	Nathe Lawver <i>Secretary-Treasurer, Pierce County Central Labor Council ALF-CIO</i>
2. Labor	Representative retired in Fall 2023, currently seeking nominations
3. Apprenticeship	Demetria “Lynn” Strickland <i>Executive Director, Aerospace Joint Machinist Training Committee</i>
4. Logistics/Transportation	Dale King <i>Superintendent/COO, Tacoma Rail</i>
5. Logistics/Transportation	Deanna Keller <i>Port Commissioner, Port of Tacoma</i>
6. Nonprofit	Dona Ponepinto <i>President & CEO, United Way of Pierce County</i>
<i>Education & Training</i>	
1. Title II Adult Ed	Jenna Pollock <i>Associate Dean, Transitional Studies, Clover Park Technical College</i>
2. Higher Education	Lin Zhou <i>President, Bates Technical College</i>
<i>Government</i>	
1. Wagner-Peyser	Norton Sweet <i>Central South Regional Director, Employment Security Department</i>
2. Vocational Rehabilitation	Mandy Kipfer <i>Supervisor, Department of Vocational Rehabilitation</i>
3. Economic Development	Bruce Kendall <i>President & CEO, Economic Development Board, Tacoma-Pierce County</i>

Attachment F: Local Integrated Workforce Plan Assurances

Planning Process and Public Comment		References
<input checked="" type="checkbox"/>	1. The local board has processes and timelines, consistent with WIOA Section 108(d), to 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.	<i>WIOA Sec. 108(d); 20 CFR 679.550(b)</i>
<input checked="" type="checkbox"/>	2. The final local plan, and modification, is available and accessible to the public on a regular basis through electronic means and open meetings.	<i>WIOA Sec. 107(e); 20 CFR 679.550(b)(5)</i>
<input checked="" type="checkbox"/>	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.	<i>WIOA Sec. 107(e); 20 CFR 679.390 and 679.310</i>
Required Policies and Procedures		References
<input checked="" type="checkbox"/>	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.	<i>WIOA Sec. 107(h); 20 CFR 679.430; WIOA Title I Policy 5405; WorkSource System Policies 1012 and 1025</i>
<input checked="" type="checkbox"/>	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).	<i>WIOA Sec. 121(b); 20 CFR 678.400</i>
<input checked="" type="checkbox"/>	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.	<i>WIOA Sec. 121(c); 20 CFR 678.500; WorkSource System Policy 1013</i>

☑	<p>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.</p>	<p><i>WIOA Sec. 121(d); 20 CFR 678.600; WorkSource System Policy 5404</i></p>
☑	<p>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.</p>	<p><i>WIOA Sec. 107(d)(9) and 116(c); 20 CFR 679.370(j) and 677.210</i></p>
☑	<p>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.</p>	<p><i>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</i></p>
☑	<p>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.</p>	<p><i>WIOA Sections 107(d)(10), 122(b)(3), and 123; 20 CFR 679.720(l-m) and 679.380; WIOA Title I Policy 5611</i></p>
☑	<p>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.</p>	<p><i>WIOA Sec. 181(c); 20 CFR 683.600; WorkSource System Policy 1012, Rev. 2 and 1025.</i></p>
☑	<p>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.</p>	<p><i>WorkSource System Policy 1010 Revision 1</i></p>

☑	<p>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.</p>	<p><i>WIOA Sec. 121(e)(2)(A); 20 CFR 678.305; WorkSource System Policy 1016</i></p>
☑	<p>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.</p>	<p><i>WIOA Section 188; 29 CFR Part 38; 20 CFR 652.8(j)</i></p>
☑	<p>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.</p>	<p><i>WIOA Sec.121(g); 20 CFR 678.800; WorkSource System Policy 1016</i></p>
☑	<p>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.</p>	<p><i>WIOA Section 188; 29 CFR Part 38</i></p>
☑	<p>17. The LWDB provides to employers the business services outlined in WorkSource System Policy 1014.</p>	<p><i>WorkSource System Policy 1014</i></p>
☑	<p>18. The local board complies with the nondiscrimination provisions of Section 188 and assures that Methods of Administration were developed and implemented.</p>	<p><i>WIOA Section 188; 29 CFR 38; WIOA Policy 5402, Rev. 3; WorkSource System Policy 1012, Rev. 2</i></p>

<input checked="" type="checkbox"/>	<p>19. The local board collects and maintains data necessary to show compliance with nondiscrimination provisions of Section 188.</p>	<p><i>WIOA Section 185; 29 CFR 38; WIOA Policy 5402, Rev. 3; WorkSource System Policy 1012, Rev. 2</i></p>
<input checked="" type="checkbox"/>	<p>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</p>	<p><i>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</i></p>
<input checked="" type="checkbox"/>	<p>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.</p>	<p><i>WIOA Sec. 167; MSFW Services Handbook</i></p>
<input checked="" type="checkbox"/>	<p>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.</p>	<p><i>WIOA Sec. 116(i)(3) and 185(a)(4); 20 USC 1232g; 20 CFR 677.175 and 20 CFR part 603</i></p>
<p>Administration of Funds</p>		<p>References</p>
<input checked="" type="checkbox"/>	<p>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.</p>	<p><i>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</i></p>
<input checked="" type="checkbox"/>	<p>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.</p>	<p><i>WIOA Sec. 108(b)(15), WIOA Title I Policy 5230; WIOA Title I Policy 5250</i></p>

☑	25. The LWDB ensures compliance with the uniform administrative requirements under WIOA through annual, on-site monitoring of each local sub-recipient.	<i>WIOA Sec. 184(a)(3); 20 CFR 683.200, 683.300, and 683.400-410; WIOA Policy 5230</i>
☑	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.	<i>2 CR Part 200; 20 CFR 683.200; WIOA Title I Policy 5260, Rev. 4</i>
☑	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.	<i>WIOA Section 184(c); 20 CFR Part 652; 20 CFR 683.410(a), 683.420(a), 683.750; WIOA Title I Policy 5265</i>
☑	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.	<i>WIOA Sec.184(a)(2)(A); 20 CFR 683.200 and 683.220; OMB Uniform Admin. Guidance; (GAAP); WIOA Title I Policy 5407</i>
☑	29. The LWDB will not use funds received under WIOA to assist, promote, or deter union organizing.	<i>WIOA Sec. 181(b)(7); 20 CFR 680.830-840.</i>
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.	<i>20 CFR Part 680 Subparts A and B; proposed 20 CFR Part 681 Subpart A; WorkSource System Policy 1019, Rev. 8</i>
☑	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.	<i>WIOA Sec. 134(c)(3)(G); 20 CFR 680.300-330; WIOA Title I Policy 5601, Rev. 2</i>

<input checked="" type="checkbox"/>	<p>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.</p>	<p><i>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</i></p>
<input checked="" type="checkbox"/>	<p>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.</p>	<p><i>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</i></p>

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 Review and 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 stakeholders.

Process

- **November 2023 – February 2024:** WorkForce Central staff drafted the Local Plan based on community-wide strategic planning done between 2022-2024.
- **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 and 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.
- **In person** feedback in 1:1s and group meetings with stakeholders and community members

Public Comment Summary

Public feedback throughout the design, development of plan and formal feedback period emphasized the need to have a *local* focus, especially regarding local business support and engagement. In addition, a robust focus on equity and removing systemic barriers for communities to meaningful employment was emphasized as a critical component on the plan for partners and community members, as was transparency and accountability. We’ve incorporated all input into our plan and thank the community members who shared feedback.

Attachment I: Performance Targets

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



Workforce Innovation and Opportunity Act (WIOA) Policies and Procedures

Reporting Incidents of Fraud, Program Abuse and Criminal Activity

Policy Number: ADM-3005, Rev. 2

Release Date: March 14, 2023

Supersedes: Reporting Incidents of Fraud, Program Abuse and Criminal Activity, Rev. 1 released October 14, 2020.

PURPOSE

This policy establishes procedures for reporting alleged, suspected, or known fraud, program abuse, and criminal misconduct associated with the Workforce Innovation and Opportunity Act (WIOA) Title I funded programs.

The formatting of this policy was updated; no other substantive changes occurred with this policy revision.

BACKGROUND

The requirements for immediate reporting of information and complaints involving criminal fraud, waste, abuse, or other criminal activity associated with WIOA Title I funded programs are provided in:

- 20 CFR 683.620
- U.S. Department of Labor Employment & Training Administration's Training and Employment Guidance Letter (TEGL) 2-12, and
- Washington State Employment Security Department (ESD) WIOA Policy 5412, Rev. 2

POLICY

Any individual who suspects or has knowledge of fraud, program abuse, or criminal misconduct associated with the implementation of WIOA Title I programs, must immediately report their concerns to the Department of Labor's Office of Inspector General (OIG) and ESD using the procedures detailed in this policy. If ESD is the subject of the incident report, the incident should only be reported to the OIG with a copy provided directly to the Department of Labor's Employment and Training Administration (DOLETA) by the reporting entity.

No action will be taken against those who disclose information concerning criminal or improper activities or file a valid complaint to proper authorities. The reporting individuals shall remain anonymous. If an individual believes that their position will be compromised by reporting information through the OIG's Incident Reporting (IR) form (see below), they may send the report directly to the OIG (see contact information below).

Reporting procedures do not supersede the responsibility for subrecipients, including WorkForce Central, to safeguard WIOA Title I funds by taking prompt and appropriate corrective action when any evidence of a violation of WIOA or its implementing regulations is found. Whenever the entity reporting the allegation of an incident believes that immediate action to prevent further financial loss or other damage is necessary, or recovery of funds or property may be impeded if immediate action is not taken, the reporting entity has the responsibility to take any action it deems appropriate, including contacting the local law enforcement agency. Any immediate action taken or planned by the reporting entity must be reported to ESD (see contact information below) when the incident report is submitted.

PROCEDURES

Situations involving imminent health or safety concerns, or the imminent loss of funds exceeding \$50,000 are considered emergencies and must be immediately reported to ESD and the OIG.

The [Incident Report \(IR\) form, Office of Inspector General \(OIG\) 1-156](#) is the official form to be used for reporting allegations of criminal and other illegal or improper activities in WIOA Title I funded programs. The IR form must be used in the following situations:

- Fraud, misfeasance, nonfeasance, or malfeasance:
 - Any alleged deliberate action which may be in violation of federal statutes and regulations. This category includes, but is not limited to indications of bribery, forgery, extortion, embezzlement, theft of participant checks, kickbacks from participants or contractors, intentional payments to a contractor without the expectation of receiving services, payments to ghost enrollees, misuse of appropriated funds, and misrepresenting information in official reports.
- Misapplication of funds:
 - Any alleged deliberate use of funds, assets or property not authorized or provided for by legislation or regulations, grants, or contracts. This category includes, but is not limited to nepotism, political patronage, use of participants for political activity, ineligible enrollees, conflict of interest, failure to report income from federal funds, violation of contract/grant procedures, and the use of federal funds for other than specified purposes. An incident report should be filed when there appears to be an intent to misapply funds rather than merely for a case of minor mismanagement.
- Gross mismanagement:
 - Actions or situations arising out of management ineptitude or oversight and leading to a major violation of the legislative process, regulations, or contract/grant provisions. Such actions or situations have the potential to severely hamper accomplishment of program goals, waste government resources, and jeopardize future support for a particular project. This category includes, but is not limited to un-auditable records, unsupported costs, highly inaccurate fiscal reports or program reports, payroll discrepancies, payroll deductions not paid to the Internal Revenue Service (IRS), and lack of good internal control procedures.
- Employee/participant misconduct:
 - Actions by the Pierce County Workforce Development Board, WorkForce Central and its contractors and subrecipients that occur during or after work hours that reflect negatively on WorkForce Central and/or the Department of Labor or its mission including but not limited to: conflict of interest or the appearance of conflict of interest involving outside employment, business and professional activities; the receipt or giving of gifts, fees, entertainment, and favors; misuse of federal property; and/or misuse of official information and such other activities as might adversely affect the confidence of the public in the integrity of the government.
- Other potential or suspected criminal actions.

If ESD is the subject of the incident report, the incident should only be reported to the OIG with a copy provided directly to DOLETA by the reporting entity. Otherwise, the IR form must be delivered to both ESD and the OIG, with a copy to the DOLETA using the following contact information:

Employment Security Department (ESD)*(Choose one method)*

- ESDGPCommissionerRequests@esd.wa.gov
- Mail:
Office of the Commissioner
Employment Security Department
Attention: WIOA Incident Reporting
P.O. Box 9046
Olympia, WA 98507-9046

*and***Office of Inspector General (OIG):***(choose one method)*

- Hotline for emergency situations:
1-800-347-3756 or 202-693-6999
- Hotline Online Complaint Form:
<https://www.oig.dol.gov/hotline.htm>
- FAX: (202) 693-7020
- Mail:
Attention: Hotline
Office of Inspector General
U.S. Department of Labor
200 Constitution Avenue, N.W.
Room S-5514
Washington, D.C., 20210

Copy to:**Dept. of Labor's Employment and Training Administration (ETA)***(choose one method)*

- Email: RO6-RA-SF@dol.gov
- Mail:
Attention: Regional Administrator
U.S. Department of Lab
Employment and Training Administration
San Francisco Regional Office
90 7th Street, Suite 17300
San Francisco, CA 94103
- Phone: 414-625-7977

When the OIG receives an IR, they determine whether the allegations have merit and, when appropriate, conduct or arrange for an investigation and/or audit. If the OIG determines that the case does not have investigative or audit merit, the case is referred back to the Department of Labor's Employment and Training Administration (ETA) for resolution.

REFERENCES

- [20 CFR 683.620](#)
- [DOL ETA TEGL 2-12](#) – *ETA Grant Recipient Responsibilities for Reporting Instances of Suspected Fraud, Program Abuse and Criminal Conduct*
- [ESD WIOA Policy 5412, Rev. 2](#) – *Reporting Incidents Involving WIOA Funding*

APPROVED


Katie Condit (Mar 14, 2023 14:58 PDT)

Katie Condit, WorkForce Central CEO

Mar 14, 2023

Date

EQUAL OPPORTUNITY - EQUAL ACCESS

WorkForce Central is an equal opportunity employer/program.

Auxiliary aids and services are available upon request for individuals with disabilities. Washington Relay Service – 711.



Administrative Policies

Property Management & Inventory Control

POLICY #:	<i>ADM-3014, Rev. 4</i>
EFFECTIVE:	xxx
SUPERSEDES:	<i>Property Management & Inventory Control Policy #ADM-3014, Rev. 3, dated March 1, 2024</i>

PURPOSE:

This policy provides direction for the management and inventory control measures for property other than real property (i.e., land and buildings). This policy applies to purchases made with grants issued to WorkForce and its subrecipients and contractors.

This policy applies to equipment such as, but not limited to furniture, fixtures, software, cell phones, technology equipment (e.g., laptops, tablets, docking stations, monitors), printers, and other items with an acquisition cost of \$5,000 or less.

This policy was revised to clarify:

- Only items worth \$300 or more must be listed on the inventory log.
- All items, except furniture, fixtures, and software, worth \$300 or more must have an inventory tagged placed on the item.

BACKGROUND:

WorkForce Central adheres to the property management standards in the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards Subpart D-Post Federal Award Requirements, Property Standards (2 CFR 200).

POLICY:

WorkForce Central, its subrecipients and contractors must comply with this policy and maintain property management inventory systems that safeguard against loss while ensuring the integrity of purchases made with federal and other grants. Inventory must be easy to locate and in good condition at all times.



WorkForce Central will maintain a Property Inventory Team who is responsible for ensuring the security and integrity of equipment and property purchases. The Property Inventory Team can be reached at support@workforce-central.org.

INVENTORY LOGS:

Inventory logs must be maintained for items with a value of \$300 or more and purchased with WorkForce Central issued grants. To ensure compliance with federal property inventory requirements and consistency with WorkForce Central inventory tracking, subrecipients and contractors are encouraged to use this [inventory log](#) (hyperlink). If a subrecipient or contractor chooses to use their own inventory log, the following must be documented in accordance with 2 CFR 200.33(d)(1):

- Tag number
- Description of the purchase
- Serial number
- Source of funding, including FAIN
- Title holder
- Acquisition date
- Cost of the purchase
- Percentage of federal funds
- Location of the item
- The use and condition of the item
- Disposition date
- Sale price, if applicable

WorkForce Central's Property Inventory Team will maintain their own inventory logs for WorkForce Central, its subrecipients and contractors. The Property Inventory Team ensures WorkForce Central's inventory logs align with the subrecipient and contractor's inventory logs and reviews the logs for accuracy and compliance with federal property inventory regulations and this policy. When applicable, the Property Inventory Team will work with the subrecipient or contractor to resolve issues and provide assistance to ensure the subrecipient or contractor's inventory logs are brought into compliance.

PROCEDURES:

1. Requesting a purchase:

- i. For technology purchases, WorkForce Central staff, its subrecipients and contractors must first consult WorkForce Central's Property Inventory Team at support@workforce-central.org to ensure the technology meets WorkForce Central's security and other standards.
- ii. After a proposed technology purchase is approved by WorkForce Central's Property Inventory Team, and for non-technology purchases, WorkForce Central staff will complete WorkForce Central's internal online procurement request. WorkForce Central's subrecipients and contractors will complete WorkForce Central's external online property purchase request that includes:
 - a. Type of property or equipment to be purchased.

- b. Purpose of the item to be purchased.
 - c. Staff assigned to the item.
 - d. Location where the item will be used and stored.
 - e. Percent of grant funds allocated to the item.
 - f. An uploaded document identifying the make, model, and cost of the item.
 - g. The subrecipient's or contractors current inventory log.
 - o WorkForce Central's Property Inventory Team will have up to five (5) business days to review the inventory log for accuracy and compliance with federal property management inventory requirements. If applicable, the subrecipient or contractor must remedy issues identified on the inventory log prior to WorkForce Central authorizing the requested purchase.
 - iii. Following the submittal of the online purchase request, and for WorkForce Central subrecipients and contractors, approval of their inventory log, WorkForce Central staff, its subrecipients and contractors will receive an automated email notifying them of the approval or denial of the purchase request.
- 2) **Tagging Items:** Items with a value of \$300 or more (except furniture, fixtures, and software) must be tagged. Upon receipt of the approved purchased item, WorkForce Central staff, its subrecipients and contractors must notify the WorkForce Central Property Inventory Team to coordinate the tagging of the item. WorkForce Central, its subrecipients and contractors must then record the tag number on their inventory log.
- 3) **Property status changes:** WorkForce Central's Property Inventory Team must be notified of the following and inventory logs must be updated to reflect:
 - i. Change of the primary location of the item.
 - ii. Change in assigned staff.
 - iii. If the item is no longer needed.
 - iv. The item no longer functions properly or is broken.
 - v. Property is missing from inventory records.
 - vi. When items are missing, damaged, or are stolen.
 - vii. When an item is ready for disposal.
- 4) **Missing, damaged or stolen property:** Missing, damaged, or stolen property must be reported immediately to the WorkForce Central Property Inventory Team via phone at 253-732-1704 or email at support@workforce-central.org. Any loss, damage, or theft must be investigated immediately. The following must be adhered to:
 - i. Document steps taken to search for the missing property.
 - ii. Take action to minimize the loss.
 - iii. Assess whether the lost property contained any personal information, and if the loss constitutes a data breach (RCW 42.56.590), notify individuals and businesses

affected by the breach, and if the security breach affects more than 500 Washington residents, the Attorney General's Office.

- iv. Ensure investigations are not hampered.
- v. Implement appropriate personnel actions if necessary.
- vi. Comply with [RCW 43.09.185](#) and immediately report losses to the office of the State Auditor (SAO).
- vii. Maintain records of losses in accordance with this policy.

5) Contract termination: Upon completion of a contract, the subrecipient or contractor may return property to WorkForce Central or purchase the item at the depreciation value with non-WorkForce Central issued grant funds.

6) Property Disposal: WorkForce Central staff, its subrecipients and contractors must notify the WorkForce Central Property Inventory Team when an item is ready for surplus or disposal. The Property Inventory Team will:

- i. Cleanse the equipment to remove confidential, sensitive, and personally identifiable information.
- ii. Designate items for surplus.
- iii. Assign the condition as obsolete, poor, or scrap.
- iv. Determine the method of disposal, including appropriate E-waste recycling options.
- v. Dispose of the item in compliance with applicable funding regulations which may include:
 - a. Offering the item to subrecipients or contractors for which the item was originally purchased.
 - b. Offer the item to WorkSource partners.
 - c. Donate or sell the item.
- vi. Use procedures to gain highest possible return on sold items.
- vii. Record disposal status on the applicable inventory log.
- viii. Notify the WorkForce Central fiscal department of the disposal of property.

7) Records Retention: Acquisition and disposal records must be retained for all purchases on the inventory list for a period of at least six (6) years after contract closeout.

CALCULATING DEPRECIATION

WorkForce Central is required to follow the WA State Office of Financial Management (OFM), section 30.50.10.a Capital Asset Class and Local Code Table Schedule A for capital assets in new condition. Estimating an items useful life is dependent on factual circumstances, replacement policies, or industry practices. WorkForce Central is responsible for establishing and utilizing appropriate useful life for assets acquired in less than new condition.



WorkForce Central will calculate depreciation using the straight-line method in the OFM State Administrative and Accounting Manual (SAAM) section 30.20.70.b. To calculate depreciation using the straight-line method:

$$\text{Annual Depreciation} = \frac{\text{Cost-Salvage Value}}{\text{Asset Useful Life}}$$

Salvage value is an estimate of the amount that will be realized at the end of the useful life of a depreciable asset.

RISK ASSESSMENT

As required in WA State Office of Financial Management (OFM) chapter 30.40.20, WorkForce Central's Property Management Team will conduct a risk assessment on assets purchased for WorkForce Central, its subrecipients and contractors that are at risk or vulnerable to loss. Operational risks include risks associated with data security on mobile or portable computing devices that store or have access to State data. See [OFM Small and Attractive Capital Asset Risk Assessment Guidelines](#) for more information.

COMPLIANCE MONITORING

WorkForce Central conducts ongoing monitoring of its subrecipients and contractors' compliance with federal, state, and local property management and inventory policies. The following must be made available upon request by authorized federal, state, and local monitors or auditors:

- Purchases funded with grants issued through WorkForce Central.
- Inventory records.
- Evidence of minimum annual physical inventory reviews, and outcomes of the reviews.

REFERENCES

- Public Law 113-128- WIOA
- 2 CFR Part 200, Subparts D, E and F
- Federal Register Vol. 65, No. 124
- Generally Accepted Accounting Principles (GAAP)
- OFM State Administrative and Accounting Manual, Section 30
- WA State Office of Financial Management (OFM) Policy and Procedures
- ESD Policy 5407-Property Management and Inventory



APPROVED

Katie Condit, WorkForce Central CEO

Date

*WorkForce Central is an equal opportunity employer/program.
Auxiliary aids and services are available upon request for individuals with disabilities.
Washington Relay Service – 711.*



WorkSource System Policies

Protecting Personally Identifiable Information (PII) Policy

POLICY #: ADM 3002, Rev. 3

EFFECTIVE: xx

SUPERSEDES: *Protecting Personal & Confidential Information Policy, Rev. 2, dated March 1, 2024*

PURPOSE:

This policy establishes the framework, minimum standards, and internal control requirements for safeguarding personally identifiable information (PII)¹ associated with individuals served through WorkForce Central, its subrecipients, and contractors.

This policy is revised to align with Washington State Employment Security Department's (ESD) Policy 1026 – Safeguarding Personally Identifiable Information (PII), released November 30, 2023, and includes:

- Updated PII policy requirements.
- Reporting requirements for ESD grant funded PII breaches.
- Revised procedures for safeguarding PII.

BACKGROUND:

Federal law, Office of Management and Budget (OMB), Department of Labor, Washington State, and other regulations and jurisdictions require implementation of proactive measures to ensure PII and other sensitive information is protected.

Services offered through WorkForce Central, its subrecipients, and contractors may require the collection of PII to verify, document and enroll eligible customers, and to administer and manage grants. Mishandling of PII can result in substantial harm to individuals including identity theft or

¹ Personally Identifiable Information (PII):

1. Any information that can be used to distinguish or trace an individual's identity, either alone or when combined with other personal or identifying information that is linked or linkable to a specific individual. Examples include but are not limited to name, address, phone number, email address, social security number, passport number, driver's license or state identification card information, date and place of birth, mother's maiden name, or biometric records; and
2. Any other information that is linked or linkable to an individual such as medical, educational, financial, demographic, gender, race, and employment information. Images disclosing physical characteristics, photographic image, fingerprints, retinal scans, or voice signature in any medium and from any source, are also considered PII.



other fraudulent use of this information. Therefore, it is imperative that proactive methods are implemented to ensure this critical and sensitive information is protected at all times.

POLICY:

WorkForce Central, its subrecipients, and contractors must abide by the protocols described in this policy to ensure the protection of PII. Failure to comply with the requirements of this policy, or any improper use or disclosure of PII for an unauthorized purpose may result in the termination or suspension of grant funds, or the imposition of special conditions or restrictions, or such other actions deemed necessary to protect the privacy of individuals served through our programs. The knowing misuse or unauthorized release of PII may result in a misdemeanor and a fine of up to \$5,000 ([Privacy Act of 1974](#)).

Policy Requirement

WorkForce Central and its subrecipients and contractors must have an internal control structure and written policies that provide safeguards to protect PII, records, contracts, grant funds, equipment, sensitive information, tangible items, and other information that is readily or easily exchanged in the open market, or that grant funders or grant recipients consider to be sensitive. Reasonable measures must be taken and be consistent with applicable federal, state, local, and tribal laws regarding privacy and protection of confidential information.

At a minimum, internal controls and written procedures must address:

- Allowable methods of collecting, maintaining, storing, purging, and securely transmitting PII
- Procedures staff must follow to ensure PII is protected at all times.
- Limitations, restrictions, and safeguards regarding removal of PII from offices, workstations, and remote work locations regardless of the form (paper files, electronic files, computer program, etc.)
- Restrictions for accessing or storing customer PII on personally owned employee devices or equipment and non-secure public internet connections or those not managed by grantee IT services.
- Staff training that includes:
 - Required annual privacy and security awareness training
 - Staff “need to know” expectations in their official capacity having access to PII.
 - Consequences for carelessness or neglect, including unauthorized access to such records including corrective action, sanctions, dismissal, and potential criminal penalties under the [Privacy Act of 1974](#).

- Description of methods to evaluate and monitor compliance with statutes, regulations, and terms and conditions of federal awards regarding PII.
- Responsibilities and processes to follow when made aware of a breach², theft, or loss of PII, including notifying WorkForce Central of the security incident.
- Appropriate steps to follow when notifying individuals of the breach, theft, or loss of their PII.

ESD Grants Only: Any unauthorized release, loss, or theft of PII related to grants funded through ESD, WorkForce Central and its subrecipients and contractors must immediately (within 24 hours) notify ESD at SystemPolicy@esd.wa.gov. Insert “PII Incident” in the subject line of the email. The following must be included in the email:

- Workforce Development Area (WDA)
- Reporting entity-WorkForce Central, subrecipient, contractor, or other contact information
- Date of incident
- Date of discovery (if different)
- Number and type of hard or electronic files/documents affected
- Description of the incident
- Initial determination of the level of incident:
 - Carelessness
 - Negligence
 - Fraud
 - Theft
 - Other
- Any other relevant information.

In response to the PII incident, ESD will take the following steps:

- Independently investigate and document the facts of the incident, including whether local internal controls and policies were followed.
- Notify WorkForce Central in writing of the requirement to develop and submit a corrective action plan, including the date by which the corrective action plan is due.
- Coordinate with appropriate entities, such as ESD’s Workforce Monitoring Unit, Grants Management Office, and Policy Unit to review and, when satisfied, approve the corrective

² **Breach:** Actual or suspected compromise, unauthorized disclosure, unauthorized acquisition, unauthorized access and/or any similar occurrence where a person other than an authorized user accesses or potentially accesses PII, or an authorized user accesses or potentially accesses PII for other than authorized purposes.

action plan, and ensure that the action step(s) are satisfactorily implemented by the date(s) identified in the plan.

- Issue written notification to WorkForce Central when the corrective action(s) are completed to document formal closure of the matter.

PROCEDURES:

1. Collecting, Maintaining, Storing, Purging and Transmitting PII

- a. Customer PII must not be accessed or stored on personally owned devices or equipment or when using non-secure public internet.
- b. PII must not be communicated via email or stored on a CD, DVD, thumb drive, etc. unless the device is encrypted.
- c. Customer information must only be communicated through agency approved technology and services.
- d. Social security numbers must not be delivered via email. In the event this occurs, the email must be immediately deleted and subsequently deleted from the "Deleted Items" folder.
- e. Access to PII must be restricted to only authorized personnel who need the information to perform duties in connection with the scope of work in the applicable grant agreement.
- f. Staff must be discreet when verbally communicating personal and confidential information and ensure the receiver(s) are authorized to receive the information. See **e.**, above.
- g. WorkForce Central, its subrecipients and contractors must have policies and procedures that require employees and other personnel, prior to being granted access to PII, to acknowledge their understanding of the confidential nature of the data and the safeguards with which they must comply in their handling of such data as well as the fact that they may be liable to civil and criminal sanctions for improper disclosure.
- h. Personal and confidential information must be stored in a secure location at all times.
- i. Records containing PII must not be left open and unattended (e.g., copies left unattended on workstations or print jobs left unattended on a copy machine or printer).
- j. Personal and confidential information must not be tossed into regular trash or recycle bins. Use appropriate methods for destroying sensitive PII in paper files (e.g., shredding) and securely deleting sensitive electronic PII upon completion of the applicable record retention schedule.

- k. Removing PII from offices, workstations, and remote work locations, whether in paper or electronic form, should only occur on rare occasions. Strong security measures must be in place when transporting personal and confidential information (e.g., keep in a locked trunk of vehicle rather than the back seat).
- l. Archive boxes must be clearly marked as containing personal and confidential information.
- m. WorkForce Central, its subrecipients and contractors must permit authorized federal, state, and local personnel to make onsite inspections during regular business hours for the purpose of conducting audits or other investigations to ensure compliance with confidentiality requirements described in this policy.
- n. Medical and Disability Information: If collection of medical and disability is necessary, follow guidelines in ESD WorkSource Information Notice (WIN) 0023, (current and future iterations) – Management of Medical and Disability Related Information located on the [Workforce Professionals Center Policy, State Guidance-WorkSource Information Notice \(WIN\) page](#).
- o. Authorization to Share Confidential Information and Records: In accordance with federal and state law, individuals applying for WIOA Title I or other federally funded services must be provided an opportunity to submit written authorization allowing the service provider to share their personal and confidential information and records among partners of the WorkSource One-Stop system. The [Authorization to Share Confidential Information and Records form](#) informs the individual that their information may be shared among the WorkSource One-stop partners solely for the purpose of delivering WorkSource employment and training services, further disclosure is strictly prohibited, and if the individual requests their personal and confidential information not be shared among the WorkSource One-Stop partners, this request will not affect their eligibility for program services [[RCW 50.13.060\(10\)\(b\)\(i\)](#)]. Customers applying for WIOA Title I services must sign and date the Authorization to Share Confidential Information and Records form attesting they have read and understand how their information will be shared and protected.

2. Notifying Impacted Individuals

- a. Any person or business that conducts business in Washington state and that owns or licenses data that includes personal information shall disclose any breach of the security of the system to any resident of Washington state whose personal information was or is reasonably believed to have been acquired by an unauthorized person and the personal information was not secured. Notice is not required if a breach of the security of the system is not reasonably likely to subject consumers to a risk of harm.

- b. Notification to impacted individuals must be made in the most expedient time possible, without unreasonable delay, and no more than 30 calendar days after the breach was discovered, unless the delay is at the request of law enforcement, or the delay is due to any measures necessary to determine the scope of the breach and restore the reasonable integrity of the system.
 - c. Further procedures for informing impacted individuals are described in [RCW 19.255.010](#).
 3. **Staff training:** WorkForce Central and its subrecipients must provide an annual “privacy and security awareness” training for staff that includes a review of this policy with an emphasis on:
 - a. Staff “need to know” expectations in their official capacity having access to PII.
 - b. Consequences for carelessness or neglect, including unauthorized access to such records including corrective action, sanctions, dismissal, and potential criminal penalties under the [Privacy Act of 1974](#).
 4. **Monitoring Requirements**
 - a. Through its annual monitoring questionnaire, WorkForce Central ensures subrecipient compliance with PII requirements.

REFERENCES

- Public Law 113-128, Workforce Innovation and Opportunity Act of 2014
- Privacy Act of 1974
- Social Security Act
- 20 CFR 683.220
- 2 CFR 200.303~~(e)~~
- RCW 42.56 – Public Records Act
- RCW 50.13 – Records and Information, Privacy and Confidentiality
- Governor’s Executive order 00-03-Public Records Privacy Protections
- TEGL 39-11-Guidance on Handling and Protection of Personally Identifiable Information
- ESD WIN 0023, Rev. 2-Management of Medical and Disability Related Information
- ESD Policy 1026 – Safeguarding Personally Identifiable Information (PII)

APPROVED

Katie Condit, WorkForce Central CEO

Date

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WIOA Title I Program Policies

Follow-up Services & Recording Performance Outcomes After Exit

POLICY #:	<i>P-1009, Rev. 4</i>
EFFECTIVE:	« <i>Effective Date</i> »
SUPERSEDES:	<i>Follow-up Services and Recording Performance Outcomes after Exit, Rev. 3, dated 3-10-23</i>

PURPOSE:

The purpose of this policy is to communicate the requirements of for providing follow-up services to individuals who have completed their participation in the Workforce Innovation and Opportunity Act (WIOA) Title I Adult, Dislocated Worker, and Youth (Young Adult) programs and describes Department of Labor (DOL) performance reporting requirements during the 2nd and 4th quarters after program exit.

This policy was revised to:

- Update case note and documentation requirements at program completion.
- Update references and hyperlinks.
- Non-substantive edits for clarity.

BACKGROUND:

WIOA sections 134(c)(2)(xii) and 129(c)(2)(I) describe follow-up service requirements for individuals who have completed the WIOA Title I Adult, Dislocated Worker, and Youth (Young Adult) programs. Department of Labor (DOL) TEGs [19-16](#) and [21-16](#), and Employment Security Department's (ESD) [Policy 5620, Rev. 1](#) provide additional guidance for the provision of follow-up services.

Follow-up services are defined as two-way exchanges between the WIOA Title I service provider and the individual (or the individual's advocate or employer) and are designed to provide support and guidance after program completion to ensure sustained employment, earning of post-secondary credentials, wage increases, and advancement of career goals. Follow-up services are above and beyond the act of contacting individuals for securing performance reporting documentation.



During the 2nd and 4th quarters of follow-up, WIOA Title I service providers must report the individual's employment wages, post-secondary credentials, or for the WIOA Title I Youth (Young Adult) program only, young adults who have enrolled in post-secondary education. For the full DOL performance reporting requirements, see TEGLs [10-16, Change 2](#), and [TEGL 14-18](#).

POLICY:

Follow-up services may be provided immediately following the last date an individual receives a WIOA Title I career, individualized, or training service if it expected the individual will not receive any future services other than follow-up services. The types and duration of follow-up services must be determined based on the needs of the individual and as outlined in this policy.

If an individual returns to the WIOA Title I service provider requesting additional career, individualized, or training services within 90 days of completing the WIOA Title I program, the service provider should delete the program completion date recorded in the State's management information system (MIS), commonly referred to "ETO", cancel the follow-up services plan (if applicable), and record the applicable career, individualized, or training service in ETO.

Follow-up services must be recorded in ETO at the time service provided. Case notes documenting the provision of follow-up services and outcomes of those services must be recorded in the applicable follow-up service touchpoint recorded in ETO. Case notes must be entered as soon as the information is obtained and/or when services are provided. Instructions for uploading documents related to the provision of follow-up services are in WorkForce Central's ETO Data Validation and Documentation Policy located on WorkForce Central's [Policy Library](#).

WIOA Title I Adult and Dislocated Worker Programs

Follow-up services are available to individuals enrolled in WIOA Title I Adult or Dislocated Worker programs who have attained their employment and training goals outlined on their individualized employment plan (IEP), entered unsubsidized employment that leads to self-sufficiency, including self-employment, and when no other WIOA Title I services are needed or planned. A program completion date must be recorded in ETO prior to the provision of follow-up services.

Follow-up services for individuals enrolled in WIOA Title I Adult or Dislocated Worker programs must be provided for a maximum 12 months. The 12-month follow-up requirement is completed one year from the date of program exit.

Follow-up services (*two-way exchanges between the service provider and the individual, or their advocate, or the individuals' employer*) for adults and dislocated workers are listed in ESD's WorkSource [Services Catalog](#) and can include, but are not limited to:

- Workplace counseling.

- Assistance with securing better paying jobs.
- Provide additional career planning.
- Assistance with resolving work-related problems.
- Connections to peer support groups.
- Providing additional employment or educational opportunities.
- Providing referrals to community services.
- Supportive services.

Unless an individual declines follow-up services, WIOA Title I service providers must document the individual's follow-up progress/status updates in case notes recorded in ETO on a minimum quarterly basis.

If an individual opts out of receiving follow-up services, the date they option out and their reason for opting out must be documented in case notes recorded in ETO.

If 90 or more days have passed since a program completion date was recorded in ETO and the individual requests additional services that are above and beyond allowable WIOA Title I Adult and Dislocated follow-up services, the service provider must first discuss the request for additional services with the WorkForce Central contract manager.

WIOA Title I Youth (Young Adult) Program

Follow-up services (*two-way exchanges between the service provider and the individual, or their advocate, or the individuals' employer*) are available to young adults enrolled in the WIOA Title I Youth (Young Adult) program when no other WIOA Title I services are needed or planned. A program completion date must be recorded in ETO prior to the provision of follow-up services.

Follow-up services for young adults must be provided for a minimum of 12 months. The 12-month follow-up requirement is completed one year from the date of exit. Young adults may receive follow-up services beyond the 12-month requirement at the discretion of the service provider. Duration and type of follow-up services must be determined based on the unique needs of each young adult.

At the time of enrollment into the WIOA Title I Youth (Young Adult) program, young adults must be informed of the availability of follow-up services for a minimum of 12 months following completion of their program. The service provider must clearly document that this follow-up notification occurred in the program enrollment case notes recorded in ETO.

Follow-up services for young adults are listed in ESD's WorkSource [Services Catalog](#) and can include, but are not limited to:

- Workplace counseling.
- Supportive services.
- Adult mentoring.
- Financial literacy.
- Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area such as career awareness, career counseling, and career exploration services.
- Activities that help youth prepare for and transition to post-secondary education or training.

Follow-up services after program completion are critical for young adults and are provided as needed to ensure they are successful in retaining or regaining employment after program completion or to assist with maintain enrollment in, or transitioning into post-secondary education. Services provided during follow-up must align with the young adult's individual service strategy (ISS) as documented on a paper ISS uploaded into ETO or in case notes recorded in ETO.

Unless the young adult declines follow-up services, WIOA Title I service providers must document the young adult's follow-up progress/status updates in case notes recorded in ETO on a minimum quarterly basis.

Young adults may decline to receive follow-up services, and in some situations cannot be located after program completion. If the young adult declines follow-up services, the date and reason they decline follow-up services must be documented in case notes recorded in ETO. If contact is lost after program completion, the dates and outcomes of attempts to contact the young adult must be documented in case notes recorded in ETO. The WIOA Title I serviced provider may discontinue attempting to contact young adults who have not responded after the first quarter following program completion. The decision to discontinue attempting to contact young adults post-program completion must also be documented in case notes recorded in ETO.

If 90 days or more have passed since a program completion date was recorded in ETO and the young adult requests additional services that are above and beyond allowable WIOA Title I Youth (Young Adult) services, the WIOA Title I service provider must first discuss the request for additional services with the WorkForce Central contract manager.

Program Completion and Follow-up Service Documentation Requirements

WIOA Title I service providers must record a program completion case note and collect documented evidence of program recipients' employment and/or training statuses at program completion. Procedures for case noting and uploading required source documentation at program

completion are in WorkForce Central's ETO Data Validation and Documentation Policy located on WorkForce Central's [Policy Library](#).

Performance Reporting After Exit

Individuals who program exit due to the following circumstances are excluded from DOL performance reporting:

- Incarceration or institutional care
- Medical treatment expected to last more than 90 days
- Reserve military called to active duty
- Youth in foster care who moved out of the area (WIOA Title I Youth-Young Adults only)

WIOA Title I service providers must ensure accurate and timely reporting of the following performance measures in ETO during the four (4) quarters following an individual's system exit from ETO. Directions for uploading required source documentation and recording performance outcomes in ETO are in WorkForce Central's ETO Data Validation and Documentation Policy located on WorkForce Central's [Policy Library](#).

- **Entered unsubsidized employment (or enrolled in training for WIOA Title I Youth-Young Adults only) during the 2nd and 4th quarters after exit:** Defined as the percentage of individuals who are in unsubsidized employment during the 2nd and 4th quarters after exit. For the WIOA Title I Youth (Young Adult) program only, this indicator includes young adults who are actively enrolled in education or training activities during the 2nd and 4th quarters after exit.

When applicable, record in ETO if employment is related to training the individual received while enrolled in the WIOA Title I program.

Service providers are not required to collect evidence of continued, uninterrupted employment or training during the entire 12 months after exit. Rather, DOL performance reporting requirements limit the verification of an individual's employment or training status to any time during the 2nd and 4th quarters after exit (WIOA Joint Rule, Department's response, page 55841).

- **Credentials earned during the 2nd and 4th quarters after exit:** Defined as the percentage of participants enrolled in an education or training program (excluding those in on-the-job training and customized training) who obtained a recognized post-secondary credential or secondary school diploma (or its equivalent), during participation in or within one (1) year after program exit.

Note: An individual who has attained a secondary school diploma or its recognized equivalent is included in the percentage of participants who have attained a secondary school diploma or its recognized equivalent only if the individual is also employed or enrolled in an education or training program leading to a recognized post-secondary credential within one (1) year after program exit.

Reportable credentials include:

- Credential consisting of an industry-recognized certificate or certification
- Certificate of completion of an apprenticeship
- License recognized by the State involved or Federal government
- Associate or baccalaureate degree

The optimal time to collect employment, wage, and training information is any time during the 2nd and 4th quarters after exit, or as soon as possible following the close of the 2nd and 4th quarters after exit. Credentials earned may be collected at any time during the 12 months after exit.

Example Reporting Quarters

The following table provides an illustration of when the reportable four (4) quarters after exit begins for an individual who received their last participation level service on December 3, 2023:

Exit Quarter (exit date 12/3/23)	1 st Quarter after Exit	2 nd Quarter after Exit <i>*Reportable Quarter</i>	3 rd Quarter after Exit	4 th Quarter after Exit <i>*Reportable Quarter</i>
October-December 2023	January-March 2024	April-June 2024	July-September 2024	October-December 2024

Verifying performance indicators requires a full 12 months of follow-up engagement. Service providers are encouraged to inform participants during their WIOA Title I program enrollment process and on an ongoing basis throughout their program engagement that they will be asked to periodically submit source documentation after they program exit, or with their written permission, have it collected directly from their employers. Individuals should be informed and reminded that the service provider is required to report their employment including wages, and for young adults verification of their training status, during the 2nd and 4th quarters after exit and to report credentials earned at any time during the four (4) quarters after program exit.

To assist with the collection of required source documentation after program exit, WIOA Title I service providers are encouraged to develop a follow-up communication plan with participants as

they are completing their program. The plan should include current and back-up contact information for both parties (e.g., phone numbers, email addresses, mailing addresses), anticipated dates (i.e., future months) the source documentation will need to be submitted to the service provider, and the anticipated timeframe when the service provider will contact the individual to request the necessary documentation if the individual has not already submitted it to the provider. The plan should also include the service provider's procedures for contacting the individual or their employer and the documentation the service provider is required to collect for federal reporting purposes. To ensure seamless communication after program exit, both parties are encouraged to share updated contact information as it changes.

An option for collecting employment information is for the WIOA Title I service provider to contact the individual's employer on their behalf. If the individual consents to this option, the service provider must receive a signed "authorization to release information form" from the individual allowing the service provider to contact the employer and authorizing the employer to release the individual's employment status to the service provider. The authorization to share information form should include at a minimum the individual's start date, job title, and wage.

WIOA Title I service providers are encouraged to maintain ongoing and frequent communication with individuals who have program exited and with those that may not be in an active follow-up plan. DOL encourages minimal lag time between when an individual program exits and the first follow-up contact. DOL has found that the longer a service provider waits to contact an individual, the greater likelihood of a lower response rate which could result in less valid data or an inability to secure necessary source documentation.

In the event the service provider is unable to contact the individual and is unable to collect required source documentation, the efforts made to collect the documentation must be recorded in standalone case notes entered in ETO.

REFERENCES

Adult and Dislocated Worker

- WIOA Sec. 134(c)(2)(A)(xiii)
- 20 CFR 678.430(c) and 680.150
- TEGL 10-16, Change 2
- TEGL 16-16
- TEGL 19-16
- ESD WIN 0077 (current and future revisions)
- ESD WIN 0082, Rev.1



- ESD WIOA Policy 5620, Rev. 1

Youth (Young Adult)

- WIOA Sec. 129(c)(2)(I)
- 20 CFR 681.580
- TEGL 10-16, Change 2
- TEGL 21-16
- ESD WIN 0077 (current and future revisions)
- ESD WIN 0082, Rev.1

APPROVED

Katie Condit, WorkForce Central CEO

Date

WorkForce Central is an equal opportunity employer/program. Auxiliary aids and services are available upon request for individuals with disabilities. Washington Relay Service – 711.