



2016-2020 SEATTLE-KING COUNTY WORKFORCE DEVELOPMENT PLAN

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Dear Reader,

Regional labor markets often make dramatic swings based on a number of factors. Demographics shift depending on where job seekers live, their commute patterns, as well as in response to income levels and neighborhood economics.

This 2016-2020 Seattle-King County Workforce Development Plan takes into consideration recent fluctuations as well as trends from the past while also addressing future workforce development needs, challenges, and strategies for the Seattle-King County region.

The Workforce Development Council of Seattle-King County (WDC) is led by a private sector majority board and believes that good jobs promote human dignity. The board also understands that all residents should have multiple access points to employment services within the American Job Centers system, branded locally as WorkSource Seattle-King County.

The board uses innovative approaches to leverage both information and resources to meet the ever changing needs of dual customers--regional industry and job seekers. The WDC also utilizes the latest labor market, data and talent pipeline forecasts, as well as multiple funding streams to meet regional job seeker and industry needs.

To address these challenges, the WDC presents the 2016-2020 Seattle-King County Workforce Development Plan with the goal to support a vibrant economy where every resident can reach self-sufficiency with multiple options for entrance into the labor market and continued career pathway progress.

Sincerely,

Marléna Sessions
Chief Executive Officer
Workforce Development Council of Seattle-King County

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“L” signifies sections regarding local planning.

“R” signifies sections regarding regional planning.

“CR” signifies sections regarding cross-regional planning.

Executive Summary

The Workforce Development Council of Seattle-King County (WDC) is a nonprofit workforce grant-making organization whose mission is to support a strong economy and the ability of each person to achieve self-sufficiency. The WDC works throughout the community, bringing employers, job seekers, youth, educators, labor groups and other nonprofits together to find and fund solutions to workforce gaps.

The Workforce Innovation and Opportunity Act (the Opportunity Act), Public Law 128-113, was signed by President Obama on July 22, 2014 after passing Congress with broad bipartisan support. The Opportunity Act reauthorizes and amends the Workforce Investment Act (1998) through important workforce system reforms.

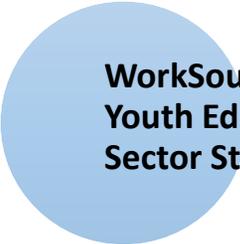
The Opportunity Act empowers local areas and private sector-led workforce boards with the responsibility of developing a strategic, integrated plan that supports economic growth and labor force needs intended to grow the capacity and performance of the workforce system. Local Workforce Development Boards are required to develop a four-year plan that describes the strategies, programs, and activities they will carry out to implement the Opportunity Act.

This 2016-2020 Seattle-King County Workforce Development Plan is a multi-year action plan developed to reflect goals and objectives in each of the WDC's focus areas. The plan serves as a guide, providing strategic direction for the WDC Board, its committees and the organization's staff. The WDC advances its mission and works towards its long-term vision through strategic efforts in four action areas:

WorkSource and Accessibility, Youth Education and Employment, Sector Strategies, and Research and Innovation.

With consideration of local workforce needs and thoughtful contributions from partners and stakeholders, the WDC has developed an action plan for Program Years 2016-2020. The goals and objectives identified entail collaboration across the full span of the workforce development system and utilize the breadth of the system's assets and expertise.

As part of the WDC's role as a leader and convener, the WDC has collaboratively developed these comprehensive goals and objectives to align and coordinate local workforce development efforts. Guided by the Workforce Innovation and Opportunity Act and Job-Driven Checklist as models for success, the WDC will work to ensure that these objectives guide its work over the next four years. Described in this plan are examples of strategies and best practices that the WDC will utilize in order to accomplish its goals.



**WorkSource and Accessibility,
Youth Education and Employment,
Sector Strategies, Research and Innovation**

L1. Strategic Vision and Goals

Workforce Development Council of Seattle-King County (WDC) is a nonprofit workforce grant-making organization whose mission is to support a strong economy and the ability of each person to achieve self-sufficiency. The WDC works throughout the community, bringing employers, job seekers, youth, educators, labor groups and other nonprofits together to find and fund solutions to workforce gaps.

As part of the WDC's strategic planning process around the Seattle-King County public workforce development system, leadership and staff have conducted extensive outreach to partners within the community. The Strategic Plan outlined below is a product of months of engagement with the WDC Board, staff, partners, and the broader community. Section L1 highlights the WDC's strategic vision and goals for preparing an educated and skilled workforce in order to support regional economic growth and economic self-sufficiency.

Workforce Development Strategic Plan

Workforce development partnerships are the foundation of success for matching workforce skills with employer needs while supporting self-sufficiency for customers. These efforts have a profound impact on the Seattle-King County community by:

- Providing industry with the skilled workers needed;
- Increasing family self-sufficiency through skill development and career pathways;
- Preparing young people for lifelong learning and employment success;
- Aligning workforce system, employers, educators, and other partners for efficient and effective use of resources; and
- Bringing millions of federal dollars for economic and workforce development to the area.

Vision

Leadership toward an inclusive dynamic regional economy

Leadership toward an inclusive dynamic regional economy

Mission

To champion a workforce and learning system that enables the Seattle-King County region to be a world leader in producing a vibrant economy and lifelong employment and training opportunities for all residents.

Background

The WDC, a 501c (3) nonprofit organization governed by a volunteer board appointed by the King County Executive and the Mayor of the City of Seattle, is at the forefront of efforts to define and respond to workforce issues in Seattle-King County. Deep experience in the field, extensive partnerships locally and nationally, and creative thought leadership all come together to positively impact the development of the region's workforce and position the WDC as a community leader and convener.

An example of the WDC's success in connecting industry and workforce strategies is the WDC's CEO, Marléna Sessions, involvement as a member of the Board of Directors for the National Association of

Veteran-Serving Organizations (NAVSO). Ms. Sessions also serves on the Washington Workforce Association Executive Committee and the Opportunity Center for Employment and Education (OCE&E) Policy Committee. She has offered expert testimony to Congress and was the 2013 president of the U.S. Conference of Mayors Workforce Development Council and she continues to serve on its board of trustees. She founded the National Advisory Group for Connecting Homeless Job seekers as part of the workforce system.

The WDC's role as a convener and leader is reflected by its support of innovative workforce initiatives, ranging from programs that address specific needs of a diverse population to recognizing the demand for more graduates trained in technical disciplines.

The WDC advances its mission and works towards its long-term vision through strategic efforts in four action areas: **WorkSource and Accessibility, Youth Education and**

Employment, Sectors, and Research and Innovation. A multi-year action plan is developed

to reflect goals and objectives in each performance area. The plan serves as a guiding document, providing strategic direction for the WDC Board, its committees and the organization's staff. Board committees develop work plans on an annual basis and identify steps that



WorkSource and Accessibility, Youth Education and Employment, Sectors, Research and Innovation

enable the WDC to make progress toward organizational goals articulated in the action plan.

WorkSource Seattle-King County and Accessibility

Overseen by the WDC, WorkSource Seattle-King County provides effective and accessible workforce employment and training services to a wide variety of youth, adults, and businesses through interagency partnerships, leveraged resources, and the delivery of services through a network of geographically targeted one-stop locations and virtual environments. WorkSource Seattle-King County brings together many programs and agencies under one roof, resulting in a dynamic, one-stop resource focused on customer service, quality, and seamless access to services for businesses and job seekers. Guiding the system are four core principles: **universal access, customer choice, accountability, and integration.**



Universal access, customer choice, accountability, and integration

Youth Education and Employment

WDC youth programs serve young people across King County with academic support, career exploration opportunities, and work experience to help them achieve in school and in the workplace. The WDC Youth Committee provides strategic direction for the WDC's youth programs, shaping a youth development system that both serves youth's education and vocational needs and readies the next generation of workers in Seattle-King County.

Sector Strategies

Meeting industry demand for a skilled workforce serves as the foundation of both regional economic growth and individual prosperity. The WDC plays a critical role in convening industry, education and labor leaders around industry workforce issues and finding solutions that meet business needs and get people jobs. Sector strategies include cultivating employer engagement in workforce development,

assessing employment needs through business intelligence, and communicating industry demand to the education system and other pipeline sources.

Research & Innovation

To accomplish its mission of supporting a strong economy and workforce, the WDC works to gain a better understanding of local workforce needs through innovative research. The WDC provides a research and development center for workforce issues, serving as a thought leader in the larger workforce development community. Within the scope of its research and innovation, the WDC shares labor market trend analyses, develops and evaluates innovative programs and policies to better meet the needs of employers and job seekers, and advocates for the sustained support of workforce development as an integral part of economic vitality in the region.

The Workforce Innovation and Opportunity Act and Vice-President Joe Biden's Job-Driven Checklist

The Workforce Innovation and Opportunity Act (WIOA) was signed by President Obama on July 22, 2014 after passing Congress with broad bipartisan support. WIOA reauthorizes and amends the Workforce Investment Act (1998) through important workforce system reforms that support and advance job-driven training. Coinciding with the enactment of WIOA, the Vice-President issued his job-driven training report on July 22, 2014. This report details a plan of action and summary of steps already taken in creating a more integrated, effective, job-driven workforce development system. Many of the reforms and job-driven efforts were pioneered by the WDC.

Listed below are brief descriptions of each job-driven element.

- ✓ *Element 1 – Work up-front with employers to determine local or regional hiring needs and design training programs that are responsive to those needs.*
- ✓ *Element 2 – Offer work-based learning opportunities with employers—including on-the-job training, internships, and pre-apprenticeships and Registered Apprenticeship as training paths to employment.*
- ✓ *Element 3 – Make better use of data to drive accountability, inform what programs are offered and what is taught, and offer user-friendly information for job seekers to choose the programs and pathways that work for them and are likely to result in jobs.*
- ✓ *Element 4 – Measure and evaluate employment and earnings outcomes.*
- ✓ *Element 5 – Promote a seamless progression from one educational stepping stone to another, and across work-based training and education, so individuals' efforts result in progress.*
- ✓ *Element 6 – Break down barriers to accessing job-driven training and hiring for any American who is willing to work, including access to supportive services and relevant guidance.*
- ✓ *Element 7 – Create regional collaborations among American Job Centers, education institutions, labor, and non-profits.*

The WDC will continue to utilize best practices cited in WIOA and the Vice-President's Job-Driven Training Report, and has incorporated these elements in its 2016-2020 Action Plan Detailed below.

Community Engagement and Local Plan Development

With the thoughtful contributions of partners and stakeholders and based on the workforce needs of the local area, the WDC Board has developed an action plan for the 2016-2020 period comprised of the goals and objectives below. The goals and objectives entail collaboration across the full span of the workforce development system and utilize the breadth of the system's assets and expertise.

Developing the Local Plan

Described below is a summary of key stakeholder engagement that occurred in the development of the WDC's Local Plan.

WIOA Lunch and Learns:

- Upon the initial passage of WIOA in fall 2014, the WDC convened three Lunch and Learn sessions describing the many reforms to the public workforce system to WDC Board members and staff.

WIOA Notice of Proposed Rulemaking (NPRM) Input Sessions:

- In May 2015, the WDC conducted a series of convenings to gather input on the WIOA NPRMs that engaged over 100 attendees, including WDC Board members and staff, local one-stop system staff and partners, and the broader community.
- The input gathered at the convenings was analyzed in order to submit coordinated and comprehensive comments to the Departments of Labor and Education.

WDC Board Local Plan Input Sessions:

- With each of the four Board Committees, staff provided WIOA training and facilitated input sessions on the local strategic workforce plan.

WIOA Local Plan Community Forums:

- As part of the WDC's strategic planning process for the Seattle-King County public workforce development system, leadership and staff have conducted extensive outreach to partners and the broader community.
- The WDC hosted two community forums addressing Local Plan goals relating to WorkSource System Services, Accessibility, Youth, and Sector Strategies, with over 40 attendees at each meeting. The WDC also cohosted a Community Forum with the State Workforce Training and Education Coordinating Board to hear community input, with over 110 in attendance.

Untapped Talent:

- WDC staff have also met with and gathered input from community organizations representing job seekers with barriers to employment, such as people with disabilities, refugees and immigrants, and ex-offenders.

Key Partner Input:

- Gathering this input, WDC staff presented the feedback and local plan overview to chief local elected officials and other key partner representatives per WIOA, including Employment Security Department (administers Wagner-Peyser), Basic Skills providers (Adult Basic Education), Division of Vocational Rehabilitation, Department of Social and Human Services (administers TANF), local colleges (higher education), and local and regional economic development entities (Economic Development Council of Seattle-King County and Puget Sound Regional Council respectively), and chief local elected officials for further comment and to envision opportunities for alignment.

Online Public Comment:

- Lastly, the WDC posted the plan online for public comment, to further analyze and incorporate comments.

Recognizing the many factors that impact the economy and the supply of and demand for labor, the WDC Board will continue to evaluate and update its plans to strategically respond to market changes. On-going strategic planning efforts will continue to face the challenge of addressing a broad range of workforce needs within the limits of available resources.



The WDC Board will continue to evaluate and update its plans to strategically respond to market changes.

2016-2020 Action Plan

To most effectively implement the provisions of the Workforce Innovation and Opportunity Act (WIOA), the WDC has brought together community members, including WDC Board members and staff, local employers, service providers, government officials, labor members, K-12 and college leaders, and many more to learn about WIOA and engage in strategic planning. Listed below are objectives and goals that reflect the input that community members provided.

WDC Overall Objectives

- Share labor market data and program outcomes more broadly in the community.
- Map existing and potential workforce development partners to ensure service alignment and coordination.
- Identify and share best practices learned through WDC programs and programs in the broader workforce development community.
- Aim to create and sustain relations necessary to achieve program stability and success.
- Engage program customers in program design.

Community Input on Overall Objectives

As summarized above, the community had many comments regarding the WDC's overall strategy. Community input shared that the community desires more information about data, outcomes and overall best practices.



The community desires more information about data, outcomes, and overall best practices.

Additionally, the creation of a well-coordinated system by surveying, mapping, and identifying programs and best practices ensures service and program integration. In order to create and sustain development of relationships necessary to achieve stability and success, individuals asked the WDC to focus on more long-term projects than short individual pilots. Furthermore, community members asked the WDC to share examples of existing programs and describe measurement and deliverables in the local plan.

During the online public comment period, the WDC received 60 comments from eleven commenters.

The comments received addressed the following:

- Request for expanded definitions
- Strategies to address accessibility and the WDC Accessibility Subcommittee
- Inclusions of partnerships with unions and regional trades efforts to support apprenticeship and pre-apprenticeship opportunities
- Alignment and coordination of research and business services
- Addition of coordination with key partners and projects in program descriptions
- Adjustment of data points and data sources for consistency
- Description of a clear strategy to identify and track individuals with barriers to employment

The WDC also met with Chief Local Elected Official staff to specifically review comments submitted by the City of Seattle Mayor and the King County Executive. The WDC has analyzed, summarized, and incorporated suggestions in the local plan where applicable.

WorkSource Seattle-King County and Accessibility

Goal: Deliver job-driven, effective training and aligned employment services to meet the needs of employers and job seekers, especially those with barriers to employment.

Objectives:

- Increase the quantity of job seekers served and quality of services provided with Integrated Service Delivery and impactful, culturally competent outreach.
- Grow work-based learning and employment opportunities through employer engagement leading to viable career pathways.
- Provide services that match with industry skill demand, increase credential attainment, and promote individual self-sufficiency, emphasizing the growing demand for digital literacy.
- Expand partnerships with community-based organizations who serve individuals with barriers to employment to better address varied needs of a diverse regional population.
- Map existing and potential workforce development partners to ensure service alignment and coordination.
- Identify best practices to better serve customers, as demonstrated by improved customer outcomes and increased customer satisfaction.
- Identify and lead opportunities to align services provided by WIOA Core Partners and the broader workforce development community.
- Utilize principles of continuous quality improvement and sound fiscal and performance management to ensure service compliance, quality and efficiency.

Community Input on WorkSource Seattle-King County and Accessibility

One key piece of input identified clarity and eliminating system language through increased branding efforts and outlets. Additionally, “industry-demand” and “employer engagement” were cited as important terms to be included in the WDC’s objectives and goals. Also, given the growing importance of technology as a part of necessary skill sets, digital literacy should be a stronger component in improving services to individuals with barriers to employment, as echoed from community input.

Community members wanted to see more goals and objectives that reflect efforts around Integrated Service Delivery and coordination with other partners. Services from other partners should be provided on site, rather than referrals to another location.

Services from other partners should be provided on site, rather than just referrals to another location.

When discussing WIOA, (also referred to as the Opportunity Act) community members echoed the importance of emphasis on services to individuals with barriers to employment. Community members suggested sharing opportunities for potential partners to be a part of the system, especially those organizations that specialize in providing services to individuals with barriers to employment. In order to increase utilization of WorkSource by those with barriers, sites should help people feel connected and welcomed, and often that means providing culturally relevant spaces.

Physical location and transportation are often barriers to job seekers, and feedback for the WDC suggested increasing accessibility by locating WorkSource sites near public transit and other important services such as DSHS Community Services Offices.

Youth Education and Employment

Goal: Develop a future skilled workforce prepared to enter the region’s high demand career pathways and advance to self-sufficiency.

Objectives:

- Increase multiple opportunities for career exploration and planning.
- Grow work-based learning and employment opportunities through employer engagement that lead to viable career pathways.
- Support retention in and completion of secondary and post-secondary credentials, including non-traditional training opportunities.
- Map existing and potential workforce development partners to ensure service alignment and coordination.
- Develop programs that will enable youth, especially those who are disconnected, to successfully enter career pathways.
- Leverage resources, funding, and services across the workforce development system to provide comprehensive services.

Community Input on Youth Education and Employment

Overall, community members cited the need to better integrate youth and adult workforce development systems, especially in regard to employer engagement. Given the Opportunity Act's shift to emphasize services to disconnected youth, the WDC heard a great deal of discussion relating to applying education toward a living wage career.

Community members also cited the need to focus on youth with barriers, such as TANF recipients, ex-offenders, and English language learners. Input suggested the WDC should participate in more collaborative partnerships to blend supportive services, and that reaching self-sufficiency is a goal for youth programs.

Community members cited the need to focus on youth with barriers.

As described in the section above, digital literacy should be a stronger component in improving services to young people. To support young people's entry *and* retention in the workforce, youth services should include job readiness training and soft skills. The WDC was advised to broaden funding sources, such as employer-sponsored employment programs with options for internships or sponsorships. Lastly, community members also suggested broadening opportunities for non-traditional training, such as apprenticeships, and including participants in program design, particularly through youth ambassadors.

Sector Strategies

Goal: Advance sector-based workforce development to support regional economic development and industry-responsive education.

Objectives:

- Promote employer involvement in workforce planning and the development of workforce solutions, especially small and medium size businesses
- Integrate workforce development with regional economic development efforts to enhance business retention and growth
- Lead efforts to respond to industry needs with sector-based solutions
- Strengthen regional employer connections to grow work-based learning and non-traditional training opportunities such as: apprenticeships, pre-apprenticeships, on-the-job training, and internships for adult and youth job seekers

Community Input on Sector Strategies

Community members commended the WDC's efforts within sector strategies and requested that the WDC identify and share best practices with employers around hiring and staff retention. Feedback encouraged a focus on outreach to diverse businesses through the minority business community, specifically for small and medium size businesses, as well as professional organizations and chambers.

Input showed community support for mid-level job transition services and emphasized progression training, especially for incumbent workers. This strategy can also be particularly useful for Limited English Proficiency (LEP) populations in lower wage jobs.

Community support for mid-level job transition services and progression training

Incentives for employers was also recommended as well as requiring employer contributions and partial payment for incumbent worker training and lastly, feedback shared that the

WDC should continue to develop connections to market ex-offenders and other individuals with employment barriers to employers.

Research and Innovation

Goal: Educate workforce development policy makers and stakeholders on regional workforce needs and initiate programs and policies to meet those needs.

Objectives:

- Engage in more system and process evaluation to measure programs' efficacy and meet emerging needs, publish results and scale as appropriate.
- Increase data analysis and disaggregate data to inform customer services, especially for those with barriers to employment.
- Conduct research and analysis that identifies regional workforce needs, and recommend best practices to address the needs.
- Inform public officials, business, community leaders, and job seekers of industry demand and labor supply issues and trends.
- Bring the region's perspective on workforce issues to the national policy level.

Community Input on Research and Innovation

Formerly referred to as a "think-tank," community members repeated that research and innovation was a better way to describe the WDC's data and strategy work.

The community also suggests that the WDC lead efforts in evaluation and research to develop stronger partnerships and further dialogue with the community and partners. One example of this might be to disaggregate data related to outcomes for the 14 WIOA identified populations of individuals with barriers to employment.



"Innovation" to describe data and strategy work

Lastly, according to the feedback, the WDC should share labor market information more broadly with job seekers.

Action Plan Implementation

As part of the WDC's role as a leader and convener, the WDC has collaboratively developed these comprehensive goals and objectives to align and coordinate local workforce development efforts. Using the Opportunity Act and Job-Driven Checklist as models for success, the WDC will work to ensure that these objectives guide its work over the next four years. Described in this plan are examples of strategies and best practices that the WDC will utilize in order to accomplish its goals.

L2. High-Performing Board

In order to remain a high-performing board as well as maintain alignment with WIOA, the WDC has strategically appointed board members from the private sector, labor, adult education and literacy, higher education, vocational rehabilitation, Wagner-Peyser, and economic development. Committees include: **Executive, Finance Committee, Industry and Employment (IEC), and Youth (YC).**



Executive, Finance, Industry & Employment, and Youth Committees

IEC provides strategic oversight of one-stop system operations; identifies workforce needs in in-demand industry sectors and career pathways; identifies gaps in services to target populations, with specific focus on individuals with barriers to employment; leads coordination efforts across public programs and systems; and directs quality system improvements. YC oversees youth activities, focusing on disconnected youth and identified industry need.

Board Committees

Executive Committee:

The Executive Committee acts on behalf of the full board in all areas except those specified in the bylaws as exclusive to the full board. Membership is based on representation of constituencies mandatory to the full board and is either conveyed through selection by constituent group, committee chairmanship, elected office holder, or invitation.

Finance Committee:

The Finance Committee oversees the financial health of the organization including investments, financial statements, and audits. It manages board membership, officer elections, bylaws, and other compliance functions. In addition, the Finance Committee develops and leads fundraising efforts.

Industry and Employment Committee:

This committee develops strategies that help align the region's workforce supply with industry demand, and it oversees operations that connect adult job seekers with education and employment opportunities leading customers toward economic self-sufficiency. In the sector arena, the committee's work includes identifying the workforce needs of industries which contribute significantly to regional growth and offers middle-to-high wage jobs with accessible career pathways.

In the area of job seeker services, committee efforts include addressing gaps in services to target populations and directing lean, continuous quality improvements in the workforce system. This Committee also has a System Access Workgroup to specifically address accessibility for individuals with barriers to employment.

Youth Committee:

The Youth Committee continues to develop strategies and oversee operations that prepare in-school and out-of-school youth for the world of work through education, career exploration, skill development and work experience. It aligns career development activities for youth with identified industry needs and trends, and engages both K-12 and post-secondary education in efforts to expand access to career education and labor market information to interested students and their parents. The Youth Committee also recommends and approves youth initiatives to the board.

Regional Designation

Regional Designation

- Workforce Region Name:
Seattle-King County
- For each Workforce Development Area Comprising the Workforce Region please list:
Seattle-King County
- Workforce Development Area Name and Number:
Seattle-King County, Number 5
- County or Counties Comprising Service Delivery Area:
King County
- Fiscal Agent/Entity Responsible for the disbursement of grant funds:
Workforce Development Council of Seattle-King County

Regional Component

R1. Regional Analysis

Overview

Within King County, there are 39 cities as well as sub-regions with large populations that have distinct workforce needs and opportunities. King County residents speak over 170 different languages and are increasingly diverse as the county continues to grow.

As the largest County in Washington State, King County's population of over 2 million makes up 30 percent of the state's population, and accounts for 40 percent of jobs and half of Washington's total payroll; 85 percent of King County's workforce works within the county. When compared with the 2005 Census, total King County population has grown by 118.4 percent. Seattle, the state's largest city, represents 32 percent of King County's total population.

King County is home to 1.2 million jobs and over 79,000 businesses. Just over 9 percent of Washington residents live in the city of Seattle, which has nearly 19 percent of the 3 million jobs statewide. In 2014, approximately \$87.4 billion total wages out of the state's \$167 billion in wages were earned in King County.¹ The King County workforce powers a regional economy that has the 18th highest gross metropolitan product in the nation², and is a significant driver of the state's economic health.

Although both King County's industries and its workforce have grown much more diverse and more educated since the late 1990s, two recessions, one in the early 2000s and the most recent which began in 2008, have been heavy hits to the local economy. Despite the relative growth that the Seattle-King County region has experienced since the Great Recession, a large number of residents have been left behind economically.

The Brookings Metro Monitor rates successful economic development as a "higher trajectory of long-run growth (*growth*) by improving the productivity of individuals and firms in order to raise local standards of living (*prosperity*) for all people (*inclusion*)."³ Seattle ranks 11th (out of 100 metropolitan areas) in terms of long-run growth and 11th (out of 100) for prosperity, but falls short in its 22nd (out of 100) ranking for growing as an inclusive economy.



**King County: 1.2 million jobs,
over 74,000 businesses, and
23 Chambers of Commerce.**

Seattle's Growth, Prosperity, and Inclusion

Growth	Prosperity	Inclusion
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¹ Washington Employment Security Department, King County Regional Profile, 2014

² Brookings Institution, Metro Monitor: Tracking Growth, Prosperity, and Inclusion in the 100 Largest Metropolitan Areas, 2016 Retrieved from: <http://www.brookings.edu/research/reports2/2016/01/metro-monitor#V0G42660>

³ Brookings Institution, Metro Monitor: Tracking Growth, Prosperity, and Inclusion in the 100 Largest Metropolitan Areas, 2016 Retrieved from: <http://www.brookings.edu/research/reports2/2016/01/metro-monitor#V0G42660>

11 th	3 rd	22 nd
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In-Demand Sectors and Occupations

Industry in King County is steadily recovering after the devastating effects of The Great Recession, and some occupations were hit harder than others.

As of December 2015, construction tallied 64,100 jobs, which is 88 percent of 2008's third quarter total and a 36.4 percent increase over the low point. The administrative support and waste management sector has declined to 70,000 jobs, which are levels not seen since 2008.

There have been further signs of the recovery. The retail sector is up to 139,900 jobs, which is higher than its 2008 mark. The region's unemployment rate has dropped from a high of 9.6 percent in January 2010, down to 4.5 percent in December 2015 (not seasonally adjusted).⁴

The table below shows estimates compiled in February 2016 of employment by emerging industry with projections for 2018-2023.

Industry employment projections May 2015⁵

Industry	Estimated employment 2013	Estimated employment 2018	Estimated employment 2023	Average annual growth rate 2013-2018	Average annual growth rate 2018-2023
TOTAL NONFARM	1,227,700	1,373,500	1,487,800	2.3%	1.6%
Natural Resources and Mining	500	500	500	0.0%	0.0%
Logging	100	100	100	0.0%	0.0%
Mining	400	400	400	0.0%	0.0%
Construction	54,700	68,600	75,600	4.6%	2.0%
Manufacturing	105,700	107,000	108,400	0.2%	0.3%
Durable Goods	82,200	82,900	84,000	0.2%	0.3%
Wood Product Manufacturing	700	700	800	0.0%	2.7%
Nonmetallic Mineral Product Manufacturing	3,000	3,200	3,400	1.3%	1.2%
Primary Metal Manufacturing	800	900	900	2.4%	0.0%

⁴ Washington Employment Security Department/LMPA; Projections, May 2015

⁵ Washington Employment Security Department/LMPA; Projections, May 2015

Fabricated Metal Product Manufacturing	6,500	7,400	7,700	2.6%	0.8%
Machinery Manufacturing	5,600	6,800	7,600	4.0%	2.2%
Computer and Electronic Product Manufacturing	7,900	8,500	8,900	1.5%	0.9%
Electrical Equipment and Appliance Mfg.	1,600	1,900	2,100	3.5%	2.0%
Aerospace Product and Parts Manufacturing	45,600	42,800	41,900	-1.3%	-0.4%
Other Transportation Equipment	3,500	3,200	3,000	-1.8%	-1.3%
Other Durable Manufacturing	7,000	7,500	7,700	1.4%	0.5%
Non-Durable Goods	23,500	24,100	24,400	0.5%	0.2%
Food Manufacturing	13,000	13,800	14,300	1.2%	0.7%
Paper Manufacturing	1,300	1,300	1,300	0.0%	0.0%
Printing and Related Support Activities	3,200	2,800	2,500	-2.6%	-2.2%
Other Non-Durable	6,000	6,200	6,300	0.7%	0.3%
WHOLESALE TRADE	60,400	66,600	70,200	2.0%	1.1%
RETAIL TRADE	120,200	136,000	144,100	2.5%	1.2%
Food and Beverage Stores	22,600	23,900	24,600	1.1%	0.6%
Motor Vehicle and Parts Dealers	10,500	11,200	11,300	1.3%	0.2%
Other Retail Trade	87,100	100,900	108,200	3.0%	1.4%
TRANSPORTATION, WAREHOUSING AND UTILITIES	43,600	47,900	49,700	1.9%	0.7%
Utilities	1,300	1,200	1,200	-1.6%	0.0%
Transportation and Warehousing	42,300	46,700	48,500	2.0%	0.8%
INFORMATION	82,500	92,600	102,500	2.3%	2.1%
Software Publishers	52,500	58,700	65,000	2.3%	2.1%
Other Publishing Industries	2,700	2,200	1,900	-4.0%	-2.9%
Other Information	27,300	31,700	35,600	3.0%	2.3%
FINANCIAL ACTIVITIES	70,900	75,600	79,200	1.3%	0.9%
Finance and Insurance	45,100	47,200	49,100	0.9%	0.8%

Real Estate, Rental and Leasing	25,800	28,400	30,100	1.9%	1.2%
PROFESSIONAL and BUSINESS SERVICES	200,600	235,700	272,700	3.3%	3.0%
Professional, Scientific and Technical Services	107,100	129,200	153,700	3.8%	3.5%
Management of Companies and Enterprises	27,500	30,400	33,200	2.0%	1.8%
Other Professional Services	39,400	45,600	50,700	3.0%	2.1%
Employment Services	26,600	30,500	35,100	2.8%	2.8%
EDUCATION and HEALTH SERVICES	155,700	184,200	202,500	3.4%	1.9%
Education Services	24,900	28,800	31,900	3.0%	2.1%
Health Services and Social Assistance	130,800	155,400	170,600	3.5%	1.9%
LEISURE and HOSPITALITY	120,300	132,300	142,200	1.9%	1.5%
Arts, Entertainment and Recreation	23,000	25,300	26,700	1.9%	1.1%
Accommodation and Food Services	97,300	107,000	115,500	1.9%	1.5%
OTHER SERVICES	44,400	48,900	52,800	1.9%	1.5%
GOVERNMENT	168,200	177,600	187,400	1.1%	1.1%
Federal Government	20,400	20,000	19,700	-0.4%	-0.3%
State and Local Government Other	67,000	71,200	75,200	1.2%	1.1%
Government Educational Services	80,800	86,400	92,500	1.3%	1.4%

The following table offers additional perspectives on the economic scope of each industry within King County by reflecting the industry’s size in terms of the number of firms and the percent of total employment. It also includes the percent of workers in the industry who are over the age of 55 as an indicator of the impact of future retirements. As evidenced below, many large industries, such as manufacturing, health care and social assistance, and government, in King County have high percentages of workers who are nearing retirement age and will likely need new workers.

Industry Economic Scope and Workers Aging Out⁶

Description	% of Total Employment	2014 Establishments	% of workers 55+
Agriculture, Forestry, Fishing and Hunting	0.2%	375	23.1%
Mining	*	*	26.6%
Utilities	*	*	32.1%
Construction	4.6%	6053	18.4%
Manufacturing	8.5%	2232	26.8%
Wholesale Trade	4.9%	6800	22.2%
Retail Trade	10.2%	4782	16.7%
Transportation and Warehousing	3.6%	1411	27.4%
Information	6.9%	1769	11.1%
Finance and Insurance	3.3%	2463	21.7%
Real Estate and Rental and Leasing	2.0%	2491	23.5%
Professional, Scientific, and Technical Services	8.9%	11291	17.1%
Management of Companies and Enterprises	2.3%	301	19.4%
Administrative and Waste Management	5.4%	4003	18.7%
Educational Services	1.6%	1434	30.2%
Health Care and Social Assistance*	11.3%	19684	24.5%
Arts, Entertainment, and Recreation	1.9%	968	19.0%
Accommodation and Food Services	8.1%	4881	14.0%
Other Services	3.3%	8220	19.2%
Public Administration	12.9%	291	29.7%

⁶ Washington Employment Security Department, Quarterly Census of Employment and Wages 2014 and U.S. Census Bureau, Longitudinal Employment Dynamics, 2014

Industry and Occupations

Many growing occupations in King County are found across industries and are difficult to capture by analyzing one occupation or industry alone.

For example, computer occupations are found in a variety of industries in King County, and have a high concentration in information and professional and business services⁷. The top 25 industries for IT-oriented employment include those listed in the table below.

Computer-Related Occupations and Industries⁸

Industry sector:	Major industry sector:
Software publishers	Information
Computer systems design and related services	Professional and Business Services
Electronic shopping and mail-order houses	Retail Trade
Aerospace	Manufacturing
Other information services	Information
Management of Companies & Enterprises	Professional and Business Services
Employment Services	Professional and Business Services
Education	Educational Services
Insurance carriers	Financial Activities
Wireless telecommunications carriers	Information
Local government other government	Government
Commercial equip. merchant wholesalers	Wholesale Trade
Management and technical consulting services	Professional and Business Services
Data processing and related services	Information
Travel arrangement and reservation services	Professional and Business Services
General medical and surgical hospitals	Health care
Scientific research and development services	Professional and Business Services
Wired telecommunications carriers	Information
Electronic markets and agents and brokers	Wholesale Trade
Outpatient care centers	Health care

⁷ Washington Employment Security Department/LMPA; Projections, May 2015

⁸ Washington Employment Security Department/LMPA; Projections, May 2015

The highest concentrations of computer and mathematical occupations are found among the selected professional and business services, information industries, retail and wholesale trade, and financial activities. Health Care, Education and Government sectors all employ a large number of computer occupations, however much of this is a function of their size. Because of staffing patterns, much of these related occupations are within the Professional and Business Services and Information sector, especially given the size of electronic retail in King County. All computer-related occupations, as well as Information and Communication Technology Sector and Professional, Scientific, and Business Services sector, are expected to see at or higher-than average growth rates⁹.

In-Demand Knowledge and Skills (1c)

Difficulty for Employers in Finding Qualified Job Applicants

Employers continue to have difficulty finding and hiring qualified talent. This gap shows that there are opportunities to more closely match the skills of the workforce with the skills employers need. Employers continue to report gaps in technical skills as well as essential employability skills, such as critical thinking and communication. Below is an overview of the knowledge and skills developed by the WDC that are needed to meet the employment needs of King County's in-demand industry sectors and occupations.

Talent Pipeline Studies

Talent Pipeline Studies focus on growing local sectors and serve as occupational supply and demand analyses of the local labor market. This WDC research identifies potential gaps that may persist without changes in workforce preparation efforts and supports the industry-driven design of the Seattle-King County workforce system.



**Serving as occupational supply
and demand analysis of the local
labor market to grow sectors**

These tools are integral in driving the WDC's Sector Strategy approach. The WDC uses this valuable labor market information to help inform job seekers and workers' career decisions, forecast potential industry needs, and innovate the WDC's workforce development strategies.

⁹ Washington Employment Security Department/LMPA; Projections, May 2015



Using the WDC’s past talent pipeline research as a foundation, these studies serve as an occupational supply and demand analysis that aims to calculate potential gaps that may persist without changes in workforce preparation efforts. Talent Pipeline Studies project labor market conditions over the course of 5-7 years, assessing occupational demand, and the supply of unemployed workers and graduates and trained candidates from education institutions and training programs.

The WDC’s most recent talent pipeline studies include clusters such as Aerospace; Professional, Scientific, and Business Services; Manufacturing; Transportation and Logistics; and Information and Communication Technology. Included below are significant findings from each of the most recent studies.

Professional, Scientific, and Business Services

King County’s professional, scientific, and technical services sector represents 111,300 employees as of 2013. Total employment in these sectors is slated to grow at a compound annual growth rate (CAGR) of 2.4 percent. Total demand among professional, scientific, and technical services occupations is expected to be 4,525 jobs annually between 2018 and 2023. Demand includes existing employees regularly exiting employment to retire, move, or change jobs, but not employees who change jobs within the same occupation and area. Total supply is expected to be 2,592 workers annually between 2018 and 2023. There is an expected overall shortage of 1,934 jobs within professional, scientific, and technical services occupations within the sector.

Occupational shortfalls are anticipated for jobs at all educational requirement levels. Demand is greatest among jobs that require a Bachelor’s degree, 32 out of the 53 core occupations within the sector fall within this category. The largest shortage is among applications software developers, with just 11 out of 424 positions expected to be filled by local talent supply. The largest surplus is among natural science managers with a surplus of 619 workers annually.

This sector is anticipated to have an annual shortfall of 1,934 in local talent supply.

11 out of 53 occupations are anticipated to have surplus, while 42 occupations are anticipated to have shortfalls.¹⁰

Manufacturing

King County’s manufacturing sector represented 105,790 employees as of 2013. Total employment in manufacturing occupations is slated to grow at a compound annual growth rate (CAGR) of 0.9 percent.

¹⁰ WDC, Professional, Scientific and Technical Services Talent Pipeline, July 2015

Total demand among manufacturing occupations is expected to be 1,815 jobs annually between 2018 and 2023, while total supply among manufacturing occupations is expected to be 519 jobs annually. There is an anticipated overall shortage in local talent supply of 834 workers within manufacturing occupations in the sector. The largest expected shortage is among machinists, with just 15 out of 117 annual openings currently filled by local supply.

Within this sector there is an expected shortfall of 834 workers. Eighteen of 56 occupations have projected surplus, and 38 occupations have projected shortages.¹¹

38 manufacturing occupations to have shortages.

Transportation and Logistics

In 2013, transportation and logistics employed 49,390 workers in King County. Total employment within the sector is projected to grow at a compound annual growth rate (CAGR) of 0.9 percent. Total demand among core occupations is expected to be 3,345 jobs annually between 2018 and 2023. Total supply is expected to be 1,591 jobs annually, and there is an anticipated overall shortage of 1,754 in local talent supply among transportation and logistics occupations.

Occupational shortfalls are expected to be greatest among occupations that require on-the-job training, with occupational shortfalls at all levels of educational requirements. The largest shortage is among laborers and freight, stock, and material movers, and with zero local supply to fill annual demand of 897 workers.

Transportation and logistics are projected to have annual shortfall of 1,754 workers. This is among all industries, as these core occupations are central to all industries. Sixteen of 44 occupations are projected to have surpluses in local talent supply, and the remaining 28 occupations are projected to have annual shortages.¹²

Information, Communication, and Technology

The WDC completed the Information, Communication, and Technology Talent Pipeline Study in December 2014. Occupations with the highest number of shortages include Applications Software Developers (with a shortage of 469 workers) and Computer User Support Specialists (with a shortage of 283 workers). **Shortages persist throughout occupations that require an Associate's degree or less. A surplus of workers appears among Computer System Managers and Computer System Analysts.**¹³

Other In-Demand Sectors Looking Forward

The WDC will continue to update other talent pipeline studies to assess skill need and labor supply within in-demand sectors. Talent Pipeline Studies are very finite and granular in their ability to foresee exact numbers of shortages as well as occupations in which there will be a surplus.

Seattle-King County's Changing Workforce

Through analyzing the workforce in King County, including current labor force employment and unemployment data, labor market trends, and the educational and skill levels of the workforce in the

¹¹ WDC, Manufacturing Talent Pipeline Study, July 2015

¹² WDC, Transportation and Logistics Talent Pipeline Study, July 2015

¹³ WDC, Information and Communication Technology Talent Pipeline Study, December 2014

region, the region is recognized as a diverse and vibrant place, and is becoming more so with an improving economy and increasing racial and ethnic diversity across the population. While the nation is predicted to achieve majority minority status by 2042, King County is expected to arrive a decade earlier.

King County expected to achieve majority minority before the U.S.

However, as documented by the King County Executive’s office, economic opportunity is uneven across the county with substantial disparities by race and by place. King County

communities most affected by these disparities face unemployment rates nearly four times greater than those least impacted, and more than half the population living in these adversely impacted communities is living at or near poverty (< 200 percent FPL). Most impacted communities also experience lower mental and physical health outcomes than least impacted communities, with incidence of adverse childhood experiences, frequent mental stress, obesity, and diabetes ranging from 2-4 times greater. Communities impacted are the most racially and linguistically diverse areas of King County.¹⁴

The county’s age breakdown as of 2014 is: 14.8 percent are under 18 years old; 12.2 percent are 65 and older; 26.4 percent are between 45 and 64; and 31.8 percent of the population is between 25 and 44 years old. By comparison, in 2010, 30 percent were under 18 years old.

King County Demographics¹⁵

Age	Estimate (2014)
Total population	2,079,967
Under 18 years	14.8%
18 to 24 years	8.7%
15 to 44 years	43.9%
25 to 44 years	31.8%
45 to 64 years	26.4%
16 years and over	81.3%
18 years and over	79.0%
60 years and over	17.9%
62 years and over	15.5%
65 years and over	12.2%
75 years and over	5.1%

King County’s population diversity has greatly increased in the past 20 years. As of 2014, 65 percent of the population is white, non-Hispanic, and 21.2 percent of King County residents are foreign-born, as compared to 15 percent of the population in 2000 and just 9 percent in 1990. Compared to 18 percent

¹⁴ King County, King County Equity and Social Justice Report, December 2015

¹⁵ US Census Bureau, American Community Survey, 2014

in 2000, 26.4 percent of King County residents over the age of five speak a language other than English at home. Approximately 8.9 percent of residents (total civilian non-institutionalized population) reported disabilities.¹⁶

King County’s median household income in 2014 was \$75,834, up from \$70,567 in 2011. However, 11.2 percent of all King County residents and 10.6 percent of all King County families with children are below the federal poverty level— which is up from 9 percent overall and 10 percent of children in 2005.¹⁷ The 2016 US Department of Health and Human Services Poverty Guidelines establish the poverty level at \$24,250 for a family of four. According to the Self-Sufficiency Standard for Washington State, a family of four would need to make \$69,704 to meet the family’s needs, which is far above the federally measured poverty level.¹⁸

Educational attainment is a critical characteristic of a workforce. Of the population over 25, 48.6 percent of King County residents hold a bachelor’s degree or higher and 92.3 percent are high school graduates. Seattle-King County’s highly educated workforce ranks above both state and national education attainment.¹⁹

King County Labor Force Demographics²⁰

	Total	In labor force	Employed	Unemployment rate
Population 16 years and over	1,690,664	69.2%	65.5%	5.1%
AGE				
16 to 19 years	93,917	34.4%	26.0%	24.3%
20 to 24 years	133,602	77.3%	68.5%	10.8%
25 to 44 years	663,255	84.4%	80.6%	4.1%
45 to 54 years	291,557	83.1%	80.0%	3.6%
55 to 64 years	255,002	70.9%	67.9%	4.2%
65 to 74 years	147,615	30.9%	29.9%	3.2%
75 years and over	105,716	5.6%	5.6%	0.0%
RACE AND HISPANIC OR LATINO ORIGIN				
One race	1,615,779	69.0%	65.4%	5.0%

¹⁶ US Census Bureau, American Community Survey, 2014

¹⁷ King County Department of Community and Human Services, *Changing Demographics in King County*, October 2011

¹⁸ Workforce Development Council of Seattle-King County and Center for Women’s Welfare, *Self-Sufficiency Standard for Washington State*, 2014

¹⁹ US Census Bureau, American Community Survey, 2014

²⁰ US Census Bureau, American Community Survey 1-Year Estimates, 2014

White	1,181,606	69.8%	66.6%	4.3%
Black or African American	96,993	67.0%	59.7%	10.3%
American Indian and Alaska Native	11,702	58.5%	56.3%	2.8%
Asian	275,796	65.8%	61.9%	5.7%
Native Hawaiian and Other Pacific Islander	12,043	66.0%	60.6%	8.2%
Some other race	37,639	77.8%	71.7%	7.9%
Two or more races	74,885	73.1%	67.0%	8.1%
Hispanic or Latino origin (of any race)	135,156	75.1%	71.1%	5.0%
White alone, not Hispanic or Latino	1,102,658	69.4%	66.3%	4.3%
Population 20 to 64 years	1,343,416	80.9%	76.9%	4.7%
GENDER				
Male	681,227	86.9%	82.7%	4.5%
Female	662,189	74.7%	70.9%	4.9%
With own children under 6 years	102,478	61.6%	57.8%	6.1%
POVERTY STATUS IN THE PAST 12 MONTHS				
Below poverty level	139,470	51.4%	40.3%	21.6%
DISABILITY STATUS				
With any disability	107,619	48.6%	44.0%	9.1%
EDUCATIONAL ATTAINMENT				
Population 25 to 64 years	1,209,814	81.2%	77.8%	4.0%

Less than high school graduate	84,492	67.0%	63.2%	5.6%
High school graduate (includes equivalency)	177,648	76.4%	71.8%	5.9%
Some college or associate's degree	339,065	79.5%	75.3%	4.8%
Bachelor's degree or higher	608,609	85.6%	83.0%	2.9%

Immigrants and Refugees

Since 1975, Washington State has welcomed more than 130,000 residents, representing over 70 nationalities, and continues to be ranked within the top 10 resettlement states. In 2015 alone, Washington State welcomed 2,921 refugees. Over the years, large percentages of immigrant and refugee communities have resettled in King County, welcoming about 66 percent of the total number of arrivals each year.²¹

The percentage of foreign-born residents of King County grew from 9 percent in 1990 to 20.7 percent in 2013.²² 53.4 percent of these residents are from countries in Asia.²³ About 26.4 percent of King County residents (over age five) speak a language other than English at home; 61 percent of these—more than 316,169 people—say they speak English “very well” and 39 percent (more than 199,069 people) say they speak English “less than very well.” Non-English languages at home are fairly evenly distributed among Spanish, other Indo-European and Asian languages—again, King County is uniquely diverse among areas of the state.²⁴

Youth

Early workplace experiences are key to youth success; however, shifts in the labor market and youth employment challenges have mounted steadily over the last decade. Young people who fail to transition to stable jobs by their early 20s are at risk of experiencing more frequent and prolonged spells of joblessness, permanently lower earnings, and greater difficulty building a secure financial future for themselves and families.²⁵

²¹ Office of Refugee and Immigrant Assistance, US Department of Social and Human Services State, Worldwide Refugee Admissions Processing System (WRAPS), 2016

²² <http://quickfacts.census.gov/qfd/states/53/53033.html>

²³ US Census Bureau, American Community Survey, 2014

²⁴ US Census Bureau, American Community Survey, 2014

²⁵ The Brookings Institution, The Plummeting Labor Market Fortunes of Teens and Young Adults, 2014 Retrieved from http://www.brookings.edu/~media/Research/Files/Reports/2014/03/14%20youth%20workforce/BMPP_Youth_March10EMBARGO.pdf.

Analysis of Disparities in Circumstances and Outcomes among Youth in King County

Of the nearly 100,000 young people ages 16-24 living in the southern part of King County, it is likely that 20 percent, or *one in five*, are currently disconnected from school and a path to living wage work. This includes an estimated 15,000

who left the K-12 system without graduating and thousands of young adults who completed high school but have yet to connect to post-secondary education or to secure living-wage employment.

Although focused on South Seattle and South King

County, where the highest concentration of disconnected youth in the

region live, this data is representative of the entire Seattle-King County disconnected youth population.

South King County faces many of the same challenges as other high-poverty and crime areas, with some notable exceptions. The region has one of the most ethnically diverse populations in the country.²⁶ Over a quarter of its residents are foreign-born.²⁷ In the Federal Way School District alone, students speak over 110 languages.²⁸ Coupled with 16 Census tracts having a poverty rate of over 25 percent, the highest felony crime rates in the region, and a barebones social service system, South King County youth—who are also statistically and disproportionately represented in the juvenile justice system—face an uphill battle for economic stability and positive educational outcomes. Researchers at Brookings Institute who are studying the suburbanization of poverty have put a focus on South King County, citing a 92 percent increase in poverty in Auburn, a city in South King County, and an 89 percent jump in Renton, another South King County City, over the past decade.²⁹

Service Need

Failing to invest in disconnected youth costs exponentially more than initially providing services to meet their needs.³⁰ Seattle is fast growing, a major job producer and among the best educated in the nation. Yet three out of four degree holders are imported from out of state, and many youth who grow up in the region are not offered a chance to participate in this robust economy. Moreover, the stakes are getting higher: by 2018, an estimated 63 percent of jobs will require post-secondary education.³¹ As demand for educational attainment increases, the need to support young people in post-secondary education is growing steadily. In 2012, 58 percent of students in South Seattle and South King County

1 in 5 youth in King County are disconnected from school and a path to living wage work

²⁶ King County, King County Equity and Social Justice Annual Report, 2013

<http://www.kingcounty.gov/exec/~media/exec/equity/documents/EquityReport2013.ashx>

²⁷ US Census Bureau, American Community Survey, 2008-2012, Five Year Average

²⁸ City of Federal Way, Analysis of Impediments to Fair Housing, 2012

<http://www.cityoffederalway.com/DocumentCenter/Home/View/2836>

²⁹ Kneebone, E. and Berube, A. , *Confronting Suburban Poverty in America*. Brookings Institution Press, 2013

³⁰ Hamilton, K., Sullivan, N., Bundy, A., & Fersh, L., *Too big to be seen: The invisible dropout crisis in Boston and America*. Boston Youth Transitions Task Force, 2013 Retrieved from: http://www.bostonpic.org/sites/default/files/resources/too_big_to_be_seen.pdf

³¹ Carnevale, P. A., Smith, N., & Strohl, J., *Help Wanted: Projections of Jobs and Education Requirements through 2018*.

Georgetown University Center on Education and the Workforce, 2013 Retrieved from

<https://georgetown.app.box.com/s/ursjbxaym2np1v8mgrv7>

qualified for free or reduced lunch.



58 percent of students in South Seattle and South King County qualified for free or reduced lunch.

Focus on Disconnected Youth

Every year, over 2,000 young people in the region leave high school without a diploma. Many of those who finish high school do not successfully transition into post-secondary education or living-wage work. It is estimated that as many as 20,000 16-24 year olds in South Seattle and South King County are currently disconnected from school and work.³²

Most youth in these areas are young people of color, and most are experiencing poverty. It is important to underscore that some youth are much more likely to leave high school without graduating than others. For example, Native Hawaiian or other Pacific Island students, Hispanic/Latino, and American Indian or Alaskan Native students have dropout rates around twice those of Asian and White students. English Language Learners (ELL) and students qualifying for free/reduced lunch leave school at nearly twice the rates of students who are not ELL and do not qualify for free and reduced lunch. Homeless students leave school at more than twice the rate of their non-homeless peers. Special education students and males also leave at higher rates.³³ Other sub-groups such as foster youth, court-involved and undocumented youth are also over-represented in the disconnected youth population and therefore warrant deeper attention and specialized re-engagement pathways. Information about these groups can be difficult to access and is tracked by different systems using different methodologies.

South King County has a **Violent Crime Rate of 323.5 per 100,000**. Youth in this region are disproportionately represented in the juvenile justice system and face an uphill battle for economic stability.

Current and future strategies for WDC youth services and overall system acknowledge that preparing young people for careers and productive adulthood requires more than the short-term job search and placement services typically offered to adult job seekers. In order to succeed, youth employment programs must adopt a more developmental approach. They must offer young people ongoing contact with caring adults, frequent opportunities to apply on the job what they learn in the classroom, academic support services, and positive peer connections. The WDC will increase services to disconnected (out-of-school) youth, develop career pathways and lead a comprehensive regional youth employment system in line with the objectives of WIOA.

³² CCER, *Opportunity Youth Prevalence in the Road Map Region, 2014*. Retrieved from: www.roadmapproject.org/wp-content/uploads/2013/09/Opportunity-Youth-Prevalence.pdf

³³ CCER, *Opportunity Youth: Prevalence and Descriptions, 2014*. Retrieved from: www.roadmapproject.org/wp-content/uploads/2013/09/Opportunity-Youth-Demographics.pdf

Suburbanization of Poverty

South King County has been described as a “poster child” for the changing face of poverty in the United States-- a new trend known as the *suburbanization of poverty*.³⁴ Between 2000 and 2011, the percentage of suburban residents living in poverty in this and surrounding areas increased by 80 percent.³⁵ In contrast, the corresponding rate for the region’s three largest cities is just 31 percent. Paralleling the national trend, the majority of King County residents in poverty now live in the suburbs, primarily in South King County.³⁶

Unlike urban poverty, which tends to be concentrated in certain sectors of a city, suburban poverty is spread over large areas due to the dispersal of low-wage service sector jobs and affordable housing throughout suburban communities. The **weighted poverty rate across all zip codes in South King County is 20.5%**.³⁷

Addressing the Region’s Disparities in Partnership with Local Elected Officials

While Seattle and King County are growing economically stronger, the WDC recognizes that the benefits of our thriving city are not jointly shared. As City of Seattle Mayor Ed Murray has noted:

We see inequities between those who benefit from it (growth) and those displaced by it; inequities in prosperity between those who can afford to live here and those being pushed out; disparities in our schools between those who are coming to school ready to learn and are graduating on time, and those who are not. We see inequities in our workforce with the simultaneous growth of high-paying, high-skilled jobs and low-wage jobs without a career path to economic stability. Cutting across these disparities is the most challenging inequity of all – racial inequity and with it, high levels of unemployment among our youth of color.

In partnership with Mayor Murray and King County Executive Dow Constantine, the WDC is working to address these disparities through a commitment of targeting its strategies to better serve individuals with barriers to employment. This plan will incorporate strategies to make programs accessible and relevant in order to support individuals with barriers to employment and ensure access to career pathways toward self-sufficiency.

Communities of Opportunities Employment and Integration

Communities of Opportunity (COO) is a place-based public-private initiative founded by King County and the Seattle Foundation. COO works closely with selected communities to improve life outcomes and opportunities at the intersections of health, housing and economic prosperity. COO communities are within the 20 percent of the county with the most disparate economic prosperity, health, and housing outcomes. The three implementation sites are currently: Rainier Valley, Seattle; White Center, and SeaTac/Tukwila.

³⁴ Berube, Alan and Kneebone, Elizabeth, *Confronting Suburban Poverty in America*. Washington D.C., The Brookings Institution, 2013

³⁵ US Census Bureau, *Census 2000 and Census 2010*

³⁶ US Census Bureau, *American Community Survey (2008-2012, Five Year Average)*

³⁷ US Census Bureau, *5-Year American Community Survey (ACS), 2014*.

A newly created position within the WorkSource Operator Team will strategically lead the coordination of WorkSource with the COO through designing and implementing strategies that link education and employment opportunities to the residents and employers in COO communities. The intent of this project is to create greater economic equity and maximize positive impact through reducing poverty and increasing workforce participation and employment, helping to raise income through employment and business opportunities. COO communities are areas of the county with the most disparate economic prosperity, health, and housing outcomes.



**Addressing economic prosperity,
health, and housing outcomes**

Regional Seattle-King County Workforce Ecosystem

Supporting Local Investment

As a part of its role as convener, the WDC has assisted the Roberts Economic Development Fund (REDF) in their selection of where to invest their Social Innovation Fund Grant in Seattle-King County. REDF is a national venture philanthropic organization that provides funding and business advisory services to non-profit social enterprise businesses that employ people who face significant barriers to employment – people who have experienced incarceration, homelessness, mental illness and/or substance addiction, and young adults disconnected from school and work. The REDF's new portfolio includes three social enterprises in King County: Orion Industries in Auburn, and in Seattle, FareStart and Millionaire Club, Inc., all of which are valued WDC partners.

Mapping the Seattle-King County Workforce Development Ecosystem

In order to strengthen service delivery, working relationships, and partnership opportunities, the WDC is sponsoring an area-wide workforce development ecosystem project in partnership with the City of Seattle, King County, the Port of Seattle, the Metro Chamber, Seattle Jobs Initiative, SkillUp, and the United Way. Facilitated by Suzanne Smith from Social Impact, the group has identified the key elements of an effective and quality workforce system.

Members are now in the process of identifying what services are currently provided and by whom. They will then isolate service gaps and, perhaps most important, develop new partnership strategies and programs in an effort to fill those gaps. Providing services to both business and job seeking customers, the Seattle-King County group is committed to performing the hard work required to improve the large system and make sustainable improvements.



**Workforce development ecosystem
project identifies key elements of an
effective and quality workforce system**

Mapping the Youth Seattle-King County Workforce Development System

With partners spanning community-based organizations, organizations that serve special populations of youth, governments and municipalities, employers, lead education centers (K-12, school districts,

colleges, high schools, reengagement centers), the WDC coordinates quarterly Youth Convenings to develop industry-driven solutions to support young people in finding self-sufficiency.

The WDC and Youth Convening participants are working to align youth employment services to develop a career pathways system in Seattle-King County that addresses the self-sufficiency and development needs of young people most in need of connections to careers. Aligning current programming will transform existing silo solutions into a regional career pathways model that will enable youth to access the skills they need to prepare for their futures.

Within the larger group, smaller workgroups have developed in order to address key components of developing a more comprehensive youth workforce system. The System Mapping Workgroup is working to identify where the system has sufficient services and where gaps exist in youth services. Some gaps that have been identified by the mapping team are youth integration in WorkSource and the need for a job readiness training curriculum.

Mapping Seattle-King County Business Services System

As part of the WDC's efforts to better align business services efforts in King County, the WDC holds ongoing convenings with a broad group of organizations to map and coordinate business services efforts across the county. Ongoing convenings include business service providers within the WorkSource Seattle-King County system (team members funded by WIOA Adult and Dislocated Worker, Employment Security Department, and Division of Vocational Rehabilitation), as well as other service providers and community partners.

Conclusion

Some of the most powerful demographic and economic changes in the U.S. today are occurring in King County. Thousands of family wage jobs are projected in our region in the coming years, in spite of high rates of poverty that still exist in the county. Currently, employers import skilled talent from across the globe to fill local positions while we struggle to provide our local youth with workforce opportunities to gain access to in-demand sectors of IT, Aerospace, Health care, Advanced Manufacturing, Financial and Educational Services. The WDC plans to create a talent pipeline that addresses the workforce needs of Seattle-King County's growing industries.

R2. Regional Sector Strategies

The WDC plays a critical role in convening industry, education and labor leaders around in-demand industry workforce issues and finding solutions that meet business needs and get people jobs. The WDC has particular expertise in bringing together sector panels--industry-driven groups of leaders who come together to focus on workforce issues in one particular sector. Members represent major employer leadership from a particular industry, who in other daily circumstances may be competitors. At various strategic points, other leaders, such as industry groups, education, labor unions, economic development, service organizations, and others, are brought into the conversation. The panels help the WDC more acutely understand the local labor market and invest in strategies that align with industry need and better define pathways and individual movement along them. **These strategies may include partnerships with local colleges to create or redesign training approaches, programmatic designs that facilitate skill development and career progression within an industry, research projects to define talent pipelines, specific business services models, and marketing and recruitment.** By assessing needs and resources from the sector's hiring perspective, members recommend short- and long-term solutions to meet the challenges in their sector.



**Partnerships with colleges,
programmatic designs, skill development
and industry career progression**

Sector Identification

Every two years, the WDC Board analyzes various industries with significant presence in the Seattle-King County region. The purpose is to determine which sectors will receive an investment of resources and how to obtain the maximum benefit for the region. Industries are chosen based on the following:

Economic Size and Scope:

- Number of firms, number of jobs
- Percent of total employment
- Average annual wages
- Revenue (where appropriate)
- Economic development plans

Supply and Demand Alignment:

- Potential match between demand and the regional inventory of job seekers
- Availability of career paths which lead to self-sufficient wages

Job Demand:

- Growth projections – short-term (3-5 years) and long-term (10 years)
- Replacement demand (attrition, retirements)

Impact Potential:

- Commitment level of employers and labor to address workforce issues and contribute resources
- WDC connections and leverage points within the sector
- Presence of an active industry intermediary or association
- Related workforce development efforts underway
- Availability of sector-based curriculum through local training providers or plans for development

Focus Sectors receive intensive investment and resources are allocated as available:

- Health Care
- Manufacturing (Aerospace, Maritime)
- Construction
- Information Technology
- Professional, Scientific, and Technical Services

Watch Sectors are monitored for performance and trends:

- Public Sector

- Transportation & Warehousing (Logistics, Supply Chain Management-Maritime, Ground, Air)
- Trade (including Wholesale and Retail)

Sector Panels

By convening leadership from within narrowed industries, the WDC gains better understanding of workforce needs and occupational pathways within that sector. Sector Panel business leaders identify specific workforce issues to be addressed and generally have multiple meetings over the course of 6 months to a year, and often have continued engagement over many years. Sector Panels are a key sector strategies tool in assigning business services staff to growing sectors and formulating sector initiatives.

Qualitative information and local labor market data informs strategies that align with industry need and better defines pathways for individual movement. These strategies may include partnerships with local colleges to create or redesign training approaches, or other programmatic designs that facilitate skill development and career progression within an industry.



Business-led and demand driven workforce development strategies

Members of the business world, education systems, labor and workforce development fields, nonprofit organizations, and community leaders have worked with the WDC to make an impact in several key sectors:

- Health Care (2002, 2013)
- Green Jobs (2008)
- Maritime (2010, 2013)
- Interactive Media and Information Technology (2009, 2010)
- *Aerospace (2016)*

Future Sector Panels

Ongoing sector panels are strategies to align programs with industry need and act as additional venues for data gathering and facilitating sector buy-in.

Sector Strategies, by nature, are both regional and cross-regional, which is most visible within aerospace. Businesses are large enough to be working in multiple counties, states, and countries. It is important to be aware that this provides a model for other areas, and can be adapted to fit the unique needs of other sectors, as well as provide a mechanism to determine needs.

The WDC is excited to present an Aerospace Sector Panel in 2016 and an Information Technology and Digital Literacy Sector Panel in 2016-2017.



Sector Strategies, by nature, are both regional and cross-regional.

Future Collaborations

New collaborations with the Economic Development Council (EDC) of Seattle-King County

The WDC is working with the EDC in providing workforce information to prospective new companies being targeted for location to Seattle-King County. Additionally, the EDC CEO serves on the WDC Board of Directors and the WDC CEO serves on the EDC Board of Directors. The close partnership allows the EDC to have a touch point on the pulse of actual workforce data to provide to companies as they evaluate the pipeline for skilled workers, and the pipeline of training that is underway. This provides extremely valuable information that can make or break the decision of a company to locate, expand, or even remain in the region.

Seattle Region Partnership: Growing Jobs & Creating Opportunity

Increasingly, a broad cross-section of Puget Sound community leaders recognize that ensuring shared prosperity and economic opportunity for all of our residents is crucial to the global competitiveness and well-being of our region as a whole. Currently, many great programs, initiatives and funders are tackling this problem from different perspectives and in different ways, and our region could benefit from a more collective, coordinated and strategic focus on this topic.

The Seattle Region Partnership is forming in order to address this issue, and is composed of Seattle regional leaders including regional elected officials, business, philanthropic and community nonprofit CEOs, and university representatives. Together these leaders will work to help align existing economic development, workforce development and education efforts to improve both creation and retention of middle-income jobs; as well as increasing access to these opportunities for local residents through workforce development, training, and placement. Alignment of existing efforts will help ensure greater progress on common direction and goals benefitting our region.



**Align economic & workforce
development with education**

Through a thoughtful, data-driven, outcome-focused process, the Partnership will conduct a comprehensive analysis of existing local initiatives and programs related to middle-income jobs in order to identify synergies and efficiencies and gaps, and then identify 2-3 near term opportunities to improve the system. In particular, the group will emphasize how to address opportunities for youth, adults needing degree completion, and veterans.

Exploring other Industry Strategies

Manufacturing Day

Manufacturing DaySM is a celebration of modern manufacturing meant to inspire the next generation of manufacturers. Occurring on the first Friday in October, in 2015, Manufacturing Day was a collaborative effort of the WDC and Center for Advanced Manufacturing of Puget Sound (CAMPS) to expand awareness of manufacturing as a viable career pathway.

The WDC has leveraged funds to support 1,000 new apprentices entering the maritime, engineering, aerospace, and advanced manufacturing sectors. Recently funded by the U.S. Department of Labor, the WDC's partnership with South Seattle College has created an opportunity to improve pathways into apprenticeships and expand and improve the aerospace employer base.

Apprenticeship Week

In 2015, the WDC and WorkSource of Seattle-King County were delighted to support the inaugural National Apprenticeship Week through the following local events and outreach.

- The WDC supported South Seattle College's National Apprenticeship Week event which provided the public with tours and demonstrations from training providers and industry partners.
- The WorkSource Business Services team, in partnership with the WDC and South Seattle College, hosted the Business Breakfast for Employers "The New Apprenticeship Model: How to Make Apprenticeships Work in Health care, IT, Manufacturing, and Other Occupations."
- The WDC participated in the U.S. Department of Labor apprenticeship Tweet Storm #ApprenticeshipWorks, tweeting apprenticeship facts and highlighting local events and apprenticeship programs.

The WDC will continue these efforts to promote apprenticeships as a viable career pathway.

Work Start

The Washington Work Start program grants funds to companies to provide training for either new or incumbent workers. The WDC has managed these contracts within King County, in coordination with the Economic Development Council of Seattle-King County, and has helped to train over 400 employees in Manufacturing, Information Technology, and Maritime clusters.

King County Aerospace Alliance

The King County Aerospace Alliance (KCAA) was convened by King County Executive Dow Constantine to unite local jurisdictions, public sector groups, business and labor toward one vision- fostering the long-term economic vitality, growth, and global competitiveness of the local aerospace industry, a major and indispensable source of family-wage jobs in King County. The KCAA meets quarterly to identify partnership opportunities to support the aerospace industry in meeting its goals and promote other initiatives to improve resources to the aerospace community. Currently, the WDC serves to grow and communicate workforce development efforts to local companies and create collaborative opportunities for educators, industry, and local government.

TechHire City

In March 2016, the White House designated Seattle as one of fifty TechHire communities across the country, as part of a national initiative to provide accelerated training to under-served and underemployed young adults ages 17-29, and pathways into technology careers. The Seattle region has a goal to train and place at least 350 people in tech internships or apprenticeships by 2017 and 2,000 people by 2020. In April 2016, OED convened over 65 employers, training providers, and community organizations, especially those that work with women, people of color, and formerly incarcerated populations. This initiative would engage the WorkSource system and promote collaboration across regional lines. As cited in Section CR1. Cross-Regional Sector Strategies, the WDC supported Department of Labor grant applications led by Seattle Central College, Washington Technology Industry Association, the Center for Aerospace Excellence, and Highline and Whatcom County Centers for Excellence for funding towards TechHire activity. Results of grant awards are still pending.

Digital Literacy

Given that digital literacy is a required skill to enter and stay in today's job market, the WDC and its partners are researching ways to further integrate digital literacy into all of its sector-driven models. As described in Section L4, digital literacy is a key component of any training or work readiness program. As computer-related jobs are expanding within every sector, the WDC will scale up its digital literacy efforts to address this industry-need.

Digital literacy is a key component of training and work readiness

Washington Workforce Association

The WDC CEO also participates in statewide conversations around sector strategies with the Washington Workforce Association.

Sector Strategies for Youth

Developing sector strategies for youth is also integral to the WDC's regional sector strategies framework. The WDC has contributed to multiple initiatives that bring sector-driven career pathways information to young people. The WDC has distributed Map Your Career booklets and labor market information to school districts to support their development of curriculum closely tied to developing and in-demand occupations. The WDC has also supported the Issaquah School District at their Great Careers Day, where sophomore and junior students receive Map Your Career booklets and attend sector focused presentations from industry professionals. Through the Clinton Global Initiative, the WDC implemented Schools to Careers Plus, a program that connects high-school students from 10 school districts in King County with industry through innovative career-awareness curricula, career assessment inventories, teacher training, and comprehensive planning that helps youth make informed choices about education and training that leads to careers.

R3. Regional Service Strategies

Based on the previous regional analysis, this sections describes which populations and service strategies as well as services will be developed on a regional basis to affect a challenge or opportunity.

WorkSource Mission, Vision, and Principles

Mission: To connect businesses and job seekers with the necessary resources and tools for successful employment, life-long learning, and business development, to ensure a strong and vital economy.

WorkSource Vision: A comprehensive and inclusive WorkSource System that consistently and effectively meets the needs of businesses and job seekers.

A comprehensive and inclusive WorkSource System that consistently and effectively meets the needs of businesses and job seekers

WorkSource Principles:

The success and accountability of WorkSource depends on the values that local Workforce Development Boards and their partners use to guide their planning and operations:

- **Integrated** – Think and act as an integrated system of partners that share common goals with services delivered by various organizations with the best capabilities for a seamless customer experience.
- **Accountable** – Committed to high quality customer services with regular program performance review based on shared data and actions that enhance outcomes.
- **Universal Access** – Meet the needs of customers by ensuring universal access to programs, services, and activities for all eligible individuals.
- **Continuous Improvement** – Create a delivery system that utilizes feedback from employers and job seekers to challenge the status quo and innovates to drive measurable improvements.
- **Partnership** – Align goals, resources, and initiatives with economic development, business, labor social service organizations and education partners.
- **Regional Strategy** - Work with counterparts to address broader workforce needs of the regional economy and leverage resources to provide a higher quality and level of services.

WorkSource Seattle-King County Demand Driven Services

In response to both national and state calls for increased integrated service delivery within One Stops over the past several years, WorkSource Seattle-King County is improving the efficiency of its employment and training system with a primary focus on meeting industry driven demand.

Improved efficiency by meeting industry driven demand



Marléna Sessions, CEO of the WDC of Seattle-King County issued a document in May 2014, inviting the Seattle-King County WorkSource system to inform the change by participating in and supporting a team of WorkSource staff tasked with recommending directions toward integrated service delivery for the WDC, Employment Security Department, and the WDC Board.

Team members were asked to base decisions on two foundational principles:

- all job seekers and employers receive immediate, quality, seamless services required to achieve self-sufficiency and meet workforce development needs, and
- all activities should be quality customer services that lead to a job, improved wages and earnings and retention.

A team of 16 WorkSource Seattle-King County partners was formed and, over the next several months, created initial frameworks that outline locally developed new services and their delivery by WorkSource

staff. Transition team members including WDC and ESD administrators then presented the initial frameworks to WorkSource customers and staff who hadn't served as team members. In July 2014, 18 focus groups of 200 people including job seekers, employers, WorkSource staff, and partners were informed about the future changes and their feedback was integrated into frameworks by team members. The framework documents were finalized in early August.

Themes include:

- Staff integration throughout customer services
- Engagement and outreach to customers, in and outside WorkSource offices
- High quality, interactive workshops and labs facilitated by experienced staff
- Developing flexible infrastructure to provide customer demand-driven services
- Establishing system-wide common measures and goals for customer groups
- Increased use of modern technologies to deliver services and communicate

The team frameworks focus on three customer groups:

- Job seekers working within WorkSource offices
- Job seekers looking for employment in King County communities
- Employers

Introduction of Integrated Service Delivery

WorkSource Seattle-King County has a demonstrated capacity to create a competitive employment and training system that is designed to meet talent needs for businesses. In order to improve customer-centered service delivery, the WDC and WorkSource Seattle-King County are beginning implementation of Integrated Service Delivery in the Seattle-King County workforce development system in 2016.

WorkSource values includes:

- Depth and diversity of partnerships
- Experience and depth with industry sector initiatives
- Diversity and 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

Integrated Service Delivery is the delivery of WorkSource services in a manner that braids the resources and services of WorkSource partners to seamlessly address the training and employment needs of system customers - job seekers and businesses.

The key components of Integrated Service Delivery include:

- Organization of staff around functions and customer needs
- Functional leadership and supervision to support functional teams
- Co-enrollment of customers
- Continuous quality improvement based on customer data and feedback

**Braiding resources and services
of partners to seamlessly
address customer need**

For staff, this means:

- The customers (job seekers and employers) and their needs are at the forefront

- Every customer is everyone’s customer
- Staff development and training to support transition to new roles under functional teams
- Meeting customers where they are physically (in the lab/resource room) and in the career development process
- Serving as navigators to ensure customers access services they need from various partners

Under Integrated Service Delivery, customers will experience:

- Experience “value-added” interaction during each visit (including their first)
- Seamless transition between staff, programs, and/or services
- “No Wrong Door”

Integrated Service Delivery Readiness and Implementation

As the WDC and WorkSource Seattle-King County plan to implement Integrated Service Delivery, the WDC and WorkSource Operator Team are working with sites to assess readiness and next steps. Each WorkSource site (Comprehensive and Affiliate) will phase in Integrated Service Delivery over the course of several months in 2016. As sites prepare to implement the Integrated Service Delivery Model, they will use the checklist below to set timelines for implementation.

- ✓ Customer experience engineered so that every customer accessing WorkSource has a value added interaction during their first visit
- ✓ Co-enrollment of all new job seekers accessing WorkSource into Title III Wagner-Peyser and Title 1 Adult programs
- ✓ Organization of staff and services around functions/customer needs rather than programs or agencies
- ✓ Functional supervision/leadership in place to support functional teams as needed
- ✓ Robust menu of services relevant to the local/regional economy available including screening, assessment, skill development, work-readiness, and certification
- ✓ Customer (job seeker and business) input and data used to continuously improve services
- ✓ Staff development to fulfill new roles and responsibilities and support continuous improvement

Integrated Service Delivery Expectations

Integrated service delivery is based on the concept that all means all, meaning that every job seeker or business who comes to WorkSource seeking services is a customer of the system. As a result, staff work as functional teams to provide access to the tools and services WorkSource customers need to succeed. ISD also recognizes that in today’s economy, skills are currency, and the job of WorkSource is to help job seekers and businesses find better ways to clarify, document and grow the skills of King County’s workforce.



All means all: every job seeker or business who comes to WorkSource seeking services is a customer of the system.

Customer Focused: Customer focused service is the most critical and important success factor for the WorkSource system in meeting its mission. Integrated service delivery only succeeds if it is based on a strong commitment to customer service – meeting the customer where they are and helping them move efficiently to the appropriate next steps. Staff practicing ISD model exemplary customer service daily not only to employers and job seekers, but to each other as well. WorkSource staff understand that exemplary customer service is a trademark of WorkSource and fully commit to uphold that standard. Staff engage every customer with respect, empathy and a commitment to serve their employment, training and hiring needs.

External customers include local job seekers and employers and internal customers include WorkSource frontline staff, volunteers, community partners and leadership.

Customer Choice– Staff ensure that services are easily accessed and that information provided is complete, allowing customers to select the level and type of service that best matches their needs.

Teamwork: Teamwork is another critical success factor for the WorkSource system to meet its mission. Under ISD, functional teams are at the heart of service delivery. All WorkSource staff aspire to be greater than the sum of our parts and demonstrate that ethic daily, by supporting colleagues, their programs and agencies. One of the unique qualities of the WorkSource system is the rich and diverse array of partners that combine to deliver exceptional employer and job seeker services. Teamwork is essential to operate efficiently, staying focused on the customer’s real time needs by reaching across programmatic boundaries.



**Rich and diverse array of partners
combine to deliver exceptional
employer and job seeker services.**

Staff always put customers’ needs ahead of their specific performance measures and take the time to understand the various system outcome expectations so they can better support their teams. WIOA removes some traditional program silos and encourages co-enrollments that expedite and improve the customer’s progression. There is no wrong door at WorkSource and ensuring a successful customer experience that includes leaving with tangible value, clearly defined next steps and renewed hope is everyone’s responsibility.

Equity, Honesty and Inclusiveness: WorkSource values equitable service delivery for all customers and promotes equity in all programs and services. WIOA mandates and WorkSource celebrates the expectation to reach customers that cannot or traditionally do not find their way into WorkSource sites. Staff are equally focused on enhancing inclusive efforts that help customers facing significant barriers such as youth and young adults, people facing homelessness, people with disabilities, felony convictions or limited English language skills.

Accountability, Continuity and Continuous Quality Improvement: WorkSource staff and leadership are always accountable for their actions and applicable local, state and federal requirements and measures. Staff operate to ensure that the customer experience is always more important than programmatic processes. They quickly pick up where their colleagues left off to help customers identify and execute the next steps in their plan. Customers do not have to tell their story again or give information they have previously provided. Staff meet customers where they are every time and transitions to other programs or staff are simple.³⁸

³⁸ WorkSource Seattle-King County Operations Manual 2016

WorkSource Integrated Menu of Services and Customer Flows

Generally, customers will fall into one of three categories. The services identified for each category, are intended only as a guide. Not all customers will utilize all of the options described in each flow below. The services listed are standard services available at all WorkSource sites. However, sites may have additional services available.

Job Seeker Pathways

The typical or “standard” services available via WorkSource can be organized to meet the needs of specific customers – not all customers will need or want all services. The lists below indicate a possible way to group services based on the typical needs of WorkSource customers. Sites may have additional services available. The Job Seeker Pathways table below indicates the services that job seekers can access in any order or combination.

Job Seeker Pathways		
Employment Pathway	Skill Development Pathway	Self Service Pathway
<i>job seekers who want/are able to find a job without funded skill development and certification activities</i>	<i>job seekers who need to either increase their skills or become certified to succeed in their jobs search</i>	<i>job seekers who are self-sufficient or who prefer not to access staff assisted services.</i>
<ul style="list-style-type: none"> • Job readiness assessment • Skills assessment • Employment Planning – next steps • Job Search – Job Match • On the spot resume reviews and consultations • WorkSource Orientation • Access to labor market information • Access to Self-Assessment and Transferable Skills Tools • Computer labs • Job seeker workshops • Employer panels and mock interviews • Referral to Employment, Training and Program Service Providers/Partners 	<ul style="list-style-type: none"> • Job Readiness assessment • Skills assessment • Eligibility assessment • WorkSource Orientation • Access to short-term training programs and information about local college programs • Resources for apprenticeships and on-the-job training • Funding resources for skill upgrades/retraining • Training requirements for occupations and schools offering training programs • Enrollment navigation and support • Program completion Job Search – Job Match • Follow up for support and retention success 	<ul style="list-style-type: none"> • Access to Computers, Phone, Fax, Copiers, Job Search workspace • WorkSource Orientation • Workshops and Labs • Job Clubs • Networking Groups/LinkedIn • Mock Interviews

Customer Services

All customers will have access to the following services. Services may be accessed in a self-serve or staff assisted manner. Access to some of these services may require determination of customer eligibility as described in the table below.³⁹

Customer Services			
Discovery Services	Career Services	Training Services	Business Services
<ul style="list-style-type: none"> Greeting Customized One-on-One Next Steps 	<ul style="list-style-type: none"> Assessment – preliminary and secondary Career Planning Skill Validation Labor Market Information 	<ul style="list-style-type: none"> Adult Education and Literacy Job seeker workshops Occupational Skills Training Work-based Learning 	<ul style="list-style-type: none"> Recruitment/Referral Job Posting/Matching Customized Training Incumbent Worker Training Incentives Business Restructuring Rapid Response Labor Market Information
Outcomes			
Customers receive a value-added service, learned about available services and know their next steps	Customers receive personalized Career Services necessary to identify a career path and/or obtain employment	Customers receive Training Services necessary to obtain the talent, skills, and credentials required to obtain, retain, or advance in employment	Customers provide positive feedback and return for services. Vacant positions are filled in a timely manner with qualified employees referred from WorkSource system
Measures			
Earnings – Employment – Credentials – Retention - Satisfaction			
Principles			
Integrated – Accountable – Universal Access – Continuous Improvement – Partnership – Regional Strategy			

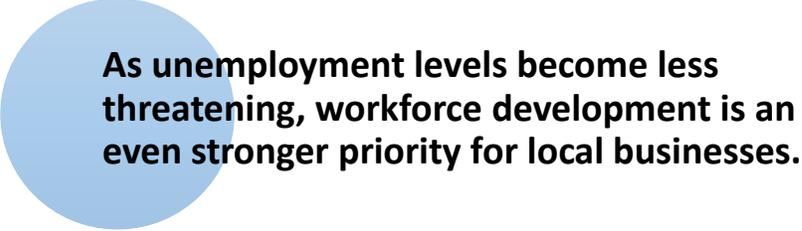
R4. Coordination with Regional Economic Development Organizations

The WDC is working to inform and educate workforce development and economic development services and entities about each other’s strategies. Coordination is complex with 39 cities represented within King County, and more than half of these communities have their own economic development plan.

³⁹ WorkSource Seattle-King County Operations Manual 2016

As unemployment levels become less threatening, workforce development is a top priority for local businesses. This recent economic shift has necessitated even stronger alignment of economic and workforce development strategies. As local economic development entities develop long-term plans for regional economic growth, such as the Regional Economic Strategy, the WDC works to provide workforce development expertise to align strategies and identify partnership opportunities.

The WDC will continue to align its workforce development strategies with those of its economic development partners to find workforce solutions that meet the needs of King County's employers.



As unemployment levels become less threatening, workforce development is an even stronger priority for local businesses.

Regional and Cross-Regional Economic Development Organizations

The WDC collaborates with the local economic development council, Economic Development Council of Seattle and King County (EDC) and Puget Sound Regional Council's (PSRC), both of which also coordinate with economic development efforts of King County. The WDC also connects one-on-one with a large number of King County's economic development offices, including the City of Seattle's Office of Economic Development, regarding business outreach and support issues.

The WDC's CEO is a member of the EDC Board, and the EDC's CEO serves on the WDC Board.

In past years, the WDC and EDC have collaborated to produce the Washington State and King County Maritime Cluster Economic Impact Study that contributed greatly to the WDC, EDC, and industry leaders' ability to identify maritime specific needs and develop industry-driven sector strategies. As the WDC and EDC continue to develop partnerships that provide services to businesses, such as training, the EDC and WDC will align efforts to engage employers in identifying industry needs. Moreover, the WDC and EDC have a unique opportunity to support career pathways to self-sufficiency within growing industries and occupations.

The WDC's CEO also currently serves on PSRC's regional Economic Development District Board.

The Economic Development District Board includes King, Kitsap, Pierce, and Snohomish Counties so WDC Directors from each of the four counties rotate serving on the board to further cross-regional coordination. WDC staff also participate in PSRC's Partnership meetings as they relate to local workforce development strategies and grant opportunities relevant to the Puget Sound region.

City of Seattle Office of Economic Development

The Office of Economic Development (OED) works to maximize Seattle's potential as a thriving hub for businesses, jobs, robust neighborhoods and economic opportunity for everyone in the city. OED enhances the economic growth of Seattle by serving area businesses comprehensively. The WDC works closely with OED workforce and economic development issues, particularly in the areas of sector strategies and youth employment. The WDC will partner with OED to continually improve business outreach strategies and effectiveness.

Below is the WDC’s response to questions from the Workforce Training and Education Coordinating Board Guidelines:

- Coordination of transportation and other support services can be read in Section L16: Supportive Services and Transportation.
- Regional cost arrangements are not applicable to this plan.
- Regional performance negotiation and evaluation is described Section L23 Performance Accountability.

Cross-Regional Component

The WDC identifies problems and opportunities to work cross-regionally with one or more other regions, which support the talent pipeline needs of businesses within a sector. It is important to the cross-regional economy to improve access and performance outcomes for targeted service populations, test new models or practices to fill critical service gaps and improve service numbers and outcomes, sustain and efficiently scale up proven best practices, and streamline administrative and operational infrastructure functions.

Each region is required to coordinate planning with at least one other region. Local boards are encouraged to create as many cross-regional collaborations as necessary to address issues and opportunities shared across regions, and Seattle-King County will address the following strategies:

- Regional Sector Strategies
- Regional Service Strategies
- Regional Economic Development Strategies
- Transportation or other Support Services Strategies
- Cross-Regional Cost Arrangement Strategies

CR1. Cross-Regional Sector Strategies

The following regions and partners will be part of the WDC’s cross-regional effort.

- **American Apprenticeship Initiative: Partnership for Advanced Technology Apprenticeships in Manufacturing and Marine Engineering** is a partnership that includes WDC of Seattle-King, Workforce Snohomish (Tacoma-Pierce County), and Workforce Central (Tacoma-Pierce Counties), and is led by South Seattle College. (See more information below)
- **Manufacturing Day** is a collaborative effort of the WDC and Center for Advanced Manufacturing of Puget Sound (CAMPS) to expand awareness of manufacturing as a viable career pathway. CAMPS is a partnership with Workforce Snohomish as well as other Puget Sound organizations, such as the Society of Plastic Engineers, Aerospace Joint Apprenticeship Committee, Madden Industrial

Craftsmen, Washington Business Week, Lighthouse for the Blind, Everett Community College, and Lake Washington Institute for Technology.

- **Business Services** collaborations occur across regions in order to ensure effective customer service for businesses that span multiple regions and states. TalentSource, the WDC's Business Services Team, partners with business services teams across regions (Workforce Snohomish, Workforce Central, Pac Mountain, and regions across the state and country) to coordinate hiring events, tailored business services, and rapid response activities.
- **Washington State Military Transition Committee (WSMTC)** The WDC has participated widely in cross-regional collaboration, such as the Washington State Military Transition Committee (WSMTC). This committee's purpose is to help military members and families who are transitioning from military life or who are transitioning to a new installation.
- **Air Washington** is a past collaboration led by Spokane College and included WDC of Seattle-King County, Workforce Snohomish, and Spokane Area Workforce Development Council and ten other college partners across the state to coordinate aerospace and supply chain training programs. While no longer part of a formal grant, these linkages remain essential to developing career pathways in aerospace and supply chain management.

Together these cross-regional partners will address the following:

- **Sector National Emergency Grants** are continuous joint partnerships with other regions (such as Workforce Snohomish) that serve job seekers from businesses that span multiple counties in Washington State.
- **Department of Transportation Grant** is led by Workforce Snohomish and spans across three regions, including WDC of Seattle-King County and Workforce Central. It addresses the growing number of workers possibly transitioning into retirement over the next decade in the transit sector. In support of a regional Federal Transit Administration grant, the cross-regional collaboration have developed a variety of services that it will employ to develop a strong workforce foundation for this sector.
- **TechHire** is a partnership with the Washington Technology Industry Association (WTIA), WTIA's member businesses, a variety of training providers, and other regions (including Workforce Snohomish, Workforce Central, and Spokane Area WDC), that will prepare 756 trainees for IT careers via pre-apprenticeship training. Targeted largely to those ages 17-29, this project would engage the WorkSource system, the WDC Business Services Team, and require cooperation across regional lines in terms of outreach and placement of candidates. The WDC of Seattle-King County also supported the MechaWA Tech Hire project team led by the Center for Aerospace Excellence, which is also a partnership with Workforce Snohomish that will support training for mechatronics and robotics. The WDC of Seattle-King County also supported Cyber Washington that is a partnership led by the Highline and Whatcom County Centers for Excellence and spans multiple workforce regions along the west side of the state. (The grant application is pending.)

The specific problem that cross regional partners that will be addressed by the American Apprenticeship Initiative is listed below:

- **American Apprenticeship Initiative: Partnership for Advanced Technology Apprenticeships in Manufacturing and Marine Engineering** is a partnership led by Seattle Community College in

partnership with Maritime Labor Unions and other community organizations that will significantly expand and sustain apprenticeship in the advanced manufacturing and maritime sectors. These sectors share challenges recruiting workers, as evidenced by more than 400 H1B applications approved in 2014; face unprecedented labor-market, competitive, and regulatory shifts that threaten productivity and demand for future labor; and significantly contribute to economic prosperity with a combined 181,000 jobs over \$16 billion in economic activity in Washington State alone. This grant partnership spans across the state and includes WDC Seattle King, Workforce Snohomish, and Workforce Central (Tacoma-Pierce County WDC).

Cross-regional partners will track success in the following way:

- This partnership will collectively serve at least 1,000 apprentices in Washington in the advanced manufacturing and maritime sectors. The partnership will create up to four new apprenticeship programs including first-in-the-nation programs in maritime engineering and occupational safety and health.

Strategies and tactics will be employed by the cross-regional partners to improve outcomes, and they include:

- The partnership will create infrastructure to significantly scale and sustain apprenticeships into the future by focusing on both ends of the apprenticeship pipeline: improving pathways into apprenticeship and expanding and improving its employer base. Because of the large proportion of workers who will soon be aging out of these fields, this partnership was developed to meet the short- and long-term needs of employers.
- To improve pathways into apprenticeship, the partnership will develop common competencies for advanced manufacturing pre-apprenticeships, develop three new apprenticeship programs where no feeders to apprenticeship exist, and create apprenticeship navigator positions to help people successfully navigate the continuum of apprentice experiences. To improve and expand its employer base, the partnership will pilot and demonstrate the effectiveness of on-the-job training consultants, contract with organizations such as local WDCs to liaison with employers, and pilot new advanced manufacturing standards that will create portability for workers moving between companies while reducing company costs by eliminating the need to re-certify workers.

Measurable goals and targets for the cross-regional partnership include:

- This partnership will collectively serve at least 1,000 apprentices in Washington in the advanced manufacturing and maritime sectors.
- The partnership will ensure that at least 150 of 1,000 apprentices come from underrepresented populations by partnering closely with community-based organizations such as Apprenticeship and Non-Traditional Employment for Women (ANEW) and others to enhance recruitment of Veterans, women, youth, people of color, and individuals with disabilities.

An evaluation of performance will be tracked over time:

- The grant began in October 2015 and will run for five years.
- Performance measures are currently being negotiated by partners with the U.S. Department of Labor.

The responsible entity for reviewing progress and making mid-course corrections is as follows:

- South Seattle College will manage the grant and convene partners to review progress and continuous improvement.

The types and amounts of funding to support this effort are described below:

- All WDCs involved are responsible for leveraging funds for apprenticeships.
- Workforce Snohomish and Workforce Central will leverage funds to hire navigators that serve workers cross-regionally.

Cross-regional partners evaluate the partnership, including governance and decision-making, efficient use of resources, community perceptions, and sustainability of the partnership as follows:

- Partners will work to develop systems to receive and support apprentices in high-demand fields.

CR 2. Cross-Regional Service Strategies

The following regions and partners will be part of the cross-regional effort:

- **Integrated Service Delivery (ISD):** As most regions in the state are moving toward Integrated Service Delivery, the WDC has done extensive coordination with the 12 other regions to align service-delivery operations. (See more information below.)
- **Disability Employment Initiative (DEI):** The WDC's DEI program, sponsored by the Department of Labor and the Social Security administration, serves job seekers with disabilities through effective partnerships, technical assistance, and hands-on support. As a fellow grant recipient, the WDC coordinates with Workforce Snohomish.
- **Health Professionals Opportunities Grant (HPOG): Health Workforce for the Future:** As part of the same Department of Social and Human Services (DSHS) region, Seattle-King and Snohomish coordinate partnerships with DSHS, colleges, and other agencies in implementing their respective HPOG projects. The WDC also plans to coordinate HPOG activities with Worksystems, local workforce development board in Portland, Oregon, which is another HPOG recipient. As part of this project, the WDC also jointly developed a medical assistant apprenticeship in Yakima.
- **YouthWorks:** As a statewide effort, the WDC coordinates with other regional partners (Workforce Snohomish and Workforce Central) to implement career readiness and exploration programs through YouthWorks.
- **Youth Convenings:** As some King County youth workforce development partners work outside Seattle-King County, the WDC is working to map the Youth Workforce Development System within King County and beyond.
- **Washington State Military Transition Committee (WSMTC):** The WDC has participated widely in cross-regional collaboration, such as the Washington State Military Transition Committee (WSMTC). This committee's purpose is to help military members and families who are transitioning from military life or who are transitioning to a new installation. Focus areas include employment, education, and family support. By increasing cross-regional collaboration for job marketing opportunities and events, the group has increased employer availability by reducing market saturation of veteran-focused events. The WSMTC has also been pivotal in working with local

installation Transition Assistance Programs by making job seeker services more accessible and visible to veterans.

The specific problems and opportunities to be addressed include:

- Convened and led by WDCs, ESD, and WTECB, ISD will initially be implemented in interested local areas by those administering WIOA Title I (Youth, Adult, and Dislocated Worker), WIOA Title III (Wagner Peyser), Trade Act, Veteran’s programs/representatives (LVERs and DVCs), and WorkFirst programs.
- Integrated service delivery reduces duplicative and administrative activities in favor of a positive customer experience, allowing partners to use their resources for value-added services to ensure that job seekers have the skills to succeed in the local economy. ISD creates a warm and meaningful welcome and a quick connection to resources. Rather than simply providing a “countable” service, ISD immediately connects the customer to a robust set of high value system resources relevant to the local and regional economy including screening, assessment, skill development, work-readiness, skill validation and certification.
- ISD is a powerful tool for realizing the promise that WIOA holds for job seeker and business customers. By braiding together the resources and programs provided under the new Opportunity Act, and redefining customer flow, ISD helps make the most efficient use of resources on behalf of customers.

Cross-regional partners will track success in the following way:

- The performance baseline is dependent on pending performance measures.

Strategies and tactics will be employed by cross-regional partners to improve outcomes. Components of integrated service delivery include:

- Co-enrollment of all job seekers accessing WorkSource Services (all means all) and braiding/directing resources to provide appropriate services, regardless of categorical eligibility.
- Organizing staff and services around functions rather than programs or agencies.
- Meeting a common set of outcome measures for all customers.
- Providing a robust menu of services that result in labor market outcomes, increasing the focus on skill development and certification based on labor market requirements, and work-based experiences.
- Developing a process to gather customer input and using customer input (job seeker and business) to continuously improve services.

Measurable goals and targets will work together to achieve the following:

- Common Measures until Federal Regulations dictate otherwise
 - DOL Common measures
 - Core Indicators:
 - The percentage of participants in unsubsidized employment during second quarter after exit
 - The percentage of program participants in unsubsidized employment during the fourth quarter after exit

- Median earnings of participants in unsubsidized employment during second quarter after exit
- Percentage of participants who obtain a recognized post-secondary credential, secondary school diploma or equivalent during participation or within one year after program exit
- Percentage of participants who during a program year are in education that leads to recognized post-secondary credential or employment and who are achieving measurable gains toward those goals
- Indicators of effectiveness in serving employers

Performance will be tracked and evaluated over time in the following way:

- Working with state and local leaders WorkSource ensures investments in employment, education and training programs are evidence-based and data-driven, and programs are accountable to participants and taxpayers. This includes evaluating approaches and aligning performance accountability and data systems to support program management, facilitate common case management systems, and inform policy.

The WDC CEO is responsible for reviewing progress and making mid-course corrections. Funds will not be transferred between regions; however, the regions will leverage funding through future grants and other funding sources as yet undefined. Cross-regional partners evaluate the cross-regional partnership, including governance and decision-making, efficient use of resources, community perceptions, and sustainability of the partnership. Partnerships will also maintain ongoing communication, including reviews of data analysis and customer service strategies.

CR 3. Cross-Regional Economic Development Strategies

The following partnerships will be part of the cross-regional effort:

- **Pacific Northwest Aerospace Alliance (PNAA) Affiliate Member:** PNAA promotes the growth of the Pacific Northwest Aerospace Industry by assisting members from all over the U.S. and Canadian Pacific Northwest to be globally competitive by providing education of sector trends, access to business opportunities, information on emerging markets and facilitating development of key relationships.
The WDC collaborates with PNAA by planning quarterly convenings and facilitating a workforce development session during the PNAA’s annual conference. The session was held in collaboration with local industry and education professionals to showcase ways for HR professionals to access their local workforce development system.
- **Life Science and Global Health Advisory Council:** Convened by Governor Jay Inslee, the Life Science and Global Health Advisory Council is comprised of statewide industry leaders who identify and accelerate strategies to foster a stronger global health and life science ecosystem. As a key member of the council, WDC CEO, Marléna Sessions, brings expertise in developing and retaining a skilled talent pipeline in this industry.
- **Puget Sound Regional Council, Economic Development District Board:** The regional Economic Development District (EDD) is the federally designated economic development district for the central Puget Sound region covering King, Kitsap, Pierce and Snohomish counties. WDC CEO,

Marléna Sessions, currently sits on the Board, which has a rotating seat for WDC directors from the Puget Sound.

- **WorkStart:** The Washington Work Start program, supported by the local economic development and workforce development bodies, to connect companies to the training resources they need to move to, and stay in Washington. As part of the Seattle-King County partnership, the WDC supported local manufacturing company, Hexcel, in developing and implementing training in King County that was then extended to the company's other location in Burlington, Washington.

Cross-regional partners will address the following:

- **Pacific Northwest Aerospace Alliance (PNA) Affiliate Member:** The WDC and its partners work to address the cross-regional nature of workforce issues, specifically in the aerospace and supply chain industry.

Current performance baselines to track success are:

- Ongoing partnerships and communication, as well as continued opportunities for information sharing are current performance baselines.

Strategies and tactics to improve outcomes are:

- Continued access to events and speaking engagements that are relevant to the economic development needs of the Pacific Northwest aerospace industry.

Measurable goals and targets that the cross-regional partnership will work together to achieve include:

- The WDC looks for opportunities to communicate with the aerospace industry about workforce development.

Performance will be tracked and evaluated over time through continued access to the opportunities described above.

The WDC and PNA will be responsible for reviewing progress and making course corrections.

Funding for this effort is described here:

- Funds will not be transferred between regions.
- Dislocated Worker and apprenticeship funds will support these efforts.

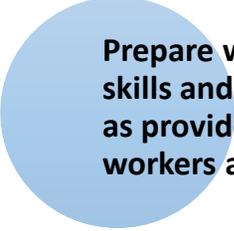
Evaluation of the cross-regional partnership, including governance and decision-making, efficient use of resources, community perceptions, and sustainability of the partnership, is currently in the form of customer and business satisfaction feedback.

Local Component

Taking into account the regional analysis, the WDC's strategy in working with the entities that carry out WIOA Core Programs are described in Attachment D (L3a.) as well as below:

L3b. Workforce Development System Today

Seattle-King County's workforce development system includes programs that use private and public funds to prepare workers for employment, upgrade worker skills and certifications, increase earnings, and provide employment or retention services for workers and employers.



Prepare workers for employment, upgrade worker skills and certifications, increase earnings, as well as provide employment and retention services for workers and employers

Leveraging a network infrastructure and multiple other funds and partners results in a firm foundation for relationships with local WIOA partners, which was expanded through the WDC's WorkSource Seattle-King County transformation in 2014.

In response to both national and state calls for increased integrated service delivery within One Stops over the past several years, WorkSource Seattle-King County is moving ahead to improve efficiency of the WDC's employment and training system with a primary focus on meeting industry driven demand.

WorkSource Seattle-King County 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:

- A depth and diversity of partnerships
- Experience and depth with Industry Sector initiatives
- Diversity and 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

The WorkSource Seattle-King County System meets quarterly to provide updates on the systems' Integrated Service Delivery, including over 34 partners and over 300 staff from the WorkSource one-stop centers, six affiliate sites, and 22 connection sites. To meet the needs of each WorkSource site, the WDC is working with partners around the state to negotiate guidelines for local MOUs and cost-sharing agreements.



WorkSource is made of over 34 partners and over 300 staff from the one-stop centers, six affiliate sites, and 22 connection sites.

Local Workforce Development System Programs

A percentage of the system's funding is found in WIOA programs for youth, adults, and dislocated workers. The WorkSource Seattle-King County system comprises numerous partners and programs that contribute both financially and in-kind to providing effective employment and training services to WorkSource customers.

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

- Adult Basic Education*
- Basic Food Employment and Training
- Community Jobs
- Division of Vocational Rehabilitation*
- Employment and Housing Stability
- Financial Empowerment Center
- Job Corps
- King County Homeless Employment Program
- King County Jobs Initiative – Re-entry Program
- King County Veteran's Program
- Labor and Industries
- Reemployment Engagement Assistance
- Seattle Jobs Initiative Navigators
- Trade Adjustment Act
- Title V-AARP
- Unemployment Insurance Reemployment Orientation
- Wagner-Peyser*
- WorkFirst
- Workforce Innovation and Opportunity Act*
 - Adult
 - Dislocated Worker
 - Youth
- YouthSource

** Starred programs are WIOA Core Partners.*

As emphasized in Integrated Service Delivery, many career services will be provided in coordination and with the support of WorkSource partner staff. Furthermore, all customers enrolled in WIOA Adult Career Services will be co-enrolled with Wagner-Peyser. WorkSource staff will also utilize the co-enrollment model to assess opportunities and/or resources co-enroll customers in other WorkSource programs.

Below are brief descriptions of many key contributors to the overall workforce development system in the area.

WorkSource Seattle-King County One-Stop Job Seeker Services

WorkSource, the state's one-stop delivery system, provides job seekers, workers, and employers access to a range of employment and training services, including:

Basic Career Services

- Eligibility determination and initial assessment
- Outreach, intake, and orientation
- Labor exchange services
- Referrals to coordination of activities and supportive services or assistance
- Workforce and labor market information
- Local one-stop performance information
- Assistance regarding filing UI claims
- Assistance in establishing financial aid eligibility

As Integrated Service Delivery is fully implemented, the goal is for customers to be automatically co-enrolled with Wagner-Peyser. Co-enrollment with Title II Adult Education and Literacy, WIOA Youth programs, Division of Vocational Rehabilitation, and TANF programs will also be evaluated as part of Career Services.

Basic Individualized Services

- Comprehensive and specialized assessment
- Development of individual employment plans
- Group counseling and individual counseling and career planning
- Short-term pre-vocational services
- Internships and work experience
- Employment preparation activities
- Financial literacy services
- Out of area job search and relocation assistance
- English language acquisition and integrated education and training programs

Follow-up Services

- Follow-up services to help ensure that customers maintain employment

Training

- Occupational skills training and on- the-job training
- Incumbent worker training
- Programs that combine workplace training with related instruction as well as skill upgrading and retraining
- Entrepreneurial training and transitional jobs
- Job readiness training in conjunction with other training
- Adult education and workplace literacy provided concurrently or in combination with other training services
- Customized training conducted with a commitment by an employer(s) to employ an individual upon successful completion of training. Training will occur in coordination with training

partners/institutions (both public and private and apprenticeships), entrepreneurial services (e.g. Small Business Association), and businesses.

WorkSource Service Delivery Infrastructure

In Seattle-King County, the One-Stop delivery system currently has three types of physical entry points:

- 1 WorkSource one-stop center
- 6 WorkSource affiliate sites
- 22 WorkSource connection sites (staff-assisted, self-service)

WorkSource on-site partners represent a variety of government, non-profit, private organizations, and businesses. Each partner contributes a unique and valuable service, which, when combined under one roof, results in a dynamic, one stop resource for businesses and job seekers to access employment and training services. Each site must undergo a rigorous process of evaluation every two years to be certified as a WorkSource site.

On-site partners: variety of government, non-profit, private organizations, and businesses

WorkSource Center and Affiliate partners sign a WorkSource Partnership Agreement, a Site Contribution Agreement, a System Contribution Agreement, or a Data Sharing Agreement (DSA), which outline the roles and responsibilities of each organization, both fiscally and in the day-to-day operations of serving the public through local WorkSource sites.

Comprehensive WorkSource Centers

- Accessible to the general public during regular business days, and physically and programmatically accessible to individuals with disabilities
- Portal site for electronic access
- Provider of career services (basic and individualized) and training services
- Provider of business services
- Representation of five mandated partners (WIOA Titles I-IV and TANF)
- Additional related employment and training resources

Affiliate Sites

- Accessible to the general public and physically and programmatically accessible to individuals with disabilities
- Portal site for electronic access
- Provider of basic career services
- Representation of one or more mandated partners
- Additional related employment and training resources
- Established working relationship as part of an integrated system of WorkSource sites

Connection Sites

WIOA requires states and local areas to **enhance coordination and partnerships** with local entities and supportive service agencies to **strengthen linkages** between a myriad of complementary programs within the One-Stop system. Career pathways and sector strategies require **robust relationships** across programs and with businesses, economic development, and education and training institutions, including community colleges and career and technical education entities.



Enhance coordination and partnerships, strengthen linkages, and establish robust relationships

Connection Sites support outreach and are part of an integrated service delivery strategy. Connection sites are:

- Accessible to the general public or targeted population that includes physical and programmatic access to individuals with disabilities
- Portal site for electronic access
- Provider of basic career services
- Additional related employment and training resources
- Established working relationship as part of an integrated system of WorkSource sites

[WIOA Youth, Adult & Dislocated Worker Programs](#)

Many youth and adults in King County are provided educational support as well as employment and training services funded by the federal Workforce Innovation and Opportunity Act (WIOA). The WDC administers WIOA in Seattle-King County and most services are delivered through contracts with local government agencies and community-based organizations.

Youth

WIOA Title I-B offers a comprehensive year-round program to eligible youth ages 14-24. The WDC's Youth Programs provide opportunities for youth ages 14 – 24 to gain paid career-related work experiences, soft skills, job readiness, career exploration, resume building, financial literacy, and summer internships. Youth services begin with a full assessment and include the 14 required service elements per WIOA Section 129 (c) (2). If a provider does not directly provide these services, they can leverage partner program resources to ensure that each participant is offered each of the 14 elements. Providers develop service strategies for each participant that identifies career pathways including education and employment goals, achievement objectives, and appropriate services for the participant. The WDC is committed to providing high quality services for young people, beginning with career exploration and guidance, continued support for educational attainment, and skill development in in-demand industries all of which culminate as entering a career pathway or enrollment in post-secondary education.

Adults

WIOA Title I-B Adult funds contract services, delivered through the WorkSource Seattle-King County system, include career (basic and individualized), training, support services, and job retention follow-up.

Dislocated Workers

WIOA Title I-B Dislocated Worker services, delivered through the WorkSource Seattle-King County system, include career (basic and individualized), training, and support services, and job retention follow-up. Dislocated worker participants also receive specialized services, such as customized training through National Emergency Grant funding. Rapid response services to businesses are also part of the Dislocated Worker program.

Work-based learning, career pathways, and industry sector partnerships

Business Services

Business Services staff begin with an employer assessment and connect them to identified services. The most requested service, provided directly by WorkSource Business Service staff, connects employers to qualified candidates. Staff are knowledgeable and responsive to business and workforce needs. They align needs with local sector strategies, and they provide access to recruitment processes, human resource protocols and other services.

Business engagement includes leadership in the workforce system and active participation in the development and provision of education and training, work-based learning, career pathways, and industry sector partnerships. Job seekers and workers, including those individuals with barriers to employment as defined by WIOA, have the information and guidance to make informed decisions about training and careers, as well as access to the education, training and support services they need to compete in current and future labor markets.

Adult Education and Literacy

Basic Education for adults provides adult basic education (ABE) and literacy services- including workplace literacy, family literacy, English literacy, and Integrated Basic Education and Skills Training (I-BEST) –which are part of the state’s Basic Education for Adults services.

The WDC and its basic skills partners are working to increase integration in the WorkSource Seattle-King County system. Many adult education and literacy providers in King County are a part of the WorkSource partnership agreement and memorandum of understanding.

Increase basic skills integration within the WorkSource system

Through Renton Technical College programs, integrated ABE and English language learner (ELL) services are available at the Renton one-stop center and the Downtown WorkSource affiliate site, and have been collocated with WorkSource since 1990. In addition, customers at all sites can be connected with college programs that integrate ABE/ELL instruction.

See Section L18 (Coordination with Adult Education and Literacy Providers) for more information on how services are integrated and coordinated with adult education and literacy partners and WorkSource.

Wagner-Peyser

Wagner-Peyser services are universally available to all customers who engage in the system from any entry point. Administered by the Washington State Employment Security Department, Wagner-Peyser services include job seeker assessment, job matching, labor market information, and other business

services. In addition, general services include one-on-one desk side services, job referrals, connection to hiring events, resource room services and tools, referral to training and intensive services, connection to Unemployment Insurance services, and job clubs.

See Section L3d and L17 for more information about how the WDC is integrating Wagner-Peyser Services in the WorkSource system.

Secondary Vocational-Technical Education

Career and Technical Education (CTE) is a planned program of courses and learning experiences that begins with exploration of career options, supports basic academic and life skills, and enables achievement of high academic standards, leadership, preparation for industry-defined work, and advanced and continuing education. CTE programs meet the academic and career preparation needs of secondary students that will assist them in achieving higher standards of education, including the state's Essential Academic Learning Requirements and Certificate of Mastery. Other workforce education and training programs offered by the K–12 system include school-to-work and tech preparatory programs.

School-to-work programs pair school-based learning with work-based opportunities to assist students in making the connection between high academic achievement and long-term workplace success. Tech prep programs allow students to earn college credit while still in high school by pursuing community and technical college vocational programs in conjunction with their high school course of work.



**Connect high academic
achievement to long-term
workplace success**

Occupational skill centers are another vocational education resource. The focus of skill center programs is to provide entry-level job skill training to high school juniors and seniors. Instructional strategies promote the mastery of competencies in an applied contextual manner, emphasizing instruction in advancing technologies and striving to connect all learning to a workforce context.

King County currently has a skill center, the Puget Sound Skills Center (PSSC) in Burien. PSSC is a collaborative effort among Federal Way, Fife, Highline, Tahoma and Tukwila school districts and was the first such center in Washington when it opened in 1966. PSSC courses include 19 different programs ranging from auto-body technology and culinary arts to digital media production, medical careers and an off-campus Marine Technology program that operates at Seahurst Park in Burien. In addition to vocational training, the skill center provides an opportunity for students to earn a high school diploma that is issued by their sending high school.

Community & Technical College Vocational-Technical Education

Seattle-King County is home to 11 community and technical colleges:

- Seattle Central College
- North Seattle College
- South Seattle College
- Seattle Vocational Institute
- Cascadia Community College

- Shoreline Community College
- Bellevue College
- Highline College
- Green River College
- Lake Washington Institute of Technology
- Renton Technical College

Job training leads to certificates, degrees, apprenticeships, retraining and upgrade training

Vocational-technical programs include job preparatory training leading to certificates of completion, programs that lead to associate degrees, related classroom instruction for apprenticeship programs, retraining for dislocated workers, and skills upgrade training for those already employed.

Private Career Schools

The Seattle-King County area has over 70 private career schools on the Eligible Training Provider List, offering courses in business, health care, information technology (IT), transportation and a wide variety of other fields.

State-Approved, Joint Apprenticeship Programs

State-approved, joint apprenticeship programs combine on-the-job training—supervised by a journey-level crafts person or trades professional—with classroom instruction. Depending on the program, apprenticeships range from three to five years. The programs and their standards are approved by the Washington State Apprenticeship and Training Council. At the local level, Joint Apprenticeship Training Committees (JATCs)—made up of equal numbers of employer and labor organization representatives—administer the programs. Employers and workers provide financial contributions to apprenticeship programs.

Of the state-approved, joint apprenticeship programs in the Seattle-King County region, most are in the building and construction trades. Apprentices earn while they learn, starting out at a set percentage of the journey level wage and then increasing as they progress through their apprenticeship.

Apprenticeship programs receive the majority of their funding through training trust funds. State funds are a secondary source. In most cases, these funds go to community and technical colleges to cover the costs associated with classroom and off-site instruction.

While the availability of apprenticeships were impacted as the economy declined, most recently the county is seeing a slight increase in slots for new apprentices.

Pre-apprenticeship programs provide individuals with basic skills, job readiness, and trade-specific training. Graduates are prepared to be more competitive for opportunities, particularly for openings in apprenticeships. Several pre-apprenticeship programs target women, people of color, youth and the economically disadvantaged.



Pre-apprenticeship programs provide individuals with basic skills, job readiness, and trade-specific training.

See Section L8 for more information on programs from the WDC related to apprenticeship opportunities for workers.

TANF/WorkFirst

The State of Washington provides cash assistance to financially needy families through the federal Temporary Assistance to Needy Families (TANF) and Basic Food Employment and Training (BFET) programs. TANF is identified as a mandatory partner within the one-stop delivery system.

WorkFirst is Washington State's welfare-to-work component of TANF. In addition to the TANF cash grant, WorkFirst provides a range of services that address barriers to work and move families towards employment and economic self-sufficiency.

WorkFirst staff are located at many WorkSource sites. The Department of Social and Health Services Economic Services Administration, Community Services Division (DSHS) is the entry point and ongoing contact point for WorkFirst. DSHS staff provides eligibility determination for TANF and related programs such as child care, medical, and food assistance, as well as case management, and support services to WorkFirst participants. Workforce development-related components of WorkFirst are primarily administered by the Employment Security Department (ESD), and include job search workshops, subsidized employment, skills training, and pre-employment training.

Through a 50/50 match program with 29 community-based organizations (CBOs), 34 community and technical colleges, and DSHS's Office of Refugee and Immigrant Assistance (ORIA), the Department of Social and Health Services (DSHS) administers the Washington State Basic Food Employment and Training (BFET) program. The program provides job search, job search training, educational services, skills training, help with development of self-employment microenterprises, post-employment support services, and other employment and self-employment opportunities to Basic Food recipients not participating in the state's TANF program.

Opportunities for Alignment

The WDC and its WorkSource partners continue to look for opportunities to integrate TANF and BFET services within the WorkSource system. Some recent successful examples include Resources to Initiative Successful Employment (RISE), in which the WDC supports work-based learning, and is located at a number of WorkSource locations in Seattle-King County. RISE emphasizes barrier reduction through a standardized approach to case management leading to self-sufficiency, provides opportunities to sharpen personal skills, and offers work-based learning.

The WDC works to create career pathways in health care through its Health Workforce for the Future (HWF) initiative primarily serving TANF recipients, enabling opportunities for job seekers to move into in-demand health care career pathways. Health Careers for All, the predecessor of HWF, served over 900 participants in 2010-2015, of which 40% were TANF recipients. The cross-regional steering

committee also included representatives from DSHS. (See Sections L6 and L8 for more information on this exciting initiative.)

In another effort of alignment, the WDC will also share tools with DSHS Administrators, such as its Self-Sufficiency Calculator and Map Your Career to support WorkFirst participant entry into viable career pathways that lead to multi-generational self-sufficiency. Moreover, the WDC looks forward to expanding its efforts to collocate and integrate WorkSource and DSHS services at multiple WorkSource locations.

Vocational Rehabilitation

The Division of Vocational Rehabilitation (DVR) provides employment-related services to individuals with disabilities who want to work but need assistance. These individuals might experience difficulty getting or keeping a job due to a physical, sensory or mental disability. A DVR counselor works with each individual to develop a customized plan of services designed to help the individual achieve his or her job goal. DVR services include, but are not limited to the following: counseling and guidance, medical and psychological services, vocational and technical training services, rehabilitation technology services and devices, and job placement and retention services.

The King County Area Manager of DVR sits on the WDC Board of Directors and Vocational Rehabilitation counselors are located at WorkSource sites. The effective partnership between DVR and WorkSource has resulted in helping identify and recommend solutions for gaps in service delivery to people with disabilities. The WDC is also actively working with DVR staff to increase WorkSource staff skills and expertise through additional staff training around assistive technology and employing persons with disabilities. The WDC is currently in the process of developing a Principles of Collaboration agreement with DSHS and other Workforce Development Councils to help formalize how partners will engage and interact with each other.

See Section L19 for more information on how WorkSource and DVR are aligning services to customers.

Job Corps

At four residential campuses in the state of Washington, Job Corps prepares young people for jobs through rigorous, college-like programs. Classroom and work-based training helps young people master academic basics, develop positive work habits and learn job-specific skills.



**Rigorous, college-like programs,
classroom and work-based training**

In an effort to better serve King County Job Corps participants, two Career Transition Specialists are located at a WorkSource site and help young people move toward attaining credentials and moving into the workforce.

Juvenile Justice

For young people who have been involved with the justice system, overcoming barriers to employment and reaching self-sufficiency is a greater challenge. Juvenile Justice programs in the WorkSource system and YouthSource serve justice system involved youth in a multitude of ways to help young people secure, maintain, and advance along career pathways.

In June 2014, King County Education and Employment Resources (KCEER) in partnership with King County Superior Court (KCSC) and the Washington State Department of Juvenile Justice and

Rehabilitation Administration (JJRA), were awarded a \$1.5 million Reintegration of Ex-Offenders (RExO) grant from the US Department of Labor (DOL) Employment and Training Administration (ETA), called Face Forward: Bridge to Prosperity (B2P).

Beginning in January 2015 and going through December 2016, Face Forward: Bridge to Prosperity (B2P) works with young adults who have touched the juvenile justice system. South Seattle College – Georgetown campus provides training to 80 youth ages 18-24 years old who are interested in a career in Industrial Manufacturing. South Seattle College provides five weeks training to receive industry-recognized credentials in forklift operation, OSHA, First Aid/CPR, and flagging. Students then apply their new skills in a four week paid internship with local manufacturing employers. Young people involved in Bridge to Prosperity also participate in Job Clubs that includes peer to peer motivation, career exploration, mentorships, and a direct connection to job seeker services offered through WorkSource Seattle-King County.

Peer to peer motivation, career exploration, mentorships, and direct connection to services

King County Superior Court Youth Offender Education and Employment Training (EET) is also co-located with YouthSource. EET is a promising practice incorporating research-based approaches to impact youth justice, long-term workforce development and accountability for offenders.

Seattle Housing Authority and King County Housing Authority

Established in 1939, Seattle Housing Authority (SHA) provided long-term rental housing and rental assistance in 2014 to more than 34,100 individuals and over 16,480 families in the city of Seattle. The agency owns and operates buildings of all shapes and sizes on more than 400 sites throughout the city. It is governed by a seven-member board of commissioners.

The WDC partners with SHA in several significant ways: a number of SHA customers are enrolled in the WDC's Health Careers for All and Health Workforce for the Future training programs; services for SHA's Yesler Employment Pathway Initiative are helping residents obtain training and jobs with neighborhood employers, and the WDC supports the Workforce Opportunity System project which includes job placement assistance for more residents.

The King County Housing Authority (KCHA) owns and manages almost 3,300 units of subsidized housing for families, the elderly, and individuals with disabilities. KCHA provides rental housing and rental assistance to more than 18,000 households every year. Combined with supportive services, each year KCHA reaches more than 48,000 people who earn less than the county's median income.

Housing Authority Connection Sites and Partnerships

Seattle Housing Authority hosts two WorkSource Connection Sites at their New Holly and High Point locations. King County Housing Authority hosts a Connection Site at Birch Creek. In addition to Connection Sites, the WDC is part of a vibrant partnership that brings together WorkSource, Seattle College District and the Seattle Housing Authority to provide services, training, and college navigation services to Yesler Terrace residents. Recently, WorkSource staff have joined SHA staff in presenting local one-stop services to new SHA residents during their orientation through the WorkSource Opportunity system project.

See Section L4 for more information on how the WDC has partnered with local housing authorities to expand the reach of WorkSource services, particularly targeting services for job seekers with barriers to employment.

L3c. Core Program Resource Alignment

Integrated Service Delivery

In order to improve customer-centered service delivery, the WDC and WorkSource Seattle-King County are continuing the implementation of Integrated Service Delivery in the Seattle-King County workforce development system in 2016. As discussed in previous sections, Integrated Service Delivery (ISD) is the delivery of WorkSource services in a manner that aligns and braids the local resources of participating partners to seamlessly address the training and employment needs of system customers, job seekers and businesses as well as the strategic vision. Integrated service delivery reduces duplicative and administrative activities in favor of a positive customer experience, allowing partners to use their resources for value-added services to ensure that job seekers have the skills to succeed in the local economy. ISD creates a warm and meaningful welcome and a quick connection to resources. Rather than simply providing a countable service, ISD immediately connects the customer to a robust set of high value system resources relevant to the local and regional economy including screening, assessment, skill development, work-readiness, skill validation and certification. Staff working in an integrated environment are organized into functional teams to meet the needs of customers, rather than to administer specific programs.



**Screening, assessment,
skill development, work-readiness,
skill validation, and certification**

Convened and led by WDCs, ESD and WTECB, ISD will initially be implemented in interested local areas by those administering WIOA Title I (Youth, Adult and Dislocated Worker), WIOA Title III (Wagner Peyser), Trade Act, Veteran’s programs/representatives (LVERs and DVCMS), and WorkFirst programs. WIOA Title II Adult Education and Literacy, Title IV Vocational Rehabilitation, and the TANF and SNAP programs will be invited to participate once the initial programs and partners have addressed key barriers to implementation.

WorkSource System Requirements

Colocation of Services – Wagner-Peyser employment services must be co-located with Title I-B in WorkSource Centers. Given that WorkSource sites are all moving toward Integrated Service Delivery, sites will develop plans to facilitate a smooth transition process.

Alignment of Services – Services among Wagner-Peyser and Title IB staff will be aligned, resulting in seamless provision of services to customers. All staff operational functions, including supervision and management where appropriate, will be taken into consideration when developing a functional staffing plan for each center. Agreed-upon staffing plans, including methodology, roles and expectations, will be documented and may be solicited during program monitoring and site certification. All centers that are currently co-located will be compliant with Alignment of Services criteria no later than 2016. WorkSource Renton One-Stop Center and Six WorkSource Affiliate sites will have Alignment of Services in place.

One-Stop Operator – Federal legislation, including the recent Workforce Innovation and Opportunity Act, requires local Workforce Investment Boards to select an operator to administer the area’s One-Stop system. Local WorkSource One-Stop operators are responsible for supporting the integration of service delivery within local WorkSource sites. This includes maintaining standards and accountability, promoting consistent, coordinated and quality services, supporting communication within and across sites, and delivering staff training across all WorkSource partner agencies.

Memorandum of Understanding (MOU) and Resource Sharing Agreement – Mandated by federal legislation, the MOU is an agreement between the WDC and WorkSource partners, to 1) outline a description of services provided by partners; 2) describe the funding sources for identified services and system operation; and 3) identify a method for referrals. It also reinforces the shared mission and vision of the WorkSource system. Local areas undertaking ISD will build the requirements of ISD as functional teams through co-enrollment and a common customer flow, as part of their MOU and Resource Sharing Agreement.

Site Managers work under the guidance of the One-Stop Operator to manage center specific coordination, processes and customer flow. Site managers operating in a co-enrolled ISD environment support functional teams, guide site specific aspects of ISD, and work with the operator to continuously improve implementation.

Service Providers support implementation of the co-enrolled ISD at WorkSource Centers, Affiliated and/or Connection Sites implementing the model, and continuously improve customer access to services and outcomes.

Additional Local Agreements

- **WorkSource Partnership Agreement** -WorkSource partner organizations have a formal partnership agreement, designed to clarify the expectations of partners and reinforce shared values, including the implementation of functional teams, and functional leadership agreements.
- **Site Contribution Agreement** - An agreement is formed between the site manager, program manager and individual staff person regarding the ways in which each individual will support the site’s overall job seeker and business services. Site contribution activities range from facilitating workshops or labs, to greeting customers, to working with individuals in the resource room.
- **System Contribution Agreement** - An agreement is formed between the operator team, site manager, program manager and individual staff person, regarding the ways in which each individual will support system-wide WorkSource services. System contribution activities include representing WorkSource at marketing events, providing WorkSource services in the community, Connection Site and Youth liaisons, and participating in WorkSource system teams including Facilitator, In-Community Outreach and Customer Engagement teams.

L3d. Alignment of Core, Mandatory, and Other WorkSource Programs

Alignment of Programs

The WDC will work with entities carrying out Core Programs and other workforce development programs to support alignment to provide services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.), to support the strategy identified in the state and local plans. Details of the alignment are described in this section.

As discussed above, WorkSource Seattle-King County consists of a variety of programs that serve job seekers and businesses. The WDC's efforts to integrate services, improve outcomes and evaluate results necessitate the alignment of WorkSource partners, particularly the Core Programs as defined in WIOA (Adult Basic Education, Wagner-Peyser, and Vocational Rehabilitation). WorkSource partners' culture of cooperation and partnership will be essential to better aligning goals and measures across all partners.

With the guidance of the Washington State Workforce Training and Education Coordinating Board, the WDC has convened multiple meetings with partners and stakeholders to identify steps in successfully implementing the Local Plan. These elements include:

- Continued focus on the direction provided by the US Department of Labor, Washington State Workforce Training and Education Coordinating Board, and WDC Board
- Strategic goals and objectives informed by community input
- Leadership and sustained commitment by workforce development system partners
- Ongoing communication with partners and stakeholders



**State and federal direction,
community input, system partners,
ongoing communication**

The WDC has also joined other Washington Workforce Association (WWA) to design statewide agreements between WWA and Core Program partners describing broad principles of alignment, which are further described in sections in the plan related to alignment of core partners.

Functional Teams

Functional Teams support increased coordination and collaboration within WorkSource to maximize system capacity to serve customers more effectively and efficiently. As the number and variety of partners in WorkSource expand under WIOA, it is critical for those providing services in a co-enrolled ISD environment to embrace a cooperative, functional leadership model in order to leverage the talents and skills of staff for a more diverse customer pool. The table below illustrates how functional leaders support coordinated service provision, regardless of the agency for which staff or leadership works. The table does not represent the full list of supervisory or leadership roles and responsibilities in a functional leadership situation. It only illustrates some potential differences between supervisory roles performed by an agency supervisor and functional leadership roles performed by functional leaders. Staff continue

to be responsible for reporting to their home agency supervisors while keeping partner leads and peers informed as part of their cross-functional communication responsibilities.

L3e. Expanding Access to Employment, Training, Education, and Supportive Services through Integration

Currently the WDC leverages partner programs to provide more customer services and provide more sustainable and comprehensive wrap-around services. The WDC in partnership with the entities carrying out Core Programs, will expand access to employment, training, education, and supportive services for eligible individuals as detailed below.

In-Community Outreach

In response to the needs of customers in King County, and in an effort to achieve a broader reach, the WorkSource system has expanded to include community-based connection sites and a framework of in-community services in addition to traditional brick and mortar service sites.

Connection Sites

Connection sites take advantage of existing community infrastructure where King County residents already visit for services— libraries, housing authority sites, community centers, multi-service provider sites, public health clinics, college campuses, etc. – to provide a portal to the WorkSource system. These sites provide individuals with access to online resources on site, and mechanisms to connect them to full-service locations convenient to them as needed. Many of the sites have expanded beyond their original intent and provide a more robust menu of services, including workshops and career guidance.

In-Community Outreach

The WDC and its WorkSource partners are in the process of enhancing this already successful and growing community outreach model with the addition of in-community services. The diverse In-Community team consists of staff from across WorkSource Center and Affiliates, who have traditionally delivered services at WorkSource sites, now work to bring workshops and awareness of services directly to the community. Members of the in-community outreach team also lead WorkSource site-based in-community outreach teams, collaborating with site and system leaders to develop outreach goals.



Staff who delivered services work to bring workshops and awareness to the community.

The team aims to increase customer flow and provide career services to the broader community with the intent of reaching customers who might not traditionally access WorkSource. By developing robust relationships with community organizations that could benefit from or contribute to WorkSource services, team members facilitate smooth linkages of new customers to WorkSource. The team works with connection sites and other locations such as community services offices, malls, work sites, community events, resource fairs, and community-based organizations.

The system-wide outreach team also serves the following functions:

- Development of marketing materials to be used at community events
- Maintenance of the community events calendar to be used in identifying outreach opportunities
- Documentation of outreach and marketing activities and results

L4. Targeted Outreach to Individuals with Barriers to Employment

Individuals with Barriers to Employment

Department of Labor proposes to implement job training system reform and strengthen the workforce development system of the nation to put Americans, **particularly those individuals with barriers to employment**, back to work and make the United States more competitive in the 21st Century.

- WIOA aims to increase opportunities to serve individuals with a barrier to employment so they can enter into a career pathway and participate in the labor market.
- Local workforce areas must plan for and report on their service to these individuals.
- WIOA will use a statistical model that adjusts performance levels at the state and local levels, based on expected or actual economic conditions and expected or actual participant characteristics of the populations served.
- WIOA continues the WIA policy that in one-stop career centers, as guided by the Governor, **priority** shall be given to:
 1. **Veterans and eligible spouses who are low income, recipients of public assistance, or basic skills deficient.**
 2. **Individuals who are low-income, recipients of public assistance, or basic skills deficient.**
 3. **Veterans and eligible spouses who are not low- income and not basic skills deficient.**
 4. **Local Workforce Development Boards may establish additional priority groups for priority for services beyond minimum adult eligibility (WorkSource Policy 1019, Revision 2 - Section 3.d – Local Responsibilities).**

Under WIOA, the term *individual with a barrier to employment* means a member of 1 or more of the following populations:

<i>Displaced Homemakers</i>	<i>Youth in/Formerly in Foster Care</i>
<i>Low-Income Individuals</i>	<i>English Language Learners</i>
<i>Native Americans, Alaska Natives, and Hawaiians</i>	<i>Migrant/Seasonal Farmworkers</i>
<i>Individuals with Disabilities</i>	<i>Individuals within 2 Years of Exhausted TANF Eligibility</i>
<i>Older Individuals</i>	<i>Single Parents/Pregnant Women</i>
<i>Ex-Offenders</i>	<i>Long-Term Unemployed</i>
<i>Homeless Individuals</i>	<i>Veterans</i>
<i>Other Groups Designated by the Governor</i>	

The WDC is directly investing in community organizations with expertise in serving individuals with barriers to employment and leveraging community specialized services to develop career pathways.

Accessibility Subcommittee

The WDC has created an Accessibility Subcommittee of the WDC Industry and Employment Committee to focus on barrier removal work, and will seek to recruit members from a broad spectrum of populations with barriers to employment. Subcommittee goals include: identifying physical and programmatic barriers; recommending expansions to improve access for all jobseekers from all backgrounds; and ensuring more job seekers can connect with a career pathway and a living-wage job. The WDC will engage with customers with barriers, including encouraging customers to be a part of the Subcommittee, evaluate accessibility issues in the WorkSource Seattle-King County System, and review service provider recommendations.

The WDC Accessibility Subcommittee will create an annual progress report to the WDC outlining and discussing issues, accomplishments, and future deliverables related to the accessibility goals in the WDC strategic plan; concerns and challenges faced by populations with access barriers; recommendations for improving accessibility in the coming year; and a progress report on previous plans for improving accessibility. The same report will be delivered each year to the state advisory group on barrier solutions, which will incorporate identified local best practices into statewide goals. Advances in technology potentially allow for seamless, universal and remote access to education, training and other workforce services.

Tracking Job Seekers

WorkSourceWA.com will better enable to WDC and WorkSource to identify, document, and track the number of job seekers with barriers to employment and that all of the qualifying barriers that impact each individual be documented. In addition to tracking federal and state performance measures (cited in Section L23. Performance Accountability), the WDC and WorkSource track job seekers' progress toward self-sufficiency. Finally, the WDC will continue to be able to disaggregate data, for example by age, so that it can demonstrate improvements and effectiveness in serving job seekers with barriers to employment.

Targeted Outreach to Veterans and Eligible Spouses

Veteran Services Programs and Employment Services Specialist are co-located at WorkSource offices throughout King County. They are available and ready to serve veterans, their families and dependents residing in King County.

A special initiative launched by King County Executive, Dow Constantine, and King County Veterans Program is a specialized veteran's services team at the WorkSource one-stop that supports the goal of finding self-sufficient employment for local veterans. Staff are available to identify potential participants, provide in-depth assessments, make referrals to training programs, monitor progress, and assist with job search and placement. This provides an opportunity to connect veterans and their families to the health, housing, education, employment and other services they need and improve the coordination of those services. The initiative supports veterans in a successful transition from military service to stable and productive lives in the community.

The Employment Security Department assigned a Regional Veterans Outreach Representative (RVER) position to its staff in King County. The RVER is charged with targeting veteran-friendly employers and federal contractors to increase job opportunities for veterans and eligible spouses. The RVER also facilitates communications among WorkSource partners as part of an overall strategy to maximize shared resources for veteran training and employment.

The Disabled Veterans Outreach Program (VOP) specialists are veterans as well and uniquely equipped to provide intensive services to other veterans with special employment and training needs. Staff target services to special disabled veterans, identified as those with a 30 percent rated disability by the Veterans Administration, as well as other disabled veterans, economically or educationally disadvantaged veterans, and veterans with other barriers to employment, especially homeless veterans. As an integral program partner with the local workforce development system, DVOPs provide a full range of employment and training services to veterans with barriers to employment, with priority given to disabled veterans.

Business Services Staff

The WorkSource business services team has specialized maritime and veterans staff as a result of the WDC's Maritime Sector Panel. Positions are charged with very specific contractual deliverables to provide service to veterans and help them find employment as well as work to establish and grow a network of veteran-friendly employers in King County. The Business Services Team member and Veteran service staff regularly collaborate on an array of events scheduled to assist veterans.

Integration

All staff in the WorkSource system are equipped and available to serve veterans through Priority of Service guidelines. For customers who need specialized services, staff are aware of services available and the associated referral process. Additional dedicated staff are assigned to many of the offices. DVOP has a presence at all offices, a team from the King County Veteran's unit is collocated at the one-stop center as well as other affiliate sites.

Staff are aware of services available and the associated referral process.

Cross-Regional Collaboration

The WDC also participates on the Washington State Military Transition Committee, a state-wide initiative that seeks to ease the transition of military members into civilian life. The WSMTC tackles issues pertaining to education, training, and employment for not only the service member, but also family members. Just as a military family is a unit in service and sacrifice, so are they in need of services when transitioning from military life or deployments.

Initiatives to Expand Services to Individuals with Barriers to Employment

In-Community Outreach Team

The In-Community Outreach Team, as described above, aims to increase the number of customers that access the WorkSource system. The team provides career services to the broader community with the intent of reaching customers who might not traditionally access WorkSource. They work to provide more comprehensive and relevant services to customers.

Seattle Housing Authority's (SHA) Yesler Employment Pathways Initiative and Choice Neighborhoods Grant

The WDC is pleased to be a partner of the Yesler Employment Pathways Initiative (YEPI) and 4-year strategic plan, which is an innovative initiative among employers, funders, institutions and workforce development to provide access to education, training and employment opportunities leading to self-sufficiency.

Through SHA's HUD Choice Neighborhoods grant funds, the WDC promotes positive economic outcomes for the transformation of the SHA Yesler Terrace neighborhood and Choice Neighborhoods target zone residents. These funds will support Yesler Terrace residents in developing and advancing their career pathways while creating and advancing their plans towards self-sufficiency. Additionally, both SHA residents and staff benefit from the numerous employment and training resources available through WorkSource and the WDC's youth programs.

Workforce Opportunity System

The Workforce Opportunity System (WOS) project, a collaboration of the Workforce Development Council of Seattle-King County (WDC) and their employment specialist contractor – TRAC Associates, the Seattle Housing Authority (SHA), the Seattle College District (SCD), Seattle Jobs Initiative (SJI), and the Financial Empowerment Network (FEN) was developed to build and pilot new educational and career pathway strategies for SHA residents. Funded as a pilot project by J.P. Morgan Chase, the partnership increases access to and improves existing systems to help work-ready SHA residents attain better employment outcomes and progress on a path towards self-sufficiency. Participants connect them to the WDC's employment specialist, SCD's Opportunity Week, and SCD's Opportunity Quarter for lower-level English Language Learners. This highly successful partnership continues to improve and enhance the connection between WorkSource and SHA as reflected below.

The WDC and WOS partners have continued to improve the connection between the WorkSource and SHA systems, increasing the number of SHA residents receiving wrap-around career planning, preparation, and employment placement services. To increase the level of responses by residents to project outreach and recruitment, the WOS partnership launched an opportunity orientation, workshop and pre-assessment process early in phase two. The orientation is designed to generate greater awareness and interest in employment and training opportunities, while encouraging residents to connect with the WDC/TRAC Employment Specialists, Opportunity Week, or the Opportunity Quarter.

Orientation sessions provide residents with an overview of services and individual assessments with the Employment Specialists through a structured intake form to help identify career and training interests and needs, as well as to better refer participants to the appropriate pathway.

Structured intake to identify career and training interests and needs

Enhancements of the system have been well received, allowing for a higher level of engagement and better individual career planning, especially for residents who are not job-ready. Residents are connected to resources in the WorkSource and college system, as appropriate, to develop the skills and competencies needed for employment success. In addition, the Employment Specialists have a greater opportunity to connect with employed residents who need assistance to increase stability and advance into middle-skill jobs, but may not be able to attend Opportunity Week due to work schedule conflicts.

The residents referred to the Employment Specialists traditionally lack marketable skills to move directly into a middle-wage job, however, since the beginning of phase two, there has been a dramatic increase in residents beginning training. Enrollments of residents in training has far exceeded initial expectations, and their ability to co-enroll residents in WIOA training ITA funds has been a key to the success. This creates exciting opportunities for residents as research has consistently shown increases in wages with training and skills upgrades. With the addition of an Employment Specialist at WorkSource Rainier, the WDC and TRAC Associates expect increased participation of residents benefiting from the menu of employment services including workshops, employment referrals, and job and resource fairs. The WDC

anticipates increased utilization of WorkSource services resulting in a growth of placements toward career goals as more customers complete training programs.

Over the next four years, the WDC will continue to enhance its partnerships with both the King County Housing Authority and the Seattle Housing Authority to better serve individuals with barriers to employment.

Health Careers for All

The Seattle and King County housing authorities were key partners in the WDC's HHS-funded, 5-year grant, Health Careers for All (HCA), committed to serving the low-income populations including recipients of Temporary Assistance for Needy Families (TANF). Community-based staff are instrumental in linking strategies and services with related housing authority self-sufficiency initiatives, working with other partners to explore strategies to mitigate the income cliffs that occur when TANF and low-income individuals transition to employment and increase wages, and integrating services and resources to serve the target population.



Community-based staff are instrumental in linking strategies and services for recipients of TANF.

Health Workforce for the Future

As described in previous sections, Health Workforce for the Future (HWF), funded by the U.S. Department of Health and Human Services, builds upon lessons learned from HCA, and findings from local and national research to leverage, redesign, and enhance existing training and program strategies to reach individuals who remain unemployed, or have tenuous connections to the workforce, despite the improving economy. In order to ensure true momentum on a career path is possible, this project will also focus on incumbent workers in need of support for wage and career progression. Finally, the project will target low-income youth who are critical to the future workforce but remain even more disconnected from the labor force.

HWF will build from lessons learned from previous efforts in King County, particularly the WDC's work with project partners under the first round of HPOG. Partners believe the strategies that have demonstrated success with a broader low-income population have promise for the population targeted under HWF. In addition, recent research has highlighted the impact of adverse circumstances on brain development and brain function. HWF will use grant funds to work with industry, education, social service and community partners to: (1) develop new approaches to serving diverse learners informed by previous initiatives and brain development/function research; (2) enhance/scale strategies that have demonstrated promise but need further refinement or are currently limited in scope; and (3) sustain and scale models that are proven to be successful.

Outreach to Individuals with Disabilities

This plan embraces barrier removal and universal accessibility of workforce development services both physical and programmatic —as core priorities. The system's promise to those with barriers is to help

employers realize their individual talents and to help all workers realize their full potential in the workplace. The use of technology to remove barriers for workers and enhance their access to services is a game changer. Advances in telecommunications and technology potentially allow for seamless, universal, and remote access to education, training, and other workforce development services. While technology cannot fix all barrier access problems, in many cases it will help staff to improve accessibility.

Disability Employment Initiative

The WDC's **Disability Employment Initiative (DEI)** is the focus of a demonstration project jointly sponsored by the Department of Labor (DOL) and the Social Security Administration (SSA). The initiative supports Disability Resource Coordinators (DRCs) located throughout WorkSource Seattle-King sites who:

1. **provide expertise and serve as a resource to the workforce system** and persons with disabilities, including Social Security Disability Insurance (DI) , Supplemental Security Income (SSI), Ticket to Work (TTW) and other disability and blindness beneficiaries;
2. **collaborate with WorkSource partners in Integrated Resource Teams (IRTs)** to address the needs of people with disabilities seeking training and employment opportunities throughout the WorkSource system; and
3. **increase employment and self-sufficiency for persons with disabilities** by facilitating access to supports and services that will enable the transition to employment.

This is the second round of DEI funding, which deepens service levels to job seekers with disabilities. The DEI focus of staff training and IRTs has increased WorkSource staff knowledge and awareness of disabilities. Some additional tactics include utilizing the WorkSource Seattle-King County In-Community Outreach efforts to increase awareness of WorkSource services and include agencies that have specific expertise in serving job seekers with a variety of disabilities. Agencies who serve job seekers with disabilities are also encouraged to consider becoming a WorkSource Connection Site.

Some new exciting opportunities include the Pre-Employment Transition Services project, which is a partnership with the Division of Vocational Rehabilitation, will increase career pathways opportunities.

TalentSource, WorkSource Seattle-King County's multi-faceted business services team, takes part in the comprehensive training offered by the WorkSource Operator Team to build disability competencies and improve service delivery. TalentSource also works to educate employers on the talents and skills of all job seekers, including those with barriers to employment and individuals with disabilities.

Outreach to Immigrants and Refugees

Ready to Work

Launched in 2015 as an initiative of City of Seattle Mayor Ed Murray, Ready to Work (RTW) is designed for residents who face immense barriers to learning English and gaining employment. The program combines English as a second language (ESL) classes with computer literacy instruction and case management to help immigrants gain job readiness skills and take steps toward economic self-sufficiency. A partnership between the WDC, the City of Seattle, and the Seattle College District, Ready to Work is designed to demonstrate a scalable community-based model of English as a second language, adult basic education, digital and financial literacy, career development, employer engagement, job placement, and integrated support services. RTW builds a dedicated pathway for English language learners starting at low levels of English proficiency leading to quality jobs in the short- and long-term. This model helps participants advance into next-steps, such as college and community-based, sector-focused on ramp bridge programs- leading to further advancement into skills training in pre-apprenticeship programs, other certificate programs, and quality jobs. The WDC and its partners have ambitions to scale these successful programs to provide viable career pathways to job seekers who are English language learners.

Dedicated pathway for ELL customers leading to quality jobs in the short and long-term

WorkSource Staff and Programs

WorkSource staff are diverse and multi-lingual, with over 30 languages spoken by staff in the WorkSource System. Not only do career counselors have language expertise, but they are also able to culturally relate to customers. With many community-based organizations operating as WorkSource Connection Sites and other CBOs as partners, staff are knowledgeable about the expertise and culturally relevant services provided by other CBOs.

As described above, several of the WDC programs focus on serving individuals with barriers to employment and serve many immigrants and refugees, especially given the large numbers of refugees and immigrants in King County. Through WorkSource's expanding partnerships with community-based organizations, the WDC hopes to provide more accessible and culturally relevant services to King County job seekers who are immigrants and refugees.

Outreach to Individuals Experiencing Homelessness

The WDC is expanding its outreach to individuals experiencing homelessness through community entry points that provide key services, such as Coordinated Entry points that provide access to homeless housing services (through Home & Work), DSHS Community Service Offices, and refugee and immigrant serving organizations.

Home & Work

The Home & Work project builds upon the success of the WDC's Homeless Intervention Project (HIP), which worked to transition homeless adults to stable housing by preparing and connecting them to employment. Eighty-two percent of participants exiting HIP upgraded from the streets or a shelter to more stable housing within 90-days of exit, and 67 percent obtained permanent housing within 90-days of leaving the program. Sixty-four percent were employed at exit and earning an average monthly wage

of \$1,964, and 83 percent were still employed 90-days later with 62 percent earning an average monthly wage of \$1,000 or more.

Navigation is the central strategy guiding services. The employment specialist actively engages the participant in planning for income growth, and together they assess history, skills, barriers and goals. Services are then customized and the employment specialist bridges the participant to other teams and network members such as housing specialists, employment specialists, trainers, educators, or other social services to implement their custom training, employment, and housing plans. Employment specialists maintain contact with program participants for at least 90 days after their exit and many rely on this continued coaching and access to support services for a successful transition.



**Navigation is the central strategy
guiding services, followed
by customization.**

The focus of this new project is aligning coordinated points of entry to employment at the same point as entry to housing in target areas. Home & Work supports the WDCs long-held belief that access to employment services and earned income is a key strategy to ending homelessness and should be integrated with housing services. Housing and employment goals can be a concurrent effort regardless of the perceived employability or readiness of the homeless household beginning at Coordinated Entry. The WDC will continue to build on both the successes of HIP and Home & Work to improve its services to individuals who are experiencing homelessness.

Outreach to Disconnected Youth

The WDC is working with its partners to increase outreach targeted to disconnected youth. In coordination with Community Center for Education Results and Open Doors programs, increased efforts are being made to outreach to disconnected youth.

Through the WDC's Performance Partnership Pilot Grant Partnership to Reconnect (in partnership with King County Employment and Education Resources and the Community Center for Education Results) and WIOA Out of School Youth Program, the WDC utilizes AmeriCorps Members to outreach directly to disconnected youth and provides career opportunities through its Youth Business Services team.

AmeriCorps Direct Outreach

AmeriCorps Direct Outreach members work with direct service provider partners and target Seattle-King County organizations that serve foster care youth, homeless youth, juvenile justice youth, and youth who drop out of high school. AmeriCorps members are generally close in age to the target population and serve as near peers to provide guidance and referrals. To ensure the quality of the outreach and recruitment, the Outreach and Recruitment Manager provides training and guidance to the AmeriCorps members.

AmeriCorps Employer Engagement

The WDC of Seattle-King County's Talent Source Team engages the private sector and other employers to connect employers to the youth workforce population. The WDC developed the Youth Talent Source Team in 2014 to expand youth employment efforts beyond supply-side strategies that solely prepare youth for employment. The team focuses on employer-side needs and employer opportunities for youth. Employer engagement is identified as a best practice in the Rockefeller Foundation's recent report, *Driving Employer Demand for New Sources of Talent*. The WDC recognizes that a successful youth employment strategy must engage employers in supporting talent acquisition efforts, and this strategy includes the following principles: 1) Shifting employer perceptions about young adults from social liabilities to economic assets; 2) educating employers about how to provide employment pathways and refining the business case for employment pathways to increase employer investments; and 3) cultivating an employer movement that supports employment pathways as a critical talent solution for business.

Engaging the private sector to connect employers to the youth workforce population

Emerging Curriculum and Initiatives that Address Barriers to Employment for Job Seekers

The WDC has worked to customize curriculum to make career pathways within in-demand industries more attainable for job seekers with barriers to employment, through grants such as: Career Bridge for Women, Job-Driven and Sector-Driven National Emergency Grants, Accelerated Learning Cohorts, City of Seattle Ready to Work, and Workforce Opportunity System with the Seattle Housing Authority. Job-driven curriculum is based on needs and demographics of customers. The WDC works closely with the colleges, career counselors, and career pathway staff to develop career pathways that are attainable for student skills and training plans.

Career Bridge for Women

The Urban League was awarded WIOA Adult funds for Career Services. Career Bridge participants are predominantly women who are reentering the workforce with a criminal record as well as other barriers to employment. The Adult program under Title 1B of WIOA, provides quality employment and training services to assist eligible individuals find, qualify for and obtain employment leading to self-sufficiency, and assures that employers find the skilled workers needed to fill their job openings. The Urban League will uphold the following in the delivery of services: 1) progress towards economic self-sufficiency; 2) create sector-driven strategies; 3) realize the One-Stop vision; 4) serve a diverse customer base; and 5) provide efficient, lean, and effective job seeker services.

Classes are provided in a cohort model over five weeks at the New Holly Center in Seattle. Participants who successfully complete the training receive six college credits from South Seattle College. The curriculum includes:

- Introduction and Expectations
- Management of Personal, Professional and Fiscal Responsibilities
- Internet Usage for Employment and Continuing Education
- Creating a Portfolio
- Preparing for the Workforce
- Addressing additional variables that effect job retention

- Interview Preparation

Health Care Careers Launch (HCCL)

Highline College's one quarter HCCL program provides students with an introduction to college, basic study skills and other skills and information that contribute to academic success; fundamental computer, math and English skills, which are essential for success in most health care professions; fundamental health care skills and an orientation to health care occupations and careers.

HCCL virtually has no barriers to enter the course – for example, students can have any level of English and still enter the program with English language support through ELL supports and I-BEST.

Highline also assists students to assess their next best step for health care occupational training(s), including completing required prerequisites for health care pathways. Highline assists each student to make appropriate choices along the health care career pathway; students can then be integrated into courses at Highline or other colleges. When students are ready to enter a training program, Highline facilitates that process.

See Section L6 for more information about the HCCL program.

Computer Numerical Control (CNC) Machine Operator Certificate

The WDC awarded a contract to South Seattle College in support of the King County Aerospace Alliance's goal to develop pre-school to graduate school (P-20) career pathways, and local opportunities for job seekers interested in employment within the aerospace industry.

Instruction is offered quarterly on a rolling admission basis, and student are able to earn stackable credentials. Classes are held Friday afternoons and weekends and provide an I-Best instructor for ESL students who need additional support to achieve math and contextualized English language learning. See Section L6 for more information about the CNC program.

Aerospace Pre-Apprenticeship Initiative

The WDC awarded a National Emergency Grant contract to the Aerospace Joint Apprenticeship Committee (AJAC) to deliver foundational classroom, paid manufacturing internship training and structured On-the-Job-Training, collectively referred to as work-based learning, to eligible dislocated workers with a priority to serve South King County residents.

Like many other metropolitan areas King County is experiencing a suburbanization of poverty - many low income families are moving to South King County in search of affordable housing. By offering training programs like this, families qualify for good jobs in their communities that offer improved wages and career pathways. For more information about AJAC, see Section L6.

Digital Literacy Strategies

As digital literacy is increasingly a prerequisite for career advancement and training programs, partnering with ABE and literacy providers will be essential to providing a strong continuum of service for many customers, particularly those customers with barriers to employment. The WDC and its partners are researching ways to further integrate digital literacy into all of its sector-driven models. As computer-related jobs are expanding, the WDC will scale up its digital literacy efforts to address this industry-need. Computer basics will continue to count toward curriculum and WorkSource services will continue to incorporate digital literacy in resume, applications, and LinkedIn workshops.

L5. Coordination with Relevant Secondary and Post-secondary Education Programs

The WDC is very closely connected with its community and technical college partners as well as education leaders in the K-12 system. Fostering strong relationships with 11 King County colleges and 19 King County K-12 school districts has been integral to identifying key partners to integrate the local WorkSource system and the Youth Workforce Development System.



Fostering strong relationships with 11 King County colleges and 19 King County K-12 school districts

The WDC and college leadership are highly interconnected through board membership. The WDC has seats on its board for a representative of one president from a King County college and a representative from one of King County's Adult Basic Education providers. The WDC Chief Operations Officer also serves on the Seattle College District Advisory Board.

In partnership with the Seattle College District, the City of Seattle's Office of Economic Development (OED), and with input from the WDC, convened the 'Collaboratory' which provided a framework for the coordination of non-academic services between Colleges and Community-Based Organizations. As it continues, this collaboration will further align WIOA programs and post-secondary education.

The WDC and WorkSource participate in quarterly coordination meetings with King County workforce deans. Not only are many college staff co-located at WorkSource sites, many King County colleges also serve as WorkSource Affiliate Sites or Connection Sites. Colleges play a key role in innovative curriculum development that promotes career pathways for customers as described in Section L6.

Opportunities for Alignment

The WDC and WorkSource Seattle-King County are working to deepen their partnerships secondary and post-secondary education providers in King County. Although King County have historically been strong partners to the WorkSource Seattle-King County system, WIOA presents exciting opportunities to think creatively around about ways to better serve King County job seekers, including adults and youth. Some promising practices for collaboration are listed below:

Career Exploration:

- Career exploration has long been a successful strategy for exposing job seekers (both youth and adults) to career choices and pathway opportunities. Expanding partnerships between the Seattle-King County workforce development system and secondary and post-secondary education programs through career exploration can offer new opportunities to align resources and services to adults and youth. Additionally, WorkSource brings business services and its network to engage in offering career exploration and work-based learning opportunities to secondary and post-secondary students.

Colocation:

- Because WorkSource consists of a broader network of a Center and numerous Affiliate and Connection Sites, there are many opportunities for colleges to collocate with WorkSource. Connection Sites range in structure, from offering a virtual connection to WorkSource services to hosting a variety of workshops on site.
- If acting as a collocated partner, providers take part in cross-training on WorkSource services and programs and contribute to shared customer engagement.

Shared Planning:

- WorkSource Operator staff and college partners should continue to participate in regional workforce development meetings to increase knowledge and awareness of mutual program services.

Referral and Services:

- Referral to WIOA services can occur more frequently if staff are aware of how WIOA Career Services may support customers.
- Registration information for customers engaging in services should be provided just-in-time based on what is required at any given time rather than have all customers pursue the same registration process upon coming in the door.

Creative and Nimble Curricula Leading to Industry-Driven Career Pathways:

- As evidenced by the rapid growth of King County's regional economy, curricula should be nimble and creative in its ability to meet the needs of job seekers with barriers to employment while providing clear pathways to in-demand training and careers.

Digital Literacy

- As digital literacy is increasingly a prerequisite for career advancement and training programs, partnering to provide customized digital literacy programs to job seekers will be essential to providing a strong continuum of service for many customers, particularly those customers with barriers to employment.

L6. Career Pathways, Co-Enrollment, and Improved Access to Post-Secondary Credentials

Using a sector strategies approach, the WDC collaboratively identifies workforce needs and supports industry-driven career pathways. The WDC will facilitate development of career pathways and co-enrollment in Core Programs and improve access to activities leading to a recognized post-secondary credential as follows. Career pathways are an effective strategy to help job seekers and workers gain marketable skills and industry-recognized credentials. The career pathways model encourages greater collaboration of partners in the local workforce development system and can be adapted for young people, adults, and individuals with disabilities as well as a range of individuals facing unique challenges.

Six Key Elements of Career Pathways

The Department of Labor recently published the “Career Pathways Toolkit: A Guide for System Development,” which features Six Key Elements of Career Pathways that help to guide local and state teams through the essential components necessary for developing comprehensive career pathways. The Six Key Elements of Career Pathways are listed below.

1. *Build cross-agency partnerships and clarify roles;*
2. *Identify sector or industry and engage employers;*
3. *Design education and training programs;*
4. *Identify funding needs and sources;*
5. *Align policies and programs; and*
6. *Measure system change and performance.*

As a national leader in the implementation of career pathways, the WDC contributed examples to the Department of Labor to include in the Career Pathways Toolkit; many of those examples are outlined below.

Sector Panels

One vehicle that has supported this framework is the use of sector panels which convene industry leadership in a specific sector to better understand workforce needs and occupational pathways within that industry. The panels help the WDC more acutely understand the local labor market and invest in strategies that align with industry need and better define pathways and individual movement along them. **These strategies may include partnerships with local colleges, labor organizations, and nonprofits to create or redesign training approaches, and other programmatic designs that facilitate skill development and career progression within an industry.**



Partnerships with local colleges to create or redesign training approaches and other programmatic designs

This group of business leaders identifies the specific workforce issues to be addressed and generally meets over the course of 6 months to a year, and often have continued engagement over many years. The WDC of Seattle-King County has used sector panels to make an impact in several key sectors:

- Health Care (2002, 2013)
- Green Jobs (2008)
- Interactive Media (2009-2010)
- Public Sector (2014)
- Maritime (2010, 2013)
- Aerospace (*to occur in 2016*)

Labor Market Research

To complement the anecdotal evidence provided by business leaders, the WDC leads the region and state in analyzing regional labor market data to determine industry-wide needs. The WDC also conducts Talent Pipeline Studies and produces the State of the Workforce application to align labor market information with labor supply data. **Labor market data is a key component of initial assessment and career preparation services for job seekers in the WorkSource Seattle-King County system, and connects industry-driven research to job seekers career exploration.**

There is mutual benefit in ensuring Labor Market Research is coordinated, complimentary, and shared to the widest possible audience. This simple strategy can avoid duplication of effort, while providing strategic focus on research that can help shape education and workforce policy.

Map Your Career

Understanding career pathway options is helpful for career and education planning for both youth and adults. Career pathway diagrams illustrate occupations and industry-wide pathways available in a particular sector.

Available both as a booklet and online at www.mapyourcareer.com, this resource displays career pathways in twelve key industries in Seattle-King County, including overall trends, sample wages, and career progression possibilities. **Map your Career is invaluable for both job seekers and workers considering how to advance in a career and decide which pathway might best fit their needs.**



Career pathway diagrams illustrate occupations and industry-wide pathways available in a particular sector.

Individual Career Planning

WorkSource Seattle-King County requires that WIOA adult, dislocated worker, and youth job seekers complete an individual career plan that requires research using career and wage development tools, such as the WDC's Map Your Career [mapyourcareer.com] and Self-Sufficiency Calculator [thecalculator.org]. These tools are also available to all WorkSource customers through workshops, resource rooms, and more.

In order for job seekers to participate in WIOA training, they must submit a training research proposal that includes labor market research and training program estimated costs. By asking job seekers to research and articulate the Career Pathways possible in their in-demand occupation or field, WorkSource Seattle-King County encourages job seekers' decisions to be informed by industry data.

Navigators

The WDC has funded system navigators as a best practice that leads to greater training retention, completion, and employment. **The navigator's role is to link between and within systems and industries in order to help students succeed at all the steps in the career path.**

Link between and within systems and industries to help students succeed in their career path

The navigator may be an employment specialist who is stationed onsite at the college to facilitate the student's success in the program, working collaboratively across systems to access support and resources and to connect the student to job placement and career progression. In one example funded by the WDC at Shoreline Community College, students who worked with a navigator during their automotive training finished the course at a rate of 81 percent—compared to 30 percent of trainees who didn't have a navigator. Additionally, at the completion of the program, students were far more likely to be employed, working in an auto-related field, and working full-time.

Cohort Training Model

Originally created with American Recovery and Reinvestment Act funds and furthered with WIOA funds, the WDC has utilized the cohort training model at a significant scale. Cohorts are customized certificate or credential programs in high-demand occupations provided for groups of specific job seekers. While participating in the cohort, students are paired with a WorkSource case manager or navigator who offers career counseling and helps them overcome any barriers that may threaten to derail training. **Cohorts facilitate transition to progressive levels of training, integrate support services, and provide access to credentials that allow job seekers of varying skills and abilities to enter and exit at various points in the career pathway.**

Facilitate transition to levels of training, integrate support services, and access to credentials

The WDC contracts with community and technical colleges and other training providers, such as the Aerospace Joint Apprenticeship Committee (AJAC), to cover training costs, and often works closely with colleges to develop innovative instructional approaches and student support infrastructure. In partnership with nine community and technical colleges, the WDC has invested in cohorts in:

- **Health Care**
- **Accounting**
- **Computer Engineering**
- **Project Management**
- **Aerospace and Advanced Manufacturing**
- **Maritime Welding and Manufacturing**
- **Computer Numerical Control Machining**

Career Pathways in Practice: Health Care

With industry always at the table, the WDC worked with partners to address concerns related to college training capacity, counseling and training support for incumbent workers, and youth exposure/connection to health care careers.

Three specific programmatic investments stemming from the panel's work were the pursuit of competitive grant funds to increase training capacity and infrastructure in high demand fields, and creation of two new programs, Career Pathways and Health Careers for Youth.

Career Pathways

Career Pathways aims to increase infrastructure to support movement along the nursing pathway by stationing WorkSource Career Counselors at employer sites to provide support for career planning and training to incumbent workers seeking to move into higher-skill, high-demand positions with their employers.

This model includes services such as: initial career advancement assessment; career counseling; information and linkages to training programs, subsidies, and related resources; training retention and completion support; referral to other career development and skill building WorkSource workshops; internal transfer assistance; and other career development and advancement support.

Health Careers for Youth

Health Careers for Youth provides WIOA youth in their junior and senior years of high school with nursing assistant training during the summer, paid internships during the school year, and connections to employment or next level education and training. Some have even completed college prerequisite coursework for more advanced health care training and are already well down the path of education and career success. Because of this pilot's initial success, it was further developed as a component of Health Careers for All and will continue to be a component of Health Workforce for the Future.

See Section L8 for more information about how Health Workforce for the Future develops health care career pathways for job seekers and workers.

Health Careers for All and Health Workforce for the Future

As noted in previous sections, Health Careers for All (HCA) has enrolled over 900 TANF recipients and other low-income adults and youth over the 5-years of Health and Human Services initiative. This was achieved with the guidance of the HCA Steering Committee, comprised of regional partners including TANF agency staff, representatives of the Seattle and King County Housing Authorities, two major labor-management training partnerships, the State Workforce Training & Education Coordinating Board, and the State Department of Labor and Industries. HCA navigators work with participants to develop an individual career plan, and support them in health care training, employment placement, and career and skill progression.

The WDC has worked with local training partners under a variety of projects and funding sources to create customized approaches to occupational training that better meet the training needs of customers, better align with industry needs, and fill gaps in training pathways. For example, under HCA, HPOG funding has been used to support cohorts that wrap additional instructional support around existing occupational training and integrate instructional delivery approaches that better meet the diverse learning styles of program participants. Examples include: integration of basic and occupational skills instruction, universal design for learning (UDL), reading apprenticeship, video and audio recordings of lectures, online learning platforms, etc.

Cohorts have also been used to develop and test bridge curricula that help individuals build foundational skills contextualized to a particular field so they can articulate skill levels successfully to occupational training or between different levels of occupational training. Cohorts also have allowed for the development of models designed to better accommodate the worker-learner to combine work and training for higher level positions. The use of cohorts leverages peer support which appears to have a contributing factor in student persistence and training completion.

To date, of the approximately 900 participants enrolled in HCA, 82 percent successfully enrolled in health care occupation training, with a 79 percent training completion rate, and 74 percent of those who completed health care occupation training became employed in health care jobs.

As described in previous sections, Health Workforce for the Future (HWF), funded by the U.S. Department of Health and Human Services, builds upon lessons learned from HCA, and findings from local and national research to leverage, redesign, and enhance existing training and program strategies to reach individuals who remain unemployed, or have tenuous connections to the workforce, despite the improving economy. In order to ensure true momentum on a career path is possible, this project will also focus on incumbent workers in need of support for wage and career progression. Finally, the project will target low-income youth who are critical to the future workforce but remain even more disconnected from the labor force.

Of 900 participants enrolled in HCA, 82% successfully enrolled in health care occupation training

Career Pathways in Practice: Maritime

The maritime industry employs thousands of people across the Puget Sound region. In 2009 and 2013, the Maritime Sector Panel worked to identify workforce challenges and solutions within the maritime industry. The group included large and small employers, unions, training institutions, and government agencies, all of whom understood the challenges facing the maritime industry. These challenges include an aging workforce whose retirements will cause a skill shortage and changing U.S. Coast Guard regulations that make it difficult for workers to stay certified.

Some accomplishments include:

- An **in-depth analysis** of the industry's workforce challenges
- A **career map of marine engineering** occupations and career path
- **Enhanced collaboration and efficiencies** among public and private maritime training programs and institutions around Puget Sound
- A new **maritime-careers website at MapYourCareer.org**
- **Outreach materials** on maritime careers, distributed to local schools
- A **maritime economic and workforce impact study**
- **Training cohorts** in maritime occupations
- A new **business services position** focused on connecting veterans to maritime

Maritime Welding

The Maritime Welding Program, also funded by the WDC and developed with the maritime industry, is a customized cohort-style course. A partnership between the WDC, South Seattle Community College, Maritime Metal Trades Council, and Vigor Industrial shipyards supports a training classroom located at the Harbor Island Training Center. The two quarter program prepares students to become welders with customization for the maritime industry. Upon completion, students earn 32 college credits, OSHA and Forklift certifications and receive a Welding Certificate from South Seattle Community College.

Maritime Manufacturing Academy, a WDC-funded partnership with South Seattle Community College, the Aerospace Joint Apprenticeship Committee (AJAC), and Maritime Metal Trades Council, is a customized manufacturing program currently being developed with and validated through an industry-led process. The one quarter program exposes students to basic and advanced tenets of manufacturing, then focuses on specific skills needed in the maritime manufacturing industry. Cohort members earn 30 college credits, two Industrial certificates, plus industry certifications for OSHA, First Aid, and Forklift operation. The training program takes place at South Seattle Community College's Georgetown campus.

L7. Business Engagement and Sector Strategies

The WDC is a leader in connecting the industry voice with training and education to meet industry need. Facilitating engagement of employers in workforce development programs is critical, and matching industry with talented workers is the highest priority of American Job Centers, WorkSource Seattle-King County locally, serving as the foundation of both regional economic growth and individual prosperity. Sector-driven strategies include cultivating employer engagement in workforce development, assessing employment needs through business intelligence, as well as influencing and investing in the education system and other pipeline sources. The key to success is rooted in strategies based on meeting job-driven needs and real-time business intelligence.

The WorkSource TalentSource team works closely with individual businesses and uses a sector-based approach to meet local employer needs. Business services offers the following to all businesses seeking help with hiring and meeting other workforce needs:

- Assessing businesses needs
- Posting and distributing employer job listings
- Sourcing and screening candidates
- Industry-focused and personalized employer engagement events including job fairs, employer panels, recruiting events, and mock-interview sessions
- Development of internships, mentorships, and on-the-job training
- Rapid response assistance for business closures and layoffs
- Other services requested by business customers e.g. wage industry/economic trends, employment law, etc.



Success is rooted in strategies based in job-driven needs and real-time business intelligence.

Customized Services

The TalentSource team works with business to identify their individual needs and tailor services to each business's situation, size, and values. TalentSource staff are divided by industry to ensure that there is always a staff member with expertise in the particular product or service the employer provides. Staff also have expertise in specific populations, such as veterans or people with disabilities, and they have ongoing training in how to simultaneously best support both the job seeker and the employer.

Employers have access to the services listed above, but they also have the opportunity to work with staff to identify the best possible way TalentSource can help them meet their needs and provide ongoing support and connection to resources for new-hire training, incumbent worker training,

consultation on marketing for positions, and labor market information so that businesses keep job postings current and competitive with other companies hiring for comparable positions. Additionally, TalentSource can manage job orders by working with an employer throughout the entire hiring process to assist with competitive description development, sourcing, screening, and connecting employers to the talent pool of WorkSource customers finishing training, as well as other services.

Outcomes

The TalentSource team has met the following goals over the last several years:

- Served over 1,300 businesses
- Served over 5,000 job seekers
- Held over 30 events per quarter since 2013, including targeted hiring events, mock interviews, and employer panels
- 80 percent placement rate for managed job orders

Partnerships

TalentSource plays a critical role in developing partnerships that keep training and human service WorkSource partners connected to the private and public sector forces that drive demand for workers. TalentSource creates opportunities for dialogue about how employers can be creative in searching for talent when they want to look beyond traditional hiring techniques or give back to their community by conscientiously hiring people with barriers to employment. TalentSource is able to customize events to reach a specific population, serve a single company, or target a specific area. Some recent successes include:

- An event in partnership with Seattle Goodwill to serve job seekers with disabilities and limited English proficiency. The event served over 500 job seekers and hosted 47 employers.
- In an ongoing partnership with Seattle Housing Authority and King County Housing Authority, TalentSource is able to create connections between businesses and people experiencing homelessness or who are formerly homeless.
- TalentSource was able to target both specific areas and specific industries through events and services. Examples include job fairs for the 1st Congressional District in partnership with the office of Congresswoman Susan DelBene as well as a Maritime, Manufacturing, and Aerospace job fair in partnership with South Seattle College.
- In the last year TalentSource created customized events, services, and information sessions for many companies including Starbucks, Amazon, Trident Seafood, Precor, and Boeing.

Youth Focused Business Services

Since 2013, the WDC has funded full-time business services representatives focusing on youth internships, jobs and youth friendly employer engagement. The youth representatives joined the WDC's existing business services team, leveraging current employer relationships and identifying new employers interested in supporting summer and year-round youth employment. Business Services staff identified and developed relations with over 50 youth-friendly employers, which helped service-delivery-staff work with youth to prepare them for opportunities. Business service staff provide youth with multiple job search skills, workshops, employer worksite tours and sector-focused information panels. The Business Service staff connects youth with multiple employers

Business Services staff identified and developed relations with over 50 youth-friendly employers.

resulting in direct placements. The team develops relationships with hundreds of local employers and coordinates youth-focused job fairs and company-specific hiring events.

Cross-program Business Services Integration

The WDC is working to increase business services integration across Core programs using the strategies outlined below:

- Provide multiple agency aligned business services. WDC staff and BST lead ESD, DVR, DSHS (BFET and TANF), and working toward functioning as one team
- Incorporate the Business Operations Manual within WorkSource Seattle-King County Operations Manual
- Provide for employer and employee engagement.
- Develop a Cross-program customer relationship manager (CRM) tool to communicate within the team and with employers; to coordinate employer engagement, ensure single point of contact for businesses and consistent services.
- Evaluate performance by cross-checking reporting and complement MIS Monster tool for accountability

Best Practices

The activities modeled by the TalentSource team over the last eight years have influenced a model for federal legislative changes implemented in the Workforce Innovation and Opportunity Act (WIOA). The full integration of business service teams nationwide has been influenced by the WDC's participation in the sharing of best practices on task forces, advisory committees, and other involvement in the development of the implementation plan for this new law. TalentSource continues to work to improve services and find new and creative ways to bring the best possible services to the Seattle-King County area.

L8. Industry-Driven Training and Business Service Strategies

In this section, the WDC will implement initiatives such as incumbent worker training, on-the-job training, customized training, industry and sector strategies, career pathways, utilization of effective business intermediaries, and other business services and strategies to meet the needs of employers in the region.

Incumbent Worker and On-the-Job Training

Incumbent worker training is an expanded opportunity presented with WIOA, and local workforce boards can allocate up to 20 percent of their adult and dislocated worker training funds for this purpose. The WDC Board is exploring funding levels for allocation to this training model and the criteria it would use to award the funding. As the economy improves and regional unemployment stabilizes, local businesses need to promote workers from entry-level positions because they are seeing less job applicants overall. This provides an opportunity to partner with businesses to support career pathways for workers and to create more entry-level positions available for job seekers.

Aerospace

WDC convenes leaders in the aerospace industry through the King County Aerospace Alliance, after being appointed by King County Executive Dow Constantine.

Involvement in this regional collaboration led the

WDC Board to approve investments in aerospace

that resulted in job placements, and in 2016 the

WDC will convene an aerospace sector panel to

guide future workforce strategies. So far this year, the

WDC is investing \$250,000 in the training of skilled workers in aerospace

through the Sector Partner National Emergency grant; this investment will be followed by

a \$230,000 aerospace training grant in spring 2016.

**Investing \$480,000 in the training
of skilled workers in aerospace**



WorkStart

In 2015, the Workforce Development Council of Seattle-King County helped facilitate a workforce training program in partnership with South Seattle College and local manufacturing company, Jorgensen Forge, through funds from the Washington State Department of Commerce's Washington Work Start Program. Washington Work Start is supported by the local economic development and workforce development bodies to connect companies to the training resources they need to move to, and remain, in Washington.

Incumbent Worker and On-The-Job Training were both key components to the success of these grants, allowing companies to train large numbers of incumbent workers to progress to more advanced and higher paying positions and to open entry-level positions for new workers.

South Seattle College developed curriculum for the Jorgensen Forge Machinist Training program, which graduated twenty-eight employees in June, 2015 as well as nineteen who were trained as specialized facilitators of the program.

Classes consisted of five weeks of machining math, blueprint reading and production, precision measurement, and five weeks of machinist theory. Both Jorgensen and the participants determined that the content was relevant as well as successful for meeting desired training objectives. The company reported that documentation of the propeller and periscope shaft manufacturing process as well as the training and skilling up of new Master Machinists was, and continues to be, a key element of Jorgensen's business plan and the company's ability to fulfill new orders and continue to grow.

Aerospace Joint Apprenticeship Committee

The WDC awarded a National Emergency Grant contract to the Aerospace Joint Apprenticeship Committee (AJAC) to deliver foundational classroom, paid manufacturing internship training and structured On-the-Job-Training (collectively referred to as work-based learning) to eligible dislocated workers. This program targets South King County, where the bulk of manufacturing facilities are located as well as a concentration of job seekers with barriers to employment. For more information on how this program targets individuals with barriers to employment, see Section L4.

The Aerospace pre-apprenticeship initiative utilizes AJAC's successful Manufacturing Academy (MA) and adds WBL that closely models the apprenticeship training experience. The MA course is 13 weeks, with five weeks in the classroom or lab and eight weeks in WBL. Entry-level workers gain the skills and knowledge necessary to secure employment, and an apprenticeship in advanced manufacturing occupations.

Manufacturing Academy is a Department of Veterans Affairs eligible, registered pre-apprenticeship program; it will assist in growing apprenticeship training in this region over the next several years and establish a talent pipeline for entry-level manufacturing employees. This provides job seekers and workers an opportunity to develop high-demand skills, launching them into an entry-level manufacturing position and paving the way for future apprenticeships and boundless job opportunities in both aerospace and other advanced manufacturing fields.

Computer Numerical Control (CNC) Machine Operator Certificate

The WDC awarded a contract to South Seattle College in support of the King County Aerospace Alliance's goal to develop pre-school to graduate school (P-20) career pathways, and local opportunities for job seekers interested in employment within the aerospace industry.

South Seattle College's Computer Numerical Control (CNC) Machinist Certificate in Proficiency program prepares students to earn NIMS (National Institute of Metalworking Skills) Level 1 credentials of increasing competence, and to enter the workforce as a CNC Machine Operator.

Instruction is offered quarterly and on a rolling admission basis, with stackable credentials, and provides customized instruction with contextualized English language learning. See Section L4 for more information about how this grant serves individuals with barriers to employment.

Students who complete the first quarter earn NIMS certification – Measurement, Materials & Safety (Level 1). It is possible for a student to gain employment upon completion of the first quarter and still be able to complete the following two quarters since classes are held in the evenings and on weekends.

Students who complete the second quarter earn NIMS certification – CNC Turning Operator (Level 1). Students who complete the third quarter earn NIMS certification – CNC Milling Operator (Level 1).

Incumbent Work Training through National Emergency Grants

With the new opportunity to utilize incumbent worker training using WIOA dollars, the WDC has set aside funds from recently awarded National Emergency Grants (NEGs) to train incumbent workers. The WDC's Sector Partner NEG funds a Computer Numerical Control Machine Operator Certificate program and Aerospace Joint Apprenticeship Committee to specifically target upskill training for incumbent workers and to fill entry-level job openings with job seekers. The learned practices from both these models will be applied to future investments in incumbent worker training as the WDC Board directs.

Health Care

Through Health Care Sector Panels convened over the course of many years, the WDC worked with partners to address concerns related to college training capacity, counseling and training support for incumbent workers, as well as youth exposure and connection to health care careers.

Three specific programmatic investments stemming from the panel's work were the pursuit of competitive grant funds to increase training capacity and infrastructure in high demand fields, and creation of two new programs, Career Pathways and Health Careers for Youth.

Career Pathways

Career Pathways is a public-private partnership which places career specialists at local area health care organizations the equivalent of one day a week to assist incumbent workers with career advancement, and at the same time, assist industry to fill high-demand health care openings. Career Pathways achieves this by providing an array of services customized to the employer's needs outlined below.

Public-private partnership that provides customized services

This project began as part of a regional consortium that was awarded a competitive H1B grant in 2003 and focused on increasing slots or seats in nursing and radiologic technology training programs at the region's community colleges, as well as on increasing infrastructure to support movement along the nursing pathway. In addition to increasing seats in nursing and radiologic technology training programs, grant funds supported development, refinement and expansion of bridge programs to more efficiently support transitions from LPN to RN, and from RN to BSN. At the same time, the WDC worked with several area health care employers to station counselors from the one-stop system at employer sites to provide support for career planning and training to incumbent workers seeking to move into higher-skill, high-demand positions with their employers.

Incumbent health care employees have taken advantage of this career counseling, and approximately 1000 have received financial support for their training. Some of these were staff in housekeeping or food service who wanted to transition to health care careers; others were in clinical or administrative health care positions. The career specialists help them chart a path and connect to resources to support their advancement.

This model includes services such as: initial career advancement assessment; career counseling; information and linkages to training programs, subsidies, and related resources; training retention and completion support; referral to other career development and skill building WorkSource workshops; internal transfer assistance; and other career development and advancement support.

Health Careers for All

As discussed in previous sections, the WDC designed and implemented the Health Careers for All (HCA) project with the guidance of the HCA Steering Committee, comprised of regional partners including TANF agency staff, representatives of the Seattle and King County Housing Authorities, two major labor-management training partnerships, the State Workforce Training & Education Coordinating Board, and the State Department of Labor and Industries. The Steering Committee supports integration of resources and efforts across the workforce, education and training, apprenticeship, and social service systems to ensure achievement of project goals, effective capacity and infrastructure building, shared dissemination of lessons learned and sustainability of best practices.

The WDC has worked with local training partners under a variety of projects and funding sources to create customized approaches to occupational training that better meet the training needs of customers, better align with industry needs, and fill gaps in training pathways. For example, under HCA, HPOG funding has been used to support cohorts that wrap additional instructional support (e.g., tutoring or facilitated review) around existing occupational training and/or integrate instructional delivery approaches that better meet the diverse learning styles of program participants (e.g., integration of basic and occupational skills instruction, universal design for learning (UDL), reading apprenticeship, video/audio recordings of lectures, online learning platforms, etc.)

Cohorts have also been used to develop and test bridge curricula that help individuals build foundational skills contextualized to a particular field so they can articulate successfully to occupational training or between different levels of occupational training. And, cohorts have allowed for the development of models designed to better accommodate the worker to combine work and training for higher level positions. The use of cohorts also leverages peer support which appears to have a contributing factor in student persistence and training completion.

Other Pre-Apprenticeship and Apprenticeship Efforts

Not only does apprenticeship help to recruit and develop a highly skilled workforce, it improves productivity, reduces turnover costs, and increases employee retention. By filling talent shortages and closing skill gaps, apprenticeships allow companies to expand, innovate, and thrive. Apprenticeship provides a paycheck from day one and guarantees increased earnings over time, while providing workers hands-on career training, industry-recognized certification, and a college degree. Apprenticeship offers a viable option to a college degree without accumulating a huge amount of student debt. Importantly, it can work to narrow the post-secondary achievement gaps in both gender and race.

In King County, the WDC and its partners are expanding apprenticeship into nontraditional sectors, such as Information Technology, Health Care, Maritime, and Advanced STEM Manufacturing. Recently funded by the U.S. Department of Labor, the WDC's partnership with South Seattle College has created an opportunity to improve pathways into apprenticeship and expand and improve its employer base.

Increasing the capacity of pre-apprenticeship trainings will enable better support of communities who have traditionally been underrepresented, such as women, people of color, persons with disabilities, and veterans, to enter and earn college credit. Job seekers, workers, and businesses who face practical and logistical constraints will have access to programs that build skills and support solutions for overcoming barriers.

Initiatives that advance pre-apprenticeships and apprenticeships in nontraditional fields help businesses seeking to attract diverse talent pools keep pace with the latest technologies.



Initiatives to help businesses seeking to attract diverse talent pools keep pace with the latest technologies.

Regional Pre-Apprenticeship and Apprenticeship Examples

Initiatives like the City of Seattle's Priority Hire Initiative advance pre-apprenticeships and apprenticeships in non-traditional fields help businesses to attract diverse talent pools. The ordinance uses poverty levels, concentrated unemployment and gaps in educational attainment to increase construction career opportunities for women and racial minorities. Training is organized through four pre-apprenticeship programs locally, including YouthBuild, and other WIOA-eligible training programs; any City funded public works project of more than \$5 million in revenue is required to hire a percentage of pre-apprentices, and apprentices.

In the next four years, the Regional Trades Partnership, a collaboration of the City of Seattle, King County, the Port of Seattle, the Washington State Department of Transportation, the Sound Transit Authority, and the community are looking to replicate this initiative regionally to strengthen pre-apprenticeship and apprentice retention in the trades.

Other Pre-Apprenticeship Examples

- The WDC continues to work with South Seattle College (SSC) to develop training cohorts that focus on skilled trades. The current cohorts listed below focus on manufacturing and maritime pre-apprenticeship training with linkages to maritime and aerospace employers with a direct pipeline to employment.
 - Instituted in partnership between OED and South Seattle Community College, the Industrial Manufacturing Academy (IMA) was developed by manufacturing employers and is a prospective manufacturing employee's first stop along a manufacturing career. Graduates are placed directly into employment, or continue into maritime welding, aerospace composites, or other advanced manufacturing. The WDC continues to fund cohorts of these students, and will use the IMA as a foundational course in developing its manufacturing apprenticeship pathways under the Department of Labor's grant.
 - The pre-apprenticeship welding course for maritime and manufacturing environments training at the South Seattle College Harbor Island Training Center in a public-private partnership with Vigor Industrial is an important continued program.
 - The Pre-Apprenticeship Construction Training (PACT) program at Seattle Vocational Institute provides training in basic construction skills. The WDC has had the opportunity to fund the PACT program as well as a similar program at Renton Technical College. PACT is also a partner in South Seattle College Apprenticeship Grant.
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WorkSource Apprenticeship Information Sessions

- WorkSource Auburn continues to partner with Boeing to provide WorkSource customers with an overview of the trades offered at Boeing, the application process, and career pathways available through monthly information sessions. Many of these career pathways include apprenticeship opportunities.
- WorkSource staff also continue to partner with Apprenticeship & Non-Traditional Employment for Women (ANEW) and the Construction Center for Excellence at Renton Technical College to deliver orientation sessions for WorkSource customers about various trades apprenticeships and ANEW's programs. ANEW serves both women and men and provides classroom instruction and hands-on skill building to prepare graduates for work in the trades.

WorkSource Business Services recently hosted apprenticeship informational breakfasts for employers and will continue to support more apprenticeship opportunities.

L9. Continuous Improvement of Eligible Service Providers

The WDC will ensure continuous improvement of eligible providers of services and ensure that providers meet the employment needs of local employers, workers and job seekers, as outlined in this section.

Customer Feedback

The WorkSource system utilizes multiple methods for consistently securing quality customer feedback to help ensure that the system is responsive and that it is continuously improving products and services. These methods include but are not limited to the following:

- **Online Customer Satisfaction Survey:** Shortcuts on computer desktops in resource rooms, kiosks and classrooms allow customers to easily give feedback from their workstations. Staff regularly encourage customers to participate and assure them that their input has a direct impact on how business is conducted.
- **Traditional Pen & Paper Customer Satisfaction Survey:** Conveniently located at multiple access points, staff regularly encourage customers to share feedback and again assure them that their input has a direct impact on how business is conducted. Surveys allow local customer satisfaction teams to readily access feedback and act quickly when appropriate.
- **System-wide Quarterly Surveys:** The Operator Team conducts broad quarterly surveys across the system using standard criteria.
- **Annual Review & Customer Focus Groups:** The Operator Team conducts an annual review of the Customer Satisfaction and Continuous Improvement Program which includes customer focus groups.
- **In-Community Outreach Team Feedback:** These teams will provide new and valuable feedback for site leadership. The Tracking In-Community Outreach (TICO) tool will deliver actionable and meaningful data that enables leadership to identify and address gaps or duplications in services.
- **Customized Surveys for local area needs:** Design an efficient and accessible survey method for local site leadership to conduct valuable custom surveys that meet program or other local area needs such as TANF, Veterans, TAA, etc. The traditional Blitz method would fall under this category (if sites still wanted to utilize this method).
- **Workshop Customer Feedback:** At the end of every job seeker workshop, customers will be asked to complete a customer feedback questionnaire. After the workshop facilitator has reviewed the feedback, the questionnaires are collected by the Workshop Facilitator Team member at each site, and are reviewed by the facilitator team as part of the workshop curriculum development process.

All customer feedback is:

- Reviewed by a team of leadership and staff at the local level for immediate consideration and follow up.
- Included in the WorkSource System Dashboard.

Service Delivery Evaluation and Monitoring

Working with state and local leaders WorkSource ensures investments in employment, education and training programs are evidence-based and data-driven, and programs are accountable to participants and taxpayers. This includes evaluating approaches and aligning performance accountability and data

systems to support program management, facilitate common case management systems, and inform policy.

Guidelines and Standards

This might include online surveys and workshops, with benchmarks at 85 percent overall satisfaction rate.

Reports

Common Measures until Federal Regulations dictate otherwise

- DOL Common measures
- Core Indicators:
 - The percentage of participants in unsubsidized employment during second quarter after exit
 - The percentage of program participants in unsubsidized employment during the fourth quarter after exit
 - Percentage of participants who during a program year are in education that leads to recognized post-secondary credential or employment and who are achieving measurable gains toward those goals
 - Indicators of effectiveness in serving employers

L10. Wireless Internet Access

All WorkSource Centers and Affiliated Sites currently have wireless internet available to customers as of March 2016.

L11. Facilitating Accessibility through Technology and Other Means

The following section outlines the outreach and recruitment of potential WIOA Adult and Dislocated Worker, Youth, and other participants at both the WorkSource sites and within the community. The WorkSource Operator is responsible for supporting these efforts by working with leadership from WorkSource sites and partner agencies to create these opportunities.

The use of technology to remove barriers for workers and enhance their access to services is a game changer. Advances in telecommunications and technology potentially allow for seamless, universal, and remote access to education, training, and other workforce development services. While technology cannot fix all barrier access problems, in many cases it will help staff to improve accessibility.

Within WorkSource Sites:

- Through a series of open-ended questions, staff should be knowledgeable of, and able to identify and communicate appropriate resources such as career services to include funding and training, and community and partner resources.
- Participate in the neutral broker system of distributing information on potential participants interested in WIOA career services among partners that are recruiting for a similar program. Assist the site manager in assuring the process is consistent, fair and met with full participation from WIOA staff. As a team member, support continuous quality improvement of this process, utilize the tools created and give on-going feedback to refine the system.
- Work closely with site leadership to design and implement new avenues of recruitment at each site; make suggestions for new and updated workshops, participate in resource and job events, and contribute ideas for new and innovative ways to recruit potential customers and/or program participants.

Within the Community:

- When participating in events outside the WorkSource sites, identify participants in the community who are in need of WIOA career services and provide information that encourages and enables them to connect to sites as their next step.
- Identify employers who are in need of recruitment and other business services and connect them to the appropriate staff.
- Facilitate workshops in the community per the local outreach plan. At the workshops, communicate with potential participants about WIOA services.
- Participate and give feedback so the system can continuously improve outreach and recruitment to job seekers that are in need of WIOA services.

As previously mentioned, Connection Sites take advantage of existing community infrastructure that King County residents already frequent – libraries, housing authority sites, community centers, multi-service provider sites, public health clinics, college campuses, etc. – to provide a portal to the WorkSource system. These sites provide individuals with access to online resources on site, and mechanisms to connect them to full-service locations convenient to them as needed. The WDC has strategically chosen partner sites that expand the reach and depth of WorkSource Seattle-King County services in high-need, high-poverty areas and strengthen partnerships key organizations in those areas.

The six new Connection Sites made available in summer 2015 include:

- **Downtown Emergency Service Center (Pioneer Square location)**
- **Green River College (Auburn)**
- **Lake Washington Institute of Technology (Kirkland)**
- **Atlantic Street Center (Family Service Center in Rainier Valley)**
- **Millionair Club Charity (downtown Seattle)**
- **Hopelink (Carnation)**

Customers with Limited English Proficiency (LEP) must be provided *meaningful access* to programs and services, such as free and timely language services and written/oral translated training material, assessments, applications, brochures, and materials (in person or telephonic). Staff cannot rely on

customer’s children or adult family members or friends. Currently there are over 30 multi-lingual WorkSource staff and the WDC hope to continue to grow the number of multilingual staff in the WorkSource system to increase accessibility.

L12. Accessibility for Customers with Disabilities

Customers with Disabilities

The WDC’s Accommodations Policy works to ensure that universal access is available for all persons interested in participating in programs, projects and activities contracted through the WDC, including persons with disabilities. The WorkSource system in Seattle-King County has a wide variety of tools and accommodations designed to make all its features accessible to those with disabilities. WorkSource makes every effort to provide reasonable accommodations to all programs, policies, and procedures in order to accommodate any known physical, mental, or sensory disability.

Section 188 of WIOA

Section 188 of the Workforce Innovation and Opportunity Act (WIOA) prohibits discrimination against people who apply to, participate in, work for, or come into contact with programs and activities of the workforce development system. Section 188 prohibits discrimination based on race, color, religion, sex, national origin, age, disability, sexual orientation, or political affiliation or beliefs. However, new guidance released expands these protections much further. WIOA requires that American Job Centers be fully accessible and offer necessary accommodations to provide job seekers with disabilities effective and meaningful participation in the use of skills training and career pathways. The WDC Local Equal Opportunity Officer is responsible for ensuring compliance of U.S. Department of Labor (USDOL) nondiscrimination requirements of WIOA Equal Opportunity Policies, Section 188 of WIOA, Title VI of Civil Rights Act of 1964 as amended, Washington State 2014 Memorandum of Agreement, and the WDC’s Equal Opportunity Policies.

Staff Training and Supports

The WDC Local Equal Opportunity Officer provides required Equal Opportunity Trainings on a quarterly basis to all WDC staff and service providers. The training cites specific ways to ensure equal opportunity and nondiscrimination efforts. The WDC requires the WorkSource system to continuously notify customers and staff of their equal opportunity and nondiscrimination rights.

Equal Opportunity trainings on a quarterly basis to all WDC staff and service providers

Universal Access

WorkSource staff must demonstrate efforts ensure universal access, including:

- **Outreach** to all populations of eligible participants
- **Include** both sexes, various racial/ethnic groups, different age groups, people with disabilities, individuals with LEP
- Provide **equivalent levels of information** about services/activities to all eligible participants (*advertising, notices to schools and community service groups*)

WorkSource programs and services must also be accessible to people with disabilities. Examples of accessibility compliance include:

- **facilities** (architectural accessibility)
- **communication** (Relay or TTY/TTD number on collateral materials with published telephone number)
- **service** (staff doesn't automatically refer all job seekers with disabilities to vocational rehabilitation agencies but makes case by case determinations.)
- **auxiliary aids and services** (accessible workstations, Ease of Access features, ASL interpreters)
- **other customized accommodations as appropriate**

Furthermore, reasonable accommodation must be offered. This applies to customers and staff, and might include Braille, large print, recorded materials, amplifier, reading to an individual, designated seating, and sign language interpreters. Accommodations might also include reasonable modifications to standard practices or exceptions to policies, such as modified schedule/attendance policy, snacks/drinks at a workstation, frequent breaks, sitting, light duty or leave, etc. Additionally, service animals must be allowed into all WorkSource sites.

**Facilities, communication, service,
auxiliary aids and services**

Customer Concern and Complaint Policy

WDC Policy #01-2013 address the policy and procedure for processing concerns and complaints.

Concerns are a verbal or written expression of **dissatisfaction** except for alleged violations of program or non-discrimination rules or laws, and do not require the same formal process for a complaint. If a concern cannot be resolved, the customer can choose to elevate to a complaint.

Complaints are a verbal or written allegation of a **violation** of a program or discrimination rule(s) or law(s). Complaints may be program or discrimination. A program complaint alleges violation of a law, regulation or policy other than discrimination. A discrimination complaint alleges a violation of law that prohibits discrimination.

L13. Adult and Dislocated Worker Employment and Training Activities

The types and availability of adult and dislocated worker employment and training activities in King County are described in this section:

The WDC's distinctive service-delivery model has led the State in transforming its local WorkSource system to better meet the needs of job seekers, workers, and employers. Quite different than the other three local areas proposed in the Puget Sound Region, the WDC led WorkSource Seattle-King County efforts to identify system-wide needs of (1) career services redesign and integration, (2) staff training and curriculum development, and (3) marketing and in-community outreach. With 1 WorkSource Full Service Center, 6 WorkSource Affiliate Sites, and 22 WorkSource Connection Sites, the WDC continues to strategically locate its WorkSource sites based on community need. **Seattle-King County's model currently leads integrated service-delivery efforts across the state for its ability to adapt to workforce needs.**

Leading integrated service-delivery efforts across the state with the ability to adapt to workforce needs

All customers will have access to the following services. Services may be accessed in a self-serve or staff assisted manner. Access to some of these services may require determination of customer eligibility.

Discovery Services

At the heart of a WorkSource site is the initial welcome and greeting of customers, where they make their first impression of WorkSource and begin experiencing high value, relevant and efficient services.

Greeting and One-on-One Planning of Next Steps – Once staff have engaged their WorkSource customers, their focus turns to quickly discovering why they came in and how to best assist them in meeting those needs. Staff have the skills to help customers who may not be clear on exactly what they need or at asking the right questions that will help them identify which of integrated the services will advance their employment, training or education objectives.

Comprehensive and effective discovery requires that staff members are fully informed on all WorkSource services and programs and have enough skill and expertise to guide customers to the best service(s) available for them. Staff are trained and skilled at active and whole person listening and asking the appropriate next question(s) to ensure the system delivers value, clearly defines next steps and inspires hope. Staff are able to deal with WorkSource customers who are stressed and approach each customer with appropriate empathy and without judgment. **Customers always leave the WorkSource site with tangible value, clearly defined next steps and more hope than when they arrived.**

Tangible value, clearly defined next steps and more hope than when a customer arrives

WorkSource Customer Engagement and Discovery Best Practices:

- Focused on engaging 100 percent of customers, 100 percent of the time
- Increasing trust increases return rate and positive outcomes
- Increasing positive engagement behaviors increases trust
- Connections to the right employers and positions builds credibility
- Efficient connections to the right training does the same
- Customer volume levels change fast and have flexible coverage models in place to always have a solid resource to customer ratio
- Consider different floor plan configurations that align staff closer and more readily available to customers

Assessing and improving customer service delivery and flow

Resource rooms provide an opportunity to continue the engagement process. All WorkSource staff are able to proactively engage customers in the resource room, to assess their status, offer help or ideas while promoting the full array of services as the standard. Professional, friendly and engaging participation is an opportunity for all WorkSource leadership and staff to offer hope and help build confidence for customers.

Career Services

Assessment

Minimum Expectations for Assessment: After successful engagement and discovery, assessments help customers gain awareness about their skills and any gaps they may have so that they can identify opportunities to upgrade their skills to match labor market demands. Assessment provides a systematic approach to gathering information about WorkSource system customers and their needs. Customers should be able to access WorkSource assessment resources on their own or with the assistance of WorkSource staff. WIOA regulations emphasize the importance of maximizing access to services to all customers, particularly outside regular business hours; therefore it is important to continue identifying how web-based technology can be leveraged to support assessment.

Preliminary Assessment: Not all customers will want or need an assessment. Preliminary assessment resources should be made available throughout the one-stop system. Preliminary assessment, such as a structured one-on-one interview with clients or an intake form, is expected when needed to identify whether a client is work-ready or whether they need to build their skills via training. The preliminary assessment helps identify basic educational skills, occupational skills, work history, basic work skills/employment competencies, computer literacy, and work interests.

Secondary Assessment: Secondary assessment goes beyond preliminary assessment in collecting more information about the job seeker such as literacy, numeracy, English language proficiency, aptitudes, abilities (including skill gaps), and supportive service needs. Secondary assessments are primarily based on customer choice and can be used if they help customers:

- Gather information about their workplace skills, strengths and weaknesses
- Explore career and employment options based on their readiness, aptitudes and employment goals

Employer-focused assessments are those required by the employer to screen, test and hire employees to meet critical job skill needs. These assessments are encouraged when appropriate. WorkSource can consider whether it would be possible or strategic to conduct employer-requested assessments, such as those used for gathering information about spatial or mechanical skills.

Assessment Tools

One-on-One Assessment by Staff: Currently many WorkSource staff and service providers gather information from new customers via a structured interview that takes between 20 minutes and one hour. Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers may include:

- Diagnostic testing and use of other assessment tools

- In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals
- Development of an individual employment plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services needed for the participant to achieve the employment goals
- Identification of short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, technology skills and professional conduct to prepare individuals for unsubsidized employment or training

Determination of whether new customers have need of technical skill building to be able to use the computer lab independently. Customers that have low technology skills will be referred to a computer class or someone who can assist them with use of technology.

Workshops and Group Assessment by Staff: Self-directed workshops or labs focused on individual assessment tools, such as Career Coach, Woofound or the O*NET Interest Profiler, can be offered to help customers assess their skills and interests; however, staff should be available to help customers interpret their assessment results and determine next steps.

Assessments can be used to help the instructor customize workshop content to target customers' skill development needs.

Self-Directed: Staff should provide self-directed customers sufficient orientation to identify and access assessment resources. Currently, anyone can access Career Coach. In addition, the web site should link to the assessment resources on the Career One Stop web site, which include the Skills Profiler, O*NET's Interest Profiler, and My Next Move (<http://www.careeronestop.org/ExploreCareers/assessments/self-assessments.aspx>).

Career Planning

Career Planning is an ongoing process through which job seekers explore their interests and abilities, and plan their career goals. It is the provision of a customer-centered approach in the delivery of services, designed to prepare and coordinate comprehensive employment plans for job seekers, and to provide job, education, and career counseling, as appropriate during program participation and after job placement.



Customer-centered approach in the design and delivery of services

Staff will assist job seekers with accessing, interpreting and implementing appropriate career planning tools to help them make informed decisions about career pathways, and in an effort to make sure they are successful and their expectations are realistic. Every center must provide career planning services and be able to help job seekers identify and reach career goals. Career planning will include career exploration, interest and skill assessments, and the provision of occupational and training information that inform current trends in the job market. Career planning efforts will align with labor market information and local sector strategies. WorkSource Centers and Affiliated Sites will provide career planning workshops and/or individual assistance. Job seekers unsuccessful in defining a clear career goal or in need of help outside the scope and resource availability of the center should leave with a tangible resource or referral.

One outcome of career planning is a Customized Employment Plan. It is developed to identify employment goals, appropriate achievement objectives, and the appropriate combination of services needed for the customer to achieve the identified employment goals; including information on eligible providers of training services, and career pathways to attain career objectives. The Customized Employment Plan includes next steps for job search, skill development, training and accessing resources.

The Customized Employment Plan is largely based on the outcomes of assessment processes including the assessment of occupational skills (soft skills, hard skills, transferable skills), career interests, financial need (personal budget/self-sufficiency calculator), and employment barriers. It will include training options research (ETPL, Labor market information, next steps for training, and resources) and will be used as a tool in job search efforts.

Special attention is paid to identifying transferable skills and setting realistic expectations that take into account the current labor market and the individual's skills and abilities. Customers are advised to take full advantage of the comprehensive WorkSource resources, programs and services in their career and education planning. Staff are skilled at identifying potential barriers to progression and offering tools and support for overcoming them.

Skills Validation

Skills validation is an essential function of WorkSource to ensure that customers referred for employment meet business needs and the requirements of jobs to which they are referred. More and more, businesses are looking not just for degrees, but for proof of mastery. Prior to referral, staff will verify: intent to work/motivation, work history, employer-required licenses, credentials and hard skills, and essential skills/soft skills.

In addition to any employer-defined requirements, sites will implement local processes to validate skills, in collaboration with business and as part of assessment and recruitment efforts, in order to develop pools of qualified, work-ready candidates for vacant positions. It is its people, and the capacity to engage with customers to understand their needs and verify their skills and experiences, that differentiates WorkSource.

Labor Market Information (LMI)

LMI will inform sector strategies, career planning, training decisions, business engagement and placement services. Staff will demonstrate use of quality data and LMI to inform decisions and provision of core center services and activities. Staff will explain the uses and benefits of LMI-related resources, assist job seekers in accessing and interpreting tools and data in order to make informed career and education decisions, and will use LMI to coach job seekers toward higher wages.

LMI will include information on in-demand industry sectors and occupations, and non-traditional employment; information relating to job vacancies; career pathways, job skills necessary to obtain jobs; and local in-demand occupations including the earnings, skill requirements, and opportunities for advancement in such occupations.

Training Services

Individuals determined to be in need of training to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment may be eligible to receive training services. Local areas may also prioritize training connected to sectors and target populations as part of the local plan, and will create opportunities for remediation.

WorkSource is expected to increase investment in certifications that help people get jobs, and support the development and documentation of functional skills.

There has been growth in the variety of skill building tools including online training and credentials, certification of new and existing skills, and work-based learning. All WorkSource Centers and Affiliates are expected to build these types of tools into the menus of available training services and activities.

Growth in variety of skill building tools: online training, credentials & certifications

A customized Employment Plan is required for all customers accessing Training Services. The plan will be used to inform training needs, as well as to verify whether or not customers have the skills to be successful in training prior to enrollment into the training program.

Mechanisms are in place to monitor the quality and effectiveness of training services both from outcome data and business/customer feedback. The feedback loop includes comprehensive processes where: training services communicate the available talent to placement services, placement services seek businesses input regarding the quality of candidates and local training needs, placement services market qualified candidates to targeted business customers and placement and business services inform training content based on the input received from employers. Progress toward self-sufficiency is also a key indicator as cited in Section L23. Performance Accountability.

Adult Education and Literacy

Adult Education and Literacy activities, including activities of English language acquisition, integrated education and training programs, and workforce preparation activities (as defined under Title II), will be available through WorkSource Centers and Affiliated Sites. These activities may be provided concurrently or in combination with other services. See Section L18 for more information about Adult Education and Literacy Programs and WorkSource are working to better integrate services.

Job Seeker Workshops

Workshops may include online training and assessment resources, or staff-led workshops and instruction; there is a requirement that all centers will offer staff-assisted workshops to teach essential skills for work readiness including (at a minimum): Résumé Development, Basic Computer Skills, Interviewing Skills, and Job Search Strategies (including Networking/Social Media).

Workshop Core Values

- All workshop attendees should leave every workshop having progressed toward their job search or training goals, regardless of their language abilities, skill levels, or career field.
- Assessing attendees' needs at the beginning of a workshop allows the facilitator to differentiate instruction to better meet those needs.
- Workshops are standardized to ensure that the content is up-to-date for the current job market, and to provide job seekers with high-quality resources.

- Workshop facilitators improve and keep their skills updated by attending facilitation trainings in order to present valuable information in a highly engaging manner.
- At the end of every workshop, job seekers are provided the opportunity to complete the standard Customer Feedback Questionnaire, so the facilitators can adjust their presentation methods and provide the Workshop Facilitator team information to guide curricula development.

Workshops will be required of participants assessed as lacking work readiness skills prior to receiving a staff referral for employment. Local areas will have processes in place to manage this expectation. This document outlines the core (minimum) content areas for each of the required workshops. Requiring these content areas for all workshops ensures that WorkSource addresses core concepts as part of the required workshop(s) within a standardized framework and with standard definitions—where definitions are provided. Local areas may group content and may develop and deliver additional content; however, the content elements listed below are required to be provided to customers—as defined—and in alignment with the local area investment strategy.



Computer basics, interviewing, job search and resumes

Workshop Menu

All WorkSource centers and affiliates offer the following standardized workshops (facilitated by WorkSource partners):

- Computer Basics
- Interviewing Techniques
- Job Search Strategies
- Resumes

Some WorkSource centers and affiliates offer the following standardized workshops (facilitated by WorkSource partners):

- Dependable Strengths
- LinkedIn
- Managing Job Loss
- Mature Workers
- Online Applications
- Salary Negotiations
- Skills and Abilities
- Turning Negatives into Positives

Some WorkSource centers and affiliates offer the following workshops (facilitated by volunteers):

- Library Job Search Tools
- Online Pre-hire Assessments
- Paying for College & Commissioner Approved Training/Training Benefits
- Resume Essentials
- Self-Employment

In addition, some WorkSource sites offer the following Unemployment Insurance or program-related workshops:

- Re-Employment Assistance (REA)
- TAA Orientation
- Unemployment Insurance Reemployment Orientation (UIRO)
- WorkFirst Orientation

Occupational Skills Training

Though types and amounts may vary, all local areas will provide skill development based on structured, written curricula, designed to address gaps, develop new skills and advance toward attainment of industry-recognized and post-secondary credentials. Occupational skills training primarily involves organized

**Education and vocational skills
that lead to proficiency in
performing occupational functions**

programs of study that provide education and vocational skills that lead to proficiency in performing functions required by certain occupational fields at entry, intermediate or advanced levels, or leads to credentials required by employers in the occupational field (defined as Individual Training), and also includes skill upgrades, retraining, entrepreneurial training, and occupational skills training—including training for nontraditional employment. All Centers and Affiliated Sites have online skills development tools available for customers (links to resources) in addition to in-person training, both of which will be delivered by approved providers, including local community colleges. Staff will assist job seekers with assessing and accessing these services and may be engaged in monitoring and testing to measure customer progress.

Work-Based Learning

WIOA aims to create job-driven centers that focus on work-based learning, industry recognized post-secondary credentials, career pathways, and enhanced connections to registered apprenticeship.

Work-Based Learning includes On-the-Job Training (OJT), apprenticeship, and work experiences and internships that are linked to careers. Work-based learning services may also include job shadows, volunteer opportunities, and career exploration to help customers develop skills, experience and exposure to careers or industries based on their interests and competencies. Work experiences that are linked to careers will be provided at all WorkSource Centers.

Work-based learning opportunities should be marketed by both training and business service staff. Staff will pursue opportunities with employers and make appropriate referrals for work-ready job seekers. The WDC coordinates work-based learning opportunities across partner agencies to ensure maximization of employer contact and avoid business-contact fatigue. The WDC also researches

opportunities and develops relationships with local businesses and partners (including apprenticeship programs and training centers) to make these training models available to customers. In accordance with standards described under Career Services above, feedback mechanisms between Training Services and placement functions must be in place to ensure that the training being provided is meeting the needs of business.

Business Services

The most important business service that WorkSource provides is connecting employers to qualified candidates. Business Services offered through WorkSource must add value by supporting local sector strategies and investment priorities. Staff will be knowledgeable and responsive to business and workforce needs of the local area, how these align with local sector strategies, and protocols to access recruitment processes and other services. WorkSource will provide appropriate recruitment and other business services on behalf of employers, including small employers, in the local area.

Staff knowledgeable and responsive to business and workforce needs of the area.

The needs of businesses and workers drive workforce solutions: businesses inform and guide the workforce system and access skilled talent as they shape regional workforce investments and build a pipeline of skilled workers. This engagement includes leadership in the workforce system and active participation in the development and provision of education and training, work-based learning, career pathways, and industry sector partnerships. Job seekers and workers, including those individuals with barriers to employment, such as individuals with disabilities, as defined by WIOA, have the information and guidance to make informed decisions about training and careers, as well as access to the education, training and support services they need to compete in current and future labor markets.

WIOA contributes to economic growth and business expansion by ensuring the workforce system is job-driven – matching employers with skilled individuals.

- The WDC will promote the use of industry and sector partnerships to address the workforce needs of multiple employers within an industry.
- The WDC is responsible for activities to meet the workforce needs of local and regional employers.
- The WDC can use funds for demonstrated effective strategies that meet employers' workforce needs, including incumbent worker training, Registered Apprenticeship, transitional jobs, on-the-job training, and customized training.
- Employers are incentivized to meet their workforce needs and offer opportunities for workers to learn with increased reimbursement rates for on-the-job and customized training.

Recruitment and Referral Services

Recruitment is the primary employer service model for placing qualified job seekers with employers. Recruitment involves attracting, selecting and referring suitable candidates to one or more jobs through multiple activities that are customized to a specific employer or occupational need. WorkSource staff conducting Recruitment Services will work closely with staff providing skills validation, training, and career placement functions to access the appropriate talent pool for the position(s) being recruited.

Recruitment Services will support targeted populations and Sector Strategies recruitments. WorkSource staff will coordinate with the employer prior to the start of the recruitment then send qualified candidates to the employer in a timely manner. Businesses will be directed to place their job listings with WorkSourceWA.com, which will serve as the primary tool to screen applicants.

**Job listings on
WorkSourceWA.com
to screen applicants**

Placement and recruitment activities must include a feedback mechanism between the WorkSource and employers. Employer feedback will be solicited to validate and concur with the readiness and quality of referrals. WorkSource staff use data from WorkSourceWA.com and other feedback mechanisms, monitor outcomes, and make adjustments to local career and training services based on feedback received at the local level.

In addition to screening and referral services, staff may offer on-site and off-site individual company or group recruiting events, such as:

- Employer Panels and Recruiting Events
- Job Fairs
- Virtual Job Fairs
- Mock Interviews
- Career Exploration Events (for youth and veterans)
- Employer of the Day
- On-site one-on-one recruiting space
- Scheduling interviews for employers, at a WorkSource office, on site at the employer's location, or third party sites based on the employer's preferences
- Other recruiting events (Information sessions, Q&A sessions or meet-and-greets)

Job Posting/Matching

WorkSource staff will provide services to employers for posting vacant positions on WorkSourceWA.com. Jobs may be entered through automated mechanisms, self-service features, or staff-assisted services.

Customized Training

Customized training may be provided, in alignment with local plans and available resources, to meet the specific skill needs of local employers. The training is conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

Incumbent Worker Training

Local Boards may reserve funds to pay for the federal share of the cost of providing training through an incumbent worker training program. Training will take into account characteristics of participants in the program, relationship of the training to competitiveness of participants and employers, and other factors such as number of employees, wage and benefit levels, and existence of other training to support advancement opportunities. The cost will be shared with employers on a sliding scale based on employer size. The WorkSource system will utilize information gathered from business feedback to inform the need for incumbent worker training and will market available opportunities, as appropriate.

WorkSource offers employers information about a variety of employee training, including:

- Skills assessment
- Skills enhancement
- Basic skills
- English as a second language
- On-the-job training
- Apprenticeships
- Customized or other employer based training
- Employer training incentives
- Community and technical college programs

Incentives

Employment incentives are available through WorkSource and its network of partners, including: Work Opportunity Tax Credit (WOTC), Work First, Shared Work, On-the-Job Training (OJT), and the Preferred Worker Program (PWP). WorkSource staff will be knowledgeable about available incentives in order to effectively market them to businesses.

Business Information and Referral

WorkSource provides assistance with:

- Business registration (master business application)
- Business retention, creation or expansion
- Employment laws and regulations
- Fair labor practices
- Interpretive services for recruitment and hiring
- Employee retention
- Services to avoid layoffs (shared work options)
- Services to avoid closures
- Major layoffs and plant closures
- Worker Adjustment Re-Training Notification Act (WARN) requirements
- Unemployment Insurance information
- Tax information
- Tax incentives and tax credit information (e.g. Work Opportunity Tax Credit)

Rapid Response

The mission of the pre-layoff system is to provide comprehensive information and technical assistance leading to employment of dislocated workers affected by layoff, closure and or disaster. WorkSource Seattle-King County provides Rapid Response activities to employers and workers when a layoff or

closure is going to occur, is occurring or has occurred, in compliance with state and federal regulations. Rapid Response activities are time-sensitive and local areas will develop local protocols to ensure contact with affected parties within 48 hours of receiving notice of a layoff, closure or crisis event.

Labor Market Information

WorkSource provides employers with access to local and state labor market information, such as:

- Occupational descriptions
- Job and industry growth patterns
- Economic trends and forecasts
- Wage and benefits information

L14. Youth Workforce Development Activities

The types and availability of youth workforce investment activities in King County are described in this section, including activities for those with disabilities.

Program Design

Youth service providers make the full range of WIOA youth services available for all enrolled youth. Each WIOA youth participant undergoes a comprehensive assessment that reviews his/her basic skill levels, occupational skill levels and interests, and the support service/developmental needs of the participant. Each individual works with a qualified case manager or other professional to develop an Individual Service Strategy (ISS) that identifies a career goal, service plan, and reasonable outcomes related to education and employment. The participant and case manager revisit the ISS periodically to revise service strategies, as appropriate. These service strategies prepare participants for post-secondary educational opportunities, implement linkages between academic and occupational learning, support preparation for employment, and make connections to the job market and employers.



Identify the young person's career goal, service plan, and reasonable outcomes related to education and employment

The variety of community partners and entry points available for youth ensures that they have access to WIOA services. All providers deliver the 14 required WIOA youth elements. Educational needs can be met through tutoring programs, alternative schools, and learning centers that are located throughout the County. These programs serve youth who have dropped out and want to re-engage in education. Youth can earn high school credit or work towards a GED and master competencies key to academic and workplace success. They receive intensive support in addressing personal barriers and move on to college and/or work.

WIOA funds are leveraged through local partnerships. Services are provided through a consortia of interconnected partners. School districts, community based-organizations, community and technical colleges and government agencies collaborate to reach out and serve economically disadvantaged youth. The WDC's partnerships touch every corner of King County. The Consortium model builds on the

unique strengths, service delivery strategies, and communities served by each partner agency. This approach allows for the leveraging of community resources and makes services available in wide geographic areas.

Youth Connection to Careers and Training Project AmeriCorps Project

The AmeriCorps members provide low-income youth in dropout reengagement centers with an array of tools for assessment, information, and training to help youth develop a career or job search plan based on up-to-date information about the opportunities in King County. The AmeriCorps members develop and present training materials to help youth explore careers, gain financial literacy skills, and job readiness training.

In-School Youth

Seattle-King County WIOA-funded programs for in-school youth target youth between the ages of 14 and 21, who are low-income and face at least one barrier to employment. In-school programs typically include a summer component that integrates employment or work readiness training, career exploration, and in some cases academic credit through a partner high school or community college. WIOA funding is an important piece of the school-to-career system, as it offers increased work-based learning opportunities to those youth that are WIOA eligible. The WIOA in-school program functions as a dropout prevention strategy by quickly intervening with at-risk youth as they begin to falter in school. Current emphasis includes exploration of careers and training and post-secondary credit retrieval activities.

Out-of-School Youth

Seattle-King County WIOA-funded programs for out-of-school youth (OSY) target young people who are between the ages of 16 and 24, not attending any school, and face at least one barrier to employment. Because many of the young people served face an identified barrier, such as homelessness or parenthood, most out-of-school youth do not need to be low-income. This is a huge change from WIA because it removes the burden of documenting a young person's income and allows more young people to be served.

Out-of-school youth programs are designed to lead youth to self-sufficiency through attainment of full-time, long-term employment or a post-secondary credential. Service strategies for OSY aim to decrease the number of disconnected youth through successful attachment to the labor market; entry into career pathways; increased education; and/or paid work experience. The OSY program aims to improve outcomes for youth and young adults through a) placement in employment or education, b) attainment of industry-recognized degrees or certificates, and c) increased literacy and numeracy gains.



**Entry into career pathways,
increased education,
or paid work experience**

Strong community partnerships are instrumental to the sustainability of second chance programs for out-of-school youth. The out-of-school youth programs integrate the youth reengagement structure, including Open Doors, as well as adult education programs through Adult Basic Education providers. WIOA OSY programs integrate comprehensive collaboration, including leveraged resources, among local school districts, the juvenile justice system, community colleges, and community-based organizations.

Performance Partnership Pilots for Disconnected Youth

The Seattle-King County Performance Partnership Pilots for Disconnected Youth (P3) will improve education and employment outcomes for opportunity youth ages 16 to 24, who are neither working nor in school. In partnership with King County Education and Employment Resources, the Community Center for Education Results, and Open Doors, P3 will employ specific tools to enhance positive outcomes for opportunity youth, with a concerted emphasis on reaching young people facing the most challenging situations.

Seattle-King County's P3 will blend Federal funding streams and programs on a local level to achieve improved outcomes by reducing administrative burdens and creating an aligned system of supports for opportunity youth that includes coordinated intake, service delivery, measurement, and reporting.

Referrals

WIOA Youth services information is available at WorkSource locations in King County. During participation WIOA youth are given an overview of the services and resources that are available at WorkSource. In many cases the youth tour a WorkSource office to have the opportunity to see how to utilize those resources.

Connections between WorkSource Seattle-King County and WIOA youth service providers enhances connections between local youth and the services available through WIOA, WorkSource and programs to serve youth operated by schools, community colleges and community based organizations. WIOA Youth providers refer eligible applicants who do not meet the enrollment requirements for a particular program or who cannot be served to a network of agencies for further assessments and specific services. Examples are referrals to organizations that serve homeless, immigrant and foster youth. Non eligible or non-participant youth can receive services at the WorkSource offices that include job referrals, resume preparation, career exploration, the use of career center resources and basic computer skills training.

Multiple Pathways

The youth programs are designed to offer multiple options for accessing career information, career preparation activities, and work experiences.

Career Pathways and Exploration

The WDC reviews industry sectors in King County to determine which are most likely to provide opportunities for self-sufficiency employment. The WDC published Map Your Career as a guide to career pathways in 14 key industries in King County. Over 5,000 copies of this publication have been widely distributed throughout the county to provide students, out-of-school youth, parents and school and community organization staff with extensive information about career pathways, education and career opportunities and sample wages. The information is also available through the Map Your Career website. Schools use this resource in career planning activities through classroom activities and for one to one counseling.

WIOA Youth programs use this tool along with the Self Sufficiency Calculator to provide participants with real time information about training and potential wages, the actual cost of living in their communities and the benefits of financial planning. The programs also include employer visits to see careers in action.



**5,000+ copies of
Map Your Career distributed
throughout the county**

The WDC has partnered with the Seattle Times Newspapers in Education (NIE) to bring the WDC-developed Map Your Career to the Newspapers in Education readership; which includes over 42,000 students and 1,096 educators in Washington State and beyond. Over 70 percent of the students are middle school-college level, and over 41 percent of the educators teach some type of STEM education in their classroom. Maps of in-demand career pathways are individually published for multiple weeks in the Sunday *Seattle Times* newspaper, which educators then pair with customized lesson plans for their classes.

Workplace Experience

Youth are exposed to careers through field trips and by hearing from employers who come to talk to the program participants. Internships are developed for WIOA youth through the relationships developed by the Youth system partner agencies with private and public sector employers. The WDC has also initiated Business Outreach activities to help increase the opportunities for youth to connect with businesses for job shadowing, workplace visits and internships.

Relationships with youth system partner agencies and private or public sector employers

Mayor's Youth Employment Initiative

Launched in 2015, the Mayor's Youth Employment Initiative (MYEI) seeks to dramatically increase the number of youth employment activities annually. The WDC is a critical partner in MYEI by aligning partnership capacity, and in supporting employer engagement activities. The MYEI is moving towards a streamlined system for engaging employers and youth serving organizations to connect around employment and internships with Educurious as its intermediary. These efforts will be linked to the WDC, its Youth Service Providers, and its Youth Business Services Team.

Job Readiness Training

WIOA youth participants complete a comprehensive, objective assessment at the beginning of their participation. Job readiness training is integrated into all WIOA youth activities. Assessment of and instruction to improve workplace skills such as positive work habits, teamwork and problem solving are important parts of each youth's service strategy. Work readiness skill attainment goals are set for each service provider contract and attainments are entered into WorkSourceWA.com when they are completed.

14 Required Program Elements

The Youth programs effectively address all 14 of the required elements.

1. Tutoring, study skills training, and evidence based dropout prevention strategies that lead to completion of a secondary school diploma or its recognized equivalent or for a recognized post-secondary credential;
 - Tutoring is provided through group and individual instruction based on youth participant needs at every Youth at Work location.
2. Alternative secondary school offerings;
 - All Youth at Work program sites have alternative secondary school offerings with a focus on credit retrieval, college credit, and GED preparation and completion.

3. Paid and unpaid work experiences, that have academic and occupational education as a component of the work experience, which may include:
 - a. summer employment opportunities and other employment opportunities throughout the school year;
 - b. pre-apprenticeship programs;
 - c. internships and job shadowing; and
 - d. on the job training opportunities;

- Work experiences are an important component of WIOA youth programs. Youth can earn wages and learn work maturity and occupational skills through these activities. These activities are organized around the education first rule - worksites agree to reduce or eliminate work hours if a youth fails to maintain academic expectations. Work experiences and internships take place in a variety of private sector workplaces including health care, information technology, and customer service focused businesses. In the public sector, schools, community organizations, and public agencies may provide work experience opportunities. Work experiences can also include pre-apprenticeships, service learning, and summer jobs. Internships and other work experiences are coordinated to match the career interests of participants whenever possible. Placements occur after the youth has demonstrated progress and success in academic and job readiness training activities. As work experience is a high priority in WIOA, the WDC places a large emphasis on this component and works to integrate this in a young person's individual plan in a multitude of ways.

Internships and experiences are coordinated to match the career interests of participants.

4. Occupational skill training, which includes priority consideration for training programs that lead to recognized post-secondary credentials that are aligned with in demand industry sectors or occupations;
 - Seattle-King County WIOA youth programs have developed specific occupational skills training programs that are focused on high growth/high wage industries. Students gain exposure to these industries along with job specific skills training. In School Youth are encouraged to pursue Programs of Study made available by their schools.
5. Education offered concurrently with and in the same context as workforce preparation activities and training for specific occupation or occupational cluster;
 - WIOA youth programs offer many opportunities for youth to enroll in occupational skills training while receiving hands-on experience through partnerships with community and technical colleges.
6. Leadership development opportunities, including community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors;
 - These are offered at all WIOA sites through a variety of approaches including workshops, teambuilding activities, service learning projects, and youth involvement in program planning.

7. Supportive services;
 - Support services are provided at all sites. Case managers assist youth with access to non-WIOA funded support services such as federal financial aid for tuition and linkages to community organizations. WIOA supportive services are used when other resources are not available for help with emergency costs such as food, transportation, and housing.
8. Adult mentoring for a duration of at least twelve (12) months, that may occur both during and after program participation;
 - Mentoring is provided through the long term relationships between program staff and youth. Staff and worksite supervisors understand that they are constant role models for youth.
9. Follow-up services for a minimum 12-month period after the completion of the program;
 - Follow-up services are provided for at least one year after exit. Case managers maintain regular contact and assist youth with educational plans, job search needs and other issues. Supportive services are available to youth during this time.
10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling, as appropriate to the needs of the individual youth;
 - These services are provided by program staff and instructors. When necessary, youth are referred to community resources such as Ruth Dykeman Children's Center, Central Area Youth and Family Services, Seattle Mental Health, and YouthCare's Orion Center. Some sites have certified behavioral health counselors on-site.
11. Financial literacy education;
 - WIOA youth participants receive financial literacy education through AmeriCorps members, Financial Empowerment Centers, and partnerships with local banking institutions.
12. Entrepreneurial skills training;
 - Youth receive entrepreneurial skills through partnerships with organizations such as the Start Zone at Highline Community College, or Ventures.
13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services; and
 - The WIOA youth program utilizes tools such as Workforce Explorer from the Employment Security Department, Washington Career Bridge, the O*NET database, Woofound Compass, Career Coach and the WDC's Map Your Career to access searchable data on education and training programs, occupations, wages, hiring trends and current job openings.
14. Activities that help youth prepare for and transition to post-secondary education and training.
 - WIOA Youth Programs utilize career-focused college navigation to help youth complete financial aid information, apply for scholarships, and register for classes.

YouthWorks

In 2014, the WDC was awarded funding to help thousands more young people across King County prepare for meaningful, living-wage careers, and the education opportunities necessary to attain them. In partnership with the WorkSource Seattle-King County Business Services Team (BST), Highline Public Schools (HPS), Seattle Public Schools' (SPS) Skills Center Programs, and King County Employment and Education Resources (KCEER), the YouthWorks Project supports internships, business mentorships, and work-based learning experiences for hundreds of youth.

Through YouthWorks, the WDC and its partners will increase youth awareness and access to high-demand, high-wage career opportunities, leading to increased job placement and enrollment in post-secondary educational opportunities.

Increase youth awareness and access to high-demand, high-wage career opportunities

Youth Committee Planning

The WDC's Youth Committee is responsible for overseeing and setting the strategic direction of the WDC's youth initiatives. The Youth Committee chooses its strategic priorities for the year, drawing on its analysis of local needs and gaps in the existing youth services network. These priorities are reflected in the committee's funding decisions, particularly in procurements. The Youth Committee hears from participants, parents and community partners on a regular basis concerning the program design. One example of response to this input is the decision to focus additional resources to serve out of school youth and an emphasis on work based training. In addition, WIOA Youth service providers have activities that involve student and parents in the review, design and planning process of service delivery.

Youth Focused Business Services

Since 2013 the WDC has funded full-time business services representatives focusing on youth internships, jobs, and youth friendly employer engagement. The youth representatives joined the WDC's existing business services team, leveraging current employer relationships and identifying new employers interested in supporting summer and year-round youth employment. Business Services staff identified and developed relations with over 50 youth-friendly employers, which helped service-delivery-staff work with youth to prepare them for opportunities. Business Services staff provide youth with multiple job search skills, workshops, employer worksite tours and sector-focused information panels. The Business Services staff connects youth with multiple employers resulting in direct placements. The team develops relationships with hundreds of local employers and coordinates youth-focused job fairs and company-specific hiring events. Employers also participate in mock interviews and career exploration activities.

Input from the Board has recognized the importance of employer engagement in providing employment opportunities for youth and has further indicated hopes to expand this component in the future in coordination with regional business services efforts (such as Educurious), with a focus on leading to job placements and career progression.

Developing a Comprehensive Youth Workforce System

The WDC has identified that developing a more comprehensive youth workforce system is integral to providing the best possible services to King County youth job seekers.

With partners spanning community-based organizations, organizations that serve special populations of youth, governments and municipalities, employers, lead education centers (K-12, school districts,

colleges, high schools, reengagement centers), the WDC coordinates quarterly convenings to develop industry-driven solutions to support young people in finding self-sufficiency.

Within the larger group, smaller workgroups have developed in order to address key components of creating a more comprehensive youth workforce system. The System Mapping Workgroup is identifying where the system has a lot of services and where gaps exist in youth services. Some gaps that have been identified by the mapping team are youth integration in WorkSource and the need for a job readiness training curriculum.

A team developed to address youth integration in WorkSource is working to design more comprehensive services throughout the county, using creative ways to include young people so that they can walk into WorkSource, receive job seeker services, and services can be tailored for their first job. Recently, this team visited the White House to describe their customer-centered design model to make WorkSource job seeker services more accessible and relevant to young people.

Working to design youth integration into WorkSource for comprehensive services

The convening group also recognized a need for a more codified job prep and readiness element that could be used across youth employment programs. A team has been formed to develop a curriculum based on that expressed need by researching best practices in King County and beyond. After compiling those best practices, the team will package the curriculum to use in the youth workforce development system and the broader public.

L15. Coordination with Statewide Rapid Response Activities

The WDC will coordinate workforce investment activities carried out in Seattle-King County with statewide rapid response activities as follows:

Overview

The mission of the pre-layoff system is to provide comprehensive information and technical assistance leading to employment of dislocated workers affected by layoff, closure and or disaster. All local areas will provide Rapid Response activities to employers and workers when a layoff or closure is going to occur, is occurring or has occurred, in compliance with state and federal regulations. Rapid Response activities are time-sensitive and local areas will develop local protocols to ensure contact with affected parties within 48 hours of receiving notice of a layoff, closure or crisis event.

Comprehensive information and technical assistance for dislocated workers affected by layoff, closure and or disaster

The Rapid Response Team includes a staff member from the WorkSource Business Services Team, who participates in an integrated team with the Employment Security Department. The team also works extensively with Washington State Labor and Industries, Unemployment Insurance programs, and employee representatives when present. The majority of Rapid Response activity is conducted at

employer sites and includes partner information, WorkSource information, including WIOA services, and job search workshops. Strengthened by WIOA, the Rapid Response team continues to implement their model to serve businesses as customers in order to maximize reemployment and minimize consumption of Unemployment Insurance benefits.

Process

The Employment Security Department Rapid Response Coordinator notifies the Seattle-King County Rapid Response team Lead upon receipt of a WARN or other relevant request for Rapid Response services. The team lead then contacts the employer to offer services. Depending on the size of the layoff, a pitch meeting is conducted with company management to recommend that the Rapid Response team work with the company to assess needs, review available services, and obtain any relevant employee information. Pre-layoff presentations are scheduled at this meeting. For companies with fewer layoffs, or, who are not interested in on-site presentations, the team lead provides an employee packet with relevant information that can be distributed by the company to impacted employees. Companies who have not filed a WARN notice, or, who have questions prior to filing their WARN, can also be directed to the Seattle-King County Rapid Response team for assistance.

Integration

The local Rapid Response team regularly coordinates its activities with statewide efforts and resources with the assistance of the state's Rapid Response team. WorkSource Rapid Response team members also work nationwide with local companies with a large national presence. If a company issues a WARN notice for a lay-off impacting multiple counties, initial meetings and conference calls include Rapid Response representation from all of the counties. In the absence of a WARN notice and where the Seattle-King County Rapid Response Team is contacted directly by a multi-county employer, the local team lead contacts the appropriate Rapid Response contacts in other parts of the state.

L16. Supportive Services and Transportation

The Workforce Innovation and Opportunity Act (WIOA) provides program guidelines for supportive services for adults and dislocated workers defined in WIOA Sections 3(59) and 134(d)(2) and (3). These include services such as transportation, child care, dependent care, housing, and assistance with uniforms and other appropriate work attire and work-related tools, including such items as eye glasses and protective eyewear, and NRPs needed to enable individuals to participate in WIOA Title I activities. Supportive services for youth as defined in WIOA Section 29(c)(2)(G) can additionally include assistance with educational testing, reasonable accommodations for youth with disabilities, and referrals to health care.



Services such as transportation, child care, dependent care, housing, and assistance with appropriate work attire and work-related tools

Supportive services include:

- Assistance with clothing, counseling, family/health care, food, housing, tools, union dues, driver licenses, or car repairs to help participants become or stay independent while actively engaged in job search, work activities or training
- Goods in the form of transportation assistance to help participants become or stay independent while actively engaged in job search, work activities or training.
- Need related financial assistance (income support) to eligible adults, dislocated workers, and youth 18-24 in training to enable them to participate in training.

Seattle-King County Supportive Services

Supportive services are provided through a multitude of sources, including: WIOA funded supportive services, partner provided supportive services, delivering WorkSource services at community sites.

Based on individual assessment and availability of funds, supportive services may be awarded to eligible participants. Supportive service awards are intended to enable an individual to participate in WDC funded programs and activities to secure and retain employment. Secondary assessment goes beyond preliminary assessment in collecting more information about the job seeker such as literacy, numeracy, English language proficiency, aptitudes, abilities (including skill gaps), and supportive service needs.

WorkSource Partner Supportive Services

The WDC will continue to work with WorkSource Seattle-King County and Youth partner organizations that leverage other supportive services to customers. Some examples of supportive services provided by partners, include housing assistance, English language classes, and transportation assistance. For a full list of partners and their services, visit <http://www.worksourceskc.org/>.

Transit Supportive Services

Three of King County Metro’s ORCA LIFT Reduced Fare Program authorized enrollment offices are already a WS office or Connection site. The WDC and WorkSource plan to expand the program with ORCA LIFT agencies by providing an ORCA LIFT orientation at some WorkSource offices.

Expanding Supportive Services through In-Community Outreach

The WorkSource In-Community Outreach Team consists of representatives from all sites and key partners whose purpose is to identify strategic outreach activities. The goal is to develop robust relationships with community organizations that could benefit from or contribute to WorkSource services. The team works to have a visible presence in the community and at community events to change the perception of WorkSource and spread awareness of the programs and workshops available through WorkSource. By engaging with community-based organizations, faith-based organizations, and homeless encampments, the team works to connect with customers who might not otherwise come to WorkSource but would benefit from and qualify for WorkSource Career and Supportive Services. Connection Sites also provide a robust platform for community-based organizations with specialized services to support WorkSource customers and contribute greater depth of supportive services. The WDC will continue to utilize this model as it expands supportive services to job seekers.

Community-based, faith-based organizations, and services to connect with customers who might not otherwise come to WorkSource

L17. Coordination with Wagner-Peyser Services

The WDC has developed plans and strategies for, and assurances concerning, maximizing coordination of services provided by the State employment service under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) and services provided in Seattle-King County through the one-stop delivery system to improve service delivery and avoid duplication of services.

Wagner-Peyser employment services, delivered by the State Employment Security Department, are co-located with Title IB in WorkSource Centers. Services among Wagner-Peyser and Title IB staff will be aligned, resulting in seamless provision of services to customers. All operational functions, including supervision and management where appropriate, will be taken into consideration when developing a functional staffing plan for each center. Agreed-upon staffing plans, including methodology, roles and expectations, will be documented and may be solicited during program monitoring. All centers that are currently co-located will be compliant with Alignment of Services criteria no later than 2016.

Opportunities for Alignment

The WDC and WorkSource Seattle-King County are working to deepen their partnerships with the Employment Security Department. While the Employment Security Department has been a strong partner in Seattle-King County and integral to transforming WorkSource Seattle-King County in its move toward Integrated Service Delivery, WIOA presents exciting opportunities to think creatively around ways to better serve King County job seekers. Some potential ideas and promising practices for collaboration are listed below:



Colocation, co-enrollment, referral & services, business services integration

Colocation

- Colocation of WIOA programs and Wagner-Peyser services within one-stop centers is a requirement under WIOA. In Seattle-King County, Wagner-Peyser staff are collocated at both the WorkSource One-Stop Center as well as many WorkSource Affiliate locations.
- As a collocated partner, Wagner-Peyser staff will take part in cross-training on WorkSource services and programs and contribute to shared customer engagement.

Co-enrollment

- Co-enrolling job seekers into the WIOA Title III (Wagner-Peyser) and WIOA Title I (Adult and Dislocated Worker) programs allows staff to meet a primary expectation of the workforce system – to serve customers seamlessly. Co-enrollment allows staff to more interchangeably share responsibilities for serving customers, with fewer administrative requirements. Customers enrolled in this model will be able to receive most job seeker services based on a single enrollment process.

Referral and Services:

- Registration information for customers engaging in services should be provided in a timely fashion based on what is required at the given time.

Business Services Integration:

- The Business Services Team of the WDC and the Business Services Teams of ESD function jointly in their efforts to organize hiring events, provide tailored business services, coordinate rapid response activities, and match employers to qualified workers.

L18. Coordination with Adult Education and Literacy Activities

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. Likewise, many WorkSource customers are in need of 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 ABE and the Washington Workforce Association. ABE and literacy providers in King County may take part in the WorkSource partnership agreement and memorandum of understanding.



Increasing adult education and literacy services offered at WorkSource locations

Historic Partnerships

Through Renton Technical College programs, integrated ABE, English Language Learner (ELL), and GED services and instruction are available at WorkSource Renton's Learning Center (One-Stop Center) and the Downtown WorkSource affiliate site, and have been collocated with WorkSource since 1990.

Emerging Curriculum

ABE and Literacy providers have also been strong partners through programs such as: Job-Driven and Sector-Driven National Emergency Grants, Accelerated Learning Cohorts, City of Seattle Ready to Work, and Workforce Opportunity System with the Seattle Housing Authority. Working closely with WorkSource Career Counselors, ABE and Literacy programs have customized curricula to meet the needs and demographics of customers. Many King County colleges have adapted their basic skills and literacy programs to integrate with in-demand industry training and make viable career pathways attainable for job seekers.

For example, Highline College provides training and college-based navigation support for Job-Driven National Emergency Grant enrolled participants. The one quarter HCCL program provides students with an introduction to college, basic study skills and other skills or information that contribute to academic

success; fundamental computer, math and English skills which are essential for success in most health care professions; fundamental health care skills as well as an orientation to occupations and careers in the health care field. Students learn about training programs that provide certification required to work in occupations and education pathways that correspond to career progression options in the health care field.

Opportunities for Alignment

The WDC and WorkSource Seattle-King County are working to deepen their partnerships with ABE and literacy providers (including colleges and community-based organizations) in King County. Although some ABE and literacy providers have historically been strong partners to the WorkSource Seattle-King County system, WIOA presents exciting opportunities to think creatively around ways to better serve King County job seekers (including adults and older youth).

Some potential ideas and promising practices for collaboration are listed below:

Colocation:

- Colocation of WIOA programs and ABE within one-stop centers is a requirement under WIOA. Because WorkSource consists of a broader network of a Center and numerous Affiliate and Connection Sites, there are many opportunities for ABE providers to collocate with WorkSource sites if they choose to do so.
- As a collocated partner, providers take part in cross-training on WorkSource services and programs and contribute to shared customer engagement.

Shared Planning:

- WorkSource Operator staff and ABE and literacy partners participate in regional workforce development meetings to increase knowledge and awareness of mutual program services.

Regional workforce development meetings to increase knowledge of mutual program services

Assessment:

- ABE and Literacy providers can contribute their expertise in customer assessment and education placement, which is especially important given the number of job seekers who have Limited English Proficiency.

Referral and Services:

- Referral to WIOA services can occur more frequently if staff are aware of how WIOA Career Services may support customers.
- Registration information for customers engaging in services should be provided just-in-time based on what is required at any given time rather than all customers going through the same registration process as a first step coming in the door.

Digital Literacy:

- As digital literacy is increasingly a prerequisite for career advancement and training programs, partnering with ABE and literacy providers to provide customized digital

literacy programs to job seekers will be essential to providing a strong continuum of service for many customers, particularly those customers with barriers to employment.

Creative and Nimble Curricula Leading to Industry-Driven Career Pathways:

- As evidenced by the changing pace of King County’s regional economy, ABE curricula should be nimble and creative in its ability to meet the needs of job seekers with barriers to employment while providing clear pathways to in-demand training and careers. Providing students with courses that are work contextualized and address career preparedness are integral to student success in getting a job and progressing in a career pathway.

Some other opportunities for collaboration include partnering to increase customer access to the work-contextualized classes that emphasize college and careers, available at many Seattle-King County Adult Education and literacy provider locations, such as those listed below:

Professional Technical I-BEST co-enrolls students in adult basic education and college credit-bearing career pathways that lead to living wage jobs. I-BEST accelerates students along their career pathway, by contextualizing and team teaching the language, math, and other foundational skills needed to succeed in their professional-technical program. I-BEST students are nine times more likely to earn a workforce credential than students in traditional basic education programs.

Academic I-BEST co-enrolls students in adult basic education and Direct Transfer Agreement (DTA) courses for students intending to earn a transfer degree. Through Academic I-BEST, adult education students can accelerate their progress along a transfer career pathway and reduce or eliminate time spent in developmental education.

I-BEST at Work is based upon a partnership between a community college or community-based organization, and an employer, in which the college or organization provides a basic skills instructor who team-teaches with a representative from the employer. It is part of the comprehensive I-BEST Pathway, designed to accelerate basic skills students within the context of work for incumbent workers.

HS 21+ allows students 21 and older to attain a competency-based high school diploma. The program awards credit for prior learning, military training, and work experience.

I-DEA Integrated Digital English Acceleration is an on-ramp to I-BEST that is in collaboration with the Gates Foundation and provides the lowest level ESL students with a laptop computer with half of the instruction online with 24/7 access to learning.

L19. Coordination with Division of Vocational Rehabilitation and Department of Services for the Blind

The WDC has entered into the agreement: “Shared Vision, Values & Principles of Collaboration between the Department of Social and Human Services Division of Vocational Rehabilitations (DVR) and Washington Workforce Association.”

The WDC, DVR, and the Department of Services for the Blind (DSB) are partners in the development and operation of a WorkSource one-stop system that meets the needs of all customers, particularly those with significant barriers to employment. The King County Area Manager of DVR sits on the WDC Board of Directors, serving on the Industry and Employment Committee and the Accessibility Subcommittee. Additionally, DSB local staff serve on the WDC Accessibility Subcommittee.



Helping to identify and recommend solutions for gaps in service delivery to people with disabilities

The effective partnership between DVR, DSB, and WorkSource has resulted in helping identify and recommend solutions for gaps in service delivery to people with disabilities. DVR counselors are located at multiple WorkSource sites. The WDC is also actively working with DVR staff and the WorkSource Operator Team to increase WorkSource staff skills and expertise through additional staff training around assistive technology and employing persons with disabilities. The WDC has developed a Principles of Collaboration agreement with DSHS and other Workforce Development Councils to help formalize how partners will engage and interact with each other.

Opportunities for Integration

Further opportunities for integration are listed below.

Accessibility:

- DVR staff who sit on the WDC and DVR staff in the WorkSource system can support the WDC and WorkSource in ensuring that the WorkSource system is programmatically and physically accessible and provides integrated service delivery to job seekers with disabilities.
- For more information about ongoing staff training regarding accessibility, see Section L12.

Colocation:

- Because WorkSource consists of a broader network of a Center and numerous Affiliate and Connection Sites, there are many opportunities for DVR to collocate with WorkSource.
- If acting as a collocated partner, DVR can take part in cross-training on WorkSource services and programs and contribute to shared customer engagement.

Shared Planning:

- WorkSource Operator staff and DVR partners should continue to participate in regional workforce development meetings to increase knowledge and awareness of mutual program services.
- The WDC will lead and convene WorkSource partners to advocate for the needs of customers, particularly individuals who experience barriers to employment.

Referral and Services:

- WDC and WorkSource staff will work with DVR to implement successful orientation, referral and joint service delivery methods that assists job seekers with disabilities in receiving seamless services within the WorkSource system.

- Registration information for customers engaging in services should be provided just-in-time based on what is required at any given time rather than all customers going through the same registration process as a first step coming in the door.
- There are additional opportunities to connect WorkSource and DVR customers to demand-driven pre-apprenticeship and apprenticeship opportunities.

Business Services Integration:

- The WDC will lead the development and the implementation of the local WorkSource Business Plan and establish the strategic direction to serve employers who seek to employ DVR customers and other job seekers with disabilities;
- The WDC-funded Business Services Team and DVR-funded Business Services Teams will function jointly in their efforts to organize hiring events, provide tailored business services, coordinate rapid response activities, and match employers to qualified workers.

L20. Competitive Process to Award Sub-grants and Contracts

Policy 03-2002 explains the WDC's competitive sub-grant and contract process in detail. All WIOA recipients must conform to specific policies and procedures which ensure the safeguarding of public assets for fair and open competition. The extent of competition should be consistent with the dollar amount of the award.



All procurements must be open, available for the public to respond, and all procurement decisions completely and thoroughly documented.

All contract procurement is conducted in a fair and open process. To the extent possible, small, minority, disabled, and women-owned businesses are provided the maximum opportunity to compete in all goods and services. To that end, all procurements must be open, available for the public to respond and all procurement decisions completely and thoroughly documented.

It is the policy of the WDC that WIOA recipients will not discriminate in the procurement and award process against any bidders based on federal, state, and city laws governing nondiscrimination and equal opportunity.

The WDC reserves the right to accept or reject any or all proposals received. The WDC reserves the right to waive informalities and minor irregularities in offers received. All solicitations are contingent upon availability of funds.

The WDC may accept any item or group of items of any offer, or award more or fewer dollars at the same price bid, unless the bidder qualifies its offer by specific limitations. All awards are contingent upon demonstrated administrative capacity determined by site visits and staff interviews.

No costs will be paid to cover the expense of preparing a proposal or procuring a contract for services or supplies under the Workforce Innovation and Opportunity Act.

Interested parties are advised that most documents in the possession of the WDC are considered public records and subject to disclosure under the federal and state public records laws.

L21. Coordination of Contracts, Individual Training Accounts, and Customer Choice

This section outlines the ways in which adult and dislocated worker training services will be provided as well as the use of contracts.

WIOA customers may receive training after an interview, evaluation, or assessment and career planning. Training might include Individual Training Account (ITA) vouchers with eligible training providers or other training. The WDC uses contracts to ensure efficiency, highest quality customer choice, and the most knowledgeable providers on training resources. Furthermore, it allows WorkSource staff to assess and guide customers on career pathways including multiple funding resources that will lead to the most successful career pathway.

Efficiency, highest quality customer choice, and the most knowledgeable providers

ITAs can include:

- Occupational skills training, including training for nontraditional employment
- Programs that combine workplace training with related instruction, which may include cooperative education programs
- Training programs operated by the private sector
- Skills upgrading and retraining
- Entrepreneurial training
- Pre-/registered apprenticeship training, tuition for training portion of an apprenticeship, supportive services, need-related payments, and work-based training options

Other Training for eligible individuals include:

- Work Based Learning such as On-the-Job Training, paid internships
- Job readiness training
- Incumbent worker and/or customized training for employed workers
- Cohorts and other apprenticeship-like models (utilizing WDC funds)
- Transitional jobs (time-limited, to establish job history)

Individual Training Accounts (ITA)

The ITA, as described in WIOA, is established on behalf of a registered WIOA Title I-B adult, dislocated worker, or older youth. The customer uses the funds to purchase training services from an eligible provider he or she selects in consultation with an employment counselor. Payments from ITAs may be made in a variety of ways, including vouchers, the electronic transfer of funds through financial institutions, or other appropriate methods. Payments may also be made incrementally, through payment of a portion of the costs at different points in the training course.

Customers receiving training under this approach will receive the information they need (e.g., skills assessment, labor market conditions and trends, training provider performance) to make an informed choice about their own employment future and the training they need to support this decision. Limitations established by the WDC's policies must not undermine, but maximize customer choice in the selection of a training course toward an occupation in demand and an eligible training provider.

Based on individual assessment and funds available, an ITA may be awarded to eligible customers. It is the intent of the WDC to primarily use ITA dollars to help customers make wage progression and gain a

livable wage job. Since wage progression is long-term, the customer can have up to two years to complete the ITA. The individual must be enrolled in approved training within 30 days of designation of the ITA award.

When awarding an ITA, the employment counselor must consider how to combine the ITA with other appropriate and applicable resources that may be available first, such as Pell Grants, tuition assistance/exemption, employer training subsidies, apprenticeship dollars, or ITA dollars from other counties. The final ITA amount will be adjusted to reflect the financial assistance received from other sources in order to achieve the goals of the Individual Career Plan. The ITA award will be paid incrementally on a quarterly basis. The ITA covers books, fees, and other educational materials or supplies in addition to tuition.

Consideration must also be given to labor market demand in the local area. ITAs may only be issued for occupations that are in-demand. A list of these occupations can be found in the Qualifying Occupations List published by Employment Security Department's Labor Market Economic Analysis unit and made available on the WDC's website. In order to have an exception approved, evidence must exist that the occupation for which the customer is awarded an ITA is in demand and the individual will make significant wage progression to warrant the investment of resources into the training activities.

Cohorts

Cohorts are customized certificate or credential programs in high-demand occupations provided for groups of specific job seekers. While participating in the cohort, students are paired with a WorkSource case manager or navigator, who offers career counseling and helps students overcome any barriers that may threaten to derail the student's training. **Cohorts facilitate transition to progressive levels of training, integrate support services, and provide access to credentials that allow job seekers of varying skills and abilities to enter and exit at various points in the career pathway.**



Transitions to progressive levels of training, support services, and credentials to enter and exit along the career pathway

The WDC contracts with community and technical colleges and other training providers to cover training costs, and often works closely with colleges to develop innovative instructional approaches and student support infrastructure. To read more about the WDC's investment in the Cohort Training Model, see Section L6. The WDC aims to continue and expand this successful training model over the course of this plan.

Ensuring Informed Customer Choice

Individuals determined to be in need of training to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment may be eligible to receive training services. Local areas may also prioritize training connected to sectors and target populations as part of the local plan, and will create opportunities for remediation.

WorkSource is expected to increase investment in certifications that help people get jobs, and support the development and documentation of functional skills. There has been growth in the variety of skill building tools including online training and credentials, certification of new and existing skills, and work-based learning. All WorkSource Centers and Affiliates build these types of tools into the menus of available training services and activities.

A customized Employment Plan is required for all customers accessing Training Services. The plan will be used to inform training needs, as well as to verify whether or not customers have the skills to be successful in training prior to enrollment into the training program.

Mechanisms must be in place to monitor the quality and effectiveness of training services both from outcome data as well as business/customer feedback. The feedback loop established for local areas should be comprehensive processes where: training services communicate the available talent to placement services, placement services seek business' input regarding the quality of candidates and local training needs, placement services market qualified candidates to targeted business customers and placement and business services inform training content based on the input received from employers.

L22. Integrated, Technology-Enabled Intake and Case Management

Seattle–King County's one-stop centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for WIOA programs and programs carried out by one-stop partners, as outlined in this section:

The WDC promotes accountability and transparency, and data drives decisions and informs customer choice. WDC Board Members and leadership ensure investments in employment, education and training programs are evidence-based and data-driven, and programs are accountable to participants and taxpayers. This includes evaluating approaches and aligning performance accountability and data systems to support program management, facilitate common case management systems, and inform policy.



Support program management, facilitate common case management systems, and inform policy

Information technology systems are designed to reduce burden and present integrated information to support services, inform customer choice and guide strategy development. Technological strategies for improving the quality of services are adopted, including advances in digital literacy skills and models for accelerating skill acquisition and credential attainment of job seekers.

Enhanced Delivery of Online Job-Matching Services

In early 2016, the Employment Security Department is expected to launch a redesigned and enhanced online job matching service for its WorkSource one-stop career center system (WorkSourceWA.com), powered by Monster Government Solutions. The new job-match website will give King County

customers access to all jobs and resumes posted on Monster’s Washington database, a far richer and deeper pool of possible matches than the current website provides. The proprietary job-matching algorithms programmed into the website are designed to match the skills and competencies of individual job seekers with specific skills and competencies needed for each job. This application promises better quality matches between businesses and job seekers, and offers unsuccessful candidates a better sense of the specific education and training required for similar positions in the future.

The WDC also looks forward to using this to fully implement Integrated Service Delivery over the next four years.

The Learning Exchange

The Learning Exchange is the Moodle-based Learning Management System used within the WorkSource system in Seattle-King County. It houses general staff training, including registration for in-person training sessions, recorded webinars, and e-learning modules (including policy trainings). Additionally, it serves as the WorkSource staff intranet, providing a means of communicating with all staff system-wide, and housing marketing materials, workshop curricula and supplementary materials, and community resources.

Go To Meeting

Go to Meeting is a web application used to host and record virtual meetings, webinars and customized trainings. This application allows leadership and staff to be more efficient with time and avoid Puget Sound traffic congestion.

Novi

Novi is a software application that supports the Customer Engagement Team, Customer Satisfaction, and Continuous Quality Improvement Program by collecting and tracking customer feedback.

Media Production

The Operator Team oversees multimedia equipment and a studio space to leverage technology for enhanced customer service/program delivery, staff training and professional development and to develop marketing and social media content for the WorkSource system

Online materials

WIOA regulations emphasize the importance of maximizing access to services to all customers, particularly outside regular business hours; therefore it is important to continue identifying how web-based technology can be leveraged to support quality service delivery.

L23. Performance Accountability

The WDC will include information on performance accountability for the Seattle-King County workforce development system, as detailed in this section.

WorkSource Performance and Policies

Performance information on workforce development programs informs local strategic planning for the WDC and is used to oversee the WorkSource system and WIOA Title I. The WorkSource system utilizes multiple methods for consistently securing quality customer feedback for continuous quality improvement and to help ensure that the system is responsive and continuously improving WorkSource products and services.



**Ensure the system is responsive
and continuously improving its
products and services**

Performance Reporting

Federal DOL Common measures⁴⁰

The WDC annually negotiates targets for federally reported common measures with the State Workforce Board. This process includes data gathering and consolidation to establish a series of draft targets based on the state regression model. As many relevant factors as possible are considered and judged for analytic inclusion based on the data and subsequent statistical analysis. Once local area and state draft targets are agreed upon, the State Workforce Training and Education Coordinating Board negotiates with U.S. DOL to finalize the targets for the following program year. Performance data for the Federal Common Measures is analyzed throughout the year to identify positive and negative trends, areas of success and concern, and service provider performance.

State Core Indicators (to be updated in 2016)⁴¹

- Percentage of participants in unsubsidized employment during second quarter after exit
- Percentage of program participants in unsubsidized employment during the fourth quarter after exit
- Earnings of participants in unsubsidized employment during second quarter after exit

⁴⁰ To be updated with WIOA Final Rules

⁴¹ To be updated with WIOA Final Rules

- Percentage of participants who obtain a recognized post-secondary credential, secondary school diploma or equivalent during participation or within one year after program exit
- Percentage of participants who during a program year are in education that leads to recognized post-secondary credential or employment and who are achieving measurable gains toward those goals
- Indicators of effectiveness in serving employers

Local Reporting

Program performance information is reviewed during the WDC’s strategic planning cycle to help inform the selection of areas for strategic attention. It continues to be reviewed throughout the period between planning cycles as a mechanism for identifying needed updates to the plans and initiate more or different actions at a particular point in time.

Performance information plays a significant role during the procurement process which selects WIOA service providers as well as during the formation of each provider’s performance contract. Throughout the contract period, performance data is reviewed monthly or quarterly (based on contract deliverables) and establishes a performance feedback loop and management tool which is used by WDC staff and providers to identify areas of underperformance and to implement corrective steps.

The WDC has worked with its WorkSource and WIOA partners to develop a series of reports and dashboards for the system which includes performance indicators in key outcome areas. These dashboards are reviewed by WDC management and staff monthly in a performance review meeting and are presented to WDC Board Committees. On a quarterly basis, this performance data is reviewed with service providers. This review results in actionable steps, which include:

- Identifying best practices and sharing them at site manager and partner meetings.
- Deploying operator staff to work with site management and staff to address areas of concern by planning and implementing new strategies or corrective steps.
- Guiding continuous quality improvement (CQI) strategies.

CQI is a mandatory part of the WorkSource certification process and a continuing effort at each WorkSource site. Performance data is used, not only to first highlight areas of concern, but also to track progress on the improvement steps taken.

The consolidated performance dashboard for the WorkSource system is reviewed by the WDC Board to continually evaluate system investments. This allows them to both manage current resource allocations and plan future investments that are responsive to community needs. For example, changing workforce demographics may drive the types and location of services offered.

The WDC staff includes a Performance Manager and two highly skilled data analysts trained to access and mine data from the WorkSource system, the local budget system, the state’s labor market data sources, and other data sources in order to generate timely, relevant, and targeted performance reports.

The analysts periodically perform the industry research and environmental scans used by the board during its strategic planning cycle.

Given the new opportunity to use pay-for-performance for WIOA funds, the WDC will also explore the use of pay-for-performance as a potential strategy for service delivery.

Access data from the WorkSource system, the local budget system, and labor market data sources

WorkSource Customer Feedback

The WorkSource system utilizes multiple methods for consistently securing quality customer feedback to help ensure that the system is responsive and continuously improving WorkSource products and services. These methods include but are not limited to the following:

- **Online Customer Satisfaction Survey:** These are shortcuts on the computer desktops in resource rooms, kiosks and classrooms so customers can easily give us feedback from the computer workstations. Staff regularly encourage customers to complete the surveys and assure that input matters and has a direct impact on service-delivery.
- **Traditional Pen & Paper Customer Satisfaction Survey:** These are conveniently located at multiple access points so customers can easily give us feedback. Staff regularly encourage customers to complete the surveys and assure that input and opinions matter and have a direct impact on how business is conducted. These surveys allow local customer satisfaction teams to readily access feedback and act quickly when appropriate.
- **System-wide Quarterly Surveys:** The Operator Team conducts broad quarterly surveys across the system using standard criteria.
- **Annual Review & Customer Focus Groups:** The Operator Team conducts an annual review of the Customer Satisfaction and Continuous Improvement Program which includes customer focus groups.
- **In-Community Outreach Team Feedback:** These teams will provide new and valuable feedback for site leadership. The Tracking In-Community Outreach (TICO) tool will deliver actionable and meaningful data that enables leadership to identify and address gaps or duplications in services.
- **Customized Surveys for local area needs:** Design an efficient and accessible survey method for local site leadership to conduct valuable custom surveys that meet program or other local area needs such as TANF, Veterans, TAA, etc.
- **Workshop Customer Feedback:** At the end of every job seeker workshop, customers will be asked to complete a customer feedback questionnaire. After the workshop facilitator has reviewed the feedback, the questionnaires are collected by the Workshop Facilitator Team member at each site, and are reviewed by the facilitator team as part of the workshop curriculum development process.

**Customer input and opinions
have a direct impact on
how business is conducted**

All customer feedback is:

- Reviewed by a team of leadership and staff at the local level for immediate consideration and follow up.
- Included in the WorkSource System Dashboard.

Service Delivery Evaluation and Monitoring

Working with state and local leaders WorkSource ensures investments in employment, education and training programs are evidence-based and data-driven, and programs are accountable to participants and taxpayers. This includes evaluating approaches and aligning performance accountability and data

systems to support program management, facilitate common case management systems, and inform policy.

Attachments

- a. Sectors Rubric
- b. Local Area Profile
- c. Local Workforce Development Board and Alternative Entity Members and Certification
- d. Local Integrated Workforce Plan Assurances
- e. Board Certification
- f. Local Assurances
- g. Public Comment
- h. Performance Targets

Attachment A: Sector Partnership Framework*

Focus Sector to be Served: Healthcare

Check one:

Regional

Local

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate for sectors that will be served 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>	July - September 2015	Build sectors based business services team, cultivate industry participants, and develop partners for service provision.	Building trust and relationships; making the benefits of relationships clear and accessible	Ongoing; strong relationships and industry participation
Phase II: Investigate <i>Goal: determine target industries</i>	September 2013, July 2014, May 2015, September 2015, September 2017	Every two years, the WDC Board analyzes various industries with significant presence in the Seattle-King County region to determine which sectors to invest resources and to obtain the maximum benefit for the region. Key criteria include economic size and scope, job demand, supply and demand alignment, and potential for impact. The WDC published a Health Care Talent Pipeline Study in September 2013 and continued to update healthcare sector data through other reports and grant proposals.	WDC regularly updates focus and watch sectors	Relevant focus and watch sectors that reflect industry demand
Phase III: Inventory and Analyze <i>Goal: build baseline knowledge of industry</i>	May 2015 - July 2015	Data analysis (talent pipeline studies, state of the workforce, qualitative communications with industry partners)	Publicly available labor market and workforce information	Public utilization of information, consistent updates
Phase IV: Convene <i>Goal: build industry partnership, prioritize activities</i>	February - July 2015, February - September 2016	Convene industry specific groups to identify workforce issues through sector panels, phone calls, community partnerships with businesses and unions, business breakfasts, hiring events, industry organizations, career awareness events, etc.	Cohesive feedback mechanisms for industry and planning facilitation	Accessibility and industry participation
Phase V: Act <i>Goal: Implement initiatives</i>	October 2011 - September 2015, October 2015 - September 2020	Facilitate feasible action items, identify and secure relevant resources for both business and job seeker services, create education and training opportunities that lead to viable career pathways. Seek additional funding and support grant opportunities as needed. Collaborate with employers to identify incumbent workers, hire graduates, and develop specialized initiatives.	Initiation and completion of training programs	Subsequent job placement on career pathways, meeting industry demand
Phase VI: Sustain and evolve <i>Goal: grow the partnership</i>	February 2016 - September 2020	Measure program outcomes, update data analysis, facilitate new community and industry partnerships, expand training models to additional sectors, and share and demonstrate success. Test strategies to build on grant. Invest in curriculum develop and redesign to create more efficient training pathways, such as bridge curriculums to meet certification needs.	Increased business and job seeker participation, replicated and scaled programming, increased access to resources	Number of job seeker and businesses, quality and quantity of programming, quantity of resources

* Framework will be adjusted as the plan is implemented as part of the WDC's continuous improvement process.

Attachment A: Sector Partnership Framework*

Focus Sector to be Served: Manufacturing, including Aerospace and Maritime

Check one: : Regional : Local

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate for sectors that will be served 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>	July - September 2015	Build sectors based business services team, cultivate industry participants, and develop partners for service provision.	Building trust and relationships; making the benefits of relationships clear and accessible	Ongoing; strong relationships and industry participation
Phase II: Investigate <i>Goal: determine target industries</i>	September 2015, September 2017	Every two years, the WDC Board analyzes various industries with significant presence in the Seattle-King County region to determine which sectors to invest resources and to obtain the maximum benefit for the region. Key criteria include economic size and scope, job demand, supply and demand alignment, and potential for impact.	WDC regularly updates focus and watch sectors	Relevant focus and watch sectors that reflect industry demand
Phase III: Inventory and Analyze <i>Goal: build baseline knowledge of industry</i>	July 2015, September 2015 - December 2016	Data analysis (Aerospace Talent Pipeline Study, other talent pipeline studies, state of the workforce, qualitative communications with industry partners)	Publicly available labor market and workforce information	Public utilization of information, consistent updates
Phase IV: Convene <i>Goal: build industry partnership, prioritize activities</i>	October 2015, May 2016 - March 2017	Convene industry specific groups to identify workforce issues through sector panels, business breakfasts, hiring events, industry organizations, career awareness events, etc.	Cohesive feedback mechanisms for industry and planning facilitation	Accessibility and industry participation
Phase V: Act <i>Goal: Implement initiatives</i>	December 2015	Facilitate feasible action items, identify and secure relevant resources for both business and job seeker services, create education and training opportunities (such as Aerospace and Maritime Cohort Training and pre-apprenticeship opportunities) that lead to viable career pathways.	Initiation and completion of training programs	Subsequent job placement on career pathways, meeting industry demand
Phase VI: Sustain and evolve <i>Goal: grow the partnership</i>	July 2015 - 2020	Measure program outcomes, update data analysis, bring in new community and industry partners, expand training models to additional sectors, and share and demonstrate success.	Increased business and job seeker participation, replicated and scaled programming, increased access to resources	Number of job seeker and businesses, quality and quantity of programming, quantity of resources

* Framework will be adjusted as the plan is implemented as part of the WDC's continuous improvement process.

Attachment A: Sector Partnership Framework*

Focus Sector to be Served: Construction

Check one: Regional Local

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate for sectors that will be served 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>	July 2015	Build sectors based business services team, cultivate industry participants, and develop partners for service provision.	Building trust and relationships; making the benefits of relationships clear and accessible	Ongoing; strong relationships and industry participation
Phase II: Investigate <i>Goal: determine target industries</i>	September 2015, September 2017	Every two years, the WDC Board analyzes various industries with significant presence in the Seattle-King County region to determine which sectors to invest resources and to obtain the maximum benefit for the region. Key criteria include economic size and scope, job demand, supply and demand alignment, and potential for impact.	WDC regularly updates focus and watch sectors	Relevant focus and watch sectors that reflect industry demand
Phase III: Inventory and Analyze <i>Goal: build baseline knowledge of industry</i>	July - September 2015, July 2016	Data analysis (Construction Talent Pipeline Study, State of the Workforce, qualitative communications with industry partners).	Publicly available labor market and workforce information	Public utilization of information, consistent updates
Phase IV: Convene <i>Goal: build industry partnership, prioritize activities</i>	July 2015 - 2020	Convene industry specific groups to identify workforce issues through sector panels, business breakfasts, hiring events, industry organizations, career awareness events, etc.	Cohesive feedback mechanisms for industry and planning facilitation	Accessibility and industry participation
Phase V: Act <i>Goal: Implement initiatives</i>	March 2016 - December 2016	Facilitate feasible action items, identify and secure relevant resources for both business and job seeker services, create education and training opportunities that lead to viable career pathways (such as investing in Pre-Apprenticeship Construction Education Cohorts).	Initiation and completion of training programs	Subsequent job placement on career pathways, meeting industry demand
Phase VI: Sustain and evolve <i>Goal: grow the partnership</i>	March 2016 - July 2020	Measure program outcomes, update data analysis, bring in new community and industry partners, expand training models to additional sectors, and share and demonstrate success.	Increased business and job seeker participation, replicated and scaled programming, increased access to resources	Number of job seeker and businesses, quality and quantity of programming, quantity of resources

* Framework will be adjusted as the plan is implemented as part of the WDC's continuous improvement process.

Attachment A: Sector Partnership Framework*

Focus Sector to be Served: Information Technology

Check one: Regional Local

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate for sectors that will be served 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>	July - September 2015	Build sectors based business services team, cultivate industry participants, and develop partners for service provision.	Building trust and relationships; making the benefits of relationships clear and accessible	Ongoing; strong relationships and industry participation
Phase II: Investigate <i>Goal: determine target industries</i>	September 2015, September 2017	Every two years, the WDC Board analyzes various industries with significant presence in the Seattle-King County region to determine which sectors to invest resources and to obtain the maximum benefit for the region. Key criteria include economic size and scope, job demand, supply and demand alignment, and potential for impact.	WDC regularly updates focus and watch sectors	Relevant focus and watch sectors that reflect industry demand
Phase III: Inventory and Analyze <i>Goal: build baseline knowledge of industry</i>	December 2014	Data analysis (Information and Communication Technology Talent Pipeline Study, State of the Workforce, qualitative communications with industry partners)	Publicly available labor market and workforce information	Public utilization of information, consistent updates
Phase IV: Convene <i>Goal: build industry partnership, prioritize activities</i>	January 2015 - December 2015, May 2016	Convene industry specific groups to identify workforce issues through sector panels, business partnerships with regional information technology firms, business breakfasts, hiring events, industry organizations, career awareness events, etc.	Cohesive feedback mechanisms for industry and planning facilitation	Accessibility and industry participation
Phase V: Act <i>Goal: Implement initiatives</i>	March 2015 - 2020	Facilitate feasible action items, identify and secure relevant resources for both business and job seeker services, create education and training opportunities that lead to viable career pathways. Incorporate digital literacy strategies in job readiness and vocational training.	Initiation and completion of training programs	Subsequent job placement on career pathways, meeting industry demand
Phase VI: Sustain and evolve <i>Goal: grow the partnership</i>	July 2015 - 2020	Measure program outcomes, update data analysis, bring in new community and industry partners, expand training models to additional sectors, and share and demonstrate success.	Increased business and job seeker participation, replicated and scaled programming, increased access to resources	Number of job seeker and businesses, quality and quantity of programming, quantity of resources

* Framework will be adjusted as the plan is implemented as part of the WDC's continuous improvement process.

Attachment A: Sector Partnership Framework*

Focus Sector to be Served: Professional, Scientific, and Technical Services

Check one: : Regional : Local

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate for sectors that will be served 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>	July 2015 - September 2015	Build sectors based business services team, cultivate industry participants, and develop partners for service provision.	Building trust and relationships; making the benefits of relationships clear and accessible	Ongoing; strong relationships and industry participation
Phase II: Investigate <i>Goal: determine target industries</i>	September 2015, September 2017	Every two years, the WDC Board analyzes various industries with significant presence in the Seattle-King County region to determine which sectors to invest resources and to obtain the maximum benefit for the region. Key criteria include economic size and scope, job demand, supply and demand alignment, and potential for impact.	WDC regularly updates focus and watch sectors	Relevant focus and watch sectors that reflect industry demand
Phase III: Inventory and Analyze <i>Goal: build baseline knowledge of industry</i>	July 2015 - September 2015	Data analysis (Professional, Scientific, and Technical Services Talent Pipeline Study, State of the Workforce, qualitative communications with industry partners)	Publicly available labor market and workforce information	Public utilization of information, consistent updates
Phase IV: Convene <i>Goal: build industry partnership, prioritize activities</i>	September 2015 - 2020	Convene industry specific groups to identify workforce issues through sector panels, business breakfasts, hiring events, industry organizations, career awareness events, etc.	Cohesive feedback mechanisms for industry and planning facilitation	Accessibility and industry participation
Phase V: Act <i>Goal: Implement initiatives</i>	September 2015 - 2020	Facilitate feasible action items, identify and secure relevant resources for both business and job seeker services, create education and training opportunities that lead to viable career pathways.	Initiation and completion of training programs	Subsequent job placement on career pathways, meeting industry demand
Phase VI: Sustain and evolve <i>Goal: grow the partnership</i>	January 2016 - 2020	Measure program outcomes, update data analysis, bring in new community and industry partners, expand training models to additional sectors, and share and demonstrate success.	Increased business and job seeker participation, replicated and scaled programming, increased access to resources	Number of job seeker and businesses, quality and quantity of programming, quantity of resources

* Framework will be adjusted as the plan is implemented as part of the WDC's continuous improvement process.

Attachment B: Regional Service Coordination Framework*

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 Goal: build buy-in & support	May 2014, June 2014, January 2015 - 2020	Convene WorkSource Seattle-King County Transformation Team, Seattle-King County Ecosystem Project, Seattle-King County Youth Convenings	Comprehensive list of community partners, staff, businesses, education leaders, economic development, etc. engaged in process	List of partners identified, meetings held, agreements developed, resources committed
Phase II: Investigate Goal: determine options for coordinated service deliver	May 2014 - August 2014, January 2015 - 2020	Facilitate focus groups with staff, customers (job seekers and businesses), and partners Conduct interviews with partners Administer surveys on system Convene experts and identify goals	Focus groups include diverse perspectives and provide input, surveys administered and input gathered, goals identified	Focus group makeup and facilitation, survey administration, input gathered reflects goals
Phase III: Inventory and Analyze Goal: build baseline knowledge	August 2014 - September 2014	Collect and analyze workforce development system strengths, gaps, best practices, potential and Analyze input themes and outcomes	Strengths, gaps, best practices and partners identified Input themes and actions identified	Relevance and volume of knowledge and input gathered
Phase IV: Convene Goal: build partnership, prioritize activities	September 2014 - June 2015	Reconvene relevant partners, share findings related to strengths, gaps, best practices, potential and existing partners Develop a plan for action and assign responsibilities to work groups	Partners understand findings, plan for action developed, next steps agreed upon	Action plan developed, work groups identified
Phase V: Act Goal: Implement initiatives	August 2014 - 2020	Develop plan and timeline for implementation, set benchmarks and accountability systems, execute plans, monitor progress, identify best practices and challenges to address, update community and stakeholders	Implementation Plan guides execution Benchmarks guide milestones Best practices established and challenges identified, and community aware of progress	Implementation plan developed Execution in progress Benchmarks set and monitoring in progress Best practices identified Updates shared
Phase VI: Sustain and evolve Goal: grow the partnership	October 2014 - 2020	Continue to measure progress and identify best practices and challenges, Share progress with broader community, Identify opportunities and resources to expand and scale best practices	Best practices and progress shared throughout the community, Project scaled and expanded using other identified resources	Community awareness level of projects, Identification of other resources, identify opportunities for scaling/expansion

* Framework will be adjusted as the plan is implemented as part of the WDC's continuous improvement process.

Attachment C: Regional Economic Development Framework*

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 Goal: build buy-in & support	Ongoing	In partnership with economic development entities, build sectors based business services team, cultivate industry partners, and develop partners for service provision. Complement economic development efforts to foster skilled workforce that draws and maintain business presence in the region.	Partnerships with and support of economic development entities.	Quality and quantity of industry relationships
Phase II: Investigate Goal: determine options for coordinated service deliver	Ongoing	Every two years, the WDC Board analyzes various industries with significant presence in the Seattle-King County region to determine which sectors to invest resources and to obtain the maximum benefit for the region. Key criteria include economic size and scope, job demand, supply and demand alignment, and potential for impact. Leverage economic development expertise in defining industry potential for impact.	WDC identifies regularly updates focus and watch sectors using economic development and impact research.	Relevant focus and watch sectors that reflect industry demand
Phase III: Inventory and Analyze Goal: build baseline knowledge	Ongoing	Use historical labor market data to conduct data analysis and project workforce needs, in partnership with economic development growth analyses.	Synthesize economic development and workforce development data to identify areas of need and opportunity	Public utilization of information, consistent updates
Phase IV: Convene Goal: build partnership, prioritize activities	Ongoing	In partnership with economic development entities, jointly convene industry specific groups to identify economic and workforce issues through sector panels, business breakfasts, hiring events, industry organizations, career awareness events, etc.	Cohesive feedback mechanisms for industry and planning facilitation	Action plan developed, work groups identified
Phase V: Act Goal: Implement initiatives	Ongoing	Ongoing In partnership with economic development entities, facilitate feasible action items, identify and secure relevant resources for both business and job seeker services, create education and training opportunities that lead to viable career pathways that are aligned with economic development efforts.	Initiation and completion of training programs that reflect industry demand	Subsequent job placement on career pathways, meeting industry demand
Phase VI: Sustain and evolve Goal: grow the partnership	October 2014 - 2020	In partnership with economic development entities, measure program outcomes, update data analysis, bring in new community and industry partners, expand training models to additional sectors, and share and demonstrate success.	Increased business and job seeker participation, replicated and scaled programming, increased access to resources	Community awareness level of projects, Identification of other resources, identify opportunities for scaling/expansion

* Framework will be adjusted as the plan is implemented as part of the WDC's continuous improvement process.

Attachment D: Local Area Profile

Please complete the following three sections for each Local Area in the Region and submit the information as part of the plan.

- **Local One-Stop System**

List all comprehensive, affiliate, and connection one-stop sites in the local area, along with the site operator. If the operator is a partnership, list all entities comprising the partnership.

Site	Type of Site (Comprehensive, Affiliate, or Connection)	Site Operator(s)
WorkSource Renton	Comprehensive	King County
WorkSource Auburn	Affiliate	Employment Security Department
WorkSource North Seattle College	Affiliate	Employment Security Department
WorkSource Redmond	Affiliate	Employment Security Department
WorkSource Downtown	Affiliate	YWCA of Seattle-King Snohomish
WorkSource South Seattle College	Affiliate	South Seattle College
Atlantic Street Family Resource Center	Connection	Atlantic Street Center
Bellevue College	Connection	Bellevue College
Downtown Emergency Service Center	Connection	Downtown Emergency Service Center
Goodwill (Main Seattle Store)	Connection	Goodwill
Greenbridge Career Development Center	Connection	YWCA
Highline College	Connection	Highline College
King County Housing Authority, Birch Creek Apartments	Connection	King County Housing Authority
King County Library System	Connection	King County Library System
Lake Washington Institute of Technology	Connection	Lake Washington Institute of Technology
Multiservice Center	Connection	Multiservice Center
Airport Jobs Center	Connection	Port of Seattle, Airport Jobs
Seattle Central College	Connection	Seattle Central College

Seattle Housing Authority, High Point	Connection	Seattle Housing Authority
Seattle Housing Authority, New Holly	Connection	Seattle Housing Authority
Seattle Public Library, Central Library	Connection	Seattle Public Library
Shoreline College	Connection	Shoreline College
South Seattle College – Georgetown Campus	Connection	South Seattle College
Refugee Women’s Alliance (ReWa)	Connection	Refugee Women’s Alliance
Renton Technical College	Connection	Renton Technical College

○ **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	
Pacific Associates	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
TRAC	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Asian Counseling and Referral Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Neighborhood House	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Adult Program List all current and potential service providers in the area	Indicate service(s) provided by each			WIOA funded?
	Basic	Individualized	Training	
Pacific Associates	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
TRAC	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Asian Counseling and Referral Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Neighborhood House

Urban League

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		
King County Education and Employment Resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Attachment E: Local Workforce Development Board Membership and Certification

Required categories	Name/Title/Organization*	Nominated by
Business majority (greater than 50 percent of all members)		
Business	David Allen, Executive VP of Corporate Communications, McKinstry	Economic Development Council of Seattle-King County
Business	Princess Ayers, Chief, Workforce Diversity and Inclusion, Seattle Children's Hospital	Seattle Children's Hospital
Business	Juan Cotto, Community Outreach Manager, Fred Hutchinson Cancer Research Center	Fred Hutchinson Center
Business	Scott Craig, Director, Marine Development & Compliance, Crowley Maritime	Titan Salvage, LLC
Business	Todd Dunnington, CEO, Skills, Inc.	Aerospace Futures Alliance
Business	Dan Johnson, Human Resource Director, Fatigue Technology	Americas Hexcel Corporation
Business	Ethan Kelly, Director, Scientific Programs, Marsha Rivkin Center for Ovarian Cancer Research	Bonneville Seattle
Business	Tom Peterson, Vice President and General Manager, Hoffman Construction Company	Seattle Metro Chamber
Business	Terry Pickering, Senior Vice President, Banner Bank	Seattle International District Rotary
Business	Terry Seaman, Vice President, Seidelhuber Iron and Bronze Works	Manufacturing Industrial Council
Business	Liz Warman, Director of Global Corporate Citizenship, The Boeing Company	Manufacturing Industrial Council
Business	Ron Wright, Owner, Ron Wright & Associates	
Business	Wendy Law, Director, Scientific Programs, Marsha Rivkin Center for Ovarian Cancer Research	Washington Biotechnology & Biomedical Association
Workforce (20 percent of members. Majority must be nominated by organized labor)		
Labor	Larry Brown, Legislative & Political Director, Aerospace Machinists 751	MLK Jr County Labor Council, AFL-CIO
Labor	Berit Eriksson, Director of Workforce Development, Sailors Union of the Pacific	MLK Jr County Labor Council, AFL-CIO
Labor	Josh Swanson, Political and Communications Representative, International Union of Operating Engineers, Local 302	MLK Jr County Labor Council, AFL-CIO

Labor-Apprenticeship	Lee Newgent, Executive Secretary, Washington State Building & Construction Trades Council, AFL-CIO	MLK Jr County Labor Council, AFL-CIO
Other workforce	Daryl Campbell, President and CEO, Seattle Goodwill	Rotary Club of Seattle
Education		
Title II Adult Ed	John Bowers, Dean, Basic & Transitional Studies, South Seattle College	Washington State Board for Community & Technical Colleges
Higher Education	Cheryl Roberts, President, Shoreline College	Seattle Colleges on behalf of all King County Community & Technical Colleges
Other Required Partners		
Wagner-Peyser	Greta Kaas-Lent, Director, NW Region, Employment Security Department	State of Washington, Employment Security Department
Vocational Rehabilitation	Robert Hines, Area 2 Manager, State of Washington, Department of Social and Health Services, Division of Vocational Rehabilitation	State of Washington, Department of Social and Human Services
Economic Development	Suzanne Dale Estey, CEO & President, Economic Development Council of Seattle and King County	Economic Development Council of Seattle and King County
TANF	Deborah Doyle, Director, Division of Program Integrity Economic Services Division, DSHS	State of Washington, Department of Social and Human Services

Recruitment Efforts

The WDC actively recruits members from the targeted industry sectors of Seattle-King County to ensure these key constituents have a voice at the table. As vacancies occur, the WDC works with its chief local elected officials, local chambers of commerce, economic development councils, and our current members, to recruit new members that have an interest in workforce development in our area and will contribute to the work of this Council.

Attachment F: Assurances

Regional/Local Workforce Plan Assurances Instructions

This section of the plan is a check-the-box table of assurance statements, including the legal reference(s) corresponding to each assurance. Note: Boxes can be electronically populated by double-clicking the check box and selecting checked as the default value.

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).

If a local board is unable to provide assurance for a specific requirement, it must promptly notify the staff contact in ESD's Employment System Administration and Policy Unit to provide the reason for non-compliance and describe specific actions and timetables for achieving compliance. Identified deficiencies within the assurances may result in additional technical assistance and/or a written corrective action request as part of the State's conditional approval of the Regional/Local Workforce Plan.

2016-2020 Regional/Local Workforce Plan Assurances

	References
<input checked="" type="checkbox"/> 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); proposed 20 CFR 679.550(b)
<input checked="" type="checkbox"/> 2. The final local plan is available and accessible to the general public.	Proposed 20 CFR 679.550(b)(5)
<input checked="" type="checkbox"/> 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); proposed 20 CFR 679.390 and 679.550
Required Policies and Procedures	References
<input checked="" type="checkbox"/> 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.	Proposed 20 CFR 679.390
<input checked="" type="checkbox"/> 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); proposed 20 CFR 679.410(a)-(c); WIOA Title I Policy 5405; WIOA Title I Policy 5410
<input checked="" type="checkbox"/> 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); proposed 20 CFR 678.500-510; WorkSource System Policy 1013
<input checked="" type="checkbox"/> 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); WorkSource System Policy 1008 Revision 1
<input type="checkbox"/> 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); proposed 20 CFR 679.390(k) and 677.210(b)
<input checked="" type="checkbox"/> 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; proposed 20 CFR 678.600-615 and 681.400; WIOA Title I 5404; WIOA Title I Policy 5613
<input checked="" type="checkbox"/> 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	WIOA Sections 107(d)(10), 122(b)(3), and 123; Proposed 20 CFR 679.370(l)-(m) and 680.410-430; WIOA Title I Policy 5611

	receiving additional unemployment insurance benefits via the state's Training Benefits Program.	
☒	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; 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); proposed 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 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 1; 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 37.37; WIOA Policy 5402, Revision 1; 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	WorkSource System Policy 1018; 2 CFR Part 225 Appendix B; 2 CFR Part 230 Appendix B; 48 CFR 31.205-22; RCW

	environment for political activities, and the local board complies with the applicable certification and disclosure requirements	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; proposed 20 CFR 677.175 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); proposed 20 CFR 679.560(a)(15); WIOA Title I Policy 5601; WIOA Section 134(c)(3)(G); proposed 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); proposed 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 Part 652; proposed 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); proposed 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); proposed 20 CFR 680.850
	31. Eligibility	References

☒	<p>32. 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.</p>	<p>Proposed 20 CFR Part 680 Subparts A and B; proposed 20 CFR Part 681 Subpart A; WorkSource System Policy 1019, Revision 1</p>
☒	<p>33. 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.</p>	<p>WIOA Section 134(c)(3)(G); Proposed 20 CFR 680.300-320; WIOA Title I Policy 5601</p>
☒	<p>34. 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.</p>	<p>WIOA Sections 129(c)(2)(G) and 134(d)(2); proposed 20 CFR 680.900-970; proposed 20 CFR 681.570; WorkSource System Policy 1019, Revision 1</p>
☒	<p>35. 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.</p>	<p>Jobs for Veterans Act; Veterans' Benefits, Health Care, and Information Technology Act; 20 CFR 1010; TEGL 10-09; Veterans Program Letter 07-09; WorkSource System Policy 1009 Revision 1</p>

Attachment G: Plan Certification

Regional/Local Workforce Plan Certification

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

King County Executive Dow Constantine

Date

City of Seattle Mayor Edward B. Murray

Date

Tom Peterson, Workforce Development Council of Seattle-King County Board Chair

Date

Marléna Sessions, Workforce Development Council of Seattle-King County Chief Executive Officer

Date

Attachment H: Public Comment

Moving Toward the Workforce Innovation and Opportunity Act

The Workforce Development Council of Seattle-King County (WDC) is a nonprofit workforce think-tank and grant-making organization whose mission is to support a strong economy and the ability of each person to achieve self-sufficiency. The WDC works throughout the community, bringing employers, job seekers, youth, educators, labor groups and other nonprofits together to find—and fund—solutions to workforce gaps. To most effectively implement the provisions of the Workforce Innovation and Opportunity Act (WIOA), the WDC has brought together community members to learn about WIOA and engage in strategic planning.

[For more discussion of the input, see Section L1. Strategic Vision and Goals, Community Engagement, and Local Plan Development.]

Attachment I: Performance Targets

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