

Olympic Consortium

Washington State - Workforce Development Area 1

INTEGRATED WORKFORCE PLAN
Program Years 2020 to 2024



This page is intentionally left blank.



EXECUTIVE SUMMARY

Foreword- The growing impact of the COVID-19 pandemic is changing the workforce development landscape in the United States, the State of Washington, and Clallam, Jefferson and Kitsap Counties. As this plan was completed, the County leadership recognized the need for a swift reaction to this economic emergency and the need for long-term recovery efforts. These issues will be addressed in the coming weeks as staff work with Elected leadership in the three Counties to develop strategies for successful navigation of this crisis.¹ See Goal One in required Section III.

The Olympic Workforce Development Council (OWDC)- The OWDC serves Clallam, Jefferson, and Kitsap Counties and is an expert in support of the region's workforce development efforts. The Olympic Consortium Board, comprised of County Commissioners from the three Counties, and the OWDC, comprised of business, labor representatives, and public sector leaders, are dedicated to the development of a workforce system that supports employers and jobseekers.

The OWDC serves as a hub for gathering and disseminating information about the area's labor market and business employment needs. The OWDC includes members representing business, education, state agencies, and nonprofits with a focus on finding innovative solutions for workforce challenges. These efforts include working closely with the K-12 system and especially the Career and Technical Education Directors across the three-County area. OWDC staff work closely with colleges, business, and nonprofits via Business Services programs to assist in meeting the needs of jobseekers and employers alike. Additionally, OWDC staff seek to provide timely information on the economic development climate in the Counties.

The OWDC also oversees the local network of America's Job Centers, also called WorkSource. WorkSource is a demand-driven and integrated system of partners who share common goals. WorkSource Centers and Affiliates in Bremerton, Port Townsend, Port Angeles, and Port Orchard are a focal point for developing community prosperity, one job seeker and one employer at a time. Each WorkSource is committed to serve as a community resource and provide excellent customer service.¹

Federal law requires each Local Workforce Development Area to provide a five-year plan to the Governor of the State of Washington. This is integrated into the Talent and Prosperity for All efforts directed by the Workforce Training and Education Coordinating Board (WTECB). The WTECB provides Local Workforce Development Areas with a designated format to provide all required information and assurances. This plan strives to meet all requirements.

Workforce Innovation and Opportunity Act (WIOA) Overview- Passage of WIOA in 2014ⁱⁱ was a vital step to modernize America's workforce development system. WIOA introduced a renewed

¹ As confirmed on the April 17, 2020 Olympic Consortium Board staff will be preparing additional County specific report responding to the current Covid-19 pandemic by September 1, 2020.



and robust system which strives to ensure access to education and training for individuals. The goal is that training and education will lead to employment which will provide economic security for themselves and their families.

WIOA also focuses on meeting the needs of employers. The Act also strives to provide assurance that trained and qualified workers will be available to fill their current and future openings. Through WIOA, a more collaborative and stronger service delivery system has been implemented.

The goal of WIOA has been to improve the quality and ability of the workforce, increase economic self-sufficiency, reduce welfare dependency, meet employer skill requirements, and enhance the productivity and competitiveness of the nation. WIOA has created a more streamlined workforce training and employment delivery system. This system seeks to increase business prosperity by directing highly skilled workers to positions in the community. The focus on business and a healthy economy works to promote economic success for individuals. Benefits of these efforts are seen throughout the area.



Contents

EXECUTIVE SUMMARY	3
SECTION I - Regional Designation	7
SECTION II - Regional Planning (Sectors)	7
A. Analysis and Sector Focus	7
1. Demographic characteristics	12
2. Knowledge and skills needed to meet the employment needs of the employers.	16
3. Analysis of the Regions Employment Base	17
4. Analysis of the workforce development activities	20
B. Regional Sector Strategies	27
C. Service Strategies	31
D. Coordination with Regional Economic Development Organizations	32
E. Coordination of Transportation and/or Other Support Services	32
F. Regional Performance Negotiation and Evaluation	33
SECTION III - LWDB Specific Component of Plan	34
A. The Olympic Workforce Development Council's strategic vision and goals	34
B. High-Performing Board Actions	35
C. The Olympic Workforce Development Council's Core Partner Strategy	35
D. Efforts to provide targeted outreach to individuals	37
E. Coordinating education and workforce investment activities	38
F. Career Pathways	38
G. Employer Engagement	39
H. OJT and Incumbent Worker Training	40
I. Continuous Improvement of Services	40
J. Wireless Internet Access	40
K. Access to Services	40
L. Compliance with ADA and Section 188	41
M. Adult and Dislocated Worker Activities	41
N. Youth Program Activities	41
O. Rapid Response Activities	42
P. Coordination of Transportation	42



Q.	Wagner-Peyser Coordination	42
R.	Adult Education and Literacy Coordination	43
S.	Vocational Rehabilitation Coordination	43
T.	Competitive Award Process	44
U.	Adult and Dislocated Worker Services	44
V.	Case management system	46
W.	WDC Membership System	46
	Section IV - Performance Accountability	47
	Attachment A: Sector Partnership Framework	48
	Attachment B: cont. - Regional Cooperative Service Delivery Agreement	54
	Attachment C: Regional Economic Development Framework	55
	Attachment C cont: Regional Economic Development Coordination Plan	56
	Attachment D: Local Area Profile	57
	Attachment E: Local Workforce Development Board Membership and Certification	58
	Attachment F: Regional/Local Workforce Plan Assurances	60
	Attachment G: Regional/Local Workforce Plan Certification	64
	Attachment H: Public Comment	65
	Attachment I: Performance Targets	66
	References and End Notes	67



SECTION I - Regional Designation

This plan addresses the activities of the Olympic Consortium Workforce Development Area. The topics relating to the governance and composition of the Olympic Consortium are:

- Workforce Development Area Name and Number: Olympic Consortium - 1
- County or Counties Comprising Service Delivery Area: Clallam, Jefferson, and Kitsap counties
- Fiscal Agent/Entity Responsible for the disbursement of grant funds: Kitsap County Board of Commissioners

SECTION II - Regional Planning (Sectors)

A. Analysis and Sector Focus.

Data from the Washington State Employment Security Department (ESD) shows employment within the three-County Olympic Consortium was estimated at approximately 130,500 in early 2020. Projections predict an annual growth rate of 1.3 percent from 2020 to 2022 and an annual job growth rate of 1.1 percent from 2022 to 2027ⁱⁱⁱ. This is noted in the table below. Individual County estimates to follow.

(Nonfarm Employment Washington State Department of Employment Security Estimates)^{iv}

Olympic Consortium Estimated employment 2020	Estimated employment 2022	Estimated employment 2027	Estimated average annual growth rate 2020-2022	Estimated average annual growth rate 2022-2027
129,220	134,445	145,896	1.3%	1.1%

The following sectors are expected to see the most openings due to *growth* when reviewing the estimated annual job openings in the Olympic Consortium^v:

- Health Diagnosing and Treating Practitioners (e.g. nurses)
- Personal Care and Service Occupations
- Healthcare Practitioners and Technical Occupations (e.g. radiology technicians)
- Office and Administrative Support Occupations
- Sales and Related Occupations

The following sectors are estimated to see the largest annual job openings, on overall figures, in the Olympic Consortium.^{vi}:

- Sales and Related Occupations
- Office and Administrative Support Occupations



- Retail Sales Workers
- Construction and Extraction Occupations
- Personal Care and Service Occupations

Regarding high demand jobs with higher annual salaries, the following six sectors reflect growth trends for the three-County area^{vii}. Therefore, this is a key are of focus for the area.

- Construction Occupations
- Education and Related Occupations
- Healthcare Occupations
- Information Technology / Computer and Data Related Occupations
- Maritime and Marine Related Trades and Occupations
- Manufacturing

Clallam Estimated employment 2020	Estimated employment 2022	Estimated employment 2027	Estimated average annual growth rate 2020-2022	Estimated average annual growth rate 2022-2027
23,790	26,228	31,165	0.5%	0.6%

The following sectors are expected to see the most openings due to *growth* when reviewing the estimated annual job openings in Clallam County^{viii}:

- Health Diagnosing and Treating Practitioners (e.g. nurses)
- Healthcare Practitioners and Technical Occupations (e.g. radiology technicians)
- Construction
- Transportation and Warehousing
- Sales and Related Occupations
- Forest Resources

The following sectors are estimated to see the largest annual job openings, on overall figures, in Clallam County^{ix}:

- Sales and Related Occupations
- Education and Health Services
- Retail Sales Workers
- Construction
- Hospitality

Regarding high demand jobs with higher annual salaries, the following six sectors reflect growth trends for Clallam^x. Therefore, this is a key are of focus for the area.

- Maritime and Marine Related Trades
- Manufacturing



- Health Diagnosing and Treating Practitioners (e.g. nurses)
- Healthcare Practitioners and Technical Occupations (e.g. radiology technicians)
- Construction
- Forest Resources

Jefferson Estimated employment 2020	Estimated employment 2022	Estimated employment 2027	Estimated average annual growth rate 2020-2022	Estimated average annual growth rate 2022-2027
9,330	9,517	9,993	1.0%	0.8%

The following sectors are expected to see the most openings due to *growth* when reviewing the estimated annual job openings in Jefferson County^{xi}.

- Health Diagnosing and Treating Practitioners (e.g. nurses)
- Healthcare Practitioners and Technical Occupations (e.g. radiology technicians)
- Construction
- Hospitality
- Sales and Related Occupations
- Culinary and agriculture

The following sectors are estimated to see the largest annual job openings, on overall figures, in Jefferson County.^{xii}

- Education and Health Services
- Retail Sales Workers
- Construction
- Hospitality

Regarding high demand jobs with higher annual salaries, the following four sectors reflect growth trends for the Jefferson^{xiii}. Therefore, this is a key area of focus for the area.

- Maritime and Marine Related Trades
- Health Diagnosing and Treating Practitioners (e.g. nurses)
- Healthcare Practitioners and Technical Occupations (e.g. radiology technicians)
- Construction



Kitsap Estimated employment 2020	Estimated employment 2022	Estimated employment 2027	A Estimated average annual growth rate 2020-2022	Estimated average annual growth rate 2022-2027
96,100	98,809	104,789	1.4%	1.2%

The following sectors are expected to see the most openings due to *growth* when reviewing the estimated annual job openings in Kitsap County^{xiv}:

- Health Diagnosing and Treating Practitioners (e.g. nurses)
- Construction
- Healthcare Practitioners and Technical Occupations (e.g. radiology technicians)
- Professional Service
- Transportation and Logistics

The following sectors are estimated to see the largest annual job openings, on overall figures, in Kitsap County^{xv}:

- Sales and Related Occupations
- Office and Administrative Support Occupations
- Transportation and Logistics
- Construction
- Personal Care and Service Occupations

Regarding high demand jobs with higher annual salaries, the following five sectors stand out for the Kitsap County^{xvi}. Therefore, this is a key area of focus for the area.

- Construction
- Healthcare Occupations All
- Information Technology / Computer and Data Related Occupations
- Maritime and Marine Related Trades
- Education and Related Occupations
- Manufacturing

An overview of these industry follows^{xvii}.

Construction – NAICS 23 The construction sector comprises establishments primarily engaged in the construction of buildings or engineering projects (e.g., highways and utility systems). Establishments primarily engaged in the preparation of sites for new construction and establishments primarily engaged in subdividing land for sale as building sites also are included in this sector. Construction work done may include new work, additions, alterations, or maintenance and repairs. Activities of these establishments generally are managed at a fixed place of business, but they usually perform construction activities at multiple project sites. Production responsibilities for establishments in this sector are usually specified in (1) contracts with the owners of construction projects (prime contracts) or (2) contracts with other



construction establishments (subcontracts). Each county has solid builders' associations including the North Peninsula Buildings Association (NPBA) Jefferson county Home Builders Association and Kitsap Builders Association (KBA). Also, the construction market for commercial construction does vary from County to County.

Education – NAICS 61 The Educational Services sector comprises establishments that provide instruction and training in a wide variety of subjects. This instruction and training are provided by specialized establishments, such as schools, colleges, universities, and training centers. These establishments may be privately owned and operated for profit or not for profit, or they may be publicly owned and operated. They may also offer food and/or accommodation services to their students. Educational services are usually delivered by teachers or instructors that explain, tell, demonstrate, supervise, and direct learning. Instruction is imparted in diverse settings, such as educational institutions, the workplace, or the home, and through diverse means, such as correspondence, television, the Internet, or other electronic and distance-learning methods. The training provided by these establishments may include the use of simulators and simulation methods. It can be adapted to the needs of the students, for example sign language can replace verbal language for teaching students with hearing impairments. All industries in the sector share this commonality of process, namely, labor inputs of instructors with the requisite subject matter expertise and teaching ability.

Healthcare NAICS – 62 The Healthcare and Social Assistance sector comprises establishments providing healthcare and social assistance for individuals. The sector includes both healthcare and social assistance because it is sometimes difficult to distinguish between the boundaries of these two activities. The industries in this sector are arranged on a continuum starting with those establishments providing medical care exclusively, continuing with those providing healthcare and social assistance, and finally finishing with those providing only social assistance. The services provided by establishments in this sector are delivered by trained professionals. All industries in the sector share this commonality of process, namely, labor inputs of health practitioners or social workers with the requisite expertise. Many of the industries in the sector are defined based on the educational degree or certificate held by the practitioners included in the industry.

Information NAICS – 51 The Information sector comprises establishments engaged in the following processes: (a) producing and distributing information and cultural products, (b) providing the means to transmit or distribute these products as well as data or communications, and (c) processing data. The main components of this sector are the publishing industries, including software publishing, and both traditional publishing and publishing exclusively on the Internet; the motion picture and sound recording industries; the broadcasting industries, including traditional broadcasting and those broadcasting exclusively over the Internet; the telecommunications industries; Web search portals, data processing industries, and the information services industries. The Information sector groups three types of establishments: (1) those engaged in producing and distributing information and cultural products; (2) those that provide the means to transmit or distribute these products as well as data or communications; and (3) those that process data.

Maritime Maritime jobs are listed under several NAICS numbers including NAICS 48-49 (Transportation), NAICS 54 (Engineering) NAICS 45 (Fishing and Farming) NAICS 33 (Ship and Boat Building). The Transportation and Warehousing sector include industries providing transportation of passengers and cargo, warehousing and storage for goods, scenic and sightseeing transportation, and



support activities related to modes of transportation. Establishments in these industries use transportation equipment or transportation related facilities as a productive asset. The type of equipment depends on the mode of transportation. The modes of transportation are air, rail, water, road, and pipeline. Industries in the Water Transportation subsector provide water transportation of passengers and cargo using watercraft, such as ships, barges, and boats.

Manufacturing NAICS 31-33 The Manufacturing sector comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products. Establishments in the Manufacturing sector are often described as plants, factories, or mills and characteristically use power-driven machines and materials-handling equipment. However, establishments that transform materials or substances into new products by hand or in the worker's home and those engaged in selling to the general public products made on the same premises from which they are sold, such as bakeries, candy stores, and custom tailors, may also be included in this sector. Manufacturing establishments may process materials or may contract with other establishments to process their materials for them. Both types of establishments are included in manufacturing.

1. Demographic characteristics

The combined population of the three counties is estimated to be approximately 380,000 residents.

Clallam County Population Estimates, Projections

Population	Estimate	Projected					
Area	2019	2020	2021	2022	2023	2024	2025
U.S.	328,890,250	331,392,347	333,893,451	336,388,600	338,875,810	341,350,116	343,809,536
State	7,545,478	7,656,393	7,760,949	7,860,343	7,953,447	8,043,019	8,129,834
Metro Division	3,933,300	3,991,578	4,046,528	4,097,203	4,147,790	4,196,165	4,242,718
Metro Area	2,696,770	2,740,649	2,782,257	2,821,537	2,856,856	2,891,185	2,924,802
Micro Area	637,090	643,787	649,953	657,129	662,773	668,190	673,445
Rural	279,250	281,255	283,031	285,287	286,845	288,299	289,690
Clallam	76,010	76,166	76,259	76,909	77,318	77,703	78,075
Unincorporated	45,060						
Incorporated	30,950						
Forks	3,635						
Port Angeles	19,620						
Sequim	7,695						



Jefferson County Population Estimates, Projections

Population	Estimate	Projected					
Area	2019	2020	2021	2022	2023	2024	2025
U.S.	328,890,250	331,392,347	333,893,451	336,388,600	338,875,810	341,350,116	343,809,536
State	7,545,478	7,656,393	7,760,949	7,860,343	7,953,447	8,043,019	8,129,834
Metro Division	3,933,300	3,991,578	4,046,528	4,097,203	4,147,790	4,196,165	4,242,718
Metro Area	2,696,770	2,740,649	2,782,257	2,821,537	2,856,856	2,891,185	2,924,802
Micro Area	637,090	643,787	649,953	657,129	662,773	668,190	673,445
Rural	279,250	281,255	283,031	285,287	286,845	288,299	289,690
Jefferson	31,900	32,329	32,730	33,100	33,404	33,703	33,999
Unincorporated	22,290						
Incorporated	9,610						
Port Townsend	9,610						

Kitsap County Population Estimates, Projections

Population	Estimate	Projected					
Area	2019	2020	2021	2022	2023	2024	2025
U.S.	328,890,250	331,392,347	333,893,451	336,388,600	338,875,810	341,350,116	343,809,536
State	7,545,478	7,656,393	7,760,949	7,860,343	7,953,447	8,043,019	8,129,834
Metro Division	3,933,300	3,991,578	4,046,528	4,097,203	4,147,790	4,196,165	4,242,718
Metro Area	2,696,770	2,740,649	2,782,257	2,821,537	2,856,856	2,891,185	2,924,802
Micro Area	637,090	643,787	649,953	657,129	662,773	668,190	673,445
Rural	279,250	281,255	283,031	285,287	286,845	288,299	289,690
Kitsap	270,100	273,987	277,646	281,007	283,942	286,762	289,495
Unincorporated	177,930						
Incorporated	92,170						
Bainbridge Island	24,520						
Bremerton	42,080						
Port Orchard	14,390						
Poulsbo	11,180						

These tables show that the population is aging, with many of the Baby Boom generation approaching retirement or mature worker status. There is a decreasing share of youth (0 -14) and older youth (15-19), a strong gain in the share of retiring workers (65 - +), and minor changes in the other age categories.



Educational Attainment

2018 estimates	Clallam County	
Total Population Est.	76,010	
Population Aged 25 and Older	58,807	77.40%
Less than 9th Grade	897	1.20%
No High School Diploma	2,776	3.70%
High School Diploma/GED	13,641	17.90%
Some College	17,078	22.50%
Associate degree	6,948	9.10%
Bachelor's Degree	10,202	13.40%
Master's or Higher	7,265	9.60%

2018 estimates	Jefferson County	
Total Population Est.	31,900	
Population Aged 25 and Older	25,523	80.00%
Less than 9th Grade	326	1.00%
No High School Diploma	1,027	3.20%
High School Diploma/GED	5,329	16.70%
Some College	6,616	20.70%
Associate degree	1,546	4.80%
Bachelor's Degree	5,881	18.40%
Master's or Higher	4,798	15.00%

2018 estimates	Kitsap County	
Total Population Est.	270,100	
Population Aged 25 and Older	188,460	69.80%
Less than 9th Grade	2,219	0.80%
No High School Diploma	6,488	2.40%
High School Diploma/GED	40,110	14.90%
Some College	53,083	19.70%
Associate degree	23,060	8.50%
Bachelor's Degree	41,380	15.30%
Master's or Higher	22,120	8.20%

The tables above show the educational attainment most of the prime working age adults in Clallam, Jefferson and Kitsap counties, ages 25 and over. Over 90 percent of all adults in this category have a high school diploma or equivalency.



Household Income

The median income for households in the US, Washington State, and the three Counties shows how different the economic situation is within the Consortium, as well as, compared to state and national levels. It should be noted that median household income in the US was \$42,148 in 2000 and \$49,445 in 2010.

2018 Estimates Median Household Income

- US \$63,179
- Washington State \$70, 116
- Clallam \$49,913
- Jefferson \$54,471
- Kitsap \$71,610

The median amount is the figure where half of the households make less while the other half make more than that amount. Also, household income usually combines two incomes of people who live in the household and for US Census purposes are related by blood, marriage or adoption. Wage disparity between the Counties is explained due to the more rural and less urban structure of Clallam and Jefferson Counties, as well as, the age of the population with a larger percentage of individuals over the age of 62 in the counties as well. Finally, the population density is also an impactful variable. For example, Clallam County has approximately 37 people per square mile.

Labor Force Participation

The labor force participation rate has been declining since 2000 across the US. The most likely cause of this is the aging worker population due to the Baby Boom generation. There are several other factors contributing to this decline. One is that younger workers are staying in school longer than before, many of them attending four-year colleges. The labor force participation rate has been declining for Males since it was first measured in 1948 but the decline for Females is a more recent phenomenon that started in 2000. The continuing decline is a subject of debate among economists. Many believe that the lower rate is due to structural issues in the economy like the lack of paid family leave. Others believe it is due to the after-effects of the Great Recession and still others think that it's a combination of the two – cyclical and structural – types of impacts. There is also consideration of the transition to larger numbers of individuals working in the Gig economy.



Labor Force Participation Rates – 2018 Over 16 years of age			
	Total	Male	Female
U.S.	63.1	68.1	58.4
State	64.3	69.8	58.9
Clallam County	50.1	53.7	46.3
Jefferson County	45.2	45.8	44.5
Kitsap County	61.2	66.4	56.4
Source: American Community Surveys / BLS			

2. Knowledge and skills needed to meet the employment needs of the employers.

Continuation of the skills shortages in some clusters such as technology, healthcare, and skilled trade in construction, manufacturing, and maritime sectors continues to be a concern for area employers. The nature and specificity of the skill deficiencies need to be researched by the Consortium through employer surveys and focus groups. Outreach and participation in industry groups related to Construction, Healthcare, Manufacturing, and Maritime are ongoing by OWDC staff. In general, skills gaps for workers include soft skills such as communication skills, problem solving ability, teamwork, emotional intelligence, and adaptability. Other skills include computer technology and software, data analysis, math, reading, writing, public speaking. Degrees, credentials and/or on-the-job experience in areas such as healthcare, project management, manufacturing, maritime trades and all areas of IT are also needed.



3. Analysis of the Regions Employment Base

The Olympic Consortium contains distinct labor markets in Clallam, Jefferson and Kitsap counties. These labor markets vary by smaller geographic areas as well between cities and unincorporated towns and places. A strong maritime, natural resource, and retail-based economy is present in Clallam and parts of Jefferson counties while the economy of Kitsap County features defense industries related to Naval Base Kitsap.

Clallam County

The most noticeable change in the Clallam County economy over the past decade is the growth in the service sector and the continuation of a robust, diversified forest resources sector. The forest products industry continues to employ many in the County. McKinley Paper Company recently hired 120 workers in Port Angeles producing product out of 100 percent recycled materials^{xviii}. Interfor also plays a positive role in the economy. However, some regulatory issues and environmental shifts have led to challenges for the industry. The expansion of the cedar residuals supplied by Washington state Department of Natural Resources support mills and chip facilities to sustain operations. In addition to these high-paying jobs positions, leisure and tourism jobs have grown in recent years^{xix}.

Nonfarm Employment, 2000-2018	Benchmark:	March 2019	AAGR
NAICS Industry Title	2000	2018	2000-2018
U.S. (in 000)	132,024	149,073	0.7%
State (in 000)	2,746.0	3,404.1	1.2%
Clallam	20,790	23,490	0.6%
Total Nonfarm	20,790	23,490	
Total Private	14,970	15,600	
Goods Producing	3,020	2,680	
Mining, Logging, and Construction	1,760	1,600	
Manufacturing	1,260	1,080	
Durable Goods	780	900	
Nondurable Goods	480	190	
Service Providing	17,770	20,810	
Trade, Transportation, and Utilities	4,210	4,120	
Wholesale Trade	300	270	
Retail Trade	3,320	3,410	
Transportation, Warehousing, and Utilities	580	440	
Information and Financial Activities	1,080	760	
Professional and Business Services	920	1,250	
Education and Health Services	2,390	2,980	
Leisure and Hospitality	2,510	2,840	
Government	5,820	7,890	



Source: Washington State Employment Security Department and US Bureau of Labor Statistics

The change in the economy has been accompanied by a change in the number of working-age families. Sequim is known as a retirement mecca in Washington. So, this type of shift in the age of the working population is magnified in Clallam County. The aging population has an increasing need for medical and retirement services while workforce participation is declining.

Jefferson County

Jefferson County is situated on the scenic and natural resource blessed Olympic Peninsula. Consequently, it has developed its economy largely around the manufacturing of forest products and on being a destination point for tourists. The manufacturing sector has been and continues to be based primarily on paper and allied products and lumber and wood products. Nevertheless, a fast-rising manufacturing sector has emerged in the form of ship and boat building, adding a unique dimension to the county's job base.

Nonfarm Employment, 2000-2018	Benchmark: March 2019		AAGR
NAICS Industry Title	2000	2018	2000-2018
U.S. (in 000)	132,024	149,073	0.7%
State (in 000)	2,746.0	3,404.1	1.2%
Jefferson	8,300	8,860	0.1%
Total Nonfarm	8,300	8,860	
Total Private	6,340	6,360	
Goods Producing	1,500	1,350	
Mining, Logging, and Construction	600	700	
Manufacturing	910	650	
Service Providing	6,800	7,510	
Trade, Transportation, and Utilities	1,220	1,370	
Information and Financial Activities	550	420	
Professional and Business Services	610	540	
Education and Health Services	840	1,100	
Leisure and Hospitality	1,280	1,110	
Government	1,970	2,500	

Source: Washington State Employment Security Department and US Bureau of Labor Statistics

With respect to tourism and recreation, the County is especially popular with visitors from the central Puget Sound region who are within 50 miles of Port Townsend. This comparative advantage has enabled the county to develop a relatively strong trade and service economy. However, many of the manufacturing, trade, and service jobs linked to these industries are seasonal in nature. Some of this seasonal effect is being offset by growth in service industries established to respond to the demands of an expanding elderly or retiree population. Retirement-related industries like healthcare and assisted living, for example, are fast-growing sectors of the local economy. The Port Townsend-Jefferson County area has achieved quite a



reputation as a retirement destination. The region is well positioned to take advantage of the economic benefits accruing from the aging of the population. At the same time, to be industrially marketable, the county needs adequate labor pools, infrastructure, education, housing and other characteristics that afford prospective firms some relative advantage in their market.

Kitsap County

Federal defense spending in the form of Navy bases and facilities is--and will very likely remain--the principal economic driver in Kitsap County. These Navy bases and facilities generate many jobs and corresponding amount of income. Impacts, though, extend far more broadly. Military personnel and federal civilian employees and their families generate tremendous consumer demand which, in turn, stimulates growth in the county's retail trade and service sectors.

Nonfarm Employment, 2000-2018	Benchmark:		AAGR
	March 2019		
NAICS Industry Title	2000	2018	2000-2018
U.S. (in 000)	132,024	149,073	0.7%
State (in 000)	2,746.0	3,404.1	1.2%
Kitsap (in 000)	74.4	93.3	1.2%
Total Nonfarm	74.4	93.3	
Total Private	48.1	60.3	
Goods Producing	5.9	7.9	
Mining, Logging, and Construction	4.2	5.1	
Manufacturing	1.8	7.9	
Service Providing	68.5	85.5	
Private Service Providing	42.1	52.5	
Trade, Transportation, and Utilities	12.3	14.0	
Retail Trade	10.2	11.4	
Professional and Business Services	6.3	8.2	
Leisure and Hospitality	7.2	9.7	
Government	26.4	33	
Federal Government	14.3	19.5	
State Government	2.5	3.3	
Local Government	9.6	11.1	

Source: Washington State Employment Security Department and US Bureau of Labor Statistics

In addition to traditional services (e.g., health, business, legal, etc.), Kitsap County, because of its defense community, has attracted a host of engineering and management firms. A number of these firms depend upon defense contracts for their livelihood. As with the larger service and trade sectors, the overriding military presence in Kitsap County lends a comparative advantage; that is, this facet of the local economy gives firms a competitive edge not readily available



elsewhere. Relative proximity to other major markets for non-defense projects in the greater central Puget Sound region is an added incentive. Rapid growth in Kitsap County's retail trade and service sectors is attributable to more than just military-related spending. In fact, such expansion is increasingly propelled by the county's growing population of resident commuters; that is, those who live in Kitsap County but commute to workplaces in King, Pierce and Snohomish Counties.

4. **Analysis of the workforce development activities**

The workforce development system refers to programs that use private and/or public funds to prepare workers for employment, upgrade worker skills, retrain workers, or provide employment or retention services for workers and employers.

This system in Clallam, Jefferson and Kitsap Counties spans a wide range of programs and service providers. The performance evaluation conducted by the state indicates that available resources are generally well placed to develop a skilled workforce for local businesses and industries, to help job seekers and workers of all abilities achieve success in the workplace, and to help dislocated workers retrain for jobs in local demand.

The following programs are part of the workforce development system and the resource integrations efforts:

- Secondary vocational education
- Community and technical college vocational programs
- Private career schools
- Colleges and Universities
- Tribal employment and training programs
- Employer training
- WIOA Title I
- Career Connect Washington programs
- Academic instruction in work-related basic education and literacy programs
- Wagner-Peyser services
- Apprenticeships
- Vocational rehabilitation programs
- WorkFirst programs
- Nonprofit and private organizations providing job training and adult literacy services
- Workforce initiatives

Secondary vocational education

WorkSource youth program staff work closely with the West Sound Technical Skills Center which serve youth in Kitsap, Clallam and Jefferson counties. These centers offer extensive programs. They include: automotive and collisions repair technology, construction trades,



cosmetology, early childhood education, engineering technology/CADD, composite structures technology, food service/culinary arts, natural resources, professional business and medical careers, protective services, travel and hospitality occupations, welding technology, digital medial technology, careers in education, finance and IT technician. Likewise, Olympic College has an agreement with the West Sound Technical Skills Center (WSTSC) to co-enroll students in Cosmetology. WSTSC is also home to the OC's Advanced Manufacturing program. Sequim and Port Townsend School Districts are also working with Skillmation and local groups such as Rotary are involved in mentorship programs around career development. Skillmation is a community website resource to help connect people in our area that are looking for skills with those that have specific areas of expertise or training. The concept was born out of the understanding that many members of our community have deep experience in fascinating topics and yet the ability to discover, share, or connect with these collections of knowledge is nearly impossible.xx Another valuable program in Jefferson County is the Port Townsend Maritime Academy (the PTMA). The mission of the PTMA is to train and inspire Washington State's Future Maritime Workforce through innovative, rigorous, and hands-on educational opportunities. The PTMA serves high school and middle school youth from around the Olympic Peninsula and is a Port Townsend School District Program run in conjunction with West Sound Technical Skills Center, the Northwest Maritime Center, Schooner Adventuress (Sound Experience) and Schooner Martha Foundation^{xxi}.

Also available for youth through the secondary education system are internships and work experience positions administered by the various school districts as well as new programs supported by OESD 114 and Washington STEM as part of Career Connect Washington. These programs provide opportunities for students to obtain valuable work experience in local businesses while earning school credit. School districts have done a commendable job at pooling resources and expertise by forming school-to-work consortia representing education, business, trades and labor. This group advises educators in the design and implementation of programs and creates opportunities for high school students to transition into the workplace as competitive and qualified job seekers. In spite of the effort Small businesses continue to face challenges as they are asked to commit limited staff time to the training of youth required to participate in internship and other on-the-job training. As a result, the OWDC continues to work with Olympic Educational Service District 114 on providing funds to small business to pay salaries or stipends to youth. Both higher educational institutions offer Tech Prep credit to high school students who successfully complete articulated courses at secondary institutions throughout the three-County area.

Community and technical college vocational education programs

WorkSource staffs collaborate with Olympic College and Peninsula College to serve all segments of the workforce development system, including employers, labor, economic development organizations, public employment specialists, job training programs, and the state's implementation of federal welfare reform, known as WorkFirst.



Both colleges provide education and training leading to certification or two-year associate degrees. Training to obtain skills, vocational education, and related or supplemental instruction for apprentices is also available. Students who qualify may receive financial assistance to help with their tuition, as well as offset the costs of childcare and transportation. State-funded worker retraining programs for dislocated workers and long-term unemployed workers prepare students for demand occupations that lead to jobs providing a living wage. Both colleges also provide customized employer-based training through the state-funded Job Skills Program.

Olympic College has traditionally offered associate degree programs. However, in response to the changing workforce needs and the demand for worker retraining, the college now offers an expanding array of vocational and professional-technical training in addition to Adult Basic Education and Continuing Education. These include certificates, two-year and four-year programs. In addition, short-term training programs have been designed to meet the needs of those persons seeking immediate skills to gain employment. State-funded training and evening on-campus childcare are available through programs including WorkFirst, Worker Retraining and Families that Work.

Peninsula College offers associate degree programs, a baccalaureate in applied management and 20 professional technical programs in allied health, business and technology and construction and transportation sectors. Its Basic Education for Adults department offers basic skill remediation, English as a Second Language, GED preparation, high school completion (HS21+), and Integrated Basic Education Skills Training (I-BEST) programs. These programs integrate workplace essential skills and job readiness training. Classes are held in Neah Bay, Forks, Sequim, Port Angeles and Port Townsend. Also, a highlight of work in Clallam County is the Composite Recycling Technology Center. The CRTC is also home to Peninsula College's Advanced Manufacturing-Composite Technology program and laboratory facilities. This allows students access to the materials and equipment, and the chance to collaborate with the businesses that will also be using the CRTC^{xxii}.

Integrated Basic Education and Skills Training (I-BEST) is offered at both Olympic and Peninsula Colleges. Since 2008, the Consortium has extended supportive services to I-BEST students in need of help to maintain their attendance in this training. In the future Peninsula College plans to offer Adult Basic Education and GED Prep classes at WorkSource offices which, in part, will connect job seekers to I-BEST resources at the colleges.

Private career schools

The WorkSource case managers work with several private career schools to ensure job seekers in need of training know of these resources offered by Eligible Providers.

Northwest School of Wooden Boatbuilding located in Port Hadlock, Washington. The Boat School is an educational institution accredited by the Accrediting Commission of Career Colleges and Schools (ACCSC), and attracts students from around the world including such countries as Japan, Australia, England, South Korea, Austria, Canada, Taiwan, Ireland, Mexico,



Scotland, France and Tanzania.^{xxiii} Also, with the advancement of online training, local residents can take courses online if internet connectivity is available. The SANS Institute also offers training for individuals in the three Counties.

Colleges and universities

WorkSource participants can access many college and university programs. WorkSource staff have extensive experience working with four-year institutions to help provide opportunities for individuals to gain credentials or degrees beyond those offered by the K-12 system and community colleges and technical schools. The list of schools includes:

- Brandman University, Chapman University system, offers classes leading to associates, bachelors and master's degrees.
- Northwest Indian College offers classes through a satellite within the Port Gamble S'Klallam Community.
- Old Dominion University has guaranteed admission agreements with Olympic College and Peninsula College (Port Angeles), which provides a way for students at these colleges to complete an associate degree and the transfer to ODUOnline to take upper division courses to earn a bachelor's degree.
- Olympic College has a Bachelor of Science in Nursing (RN-BSN) degree as well as a Bachelor of Applied Science in Information Systems (IS) and Organizational and Technical Management.
- Peninsula College offers a Bachelor of Applied Science (BAS) in Applied Management degree. This four-year degree was developed to meet the employment needs of the Olympic Peninsula residents and provide the skill sets necessary for management or supervisory positions across a wide range of industries.
- Peninsula College offers a nursing curriculum, resulting in a direct transfer/major ready pathway associates degree.
- Southern Illinois University conducts classes for residents at Naval Base Kitsap-Bangor.
- The University of Washington's Olympic Natural Resources Center in Forks specializes in research on natural resource issues.
- City University offers over 60-degree programs through evening and weekend classes and distance learning.
- Washington Governors' University offers a variety of online options.
- Washington State University has extension centers in Port Townsend and Clallam County where residents can participate in a variety of presentations and discussions. WSU also offers various online degree and certification opportunities. WSU offers their Mechanical Engineering degree on-campus at Olympic College and began offering an Electrical Engineering degree in the fall of 2016.
- Western Washington University offers certification and degree programs in nursing (RN to BSN), elementary education, environmental science, human



services, and educational administration to residents of Bremerton, Port Angeles, and Poulsbo. They began offering their degree in Computer Information Systems Security at Poulsbo in the fall of 2016.

- Western Washington University including offers Bachelor of Arts in Environmental Policy, Human Services and Multidisciplinary Studies and Bachelor of Science in Computer Information systems Security and Environmental Science. Central Washington University also has partnership programs with Peninsula College, Port Angeles and Olympic College, Bremerton, Poulsbo.

Employer-sponsored training

Nearly half of Olympic Consortium employers provide or pay for on-the-job training to their employees in a classroom, workshop, or seminar setting. Managers are more likely to receive classroom training than production or service workers (Workforce Training Education Coordinating Board Survey)^{xxiv, xxv}.

WIOA Title I Youth, Adult, and Dislocated Worker programs

The Washington State Employment Security Department (ES), a WIOA Title I contractor, helps people succeed by supporting workers during times of unemployment, connecting job seekers with employers who have jobs to fill, and providing business and individuals with information they need to adapt to a changing economy. Employment Security Department provides Title I services to low-income adults 18 and older and to dislocated workers through the Olympic Consortium's WorkSource offices in Port Townsend, Port Angeles, and Bremerton. The Kitsap Community Resources, contractor for adult and dislocated worker WIOA I services in Kitsap County serves participants and employers at its WorkSource Affiliate office in Port Orchard. Olympic Educational Services District 114, contractor for WIOA Title I services to youth which serves youth in Clallam, Jefferson and Kitsap Counties, has collaborated with its educational partners in recent years to enhance and expand services to meet the needs of disadvantaged youth. In addition to summer academic enrichment classes which connect academic with vocational subjects, youth are placed in paid internships to develop skills and retrieve needed credits for graduation.

WIOA Title II Work-related adult basic education and literacy programs

Olympic College and Peninsula College offer Title II services to area residents. Both offer courses in Adult Basic Education and GED Preparation which are non-credit. These courses are for those who need to develop the reading, writing, and math skills needed to pass the GED test or to begin college level work or training. Those who have already earned a high school diploma or GED are eligible for classes if they are functioning below the 12th grade level. A placement test is required before class registration. They also offer High School 21+, a competency-based high school equivalency program for adult learners 21 and older who do not have a high school diploma or equivalency. This program expands high school completion options already offered by the community and technical college system to include a comprehensive approach that



aligns with adult learning styles and includes competency-based assessments that demonstrate the academic, career and personal competencies needed in further education and employment.

WIOA Title III Wagner-Peyser Act services

Employment Security Department matches job seekers with employer-listed jobs and provides them with access to current labor exchange service. ES screens for retraining programs and job finding workshops and processes unemployment claims. In referring applicants to jobs, ES gives priority to veterans, persons with disabilities, and UI claimants, in that order.

Apprenticeships and Internships

The state's Department of Labor and Industry coordinates apprenticeship programs. Most of these are conducted outside of the three-County area. Currently, local contacts for apprenticeships include the following:

- Electrical Line Workers and Electrical Workers: Port Townsend Paper Corporation In-Plant Apprenticeship Committee, IBEW Local 46, and Clallam County PUD #1
- Machinists, Industrial Maintenance Welder and Millwrights: Port Townsend Paper Corporation In-Plant Apprenticeship Committee
- Interfor
- Plumbers and Steamfitters: Bremerton Area Plumbers and Steamfitters Apprenticeship Committee and Port Townsend Paper Corporation In-Plant Apprenticeship Committee
- Controls Technology Apprenticeship
- Building Maintenance and Repair: Bremerton Housing Authority
- Dispensing Optician: Sequim Vision Center
- Construction Craft Laborer Apprenticeship program: Kingston

Olympic and Peninsula Colleges offer supplemental instruction to students in apprentice programs. Olympic College has a long history working with the Puget Sound Naval Shipyard apprentice program. Seattle Area Pipe Trades Apprenticeship Program – is working with Peninsula College to provide instructional space, partner on job fairs and collaborate on curriculum. While there has been increased focus on formal apprenticeship programs across the state. These are often difficult to establish in rural areas due to many factors including business size and distance to required training facility by participants.

Vocational rehabilitation program and services to individuals with disabilities

The Division of Vocational Rehabilitation (DVR) enables individuals with disabilities to obtain and keep employment. Participants must have a physical or mental disability that makes it difficult to get or keep a job and that requires DVR services in order to work. DVR assigns the highest priority to those persons with the most serious or limiting of disabilities. DVR offers Pre-Employment Services from the age of 14 and up funded through WIOA. There is also a school to work program that assists students with significant disabilities with career assessments and job placement services in their last year of school. Age 20-21.



The Department of Services for the Blind (DSB) works with people who are blind or have low vision. They provide job counseling and teach adaptive skills and a wide range of services, tailored to customers. The mission of the DSB is: “Inclusion, Independence, and Economic Vitality for People with Visual Disabilities.” The Consortium will continue to work closely with the DSB in order to serve common customers in the most effective and efficient manner. DDA offers funding for long term on the job coaching from the age of 21- retirement.

WorkFirst Programs

WorkFirst is a transitional program designed to start WorkFirst families on a pathway to self-sufficiency through local partnerships. The Olympic partnership consists of Employment Security, DSHS, Kitsap Community Resources, Olympic College and Peninsula College. The geographic area served extends from Forks on the Olympic Peninsula to eastern Kitsap County.

Achieving stable and successful employment is a primary objective for participants. Participant opportunities are maximized to enter the workforce and move out of poverty. The pathway to self-sufficiency consists of education, training, and job readiness services that focus on family stability including:

- Supported job search at local WorkSource Centers throughout the Olympic Consortium Workforce Development Area to include the Employment Security Career Scope Program that is a four phased employment services and career development pathway.
- Training at Olympic College or Peninsula College in vocational, high-wage high-demand, and customized training programs; and,
- GED and high school completion instruction in the Colleges’ Basic Education for Adults programs.

Nonprofit and private organizations that provide job training or work-related adult literacy services

Clallam County has many nonprofit organizations that provide training activities or other support services that benefit workers. These include OlyCAP, Habitat for Humanity of Clallam County, Northwest Veterans Resources Center, Goodwill and United Way of Clallam County Port Angeles Food Bank, Sarge’s Place, and Serenity House of Clallam County. Meeting the needs of the community, these organizations and others support individuals and families in the County. In Jefferson County OlyCAP, United Good Neighbors, Goodwill, the YMCA, Habitat for Humanity EJC Store, and the Jefferson community Foundation also support community members.

Kitsap Community Resources provides job-readiness and work experience services for low-income individuals through its Pathways to Progress (professional and personal development), Family Self-Sufficiency, and AmeriCorps programs. They also operate a WorkSource affiliate office in Port Orchard for employers and job seekers. The Business Education Support and



Training (BE\$T) program assists individuals prepare and then put into action their plan for a business. The success of the program is highly dependent upon the volunteers who help coach in classes, provide mentorship in the Business Support groups and one-on-one business counseling sessions. This includes one-on-one coaching sessions and group sessions on such topics as: Business Presentations, Sales, Social Media, Pricing for Profit, Taxes, Business Legal Issues and ACA Healthcare for Small Businesses. Eligible recipients of the Temporary Assistance for Needy Families (TANF) program may also access job readiness training and connections to work experience position at the WorkSource affiliate through the Community Jobs program. The Jefferson County Literacy Council offers free tutoring for anyone wishing to improve reading or math skills. GED preparation and English for non-English readers is also available in partnership with Peninsula College.

Westsound Science Technology Engineering and Mathematics (STEM) Network is an action-oriented partnership of multiple organizations within the Olympic Workforce Development Area region, working in concert toward the common goal of student success in STEM. This community-based strategy engages schools, nonprofits, businesses, and others to drive innovation and improvements in STEM teaching and learning at a systems level. The Network goals are to increase STEM literacy for all students, including those who do not pursue STEM-related careers or study; expand the STEM-capable workforce and broaden the participation of women and minorities in that workforce; and expand the number of students who ultimately pursue advanced degrees and careers in STEM fields.

The West Sound Education and the North Olympic Peninsula Consortia's career and technical education initiative acknowledges that students learn best when they learn by doing. Whether students plan to attend college, get post-secondary training or enter the workplace after high school, career-technical education teaches strategies that promote high academic performance and practical learning. Through district level programs, the Tech Prep consortia exposes students to a range of academic and career areas, including technology, science, health and safety, communications, the arts, business and industry. Tech Prep courses align Career and Technical Education classes at the high school with Professional-Technical courses taught at

Olympic and Peninsula Colleges, giving students an opportunity to earn high school credits for graduation while earning college credits. As noted earlier, Skillmation is another program is touted by area leaders in Clallam County.

B. Regional Sector Strategies^{xxvi}

Through a sector strategy framework, the Olympic Consortium rely on the strong partnerships of employers, policy makers, educators and community organizations to make informed decisions about workforce needs and solutions. This will keep the Olympic Consortium region strong and focused on providing relevant education and training to ensure that individuals, including youth and individuals with barriers to employment, have



skills to compete in the job market and that employers have a ready supply of skilled workers. In order to achieve this; Olympic Consortium will continue to build a regional pipeline with Kitsap, Clallam and Jefferson Counties to address skill shortages and create meaningful Career Pathways for a range of workers in the specific industry sectors of:

- Construction
- Manufacturing
- Maritime
- Healthcare

Construction^{xxvii}

- The primary construction sectors are residential and commercial construction along with painting, plumbing, electrical and specialty trades. Construction is an important sector in that it contributes greatly in the economic growth of the Olympic Consortium region. The Olympic Workforce Development Council partner with Kitsap Builders Association and Construction Center of Excellence to support workforce education and training. Staff also keep up to date with the activities of the North Peninsula Building Association and the Jefferson County Home Builders Associations. Over the coming months staff OWDC staff plans to work more closely with the North Olympic The North Peninsula Building Association and the Jefferson County Homebuilders Association. Staff had had booths at the home shows of these entities when funding allowed.
- In 2019, Kitsap Building Association (KBA) received a Builder Grant that provided internship opportunities to youth in the home construction industry, focusing on Carpentry, Electric, Plumbing, Painting, and HVAC. The Olympic Workforce Development Council was recently invited to join the KBA Workforce Development Committee which allowed the Olympic Workforce Development Council staff to sit on the interview panel for candidates looking to be selected for an internship opportunity in education and work experience in their designated field. The Olympic Workforce Development Council looks forward to the continued partnership between KBA and Construction Center of Excellence in discussing ways partners and staff can create efficiencies and support development of curriculum and innovative educational strategies to build a distinct and competitive workforce in the construction industry.
- The Construction Center of Excellence partners with stakeholders throughout Washington State to provide best-in-class resources, trainings, and information.

Advanced Manufacturing^{xxviii}

- The three County area has a solid reputation in the area of aerospace and composite manufacturing. Kitsap, Clallam and Jefferson counties are an attractive location for businesses looking to grow. A dozen business and industrial parks are in Kitsap



County, many on approximately 3,400 Greenfield acres, already zoned and ready for development^{xxix}. According to the Kitsap Aerospace and Defense Alliance (KADA), Kitsap County is home to an abundance of highly skilled and highly trained workers. About 136,100 people are directly employed in the aerospace industry in WDA 1 area. It's crucial for the Olympic Workforce Development Council to support the continuous efforts in developing training programs that offer workers additional opportunities to grow and building a community for aerospace companies to want to call home. The Olympic Workforce Development Council are members of the advisory committee for KADA. As an advisory committee member, the Olympic Workforce Development Council will continue to collaborate with KADA, Olympic College and STEM projects to support the education and training of aerospace-related studies. There is also new energy and focus on the space subsector in the region.

- Aerospace is a leading industry in the use of advanced composite manufacturing technologies. Advanced composite manufacturing has made its presence in Clallam County in a big way. This new industry is providing manufacturing parts to the aerospace industries. Enabling businesses to incorporate recycled composites into product lines is creating new jobs in Clallam County and increasing economic growth. Peninsula College Advanced Manufacturing-Composite Technology had offered workforce training and develops skills for composite and high-tech companies but currently the program is in hiatus
- Olympic College also recognizes that composite manufacturing skills are in demand by companies like, Boeing and the Puget Sound Naval Shipyard. Many workers are approaching retirement age, which means the industry will need to fill those positions therefore, Olympic College created a Composites Manufacturing Technology program. The Olympic Workforce Development Council became part of their Manufacturing Advisory Committee to bring unique knowledge, services and support in providing students the opportunity to have hands on career connected learning.

Maritime^{xxx}

- With thousands of miles of shoreline, the Olympic Consortium region is a leader in diverse maritime economy. The region has a highly skilled maritime workforce in the design, manufacturing, repair and maintenance of a large variety of vessels. Partnering with education allows the Olympic Workforce Development Council to provide resources to address skill gaps and develop a clear career pathway and ensure a workforce of highly educated and trained workers.
- Northwest School of Wooden Boatbuilding located in Port Hadlock, Washington. The Boat School is an educational institution accredited by the Accrediting Commission of Career Colleges and Schools (ACCSC), and attracts students from around the world including such countries as Japan, Australia, England, South Korea, Austria, Canada, Taiwan, Ireland, Mexico, Scotland, France and Tanzania.^{xxxi} Also, with the



advancement of online training, local residents can take courses online if internet connectivity is available. The Port Townsend Maritime Academy Skills Center is an example of a joint partnership between the North West Maritime Center, the Port Townsend School District and West Sound Technical Skills Center; where they offer youth access to a year-long, 540-hour maritime curriculum with all classes prioritizing hands-on skills building and weekly on-the-water training conducted by professional mariners and educators. The program gives students the opportunity for a career connected learning education. The Olympic Workforce Development Council is committed to ensuring the maritime industry remains strong and rich in in-demand trade skills.

- Peninsula College in partnership with Skagit Valley College is also involved in this sector.
- It should also be noted that Clallam County is an international center of boat building with large firms employing hundreds of workers.

Healthcare ^{xxxii}

- The healthcare industry is one of the most important industry sectors in Clallam, Jefferson and Kitsap counties. Olympic Medical Center is one of Clallam County's largest private employers. Olympic Medical Center's flagship hospital, Olympic Memorial Hospital is a 67-bed acute-care facility with a Level 3 Trauma Center, emergency department and birth center. Olympic Medical Physicians provides primary care, walk-in services, cancer care, cardiology, gastroenterology, general surgery, neurology, women's health, pulmonary medicine, sleep medicine and urology. Outpatient services also include laboratory, diagnostic imaging, cardiopulmonary rehabilitation and diagnostics, physical therapy and rehabilitation, diabetes and nutrition services, and home health
- The largest employer in Clallam County, Olympic Medical Center employs more than 1,550 people. Olympic Medical Center is a safety net hospital and designated as a rural Sole Community Hospital and Rural Referral Center; acknowledging the medical center as the health care anchor for the community.^{xxxiii} Jefferson Healthcare is also a key asset to the residents of Jefferson County. The organization was winner of the 2020 Best Hospitals for Outpatient Experience, Women's Choice Award. Throughout the three-County area, healthcare employs well over five thousand healthcare professionals in the region. CHI Franciscan serves the three-county area as well. In Kitsap county Harrison Medical Center, a \$500-million Level III tertiary hospital, will serve patients from across the region and will be a magnet in attracting highly skilled medical professionals creating a significant increase in the percentage of jobs the healthcare sector accounts for. Working collaboratively with healthcare providers, Human Services advisory committees, and the Olympic Community of Health, the Olympic Workforce Development Council can support the development and of job training services and skills required to keep pace with today's evolving healthcare system.



- In addition to supporting a skilled and motivated healthcare workforce; the Olympic Workforce Development Council will be focusing on behavioral health disorders to help workers who have been displaced from the workforce because of the opioid crisis. The Olympic Consortium region is facing an ongoing health crisis stemming from misuse of and addiction to opioids and other drugs. The Olympic Workforce Development Council has applied for the Support to Communities-Clear Way Forward-Transitioning Back to the Workforce grant to help workers who have been displaced from the workforce because of the opioid crisis. There are four treatment centers within the region that offer inpatient and outpatient services. A portion of the grant will be used to support the agencies in providing individuals in both inpatient and outpatient treatment with GED programs since approximately 40 percent of those individuals are without a high-school diploma or GED. The funding will also support a program led by a clinical supervisor who will develop a curriculum for internships or apprenticeships for students graduating Olympic or Peninsula College and are looking towards earning the hours for their Chemical Dependency Professional exam. A workforce navigator will be crucial to ensuring the goals that Olympic Workforce Development Council has established for use of this grant will be met. The remaining grant funds will be used for the workforce navigator to provide WIOA Dislocated Worker resources to individuals and educate them about the labor exchange and supportive services. The workforce navigator will also partner with the agencies to assist in delivering training and employment opportunities to help individuals enter career pathways and start earning a self-sufficient wage.

C. Service Strategies

Olympic Consortium is focused on coordination and alignment efforts, with the goals of supporting the businesses of the region and to ensure that every person, regardless of barriers, has the skills to ensure a sustainable career. Skills are built through training and opportunities linked to career pathways. The Olympic Workforce Development Council and partners need to work together across agencies and organizations to create new models for skill development and career advancement. To ensure that workforce system services are effective in achieving this vision; the Olympic Workforce Development Council and its partners will continue to identify the following:

- Career assessment and counseling
- Pathways to Success^{xxxiv}
- WIOA eligibility determination
- Job search skills training
- Supportive services
- On-the-job training
- Apprenticeships



- Occupational skill(s) training
- Internships
- Work experience positions
- Identify gaps in services
- Labor market information
- Job placement assistance
- Follow-up services
- YouthBuild^{xxxv}

D. Coordination with Regional Economic Development Organizations

The directors of the Clallam EDC, Kitsap Economic Development Alliance, and Team Jefferson are all members of the OWDC. The OWDC continually reviews plans and efforts by the area Economic Development Councils (EDC). The EDCs are adept at bringing capital to new and companies through lending programs or State and federal funding depending on the situation. WorkSource staff can provide the initial labor market information that a company may need as well as offer tailored recruitment and referrals. WIOA service providers can offer on-the-job training while the local colleges can offer customized training or existing programs that can provide the training to potential employees. OWDC staff works with Puget Sound Regional Council and will, in future, plan to work with the North Olympic Development Council.

E. Coordination of Transportation and/or Other Support Services

Clallam Transit, Jefferson Transit and Kitsap Transit comprise the public transportation system in the Olympic Consortium. These three transit agencies coordinate services across county borders to ensure that residents can travel to and from home and work adequately.

Jefferson Transit is working to provide improved workable connections throughout the Olympic Peninsula with the Mason, Kitsap, Clallam and Grays Harbor Transit systems and the Washington State Ferries. Jefferson Transit plans to improve mobility in small urban and rural areas through regular scheduled service and Dial a Ride Programs. Jefferson Transit also offers a Regional Reduced Fare Permit for low-income residents.^{xxxvi}

The Clallam Transit agency stresses planning with Jefferson Transit, Makah Transit, Quileute Transit, Lower Elwha S'Klallam Transit and Jamestown S'Klallam Tribe to promote regional connections both east and west. Over the next 5 years, Clallam Transit System plans to continue to:

- Work with employers to encourage vanpool ridership
- Sustain ridership on buses



- Continually analyze the Peninsula College bus routes and West Port Angeles routes for effectiveness and possible improvements

The Kitsap Transit system is working to improve the mobility of Kitsap residents. Competed and future projects include:

- Relocating and constructing the Silverdale Transit Center
- Relocating and constructing an East Bremerton Transit Center
- Improving the West Bremerton Transfer Center
- Locating and building an additional Port Orchard Park and Ride
- Making ADA improvements to the Annapolis Ferry Terminal
- Complete the Viking Way park and ride and fast ferry facilities
- Providing Access services for people with disabilities (door to door service)

This plan also recognizes the importance of overall mobility from a wholistic perspective.

F. Regional Performance Negotiation and Evaluation

The Olympic Consortium negotiates performance targets with the Governor’s designee, the Workforce Training and Education Coordinating Board. - ***This information is tentative*** and will be finalized pending the results of state board negotiations with chief local elected officials.

Estimated to be Served in July 1, 2020 to June 30, 2021			
Participant Category	Estimated to be Served	Credential Attainment Target	Median Earning Target
Adult	330	63.1%	\$7,811
Dislocated Worker	237	60.2%	\$7,588
Youth	165	83.3%	\$3,210



SECTION III - LWDB Specific Component of Plan

A. The Olympic Workforce Development Council's strategic vision and goals

Mission

To convene, lead and support a vibrant group of collaborators and partners to work as a single seamless team to 1) train, place, and advance jobseekers and workers; and 2) to fill the needs of employers and industry sectors.

Vision

An integrated workforce system supports a strong regional economy by creating workforce and business solutions that meet the needs of workers, jobseekers and businesses.

Goal One

- Objective 1.1 Prepare a COVID-19 response plan by County.
- Objective 1.2 Work with State leadership on Recession Recovery and Resiliency plan by County.

Goal Two - Build new and strengthen existing partnerships.

- Objective 2.1 Increase community and partner awareness and participation in the workforce system.
- Objective 2.2 Increase coordination between collaborators, programs and resources to support a comprehensive and seamless system accessible to all jobseekers, workers, and businesses.

Goal Three - Improve and support the One-Stop delivery system.

- Objective 3.1 Increase quality of customer service from One-Stop Centers to jobseekers, workers and employers, and focus on Continuous Improvement.
- Objective 3.2 Improve integrated services.
- Objective 3.3 Competitively select One-Stop operator.

Goal Four - Identify and increase funding for workforce activities.

- Objective 4.1 Continually seek additional resources for the system.
- Objective 4.2 Leverage Partners and Programs resources to serve customers more effectively and efficiently.



Goal Five - Continue to improve understanding the workforce needs of key current and growth industry sectors.

- Objective 5.1 Prioritize businesses for contact based on mission alignment or other criteria, to save time and limited resources.
- Objective 5.2 Track trends and potential changes in industry needs, allowing for pivots and flexibility when necessary
- Objective 5.3 Develop an HR advisory group in specific industries more strategically identify industry needs, challenges they face in hiring/retaining staff, help them to see Olympic Workforce Development Council as a resource and ally.
- Objective 5.4 Continue focus on Maritime, Construction, Manufacturing, Healthcare and the Public Sector.

Goal Six - Provide training and education that meets current and future economic demands and the needs of individuals and businesses.

- Objective 6.1 Increase awareness and use of work-based training options.
- Objective 6.2 Training to include work-based training
- Objective 6.3 More focus on registered and alternative apprenticeships, OJT and internships.
- Objective 6.4 Identify and link to Career Pathways.
- Objective 6.5 Promote Career Planning.
- Objective 6.6 Improve literacy and digital literacy skills.

B. High-Performing Board Actions

The Olympic Workforce Development Council will continue to monitor program performance on a regular basis along with ensuring that local policies are conducive to high quality services for participants and employers. The Council will also continue to lead strategic planning, business engagement and worker education and training efforts by developing a plan with other workforce partners that coordinates strategies and resources across the workforce system, in support of regional economies. In accordance with the State's Combined WIOA Plan, the Council will lead a sector partnership effort while assessing business engagement opportunities, convening, organizing, coordinating, facilitating, and supporting the efforts of local workforce partners to create an aligned approach to business engagement; facilitate information sharing among workforce partners and businesses; and/or create partnerships with effective intermediaries who already have the trust of the business community. Also, the Council continues to work towards unifying the approach of all partners and establish a process for business engagement.

C. The Olympic Workforce Development Council's Core Partner Strategy

The Olympic Consortium's workforce development system includes programs that use public funds to prepare workers for employment, upgrade worker skills and



certifications, increase earnings, and provide employment or retention services for workers and employers.

Also, the Olympic Consortium has a demonstrated capacity to help create a competitive employment and training system designed to meet talent needs for businesses. The demonstrated value of WorkSource includes:

- Prepare workers for employment, upgrade worker skills and certifications, increase earnings, as well as provide employment and retention services for workers and employers
- Experience with Industry Sector initiatives
- Depth of work with a variety of training providers
- Success with placements of diverse and hard-to-serve job seekers
- High standards of grant management, both state and competitive
- Consortium is working with partners around the state to negotiate guidelines for local MOUs. By July of 2020 the Consortium will identify the infrastructure and cost-sharing information as required by WIOA. Consortium staff will send this determination to Employment Security Department who will manage billing for the agency as the fund will go directly to that agency and not to the Consortium.

All WorkSource Centers and Affiliates offer WIOA programs. Some sites offer the following specialized programs:

- Adult Basic Education
- Community Jobs
- Division of Vocational Rehabilitation
- Reemployment Engagement Assistance
- Trade Adjustment Act
- Unemployment Insurance Reemployment Orientation
- Wagner-Peyser
- WorkFirst

The Olympic Consortium has a focused strategy that include: all applicable local resources in the pursuit of a common strategic vision or set of goals. The current vision of the Olympic Workforce Development Council is: *“An integrated workforce system supports a strong regional economy by creating workforce and business solutions that meet the needs of workers, jobseekers and businesses.”* This vision will serve as the basis for the formulation of common goals among the core partner agencies – Division of Vocational Rehabilitation, Adult Basic Education, Employment Security Department and the Olympic Consortium. This core group will meet regularly to set up goals and match them to service strategies. The results of the strategies will be monitored at regular intervals to assess the progress of integrated delivery of services to customers.



Consortium staff and the One-Stop operator conduct regular meetings with all the core partners in the area to review how each partner is doing with its contributions and responsibilities to the system. The colleges' Adult Education Directors are active participants in the meetings. They likewise attend all the Olympic Workforce Development Council meetings and provide updates to the Council on their current program activities as well as new programs they may be working on. The college staff also participates in the work of the sector panels when they meet. They meet with the Consortium leadership team each year to analyze the labor market information that identifies any necessary changes to the demand/decline occupations list.

The Olympic Consortium will continue to research and respond to funding opportunities that can help expand the services available through the WorkSource system. This may include submitting proposals for funding from the Governor's WIOA discretionary set-aside, from the Department of Vocational Rehabilitation, the Department of Commerce, Department of Social and Health Services or the Department of Corrections. The Consortium generally pursues national funding opportunities sometimes with one or more Workforce Development Areas in order to be more competitive.

D. Efforts to provide targeted outreach to individuals.

The Olympic Consortium outreach efforts for each group of eligible individuals with barriers are made through various social media, print media and announcements that are sent to community-based organizations. DVR's presence in the WorkSource offices helps to broaden the outreach to individuals with disabilities. In addition to its own recruiting efforts, DVR raises the awareness of staff in other Work Source programs, including Wagner-Peyser, WIOA I-B and veterans services, to help them identify people with disabilities during the course of the intake and assessment processes they conduct with their customers. DVR staff provides training to other WorkSource program staff in this regard.

- Veterans and Eligible Spouses - Employment Security has veterans' services staff in its Port Angeles and Bremerton offices. These individuals have responsibility for providing outreach to all counties in the Consortium. WorkSource staff asks every customer that comes to its facilities if he/she or a spouse is a veteran. If so, veterans are apprised of the services available to them and are given priority for those services.
- Unemployment Insurance Claimants - The WorkSource staff provides a list on a weekly basis to the WorkSource staff that identifies individuals who are in the long-term unemployed category. Staff attempts to contact each of these people to inform them about the available WorkSource services. They are told about the variety of services they can receive through WorkSource and are invited to take advantage of them.



Through work with partners, efforts will continue to be made to provide customized and effective services to the following target groups:

- Older Workers – workers who are 55 and over
- Opportunity Youth
- Low-Income Adults
- Dislocated Workers
- Individuals with Disabilities
- Justice Involved

E. Coordinating education and workforce investment activities.

The Olympic Consortium helps to coordinate services with the secondary education programs through its members on the Youth Committee and through the efforts of the youth service provider, Olympic Educational Services District. The Olympic Consortium has supported career fairs and vocational exploration activities that expose secondary students to career opportunities in a sector. Career and Technical Education is an important focus of the Olympic Consortium. Staff work with CTE Directors from the three-County area and the President of the Great Northwest Washington Association of Career and Technical Administrators sits on the Olympic Workforce Development Council. The Consortium and its service providers communicate regularly to assure that there is a strategic approach to providing service in a non-duplicative manner. Olympic College has a close relationship with the West Sound Skills Center, both in Bremerton. Some of the West Sound courses are designed in a manner that articulate with the Olympic College programs in the same fields. Secondary students can receive college credit for some courses and/or meet the pre-requisite requirements for entry into some of the college's vocational programs.

The Olympic Workforce Development Council continues to coordinate its efforts with Olympic and Peninsula colleges to ensure that resources are used effectively and efficiently. Staff from the Olympic Workforce Development Council are members of the Workforce Advisory Board of each college. This helps to maintain a current exchange of training and job seeker needs amongst the two entities.

F. Career Pathways

The Consortium facilitates the development of career pathways by including a description of how career pathways information will be presented to WorkSource customers as a part of the current RFP process. The Consortium staff is currently exploring the implications of co-enrolling all Wagner-Peyser and WIOA I-B adult customers. The WDC will help to ensure that the WorkSource staff has a complete understanding of the various post-secondary funding offerings in addition to PELL



grants, such as funding through the Basic Food and Employment Training program, the Opportunity program, etc.

The Consortium will continue to work with educational agencies and economic development entities as they help formulate career pathways with input from businesses. The employment, training, education and supportive services needs of job seekers will be aligned in the process of career pathway development. The Consortium will co-lead the effort to align these needs with the colleges also driving the process. The process will be ongoing since career pathways aren't static. Regular meetings of all involved agencies will lead to robust pathway development and clearly defined career plans for job seekers.

G. Employer Engagement

The Consortium has a Business Services Team that will continue to review the progress of how business services are being offered through the WorkSource system. The One-Stop Operator will be responsible for making regular reports to the committee on the types of services that are being provided to all employers. Such reports will include the progress of providing employment and training services that target in-demand occupations in the Consortium-identified sectors. The One-Stop Operator will coordinate with the two business services teams from Kitsap County and Clallam/Jefferson counties. The Operator will also seek coordination and alignment for business outreach from all the WorkSource partners. The Operator will also report to the Business Services Committee on the Employer Customer Satisfaction results it is gathering. This is a new performance measure that will be formally tracked in WIOA. The Consortium is working with Employment Security to improve WorkSource services for Unemployment Insurance (UI) claimants. A work group will make recommendations about increasing the number of claimants that engage with the local WorkSource service providers. The Olympic Consortium continued to move ahead with its sector focus as noted above.

Note: It is important to note continuing from the 2016-2020 plan that the Olympic Consortium is prioritizing developing and sustaining sector partnerships in its critical sectors, but that sector partnerships will not replace the one-to-one customer service transactions with individual employers. The goal is to build sustainable sector partnerships in addition to the ongoing one-to-one services. As the partnerships evolve, they will not only offer strategies for supporting the needs of a target industry, but they will also bring essential guidance and input to how the Olympic Workforce Development Council and partners better serve individual companies. The Olympic Consortium understands that both levels of engagement are needed.



For the Olympic Consortium, the decision to adopt sector partnerships as organizing frameworks for engaging industry comes on the heels of decades of national and statewide experience with sector-like partnerships and initiatives. This means that promising practices, lessons learned, and recommended approaches exist for replication. The Olympic Workforce Development Council will take full advantage of these resources, including materials in the Washington State Education and Training Coordinating Board's 2020 new strategic plan Talent and Prosperity for All.

H. OJT and Incumbent Worker Training

The Consortium supports the implementation of incumbent worker training and on-the-job training through its WIOA RFPs that require responses from service providers about their implementation plans in these areas. The Consortium will work with community colleges or other training providers to seek customized training funds in situations when businesses can benefit from such services. Industry and sector strategies and career pathways plans will be implemented with the help of sector panels and labor market economists. Board members will serve as business intermediaries in their roles as members in Chambers of Commerce and economic development organizations.

I. Continuous Improvement of Services

The Executive Committee provides an ongoing review of the WIOA service providers to track their progress on meeting the performance outcomes that are expected in WIOA. Staff prepares a Performance Report that details the outcomes for participants as well as the enrollment and expenditure levels. This report provides an opportunity to consider areas that may need improvement. The Executive Committee will review the number and types of employer services that have been provided. It will also review the survey results from employers on their satisfaction with the WorkSource services they are receiving.

J. Wireless Internet Access

The Consortium has public wireless internet access at each comprehensive One-Stop centers. That said, there are many communities specifically in Clallam and Jefferson Counties that lack broadband access vital for education especially as more offering are coming online.

K. Access to Services

The Consortium requires that service providers explain how they will provide services to all counties in the WDA in their responses to the RFPs. They must identify how often and where they will be traveling to the more remote areas to provide services. WorkSourceWA is the new portal for Employment Security's online connection to services. The Consortium will ensure that the marketing materials that have been created to inform people about WorkSourceWA will be widely available. One important resource in more rural areas is the public library. Most of them have now have



computer stations for their patrons, and many have a desire to help their patrons connect to websites that can help them with job search information and other tools to help prepare them for employment. There is also a need for additional computers in libraries as there is often a waiting list and limited access.

L. Compliance with ADA and Section 188

The Consortium has an Equal Opportunity Officer to address equal opportunity issues that arise as a result of questions that people may have regarding the proper implementation of Section 188 and applicable provisions of the Americans with Disabilities Act. This person is listed along with the State Coordinator on posters that are prominently displayed in customer service and staff areas in the WorkSource facilities.

The Consortium EO Officer and his/her/their assistant have provided EO training to WorkSource staff throughout the region. The EO training consists of a review of the laws and provisions as well as opportunities for staff to view and evaluate scenarios where EO violations may be occurring.

The EO Officer reviews EO compliance by WIOA service providers in the course of monitoring reviews each year. Providers must have proper EO signage in place, and their facilities must be accessible to individuals with disabilities following ADA guidelines. They must also be able to demonstrate how they are able to provide services to people with disabilities or those who need translation or interpretation services. The Consortium EO Officer also reviews the availability of assistive technology at the WorkSource sites.

M. Adult and Dislocated Worker Activities

Services are available at each WorkSource office in the three-County area. These services include career assessment, resume development, interviewing skill building, training plan development, supportive services, on-the-job training, work experience jobs and job placement assistance.

N. Youth Program Activities

The Consortium via contractor OESD 114 has been operating youth program activities in the employment and training field for over thirty years. During that time, it has refined its methods and approaches to youth development to the point at which the current model of career assessment, academic remediation and work experience is highly effective. Youth are assessed for their basic skills along with career goals. Supportive service needs are also assessed, and a plan of action is created between the youth and the Consortium service provider. A training path is outlined that would lead to the goal of employment and/or further education. Assistance is mapped out for any tuition needs, work experience jobs and support services. Post-program follow-up is an



essential part of the youth activities available and helps to keep the youth employed and/or in school for graduation.

O. Rapid Response Activities

The Consortium staff works closely with the Employment Security Rapid Response Unit staff, local ESD staff, and other service providers at the local level to provide rapid response services. Dislocated worker staff, UI representatives and other service providers work together to respond to workers that are being laid off due to a business downsizing or projected closure. Generally, the rapid response activities will occur on-site. The rapid response team must be aware of any negotiation process that can be occurring regarding potential severance benefits prior to initiating the rapid response activities. It must coordinate with the labor representatives (whether represented by organized labor or not) ahead of time to be sure that the timing for services is in line with the needs of the workers.

The rapid response team determines the layoff schedule, the benefits that may be offered to the laid off employees, and the anticipated needs of the workers that are determined by their responses to survey questions. As deemed necessary, a labor-management committee may be formed to develop a reemployment plan that will help the affected workers. Likewise, a determination about the need for peer worker outreach will occur. The team will assure that other program services are available in a timely manner.

P. Coordination of Transportation

Public transportation is quite limited in parts of the Consortium area. All counties have transit systems with fixed routes throughout the day. However, the bus services are not always enough for most workers to use because of their limited schedules. The Consortium's expectation of its service providers is that they will provide access to transportation assistance and other necessary support services that will ensure that the WIOA participants have the supports that are necessary for them to participate in the activities identified in their employment plans. The Consortium has a support service policy that requires that the case managers look for other sources of support service funding before committing the WIOA funds.

Q. Wagner-Peyser Coordination

The Wagner-Peyser staff are co-located with other WIOA partners in Bremerton, Port Angeles and Port Townsend WorkSource offices. Staff from each partner has set up a customer flow in the offices that ensures that the coordination with other program staff is non-duplicative and efficient. Staff members that meet with the WorkSource customers initially are well-trained to identify the individuals who can benefit by being referred to staff that offer services from DVR, veterans, literacy, WorkFirst or WIOA



programs. There will be an ongoing need to keep staff from each of the partners well-informed about program changes and unique services that they can offer to others.

Now that the common performance measures are in place for the WIOA core partners, it will increase the need for the various partners to stay abreast of what others can offer. One example of this will be in the area of providing business services. It will be important that all the business outreach staff has a comprehensive knowledge of the entire scope of services that can be offered to employers through the system. It will be especially important to ensure that a coordinated approach to business outreach and WorkSource marketing is in place. Wagner Peyser Business Services staff (Employment Security) serve on the OWDC Business and Economic Development Committee to keep staff informed of work and coordinate efforts with other programs.

R. Adult Education and Literacy Coordination

The Consortium has an active role in helping to coordinate services between WIOA Title I and Title II programs. As Post-secondary credentials and career pathways are now an explicit goal for many adult education and literacy students, incorporating career readiness and training in a student's pathway is integral to student success. Also, some WorkSource customers need adult education and literacy services, particularly education that is contextualized for work and relevant to developing career pathways. At the state level, partners commit to contributing to the WorkSource system as detailed in the agreement between State BEdA and the Washington Workforce Association. BEdA and literacy providers in the Olympic Consortium may take part in the WorkSource partnership agreement and memorandum of understanding.

The requirement of local workforce development boards to ensure the alignment of the local ABE applications with the WIOA Plan begins with the Consortium collecting the applications from the BEdA providers, Olympic College, Peninsula College and the Kitsap Adult Center for Education. Consortium staff reviews the applications and compares them to the WIOA Local Plan. A summary of the alignment is presented to the Olympic Workforce Development Council for its review and approval.

S. Vocational Rehabilitation Coordination

DVR is co-locating its staff with other WorkSource partners in Bremerton. The DVR staff bring a special skill set on serving individuals with disabilities that is very beneficial to both the customers that are being served by the system as well as the WorkSource staff. DVR staff not only provide the expertise to serve its customer base, but it also has broadened the skills of others by providing training to them. Such training topics include how to identify individuals with hidden disabilities, communicating effectively with those individuals, understanding the types of accommodations that are available, and improving skills of staff in the use of assistive technology in the resource rooms.



DVR and other WIOA staff will co-enroll WorkSource customers when the braiding of the services available from each will help to produce a better outcome for a disabled individual. DVR is committed to working collaboratively with other partners in the employer engagement activities.

The DVR Supervisor for the area is an active member on the Olympic Workforce Development Council. This individual helps review services and outcomes for WorkSource customers and will review issues related to the quality of services for WIOA customers with disabilities.

T. Competitive Award Process

The Consortium follows Kitsap County procurement procedures. These procedures comply with all applicable federal requirements in addition to the Revised Code of Washington Chapters 36 and 39.^{xxxvii} All youth, adult, dislocated worker programs and One-Stop operator procurements are done through a Request for Proposal process. This process looks at costs and prices along with the allowability, efficiency and effectiveness of proposals. This process is outlined below:

- Kitsap County keeps a list of interested bidders.
- Potential bidders are notified of an upcoming Request for Proposal (RFP) electronically and through newspaper notices.
- A bidder's conference is held to answer any questions about the RFP process.
- Bidders submit proposals in accordance with the Request for Proposal instructions.
- Proposals are judged based on objective criteria which include past program performance (if any), ability of bidders to provide services, fiscal accountability, and likelihood of meeting performance goals.
- The Proposal Review Committee, through the Olympic Workforce Development Council Executive Committee, completes the proposal evaluations and recommends the selection of designated service providers to the local elected officials.
- Local elected officials review the committee's recommendation and either approve them or send them back for further work and re-submittal.
- All bidders are notified of their status.
- Contract negotiations take place with successful bidders.
- Unsolicited bids are received by Kitsap County and forwarded to the Executive Committee of the Olympic Workforce Development Council for consideration.

U. Adult and Dislocated Worker Services

The Consortium awards contracts to service providers for all the WIOA Title I programs. The Consortium does not provide any direct services. The adult and dislocated worker training services are coordinated by the service providers. The service providers work with the WIOA participants to develop an Individual Employment Plan (IEP). If that plan



includes the need for vocational training, it is typically carried out in one of two ways. The first is through an Individual Training Account (ITA). The ITA allows for an agreed upon amount of funding to be provided on behalf of the participant to pay for a formal training program. The training program must be chosen from the list of Eligible Training Providers that have been vetted by the Workforce Training Board and the Consortium.

The service providers require that the participants actively engage in the development of an IEP that will help to clarify the outcome they desire as well as the steps they need to take to get there. If this includes the need for an ITA, the participant must do some research to demonstrate that there is a high likelihood that there will be employment available if they successfully complete the training program. They consider the labor market information for the desired occupation including wage ranges, likely employers, and projected demand in the future. They must also demonstrate that the plan considers how they will be able to afford to live during the training. It is up to the customer to decide which eligible training provider will best meet his/her needs.

The other training option that is frequently used is on-the-job training (OJT). This is particularly important in several of the counties where formal vocational training is not readily available. Job counselors work with the participants, business outreach staff, and employers to develop a training program with an employer who is willing to train a new employee who lacks certain required skills to bring them up to necessary skill level to be productive in the position. Service providers must develop a formal training plan with the employer that identifies the skills to be acquired and the proposed number of hours necessary for the training to be accomplished. Employers are reimbursed for an agreed-upon amount that is based upon the hourly wages that will be paid to the employee and the number of hours agreed to in the contract.

The WDC reserves the right to contract for training to increase capacity in a high-demand occupation in instances when the training would not otherwise be available. In such cases the WDC would follow its Exception to the Individual Training Account System policy. The WDC procurement process would be followed to select a training provider. As part of the process the bidder would need to demonstrate its financial stability, it's most recent audit results, and its capacity to offer the program. The WDC would then directly contract with the training provider to offer the program. Total costs for the program would be determined based on the response to the procurement. The need for ITAs, PELL grants, etc. to assist students with tuition costs would be determined prior to a WDC contract being issued. Such a determination would depend on the total costs associated with offering the program and the results regarding the sharing of costs between the training provider and the WDC that occurred during the contract negotiation. The WDC would monitor the provider in the same manner as it does for other service providers.



V. Case management system

The Consortium continues to work with the state Employment Security Department to create an integrated intake system in order to better serve job seekers. This system helps with the integration of Adult WIOA services and Wagner-Peyser services for better coordination of job training and placement assistance activities. Washington Employment Security Department (ESD) currently uses Efforts to Outcomes (ETO) for their case management system. ETO case management system was implemented in May 2016. The Consortium works closely with ESD to create, maintain and improve an Integrated Service Delivery (ISD) to job seekers in a seamless program environment. Together the Consortium and ESD partner to provide a LEAN continuous improvement program environment, with incredible success.

W. WDC Membership System

The Olympic Consortium complies with the WIOA and State membership requirements for an alternative entity. See Attachment E. The Olympic Workforce Development Council's membership has representatives from all counties in the three-County area. It also has a cross-section of members that represent key business sectors in the region. Whenever a seat on the Council becomes available, both of those elements are considered during the recruitment processes. The Consortium works with Chambers, Economic Development Councils, its own members and local elected officials to recruit new members that will be active and who can ably represent their industry's perspective on the board.



Section IV - Performance Accountability

The Olympic Consortium Board and Olympic Workforce Development Council use performance information to inform local strategic planning and as a means of oversight of WIOA and other WorkSource programs. WorkSource workshops are reviewed for quality and content through customer evaluations for ongoing curriculum development and managing staff performance.

Both the Board and Council review the federal Quarterly Common Measures Summary Report^{xxxviii} to ensure that the rates meet or exceed the targets. Measures that fall below the target level lead to an investigation of the probable causes for this shortfall. A corrective action plan is put in place once the reason(s) for the deficiency is found. The Council and Board receive status reports of the corrective action taken by the service providers. The Olympic Workforce Development Council Operations Committee reviews the Employment Security Department WorkSource Standards and Integration Division (ESD WSID) statewide performance dashboard reporting tool on a quarterly basis to monitor the local area service delivery performance.

Program operators are given performance reports on a quarterly basis. These reports of planned versus actual numbers for participants, exits, placements and expenditures are used to shape day-to-day operations. They also serve to raise concerns of potential performance problems and to recognize a need for a Corrective Action Plan. The data from the reports are used to make changes to contract goals and to formulate corrective action plans in cases where performance is deficient.

The Olympic Workforce Development Council will continue to take steps to partner with the CTE and ABE providers toward the success of the CTE and ABE programs, as well as contribute toward meeting their performance outcomes.

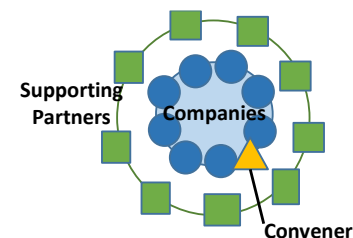
On an annual basis, the Olympic Workforce Development Council examines results of the state core services to judge how well the programs perform and to identify areas for improvement. The performance is measured against how well the initial strategies are meeting the 2020-2024 Goals and Objectives^{xxxix}. If areas of improvement are identified, the Council assigns a committee to develop a new strategy to attain the improvement. Upon approval of the strategy by the Executive Committee, the Local Integrated Plan is updated, and implementation of the strategy begins immediately.



Attachment A: Sector Partnership Framework

Washington Industry Engagement Framework or Sector Partnership Framework

Sector partnerships are **partnerships** of companies, from the same industry and in their natural labor market region, with education, workforce development, economic development and community organizations that focus on a set of key priority workforce and other issues identified by the target industry.



Phase I: Prepare your team

Goal: build buy-in & support

- Build a team of workforce, education and economic development leaders for ongoing joint decision-making
- Inventory current sector partnership or industry-targeted efforts
- Decide on initial roles & responsibilities – who has the credibility to lead a sector partnership, what support can partners commit to
- Commit to looking at LMI data together

Sample measures of progress

- Partners identified
- Meetings held
- Agreements developed
- Resources committed

Phase II: Investigate

Goal: determine target industries

- Determine growth sectors to investigate
- Ensure relevance for the region
- Evaluate against 10+ consideration relating to growth, relevance to economic development activities, and other key factors

Sample measures of progress

- Data provided
- Partners select key industries to explore

Phase III: Inventory and Analyze

Goal: build baseline knowledge of industry

- Conduct a baseline review of demand-side (employer) and supply-side (labor pool) data
- Analyze industry trends, review existing research
- Analyze data and develop a brief industry “report” or “snapshot” to start the engagement with employers
- Identify business champions to bring industry to the table

Sample measures of progress

- Industry “snapshot” or “report” ready for first meeting
- Industry champions identified
- Companies invited

Phase IV: Convene

Goal: build industry partnership, prioritize activities

- Prepare support team and set expectations for the meeting – business talking to business
- Hold event to find out what’s new in industry, growth opportunities, and related needs
- Ask industry to Identify and prioritize key issues
- Determine whether additional resources are needed

Sample measures of progress

- Plan for action developed
- Task forces identified
- Staff and chairs identified/assigned

Phase V: Act

Goal: Implement initiatives

- Develop Operational Plan
- Execute plans, monitor progress
- Provide status reports to partnership, task forces, stakeholders
- Identify road blocks and address them

Sample measures of progress

- Metrics specific to project identified and reported

Phase VI: Sustain and evolve

Goal: grow the partnership

- Identify next opportunities
- Start the process over again at the appropriate phase
- Grow the partnership

Sample measures of progress

- New projects identified
- New resources added



Through a sector strategy framework, the Olympic Consortium rely on the strong partnerships of employers, policy makers, educators and community organizations to make informed decisions about workforce needs and solutions. This will keep the Olympic Consortium region strong and focused on providing relevant education and training to ensure that individuals, including youth and individuals with barriers to employment, have skills to compete in the job market and that employers have a ready supply of skilled workers. In order to achieve this; Olympic Consortium will continue to build a regional pipeline with Clallam, Jefferson and Kitsap Counties to address skill shortages and create meaningful Career Pathways for a range of workers in the specific industry sectors of:

- Construction
- Aerospace/ Advanced Composite Manufacturing
- Maritime
- Healthcare

Construction^{xI}

- The primary construction sectors are residential and commercial construction along with painting, plumbing, electrical and specialty trades. Construction is an important sector in that it contributes greatly in the economic growth of the Olympic Consortium region. The Olympic Workforce Development Council partner with Kitsap Builders Association and Construction Center of Excellence to support workforce education and training. Staff also keep up to date with the activities of the North Peninsula Building Association and the Jefferson County Home Builders Associations. Over the coming months staff OWDC staff plans to work more closely with the North Olympic The North Peninsula Building Association and the Jefferson County Homebuilders Association. Staff had had booths at the home shows of these entities when funding allowed.
- In 2019, Kitsap Building Association (KBA) received a Builder Grant that provided internship opportunities to youth in the home construction industry, focusing on Carpentry, Electric, Plumbing, Painting, and HVAC. The Olympic Workforce Development Council was recently invited to join the KBA Workforce Development Committee which allowed the Olympic Workforce Development Council staff to sit on the interview panel for candidates looking to be selected for an internship opportunity in education and work experience in their designated field. The Olympic Workforce Development Council looks forward to the continued partnership between KBA and Construction Center of Excellence in discussing ways partners and staff can create



efficiencies and support development of curriculum and innovative educational strategies to build a distinct and competitive workforce in the construction industry.

- The Construction Center of Excellence partners with stakeholders throughout Washington State to provide best-in-class resources, trainings, and information.

Advanced Manufacturing ^{xli}

- The three County area has a solid reputation in the area of aerospace and composite manufacturing. Kitsap, Clallam and Jefferson counties are an attractive location for businesses looking to grow. A dozen business and industrial parks are in Kitsap County, many on approximately 3,400 Greenfield acres, already zoned and ready for development^{xlii}. According to the Kitsap Aerospace and Defense Alliance (KADA), Kitsap County is home to an abundance of highly skilled and highly trained workers. About 136,100 people are directly employed in the aerospace industry in WDA 1 area. It's crucial for the Olympic Workforce Development Council to support the continuous efforts in developing training programs that offer workers additional opportunities to grow and building a community for aerospace companies to want to call home. The Olympic Workforce Development Council are members of the advisory committee for KADA. As an advisory committee member, the Olympic Workforce Development Council will continue to collaborate with KADA, Olympic College and STEM projects to support the education and training of aerospace-related studies. There is also new energy and focus on the space subsector in the region.
- Aerospace is a leading industry in the use of advanced composite manufacturing technologies. Advanced composite manufacturing has made its presence in Clallam County in a big way. This new industry is providing manufacturing parts to the aerospace industries. Enabling businesses to incorporate recycled composites into product lines is creating new jobs in Clallam County and increasing economic growth. Peninsula College Advanced Manufacturing-Composite Technology had offered workforce training and develops skills for composite and high-tech companies but currently the program is in hiatus
- Olympic College also recognizes that composite manufacturing skills are in demand by companies like, Boeing and the Puget Sound Naval Shipyard. Many workers are approaching retirement age, which means the industry will need to fill those positions therefore, Olympic College created a Composites Manufacturing Technology program. The Olympic Workforce Development Council became part of their Manufacturing Advisory Committee to bring unique knowledge, services and support in providing students the opportunity to have hands on career connected learning.

Maritime^{xliii}

- With thousands of miles of shoreline, the Olympic Consortium region is a leader in diverse maritime economy. The region has a highly skilled maritime workforce in the design, manufacturing, repair and maintenance of a large variety of vessels. Partnering



with education allows the Olympic Workforce Development Council to provide resources to address skill gaps and develop a clear career pathway and ensure a workforce of highly educated and trained workers.

- Northwest School of Wooden Boatbuilding located in Port Hadlock, Washington. The Boat School is an educational institution accredited by the Accrediting Commission of Career Colleges and Schools (ACCSC), and attracts students from around the world including such countries as Japan, Australia, England, South Korea, Austria, Canada, Taiwan, Ireland, Mexico, Scotland, France and Tanzania.^{xliv} Also, with the advancement of online training, local residents can take courses online if internet connectivity is available. The Port Townsend Maritime Academy Skills Center is an example of a joint partnership between the North West Maritime Center, the Port Townsend School District and West Sound Technical Skills Center; where they offer youth access to a year-long, 540-hour maritime curriculum with all classes prioritizing hands-on skills building and weekly on-the-water training conducted by professional mariners and educators. The program gives students the opportunity for a career connected learning education. The Olympic Workforce Development Council is committed to ensuring the maritime industry remains strong and rich in in-demand trade skills.
- Peninsula College in partnership with Skagit Valley College is also involved in this sector.
- It should also be noted that Clallam County is an international center of boat building with large firms employing hundreds of workers.

Healthcare ^{xlv}

- The healthcare industry is one of the most important industry sectors in Clallam, Jefferson and Kitsap counties. Olympic Medical Center is one of Clallam County's largest private employers. Olympic Medical Center's flagship hospital, Olympic Memorial Hospital is a 67-bed acute-care facility with a Level 3 Trauma Center, emergency department and birth center. Olympic Medical Physicians provides primary care, walk-in services, cancer care, cardiology, gastroenterology, general surgery, neurology, women's health, pulmonary medicine, sleep medicine and urology. Outpatient services also include laboratory, diagnostic imaging, cardiopulmonary rehabilitation and diagnostics, physical therapy and rehabilitation, diabetes and nutrition services, and home health
- The largest employer in Clallam County, Olympic Medical Center employs more than 1,550 people. Olympic Medical Center is a safety net hospital and designated as a rural Sole Community Hospital and Rural Referral Center; acknowledging the medical center as the health care anchor for the community.^{xlvi} Jefferson Healthcare is also a key asset to the residents of Jefferson County. The organization was winner of the 2020 Best Hospitals for Outpatient Experience, Women's Choice Award. Throughout the three-County area, healthcare employs well over five thousand healthcare professionals in the region. CHI Franciscan serves the three-county area as well. In Kitsap county Harrison Medical Center, a \$500-million Level III tertiary hospital, will serve patients from across the region and will be a magnet in attracting highly skilled medical professionals creating



a significant increase in the percentage of jobs the healthcare sector accounts for. Working collaboratively with healthcare providers, Human Services advisory committees, and the Olympic Community of Health, the Olympic Workforce Development Council can support the development and of job training services and skills required to keep pace with today's evolving healthcare system.

- In addition to supporting a skilled and motivated healthcare workforce; the Olympic Workforce Development Council will be focusing on behavioral health disorders to help workers who have been displaced from the workforce because of the opioid crisis. The Olympic Consortium region is facing an ongoing health crisis stemming from misuse of and addiction to opioids and other drugs. The Olympic Workforce Development Council has applied for the Support to Communities-Clear Way Forward-Transitioning Back to the Workforce grant to help workers who have been displaced from the workforce because of the opioid crisis. There are four treatment centers within the region that offer inpatient and outpatient services. A portion of the grant will be used to support the agencies in providing individuals in both inpatient and outpatient treatment with GED programs since approximately 40 percent of those individuals are without a high-school diploma or GED. The funding will also support a program led by a clinical supervisor who will develop a curriculum for internships or apprenticeships for students graduating Olympic or Peninsula College and are looking towards earning the hours for their Chemical Dependency Professional exam. A workforce navigator will be crucial to ensuring the goals that Olympic Workforce Development Council has established for use of this grant will be met. The remaining grant funds will be used for the workforce navigator to provide WIOA Dislocated Worker resources to individuals and educate them about the labor exchange and supportive services. The workforce navigator will also partner with the agencies to assist in delivering training and employment opportunities to help individuals enter career pathways and start earning a self-sufficient wage.



Attachment B: Regional Service Coordination Framework

Washington Regional Service Coordination Framework

Phase I: Prepare your team

Goal: build buy-in & support

- Build a team of workforce, education and economic development leaders for ongoing joint decision-making
- Inventory current regional service strategies
- Determine initial roles & responsibilities of partners - who will lead, what support can partners commit to
- Commit to looking at regional data analysis together

Sample measures of progress

- Partners identified
- Meetings held
- Agreements developed
- Resources committed

Phase II: Investigate

Goal: determine options for coordinated service delivery

- Identify customers who could be better served by a regional approach based on the regional analysis
- Identify services that could be worth coordinating
- Ensure relevance for the region and the partners participating

Sample measures of progress

- Data reviewed
- Potential customers/services identified for coordinated approach

Phase III: Inventory and Analyze

Goal: build baseline knowledge

- Conduct a review current services and strategies
- Analyze trends, review outcome data and existing research
- Develop a brief “report” or “snapshot” of the current state to engage current and potential partners
- Identify champions, resources and resource gaps

Sample measures of progress

- “Snapshot” or “report” ready for first meeting
- Champions identified
- Partners invited

Phase IV: Convene

Goal: build partnership, prioritize activities

- Hold event or meeting to find discuss the analysis and develop options for addressing the challenges
- Identify a goal and strategy to address it.
- Prioritize key issues
- Determine whether additional resources are needed and how to bring these to the table

Sample measures of progress

- Plan for action developed
- Task forces identified
- Assignments made

Phase V: Act

Goal: Implement initiatives

- Develop plan for implementation
- Execute plans, monitor progress
- Provide status reports to partnership, task forces, stakeholders
- Identify road blocks and address them

Sample measures of progress

- Metrics specific to project identified and reported

Phase VI: Sustain and evolve

Goal: grow the partnership

- Identify next opportunities
- Start the process over again at the appropriate phase
- Grow the partnership

Sample measures of progress

- New projects identified
- New resources added



Attachment B: cont. - Regional Cooperative Service Delivery Agreement

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate in a cross-regional plan.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team <i>Goal: build buy-in & support</i>	October 1, 2021	Build a team of workforce, education and economic development leaders for ongoing joint decision-making; inventory current regional service strategies; determine initial roles & responsibilities of partners - who will lead, what support can partners commit to.	Completed meetings, MOUs completed	Meeting minutes. MOUs completed
Phase II: Investigate <i>Goal: determine options for coordinated service deliver</i>	December 1, 2021	Identify customers who could be better served by a regional approach based on the regional analysis; Identify services that could be worth coordinating.	Customer list and list of services to be coordinated	
Phase III: Inventory and Analyze <i>Goal: build baseline knowledge</i>	February 1, 2022	Conduct a review current services and strategies; analyze trends, review outcome data and existing research; develop a brief “report” or “snapshot” of the current state to engage current and potential partners; identify resources and gaps.	Report out on trends, current services, resources and potential partners.	Completed report on services and partners.
Phase IV: Convene <i>Goal: build partnership, prioritize activities</i>	April 15, 2022	Hold event or meeting to find discuss the analysis and develop options for addressing the challenges; identify a goal and strategy to address it; prioritize key issues; determine whether additional resources are needed and how to acquire them.	Complete convening of service providers. Key issues summarized.	Report of meeting results.
Phase V: Act <i>Goal: Implement initiatives</i>	December 15, 2022	Develop plan for implementation; Execute plans, monitor progress; Provide status reports to partnership, task forces, stakeholders; Identify road blocks and address them	Implementation plan published, regular status reports distributed.	Plan and status reports are distributed to partners.
Phase VI: Sustain and evolve <i>Goal: grow the partnership</i>	June 30, 2023	Identify next opportunities; start the process over again at the appropriate phase; encourage other agencies to be part of partnership.	Progress evaluation distributed, next steps planned.	Evaluation report.



Attachment C: Regional Economic Development Framework

Washington Regional Economic Development Framework

Phase I: Prepare your team

Goal: build buy-in & support

- Build a team of workforce, education leaders for ongoing joint decision-making
- Inventory current regional economic development organizations and strategies
- Determine initial roles & responsibilities of partners - who will lead, what support can partners commit to
- Commit to looking at regional data analysis and economic development plans together

Sample measures of progress

- Partners identified
- Meetings held
- Agreements developed
- Resources committed

Phase II: Investigate

Goal: determine options for coordination with economic development

- Identify opportunities for collaboration based on regional analysis
- Identify services and strategies that could support economic development goals
- Ensure relevance for the region and the partners participating

Sample measures of progress

- Data reviewed
- Potential opportunities for coordinated approach identified

Phase III: Inventory and Analyze

Goal: build baseline knowledge

- Analyze trends, review outcome data and existing research
- Identify champions, resources and resource gaps
- Identify topics for discussion
- Identify what information is needed to engage

Sample measures of progress

- "Snapshot" or "report" ready for first meeting
- Champions identified
- Partners invited

Phase IV: Convene

Goal: build partnership, prioritize activities

- Hold event or meeting to discuss the analysis and develop options for addressing the challenges
- Identify a goal and strategy to address it.
- Prioritize key issues
- Determine whether additional resources are needed and how to bring these to the table

Sample measures of progress

- Plan for action developed
- Task forces identified
- Assignments made

Phase V: Act

Goal: Implement initiatives

- Develop implementation strategies
- Execute plans, monitor progress
- Provide status reports to partnership, task forces, stakeholders
- Identify road blocks and address them

Sample measures of progress

- Metrics specific to project identified and reported

Phase VI: Sustain and evolve

Goal: grow the partnership

- Identify next opportunities
- Start the process over again at the appropriate phase
- Grow the partnership

Sample measures of progress

- New projects identified
- New resources added

Evaluate



Adjust



Improve



Report



Tell Your Story



Attachment C cont: Regional Economic Development Coordination Plan

Phase – COVID-19 will greatly impact this plan	Timeline for each phase	Activities anticipated for each phase to be implemented.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team <i>Goal: build buy-in & support</i>	September 1, 2020	Build a team of workforce and economic development leaders for ongoing joint decision-making; inventory current regional service strategies; determine initial roles & responsibilities of partners - who will lead, what support can partners commit to.	Completed meetings, IFAs completed	Meeting minutes. IFAs completed
Phase II: Investigate <i>Goal: determine options for coordinated service deliver</i>	November 20, 2020	Identify customers who could be better served by a regional approach based on the regional analysis; Identify services that could be worth coordinating.	Customer list and list of services to be coordinated	
Phase III: Inventory and Analyze <i>Goal: build baseline knowledge</i>	January 15, 2021	Conduct a review current services and strategies; analyze trends, review outcome data and existing research; develop a brief “report” or “snapshot” of the current state to engage current and potential partners; identify resources and gaps.	Report out on trends, current services, resources and potential partners.	Completed report on services and partners.
Phase IV: Convene <i>Goal: build partnership, prioritize activities</i>	March 30, 2021	Hold event or meeting to find discuss the analysis and develop options for addressing the challenges; identify a goal and strategy to address it; prioritize key issues; determine whether additional resources are needed and how to acquire them.	Complete convening of service providers. Key issues summarized.	Report of meeting results.
Phase V: Act <i>Goal: Implement initiatives</i>	May 1, 2021	Develop plan for implementation; Execute plans, monitor progress; Provide status reports to partnership, task forces, stakeholders; Identify roadblocks and address them	Implementation plan published, regular status reports distributed.	Plan and status reports are distributed to partners.
Phase VI: Sustain and evolve <i>Goal: grow the partnership</i>	November 30, 2021	Identify next opportunities; start the process over again at the appropriate phase; encourage other agencies to be part of partnership.	Progress evaluation distributed, next steps planned.	Evaluation report.



Attachment D: Local Area Profile

1. Local One-Stop System

List all comprehensive, affiliate, and connection One-Stop sites in the local area, along with the site operator^{xlvii}.

Site	Type of Site (Comprehensive, Affiliate, or Connection)	Site Operator(s)
Bremerton	Comprehensive	Olympic Consortium
Port Angeles	Comprehensive	Olympic Consortium
Port Townsend	Affiliate	Olympic Consortium
Port Orchard	Affiliate	Olympic Consortium

2. WIOA Title I Service Providers

Dislocated Worker Program List all current and potential service providers in the area	Indicate service(s) provided by each			WIOA funded?
	Basic	Individualized	Training	
Washington State Employment Security Department	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Kitsap Community Resources	<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:

All Dislocated Worker services are available and adequate for eligible job seekers and employers.

Adult Program List all current and potential service providers in the area	Indicate service(s) provided by each			WIOA funded?
	Basic	Individualized	Training	
Kitsap Community Resources	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Washington State Employment Security Department	<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:

All Adult services are available and adequate for eligible job seekers and employers.

Youth Program List all current and potential service providers in the area	Indicate service(s) provided by each			WIOA funded?	Services for youth with disabilities?
	Basic	Individualized	Training		
Olympic Educational Services District #114	<input checked="" type="checkbox"/>	<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:

All Youth services are available and adequate for eligible job seekers and employers.



Attachment E: Local Workforce Development Board Membership and Certification xlviii

Olympic Workforce Development Council - WDA 1 (17)	Roster
Members, Organization	Representing / County
Monica Blackwood, West Sound Workforce	Business - Kitsap
Nicole Brinkman, Skookum Industries	Business - Kitsap
Matthew Wheelus, Harrison Hospital	Business - Kitsap
Randy Colson, General Dynamics	Business - Kitsap
Lisa Donlon, Windermere Commercial	Business - Kitsap
Greg Dronkert, Pacific Mobility	Business - Kitsap
Marilyn Hoppen, Chair, Interim, Kitsap Bank	Business - Kitsap
Gillian Niuman, Town and Country Markets	Business - Kitsap
Vacant	Business - Kitsap
Julie Hatch, Kitsap Bank	Business - Clallam
Vacant	Business - Clallam
Allison Plute, Jamestown S'Klallam Tribe	Business - Clallam
Danny Steiger, Lumber Traders, Inc.	Business - Clallam
Vacant	Business - Clallam
Anna Reyes Potts, TMF, Inc.	Business - Jefferson/Kitsap
Heidi Lamprecht, Paella House	Business - Jefferson
Cordi Fitzpatrick, Port Townsend Paper	Business - Jefferson
John Powers, Kitsap EDC	Economic Development
Brian Kuh, Jefferson EDC, Ex Officio – nonvoting	Economic Development
Colleen McAleer, Clallam EDC	Economic Development
Greg Lynch, OESD 114	Education - K-12
Sara Hatfield, South Kitsap School District	Education - K-12
Luke Robins, Peninsula College	Education - PS
Marty Cavalluzzi, Olympic College	Education - PS
David McMahan, Olympic Labor Council	Labor
Chuck Moe, Northwest Laborers	Labor
Neal Holm, IBEW	Labor
LeAnne Raines, Dept. of Vocational Rehabilitation	Vocational Rehabilitation
Robin Hake, City of Port Townsend	Public Sector
Jessica Barr, Employment Security Department	Public Sector



Jeff Cartwright, Kitsap Transit, Ex Officio – nonvoting	Public Sector
Gina Lindal, Dept. of Health and Human Services	Public Sector
Kevin Gallacci, Clallam Transit, Ex Officio – nonvoting	Public Sector
Jeff Randall, Jefferson County PUD	Public Sector
Aschlee Drescher, Veteran Affairs, Ex Officio – nonvoting	Public Sector
Michell Graff, Kitsap Community Resources	Community Organization



Attachment F: Regional/Local Workforce Plan Assurances^{xlix}

2020-2024 Regional/Local Workforce Plan Assurances

	Planning Process and Public Comment	References
☒	1. The local board has processes and timelines, consistent with WIOA Section 108(d), to obtain input into the development of the local plan and provide the opportunity for comment by representatives of business, labor organizations, education, other key stakeholders, and the general public for a period that is no less than 30 days.	WIOA Sections 108(d); 20 CFR 679.550(b)
☒	2. The final local plan is available and accessible to the general public.	20 CFR 679.550(b)(5)
☒	3. The local board has established procedures to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.	WIOA Section 107(e); 20 CFR 679.390 and 679.550
	Required Policies and Procedures	References
☒	4. The local board makes publicly available any local requirements for the public workforce system, such as policies, including policies for the use of WIOA Title I funds.	20 CFR 679.550
☒	5. The local board has established a written policy or procedure that identifies circumstances that might present conflict of interest for any local workforce investment board or entity that they represent and provides for the resolution of conflicts.	WIOA Section 107(h); WIOA Title I Policy 5405; WIOA Title I Policy 5410
☒	6. The local board has copies of memoranda of understanding between the local board and each One-Stop partner concerning the operation of the One-Stop delivery system in the local area and has provided the State with the latest versions of its memoranda of understanding.	WIOA Section 121(c); 20 CFR 678.500-510; WorkSource System Policy 1013 Rev. 1
☒	7. The local board has written policy or procedures that ensure One-Stop operator agreements are reviewed and updated no less than once every three years.	WIOA Section 121(c)(v)
☒	8. The local board has negotiated and reached agreement on local performance measures with the local chief elected official(s) and Governor.	WIOA Sections 107(d)(9) and 116(c); 677.210(b)
☒	9. The local board has procurement policies and procedures for selecting One-Stop operators, awarding contracts under WIOA Title I Adult and Dislocated Worker funding provisions, and awarding contracts for Youth service provision under WIOA Title I in accordance with applicable state and local laws, rules, and regulations, provided no conflict exists with WIOA.	WIOA Sections 121(d) and 123; 20 CFR 678.600-615 and 681.400; WIOA Title I 5404 Rev. 1; WIOA Title I Policy 5612



☒	10. The local board has procedures for identifying and determining the eligibility of training providers and their programs to receive WIOA Title I individual training accounts and to train dislocated workers receiving additional unemployment insurance benefits via the state's Training Benefits Program.	WIOA Sections 107(d)(10), 122(b)(3), and 123; 20 CFR 679.370(l)-(m) and 680.410-430; WIOA Title I Policy 5611 Rev. 1
☒	11. The local board 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.	WIOA Section 181(c); proposed 20 CFR 683.600; WIOA Title I Policy 5410 Rev. 1; WorkSource System Policy 1012, Revision 1
☒	12. The local board has assurances from its One-Stop operator that all One-Stop centers and, as applicable, affiliate sites have front-end services consistent with the state's integrated front-end service policy and their local plan.	WorkSource System Policy 1010 Revision 1
☒	13. The local board has established at least one comprehensive, full-service One-Stop center and has a written process for the local Chief Elected Official and local board to determine that the center conforms to the definition therein.	WIOA Section 121(e)(2)(A); 20 CFR 678.305; WIOA Title I Policy 5612
☒	14. The local board provides to employers the basic business services outlined in WorkSource System Policy 1014.	WorkSource System Policy 1014
☒	15. The local board has written processes or procedures and has identified standard assessment objectives and resources to support service delivery strategies at One-Stop centers and, as applicable, affiliate sites.	WorkSource System Policies 1011 Rev. 1 and 1016; WTECB State Assessment Policy
☒	16. All partners in the local workforce and education system described in this plan ensure the physical, programmatic and communications accessibility of facilities, programs, services, technology and materials in One-Stop centers for individuals with disabilities.	WIOA Section 188; 29 CFR parts 37.7-37.9; 20 CFR 652.8(j)
☒	17. The local board ensures that outreach is provided to populations and sub-populations who can benefit from One-Stop services.	WIOA Section 188; 29 CFR 37.42
☒	18. The local board implements universal access to programs and activities to individuals through reasonable recruitment targeting, outreach efforts, assessments, service delivery, partner development, and numeric goals.	WIOA Section 188; 29 CFR 37.42
☒	19. The local board complies with the nondiscrimination provisions of Section 188 and assures that Methods of Administration were developed and implemented.	WIOA Section 188; 29 CFR 37.54(a)(1); WIOA Policy 5402, Revision 2; WorkSource System Policy 1012, Revision 1



☒	20. The local board collects and maintains data necessary to show compliance with nondiscrimination provisions of Section 188.	WIOA Section 185; 29 CFR 39; WIOA Policy 5402, Revision 2; WorkSource System Policy 1012, Revision 1
☒	21. The local board complies with restrictions governing the use of federal funds for political activities, the use of the One-Stop environment for political activities, and the local board complies with the applicable certification and disclosure requirements	WorkSource System Policy 1018; 2 CFR Part 225 Appendix B; 2 CFR Part 230 Appendix B; 48 CFR 31.205-22; RCW 42.52.180; TEGL 2-12; 29 CFR Part 93.100
☒	22. The local board ensures that One-Stop MSFW and business services staff, along with the Migrant and Seasonal Farm Worker program partner agency, will continue to provide services to agricultural employers and MSFWs that are demand-driven and consistent with ESD's mission.	WIOA Section 167
☒	23. The local board follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIOA, and applicable Departmental regulations.	WIOA Sections 116(i)(3) and 185(a)(4); 20 USC 1232g; and 20 CFR part 603
	Administration of Funds	References
☒	24. The local board has a written policy and procedures to competitively award grants and contracts for WIOA Title I activities (or applicable federal waiver), including a process to be used to procure training services made as exceptions to the Individual Training Account process.	WIOA Section 108(b)(16); 20 CFR 679.560(b)(15); WIOA Title I Policy 5601; WIOA Section 134(c)(3)(G); 20 CFR 680.300-310
☒	25. The local board has accounting systems that follow current Generally Accepted Accounting Principles (GAAP) and written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to insure proper disbursement and accounting of WIOA adult, dislocated worker, and youth program and the Wagner-Peyser Act funds.	WIOA Section 108(b)(15), WIOA Title I Policy 5230; WIOA Title I Policy 5250
☒	26. The local board ensures compliance with the uniform administrative requirements under WIOA through annual, on-site monitoring of each local sub-recipient.	WIOA Section 184(a)(3); 20 CFR 683.200, 683.300, and 683.400-410; WIOA Policy 5230
	27. The local board 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.	WIOA Title I Policy 5260
☒	28. The local board has a written debt collection policy and procedures that conforms with state and federal requirements and a process for maintaining a permanent record of all debt collection cases that supports the decisions made and documents the actions taken with respect to debt collection, restoration, or other debt resolution activities.	WIOA Section 184(c); 20 CFR 683.410(a), 683.420(a), 683.750; WIOA Title I Policy 5265



☒	29. The local board has a written policy and procedures for ensuring management and inventory of all properties obtained using WIOA funds, including property purchased with JTPA or WIA funds and transferred to WIOA, and that comply with WIOA, Washington State Office of Financial Management (OFM) and, in the cases of local government, Local Government Property Acquisition policies.	WIOA Section 184(a)(2)(A); 20 CFR 683.200 and 683.220; OMB Uniform Administrative Guidance; Generally Accepted Accounting Procedures (GAAP); WIOA Title I Policy 5407
☒	30. The local board will not use funds received under WIOA to assist, promote, or deter union organizing.	WIOA Section 181(b)(7); 20 CFR 680.830
	Eligibility	References
☒	31. The local board 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 services and training services, consistent with state policy on eligibility and priority of service.	20 CFR Part 680 Subparts A and B; proposed 20 CFR Part 681 Subpart B; WorkSource System Policy 1019, Revision 4
☒	32. The local board has a written policy and procedures for awarding Individual Training Accounts to eligible adults, dislocated workers, and youth receiving WIOA Title I training services, including dollar and/or duration limit(s), limits on the number of times an individual may modify an ITA, and how ITAs will be obligated and authorized.	WIOA Section 134(c)(3)(G); 20 CFR 680.300-320; WIOA Title I Policy 5601, Rev.1
☒	33. The local board has a written policy and procedures that establish internal controls, documentation requirements, and leveraging and coordination of other community resources when providing supportive services and, as applicable, needs-related payments to eligible adult, dislocated workers, and youth enrolled in WIOA Title I programs.	WIOA Sections 129(c)(2)(G) and 134(d)(2); 20 CFR 680.900-970; CFR 681.570; WorkSource System Policy 1019, Rev. 4
☒	34. The local board has a written policy for priority of service at its WorkSource centers and, as applicable, affiliate sites and for local workforce providers that ensures veterans and eligible spouses are identified at the point of entry, made aware of their entitlement to priority of service, and provided information on the array of employment, training and placement services and eligibility requirements for those programs or services.	Jobs for Veterans Act; Veterans' Benefits, Healthcare, and Information Technology Act; 20 CFR 1010; TEGL 10-09; Veterans Program Letter 07-09; WorkSource System Policy 1009 Rev. 2



Attachment G: Regional/Local Workforce Plan Certification

The Local Workforce Development Board for the Olympic Consortium 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.

Jefferson County Commissioner Kate Dean

Signature - Local Chief Elected Official(s)

Date

OWDC Chair Marilyn Hoppen

Signature - Local Workforce Development Board Chair

Date



Attachment H: Public Comment

The public comment was open from March 5, 2020 to March 26, 2020. Public was notified via Granicus / GOVDelivery and draft document was posted on Olympic Workforce Development Council/Kitsap County website.

Members of the OWDC and the OCB also were requested to provide comments and feedback. This feedback was received from February 2020 through April 2020. There was request for more data and narrative relating to the Olympic Peninsula and data broken out by County as well. The main concern that arose was the issue of the COVID-19 pandemic response. This was addressed in Goal One and in the Forward of the Executive Summary. The growing impact of the Covid-19 pandemic is changing the workforce development landscape in the US, the state of Washington and Clallam, Jefferson and Kitsap Counties. As this plan was completed, the County leadership recognizes the need for swift reaction to this economic emergency and the need for long-term recovery efforts. These issues will be addressed in the coming weeks as staff work with elected leadership in the three Counties to develop strategies for successful navigation of this crisis.² See Goal One in required Section III.

Comments could be sent to ecourt@co.kitsap.wa.us or mailed to:

Attn: Elizabeth Court - Kitsap County Department of Human Services
614 Division St. MS -23
Port Orchard, WA 98366-4676
Comments via post must be postmarked no later than March 26, 2020.

² As confirmed on the April 17, 2020 public Olympic Consortium Board meeting, staff will be preparing additional County specific report responding to the current Covid-19 pandemic by September 1, 2020.



Attachment I: Performance Targets

This information is tentative and will be finalized pending the results of state board negotiations with chief local elected officials. It is expected that the Youth funding will increase and therefore increase participants.

Estimated to be Served in July 1, 2020 to June 30, 2021			
Participant Category	Estimated to be Served	Credential Attainment Target	Median Earning Target
Adult	330	63.1%	\$7,811
Dislocated Worker	237	60.2%	\$7,588
Youth	165	83.3%	\$3,210



References and End Notes

NOTE: All Data included in this Plan are Estimates and Subject to Change or Revision

Descriptive text has also been included from websites of area organizations including but not limited to: Peninsula College, Olympic College, OESD 114, Kitsap Community Resources and others. Additional information shared in this plan include data and references from:

- Federal Register 20 CRF Parts 676, 677, 678
- United States Bureau of Labor Statistics
- United States Census Bureau
- Washington State Employment Security Department

i Please note all data included in this report are subject to revision.

ii WIOA was first major reform of the public workforce system in 15 years. WIOA replaced and modified the Workforce Investment Act (WIA), which started in 1998.

iii This figure will presumably be revised due to the pandemic.

iv Washington ESD LMEA Data Tables January 2020

v ibid

vi ibid

vii ibid

viii ibid

ix ibid

x ibid

xi ibid

xii ibid

xiii ibid

xiv ibid

xv ibid

xvi ibid

xvii Industry descriptions provided by the Bureau of Labor Statistics

xviii Peninsula Daily News

xix This issue will be a major focus due to Covid-19 and the current downturn in tourism.

xx <https://skillmation.org/node/2>

xxi <https://sites.google.com/ptschools.org/porttownsendmaritimeacademy/home>

xxii <https://www.compositerecycling.org/>

xxiii <https://www.nswsb.edu/>

xxiv <https://www.wtb.wa.gov/>

xxv 2019 Employer Needs and Practices Survey Results – Olympic Consortium, prepared by the Washington State workforce Training and Education Coordinating Board.

xxvi Text and data for this section from KEDA, KADA, KBA, and other partner websites.

xxvii Information in this section is from KBA, NPBA, JCHBA websites and others

xxviii Information in this section is from PSNS, KADA, KEDA, WSSN websites and others

xxix KEDA website

xxx Information in this section is from The Port Townsend Maritime Academy Skills Center, North West Maritime Center, the Port Townsend School District and West Sound Technical Skills Center, Peninsula College, Skagit Valley College websites and others.

xxxi <https://www.nswsb.edu/>



xxxii Olympic Medical Center, Jefferson Hospital, Olympic Community of Health CHI Franciscan websites and others.

xxxiii <https://www.olympicmedical.org/about-us/>

xxxiv OESD 114

xxxv Ibid.

xxxvi Jefferson County Transit.

xxxvii This section is a simple overview for more detail contact the Kitsap County Procurement Office.

xxxviii Pending

xxxix Targets pending

xl Information in this section is from KBA, NPBA, JCHBA websites and others

xli Information in this section is from PSNS, KADA, KEDA, WSSN websites and others

xliv KEDA website

xliv Information in this section is from The Port Townsend Maritime Academy Skills Center, North West Maritime Center, the Port Townsend School District and West Sound Technical Skills Center, Peninsula College, Skagit Valley College websites and others.

xliv <https://www.nswsb.edu/>

xliv Olympic Medical Center, Jefferson Hospital, Olympic Community of Health CHI Franciscan websites and others.

xlvi <https://www.olympicmedical.org/about-us/>

xlvi At the time this plan was completed all staff are working remotely due to COVID-19 Pandemic.

xlvi LWDBs must complete one of the two tables below. The information in the appropriate table will be used to certify LWDBs pursuant to WIOA Section 107(c)(2) and in the second and subsequent certifications pursuant to Section 106(e)(2).

xlvi By checking each assurance and signing and dating the certification page at the end of the Regional/Local Workforce Plan, the LWDB and local chief elected official(s) certify that (1) the information provided to the State in the following table is accurate, complete, and meets all legal and guidance requirements and (2) the local area meets all of the legal planning requirements outlined in WIOA law and regulations and in corresponding State guidance. By checking each box and signing the certification page, the LWDB and local chief elected official(s) also assure the State that supporting documentation is available for review upon request (e.g., state or federal compliance monitoring visits).

