



**Annual Board Retreat**  
**January 24, 2019**  
**8:00 AM – 4:00 PM | Grays Harbor College**

**Agenda**

**8:00 Continental Breakfast & Networking**

**8:30 Welcome & Self Introductions**

Share your most memorable moment or reflection of your service on the WDC Board?

(Board Chair Duane Evans)

Welcome to Grays Harbor Campus (President Jim Minkler)

**9:00 2018 In-Review** (PacMtn Senior Staff)

**10:30 BREAK**

**10:45 Youth Voices: I Want You To Know...**

**12:15 LUNCH**

**12:30 Integrated Service Delivery: Opportunities to Partner** (Eleni Papadakis)

**12:50 Making the Partnership Work for Customers: Board Member Panel Discussion**

(Jim Minkler, Jason Reed, Paul Vertrees, Anne Goranson, Dawn Murphy, Mike Hickman)

**2:30 BREAK**

**2:45 The Board's Role: Small Group Discussion** (All)

Some research suggests that at least 40% of this region's workforce pipeline—young people and those remaining on the labor force sidelines are not finding their way to a successful life pathway. For this region, what ideas does the Board have and will assume some leadership to impact those circumstances?

**3:50 Reflection of the Day and Concluding Remarks** (All)

# Budget & Performance



PACIFIC MOUNTAIN  
**WORKFORCE**  
DEVELOPMENT

## Workforce Innovation and Opportunity Act (WIOA) “Formula” Grants

PY17 Youth - Department of Labor WIOA Funds					
<b>Project Term:</b>	4/1/2017 – 6/30/2019	<b>Participants:</b>	375 of 375		
<b>Carry In Funds:</b>	\$ 207,341.26	<b>Total PY17 Funds Budgeted:</b>	\$1,402,299.26		
<b>PY17 Funds:</b>	\$ 1,194,958			<b>Actual:</b>	\$1,212,549.37
<b>FY18 Funds:</b>	N/A				
<b>Project Summary:</b> To enhance youth education, encourage school completion through alternative educational programs, and provide exposure to the world of work through apprenticeship and career exploration.					
<b>Major Partners:</b> Res Care Services,					
<b>Target Participants:</b> Young people who are ages 14 through 24, who are low income, and who may need help to complete an educational program or find and hold employment. To be low income, one must be receiving welfare or food stamps, homeless, a foster child, or have a family income that meets specific income guidelines.					
PY17 Adult- Department of Labor WIOA Funds					
<b>Project Term:</b>	7/1/2017 – 6/30/2019	<b>Participants:</b>	353 of 280		
<b>Carry In Funds:</b>	\$ 341,305.40	<b>Total PY17 Funds Budgeted:</b>	\$1,512,649.40		
<b>PY17 Funds:</b>	\$ 150,261			<b>Actual:</b>	\$1,220,191.81
<b>FY18 Funds:</b>	\$ 1,021,083				
<b>Project Summary:</b> The program goal is to increase employment and employment retention for participants and to provide employers with a skilled workforce and qualified applicants.					
<b>Major Partners:</b> Career Path Services, Employment Security Department, Training providers					
<b>Target Participant:</b> People who are 18 years and older, are legally entitled to work in the United States and have met selective service registration requirements.					
PY17 Dislocated Worker - Department of Labor WIOA Funds					
<b>Project Term:</b>	7/1/2017 – 6/30/2019	<b>Participants:</b>	428 of 357		
<b>Carry In Funds:</b>	\$ 505,245.73	<b>Total PY17 Funds Budgeted:</b>	\$1,969,140.73		
<b>PY17 Funds:</b>	\$ 229,967			<b>Actual:</b>	\$1,500,980.71
<b>FY18 Funds:</b>	\$ 1,233,928				
<b>Project Summary:</b> The program goal is to increase employment and employment retention for its participants and to provide employers with a skilled workforce and qualified applicants.					
<b>Major Partners:</b> Career Path Services, Employment Security Department, Training Providers					
<b>Target Participants:</b> Workers who lost jobs due to plant closures, company downsizing, or some other significant change in market conditions. In most cases, it must be unlikely that these dislocated workers will return to their previous employment, and they must be eligible for (or have exhausted) unemployment compensation. Other conditions can lead to eligibility, such as being self-employed (but not working as a result of general economic conditions), or being a displaced homemaker.					

<b>PY17 Admin Cost Pool – Department of Labor WIOA Funds</b>					
<b>Project Term:</b>	7/1/2017 – 6/30/2019	<b>Participants:</b>	N/A		
<b>Carry In Funds</b>	\$ 372,247.84	<b>Total PY17 Funds Budgeted:</b>	\$ 797,822.84		
<b>PY17 Funds:</b>	\$ 175,019			<b>Actual:</b>	\$377,046.26
<b>FY18 Funds:</b>	\$ 250,556				
<b>Project Summary:</b> Admin costs to support administrative functions of WIOA formula funds.					

## Competitive Grants

<b>Youth Works 2</b>			
<b>Project Term:</b>	07/01/2016 - 03/31/2018	<b>Participants:</b>	86 of 85
		<b>Total PY17 Funds Budgeted:</b>	\$34,077.67
		<b>Actual:</b>	\$34,077.67
<b>Project Summary:</b> Extends partnerships with local youth services to reengage youth in County Juvenile Detention Facilities and add soft skill employment skills to enhance preparation to career pathways.			
<b>Major Partners:</b> Big Brothers Big Sisters of Southwest WA, Capital Region Education School District 113, County Juvenile Detention Facilities			
<b>Target Participants:</b> Detained Youth for noncriminal offenses			

<b>Rapid Response Initiatives</b>			
<b>Project Term:</b>	2/03/2017 – 04/30/2018	<b>Participants:</b>	42 of 45
		<b>Total PY17 Funds Budgeted:</b>	\$378,461.60
		<b>Actual:</b>	\$315,329.46
<b>Project Summary:</b> To increase employment, emphasize process improvement, and layoff aversion strategies amongst DW enrollments.			
<b>Major Partners:</b> Career Path Services, Business services, local colleges, local industries, EDC's and Employment Security			
<b>Target Participants:</b> Dislocated Workers			

<b>Camo2Commerce</b>			
<b>Project Term:</b>	1/1/2014 – 12/31/2018 (Total Grant Award \$12,086,385)	<b>Participants:</b>	2006 of 2100
		<b>Total PY17 Funds Budgeted:</b>	\$4,962,109.47
		<b>Actual:</b>	\$2,307,053.41
<b>Project Summary:</b> Provide assistance for approximately 1350 transitioning service members from Joint Base Lewis-McChord (JBLM). Provide case management, supportive services and training to help them apply the sought after skills they acquired through military service in the civilian workforce.			
<b>Major Partners:</b> WorkForce Central, Thurston County Economic Development Council, Thurston County Chamber, Morningside, Pierce Co Chamber, IDEO, Training Providers			
<b>Target Participants:</b> Transitioning service members taking the next step towards a civilian career.			

Sector Strategies NEG			
<b>Project Term:</b>	10/16/2015 – 06/30/2018 (Total Grant Award \$565,869)	<b>Participants:</b>	146 of 75
		<b>Total PY17 Funds Budgeted:</b>	\$130,248.15
		<b>Actual:</b>	\$126,276.51
<b>Project Summary:</b> Provide assistance for approximately 75 Dislocated Workers to prepare them for entry in the forest and wood products sector. A sector navigator will work with industries to establish a qualified pipeline of employees that meet the emerging needs throughout the industry. Part of the funds will be used to update our Local Plan in accordance with WIOA.			
<b>Major Partners:</b> Career Path Services, Business services, local colleges, local industries, EDC's and Employment Security			
<b>Target Participants:</b> Dislocated Workers			
Rapid Response Increased Employment			
<b>Project Term:</b>	7/1/2017 – 6/30/2019	<b>Participants:</b>	42 of 44
		<b>Total PY17 Funds Budgeted:</b>	\$442,841.00
		<b>Actual:</b>	\$ 79,663.40
<b>Project Summary:</b> To increase employment, emphasize process improvement, and layoff aversion strategies amongst DW enrollments.			
<b>Major Partners:</b> Career Path Services, ResCare			
<b>Target Participants:</b> Dislocated Workers			
Career Connect WA			
<b>Project Term:</b>	1/1/2018 – 09/30/2019	<b>Participants:</b>	21 of 50
		<b>Total PY17 Funds Budgeted:</b>	\$150,000.00
		<b>Actual:</b>	\$ 22,273.38
<b>Project Summary:</b> Increase youth participation in high-impact, comprehensive Career Connected Learning Experiences and support the expansion of registered apprenticeships for you and/or adults.			
<b>Major Partners:</b> AJAC, Career Path Services, ResCare, ESD 113			
<b>Target Participants:</b> Adults and Youth			

## WorkFirst Grants

Department of Commerce – Work First PY17			
<b>Project Term:</b>	07/01/2017 - 06/30/2018	<b>Participants:</b>	254 of 360
		<b>Total PY17 Funds Budgeted:</b>	\$1,412,632.00
		<b>Actual:</b>	\$1,335,822.60
<b>Project Summary:</b> A multi county WorkFirst Program which provides opportunities for participants to learn and develop marketable employment skills, gain work experience as well as confidence.			
<b>Major Partners:</b> DSHS, Employment Security Department, and Community Colleges in Thurston, Mason and Lewis counties.			
<b>Target Participants:</b> WorkFirst parents are those receiving temporary aid to needy families and referral from DSHS in Thurston, Mason and Lewis counties.			

## Other Grants

Thurston County Jail Pre-Employment Skills			
<b>Project Term:</b>	01/01/2018 -12/31/2018	<b>Participants:</b>	90 of 100
		<b>Total PY17 Funds Budgeted:</b>	\$181,553.97
		<b>Actual:</b>	\$118,912.19
<b>Funding Note:</b> 2018 funding of \$119,343			
<b>Project Summary:</b> Pre-employment skills training workshops for the Drug Court population and job search services for Work Release inmates referred to Thurston County WorkSource.			
<b>Major Partners:</b> Thurston County Sheriff's Office and Employment Securities Department			
<b>Target Participants:</b> Offenders who are preparing for release or who are in work release and housed in Thurston County Jail.			
DVR Pre-Employment Skills Training			
<b>Project Term:</b>	03/16/2016 – 03/15/2018 (Total Grant Award \$ 230,000.00)	<b>Participants:</b>	60 of 70
		<b>Total PY17 Funds Budgeted:</b>	\$96,118.05
		<b>Actual:</b>	\$72,740.00
<b>Project Summary:</b> Pre-employment transition services to students with disabilities ranging from 16 to 21, who have Individualized Educational Programs (IEPs) or 504 Plans, or disabilities that qualify students for special education under the Individuals with Disabilities Education Act (IDEA) or accommodations under Section 504 of the Rehabilitation Act of 1973, as amended.			
<b>Major Partners:</b> DSHS; Morningside, ARC of Grays Harbor, and Grays Harbor Youth Works			
<b>Target Participants:</b> Students with disabilities ranging from 16 to 21 with IEP or 504 plans.			
MyJOB Juvenile Rehabilitation (JRA) Employment Pathway Program			
<b>Project Term:</b>	05/01/2016 – 07/15/2019 (Total Grant Award \$ 3,450,000.00)	<b>Participants:</b>	691 of 1350
		<b>Total PY17 Funds Budgeted:</b>	\$2,450,000.00
		<b>Actual:</b>	\$ 708,913.16
<b>Project Summary:</b> To better prepare youth, ranging from ages 13 to 21, for a pathway to employment in RA's juvenile institutions and community facilities.			
<b>Major Partners:</b> DSHS, DVR, Green Hill School, Naselle Youth Camp, Echo Glen Children's Center			
<b>Target Participants:</b> Youth within juvenile institutions and community facilities			
DVR Pre-Employment Skills Training			
<b>Project Term:</b>	03/16/2018 – 03/15/2020 (Total Grant Award \$ 496,000.50)	<b>Participants:</b>	39 of 90
		<b>Total PY17 Funds Budgeted:</b>	\$496,005.50
		<b>Actual:</b>	\$ 29,332.97
<b>Project Summary:</b> Pre-employment transition services to students with disabilities ranging from 16 to 21, who have Individualized Educational Programs (IEPs) or 504 Plans, or disabilities that qualify students for special education under the Individuals with Disabilities Education Act (IDEA) or accommodations under Section 504 of the Rehabilitation Act of 1973, as amended.			
<b>Major Partners:</b> DSHS; Morningside, ARC of Grays Harbor, and Grays Harbor Youth Works			

<b>Target Participants:</b> Students with disabilities ranging from 16 to 21 with IEP or 504 plans.			
<b>TAP-Upskill/Backfill Planning Initiative-Hospitality</b>			
<b>Project Term:</b>	04/18/2017 – 08/31/2017 (Total award \$25,000)	<b>Participants:</b>	N/A
		<b>Total PY17 Funds Budgeted:</b>	\$10,170.52
		<b>Actual:</b>	\$ 9,761.12
<b>Project Summary:</b> Convene planning meetings to include local partners to develop practices that advance upskill/backfill concept. Host ProStart train the trainer sessions for school districts.			
<b>Major Partners:</b> Washington Hospitality Assoc Education Foundation, ESD 113, New Market Skills Center			
<b>Target Participants:</b> N/A			
<b>TAP-Upskill/Backfill Demonstration Project-Healthcare</b>			
<b>Project Term:</b>	07/01/2017 – 3/31/2019	<b>Participants:</b>	41 of 65
		<b>Total PY17 Funds Budgeted:</b>	\$275,000.00
		<b>Actual:</b>	\$ 83,408.83
<b>Project Summary:</b> To Upskill less-skilled laborer and aide positions in-home and in health care setting to CNA positions in long-term and acute care facilities.			
<b>Major Partners:</b> Centralia College, South Puget Sound CC, Morton General Hospital, Providence, AL TSA			
<b>Target Participants:</b> Entry level healthcare workers			
<b>Saltchuk</b>			
<b>Project Term:</b>	No End Date (Total contribution of \$27,500)	<b>Participants:</b>	N/A
		<b>Total PY17 Funds Budgeted:</b>	\$7,768.36
		<b>Actual:</b>	\$2,867.47
<b>Project Summary:</b> Support for networking and hiring events and scholarship fund			
<b>Major Partners:</b> Interstate, Saltchuk			
<b>Target Participants:</b> Transitioning service members			
<b>Microsoft</b>			
<b>Project Term:</b>	No End Date (Total contribution of \$25,000)	<b>Participants:</b>	N/A
		<b>Total PY17 Funds Budgeted:</b>	\$20,364.57
		<b>Actual:</b>	\$20,364.57
<b>Project Summary:</b> Support for IT assessment and infrastructure			
<b>Major Partners:</b> Microsoft			
<b>Target Participants:</b>			
<b>Grays Harbor Foundation Grant*</b>			
<b>Project Term:</b>	No End Date (Total Grant Award \$ 76,500)	<b>Participants:</b>	N/A
		<b>Total PY17 Funds Budgeted:</b>	\$7,945.38
		<b>Actual:</b>	\$6,388.79
<b>Project Summary:</b> Provide support services for dislocated workers in Grays Harbor.			
<b>Major Partners:</b> Dr. Mandich Foundation			
<b>Target Participants:</b> Dislocated Workers in Grays Harbor.			

PacMtn PY17 Final Budget Project Tracking

<b>Dawkins Trust</b>			
<b>Project Term:</b>	No End Date (Total Grant Award \$ 24,000)		<b>Participants:</b> N/A
		<b>Total PY17 Funds Budgeted:</b>	\$21,989.60
		<b>Actual:</b>	\$ 4,652.99
<b>Project Summary:</b> Provide funds for Youth Uplift! support and supplies			
<b>Major Partners:</b>			
<b>Target Participants:</b> Youth			

	<b>Funding</b>	<b>Participants</b>
<b>Total PY17 Funds and Participants Served:</b>	<b>\$16,759,192.42</b>	<b>5,446</b>
<b>Actual:</b>	<b>\$ 9,586,524.50</b>	<b>4,674</b>





# Workforce Program Budgeting: Cost per Participant

## Considerations & Possible Questions

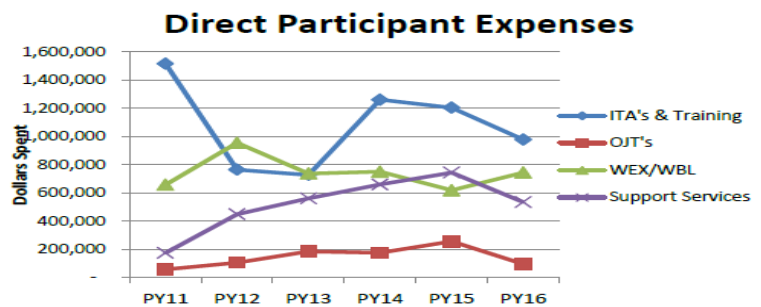
- ✓ How can we design a continuum of care and services that leverage and share in the investments that benefit our customers?
- ✓ Who is missing in the design of program supports that could help customers be successful?
- ✓ Are there other resources that could be made available?

## Changes over time...

Today, Work-Based Learning (WBL) including WEX and OJT represent best practices in workforce development. These WBL are strategies and/or techniques that have consistently proven to be the most effective in producing successful employment, but that has not always been true. Changes in the economy, our understanding the needs of customers over time have driven the investment mix. As a profession we understand that contextual learning works better for non-traditional learners, those new to a field and/or those who do not have the time/inclination to return to a classroom setting. Increasingly, as the labor market tightens and more individuals must be pulled from the sidelines of the labor force we need to put workers in the field, on the job and learning by doing, augmenting classroom and book learning.

## Developing an Understanding

At last year's Retreat Board Members spent time discussing the various ways we spend funds on behalf of participants and how to use "Cost/Per Participant" as a tool to understanding and decision-making. Determining which expenditure has the greatest efficiency and effectiveness is a complex discussion. Providing information about how to think about Cost/Per Participant as a participant "investment tool" helps set the stage for discussions about the options and priorities for dedicated funding. By way of an example, PY16 participant investments are noted and described below:



- Individualized Training Account and Cohort Training: focused training results in employment leading to economic self-sufficiency and for which there are jobs in the local area
- OJT: provide structured training for participants to gain the knowledge and skills to be competent in the job for which they are newly hired.
- WEX/WBL: a planned, structured learning experience that takes place in the workplace for a limited period and contributes to the achievement of the participant's employment goal(s)
- Support Services: are aimed at barrier removal and enable an individual to participate in programs and activities to secure employment and for which there are no other resources in a community to offer such help.

PacMtn's customer service philosophy is evolving toward greater program integration, use of workforce best practices and a laser focus on customer need to drive investment. Finding the best mix of tools and investment can be challenging, but staff are continuously looking for more and better ways to make successful investments

# Strategic Plan Update








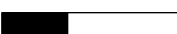

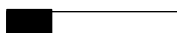



PACIFIC MOUNTAIN  
**WORKFORCE**  
DEVELOPMENT

## 4 Year Strategic Plan Goals and Objectives PY16 – PY20

**Update** As of December 31, 2018

Progress Scale: Approximate % completed or achievement progress based on 4 year timeline




Momentum scale:  Current work in progress  Some work, slow and steady or starting up  Little or no work in progress or needed at this time









Strategic Plan-Goals and Objectives	Progress & Momentum	Status	Link to required Board Functions
<b>Goal 1: Develop regional sector partnerships with target industry clusters: Strong emphasis on all manufacturing</b>			
<b>Objective 1:</b> <i>Engage partners and stakeholders to analyze and better understand actual employer needs and projected openings within targeted clusters.</i>	 	Hosted Future of Work Data Roundtable; Forest product employer meetings; hospitality ProStart training; upskill/backfill project in healthcare; sector strategies taskforce	2, 3, 4
<b>Objective 2:</b> <i>Develop a 2016-2020 Work Plan based on identified employer needs and priorities, with an emphasis on opportunities to place job-seekers in high-wage jobs and/or high-wage career path opportunities</i>	 	Redesign of model and deliverables for B2B contract; upskill/backfill projects;	2, 4, 5, 6, 11, 12, 13
<b>Objective 3:</b> <i>Support career pathways that breakdown barriers and provide opportunities for job seekers to succeed in their chosen in-demand fields while also meeting basic job skills as well as key reading, math, science, technology, and engineering workplace standards.</i>	 	Career pathway development-contract for sector and career overviews, training guides, and templates; specialized training opportunities-log truck driving; work based learning-internships;	2, 3, 4, 5, 6, 7, 8, 13,
<b>Objective 4:</b> <i>Provide support for pre-apprenticeship and apprenticeship pathways.</i>	 	Funded WA Dept of Veterans Affairs to expand apprenticeship outreach at JBLM; Support of apprenticeship events-Skill USA, Try a trade, job fairs; video info-career pathways; Iron worker support; applying for POWER grant-build in apprenticeship for new \$	3, 5,

## 4 Year Strategic Plan Goals and Objectives PY16 – PY20

**Update** As of December 31, 2018

Progress Scale: Approximate % completed or achievement progress based on 4 year timeline




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	<b>Objective 5:</b> Periodically evaluate and update target clusters and supplement or amend to ensure success in all communities served	 	Working with EDC partners to develop an RFP to be released in February to update cluster study.	2, 3, 8
<b>Goal 2: Develop the “PacMtn and WorkSource Brands” focused on mission, services and results seen as adding value to the community and opening doors to new funding sources and partnerships.</b>				
	<b>Objective 1:</b> Develop a 2016 – 2020 Regional Communications Plan.	 	Working with State Branding Committee; approved regional branding guidelines; Finalizing communication plan; expanded social media outreach through website, twitter, LinkedIn; updating website; visibility in communities through outreach funds-events,	2, 3, 4, 11
	<b>Objective 2:</b> Develop and distribute annual collective impact report, annual report and quarterly report to partners, stakeholders and employers.	 	Annual report created; Impact report and other materials distributed	1, 2, 3, 4, 11
	<b>Objective 3:</b> Provide real-time labor market information to partners, stakeholders and employers, including quarterly supplements on cost-of-living assessments, education and training opportunities, workforce housing affordability and other topics of interest.	 	Dedicated staff to support data and research; software support for EDC’s; create data dashboards and ongoing reports; developed wage analysis reports for employers;	2, 3, 5, 7, 8
<b>Goal 3: Develop strategic partnerships and collaborations that expand the PacMtn mission and facilitate Board Member leadership in regional economic success.</b>				

## 4 Year Strategic Plan Goals and Objectives PY16 – PY20

**Update** As of December 31, 2018

Progress Scale: Approximate % completed or achievement progress based on 4 year timeline




Momentum scale:  Current work in progress  Some work, slow and steady or starting up  Little or no work in progress or needed at this time



<p><b>Objective 1:</b> <i>Strengthen engagement with businesses by establishing sector ambassadors and communicating the value proposition for the work that we do via hosted employer workshops on shared issues and goals.</i></p>		<p>Employer meetings; employer led Board</p>	<p>3, 4, 6,</p>
<p><b>Objective 2:</b> <i>Strengthen engagement with service partners to braid, weave and leverage efforts, stimulate information-sharing and enhance cross-training that improves customer outcomes and provides a continuum of care and wrap-around services.</i></p>		<p>Expand WorkSource services through new AJC vision; community engagement meetings and VOC surveys; BEdA alignment</p>	<p>1, 3, 8, 9, 10, 11, 12, 13,</p>
<p><b>Objective 3:</b> <i>Collaborate with stakeholders and partners to provide specific training, education, skill panel and technical assistance opportunities.</i></p>		<p>TRL-Job Assist project; system training of staff; provide AmeriCorps support; expand reach to LTU and connect WEX opportunities</p>	<p>1, 3, 8, 9, 11, 12, 13,</p>
<p><b>Objective 4:</b> <i>Enlist the support of business associations to build relationships with area employers and facilitate shared information sessions and business development strategies.</i></p>		<p>Contracts with Chambers and EDC's; project with WA Hospitality Assoc; forest products/logging/FRA; rural hospitals and LTC facilities</p>	<p>2, 3, 4, 6</p>
<p><b>Goal 4: Develop programming and innovate solutions to assist designated special and targeted populations enhance job skills and secure and maintain employment.</b></p>			
<p><b>Objective 1:</b> <i>Develop primary career pathway education and training programs to help criminal justice involved individuals build skills and find employment upon transition.</i></p>		<p>MyJOB, PREP, community court, and Rapid Reentry projects</p>	<p>3, 4, 5, 6, 8, 13</p>
<p><b>Objective 2:</b> <i>Develop and implement transition training programs focused on criminal justice involved adults and youth, the long-term unemployed and other WIOA targeted populations.</i></p>		<p>AJAC Manufacturing Academy; IMPACT-Big Brothers Big Sisters; Developing a construction &amp; a</p>	<p>3, 4, 5, 8,</p>

## 4 Year Strategic Plan Goals and Objectives PY16 – PY20

**Update** As of December 31, 2018

Progress Scale: Approximate % completed or achievement progress based on 4 year timeline

Momentum scale:  Current work in progress  Some work, slow and steady or starting up  Little or no work in progress or needed at this time

			hospitality training program in partnership with JR.	
	<p><b>Objective 3:</b> <i>Work with service delivery partners to streamline employment, education, training enrollment and job placement for individuals with disabilities, including youth and veterans.</i></p>		DVR-PETS Summer Internships; Supported development of JBLM – WorkSource; DVR/WorkSource – Order of Selection Support	3, 4, 5, 7, 8, 11, 12, 13
	<p><b>Objective 4:</b> <i>Work with service delivery partners to provide job and skill training information to other WIOA special and targeted populations and build upon federal and state strategies designed to place long term unemployed workers into training and stable employment.</i></p>		United Way/CPS LTU support; High Impact Rural School Support; Youth and Specialized populations committee; designed PEPPY program	3, 4, 5, 6, 8, 11, 13



## MEMORANDUM

To: Eleni Papadakis, Executive Director  
State Workforce Board

From: Cheryl Fambles, CEO Subject:  
PacMtn Strategic Plan Update

Date: August 28, 2018

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Pursuant to the requirement that Local Boards do a two-year update of local workforce development plans we offer this Memo. The Memo contains valuable hyperlinks that offer additional information for consideration and edification of the region's efforts. The region continues to be challenged by the same workforce and economic factors identified when the plan was first written. Therefore, PacMtn validates each of the Goals and Approaches noted below with the following thoughts and modifications called out and highlighted.

### **2016 – 2020 PacMtn Regional Goals**

- Develop regional sector partnerships with target industry clusters: Strongest emphasis on all manufacturing-- including Wood Products, IT-Tech, Life Sciences and Tourism-Recreation.
- Develop the "PacMtn and WorkSource Brands" focused on mission, services and results seen as adding value to the community and opening doors to new funding sources and leveraging partnerships.
- Develop strategic partnerships and collaborations that expand the PacMtn mission and facilitate Board Member leadership in regional economic success.
- Develop programming and innovative solutions to assist designated special and targeted populations enhance job skills and secure and maintain employment.

### *Approaches – How We Will Achieve our Goals*

- Establish Board membership reflective of our diverse geographies and stakeholders.
  - Work closely with Elected Official Consortium to confirm specific membership needs. Intensify Board Member engagement in their own sphere of influence—equip them to act as ambassadors. Revise the Board Orientation and Refresher Training.
- Adopt and update target industry clusters and associated workforce development strategies.
- Use data to identify employer needs, skill gaps and occupational growth opportunities.
- Engage employers and service delivery partners to develop effective and innovative placement programs.
- Create a fully integrated One-Stop service delivery center to streamline job and training placements.
- Increase use of technology to enhance service access and delivery speeds.
- Work with partners and other existing communities entities i.e. libraries to ensure adequate broadband coverage and access
- Continued advocacy with ESD on development



- t of an adequate MIS and job matching system
- Develop employment and training opportunities for all, maximizing opportunity for youth and adults with barriers to employment.
  - Board identification of select high barrier populations---youth and adults who are challenged in employment because of:
    - a disability
    - prior justice involvement
    - homelessness
    - addiction
- Develop cross-regional strategies to build a more resilient and vibrant economic base.
- Support economic development partners in strategies that are localized.
- Ensure alignment and compliance with federal and state workforce development requirements and priorities.
- Maintain a robust Rapid Response team to assist with recovery following large job losses.
- Expand services to assist microenterprise and entrepreneurs

## Responses to Strategic Plan Update Questions

### *How has the local board coordinated business engagement in their area, including engagement small employers and employers in-demand industry sectors?*

PacMtn has strongly emphasized the crucial role of business in workforce development and community prosperity. We are working to ensure small employers and in-demand industry sector employers are engaged. The following actions coordinated by the board support this engagement:

- Streamlining the way the regional WorkSource system engages with business, the **recent redesign of Business Solutions** provides greater access to basic services for businesses through redesigned avenues and targeted services to increase efficiency and effectiveness for a larger number of businesses throughout the region.
  - **Workforce Plans** are now a service offering providing businesses with a clear customized tool and guidance on their current and future workforce needs.
  - **Employer Data Reports** provide employers another data-driven resource. These reports provide Region, Industry, and Employer-specific data in a custom report businesses can use to determine competitive wages, industry alignment, or other workforce related decisions.
  - **Intensified Business Training and Competency** for all WorkSource staff
- By continuing to use **Sector Strategy** to align system-wide efforts to the [major in-demand sectors](#) in the region, business-driven efforts targeting specific industry needs are flourishing. **Industry Sector Roundtables** for each of the six major sectors continue to develop both business engagement and inter- industry relationships, providing a robust space for businesses to determine and drive the efforts most needed to support their workforce needs.
- In an effort to provide a pipeline for employment into the health care industry in response to employer concerns about availability of certified entry-level health care professionals, PacMtn has partnered with area training providers for a rural/non-urban **Healthcare Upskill/Backfill** demonstration project.





Ongoing programming is resulting in increased employer engagement and strengthened employer relationships, development of a new Health Care Aide certification, and increased availability of entry-level health care professionals.

- **Military Spouse Programming for Small Business Entrepreneurship**- As part of a partnership with Economic Development Councils, Veteran Business Outreach Center, and a Community Development Financial Institution, military spouse entrepreneurs now have access to cohort-based programming with military-lifestyle specific resources for developing out a small business.
- With an aim of **greater engagement with Economic Development Councils**, PacMtn has taken on a number of initiatives including hosting regional discussions on relevant economic data and workforce trends, providing support around data analytics, and strengthening connections between Business Solutions and EDCs.

***How has the local board facilitated access to services for all jobseekers and employers in their workforce system, including rural and remote areas?***

- Focusing on youth and young adult employment preparation and training in highly rural and remote areas, the [High Impact Community Grant](#) program provides a much-needed funding source for community-driven programs in rural spaces of the region.
- **DVR Summer Program**- Envisioning a system where all youth ages 16-21 in the region are supported through a comprehensive and integrated education and training system, PacMtn partners with area agencies to develop and lead successful workforce development strategies for youth with active IEP/504 plans. This internship program includes work experience, employment, preparation for postsecondary education and/or connection to industry-focused education and training programs with a focus on rural and remote youth.
- **Expanding the WorkSource system** by taking services into the community and utilizing existing and trusted community-based organization is a philosophy that drives all projects and activities. Evidence of this work is the partnership with [Timberland Regional Library \(TRL\)](#) wherein those 27 libraries are the newest WorkSource Connection sites throughout the region. This expands the footprint of WorkSource to rural areas of the region and provides valuable workforce development resources to rural and remote customers. Additional opportunities to partner with TRL have emerged through:
  - The **Career Connected Learning Initiative, High School 21+, and Integrated Digital English Acceleration (I-DEA)** efforts regionally. TRL is providing space for disengaged out-of-school youth to reengage with alternative education and employment readiness programs in their libraries, a much-needed service in the region's rural spaces.
  - MOU between TRL and Washington State Library that provides TRL library cards to interested incarcerated adults being released into our five county region; of which approximately 700 individuals are being released from state incarceration into our communities per year.

Programming for incarcerated youth and adults include [My Journey Out Beyond \(MyJOB\)](#) and [Preparation for Reentry Employment Program \(PREP\)](#), respectively. MyJOB provides incarcerated youth employment readiness training and soft skill development in three juvenile rehabilitation facilities in the state. PREP provides employment preparation, support services, and employment resources to



adults in the Early Release program in the Thurston County jail. Both programs are focused on providing participants the skills and resources they need to acquire employment upon release from incarceration.

- [Veterans in Rural America](#) – In partnership with Hiring America, a video segment showcasing veterans in the rural parts of the region was developed to show veterans the value of returning to rural spaces for employment and continuing service opportunities after transition out of the military.
- A product of the Sector Industry Roundtables, the recently launched [Log Truck Driving Certificate program](#) was specifically designed with and for businesses to meet in-demand industry needs, particularly in rural areas of the region where this occupation is prevalent. This program is a success model for how sector strategies drive business engagement to address specific industry needs with a tailored approach.
- Recent efforts to support the **Childcare and Early Childhood Education Industry** provided learning opportunities around the nuances and importance of engaging businesses in program development. Despite statewide standards and training tracks, details in employer needs around workforce needs gave the organization a chance to step back and reassess how to more effectively address this crucial industry's needs in the region. Conversations continue around how best to engage and support this industry with employers, training partners, and industry associations.
- With an aim to provide easily accessible information for job seekers and employers, the organization recently undertook a redesign of the [PacMtn website](#) and development of regionally-focused [Career Pathways Suite](#) of materials to communicate entry points and potential next-step options for job seekers to understand what is needed to find employment in the sector.

***How has the local board leveraged their network of workforce system partners to improve the customer service experience for jobseekers and employers?***

**Expanded Service Delivery System**

In January of 2018, PacMtn WDC expanded its WorkSource system to a more distributed service delivery model, allowing service providers, customers, clients and content to be located in different, non-centralized locations so that service provision can occur independent of time and place and can further utilize multi-modalities including web-based instruction, streaming video conferencing, face-to-face classroom/counseling time, distance learning through video, or other combinations of electronic and traditional methods. PacMtn's distributed service design should increase access to the full range of services available in our region, whether residents are looking to find jobs, build basic educational or occupational skills, earn a post-secondary certificate or degree, or obtain guidance on how to make career choices.

**Integrated Service Delivery**

Each WorkSource has committed to a quality improvement plan intended to facilitate action plan that will improve outcomes established by the One-Stop Operator. That One-Stop Operator is a 3 member Collaborative with executive representation from the regional Chamber of Commerce, Employment Security and PacMtn. The Collaborative drives change and integration focusing on these priorities:

- Shared governance and decision-making
- Professional development
- Voice of the Customer and advocacy for the dual customer



- Integration and alignment of efforts and programs for the betterment of customer outcomes
- Solutions that serve business and industry needs

In addition to meeting federal requirements for physical accessibility at all WorkSource Sites, co-locating services where possible, offering services at existing and trusted community-based organization and using appropriate referrals, the WDC and WorkSource Partners have implemented the following strategies to increase access for those with barriers to employment:

- *Assign the responsibilities of the state required Accessibility Subcommittee to the Youth and Specialized Populations Committee* to gather input from a broad spectrum of populations with barriers to employment and identify physical and programmatic barriers, recommend expansions of services to improve access for all jobseekers from all backgrounds, ensure more job seekers can connect to services and become employed.
- *Increase Use of Technology to remove barriers for job seekers* and allow for seamless, universal, and remote access to education, training, and other workforce development services. The WorkSource Centers and Affiliated Sites currently have wireless internet available to customers in order to improve access to technology, including adaptive technology used by job seekers on their own devices. The region anticipates continued growth in this area.
- *Co-enroll job seekers as part of an integrated service delivery strategy* that leverages more resources to help job seekers reach their career goals, and helps WorkSource Partners work together in functional teams to make the best use of the skills of staff providing services at WorkSource sites.

# Program Updates



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### Success Story

Through a partnership with the Aerospace Joint Apprenticeship Committee (AJAC) & Juvenile Rehabilitation (JR), PacMtn was able to fund students, and provide Uplift! in coordination with the partners 12-week Manufacturing Academy (MA).

Fresh out of the MA program, leveraging insights provided by the MyJOB staff, a student reached out and booked an appointment with staff at WorkSource Thurston. During this visit to the center, the student had the opportunity to sit down with multiple programs, and even met with Cheryl Fambles to discuss his plan for transition.

Fast forward a couple weeks, ResCare was able to provide this student much needed support services for his upcoming job interview. And as of today, this student has been hired by a national retail store and will begin working once the work authorization paperwork is processed. He is also interested in attending a future Peer Recovery Counselor training, so he can help others.

# MyJOB Year End Update

**JANUARY THROUGH DECEMBER 2018**

## Program Overview

Designed to prepare justice involved youth in the care of Juvenile Rehabilitation (ranging from ages 14 to 21) to remove barriers to employment. Offered at Echo Glen (King Co.), Green Hill School, and Naselle Youth Camp, employment preparedness services range from group to 1-on-1, and provided by dedicated onsite counselors.

## Key Deliverables/Data Points

- ✓ From January 2018 through December 2018, the MyJOB program has served 305 – students:
  - Conducted: 30 – Uplift! classes
  - Speaker Events: 17 – Events
  - Mock Interviews: 30 – Sessions
  - Staff-led Group Discussions: 56 – Sessions
- ✓ The MyJOB program expanded services to Non – 504 & IEP students, which are called EYF.
- ✓ Through the Career Connect Learning grant, PacMtn has funded 22 students to attend the AJAC Manufacturing Academy.
- ✓ A process has been developed to assure that all students returning to our region are given a warm hand off to ResCare.

## Upcoming in 2019

- The My JOB program will work with JR to streamline the enrollment process for Pre-Ets and EYF students.
- 100% of My JOB students will transition with a RISE Plan, which would provide a comprehensive review and plan for students as they transition into the community.
- By July of 2019, all My JOB participants will be enrolled into the WA State participant management system to assist students when they transition with a continuity of care.
- PacMtn will to partner with community organizations to provide wraparound services and trainings for students upon their release.



# OURR\* Alliance Year End Update

\*Opioid Use Reduction & Recovery

**JUNE THROUGH DECEMBER 2018**

## Success Story

Partnership and alignment of services is a crucial part of the work to serve individuals impacted by the opioid crisis in the OURR Alliance project. In 2018, OURR Alliance staff worked to establish or enhance partnerships in support of the OURR Alliance project activities:

- CHOICE Regional Health Network
- Family Education and Support Services (FESS)
- City of Olympia
- Chehalis Tribe
- WA Recovery Helpline
- Northwest Resources II
- Willapa Behavioral Health
- WA Juvenile Rehabilitation

OURR Alliance will align with other local community, health, housing, and social service providers to leverage resources and to serve participants in an innovative, integrated and effective manner.

## Program Overview

New National Health Emergency Dislocated Worker Demonstration Grant to Address the Opioid Crisis funding provides PacMtn the opportunity to develop the Opioid Use Reduction & Recovery (OURR) Alliance Project with a grant of \$2.4 million. Serving 300 individuals impacted by the opioid crisis, the project aims to align and leverage social, health, housing, and community services also serving this population. By providing employment focused services, OURR Alliance is part of a multifaceted approach to providing resources for individuals to gain and retain employment for self-sufficiency and the redemptive power of work.

## 2018 Key Deliverables/Data Points

- ✓ Key project staff hiring completed
- ✓ Project partners and subcontractors procured and under contract
- ✓ Policy & procedures developed
- ✓ WorkSource system awareness training
- ✓ Resource & service alignment with outside partners began
- ✓ Participant enrollment & services began

## Upcoming in 2019

- Launch (PEPPY) Prepping Employment Plans and Possibilities for Young Adults pilot program with City of Olympia
- All program areas will be fully initiated
- Expand number and scope of service providers in the region Engage with additional partner agencies to continue building long-term alignment and program sustainability



# Camo2Commerce Year End Update

**JANUARY THROUGH DECEMBER 2018**

## Success Story

“Hi Marc, I have passed my Airframe exam! I would like to say thanks to you and Camo2Commerce for everything you have done for me and my cohort. I appreciate it tremendously and they definitely do as well. I think this program is a great thing and one of the few that I have seen in my 6 years in the military to actually set service members up for success in their future.” – Tim S

“I am thankful for the opportunity to serve as a Spouse Ambassador, being a part of this pilot program, I learned the necessity of networking to maximize my employment opportunities. Camo 2 Commerce has given me valuable knowledge and skills to take through my career. The resources they connected me to was career changing.” – Mandy T

## Program Overview

Provide employment transition assistance for over 2,000 transitioning service members and spouses from Joint Base Lewis-McChord (JBLM). Providing job preparation, training, and placement services, the program set the tone for what is possible in serving this population with amazing potential to meet the labor force needs of business and industry. As of December 31, 2018, the program has closed specific grant operations, having far exceeded all required deliverables and leaving a legacy of individuals and learning that is valuable for the region, state and nation. Services at JBLM are continuing through WorkSource-AJC where military individuals and their families can find employment and training resources.

## 2014 – 2018 Key Deliverables/Data Points

- ✓ 2006 enrollments
- ✓ 1476 placements
- ✓ Supported 161 entering Apprenticeship Pathways.
- ✓ Established a WorkSource on JBLM.
- ✓ Sponsored a documentary focused on veterans returning to rural America.
- ✓ Developed a unique and comprehensive employment internship programs – Corporate Fellowship Program, Work Ex, and Spouse Ambassador Program.
- ✓ Sponsored/supported over 75 over dynamic industry driven training programs and workshops.
- ✓ Transitions: Bridging the Gap is the only TEDx event to be hosted on a U.S. Military Installation.

## Upcoming in 2019

- Using DW formula funds and with support of grants from Boeing we will continue to support those in transition at JBLM.
- Programs will focus on work-based learning (all internship programs mentioned above) and 2 Aircraft Mechanic training programs.



# B2B Year End Update

**JANUARY THROUGH DECEMBER 2018**

## Success Story

Puget Sound Healthcare reached out to the B2B team to learn more about WorkSource services. Initially hoping to increase referrals to their in-house non-paid CNA training program that serves their Mason, Lewis, and Thurston locations, they were excited to learn that we could support their orientation and cohort training program by providing staff on location to help customers establish WorkSourceWA accounts and qualify them for services.

Pushing toward greater WorkSource integration, Adult Basic Education and Employment Security partners have now provided support at two orientations, helping the business increase their retention rate from 50% to 100% in the most recent cohort.

Increased retention through supported training/employment is a promising practice that can be made available to other training providers that provide sector focused programs.

## Program Overview

Business2Business (B2B) services are an essential conduit between the public workforce system partners, stakeholders and the business community. B2B assists in identifying workforce needs in the region and navigates businesses to available resources to meet those needs. They focus on building tools for businesses that will help create long term sustainable solutions. The B2B staff are also critical in training all WorkSource staff to understand the requirements of business and industry. Their guidance is key to ensuring we create maintain and continuously improve services in a demand driven workforce system.

## Key Deliverables/Data Points

- ✓ Total Businesses Served: 1968
- ✓ Total New Businesses Served: 696
- ✓ Total Services Provided: 2748
- ✓ Total Business Focused Workshops, July-December: 6
  - How to Attract and Retain Top Talent
  - WorkSource Business Solutions Resources for Sight Impaired Business Owners
  - Paid Family Medical Leave
- ✓ Talent Magnet was launched for the business community. The podcast focuses on recruitment, training, and retention best practices. With more than 10,000 downloads to date, each episode is filled with a variety of information and interviews with experts in the workforce.

## Upcoming in 2019

- Providing **on-going system training** to support the business customer, next up: WorkSourceWA 1.2 and How We Serve the Business Customer in the PacMtn Region.
- Increasing **business focused workshops** across the region, subjects include: Unlocking the Hidden Talent Pipeline, Paid Family Medical Leave, Hire Right Series, and more!
- Assisting in the launch of the new **Future of Work: Developing New Employees**.
- Partnering with local **staffing agencies** to increase opportunities for job seekers and employer matches.





# Workforce System Year End Report

**JANUARY THROUGH DECEMBER 2018**

## **WorkSource Operations Regional Collaborative**

Under contract to the Board as the One-Stop Operator, the Collaborative oversees the functionality, improvements and priorities of the system. Given the newness and innovative nature of the structure, establishing the Collaborative as a governing entity has had its challenges, but as the system has become more familiar with the model it is gaining credibility to lead the dynamic activity in the 5 county region.

## **Certification**

The PacMtn region conducted a certification process in 2017 based on the new requirements of the Workforce Innovation and Opportunity Act (WIOA), changes in state policy and the results of a six-month community visioning process. The 2017 certification criteria were significantly different than in previous years and focused on aligning service delivery with changing community needs and new service models. The 2017 process resulted in provisional certification of WorkSource sites. This certification is extended through June 2019.

## **Program Overview**

PacMtn is serious about the opportunity and requirements to design a service delivery system that does better for ALL customers. PacMtn WorkSource fundamentals are strong and customers are being served, but continuous improvements is both a requirement and a way we keep services meaningful. Improvements happen when staff put customer needs at the center and they are well trained to integrate and align program services that help the business and job/career seeking customer.

### Executed System-wide Infrastructure Funding Agreement

WIOA required development of a system operating budget for the local Workforce Development Area and a plan for sharing the costs in the budget. All required partners are part of the process to develop the system budget and the WDC is expected to lead the process as a neutral broker. Partners negotiated in good faith and reached an agreement that moves the system toward equitable cost sharing for the operation the system with maximum customer benefit. Some critical Partners remain unconvinced of the need to participate and/or contribute to the system and thus limiting shared responsibility and growth.

### PacMtn WorkSource Site Certification:

The 2018 certification process was designed to improve customer outcomes. Provisional approval of all sites set a baseline and required review of processes and working relationships. Numerous improvement initiatives were tied to certification and improved capability to serve the customer.

### Integration

Setting the stage for bold change, promoting better integration and shared responsibility, the WorkSource Manager's team branded as the Partner Coordinators. Partner Coordinators lead integration and alignment, accept responsibility for coordination improvement activities across the partnership and throughout the region. They formed integrated teams to develop standard operating procedures around Welcome, Triage and Connection. The WTC functional team focuses on walk-in customer's introduction to WorkSource.

### **PacMtn Navigator Model**

Navigators are a team working together to increase staff engagement and communication across the entire local workforce development system. Navigators work collaboratively with one another, WIOA partners, and other community organization to ensure a bi-directional pipeline connecting employers to job seekers. Navigators outreach to recruit and develop skilled job seekers to meet employer needs. They promote collaboration and alignment of services for customers that are often shared between partners. This efficiency helps ensure jobseekers and employers have a seamless and exceptional customer service experience. Goals of the Navigator Model:

1. Raise awareness of local workforce development resources
2. Enhance customer service
3. Increase and diversify participation across all programs
4. Promote shared communications amongst those of similar mission
5. Reduce duration of unemployment/position vacancy
6. Contribute to economic growth in PacMtn region by strengthening businesses

### **Professional Development**

Daily investments in professional development, customer informed improvement activates, and integration are needed. The Collaborative confirmed the value of adequate time for these investments, and reduced hours open to the public by 1 hr. a day. Staff and Core Onsite Partners use the time to train, network and plan the projects that will improve customer experience and outcomes.

### **Business Services**

In 2018, the system shifted to defining the *basic* business services any WorkSource staff can provide. The system has moved towards shared responsibility, alignment and development of a standard approach to serving business in the region. All staff have started training on basic business services. Partners are beginning to design job seeker services with business needs in mind. Partner staff job descriptions and service provider contract are designed to increase resources for business and business services in the PacMtn region is a shared responsibility of the system and not one contractor.

### **Key Activities for the system**

- Functional and Programmatic Integration of staff, space and programs
- Increased Staff Competence and Training
- Re-emphasis on the role of business and industry as primary customers and drivers for job seeking customers
- Continued outreach for serving specialized populations
- Shared Leadership and Decision Making amongst WorkSource Partners

### **Upcoming in 2019**

- Relocation of Lewis County WorkSource to Centralia College campus in the spring of 2019!
- Further build out of the navigator model and development of a supply and demand workflow.
- Expanded professional development including cross-training to represent the services of the entire system.
- Increase number and diversity of customers using the system's programs and services.
- Expand workshop offerings and delivery to meet customer needs (e.g. lab-based, using multiple learning modalities, based on industry needs, etc.).



# WIOA Title 1 Adult & Dislocated Worker Year End Update

**JANUARY THROUGH DECEMBER 2018**

## **Success Story**

"I began working with WorkSource Lewis County after I was laid off last fall. I was 9 months pregnant, and was nervous about finding a new job during that busy and important time in my life. I was doing my own job search, but was struggling to find local opportunities in my career field, Human Resources. I went to a class at WorkSource and was able to meet 1-on-1 afterwards with a counselor. They were able to give me some new ideas, and pointed me towards some great resources. I felt I was missing a critical piece of experience in my field, Payroll. They informed me of a program where I could take a college level Payroll course. I was able to apply, receive funding, and start my class. Next, I received an email from DW program telling me that they received notice of a local job in my career field, and had thought of my work experience background and encouraged me to apply. I went through the application and interview process, and later received an offer to work at my current place of employment! I am very thankful for WorkSource for reaching out to me about the opportunity and that I was able to gain employment in Lewis County.

## **Program Overview**

This fund's program goal is to increase employment and employment retention for participants and to provide employers with a skilled workforce and qualified applicants. Participants include those 18 years and older, legally entitled to work in the United States and have met selective service registration requirements. Also, those workers who lost jobs due to closures, downsizing, or some other significant change in market conditions. They should be unlikely to return to their previous employment, and they must be eligible for (or have exhausted) unemployment compensation. They may be self-employed and impacted by economic conditions, or a displaced homemaker.

## **Key Deliverables/Data Points**

- ✓ 868 job seekers were served under the Adult and DW program. 334 obtained unsubsidized employment and earned a median wage of \$16.00/hour.
- ✓ 68 customers participated in work-based learning opportunities and 143 earned occupational certifications, licensures, or college degrees.
- ✓ Participants received approximately \$84,000 in work experience wages. Employers received approximately \$77,000 in on-the-job training reimbursements.
- ✓ Design of the WorkSource integrated service delivery heavily impacted senior staff time and ways of doing business.

## **Upcoming in 2019**

- Greater alignment with business supply and demand for quicker more accurate preparation of participants
- Work Ready Navigation Model leads to increased OJT, WEX and cohort training across the region.
- Enhanced focus on innovative ways to respond to the needs of the hardest to serve.

# Youth, Equity, & Special Populations



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# Feature Topic: Youth & Special Populations

**JANUARY THROUGH DECEMBER 2018**

## Success Stories

### **PREP**

We were working with a young adult, who was prior justice involved, lacking support from family and social networks. Prior to Work Release he lacked appropriate work clothes and required identification. Support services were used to remove these immediate employment barriers.

He excelled in PREP Class and enrolled with ResCare Youth Services. He was placed in a Work Experience in a warehouse environment to help prepare him with additional marketable skills. He was supported by partners in job search for a permanent position. He was successful in securing a position as a Lube Technician. With no prior mechanical experience, he was hired on merit, presentation and sheer determination to succeed.

## **Program Overview**

### PREP - Preparation for Reentry to Employment (PREP) Program

PREP provides pre-employment skills training workshops at the Thurston County Correctional Facility for those in the Chemical Dependency Program and Work Release. Individuals are assisted with pre-employment services while in detention with job search, placement and retention services after release.

### ResCare Youth Services (WIOA Youth Program Services)

Within our WIOA youth programs we serve in and out of school youth between the ages of 14-24. Youth within this program are provided case management services to assist the youth or young adult with guidance around their education and training needs. Youth are provided Workplace Readiness skills training individually utilizing ResCare Career Development tools and in groups through our Uplift! Workplace Readiness course. Youth are also assisted with barrier identification and removal, job search activities, career exploration, educational support, post-secondary education planning and placement into Work Based Learning/Work Experience opportunities to gain direct connections to the labor market and career pathways.

### Summer Youth Internship Project

This is a project funded by Dept. of Vocational Rehabilitation, and contracted with the Arc of Grays Harbor and Morningside, to assist in school youth between the ages of 16-21 who have Individual Educational Plans or 504 Plans with Workforce Development Services. Through this project youth will participate in a 32 hour Uplift! Workplace Readiness course and then be placed into a 55 hour Work Based Learning/Internship opportunity within their community to assist them in gaining direct connections to the labor market, explore career pathways and gain valuable workplace skills. Youth in Thurston Grays Harbor and Mason County participated.

## **Success Stories**

### **ResCare Youth Services**

This is a story of a young couple enrolled in our ResCare Youth Services Program who came in a time of desperation. They were sleeping in their truck and knew that as winter approached that this wouldn't be a sustainable or healthy option.

Upon meeting with ResCare staff, they were given local options and encouraged to call family and friends to seek support. Not only were they able to secure a usable trailer, they were guided to spot in a local RV park. They also leveraged local resources to stock their new home.

Once housing was secure, they were placed into a paid internship together. They are both thriving at their new job site and finding financial stability.

Their confidence in their ability to overcome their barriers has increased dramatically. They are grateful for the individualized care and services they received.

### **High Impact Community Grant**

The High Impact Community Grant is funded annually to provide services to youth and young adults in rural/highly remote areas of the PacMtn Region. The goal is to provide resources for projects and activities that support career connected learning experiences contributing to youth and young adult employment preparation.

### **Career Connect Washington Grant**

The intent of the Career Connect Washington Grant is to carry out innovative projects that enhance the ability to put more youth and young adults to work through work readiness training and enhancements in pre-apprenticeship and apprenticeship programming with the overarching goal of connecting youth with opportunities that prepare them for high-demand, high wage jobs. This contract is vital to the development of a regional Career Connected Learning partnership.

### **AmeriCorps**

AmeriCorps provides opportunities for youth to volunteer by providing direct service to their communities. PacMtn currently has 6 AmeriCorps Members that assist our WIOA Youth and My JOB programs and are trained Uplift! Workplace Readiness Class Facilitators, as well as recruiting and training youth in the PacMtn region. AmeriCorps is a great way to engage youth to support the PacMtn community and address our most pressing needs.

## **Key Deliverables/Data Points**

### **PREP:**

- ✓ 49 job seekers were placed into employment within 90 days of their release
- ✓ 83 participants participated in pre-employment skill building services

### **ResCare Youth Services:**

- ✓ 375 Youth were served in the program.
- ✓ 108 Youth were placed in a Work Based Learning/Work Experience opportunity with local employers
- ✓ 83 Youth earned Credentials
- ✓ 130 youth were placed into Employment or Post-Secondary Education
- ✓ 131 Youth had Measurable Skill Gains for Workforce Preparation

## **Uplift! Workplace Readiness Initiative**



### Summer Youth Internship Project:

- ✓ 32 Youth Participated
- ✓ Youth completed 32 hours of the Uplift! Workplace Excellence Series training and 55 hours Internship with a local employer.

### High Impact Community Grant:

- ✓ 327 Youth were served throughout our PacMtn Region
- ✓ Experiences included career exploration field trips, Career Exposure to STEM career pathways, Career Connected Learning Activities and Workplace Readiness Skills training.

### AmeriCorps

- ✓ Job and Other Skill Training & Development Services
- ✓ Uplift! Workplace Readiness Class Facilitation
- ✓ Academic and Career Planning
- ✓ Financial Literacy Training
- ✓ Job Search Training and Support

## **Upcoming in 2019**

### PREP

Through the OURR Alliance the PREP Program Model will be expanded in Thurston County Jail offering employment services to individuals who are not program connected. The PREP Model will also be replicated in Lewis County Jail offering similar employment services to individuals who are incarcerated.

### ResCare Youth Services

They plan to develop more STEM related Work Experience/Work Based learning opportunities as well as build more partnerships with Pre-Apprentice and Apprenticeship programs. We plan to continue reaching out to more rural areas in our region to provide workforce development services in new and innovative ways.

### High Impact Community Grant

The High Impact Community Grant will expand toward more Career Connected Learning opportunities in our rural communities and support the building of stronger partnerships. We hope to focus more on STEM Career Pathway activities, Career Pathway Exposure in our identified Industry Sectors and provide more awareness and connections to pre- apprenticeship and apprenticeship programs.

Afternoon Session:

# System Integration



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## MEMORANDUM

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To: Consortium & Board  
From: Cheryl Fambles  
Date: 1/17/19  
Subject: Retreat – Service Integration on Behalf of Customers

Over the course of the afternoon, we will be focusing on the systems service integration and specifically how such efforts affect the customers we serve. It is easy to lose focus with all the WIOA regulations, IFA, MOU, WorkSource protocols, myriad improvement exercises and just the business of workforce development. Customers are at the heart of what our system should be about and we are well served with those constant reminders...

Eleni Papadakis, Executive Director of the Washington State Workforce Training and Education Coordinating Board will be facilitating our discussion.

### **PART 1: Integrated Service Delivery: Opportunities to Partner**

*Eleni will talk about WIOA, TAP, why integration matters to customers and introduce what we are trying to achieve with the Panel and the afternoon discussion.*

### **PART 2: Making the Partnership Work for Customers: Board Member Panel Discussion**

Panelists will focus on 3 Job Seeker Customer Profiles. In doing so, they will answer these questions:

1. Briefly describe how your agency might interface and interact with this Job Seeker vis-à-vis a fully integrated WorkSource.
2. If we could move all our programs into closer alignment what could success look like for this Job Seeker?
3. If WorkSource is not already achieving your vision of success for the Job Seeker, what is getting in the way?



4. What examples or ideas can you offer for how to achieve that vision for the Job Seeker?
5. Are there one or two metrics or data points that would demonstrate the Job Seeker is being better served?

**PART 3** Research suggests that at least 40% of this region's workforce pipeline – young people and those remaining on the labor force sidelines are not finding their way to a successful life pathway.

### [The Underserved Third: How Our Educational Structures Populate an Educational Underclass](#)

#### **The Board's Role: Small Group Discussion**

What ideas does the Board have and will assume some leadership to impact those circumstances?

- What are the major obstacles getting in the way of more individuals finds a pathway?
- What 1 or 2 priorities in programming and specific investments could the Board make that would make a difference.
- What would demonstrate that the Board's commitment was making a difference?

#### **Report out and Sharing Small Group Findings**