

Olympic

WORKFORCE DEVELOPMENT COUNCIL

SERVING CLALLAM, JEFFERSON, & KITSAP COUNTIES

Olympic Consortium

Strategic Workforce Development 2024-2028 Plan

2024 - 2028

Executive Summary

The Workforce Innovation and Opportunity Act (WIOA), signed into law in 2014, aims to strengthen the U.S. public workforce system by facilitating employment for Americans, including youth and those facing significant barriers. WIOA consolidates various employment and training programs under unified goals, emphasizing local collaboration among workforce boards, educational institutions, and community organizations. The legislation prioritizes inclusivity and ensuring access to opportunities for all individuals. American Job Centers, part of a nationwide network, provide services to job seekers, workers, and employers.

In Washington state, WIOA implementation is organized into 12 regions, with the Olympic Consortium (WDA-1) comprising three county commissioners from each county. The Consortium's role is to establish and operate a comprehensive employment and training system, guided by the Olympic Workforce Development Council. The Kitsap County Department of Human Services provides administrative support.

The Olympic Workforce Development Council consists of business, labor, and public sector leaders. Through collaborative efforts, the Consortium's strategic plan aims for sustainable economic growth that supports communities and exemplifies prosperity and inclusivity. The OWDC serves as a hub for information on the labor market and business employment needs, collaborating with colleges, businesses, and nonprofits to meet the requirements of jobseekers and employers.

ACKNOWLEDGEMENTS

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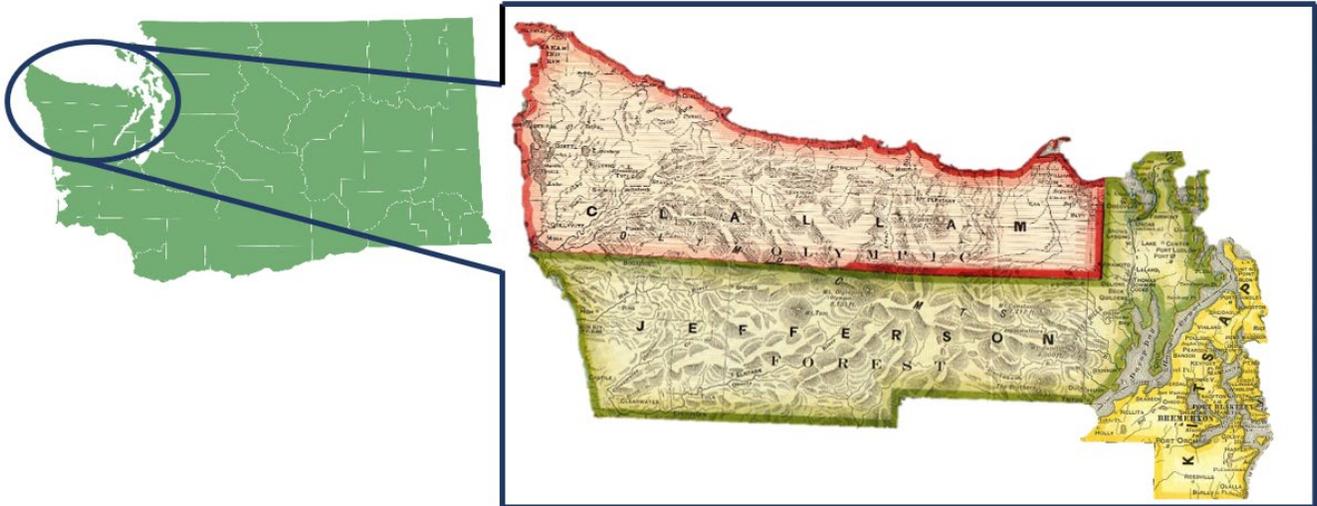
Sincere gratitude to the entire Olympic Workforce Development Council (OWDC) for the outstanding efforts and dedication put forth in developing this comprehensive and thorough strategic workforce development plan. The depth of analysis, strategic thinking, and collaborative approach evident in the plan is truly commendable. It reflects the council's unwavering commitment to addressing the complexities of our community's needs and foresight and precision. The OWDC Member's dedication to transparency, inclusivity, and comprehensive problem-solving is an inspiration and lays a firm foundation to positive outcomes for our job seekers, businesses, and educators.

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Section I – Regional Designation



Workforce Development Area Name: Olympic Consortium

Workforce Development Area Number: WDA 1

Counties Comprising Service Delivery Area: Clallam, Jefferson, and Kitsap counties

Fiscal Agent/Entity Responsible for the disbursement of grant funds: Kitsap County Board of Commissioners

Section II – Regional Planning

In the spring of 2023, work began on the Olympic Consortium 4-Year Workforce Development Plan. Olympic Workforce Development Council (staff) outlined a project timeline for completion of March 2024. Staff convened a core workgroup to outline the project using Washington’s Training and Education Coordinating Board (WTECB) Talent and Prosperity for All Guidelines for Regional and Local Plans. Over the summer the OWDC:

1. Revised the council’s purpose, mission, vision, and values.
2. Implemented a Needs Assessment that included qualitative interviews with each council member.
3. Convened three workgroups:
 - a. Economic Landscape, made up of Economic Development Council members, local Community College Directors, and business OWDC members.
 - b. Sector Strategies, made up of business members.
 - c. Service Strategies, made up of state and local community resource service members.

During September, October, and November the three work groups:

- a. Built buy-in and support at each level with necessary stakeholders
- b. Researched demographics, sectors, and service in the three counties by investigating and analyzing federal, state, and local economic data.
- c. An inventory of industry/occupation and service delivery was conducted. Groups reviewed

trends and developed a baseline of the research, which developed into an industry ‘report’ and a service delivery ‘report’.

4. Development of plan objectives, metrics, and outcomes as well as the development of an operational plan, monitoring progress, and status thresholds to be conducted over the next four years.

Throughout our Olympic Consortium plan, the extensive work completed by our board, council members, and staff is apparent and acknowledges the commitment to workforce development in our three counties.

Strategic Vision and Goals

Our Purpose: The OWDC leads regional workforce efforts, dedicated to the development and implementation of innovative workforce systems, with a focus on community prosperity and economic well-being.

Our Mission: Utilizing locally relevant data to empower innovative and agile workforce strategies; we focus on developing community prosperity, one job seeker and one employer at a time.

Our Vision: Achieving economic prosperity and exceeding the expectations of jobseekers and employers by providing data driven solutions and innovative strategies for workforce challenges.

Our Values: Innovative, Customer Centric, Empowering, Transparent, Responsive, Trustworthy, Integrity and Diversity.

Olympic Workforce Development Goals and Objectives

1. Support active collaboration with education and training systems within each county to enable flexibility and agility to meet the talent needs of businesses and industries. Through this collaboration we will develop and implement a local workforce agenda that reflects these needs.
2. Support the creation of relevant and adaptable support systems for students and job seekers to ensure participation in the workforce. These include wrap-around services and resources to assist and refer students and job seekers to engage in their success.
3. To promote the council’s ability to make data-driven decisions, we will utilize local macro- and micro-economic data to track progress and outcomes.
4. Foster demand-driven skill attainment with the current and future demands of the industries.
5. Implementation and continuous improvement of local policies and practices, especially those that promote quality jobs, environmental sustainability, and social inclusion.
6. In concert with the three-county Economic Development Alliances, we ensure the advancement of local community initiatives and industry needs.

7. Support reaching individuals in rural areas with significant barriers to ensure equitable access to education, employment, and support services through targeted outreach and engagement strategies.
8. Implementation of service delivery models via virtual services and connection points in rural partner locations.
9. Build a collaborative relationship with our region's tribal communities by committing to a long-term engagement, identifying shared goals and priorities, and adding tribal communities to our Memorandum of Understanding.
10. Creation of a OWDC Strategic Workforce Development (SWP) Coalition to:
 - Solicit business needs, collect local economic data, and develop industry best practices.
 - Collaborate with training and education providers in meeting local labor market needs.
 - Assess and address barriers in obtaining and maintaining economic self-sufficiency.

At the heart of our goals is a steadfast commitment to fostering a thriving and inclusive labor market. Through an equity lens, we aim to dismantle barriers that hinder equal access to opportunities, ensuring that every individual, regardless of background, has the chance to realize their full potential. Our mission is anchored in providing tailored support and resources that address the unique needs of diverse communities, striving to bridge gaps in employment and skills development. Aligned with our vision for a workforce that mirrors the richness of our society, our values center on fairness, diversity, and collaboration. By embracing an equity lens, we not only enhance our ability to meet the dynamic demands of the job market but also contribute to a more equitable and empowered community.

The Consortium's strategic objectives for goal attainment will continue to provide a valuable platform for networking and connecting with various stakeholders, including organizations and individuals from different sectors. Offering opportunities to meet and collaborate with experts, educators, employers, and service providers to enhance community engagement. Our meetings and discussions provide insights into the challenges, needs, and successes within the workforce development system. We serve as a conduit for accessing resources, programs, and services that may otherwise go unnoticed. Members can learn about various initiatives, grants, and support systems available to individuals, businesses, and organizations within the region. Our meetings offer opportunities for learning from guest speakers, experts, and peers in the field. Members can stay updated on the latest trends, best practices, and innovations in workforce development, enhancing their professional knowledge and skills. Moving forward, we can use this valuable insight to tailor our strategies, address critical issues, and effectively attain our goals by staying firmly committed to equity.

High-Performing Board Objectives

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

partnerships with effective intermediaries who already have the trust of the business community. Also, the Council continues to work towards unifying the approach of all partners and establishing a process for business engagement.

In addition, both Consortium Board and staff have attended conferences and learning sessions such as the National Association of Workforce Board's FORUM, the National Association of Job Training Assistance, and the National Association of Workforce Professionals Annual conferences. These important learning opportunities allow both members and staff to share national best practices, current trends in employment and training, and important changes to USDOL policy and guidance. The Consortium places a high premium on performance measures such as accountability for the public resources that it administers. While the Consortium has a strong history of meeting and exceeding mandated performance measures, it employs a system of continuous improvement by allocating staff resources to monthly oversight of performance indicators that may point to possible issues with performance.

Additionally, the Consortium monitors its activities through rigorous risk-assessment and sampling to ensure that performance overall is solid and consistent. Understanding that the taxpayers expect transparency and effective use of resources, the Consortium also employs quality assurance activities that continuously seek to improve how information is shared with internal partners, and external stakeholders, often going above and beyond what is mandated by funders.

It is important to the Consortium that we stay ahead of performance while ensuring quality services. Our team developed a set of core indicators of our system and programs that identify any early warning signs so that we may work with our contractor(s) to course correct.

Regional Alignment and Strategy

The Consortium fosters regional workforce development alignment through a strategic approach to ensure effective functioning of the one-stop system. By collaboratively coordinating efforts across various stakeholders, including employers, educational institutions, and community agencies, a cohesive strategy can be crafted to address the evolving needs of our workforce.

The foundation of this strategy lies in the creation and support of a seamless, integrated system that facilitates easy access to employment services, training programs, and career resources. This alignment aims to bridge the gap between job seekers and employers, streamlining the recruitment process and enhancing the overall efficiency of the workforce ecosystem. Additionally, a focus on skill development, financial literacy, resiliency, and adaptability becomes paramount to meet the demands within our economic landscape. Through this comprehensive approach, the Consortium's strategy not only aims for immediate impact but also cultivates a resilient and agile workforce prepared for the challenges of the future.

Attachment D: Local One-Stop System

Sustainability, Outcomes and Metrics

Our Plan outlines a comprehensive framework aimed at sustaining initiatives and achieving measurable outcomes. The plan emphasizes the following key elements:

1. Vision and Mission:
 - Definition of a clear and inspiring vision for workforce development, outlining the overarching goals and mission of the strategic plan.
2. Stakeholder Engagement:
 - Foster collaboration with key stakeholders, including employers, educational institutions, community organizations, and government agencies, to ensure a holistic approach to workforce development.
3. Targeted Initiatives:
 - Identify and prioritize targeted initiatives that align with current and emerging workforce needs. This includes specific programs, training modules, and apprenticeships designed to address skill gaps.
4. Education and Training Programs:
 - Support the development and promote the enhancement of education and training programs in collaboration with academic institutions and industry partners. Ensure that these programs are responsive to technological advancements and industry trends.
5. Partnerships and Collaborations:
 - Strengthen partnerships with local businesses, industry associations, and community organizations to create a supportive ecosystem for workforce development.
6. Inclusive Strategies:
 - Implement inclusive strategies that address diversity, equity, inclusion, and accessibility, ensuring that workforce development benefits all members of the community.
7. Metrics and Key Performance Indicators (KPIs):
 - Establish a robust system of metrics and KPIs to measure the effectiveness of workforce development initiatives. Metrics may include employment rates, skills attainment, employer satisfaction, and participant feedback.
8. Continuous Improvement:
 - Implement a culture of continuous improvement, regularly evaluating and refining programs based on real-time data, feedback, and changing workforce dynamics.
9. Technology Integration:
 - Leverage technology for training delivery, data analytics, and outreach, ensuring that workforce development remains agile and adaptable to technological accessibility and advancements.
10. Resource Mobilization:
 - Develop a sustainable resource mobilization strategy to secure funding and support for workforce development initiatives. Explore public-private partnerships and grant opportunities, with a focus on reaching rural communities.
11. Marketing and Outreach:
 - Conduct targeted marketing and outreach campaigns to raise awareness of workforce development opportunities, attract participants, and engage employers in the initiative.
12. Outcomes Evaluation:
 - Regularly evaluate the outcomes of workforce development efforts against predetermined benchmarks. Use this information to adjust strategies and improve future initiatives.

By incorporating these elements, the Consortium aims to create a dynamic, responsive, and sustainable framework that aligns with the needs of the community, employers, and the evolving job market.

Future Initiatives

The Consortium envisions a dynamic landscape of innovation and collaboration. Recognizing the unique challenges faced by job seekers in rural areas; we are committed to gaining deeper insights. A comprehensive approach involving surveys, community forums, and inter-agency training will be employed to understand and address barriers effectively.

Our future initiatives are strategically aligned with the focus populations and sectors identified in the sector workgroup. Initiatives at the college level, including the Commercial Driver's License program with Peninsula College and the healthcare pathways support with Olympic College, underscore our commitment to addressing local workforce needs.

Looking ahead, we aspire to integrate Unite Us as an option, streamlining referral tracking and expanding partnerships with diverse organizations. The team's efforts in incumbent worker education for businesses are poised to yield additional training opportunities, contributing to the continuous growth of our programs.

Anticipating the potential impact of the looming Department of Defense project at the Puget Sound Naval Shipyard, we are proactively positioning ourselves on the leading edge to partner and align to business and educational needs. As we navigate these future projects, our focus remains on innovation, collaboration, and staying ahead of the curve to ensure the success and prosperity of our community.

Regional Analysis of Economic Conditions

A thorough analysis of our region's economic conditions for in-demand sectors and occupations is vital for strategic workforce planning. Examining the economic landscape allows for the identification of key growth sectors, enabling education and training stakeholders to align training programs with the evolving needs of the job market. In understanding the regional demand for specific skills, industries can proactively tailor their workforce development initiatives to bridge the existing skills gap.

Factors such as technological advancements, demographic shifts, and market trends should be meticulously examined to anticipate the demands of in-demand sectors. Moreover, our analysis aids in recognizing emerging occupations that may play a pivotal role in the region's economic future. The Consortium seeks to support and promote these collaborative initiatives to enhance our region's workforce capabilities, ensuring we remain competitive and adaptive to dynamic conditions.

In-Demand Sectors and Occupations

The Economic Landscape and Sector Strategies workgroups researched and investigated employment with-in the three-county Olympic Consortium. Data was collected from Washington State Labor Market Information, the U.S. Census Bureau, and U.S. Bureau of Labor Statistics as well as local economic data gathered and provided by local economic development councils.

Groups discussed, at length, the differences between Clallam and Jefferson counties and whether the two counties should be divided to ensure core industries in each county were considered. It was determined each county's sectors would be investigated individually. Each group reviewed the estimated employment, long-

term growth rate, and average hourly wage (to determine self-sufficiency) and in-demand status (and projected growth) into consideration. Sector Strategies workgroup voted unanimously on the sectors below:

Clallam and Jefferson County Target Industries:

- Healthcare and Social Services (SOC 29 & 31)
- Maritime & Fishing (SOC 17 & 53)
- Forestry & Timber (SOC 45)
- Secondary Industries: Tourism & Hospitality

Kitsap County Target Industries:

- Healthcare and Social Services (SOC 29 & 31)
- Construction (SOC 17, 47, 49 and 53)
- Manufacturing (SOC 17, 49, 51 and 53)
- Secondary Industries: Information Services

The Consortium prioritizes these sectors and occupations by promoting training and education, aligning business needs, and fostering growth, innovation, and a skilled workforce. This includes investing time, allocation of resources, and leveraging partnership with education institutes, vocational schools, and training centers to develop targeted curriculum and certifications. The Consortium will continue to seek out initiatives that support implementation of apprenticeships, internships, and work-experience to provide hands-on experience and bridge the skills gap. Including, promoting WIOA allocations of funds to foster collaboration to drive innovation. In addition, we will continue to develop strategies to attract skilled professionals, implement initiatives to retain local talent, and support reducing or eliminating barriers to employment for job seekers. By adopting a comprehensive approach that combines education, workforce development, supportive policies, and partnerships, the OWCD can effectively contribute to the growth and sustainability of our chosen in-demand industries.

[Workforce Demographics](#)

The combined population of the three counties is estimated to be 390,000 residents. Located across the Puget Sound from Seattle, Kitsap County is the most populated county within the Consortium region with an estimated 275,611 residents in 2020. The population includes urban suburban, and rural areas with key cities Bremerton, Silverdale, and Poulsbo, and the county seat nestled in Port Orchard on the southern end of the peninsula. The county is known for its military presence, with Naval Base Kitsap being the most significant employer in the region.

Clallam County is situated on the northern edge of the Olympic Peninsula and the is the most northwestern corner of Washington state. with a population of 77,155 and includes both rural and more densely populated areas with the largest city of Port Angeles. The county covers 1,738 square miles of mostly forested and mountainous areas. Notable industries support over 200 miles of coastline and include maritime and fishing industries.

Nestled between Kitsap and Clallam County, Jefferson County has a population of 32,977. Port Townsend, at the most northeastern point of the county, is the county seat and the largest city of 1,803 square miles of wooded rural land. Best known for its vibrant natural beauty, the county boasts the Olympic National

Forest and coastlines on the Pacific Ocean to the west and the Hood Canal to the east. Economics in Jefferson County support natural resources and include sawmills, fish processing, ship building, and tourism/hospitality¹.

Census Bureau Demographic Data ²	Kitsap County	Jefferson County	Clallam County
Population Estimates, July 1, 2022, (V2022)	277,673	33,589	77,805
Population estimates base, April 1, 2020, (V2022)	275,605	32,975	77,160
Population, percent change - April 1, 2020 (estimates base) to July 1, 2022, (V2022)	0.80%	1.90%	0.80%
Population, Census, April 1, 2020	275,611	32,977	77,155
Population, Census, April 1, 2010	251,133	29,872	71,404
Age and Sex			
Persons under 18 years, percent	19.40%	11.30%	16.20%
Persons 65 years and over, percent	19.80%	40.90%	32.30%
Race and Hispanic Origin			
White alone, percent	81.60%	91.00%	86.40%
Black or African American alone, percent	3.30%	1.10%	1.20%
American Indian and Alaska Native alone, percent	1.70%	1.90%	5.80%
Asian alone, percent	5.70%	2.10%	2.10%
Native Hawaiian and Other Pacific Islander alone, percent	1.00%	0.30%	0.20%
Two or More Races, percent	6.60%	3.60%	4.40%
Hispanic or Latino, percent	9.10%	4.50%	7.60%
White alone, not Hispanic or Latino, percent	74.60%	87.50%	81.30%
Population Characteristics			
Veterans, 2017-2021	31,723	3,737	8,389
Foreign born persons, percent, 2017-2021	6.80%	4.70%	5.30%
Education			
High school graduate or higher, percent of persons age 25 years+, 2017-2021	95.20%	96.10%	92.90%
Bachelor's degree or higher, percent of persons age 25 years+, 2017-2021	35.00%	42.70%	30.00%
Economy			

¹ [ESDWAGOV - Labor market county profiles](https://www.esdwagov.com/labor-market-county-profiles)

² U.S. Census Bureau QuickFacts: Kitsap County, Washington

In civilian labor force, total, percent of population age 16 years+, 2017-2021	55.40%	42.80%	48.40%
In civilian labor force, female, percent of population age 16 years+, 2017-2021	52.70%	43.20%	45.90%
Total accommodation and food services sales, 2017 (\$1,000)	640883	66840	151398
Total health care and social assistance receipts/revenue, 2017 (\$1,000)	1,619,130	172,435	421,780
Total transportation and warehousing receipts/revenue, 2017 (\$1,000)	134,303	12,711	127,839
Total retail sales, 2017 (\$1,000)	3,319,099	259,176	945,907
Total retail sales per capita, 2017	12,448	8,290	12,489
Transportation			
Mean travel time to work (minutes), workers age 16 years+, 2017-2021	29.4	23.9	20.7

OFM 2023 Population Trends³

<u>County Municipality</u>	<u>Census 2020</u>	<u>Estimate 2021¹</u>	<u>Estimate 2022</u>	<u>Estimate 2023</u>
Clallam	77,155	77,750	77,625	78,075
Unincorporated	45,836	46,170	45,850	46,090
Incorporated	31,319	31,580	31,775	31,985
Forks	3,335	3,335	3,360	3,395
Port Angeles	19,960	20,120	20,200	20,240
Sequim	8,024	8,125	8,215	8,350
Jefferson	32,977	33,100	33,350	33,425
Unincorporated	22,829	22,880	23,060	23,095
Incorporated	10,148	10,220	10,290	10,330
Port Townsend	10,148	10,220	10,290	10,330
Kitsap	275,611	277,700	280,900	283,200
Unincorporated	179,719	180,840	182,040	183,500
Incorporated	95,892	96,860	98,860	99,700
Bainbridge Island	24,825	24,930	25,060	25,180
Bremerton	43,505	43,970	45,220	44,640
Port Orchard	15,587	15,960	16,400	17,480
Poulsbo	11,975	12,000	12,180	12,400

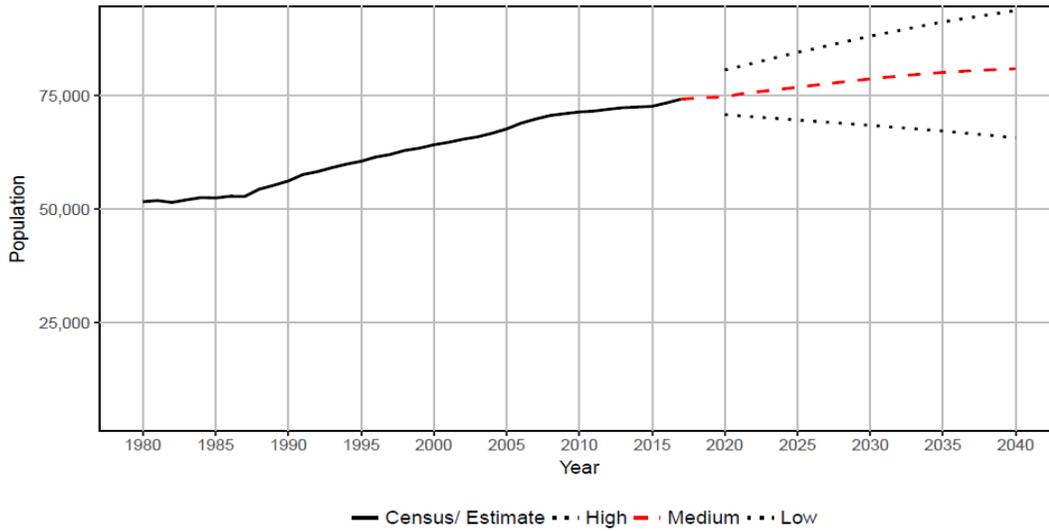
Growth Management Act 2022 Projections

Projections of the Total Resident Population for Growth Management					
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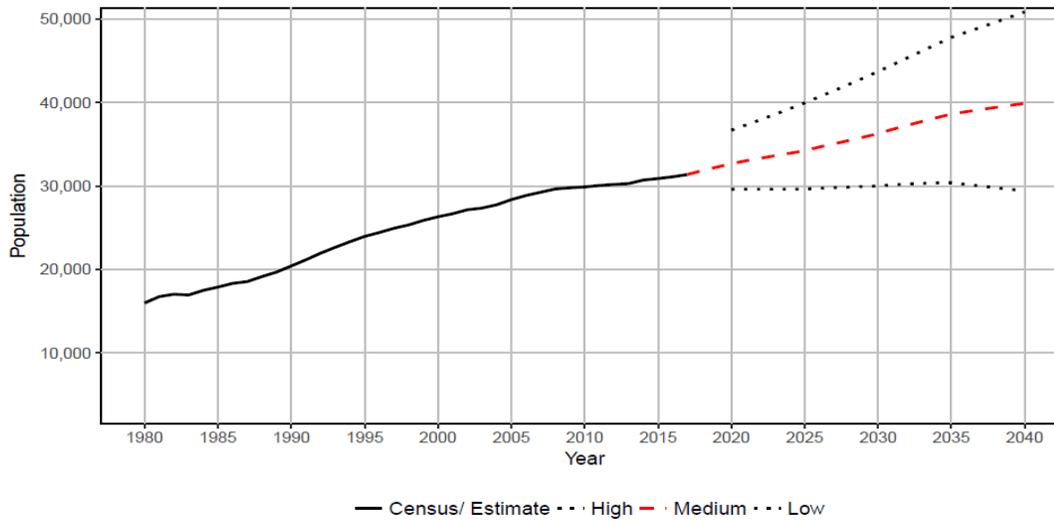
³ OFM https://ofm.wa.gov/sites/default/files/public/dataresearch/pop/GMA/projections2022/gma_2022_5yr.xlsx

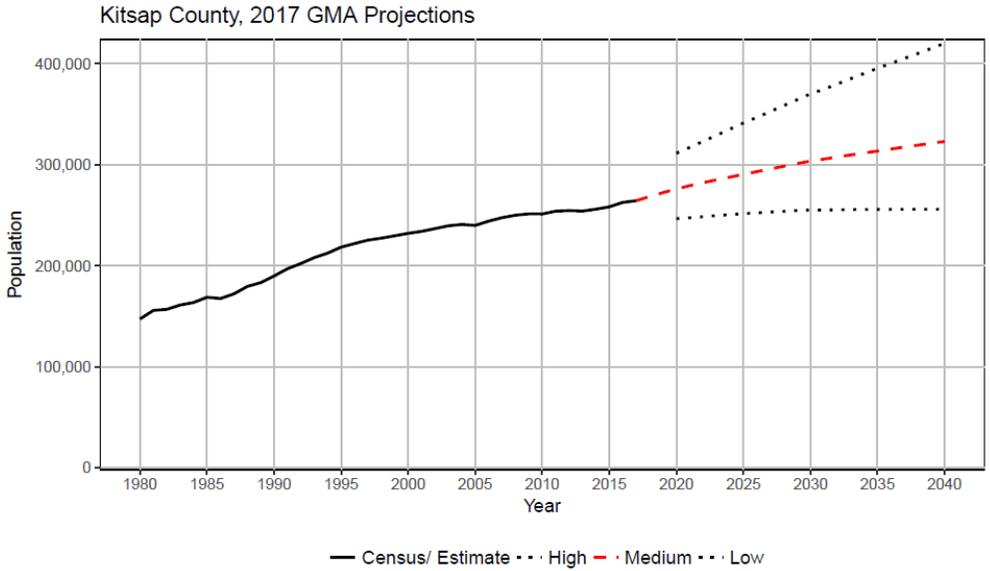
2022 GMA Projections - Middle Series									
	OFM Adj. Census	Estimate		Projection					
	2020	2021	2022	2025	2030	2035	2040	2045	2050
State	7,706,310	7,766,975	7,864,400	8,100,384	8,502,764	8,884,512	9,248,473	9,598,597	9,937,575
Clallam	77,155	77,750	77,625	79,459	81,791	83,755	85,374	86,700	87,800
Jefferson	32,977	33,100	33,350	34,586	36,226	37,750	39,170	40,486	41,719
Kitsap	275,611	277,700	280,900	286,241	297,608	308,048	317,694	326,724	335,268

Clallam County, 2017 GMA Projections



Jefferson County, 2017 GMA Projections





Skills and Knowledge

The skills and knowledge of the workforce encompasses a broad range of competencies that individuals within our community bring to the workplace. To address skill and knowledge gaps within the workforce, the Consortium will implement a comprehensive approach that involves both needs assessment and targeted training programs.

Education ⁴	Kitsap County	Jefferson County	Clallam County
High school graduate or higher, percent of persons aged 25 years+, 2017-2021	95.20%	96.10%	92.90%
Bachelor's degree or higher, percent of persons aged 25 years+, 2017-2021	35.00%	42.70%	30.00%

In July 2023, staff implemented a needs assessment and labor market analysis of the current job market and industry-specific demands to identify deficiencies. We interviewed each of the council members which included business owners and human resources managers, union representatives, economic development members, and community resource service providers.

Needs Assessment - Top Ten Skill Gaps:

- Transferable Skills Awareness
- Skill Assessment & Evaluation
- Expectation Alignment

- Technical Skills Mismatch
- Soft Skills Deficiency
- Educational Requirements

⁴ U.S. Census Bureau QuickFacts

Trade Industry-Specific Skills
Technology Literacy

Youth Engagement in Trades
Work Ethic & Soft Skills

The Consortiums' plan will dedicate efforts to continually bridge these skills and knowledge gaps by:

- Support and engage with programs to raise awareness among job seekers about their transferable skills and assist them in accurately assessing their skills sets.
- Advocate for a shift in hiring practices, encouraging employers to evaluate candidates based on demonstrated knowledge, skills, and abilities rather than relying solely on paper qualifications.
- Facilitate communications between employers and the workforce to align expectations, ensuring that employer requirements match the skills available in the candidate pool.

These efforts will consider the needs assessment by supporting training initiatives from soft skills, technical skills development, leadership, career development strategies, the trades industry-specific requirements, and technology literacy training. As such, monitoring and evaluation mechanisms will be established to review relevance of skills being developed and solicit feedback from employers and job seekers to refine and improve training initiatives. This will be made possible by collaborating with educational institutions, industry partners, and community organizations to create a seamless pipeline for skills development and foster new and innovative partnerships.

Household Income

The household income in our three-county region varies greatly due to the difference in population, industry, and wages. Higher household income often correlates with better access to education resources, families with high incomes can afford quality education and training programs, contributing to a skilled and qualified workforce. Adequate household incomes provide individuals with the financial means to explore entrepreneurial ventures, leading to the establishment of local businesses. Higher income communities often have better infrastructure, such as transportation and communication networks. This also influences labor force participation and community development. Household income serves as a critical factor in shaping the workforce development landscape as it effects education, entrepreneurship, infrastructure, quality of life, and community development, all of which contribute to building a skilled, resilient, and sustainable workforce.

Income and Poverty ⁵	Kitsap	Jefferson	Clallam
Median household income (in 2022 dollars), 2018-2022	\$93,675	64,796	66,108
Per capita income in past 12 months (in 2022 dollars), 2018-2022	\$47,713	44,289	38,181
Persons in poverty, percent	9.5%	11.8%	9.5%

⁵ U.S. Census Bureau QuickFacts

Median Wage⁶

Unadjusted for inflation	1990	2000	2010	2015	2020	2021	2022
State	\$11.26	\$15.68	\$21.01	\$23.15	\$29.28	\$30.83	\$32.45
State excluding King County	\$10.30	\$14.18	\$18.73	\$20.24	\$24.89	\$26.07	\$27.63
Clallam	\$10.51	\$13.56	\$17.41	\$18.52	\$22.57	\$23.81	\$25.39
Jefferson	\$9.99	\$13.62	\$18.22	\$19.95	\$24.32	\$25.10	\$27.01
Kitsap	\$9.63	\$13.65	\$18.48	\$19.58	\$24.23	\$25.69	\$27.21

Average Wage

Unadjusted for inflation	1990	2000	2005	2010	2015	2020	2021	2022
State	\$13.82	\$22.44	\$24.18	\$28.69	\$32.88	\$44.99	\$48.04	\$49.22
State excluding King County	\$12.44	\$17.69	\$20.54	\$24.03	\$26.75	\$33.26	\$34.95	\$36.80
Clallam	\$12.11	\$15.57	\$18.21	\$21.23	\$22.99	\$28.38	\$29.66	\$31.59
Jefferson	\$11.30	\$15.42	\$18.47	\$21.90	\$24.61	\$30.50	\$31.75	\$34.18
Kitsap	\$11.63	\$16.58	\$19.57	\$23.15	\$25.32	\$32.59	\$33.95	\$36.16

The Consortium commits to support strategic initiatives that enhance the skills, employability, and economic opportunities of individuals within our communities to stabilize and increase household income. We seek to support and achieve this goal by targeted training programs, vocational education, and upskilling efforts that align the demands of emerging industries. By fostering collaboration between educational institutions, businesses, and local government; workforce development initiatives can bridge skills gaps, ensuring that individuals acquire the expertise needed for high-demand jobs. Additionally, promoting entrepreneurship and small business development creates avenues for generating increases to income opportunities. Strengthening the connection between workforce development and employment opportunities not only boosts individual earning potential but also contributes to the overall economic prosperity of communities, leading to improved living standards and a more resilient and self-sufficient workforce.

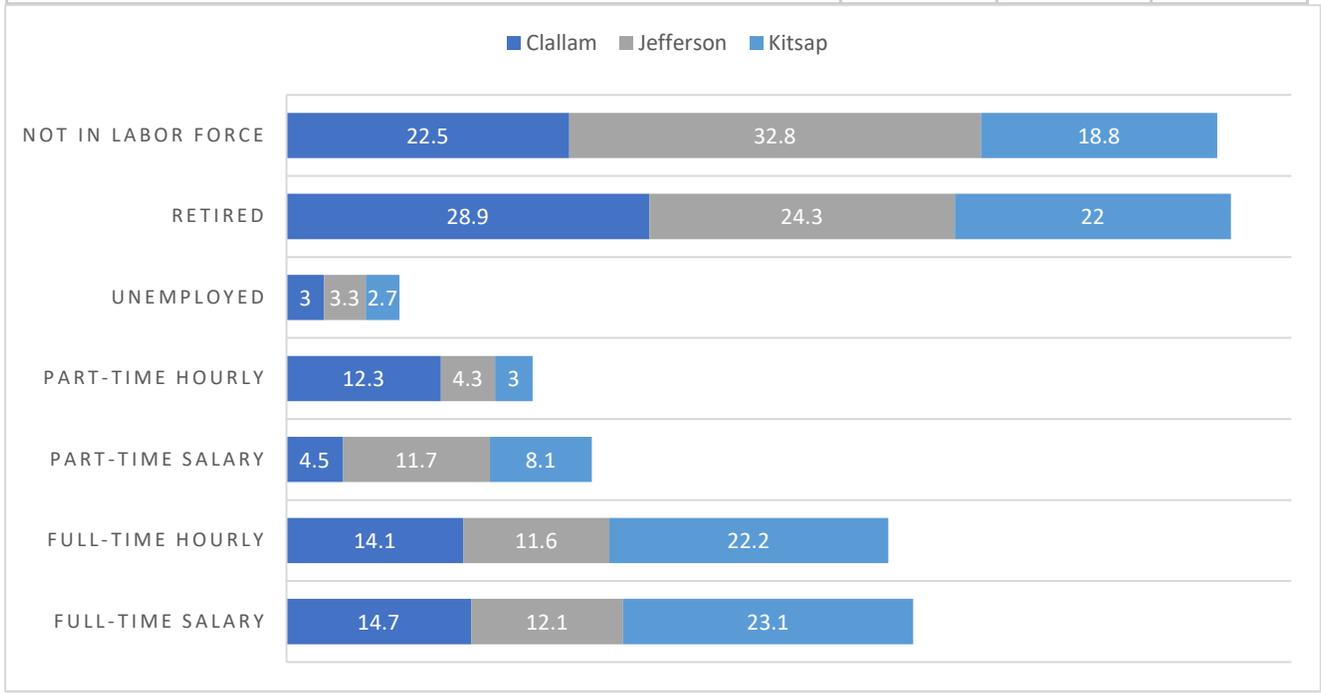
Labor Force Participation

The labor force participation refers to the working-age population (normally ages 16 and older) who are actively seeking employment or are employed. It is one of the key economic indicators that provides insights into the willing and able labor force. This does not include students or retirees but instead is a statistical data point to assess the health and vitality of an economy and is intricately woven into a community's prosperity.

⁶ Employment Security Department/DATA Division

Labor market areas ⁷	November 2023 preliminary			
	Labor force	Employment	Unemployment	Unemployment rate
Clallam	29,135	27,546	1,589	5.50%
Jefferson	12,646	11,985	661	5.2%
Kitsap	131,429	125,972	5,457	4.2%

Economy ⁸	Kitsap	Jefferson	Clallam
In civilian labor force, total, percent of population age 16 years+, 2017-2021	55.40%	42.80%	48.40%
In civilian labor force, female, percent of population age 16 years+, 2017-2021	52.70%	43.20%	45.90%



⁷ Employment Security Department, Labor Market Information

⁸ U.S. Census Bureau QuickFacts

⁹ 2021 Labor Status CITATION [Washington | UnitedForALICE](#)

**Employment and unemployment, not seasonally adjusted
Clallam County**

	2023		2022		2021	
	November	October	November	October	November	October
Civilian Labor Force	29,135	29,358	28,920	29,360	29,129	29,173
Employment	27,546	27,890	26,972	27,671	27,564	27,611
Unemployment	1,589	1,468	1,948	1,689	1,565	1,562
Unemployment Rate	5.5%	5.0%	6.7%	5.8%	5.4%	5.4%

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**Employment and unemployment, not seasonally adjusted
Jefferson County**

	2023		2022		2021	
	November	October	November	October	November	October
Civilian Labor Force	12,646	12,698	12,861	12,995	12,926	12,945
Employment	11,985	12,083	12,086	12,308	12,286	12,289
Unemployment	661	615	775	687	640	656
Unemployment Rate	5.2%	4.8%	6.0%	5.3%	5.0%	5.1%

**Employment and unemployment, not seasonally adjusted
Bremerton MSA (Kitsap County)**

	2023		2022		2021	
	November	October	November	October	November	October
Civilian Labor Force	131,429	131,792	131,268	130,486	129,388	128,344
Employment	125,972	126,576	124,927	124,676	124,276	122,915
Unemployment	5,457	5,216	6,341	5,810	5,112	5,429
Unemployment Rate	4.2%	4.0%	4.8%	4.5%	4.0%	4.2%

Understanding labor market trends, challenges, and opportunities unique to Clallam, Jefferson, and Kitsap is essential for crafting effective policies and initiatives to support job seekers and employers. To this end, the Consortium has conducted labor market research including demographic analysis, educational attainments, unemployment rates, industry and sector analysis, job availability and opportunities, infrastructure and accessibility, community resources, and engagement and collaboration opportunities.

Analysis of the Regions Employment Base

The Olympic Consortium consists of distinct labor markets in Clallam, Jefferson, and Kitsap counties. There is a large rural geographic area as well as cities and unincorporated towns. There are a strong maritime, natural resources, and retail-based economic presence in Clallam and Jefferson counties while the number one economic factor in Kitsap County is related to the defense industry.

Clallam County

The economy in Clallam County¹¹ centers on a combination of healthcare and tourism. The Olympic Medical Center, located in Port Angeles, is the major healthcare facility and contributes significantly to

¹⁰ [ESDWAGOV - Labor area summaries](#)

¹¹ [U.S. Census Bureau, Clallam County Area Profile](#)

employment. Additionally, the county's natural beauty, including the Olympic National Park and 174 miles of coastline, attracts tourist supporting jobs in the hospitality, recreation, and related service industry. Less than half of the county's population report employment, of those 51.7% of employees work in privately owned companies, 21% in government, the other remaining labor force work for non-profits or self-employment. Management, business, science, and arts occupation top the list at 12,164 employees, sales and office occupations 6,505, service occupations 5,542, production, transportation, and material moving occupations 3,260, and final natural resources, construction, maintenance occupations employ 2,768.

One of the main driving points for Clallam's employment base centers on living wage positions. As part of Clallam Economic Development Council's 5-year plan¹², they have taken on the task of promoting jobs that pay good wages as one of their Guiding Principles to target prosperity for working families. Based on Clallam's EDC study results, they found that identifying employer needs paired with creation and support of a "well-trained and adaptive workforce" is one of their essential components to economic growth.

Jefferson County¹³

Jefferson County is situated in the center of the Olympic Peninsula, between Grays Harbor and Clallam County. The economy has developed largely around the manufacturing of forest products and on being a destination for tourists. The manufacturing sector has been and continues to be based primarily on paper products, and lumber and wood products. Nevertheless, a fast-rising manufacturing sector has emerged in the form of ship and boat building, adding a unique dimension to the county's job base.

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

Over 50% of the working class are employees in private companies, 16.5% work in local, state, and federal government positions, 8.7% are self-employed, and 9.1% work in non-profit. The region is well positioned to take advantage of the economic benefits arising from the ageing of the population. At the same time, to be industrially marketable the county needs adequate labor pools, an increase in infrastructure, and a focus on education and housing that will attract prospective firms.

Clallam and Jefferson Counties are collaboratively applying for a federal Recompete¹⁴ grants. This initiative "targets the hardest-hit and most economically distressed areas where prime-age (25-54 years) employment is significantly lower than the national average, with the goal to close this gap through flexible, locally-driven investments". The North Olympic Peninsula Recompete Coalition (NOPRC) has been chosen as a Finalist in the highly competitive U.S. Department of Commerce's Economic Development Administration (EDA) Distressed Area Recompete Pilot Program and awarded a Strategy Development Grant of \$500,000. Finalists for the Recompete Pilot Program Phase 1 are invited to compete in the Phase 2 application process for \$20-50

¹² [Clallam Economic Development Council 5-Year Plan](#)

¹³ [U.S. Census Bureau, Jefferson County Area Profile](#)

¹⁴ [Announcement of 22 Recompete Pilot Program Finalists](#)

million implementation grants to support their communities. The Olympic Consortium fully supports this initiative and the two counties’ application to receive full Recompete funding. We intend to continue active collaboration with NOPRC on this grant application, which will boost the region’s employment base and bring much needed resources to the area.

Kitsap County

Situated between densely populated Pierce County to the south and the Olympic National Forest to the north, the Kitsap Peninsula is home to one of the west coast’s largest United States Naval facilities. Federal defense spending in the form of Navy bases and facilities is--and will very likely remain--the principal economic drivers in Kitsap County. These Navy bases and facilities generate many jobs and the corresponding amount of income. Impacts, though, extend far more broadly. Military personnel and federal civilian employees and their families generate tremendous consumer demand which, in turn, stimulates growth in the county's retail trade and service sectors.

In addition to traditional services (e.g., health, business, legal, etc.), Kitsap County, because of its defense community, has attracted a host of engineering and management firms. A number of these firms depend upon defense contracts for their livelihood. As with the larger service and trade sectors, the overriding military presence in Kitsap County lends a comparative advantage; that is, this facet of the local economy gives firms a competitive edge not readily available elsewhere. Relative proximity to other major markets for non-defense projects in the greater central Puget Sound region is an added incentive. Rapid growth in Kitsap County's retail trade and service sectors is attributable to more than just military-related spending. In fact, such expansion is increasingly propelled by the county's growing population of resident commuters; that is, those who live in Kitsap County but commute to workplaces in Pierce, Thurston, and King Counties.

BUSINESSES¹⁵	Kitsap	Jefferson	Clallam
Total employer establishments, 2021	6,165	1,018	2,094
Total employment, 2021	60,012	6,631	17,803
Total annual payroll, 2021 (\$1,000)	2,902,930	313,127	815,471
Total employment, percent change, 2020-2021	-4.90%	-6.50%	-1.20%
Total non-employer establishments, 2020	15,725	3,265	4,899
All employer firms, Reference year 2017	5,255	1,190	1,805
Men-owned employer firms, Reference year 2017	2,513	468	732
Women-owned employer firms, Reference year 2017	1,056	239	397
Minority-owned employer firms, Reference year 2017	607	S	149
Nonminority-owned employer firms, Reference year 2017	3,983	1,006	1,445
Veteran-owned employer firms, Reference year 2017	S	S	81
Nonveteran-owned employer firms, Reference year 2017	4,085	999	1,456

¹⁵ U.S. Census Bureau QuickFacts

Employment Base¹⁶

The ten employers with the most employees in Clallam County¹⁷ are Olympic Medical Center, Puget Sound Executive Services, Inc., Port Angeles Accounting and Tax Services, 7 Cedars Casino, Sequim School District, Port Angeles City Hall, Makah Tribal Council (Emergency Medical Centers), Forks Community Hospital, Clallam County Solid Waste, Jamestown Tribal head Quarters.

Of the 2954 registered businesses, 486 are listed under Health Care and Social Services, 337 are Construction, 280 Accommodations and Food Service, 242 Professional, Scientific & Technical Services, 179 Public Administration, 102 Wholesale Trades, 53 Information, and 50 are listed under Agriculture, Forestry, Fishing and Hunting.

Notably: Clallam County had an estimated 23,300 nonfarm jobs in 2021 up from the 22,420 posted in 2020. The jobs picture appears brighter heading into 2024 as the pandemic restriction are lifted and the economic stabilizes.

- The goods-producing sector in the county employed 2,670 during 2021. The manufacturing sector accounted for 1,030 of those jobs.
- The service-providing sector employed 20,630 in 2021, with retail trade and leisure and hospitality combined accounting for 6,050 jobs.
- Government was the leader in nonfarm employment providing 7,830 jobs in 2021.

Nonfarm job growth in the county has been less than spectacular, since 2000 the annual rate of growth has been 0.6%.

The top ten employers with the most employees in Jefferson County¹⁸ are Extermination Services, Inc. (out of Port Ludlow) with 800 employees, Jefferson Healthcare, Chimacum School District Offices, Life Care Center of Port Townsend, Hoh Tribal Business Committee (Casino), Corrections Department, Calob (Real Estate Agents & Broker), Kalaloch Lodge at Olympic National Park, Chimacum Elementary School, Jefferson County Public Health.

Of the 1430 registered businesses, 186 are listed under Health Care and Social Services, 150 Construction, 143 Professional, Scientific & Technical Services, 140 Accommodations and Food Service, 79 Public Administration, 65 Arts, Entertainment, and Recreation, 44 Wholesale Trade, 38 Information, and 22 are listed under Agriculture, Forestry, Fishing and Hunting.

Notably: In Jefferson County, the nonfarm sector averaged 8,670 jobs in 2021. That is 10 jobs fewer than in 2020 and 520 fewer jobs in 2019.

- The goods-producing sector was up 10 jobs year over year with construction down 10 jobs and manufacturing up 20.
- The service-providing sector was down 20 jobs from 2020. The leisure and hospitality sector took the brunt of the COVID-19 shutdown, regained 70 jobs between 2020 and 2021

¹⁶ [ESDWAGOV - Find an Employer](#)

¹⁷ [ESDWAGOV - Clallam County profile](#)

¹⁸ [ESDWAGOV - Jefferson County profile](#)

The top ten employers with the most employees in Kitsap County are Harrison Medical Center, Bremerton Naval Hospital, Suquamish Clearwater Casino, Kitsap Mental Health Services, Fleet Logistics – Puget Sound, Delphinus Engineering, State Veterans Homes, Martha & Mary Health and Rehab, Eagles Fraternal Order, and LPL Financial (Investment Firm).

Of the 7,739 registered businesses, 1342 are listed under Health Care and Social Services, 952 Professional, Scientific & Technical Services, 920 Construction, 632 Accommodations and Food Service, 415 Finance and Insurance, 150 Information, and 55 are listed under Agriculture, Forestry, Fishing and Hunting.

Notably: Current industry employment statistics are available on the Labor area summaries page on ESD’s labor market information website.

In Kitsap County, nonfarm job totals averaged 91,400 in 2021. That total represents a 900 job gain from the 2020 total but lags the pre-pandemic 95,300 of 2019.

The largest component of Kitsap County nonfarm employment is government. This sector typically accounts for over a third of the nonfarm total with a 2021 total of 32,600 jobs. Of that total, 20,200 was federal government employment. The second-largest group was local government, with 10,700 jobs.

Analysis of the Workforce Development Activities

The workforce development system refers to activities that use private and/or public funds to prepare workers for employment, upgrade worker skills, retrain workers, or provide employment or retention services for workers and employers. This system in Clallam, Jefferson and Kitsap Counties spans a wide range of programs and service providers. The performance evaluation conducted by the state indicates that available resources are generally well placed to develop a skilled workforce for local businesses and industries, to help job seekers and workers of all abilities achieve success in the workplace, and to help dislocated workers retrain in-demand jobs.

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

- Secondary vocational education
- Community and technical college vocational programs
- Private career schools
- Colleges and Universities
- Tribal employment and training programs
- Employer training
- Employment services
- Public Assistance

Regional Sector Strategies

From the Sector Strategy work group outcomes, the Consortium intends to employ a sector strategy framework that relies on robust partnerships with employers, educators, community organizations, and policy makers. This collaborative effort ensures that well-informed and data-driven decisions are made concerning workforce needs and solutions. This work group, in its dedicated approach, has completed a comprehensive

analysis and planning for each industry sector. This strategic initiative is integral to keeping the Olympic Consortium region resilient and dedicated to delivering pertinent education and training within the three county sectors of focus. The goal is to equip individuals, including youth and those facing barriers to employment, with the skills necessary to thrive in the job market. Simultaneously, this work group's work ensures that employer's benefit from a readily available supply of skilled workers. To achieve these objectives, the Olympic Consortium will persist in building a regional pipeline in collaboration with Kitsap, Clallam, and Jefferson Counties. This strategic collaboration specifically addresses skill shortages and actively shapes meaningful Career Pathways for workers within distinct industry sectors, reflecting the meticulous planning and execution undertaken by the Sector Strategy Work Group.

Clallam and Jefferson County

Healthcare and Social Services

Creating a strategic approach to engage employers and industry partners in Healthcare and Social Services, especially in roles like Home Health and Personal Care Aides, Physical Therapists, Licensed Practical and Medical Assistants, requires a multifaceted approach. Our structured strategy:

1. Assessment of Current Landscape:
 - Evaluate the current demand for healthcare and social services in the local area.
 - Identify specific needs and gaps in the workforce, especially in roles with lower wages.
2. Partnership Development:
 - Build strong partnerships with local healthcare and social service providers, including home health agencies, clinics, and social service organizations.
 - Collaborate with educational institutions, such as Peninsula College, to understand their existing programs and explore opportunities to better align and eliminate bottlenecks and streamline training pathways for successful outcomes.
3. Pipeline Development:
 - Explore the creation of better pathways for individuals to move into healthcare roles, starting with entry-level positions like Home Health and Personal Care Aides.
 - Assess the feasibility of supporting career progression, such as assisting individuals in obtaining additional certifications or training to increase their earning potential.
 - Investigate the viability of establishing pathways from related occupations to higher-paying roles, like transitioning from medical assistant to nursing roles.
4. Wage Review:
 - Conduct a comprehensive review of wages in healthcare occupations, particularly focusing on whether they provide self-sufficient wages.
 - Explore ways to enhance wages through skills development, additional certifications, or other career advancement strategies.
5. Registered Nurse Pathways:
 - Investigate the opportunities for building pathways from related nursing occupations to becoming a Registered Nurse (RN).

- Collaborate with educational institutions offering nursing programs, such as Peninsula College, to understand program competitiveness, potential barriers, and explore ways to address them.
6. Alternative Workforce Development:
 - Explore alternative forms of workforce development, such as apprenticeships, on-the-job training, or customized training programs, to fill healthcare positions.
 - Identify federal requirements, testing procedures, and certification standards for healthcare roles and ensure alignment with local workforce initiatives.
 7. High School Engagement:
 - Collaborate with high schools to establish pipelines for students interested in healthcare careers.
 - Develop outreach programs, internships, or dual enrollment opportunities to introduce high school students to healthcare professions.
 8. Replicate Successful Programs:
 - Assess the feasibility of duplicating successful programs, such as the collaboration between WS Kitsap and St. Michaels, in Clallam.
 - Identify key elements of success and adapt them to the local context.
 9. Continuous Evaluation and Improvement:
 - Regularly evaluate the effectiveness of the strategies implemented.
 - Collect feedback from employers, industry partners, and participants to refine and improve the approach continuously.

By systematically addressing these points, the strategic approach aims to bridge workforce gaps, enhance opportunities, and create a sustainable and resilient healthcare and social services workforce in rural counties.

Maritime and Fishing

To strategically address the Maritime and Fishing sector, the approach includes:

1. Education and Pathways:
 - Identify and develop pathways for individuals interested in maritime and fishing careers, including advanced degree programs.
 - Encourage and foster partnerships with schools, particularly those offering STEM (Science, Technology, Engineering, and Mathematics) programs.
2. Recruitment Focus:
 - Establish a local and potentially national recruitment focus to attract talent to the maritime and fishing industry.
 - Assess the competitiveness of wages compared to the cost of living, addressing potential barriers such as childcare.
3. Educational Programs:
 - Explore existing programs at educational institutions like Peninsula College or Olympic College.
 - Collaborate with OC to potentially bring or expand programs, such as mechanical engineering, to meet local needs and increase accessibility.
4. Partnerships for Transitioning Veterans:
 - Identify pathways for sailors and marine oilers, facilitating a smoother transition from military service into these positions.

- Collaborate with organizations like Vet Tribe to provide support and resources for veterans transitioning into maritime and fishing careers.
5. STEM Emphasis:
 - Emphasize STEM education and training to align with the technical demands of the maritime industry.
 - Collaborate with educational institutions to ensure curriculum alignment with industry needs.
 6. Local Collaboration:
 - Foster collaboration between Peninsula College and Olympic College to maximize resources and expand program offerings.
 - Identify specific needs within the local maritime industry and tailor educational programs accordingly.
 7. Holistic Support:
 - Address challenges such as the cost of living and childcare as potential barriers to employment.
 - Work with local agencies and employers to provide holistic support systems for individuals entering the workforce.
 8. Veteran Transition Programs:
 - Strengthen partnerships with organizations and initiatives like Vet Tribe to enhance support for veterans transitioning into maritime and fishing roles.
 - Leverage military training and skills to facilitate a smoother transition into civilian maritime careers.

By implementing these strategies, the aim is to create a comprehensive and supportive ecosystem for individuals pursuing careers in the maritime and fishing sector. This includes education, recruitment, local partnerships, and targeted support for transitioning veterans, ultimately contributing to the growth and sustainability of the industry in the region.

Timber and Forestry

To strategically address the timber and forestry industry, considering factors such as aging out, physical demands, and the need for new industries, the approach involves:

1. Industry Transition and Replacement:
 - Acknowledge the challenges of aging out and the physical demands of the timber and forestry industry.
 - Investigate and promote new industries, potentially with a focus on aquaculture to diversify opportunities.
2. Research on Wages and Livable Jobs:
 - Conduct comprehensive research on industry wages, assessing whether jobs within the sector provide livable wages.
 - Include tribal numbers in the research to ensure a holistic understanding of the workforce.
3. Connection with Tribes:
 - Establish connections with local tribes to understand their involvement in the timber and forestry industry.
 - Collaborate with tribes to identify opportunities for workforce development and support.
4. Entry-Level Positions and Self-Employment:

- Identify and promote entry-level positions within the industry to facilitate workforce entry for individuals.
 - Explore opportunities for self-employment within the timber and forestry sector, potentially through micro-businesses.
5. Pathways for Small Business Start-ups:
 - Investigate and establish pathways for individuals interested in starting small businesses within the timber and forestry industry
 - Partner with Center Inclusive Entrepreneurship, Small Business Development Center, and the Economic Development Council in Clallam County to provide support and resources to entrepreneurs looking to venture into the sector.
 6. Youth Engagement and Pathways:
 - Develop pathways and pipelines from high school into manufacturing trades by collaborating with educational institutions.
 - Implement strategies to attract youth to trades, showcasing the opportunities for meaningful and well-compensated careers.
 - Create targeted outreach and marketing campaigns to attract youth to manufacturing and trades.
 - Highlight the benefits, including competitive wages and diverse career paths, to motivate youth toward these fields.
 7. Council Support for Micro-Businesses:
 - Develop initiatives and programs to specifically support micro-businesses within the timber and forestry sector.
 - Provide mentorship, training, and financial assistance for small-scale entrepreneurs.
 8. Federal USDA Partnerships:
 - Explore partnerships with the Federal USDA to access resources and support for workforce development in the timber and forestry industry.
 - Leverage federal programs to enhance training, education, and business development opportunities.
 9. Holistic Workforce Development:
 - Design a holistic workforce development strategy that considers the aging workforce, entry-level positions, self-employment, and industry diversification.
 - Collaborate with educational institutions to align training programs with the evolving needs of the industry.

By implementing these strategies, the aim is to ensure a smooth transition for the aging workforce, explore new opportunities within and beyond the industry, and provide comprehensive support for individuals at various stages of their careers, including those interested in self-employment and small business ownership. Collaboration with tribes and federal agencies enhances the scope and impact of workforce development efforts in the timber and forestry sectors.

Healthcare and Social Services

To strategically engage employers and industry partners in Healthcare and Social Services, considering the St. Michael Incumbent Worker Initiative and active engagement, the approach involves:

1. Incumbent Worker Initiatives:
 - Collaborate closely with initiatives like the St. Michael Incumbent Worker Initiative to enhance workforce skills and meet evolving industry demands.
 - Leverage existing partnerships and actively engage employers to identify and address workforce needs.
2. Program Offerings at Olympic College (OC):
 - Explore and promote OC's programs, including Nursing Assistant programs, Physical Therapy (PT), and Medical Assistant programs, to align with in-demand roles.
 - Collaborate with OC to ensure program offerings meet industry needs.
3. Partnerships and On-the-Job Training (OJT):
 - Strengthen partnerships with entities like Visiting Angels for Home Care Aides (HCA) and support on-the-job training initiatives.
 - Facilitate youth pipelines into the industry, engaging high schools to introduce students to Healthcare and Social Services careers.
4. Youth Pipelines and High School Engagement:
 - Identify and support youth pipelines, such as West Sound Tech's Professional Medical Careers courses, to introduce high school students to careers like Certified Nursing Assistant (CNA).
 - Explore options for non-STEM pathways to support students interested in healthcare.
5. Opportunities in Kitsap:
 - Identify and promote job opportunities within Kitsap, partnering with local businesses actively seeking healthcare positions.
 - Explore partnerships with retirement centers that employ Home Care Aides (HCA).
6. Running Start and Living Wage Positions:
 - Explore Running Start programs and high school courses that enable students to graduate with an associate degree (AA) in healthcare-related fields.
 - Advocate for living wage positions to ensure competitive compensation for healthcare professionals in Kitsap compared to Seattle.
7. Capacity Building and Education Options:
 - Assess and address capacity challenges with educators and trainers to increase opportunities for job seekers.
 - Explore alternative options or partnerships to address the high competitiveness of healthcare programs.
8. Salary Comparisons and Career Development:
 - Research and communicate salary options for healthcare professionals in Kitsap compared to Seattle to attract and retain talent.
9. Identify and address gaps in career development opportunities within the Long-Term Care sector.

By incorporating these strategies, the goal is to create a robust and responsive healthcare workforce ecosystem, aligning education and training offerings with industry needs. Actively engaging employers, supporting youth pipelines, and addressing capacity challenges will contribute to the overall success and growth of the Healthcare and Social Services sector in Kitsap.

Construction Industry

To strategically engage employers and industry partners in the Construction Industry, considering wage differences, shipyard impact, and the evolving landscape, the approach involves:

1. Wage Disparities and Research on In-Demand Roles:
 - Address wage disparities by researching in-demand roles, particularly focusing on positions like welders.
 - Recognize the direct influence of the shipyard on the construction industry and align strategies accordingly.
2. Partnerships with Trade Organizations:
 - Collaborate with entities like the Kitsap Building Association (KBA) and other trade organizations to understand industry needs and foster partnerships.
3. Educational and Training Requirements:
 - Identify and communicate educational and training requirements for construction positions to ensure alignment with industry standards.
4. Youth Engagement and Generational Differences:
 - Leverage existing programs like YouthBuild and construction pathways at West Sound Tech to engage youth.
 - Address generational differences by creating targeted strategies to attract younger workers not traditionally exposed to construction careers.
5. Alternative Pathways and Certifications:
 - Explore alternative pathways into higher-waged positions, such as management or engineering roles.
 - Collaborate with organizations like Habitat for Humanity and 'The Barn' to offer certifications in specialized areas like fine furniture construction.
6. Union Collaboration and Accommodations for Older Workers:
 - Recognize the significance of unions in Kitsap and strategize to provide growth opportunities within and outside union frameworks.
 - Tap into the untapped market of older workers, offering accommodations and support for skill development.
7. Infrastructure Bill and Local Pathways:
 - Prepare for the impact of the upcoming Infrastructure bill on the local construction industry, ensuring readiness to support growth.
 - Develop marketing strategies to promote Kitsap as an attractive place to live and work, creating a local talent pool.
8. Partnerships with Unions and Local Businesses:
 - Partner with unions to bring apprenticeships and internships to the peninsula, fostering collaboration with local businesses.
 - Address challenges where local businesses may lose opportunities to the Naval Base work or large projects by creating pathways for local growth.

9. Strategic Support for Base Infrastructure:

- Strategize how to support the construction industry in light of the significant infrastructure bill related to the base.
- Explore ways to connect local businesses with opportunities arising from base-related projects.

By integrating these strategies, the goal is to create a dynamic and resilient construction workforce in Kitsap, addressing wage concerns, generational differences, and industry-specific challenges. Collaborative efforts with trade organizations, educational institutions, and unions will contribute to the growth and sustainability of the local construction industry.

Manufacturing Industry

To strategically engage employers and industry partners in the Manufacturing Industry, especially in fields like trucking, automotive, and welding, the approach involves:

1. Pathways for Truck Drivers and Automotive careers:
 - Leverage existing pathways for truck drivers and automotive careers, including programs at West Sound Tech and support for CDL and CDS at WS Kitsap.
 - Explore partnerships with Bates for Heavy Truck Driver programs.
2. Manufacture and Trades Apprenticeships:
 - Capitalize on apprenticeships at the shipyard and manufacturing and trades programs at OC to align education with industry needs.
 - Collaborate with local businesses to understand and support industry requirements.
3. Welding in Kitsap and Safe Boats:
 - Investigate the high demand for welding in Kitsap, even beyond the shipyard, and align training programs with industry needs.
 - Explore opportunities with local manufacturers like Safe Boats, assessing education, training, wages, and employment prospects.
4. Partnerships with Kitsap Transit:
 - Establish partnerships with Kitsap Transit to address the need for truck drivers, including heavy and light trucks, buses, and transit positions.
 - Assess education and training opportunities and ensure competitive wages for self-sufficiency.
5. Youth Engagement and Pathways:
 - Develop pathways and pipelines from high school into manufacturing trades by collaborating with educational institutions.
 - Implement strategies to attract youth to trades, showcasing the opportunities for meaningful and well-compensated careers.
 - Create targeted outreach and marketing campaigns to attract youth to manufacturing and trades.
 - Highlight the benefits, including competitive wages and diverse career paths, to motivate youth toward these fields.

The strategic approach focuses on creating robust education-to-employment pipelines, understanding industry needs, and fostering partnerships with educational institutions, businesses, and transit agencies. By addressing the specific needs of the Manufacturing Industry, especially in trucking, automotive, and welding, the aim is to attract, train, and retain a skilled workforce that meets the demands of local businesses.

Regional Service Strategies

As part of our strategic planning development, a group of community resource providers convened to discuss the current and future landscape of service delivery in our region. The work group identified focus barrier populations, eligible service providers, opportunities for expanding access to services, the design of service strategies, and accessibility and accommodations. Through this planning phase, we have diligently identified a spectrum of challenges that warrant strategic attention, ranging for evolving customer expectations and technological barriers, to regulatory complexities and workforce dynamics. Simultaneously, this phase has illuminated a landscape rich with opportunities to enhance community and customer engagement through innovative solutions, leverage emerging technologies to streamline operations, and cultivate a workforce equipped for the demand of the future.

Challenges

In our pursuit of excellence at the local level, we candidly recognize areas where our services currently face challenges. Limited staffing, a need for enhanced external partnerships, and constrained resources are among our acknowledged weaknesses. The existence of siloed services, hindered by a lack of Memoranda of Understanding (MOUs), poses a barrier to achieving a seamless 'One Stop' concept. The absence of a shared customer approach further contributes to fragmentation.

Common performance indicators are lacking, hindering a comprehensive assessment of our impact. There's a recognized need for additional partners, especially in crucial areas like housing and mental health services. The call for more colocations between colleges and WorkSource centers reflects a desire for increased synergy.

We've identified challenges persist with limited training, staffing, and services, emphasizing the need for strategic improvements. A demand for more childcare, housing support, and basic transportation resources underlines critical gaps that need attention.

Our marketing efforts need enhancement, as we strive to overcome the perception that we are 'the state's best-kept secret.' The importance of 24-hour childcare and elder care, along with addressing the digital divide, emerges as a significant concern. Bridging the gap for customers who resist technology adoption remains a challenge, reinforcing the need for multifaceted solutions. Affordable housing, a perennial issue, requires concerted efforts for a sustainable resolution.

In addressing these weaknesses, our focus is on proactive recruitment and retention of staff, improving knowledge around community services, and support of expanding housing and transportation resources. As we navigate these challenges, our commitment to continuous improvement remains steadfast, fueled by the determination to provide impactful services and support to our community.

Opportunities

In our commitment to excellence, we have established a foundation of robust quality in employment and training services, creating a welcoming environment that embraces principles of equity, diversity, and inclusion (EDI) and the BIPOC community. Our approach is rooted in universal and customer-centered design, ensuring

timely services and a promising referral process. The consistently excellent customer service feedback is a testament to our dedication to providing the right service at the right time.

Our new facilities boast a physical layout designed to engage customers, and technology is readily available to meet diverse customer needs. The ease of access to our centers and services is a key component of our customer-centric approach.

The strength of our workforce programs lies in our dedicated staff, who work tirelessly to support job seekers and students in reaching their educational goals. A recent survey of workforce students reflects high levels of satisfaction, showcasing the positive impact of our staff's commitment.

Our staff, the cornerstone of our success, epitomize heart and dedication. They meet customers where they are, providing tools for success, thinking creatively, and offering hope and inspiration during challenging times. In the post-pandemic era, our staff has seamlessly embraced technology and service model changes, extending our reach to those in rural areas and overcoming obstacles to in-person visits. Their forward-minded approach includes regular outreach to local schools, libraries, and shelters, enhancing our name recognition and reinforcing our commitment to the community.

Key strengths include same-day services, knowledgeable and friendly staff, a DEI-focused approach, and multiple avenues for accessing services. Our continuous enhancements in technology underscore our commitment to staying at the forefront of service delivery. As we navigate this evolving landscape, our unwavering dedication to our customers and innovative practices will remain the driving force behind our success.

Targeted populations

WIOA law aims to expand access to employment, training, and support services with a focus on 14-barrier populations. The service delivery work group identified four that would be at the forefront of our four-year strategic plan. We intend to provide specific strategies, tactics, and service models to service all barrier populations.

Low-income individuals

WIOA defines low-income individuals as someone whose total family annual income does not exceed the higher level of poverty line or 70% of the lower living standard income level (LLSIL). Currently, our application requires financial and budget information from our potential participants. This allows for immediate identification of low-income individuals so we can assist accordingly and/or refer to partner resources to obtain the needed support. This is and will continue to be accomplished by:

- Assisting with training and education cost
- Availability of supportive service funding
- Partnerships for Community-Based Organizations (CBOs)
- Outreach to local public transportation or coordination transportation options
- Access to mentors, navigators, and case managers to assist with
 - Career development and enhancement
 - Labor market information and guidance
 - Comprehensive career assessments
 - Access to employment and career opportunities

Individual with disabilities

Individuals with disabilities are defined as those who have a physical or mental impairment that substantially limits one of more major life activities, have a record of such an impairment, or are regarded as having such an impairment. This is also identified at the application phase, which again allows for early identification by our service providers. Current and future initiatives to assist this barrier population include:

- Virtual service delivery options
- ADA compliance and mindful identification of our centers layout to facilitate access
- Staff training on accessibility strategies to resolve accommodations requests as well as staff sensitivities
- Partner with social service agencies, and warm handoffs
- Access to assessments and testing to accurately identify issues

Foster Care Youth

Foster care youth are in or have aged out of temporary living situations due to parents' inability to care for them and they are being (or were) assisted by child welfare agencies. Youth in this situation often face multiple barriers such as lack of transportation, little to no access to hygiene products, low education, difficult with trust, little to no employment history, and difficulty with authority. Current and future initiatives to assist this barrier population include:

- Access to supportive services: food, hygiene products, transportation/gas, work clothes, etc.
- Comprehensive career assessments
- Labor market information and guidance
- Tutoring and mentorship
- On the job training, work experiences, apprenticeships, and internships
- Soft skill development and support
- Interview skill development and resume writing courses
- Paid training
- Assistance with high-school diploma or GED

Long-term Unemployed Individuals

Long-term unemployed individuals are defined as those who have been unemployed for 27 or more consecutive weeks. Current and future initiatives to assist this barrier population include:

- Career development and planning
- Training and supportive services
- Labor market information and guidance
- One-on-one case management
- Assistance with job search
- Access to workshops and free training opportunities
- On-the-job training

As part of our strategic approach to serve our targeted populations, the interviews done with our council members identified several key barriers to employment that this plan intends to find solutions to and partner with key stakeholders. Namely childcare and affordable housing are the top two barriers to employment, though out of scope for the Consortium, they are the key areas where we need to identify and leverage and collaborate with community resources to build opportunities for our job seekers to return or enter the workforce.

Baseline evaluation effectiveness

In our pursuit of excellence at the local level, we're actively shaping a dynamic approach to metrics that goes beyond just performance tracking. Our focus spans a range of key areas, including Performance Metrics, PIRL reporting to the DOL, and comprehensive demographic analysis to ensure we're reaching diverse populations effectively.

To capture the qualitative aspects, we've implemented Job-Seeker Customer Satisfaction Surveys and interagency referral tracking, providing invaluable insights into the impact of our programs. Point-in-time data offers a snapshot of our performance, allowing us to make informed decisions in real-time.

Recognizing the importance of inclusivity, we're dedicated to understanding how we reach different demographics. While we leverage programs effectively, we acknowledge the need for more proactive data sharing to optimize outcomes for shared clients. Collaboration and sharing insights will be pivotal in enhancing our approach.

In our commitment to continuous improvement, we've introduced new tools designed to track demographics and gather the voice of the customer. Ongoing training ensures that these tools are utilized to their full potential. We're leveraging platforms like the states MIS system (ETO) for demographic data collection and refining our referral process to track agency interactions seamlessly.

Notably, our partnership with DSHS, DVR, and DSB reinforces a solid plan with clear performance expectations. This collaborative effort ensures that targets are not just met but exceeded, setting a high standard for our collective impact. As we embrace these dynamic metrics, we are not just measuring performance; we are driving positive change, fostering satisfaction, and ensuring that our strategies align with the diverse needs of our community.

In our forward-looking approach to future initiatives, we are envisioning a dynamic landscape of innovation and collaboration. Recognizing the unique challenges faced by job seekers in rural areas, we are committed to gaining deeper insights. A comprehensive approach involving surveys, community forums, and inter-agency training will be employed to understand and address barriers effectively.

Our future initiatives are strategically aligned with the focus populations and sectors identified in the sector workgroup. Initiatives at the college level, including the CDL program and healthcare pathways, underscore our commitment to local workforce needs. The prospect of OC becoming an affiliate site for WorkSource at the Silverdale campus further enhances our reach and impact.

Looking ahead, we aspire to integrate Unite Us as an option, streamlining referral tracking and expanding partnerships with diverse organizations. The team's efforts in incumbent worker education for businesses are poised to yield additional training opportunities, contributing to the continuous growth of our programs.

Anticipating the potential impact of the looming infrastructure project, we are proactively positioning ourselves on the leading edge of opportunities. As we navigate these future projects, our focus remains on innovation, collaboration, and staying ahead of the curve to ensure the success and prosperity of our community.

Coordination with Regional Economic Development Organizations

Currently, Economic Development Council Directors from Clallam and Jefferson County are appointed members of the Olympic Workforce Development Council. Key aspects of our partnership with EDC's includes stakeholder collaboration, strategic planning, resource mobilization, service delivery, entrepreneurship, community engagement, and leveraging data and research in analyzing relevant economic data, identifying trends and opportunities for growth. The EDCs are adept at bringing capital to new and established companies through lending programs or State and federal funding depending on the situation. The OWDC staff can provide the initial labor market information that a company may need as well as offer tailored recruitment and referrals. WIOA service providers can offer on-the-job training while the local colleges can offer customized training or programs that can provide the training to potential employees.

The North Olympic Peninsula Resource Conservation and Development Council (NODC) is the Economic Development District of Jefferson and Clallam Counties on the Olympic Peninsula of Washington. These organizations oversee regional efforts and strengthen partnerships to advance economic development strategies. Working together with the NDOC and Clallam EDC, the OWDC has had the opportunity to be part of the region's submission of a Re-Compete grant focused on working adults not engaged in the local workforce. As part of the OWDC commitment to this effort, we are a deeply connected member of the North Olympic Peninsula Recompete Coalition. The North Olympic Peninsula Recompete Coalition is a joint effort between Clallam and Jefferson counties; the Makah, Hoh, Jamestown S'Klallam, Quileute and Lower Elwha Klallam tribes; Peninsula College; the ports of Port Angeles and Port Townsend; the cities of Port Angeles, Port Townsend, Sequim and Forks; the economic development councils in both counties; the Olympic Peninsula YMCA; the North Olympic Development Council; the Composite Recycling Technology Center; the Northwest School of Wooden Boat Building; the Olympic Natural Resource Center; the Olympic Workforce Development Council and the Center for Sustainable Infrastructure. Our team was recently awarded a \$500,000 for planning as part of the Distressed Area Recompete Pilot Program, a new federal program designed to inject tens of millions of dollars into economically struggling communities across the country. At this writing we are currently preparing our proposal for a \$50 million request for full implementation of our workforce strategies.

The OWDC also regularly works with the Kitsap Economic Development Agency (KEDA) to promote economic growth and a competent, trained, and ready future workforce in the Kitsap peninsula. One of the areas we have been excited to support is KEDA's Entrepreneurship and Innovation Work Group. This group focuses on opportunities to support emerging industries and innovation. The group developed the WAV-C proposal with a focus on accelerating the industry of unmanned and autonomous vehicles, forecast as a \$2 trillion global market by 2030. When the proposal was submitted for funding, the WAV-C initiative received 23 letters of support (including the OWDC), including from firms like defense giant Raytheon, Bremerton-based international builder SAFE Boats International, and Port Orchard small business Greysam Industrial, which specializes in providing underwater autonomous vehicles to clients. Developing and expanding this new

technology driven endeavor will mean the need for a well-trained workforce to meet the demand and the OWDC has accepted the challenge.

The Washington Department of Commerce is supporting the development and growth of these clusters through seed funding, strategic guidance, leadership development, connections with state and global cluster leaders and partners, and international marketing support. The program is one portion of work supported by a \$15 million CARES Act investment by the U.S. Department of Commerce Economic Development Administration (EDA).

In addition to this work, the OWDC and KEDA recently held a listening forum with employers and educators gathering to focus on the future workforce needs of the area. In the co-sponsored event, we were joined by more than 60 business and education leaders for a productive and collaborative discussion of workforce needs and industry trends. KEDA and the OWDC organized the event to learn more about workforce skills gaps, training initiatives and potential solutions. A white paper is planned, and we received great commitment from business and education leaders to continue the dialogue.

Coordination of Transportation and/or Other Support Services

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

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

Jefferson Transit¹⁹ is working to provide improved workable connections throughout the Olympic Peninsula with the Mason, Kitsap, Clallam and Grays Harbor Transit systems and the Washington State Ferries. In 2022, Jefferson Transit published a five-year plan focused on preservation, safety, mobility, environment, stewardship, and economic vitality. In April of the same year, they passed a Zero Fare policy for fixed routes and Dial a Ride programs. Jefferson Transit plans to improve mobility in small urban and rural areas through regular scheduled service and Dial a Ride Programs.

The Clallam Transit System (CTS) agency stresses planning with Jefferson Transit, Makah Transit, Quileute Transit, Lower Elwha S'Klallam Transit and Jamestown S'Klallam Tribe to promote regional connections both east and west. CTS also initiated a Zero-fare in 2024 that eliminates fares on most routes and continues to investigate innovative opportunities to serve all of Clallam counties communities. This plan also recognizes the importance of overall mobility from a holistic perspective.

¹⁹ [Jefferson Transit Development Plan](#)

Our service delivery of WIOA Title IB and discretionary grant service providers actively identify transportation needs are our participants, and provide gas vouchers, bus passes, or assistance paying for vehicle maintenance. This ensures participants can attend workshops, interviews, and employment opportunities are available to them.

Regional Cost Arrangements

There are no current administrative cost arrangements in place. The Consortium continuously explores opportunities to develop these partnerships.

Regional performance negotiation and evaluation

Collaborative negotiation involves a cooperative and integrative approach where parties work together to achieve mutually beneficial outcomes. The Workforce Training and Education Coordinating Board (WTB) is the Governor’s designee to negotiate performance targets with the Department of Labor. The WTB meets bi-monthly with WDC’s staff to discuss WIOA Quarterly Performance Reports (QPRs²⁰). Meetings are goal orientated in a transparent manner that allows WDC to weigh in on common measures and possible issues that may arise.

Section III – Local Component of Plan

In support of the Olympic Consortium purpose, vision, mission and values, the local component plan expands on regional economic, sector, and service strategies by detailing the coordination and engagement currently undertaken to cultivate our One-Stop System. Further, this section provides a comprehensive review of how we intend to expand access to service, actively collaborate with education and training providers, details our rapid response initiatives, including the vast array of programs, services, and activities available in our region.

Expanding Access

In a concerted effort to enhance inclusivity and reach underserved populations, our council is diligently working to expand service access to rural areas, BIPOC (Black, Indigenous, and People of Color) communities, service to individuals with disabilities, and populations facing economic challenges. Recognizing the unique needs and barriers faced by these diverse groups, our commitment to equitable service delivery is paramount. Through strategic initiatives and collaborative partnerships, we aim to bridge gaps in accessibility, ensuring that essential services are not only available but tailored to the specific requirements of rural residents, BIPOC communities, and individuals experiencing poverty. This proactive approach reflects our dedication to fostering a more inclusive and equitable society, where every member of our community has equal access to the support and resources they deserve.

Facilitating Access to Services

²⁰ [ESDWAGOV - WIOA Quarterly Performance Reports.](#)

To facilitate access to services, we recognize the diverse needs of residents, we're strategically leveraging both virtual and in-person outreach efforts. In response to specific requests, like La Push (Makah) advocating for in-person services due to limited internet access, we're exploring innovative solutions. Our approach involves partnering with colleges and libraries to establish certified connection sites, ensuring accessibility in areas lacking internet infrastructure. Collaborating with local tribes, community-based organizations, and libraries, we aim to transform these spaces into connection points, expanding service availability.

To address engagement barriers, such as transportation and limited hours, we're fostering collaboration between partners. Whether it's developing agreements with DSHS for satellite centers or establishing onsite employment services tailored to specific populations, we're creating pathways to employment and self-sufficiency.

Expanding our reach, we're exploring affiliate sites like the Olympic College Bremerton campus, awaiting key hires to initiate this transformative work. Brainstorming innovative solutions, we're considering extended facility hours, weekend availability, and recording workshops for flexible accessibility, catering to underemployed or time-constrained individuals.

Acknowledging the importance of virtual offerings, we're committed to increasing hybrid courses and mapping data hotspots for rural areas. Our outreach strategy emphasizes community engagement, providing services in person, via phone, and online, with additional transportation support. Through collaboration, innovation, and community empowerment, our mission is to redefine accessibility at the county level, ensuring meaningful impact and lasting benefits for all.

Design of Service Strategy

The Consortium's design of service supports the crafting of a dynamic approach that prioritizes efficiency, inclusivity, and collaboration. Standardized training sets the foundation, ensuring a consistent and high-quality experience for all participants. To address barriers, we are implementing a system to flag high-barrier participants, facilitating seamless transitions from center staff to internal and external support services.

We recognize the importance of a holistic approach, leveraging the strengths of eligible service providers for wrap-around service planning. By establishing partnerships with community agencies, we aim to create a network that fosters referrals and smooth handoffs, enhancing the overall support structure.

To maximize impact, we are introducing a community-wide Job Hub concept, inviting local employers to actively participate. Cross-training and heightened awareness of available services are pivotal, particularly for our most challenging-to-serve customers. For populations such as the homeless, victims of domestic violence, or recently incarcerated individuals, outreach becomes a cornerstone strategy. Recognizing the unique needs of these groups, we are committed to making services more accessible by creating reserved areas and times at locations like shelters, fostering visibility and facilitating partnerships with organizations targeting these specific populations.

Our focus is not only on streamlining applications but also on providing full system resources upfront for training options, complete with expected employment outcomes. This comprehensive approach aims to redefine service delivery, emphasizing collaboration, accessibility, and impactful outcomes for all participants.

Accessibility and Accommodation

Working closely with all partners, the Consortium conducts thorough assessments to identify barriers—whether physical or other—that may hinder new customers from accessing WorkSource and program services. We are committed to ensuring that all online resources and classes meet accessibility requirements.

Routine inspections of our sites, covering both digital and facility access, are a key part of our strategy. Identified issues are swiftly communicated to site management, reflecting our commitment to continuous improvement. Currently, our centers meet or exceed the majority of criteria, with ongoing fixes and improvements in progress.

Staff training on access tools and etiquette with individuals with disabilities is a priority, and public feedback on available adaptive tech has been consistently positive. Despite this, we acknowledge that there may be untapped potential, and we are actively exploring reasons for underutilization—whether due to a lack of awareness or a general reluctance for employment services.

Recognizing that each organization likely has existing accessibility measures, we're undertaking an in-depth exploration to understand the current landscape. The idea of designating a 'gatekeeper' within each organization aims to ensure that customer needs are consistently met. Our collective goal is to not only address existing barriers but also to proactively enhance awareness, utilization, and the effectiveness of adaptive technologies and services, fostering a more inclusive and accessible county for all.

The Washington State Department of Social and Health Services (DSHS) is committed to making Information and Communication Technologies accessible to individuals with disabilities by meeting or exceeding federal and state requirements. They strive to ensure that individuals with disabilities have access to and use of information and data comparable to the access and use afforded to individuals without disabilities, unless an undue burden is imposed on the agency. DSHS recognizes that creating accessible products is a continuous process that can only be improved by continuous input from our users.

The Consortium partners with local Equal Opportunity Officers, Employment Security Department (ESD), Department of Services for the Blind (DSB) and the Division of Vocational Rehabilitation (DVR), to assure of the accessibility of services for job seekers with disabilities in our WorkSource centers and in workforce programming. DSB and DVR serve as committee and board members, embedding accessibility as a criterion for the most comprehensive planning and delivery of workforce services. Both agencies provide training for WorkSource staff and employers, regarding accessibility and accommodations, which fosters opportunities for vocational rehabilitation customers while assisting employers with recruitment, retention, and Diversity, Equity, and Inclusion (DEI) initiatives.

DSB and DVR staff are located within WorkSource centers in the Olympic Workforce region, which contributes to enhanced business relations partnerships for targeted skill building, greater enrollment of customers, and successful employment outcomes.

Education Coordination

The Consortium's education and training coordination focuses on equipping our case managers and businesses with the essential skills and knowledge required for effective collaboration and seamless integration

across multiple partner agencies. Recognizing the critical role that coordination plays in achieving our objectives, our coordination emphasizes both targeted training, workshops, interactive modules, certificates, credentials, and 2- and 4-year degree attainment. Education coordination includes these needs identified during the needs assessment interviews:

Career Development Strategies: Training programs designed to assist employees in building and advancing their careers, including resume building and interview skills.

Industry-Specific Training: Training is being offered in various industries, including healthcare, banking, manufacturing, and construction, to provide employees with skills relevant to their job roles.

Workplace Adaptation & Technology Literacy: Organizations focus on training employees to adapt to changing workplace technologies and improving their technology literacy.

Onboarding and Orientation: Training modules are created for new hires, including comprehensive onboarding and orientation programs.

Customer Service Training: Organizations are providing training in customer service skills to ensure employees can effectively interact with clients and customers.

Financial Literacy Training: Some organizations are offering financial literacy training to help employees manage their personal finances more effectively.

Professional Development: Training programs include professional development opportunities, allowing employees to acquire new skills and stay up to date with industry trends.

To further support the needs identified in career development strategies, an effective council plays a pivotal role in promoting a holistic approach to employee growth and success. The council will advocate for the integration of career development elements into organizational policies, ensuring that training programs align with employees' long-term career goals. Additionally, the council will collaborate with industry experts to enhance industry-specific training initiatives, facilitating partnerships that bring in-depth knowledge and relevant resources. In the realm of workplace adaptation and technology literacy, the council could actively support the identification and implementation of cutting-edge training tools and resources, ensuring that employees are well-equipped to navigate evolving technologies. Furthermore, the council will contribute to the creation of comprehensive onboarding and orientation modules, emphasizing the importance of a seamless integration process for new hires. We will also endorse and facilitate customer service and financial literacy training, recognizing these skills as crucial components of a well-rounded professional. Lastly, the council can champion professional development opportunities, encouraging a culture of continuous learning and skill enhancement within the organization. Through these efforts, the council becomes an instrumental force in fostering a thriving and dynamic workforce.

Community and Technical College Vocational Education Programs

WorkSource staffs collaborate with Olympic College and Peninsula College to serve all segments of the workforce development system, including employers, labor, economic development organizations, public employment specialists, job training programs, and the state's implementation of federal welfare reform, known as WorkFirst. Both colleges provide education and training leading to certification or two-year associate degrees. Training to obtain skills, vocational education, and related or supplemental instruction for apprentices is also available. Students who qualify may receive financial assistance to help with their tuition, as well as offset the costs of childcare and transportation. State-funded worker retraining programs for dislocated workers and long-term unemployed workers prepare students for demand occupations that lead to jobs providing a living

wage. Both colleges also provide customized employer-based training through the state-funded Job Skills Program.

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

Peninsula College offers associate degree programs, a baccalaureate in applied management and 20 professional technical programs in allied health, business and technology and construction and transportation sectors. Its Basic Education for Adults department offers basic skill remediation, English as a Second Language, GED preparation, high school completion (HS21+), and Integrated Basic Education Skills Training (I-BEST) programs. These programs integrate workplace essential skills and job readiness training. Classes are held in Neah Bay, Forks, Sequim, Port Angeles, and Port Townsend.

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

Private Career Schools

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

- Northwest School of Wooden Boatbuilding is located in Port Hadlock, Washington. The Boat School is an educational institution accredited by the Accrediting Commission of Career Colleges and Schools (ACCSC) and attracts students from around the world including such countries as Japan, Australia, England, South Korea, Austria, Canada, Taiwan, Ireland, Mexico, Scotland, France, and Tanzania
- Allure Academy of Cosmetology in Port Angeles offers certificates in cosmetology.
- Port Townsend School of Woodworking offers Foundations of Woodworking, Built Environmental Services, and Art of Furniture out of Port Townsend.
- Port Townsend School of Massage offers professional licensing programs.
- The Commercial Driver School (CDS) located in Port Orchard, with an extension site at Peninsula College in Port Angeles, offers a wide range of Heavy Truck Driving certifications.
- Kitsap County EMS and Trauma Care Council offer an Emergency Technician Certification.
- Care Plus Home Health and Training have a Home Care Aide, Certified Nursing Assistant, and bridge program.

Colleges and Universities

WorkSource participants can access many college and university programs. WorkSource staff have extensive experience working with four-year institutions to help provide opportunities for individuals to gain credentials or

degrees beyond those offered by the K-12 system and community colleges and technical schools. Assistance with FASFA, Pell Grants applications, and coordination with university career counselors is readily available for job seekers.

Apprenticeships and Internships

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

- Northwest Laborers Apprenticeship committee offers online Laborer apprenticeship
- The Barber & Beauty Lounge in Bremerton offers a Barber (journey-Level) apprenticeship.
- Public Utility District #1 in Clallam County provides online apprenticeships for Lineman, Meter technician, substation and equipment technician, and tree trimmer (Journey-Level).
- Jefferson County Public Utility District offers Lineman and Substation and Equipment Technician apprenticeship out of Port Hadlock.

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

Secondary Vocational Education

WorkSource youth program staff work closely with the West Sound Technical Skills Center which serves youth in Kitsap, Clallam, and Jefferson counties. These centers offer extensive programs. They include automotive and collisions repair technology, construction trades, cosmetology, early childhood education, engineering technology/CADD, composite structures technology, food service/culinary arts, natural resources, professional business and medical careers, protective services, travel and hospitality occupations, welding technology, digital medial technology, careers in education, finance, and IT technician. Likewise, Olympic College has an agreement with the West Sound Technical Skills Center (WSTSC) to co-enroll students in Cosmetology. WSTSC is also home to the OC's Advanced Manufacturing program. Another valuable program in Jefferson County is the Northwest Maritime Center. Their mission is to train and inspire Washington State's Future Maritime Workforce through innovative, rigorous, and hands-on educational opportunities. The PTMA serves high school and middle school youth from around the Olympic Peninsula and is a Port Townsend School District Program run in conjunction with West Sound Technical Skills Center, Schooner Adventuress (Sound Experience) and Schooner Martha Foundation.

Also available for youth through the secondary education system are internships and work experience positions administered by the various school districts as well as new programs supported by OESD 114 and Washington STEM as part of Career Connect Washington. These programs provide opportunities for students to obtain valuable work experience in local businesses while earning school credit. School districts have done a commendable job at pooling resources and expertise by forming school-to-work consortia representing education, business, trades, and labor. This group advises educators in the design and implementation of programs and creates opportunities for high school students to transition into the workplace as competitive and qualified job seekers. Despite the effort small businesses continue to face challenges as they are asked to commit limited staff time to the training of youth required to participate in internship and other on-the-job

training. As a result, the OWDC continues to work with Olympic Educational Service District 114 on providing funds to small businesses to pay salaries or stipends to youth. Both higher educational institutions offer Tech Prep credit to high school students who successfully complete articulated courses at secondary institutions throughout the three-County area. Training (BE\$T) program assists individuals prepare and then put into action their plan for a business. The success of the program is highly dependent upon the volunteers who help coach in classes, provide mentorship in the Business Support groups and one-on-one business counseling sessions. This includes one-on-one coaching sessions and group sessions on such topics as: Business Presentations, Sales, social media, Pricing for Profit, Taxes, Business Legal Issues and ACA Healthcare for Small Businesses. Eligible recipients of the Temporary Assistance for Needy Families (TANF) program may also access job readiness training and connections to work experience positions at the WorkSource affiliate through the Community Jobs program.

The Jefferson County Literacy Council offers free tutoring for anyone wishing to improve reading or math skills. GED preparation and English for non-English readers is also available in partnership with Peninsula College.

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

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

Career Pathways and Credentials

In response to the diverse and evolving needs of our community, the Consortium is committed to addressing key areas that profoundly impact the lives of our customers. We recognize the imperative of supporting individuals across different demographics and life stages, and as such, have identified five primary pillars of focus. First and foremost, our commitment to Career Pathway Support and Exploration aims to provide invaluable resources for vocational customers, youth, college students, and high school graduates. We understand the pivotal role that career exploration, counseling, and understanding job structures play in empowering individuals on their professional journey. Additionally, our dedication extends to the critical areas of Housing and Basic Needs, where we aim to alleviate the significant challenges faced by low-income individuals, veterans, and high-needs populations. The additional pillars Upskilling and Education, Mental Health and Wellness Support, and Access to Resources and Wrap-around Services underscore our holistic approach to community well-being, addressing educational aspirations, mental health concerns, and the multifaceted needs

of our customers. Through these interconnected efforts, we aspire to create a robust network of support, empowering individuals to thrive and fostering a community that prioritizes comprehensive well-being.

In our commitment to fostering holistic well-being and empowerment within the community through these pillars, we aim to address the diverse and pressing needs of our customers. By providing essential resources, guidance, and support across these vital areas, we aspire to create a resilient and thriving community where individuals can pursue meaningful career paths, secure stable housing, access educational opportunities, prioritize mental health and wellness, and receive comprehensive assistance for their various high needs.

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

Employer Engagement

In navigating the ever-evolving landscape shaped by the global pandemic, we seek to engage with employers on crucial fronts that have emerged as pivotal aspects of the contemporary workplace. Addressing the paradigm shift brought about by remote work and hybrid work policies, we delve into the intricacies of their impact, recognizing the challenges inherent in transitioning to or sustaining remote work setups. Furthermore, we confront the operational challenges stemming from the pandemic, acknowledging the difficulties in hiring, training, and adapting to changes in workflow that have disrupted project completion and overwork dynamics. Our engagement extends to understanding the economic and financial impact, with a focus on the daunting consequences such as business closures, funding challenges, and the financial strain experienced by both organizations and individuals. Additionally, the Consortium explores the critical dimension of employee well-being and mental health, acknowledging the strain on individuals' mental well-being, the prevalence of burnout, and the challenges in maintaining work-life balance. Lastly, we delve in the impact on community and social interactions, recognizing the struggles in maintaining connections, engaging with specific groups, and adapting to changes in communication methods. Through this engagement, the Consortium aims to collaboratively navigate and address these changes, fostering resilience and adaptability in the evolving landscape of work and community interactions. The top five barriers' organizations face (identified during Needs Assessment interviews)

1. Remote Work and Hybrid Work Policies: The impact of remote work, hybrid work policies, and the challenges associated with transitioning to or maintaining remote work setups.
2. Operational Challenges: Various operational challenges stemming including difficulties in hiring and training, disruptions to project completion, changes in workflow, and shifts in work dynamics.
3. Economic and Financial Impact: The negative economic consequences, such as business closures, funding challenges, loss of revenue, and financial difficulties faced by both organizations and individuals.
4. Employee Well-being and Mental Health: The negative impact of the pandemic on employee mental health, burnout, and well-being. This includes challenges in maintaining work-life balance and addressing mental health concerns.
5. Community and Social Interactions: The negative effects of the pandemic on community connections, interactions, and outreach efforts. This includes challenges in maintaining relationships, engaging with

certain groups, and adapting to changes in communication methods.

The Consortium recognizes the challenges posed by Staffing Difficulties and Hiring Challenges, particularly the struggle to find suitable candidates, impacting the forecasted growth of businesses. In the realm of Projected Business Growth and Expansion, the imperative to hire arises from increased demands, supply chain requirements, and the growth of projects, constituting a critical element in forecasting efforts. The Consortium also emphasizes the repercussions of Staff Shortages on Operations and Projects, with many businesses experiencing an overload of work that their current staff may struggle to manage, potentially affecting project deadlines and long-term engagements. Looking ahead, businesses anticipate a strain on their workforce due to upcoming projects and heightened demands, prompting the need to expand personnel for efficient workload management. Furthermore, the Consortium addresses the Forecasting Skills Gap and Training Needs, recognizing the necessity to bridge the gap in skilled labor and niche skills within the workforce through strategic training initiatives. This comprehensive approach aims to navigate and alleviate the complex challenges associated with staffing, growth, and skill development, ensuring a resilient foundation for future success.

In addressing the multifaceted challenges presented by staffing difficulties, projected business growth, staff shortages, upcoming workforce strain, and the skills gap, our approach centers on strategic initiatives aimed at fostering resilience and adaptability. Recognizing the crucial need for qualified candidates in specific roles such as Lineman, Water district staff, and other niche positions, we are committed to working collaboratively to overcome hiring challenges and ensure sustained growth. Our efforts extend to mitigating the impact of staff shortages on operations and projects by devising innovative solutions to meet increased demands and project requirements. Furthermore, we proactively anticipate and plan for the upcoming workforce strain, aligning our staffing plans with the demands of future projects. Addressing the skills gap is a top priority, and we are dedicated to implementing comprehensive training initiatives to upskill our current workforce, enhancing their capabilities to meet evolving business goals and customer expectations. Through these concerted efforts, we aim to navigate the complex landscape of staffing and growth challenges, ensuring a robust and agile foundation for future success.

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

One-Stop System

The Olympic Consortium in partnership with local community agencies, employers, and education and training providers serves as a comprehensive and integrated service delivery platform designed to streamline access to employment, education, and training resources for job seekers, workers, and employers. Its primary purpose is to create a seamless and customer-centric experience by bringing together various workforce development programs and services under a unified framework. By consolidating resources and collaborating with partner agencies, the one-stop system aims and supports the efficiency of workforce development efforts, facilitates career advancement, and meets the evolving needs of the labor market.

Service providers routinely attend events detailing labor trends and emerging local workforce needs, such as the Washington Workforce Alliance (WWA) conference, meetings from the local chambers of commerce and presentations from external partners like the Kitsap Economic Development Alliance or small business and entrepreneurship focus group with Vibe Co-works. As a part of standard practice, front-line representatives monitor Washington Employment Security Departments reports of employment trends and demands while making determinations for education and training funding. WIOA staff are working in cooperation with local community colleges to tailor training opportunities to serve the local labor market, including but not limited to short term schooling, on the job training, and certification programs.

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

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

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

Routine inspections of our sites, covering both digital and facility access, are a key part of our EO compliance and strategy. Identified issues are swiftly communicated to site management, reflecting our commitment to continuous improvement. Currently, our centers meet or exceed criteria, with ongoing fixes and improvements in progress.

Working closely with all partners, the Consortium service providers conduct thorough assessments to identify barriers—whether physical or other—that may hinder new customers from accessing WorkSource and program services. Recognizing the ongoing efforts, we are committed to ensuring that all online resources and classes meet accessibility requirements.

Staff training on access tools and etiquette with individuals with disabilities is a priority, and public feedback on available adaptive tech has been consistently positive. Despite this, we acknowledge that there may

be untapped potential, and we are actively exploring reasons for underutilization—whether due to a lack of awareness or a general reluctance for employment services.

Recognizing that each organization likely has existing accessibility measures, we're undertaking an in-depth exploration to understand the current landscape. The idea of designating a 'gatekeeper' within each organization aims to ensure that customer needs are consistently met. Our collective goal is to not only address existing barriers but also to proactively enhance awareness, utilization, and the effectiveness of adaptive technologies and services, fostering a more inclusive and accessible service design.

When preparing to participate in the general operations of the one-stop centers through resource monitoring or leading group classes, partners were trained on what equipment is available at each one-stop center and given basic instruction on how to operate those adaptive aids. This includes use of the features of the ADA accessible computer stations and the adaptive individual and group aids in the storage in the file cabinets. Partners have also been encouraged to give input for improvements for available equipment, particularly since several of the partners deal more specifically with the disability community (Department of Vocational Rehabilitation, Department of Service for the Blind, Disabled Veterans Representatives). Washington Employment Security Department (lease holder of our comprehensive sites) has given guidelines for digital access standards, which are met or exceeded at all our sites and has expressed intent to equip the ADA computers with JAWS, an interface program for sight impaired customers. This was also a suggestion from the DSB partnership, as that software is highly utilized by the sight-impaired public.

Title I Activities

Under WIOA, various workforce development activities are implemented to address the needs of job seekers and employers. These activities include job training programs, adult education, and vocational rehabilitation services. WIOA emphasizes the importance of collaboration among federal, state, and local entities, as well as public and private sectors, to create a comprehensive and integrated workforce development system. WIOA focuses on serving individuals with barriers to employment, such as low-income adults, dislocated workers, and individuals with disabilities. Additionally, WIOA emphasizes the alignment of workforce development efforts with the needs of employers to ensure that training programs lead to meaningful employment opportunities. The goal of WIOA is to enhance the competitiveness of the American workforce and promote economic growth by providing individuals with the skills and training necessary for success in the labor market.

The Consortium supports and promotes crafting a dynamic approach to WIOA Title I Activities that prioritizes efficiency, inclusivity, and collaboration. Standardized training sets the foundation, ensuring a consistent and high-quality experience for all participants. To address barriers, we are implementing a system to flag high-barrier participants, facilitating seamless transitions from center staff to internal and external support services.

We recognize the importance of a holistic approach, leveraging the strengths of eligible service providers for wrap-around service planning. By establishing partnerships with community agencies, we aim to create a network that fosters referrals and smooth handoffs, enhancing the overall support structure.

To maximize impact, we are introducing a community taskforce, inviting local employers to actively participate. Cross-training and heightened awareness of available services are pivotal, particularly for our most challenging-to-serve customers. For populations such as the homeless, victims of domestic violence, or recently incarcerated individuals, outreach becomes a cornerstone strategy. Recognizing the unique needs of these groups, we are committed to making services more accessible by creating reserved areas and times at locations like shelters, fostering visibility and facilitating partnerships with organizations targeting these specific populations.

Our focus is not only on streamlining applications but also on providing full system resources upfront for training options, complete with expected employment outcomes. This comprehensive approach aims to redefine service delivery at the county level, emphasizing collaboration, accessibility, and impactful outcomes for all participants.

Adult and Dislocated Worker Activities

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

The Washington State Employment Security Department (ESD), a WIOA Title I contractor, helps people succeed by supporting workers during times of unemployment, connecting job seekers with employers who have jobs to fill, and providing business and individuals with information they need to adapt to a changing economy. The Employment Security Department provides Title I services to low-income adults 18 and older and to dislocated workers through the Olympic Consortium's WorkSource offices in Sequim and Silverdale. Many of the services provided are Training Services. ESD can provide tuition assistance for training in fields that are in demand in the local area. These can include a license for a Commercial Driver, a Certified Nursing Assistant, or a Licensed Massage Therapist. ESD also provides support services for books, tools, work clothes or transportation assistance. On-the-Job training and Work Experience opportunities are also available.

Economic Security for All (EcSA)

WorkSource Clallam and WorkSource Kitsap's Economic Security for All (EcSA) program is a poverty reduction strategy for Clallam, Jefferson, and Kitsap County residents that coordinates existing programs to increase participants ability to access support for low-income individuals in their pursuit of equity, dignity, and sustained self-sufficiency employment. This can include career assessments and job search strategies. It aims to give low-income job seekers access to community resources and allows for a greater range of support services to provide wrap-around assistance. This program also allows for milestone-based incentives to assist in poverty reduction and reduce reliance on public assistance. The end goal of the program is for the participants to reach sustainable employment and attain income adequacy.

Outreach

WorkSource Clallam and Kitsap will put a heavy emphasis on outreach in the coming years. The intent is to build on the strong relationships developed over time with Peninsula College and Olympic College. WorkSource Kitsap participates in Project Connect in Poulsbo, Bremerton, and Port Orchard. They participated in the Resource Fair hosted by Port Gamble S'Klallam. Both offices work closely with the local Chambers of Commerce and participate in the Local Planning Area. The Kitsap Office works closely with the Kitsap Information and Resource Network (KIRN). The goal is to expand our existing relationship with DSHS and provide staff hours at the local office in Port Angeles. This will also include the Port Townsend office where the intent is

to expand our physical presence not only with DSHS, but the Peninsula College Fort Warden campus. The new Business Service Navigators will work with businesses in all three counties to develop On-the-Job and Work Experience opportunities as well as the full range of services offered to local employers.

Youth Activities

Youth and Young Adult Services are available in-person at WorkSource offices in Kitsap and Clallam Counties and virtually to the Kitsap, Jefferson, and Clallam population. Services include career assessment, resume development, interviewing and skill building, training plan development, supportive services, on-the-job training, work experience and job placement assistance.

WIOA Title I Youth/Young Adult

Olympic Educational Services District 114 – Pathways to Success program, is contractor for the WIOA Title I youth/young adult services in Clallam, Jefferson, and Kitsap Counties. The program collaborates with local educational partners, both in-person and online, to expand and enhance services meeting the needs of opportunity youth in the communities. The program also provides paid and unpaid work experience to further develop work readiness skills and to provide credit retrieval opportunities supporting high school graduation.

The Pathways to Success program strive to innovate and develop methods and approaches to serve youth that are primarily informed by the feedback and input of the youth and young adults that they serve. This customer-centered approach is evidence-based and grounded in the belief that youth and young adults have a lived experience that positions them as the best experts on the efficacy of service delivery (within the parameters of federal law and federal policy).

Participants are assessed for basic skills and needs including training, transportation, education levels, work readiness, financial planning, childcare and any additional support to effectively support their unique training and professional career pathway plan leading to self-sufficiency. In cooperation with the participant, an individual service plan is created to align the individual's abilities, needs and interests. Supportive service needs are specifically assessed to address individual barriers and incorporated into the service plan to support the participants ability to successfully engage in education, training, and employment activities. The program has recently implemented financial incentives, based on local policies, to encourage, reward and motivate participants as they work towards their long-term training and career goals. Each participant's training and employment plan is informed by current industry and labor-market data to support informed and viable long-term career trajectories. Ongoing program assessments are provided throughout enrollment to maximize wrap around services and support for each participant's success. Upon completion of program goals all participants are offered 12 months of follow-up services. These services are designed to provide employment and post-secondary retention support and self-sufficiency.

[Title II Work-related Adult Basic Education and Literacy Programs](#)

WIOA Title II focuses on Adult Education and Family Literacy Act (AEFLA) programs, providing essential education and literacy services to adults to help them acquire the skills needs for employment and self-sufficiency. Title II programs are designed to address the specific educational needs of adults in the workforce, focusing on enhancing their foundational skills in reading, writing, and math. These programs often integrate

practical workplace scenarios and industry-specific content to empower adults with the necessary skills to succeed in their jobs. Within our regions three counties there are multiple access points for adult basic education and literacy. Olympic College in Bremerton, Peninsula College in Sequim, and Goodwill – Olympic and Rainier in Bremerton offer General Education Development (GED) preparation and testing to provide individuals who did not complete their high school education with an opportunity to earn an equivalent credential. Beyond GED attainment, Title II includes 52English language acquisition, workplace literacy, career pathways, and professional development. Resources are available at all our comprehensive and affiliate sites to connect with Title II providers, and we continue to partner to advocate for resource availability and access.

Training Services

The Consortium partners with Title II providers, and actively aligns our services to ensure the training and education offered are relevant and meets the demands of our community. Under WIOA Title I, our comprehensive training programs are designed to address the employment needs of job seekers, providing a pathway to economic self-sufficiency and long-term career success. Trainings are provided through a variety of contract mechanisms

Individual Employment Plan (IEP)^{21, 22} developed jointly by the participants and the case manager as an ongoing strategy to identify employment goals, achievement objectives, and an appropriate combination of service for the participant to achieve the employment goals.

Individual Training Accounts (ITA)²³ a payment agreement establishes by the local workforce development board on behalf of a participant with a training provider and may be used to pay for any allowable type of training, as long as the program of training services is on the state eligible training providers (ETP) list.

On-the-Job Training (OJT)²⁴ is a work-based training contract between the local workforce development board and an employer, where the occupational training is provided to the WIOA participant in exchange for reimbursement (up to 50% of the wage). The employer provides the training for the WIOA participant for a contracted amount of time, prior to hiring.

Incumbent Worker Training (IWT)²⁵ designed to meet the special requirements of an employer to retain skills workforce or avert the need to lay off employees by assisting the workers in obtaining the skills necessary to retain employment.

Transitional Jobs²⁶ provides a time-limited work experience, that is wage-paid and subsidized for those WIOA participants with barriers to employment who are chronically unemployed or have inconsistent work history. These jobs are designed to enable an individual to establish a work history, demonstrate work success in an employee-employer relationship, and develop the skills that lead to unsubsidized employment.

²¹ WIOA Training Services, Workforce Innovation and Opportunity Act Final Law H.R. 803 (113-128) [§134](#)

²² What is the individual employment plan? CFR Title 20, Chapter V, Part 680, Subpart A, [20 CFR §680.170](#)

²³ What is an Individual Training Account (ITA)? CFR Title 20, Chapter V, Part 680, Subpart D, [20 CFR §663.410](#)

²⁴ Training service for adults and dislocated workers? CFR Title 20, Chapter V, Part 663, Subpart C, [20 CFR §663.300](#)

²⁵ What is incumbent worker training? CFR Title 20, Chapter V, Part 680, Subpart F, [20 CFR §680.790](#)

²⁶ What is a transitional Job? CFR Title 20, Chapter V, Part 680, Subpart A, [20 CFR §680.190](#)

Internship or Work Experience Training (WEX)²⁷ are planned, structured learning experienced in a workplace for a limited period of time. WEX includes academic and occupational education and provides WIOA participants with opportunities for career exploration and skill development.

Support Services

One of the key components of WIOA is the provision of Supportive Services. Supportive Services play a critical role in helping individuals overcome barriers to employment and have access to essential resources and assistance. By offering funding for transportation, childcare, housing assistance, and other vital supports, the Consortium aims to break down barriers that often hinder individuals from accessing education, training, and employment opportunities. Supportive Services not only empower individuals to overcome challenges but also contribute to building a more resilient, skilled, and inclusive workforce that meets the evolving needs of the labor market. Along with supportive services, in July 2022 the Consortium implemented Needs Related Payments (NRP). NRP is financial assistance to eligible WIOA participants who are participating in employment and training programs and face specific barriers or challenges that impact their ability to fully engage in these activities. NRP is based on the unique circumstances and provides an added layer of support for the individual to engage in training and education and return to employment.

Another layer of financial assistance is milestone-based incentives. In the past two years, the Consortium has implemented Adult, DW and Youth incentives, where eligible participants receive up to \$500 of incentives for completing training or education milestones such as obtaining a credential or employment. As part of Economic Security for All (EcSA) state funded programs, the Consortium has made incentives available for this program eligible participants up to \$5,000 per program year.

These provisions are a crucial component of WIOA's commitment to promote equal access and opportunities for individuals seeking to enhance their skills and achieve sustainable employments

Management Information System

The Washington Employment Security Department (ESD) operates the statewide management information system (MIS) called Efforts to Outcomes (ETO) as well as the customer facing portal (Labor Exchange) WorkSourceWA. ETO was implemented in 2016 replacing a legacy system called SKIES. Then in 2021, ESD implemented a replacement project in response to Department of Labor (DOL) monitoring findings and the increased complexity of WIOA Title programs. This project, the WIT Replacement, is aimed at enhancing efficiency and effectiveness and ensuring streamline workflow, improve data accuracy, and ultimately provide our staff, customers, and businesses the tools necessary for service delivery. The OWDC staff are actively engaged in this body of work, sitting on multiple Advisory Boards, and supporting ESD project stakeholders on development. As part of the Consortium plan, our goal is to continue to support this project into implementation in 2026 and beyond.

²⁷ What are work Experiences? Code of Federal Regulations Title 20, Chapter V, Part 681, Subpart C, [20 CFR §681.600](#)

Rapid Response

The Olympic Consortium's ultimate objective is to minimize the impact of job losses by taking a preemptive approach to identifying factors that may lead to potential workforce challenges which could eventually result in layoffs or closures. This requires collaboration among our various partners, employers, WorkSource agencies, educational institutions, and economic development entities to ensure businesses adapt to changes in market trends, and workers have the necessary training and skills to address those demands.

In the event our region experiences business closures, mass layoff, or other dislocations that result in job losses, the Consortium Rapid Response Team comprised of Employment Security Department UI representative, WorkSource center staff, TAA representative, organized labor council, if applicable, and local community and technical colleges, will provide timely and coordinated rapid response services to workers affected by these events.

These Rapid Response services include:

- Contacting employers and worker representatives to identify layoff schedules and employers plans to assist dislocated workers.
- Coordinating the delivery of rapid response layoff orientations to affected workers.
- Providing the following information to affected workers:
 - Unemployment Insurance
 - Training Benefits Program
 - Commissioner Approved Training
 - Wagner-Peyser Employment Services
 - WIOA Title I Dislocated Worker program
 - Veteran's Priority of Service
 - Community and technical college programs
 - Trade Adjustment Assistance (if it is established that the layoff or closure is trade-related)
 - Other WorkSource (One-Stop) partner programs deemed necessary and appropriate
- Assess the needs of the impacted workers to identify affected workers' skills and education and potential assistance needs
- Notify and coordinate with appropriate one-stop operator so local WorkSource center can assume responsibility for service delivery to those interested in accessing career, training, supportive, and other relevant services available through the one-stop system

The Olympic Consortium is committed to evolving our rapid response services with continual engagement from employers and key partners so that affected workers receive the support they need in transitioning to new employment opportunities and promote economic recovery in the affected communities.

Wagner-Peyser Coordination

Washington State's Workforce Agency Employment Security Department (ESD) matches job seekers with employer-listed jobs and provides them with access to current labor exchange services funded through the Department of Labor Wagner Peyser (WP) Act where they enhance job prospects for all individuals while fulfilling businesses requirements for job-ready candidates. As a required one-stop delivery service, ESD WP staff assist jobseekers in job readiness skills and finding employment. They also facilitate the match between job

seekers and labor market information (LMI) to both jobseekers and employers in addition to assisting employers in filling jobs.

All job seeker customers have access to a wide selection of job search skill upgrading services including skill-based inventory and assessments, career and vocational counseling, job matching assistance, and employment development workshops designed to upgrade and improve employability outcomes. These services can be achieved in person or remotely via web-based platforms. ESD has increased its focus on equality to access of services and delivery in the community based on external partnerships. ESD has recently invested the resource room and classrooms with special accommodations in adaptable workstations and seating, audio, and visual aids, and streamlined access to ASL Interpreters and language line assistance for limited English-speaking customers.

ESD collaborates with the One-Stop Operator (OSO) and program partners to develop an intake process that enhances the customers experience with unnecessary steps, this includes referrals to a robust set of services and partners to meet the needs of the customer. The Wagner Peyser staff are typically the first customer point of contact. This is done via walk-in, telephonic, in the community and email. ESD WP staff assists with registration into the states CRM WorkSourceWA.com and through our Integrated Service Delivery model (ISD) screens for retraining program needs, job search skill development, workshops, and provides meaningful unemployment insurance (UI) assistance to individuals filing claims under UI programs to include claimant rights and responsibilities of their claims. In referring applicants to jobs, ESD provides priority of service (POS) to veterans, persons with disabilities, and UI claimants, in that order. Staff ensure the individuals are aware of the full array of employment and training services in WDA1.

ESD staff provide the Reemployment Services and Eligibility Assessment (RESEA) which helps customers receiving UI benefits and selected by program assessment and selection participate in the program. The aim of this program is to help participants find jobs faster, typically at higher wages. RESEA participants are required to establish plans of action and activities offered though the one-stop system with WP services being the bulk of these services.

The Wagner-Peyser staff are co-located with other WIOA partners in Silverdale and Sequim WorkSource offices. Working with the (OSO) and Local Workforce Development Board (LWBD) customer referral flow is developed to ensure coordination with other program staff and is non-duplicative and efficient. Staff members that meet with the WorkSource customers initially are well-trained to identify the individuals who can benefit by being referred to staff that offer services from the Jobs for Veterans State Grant (JVSG), Department of Services for the Blind (DSB), Department of Vocational Rehabilitation (DVR), Adult Ed, WorkFirst, SNAP and Workforce Innovation Opportunity Act (WIOA) Adult (AD) and Dislocated Worker (DW) and Youth programs including non-located partners with the state's community and technical colleges at Olympic College in Bremerton and Poulsbo, and Peninsula College, in Port Townsend, Port Angeles, and Forks and WA state DSHS offices in Bremerton, Port Angeles and Port Townsend. All staff participate in monthly All partners meetings, leadership from all partners participate in the area Administrators meeting biweekly. As a result, staff from each of the partners stay well-informed about program changes and unique services that they can offer to others in addition to training opportunities and seeking opportunities for improvement.

Wagner Peyser Business Service

WorkSource Clallam and WorkSource Kitsap Wagner Peyser Business Service staff offer four distinct types of services, by providing workforce intelligence, business representation, system access, and as a service provider. They assist with labor market information gathered by ESD economists and Bureau of Labor and Statistics. They support local chambers of commerce and labor unions. WP Business Staff assist business customers with the creation of accounts to access the states job board, develop job postings, facilitate, and introduce workforce programs such as Shared work, federal bonding, work-based learning, and workforce incentives in addition to finding qualified applicants for employers looking to fill positions.

A mainstay of WP Business Services in WDA1 is providing no cost services to participate in job fairs and hiring events. With the largest employer in the WDA is the Department of Defense/Navy, offices provide opportunities to meet with WorkSource customers in the centers. This has increased the DoD/USN's access to job seekers they previously could only access by their CRM USAJOBS. Business Service staff also support the OWDC Business and Economic Development Committee to keep committee members informed of work and coordinate efforts with other programs.

Title II Coordination

Adult Education and Literacy Coordination

The Consortium has an active role in helping to coordinate services between WIOA Title I and Title II programs. As post-secondary credentials and career pathways are now an explicit goal for many adult education and literacy students, incorporating career readiness and training in a student's pathway is integral to student success. Also, some WorkSource customers need adult education and literacy services, particularly education that is contextualized for work and relevant to developing career pathways.

At the state level, partners commit to contributing to the WorkSource system as detailed in the agreement between State Basic Education for Adults (BEA) and the Washington Workforce Association. BEA and literacy providers in the Olympic Consortium take part in the WorkSource partnership agreement and memorandum of understanding.

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

Vocational Rehabilitation Coordination

The Division of Vocational Rehabilitation (DVR) and Department of Services for the Blind (DSB) serve individuals with disabilities in gaining career skills, training, and employment opportunities. In addition, these Vocational Rehabilitation (VR) agencies serve businesses, by providing accessibility and accommodation services and connecting them to job seekers receiving VR services. Both DVR and DSB provide Pre-Employment Transition Services (Pre ETS) services for students ages 14-21 with an IEP, 504, or documented disability who is in secondary or post-secondary education. These services provide students with employment skills in 5 categories of Job exploration, work-based learning, work readiness, post-secondary exploration, and self-advocacy.

DVR has co-located a vocational team with other WorkSource partners at the Silverdale Work source location. The DVR Team brings a special skill set to serving individuals with disabilities, by identifying potential job barriers and formulating sustainable solutions. DVR's mission is to empower students, youth, and adults with disabilities to dream big and achieve their employment goals through meaningful partnerships and equitable access to impactful services. DVR-provided training includes Identifying Hidden Disabilities; Effective and Empathetic Communication, Providing Reasonable Accommodations, ADA Policy, Disability Etiquette, and Adaptive/Assistive Technology in WorkSource resource rooms. DVR works closely with Tribal partners in the Kitsap, Jefferson and Clallam area. DVR partners with community collaboration such as career, job and health fairs.

Cooperative Agreements

The Olympic Consortium has entered into a two-part agreement, Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA), between the Olympic Consortium Board, Olympic Workforce Development Council, and key partners within the Clallam and Kitsap WorkSource centers. The key partners include:

- AARP Foundation
- Career Path Services (One-Stop Operator)
- Department of Labor and Industries
- Department of Services for the Blind
- Department of Social and Health Services-Community Services Division/TANF
- Department of Social and Health Services-Division of Vocational Rehabilitation
- Employment Security Department
- Kitsap Community Resources
- Olympic College
- Peninsula College
- Olympic Educational Service District 114

The Consortium's MOU serves as a foundational agreement outlining the partnership and collaboration among Workforce Innovation and Opportunity Act (WIOA) required partners. This partnership is crucial for coordinating workforce development activities to ensure services are provided to jobseekers and employers seamlessly and leverage resources effectively. The goals of the Consortium's MOU partnerships are to create a more effective, efficient, and responsive workforce development system that meets the needs of individuals, employers, and communities while promoting economic growth and prosperity.

The Consortium's IFA establishes the terms and conditions under which the partners identified in the MOU will share resources in performance of One-Stop services at Clallam and Kitsap WorkSource centers. Through the IFA, the partners have identified the costs related to the operation and maintenance of the One-Stop Delivery System that are mutually beneficial and agreed upon as shared costs.

Procurement

The Consortium follows Kitsap County procurement procedures. These procedures comply with all applicable federal requirements in addition to the Revised Code of Washington Chapters 36 and 39.26. All youth, adult, dislocated worker programs and One-Stop operator procurements are done through a Request for Proposal process. This process looks at costs and prices along with the allowability, efficiency and effectiveness of proposals. This process is outlined below:

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

Equity

The Needs Assessment conducted one-on-one interviews with all council members, during the interview staff asked about diversity, equity, and inclusion (DEI) to better understand if there is a need for training or if the Consortium needed to help fill this gap. All but three interviewees noted extensive internal DEI implementation has occurred within their organizations. This includes staff engagement in DEI work, as well as focus on DEI centered service delivery. Some of the common training and initiatives currently underway in the region include addressing the DEI barriers with staff and focusing on underserved populations, acknowledging the challenges, creating inclusive workspaces, and providing training on anti-harassment training, microaggressions, conscious and unconscious bias, and leadership principles.

The OWDC is deeply committed to working toward equity in our communities. We take seriously the call to action on how the workforce continues to be impacted by organizational racism. On April 14, 2023, the OWDC Co-sponsored an event with West Sound STEM Network a Regional Summit on Pathways to the Future. This event included business, Tribal and local government leaders, and district superintendents and CTE teachers throughout the 3 County Region gathered to learn, share, and discuss issues with a 3-fold purpose:

- Discuss strategies to close the talent gap and explore how to better prepare students for regional career opportunities.
- Examine inequities explore what innovations should move forward.
- Explore ways for Stakeholders to become involved in scaling out career connected learning network in our region.

The event was also an opportunity for our OWDC Director to co-present a session on Learning and Leading for Diversity, Equity, Inclusion and Belonging. The session focused on questions like: How do you prove that your organization is worth consideration to candidates from backgrounds furthest from opportunity? What are some ways that your colleagues are combating systemic inequity? What do you wish your elected officials would do to support an anti-racist region? How do you measure diversity, equity, and inclusion from an education perspective?

In addition to the work of the Council, all the OWDC's service providers fully embrace Equity as part of their mission and service delivery. Their core values include access, belonging, love, equity, and stewardship and their strategic plan focuses strongly on equity. The State of Washington DEI Council has defined equity as *"the act of developing, strengthening, and supporting procedural and outcome fairness in systems, and procedures, and resource distribution mechanism to create equitable (not equal) opportunity for all people. Equity is distinct from equality, which refers to everyone having the same treatment without accounting for differing needs or circumstances. Equity has a focus on eliminating barriers that have prevented the full participation of historically and currently oppressed groups."* All partners invest in the growth and development of its employees and all staff are provided numerous EDI-focused trainings on topics such as Implicit Bias, Gender Identity, Building a Culture of Belonging, Embracing the Power of Equity, and Isms, Institution, and Systems. All staff have an EDI competency built into their performance expectations, specific to their EDI journey. Our operational partners have also created multiple employee resource groups (ERGs) focused on creating a culture of belonging, learning, and growth where all are valued, everyone matters, and each person can lead.

All services are delivered through an equity lens, focused on highly supporting barrier customers and provided at the right time; in the way they need it. We focus on improving equitable outcomes for customers by listening to and learning from people who face barriers to receiving our services. Providing services virtually and in-person supports customer accessibility on their journey to self-sufficiency and provides more opportunity for employers to engage with the talent pipeline.

Board Composition

The recruiting and replacing of Olympic Workforce Development Council members requires a strategic and collaborative approach that prioritizes diversity, inclusivity, community engagement, and continuous improvement to effectively address workforce challenges and promote economic vitality in our region. Olympic Consortium staff engage with various stakeholders, including employers, community organizations, educational institutions, to solicit nominations, recommendations, and support for potential council members. In addition, staff seek candidates from diverse industries, sectors, and demographic groups to assist in addressing the needs of all community members within our region. Lastly, the Olympic Consortium meet with potential council members to ensure they have a clear understanding of their roles, responsibilities, and the broader context of workforce development efforts within the community.

Board Composition Matrix Attachment E

Section IV – Performance Accountability

The Olympic Consortium Board and Olympic Workforce Development Council use performance information to inform local strategic planning and as a means of oversight of WIOA and other WorkSource programs. WorkSource workshops are reviewed for quality and content through customer evaluations for ongoing curriculum development and managing staff performance. Both the Board and Council review the federal Quarterly Common Measures Summary Report to ensure that the rates meet or exceed the targets. Measures that fell below the target level led to an investigation of the probable causes for this shortfall. A corrective action plan is put in place once the reason(s) for the deficiency is found. The Council and Board receive status reports of the corrective action taken by the service providers. The Olympic Workforce Development Council Operations Committee reviews the Washington Training and Education Coordination Board (WTECB) and ESD's Data Architecture, Transformation, and Analytics (DATA) Division statewide performance dashboard reporting tool on a quarterly basis to monitor the local area service delivery performance.

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

On an annual basis, the Olympic Workforce Development Council examines results of the state core services to judge how well the programs perform and to identify areas for improvement. The performance is measured against how well the initial strategies are meeting the 2024-2028 Goals and Objectives. If areas of improvement are identified, the Council assigns a committee to develop a new strategy to attain the improvement. Upon approval of the strategy by the Executive Committee, the Local Integrated Plan is updated, and implementation of the strategy begins immediately.

References

Clallam Economic Development Council 5-Year Plan; [Clallam Economic Development Council 5-Year Plan](#)

Find Washington state employers, Washington State Employment Security Department [ESDWAGOV - Find an Employer](#)

Labor market county profiles, Washington State Employment Security Department: [ESDWAGOV - Labor market county profiles](#)

O*Net Online, [O*NET OnLine \(onetonline.org\)](#)

Olympic Workforce Development Council Policy Handbook, [OWDC-POLICY AND PROCEDURES \(kitsapgov.com\)](#)

Projections of the Total Resident Population for Growth Management, Office of Financial Management
https://ofm.wa.gov/sites/default/files/public/dataresearch/pop/GMA/projections2022/gma_2022_5yr.xlsx

Standard Occupational Classification; 2018 SOC, U.S. Bureau of Labor Statistics [2018 Standard Occupational Classification System : U.S. Bureau of Labor Statistics \(bls.gov\)](#).

Training service for adults and dislocated workers? Code of Federal Regulations Title 20, Chapter V, Part 663, Subpart C, [20 CFR §663.300](#)

Transit Development Plan 2022-2027; Jefferson Transit Authority [Jefferson Transit Development Plan](#)

U.S. Department of Commerce, Biden-Harris Administrations Announces 22 Recompete Pilot Program Finalist; [Biden-Harris Administration Announces 22 Recompete Pilot Program Finalists | U.S. Department of Commerce](#)

United States Census Bureau QuickFacts; [U.S. Census Bureau QuickFacts](#).

What are work Experiences? Code of Federal Regulations Title 20, Chapter V, Part 681, Subpart C, [20 CFR §681.600](#)

What is a transitional Job? Code of Federal Regulations Title 20, Chapter V, Part 680, Subpart A, [20 CFR §680.190](#)

What is an Individual Training Account (ITA)? Code of Federal Regulations Title 20, Chapter V, Part 663, Subpart D, [20 CFR §663.410](#)

What is incumbent worker training? Code of Federal Regulations Title 20, Chapter V, Part 680, Subpart F, [20 CFR §680.790](#)

What is the individual employment plan? Code of Federal Regulations Title 20, Chapter V, Part 680, Subpart A, [20 CFR §680.170](#)

WIOA quarterly performance reports, Washington State Employment Security Department: Labor Market Information [ESDWAGOV - WIOA Quarterly Performance Reports](#)

WIOA Training Services, Workforce Innovation and Opportunity Act Final Law H.R. 803 (113-128) [§134](#)

Workforce Innovation and Opportunity Act Final Law H.R. 803 (113-128) [§134](#)

Attachments

Attachment A: [Sector Partnership](#); Narrative completed per TAP.

Attachment B: [Service Cooperation](#); Narrative completed per TAP.

Attachment C: [Regional Economic Development](#); Narrative completed per TAP.

Attachment D: Local Area Profile SECTION III. 3.

Attachment E: Board Composition SECTION III. 19.

Attachment F: Local Integrated workforce Plan Assurances

Attachment G: Local Integrated Workforce Plan Certification

Attachment H: Public Comment

Attachment I: Performance Targets.

Attachment D: Local Area Profile

Local One-Step 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	Site Operator(s)
WorkSource Kitsap	Comprehensive	Michael Robinson, Employment Security Department
WorkSource Clallam	Comprehensive	Michael Robinson, Employment Security Department
Kitsap Community Resources in Port Orchard	Affiliate	Antony Ives, Kitsap Community Resources

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

Comments regarding the adequacy and quality of Dislocated Worker Services available: All Dislocated Worker services are available and adequate for eligible job seekers and employers.

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

Comments regarding the adequacy and quality of Adult Services available: All Adult services are available and adequate for eligible job seekers and employers.

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

Comments regarding the adequacy and quality of Youth Services available: All Youth services are available and adequate for eligible job seekers and employers.

Attachment E: Board Composition

Local Workforce Development Board Membership and Certification

LWDBs must complete one of the two tables below. The LWDB must be composed of the required membership, as outlined in WIOA Sec. 107(b) and 20 CFR 679.320 or indicate how the membership of the board meets the requirements for an alternative entity. Alternative entities must show that they have filled their membership categories, and that the categories are substantially similar to those in WIOA. Describe your efforts to broadly recruit new and replacement board members from across the local area. The information in the appropriate table will be used to certify LWDBs pursuant to WIOA Sec. 107(c)(2), and for subsequent certifications pursuant to Sec. 106(e) and 20 CFR 679.250-260. Data regarding performance and fiscal integrity will be added at the time of certification. The labels in the first column represent minimum criteria for certification. Please add lines as needed.

Official Name of Local Board: Olympic Consortium Board
Fiscal Agent: Kitsap County
Contact Name and Title: Bill Dowling, OWDC Director

Complete this table to demonstrate Board membership in compliance with WIOA:

Required categories	Name/Title/Organization*	Nominated by
Business majority (greater than 50% of all members)		
1. Business	Marilyn Hoppen, <i>Chair</i> , SVP Human Resources, Kitsap Bank	Commissioner Charlotte Garrido, Kitsap County
2. Business	Monica Blackwood, <i>Vice Chair</i> , West Sound Workforce	Commissioner Charlotte Garrido, Kitsap County
3. Business	Nicholas Gianacakos, Program Manager, General Dynamics NASSCO	Commissioner Charlotte Garrido, Kitsap County
4. Business	Danny Steiger, CEO, Lumber Trades Inc.	Commissioner Randy Johnson, Clallam County
5. Business	Nicole Brickman, HR Director, YMCA	Commissioner Charlotte Garrido, Kitsap County
6. Business	Allison Plute, Jamestown S'Klallam Tribe, HR Director	
7. Business	Cordi Fitzpatrick, HR Director, Security Services NW	
8. Business	Megan Mason-Todd, Workforce Development Director, Skookum	
9. Business	Alex Lewis, HR Director, North Olympic Healthcare Network	
10. Business		

Workforce (20% of members. Majority must be nominated by organized labor)		
1. Labor	Chuck Moe, Employer Training, Northwest Laborers	
2. Labor	Neal Holm, IBEW, Silverdale	
3. Apprenticeship		
4. Other workforce	Anthony Ives, Executive Director, Kitsap Community Resources	Commissioner Charlotte Garrido, Kitsap County
Education & Training		
1. Title II Adult Ed	Dr. Suzi Ames, President, Peninsula College	Commissioner Randy Johnson, Clallam County
2. Title II Adult Ed	Dr. Marty Cavalluzzi, President, Olympic College	Commissioner Charlotte Garrido, Kitsap County
3. Higher Education (K-12)	Aaron Leavell, Superintendent, Olympic Educational Service District #114	Commissioner Charlotte Garrido, Kitsap County
4. Higher Education (K-12)	Dr. Kareen Borders, South Kitsap School District	Commissioner Charlotte Garrido, Kitsap County
Government		
1. Wagner-Peyser	Jessica Barr, Regional Director, Employment Security Department	
2. DSHS	Gina Lindal, Administrator, Department of Social and Health Services	
3. Vocational Rehabilitation	Lucinda Heidel, Supervisor, Department of Vocational Rehabilitation	
4. Economic Development	Colleen McAleer, Executive Director, Clallam Economic Development Council	Commissioner Randy Johnson, Clallam County
5. Economic Development	Cindy Brooks, Executive Director, Team Jefferson Economic Development Council	Commissioner Kate Dean, Jefferson County
6. Community Based Organizations	Jeff Randal, Commissioner District 1, Jefferson PUD	Commissioner Kate Dean, Jefferson County

Attachment F: Local Integrated 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 Local Integrated 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 Local Integrated Workforce Plan.

Integrated Workforce Plan Assurances

☑	Planning Process and Public Comment	References
☐	1. The local board has processes and timelines, consistent with WIOA Section 108(d), to seek input for the local plan's development. This includes providing representatives of businesses, labor organizations, education, other pivotal stakeholders, and the general public an opportunity to comment for a period not exceeding 30 days.	WIOA Sec. 108(d); 20 CFR 679.550(b)
☐	2. The final local plan, and modification, is available and accessible to the public on a regular basis through electronic means and open meetings.	WIOA Sec. 107(e); 20 CFR 679.550(b)(5)
☐	3. The local board has established procedures ensuring public access, including people with disabilities, to board meetings and information regarding board activities, such as board membership, meeting minutes, the appointment of one-stop operators, awarding of grants or contracts to service providers, and the local board's by-laws.	WIOA Sec. 107(e); 20 CFR 679.390 and 679.310
	Required Policies and Procedures	References
☐	4. A written policy is established by the LWDB outlining potential conflicts of interest and resolutions. Entities with multiple roles under the LWDB have documented agreements with the LWDB and chief elected official (CEO), ensuring compliance with WIOA, pertinent OMB guidelines, and the State's conflict of interest policies.	WIOA Sec. 107(h); 20 CFR 679.430; WIOA Title I Policy 5405; WorkSource System Policies 1012 and 1025
☐	5. The LWDB affirms that required one-stop partners actively provide access to their programs through the one-stop delivery system, contribute to its maintenance, and participate consistently with local memoranda of understanding (MOU).	WIOA Sec. 121(b); 20 CFR 678.400
☐	6. The LWDB confirms the execution of MOUs with each one-stop partner detailing service provisions, costs and funding arrangements, referral methods, accessibility measures, especially for those with barriers, and periodic reviews at a minimum of every 3 years; and has provided the State with the latest version(s) of its MOU.	WIOA Sec. 121(c); 20 CFR 678.500; WorkSource System Policy 1013
☐	7. The LWDB, aligned with the CEO, affirms its selection of one-stop operators through a competitive process, ensuring their eligibility, transparency, and adherence to all WIOA regulations, including conflict of interest, service coordination, and stakeholder engagement, with full operational functionality achieved by July 1, 2017.	WIOA Sec. 121(d); 20 CFR 678.600; WorkSource System Policy 5404
☐	8. The LWDB has or will negotiate and reach agreement on local performance measures with the local chief elected official(s) and Governor before the start of the program year, using the required objective statistical model.	WIOA Sec. 107(d)(9) and 116(c); 20 CFR 679.370(j) and 677.210
☐	9. The LWDB has procurement policies and procedures for selecting one-stop operators and awarding contracts for youth, training, and career services under WIOA Title I, ensuring coordination with local educational entities, budgeting, accessibility compliance, and consumer choice in line with state, local, and WIOA mandates.	WIOA Sec. 107(d)(10); 121(d) and 123; 20 CFR 679.720(l-m); 679.410; 678.600-625 and 681.400; WIOA Title I 5404

<input type="checkbox"/>	10. The LWDB has policies and procedures for identifying and determining the eligibility of training providers and their programs to receive WIOA Title I individual training accounts and to train dislocated workers receiving additional unemployment insurance benefits via the state's Training Benefits Program.	WIOA Sections 107(d)(10), 122(b)(3), and 123; 20 CFR 679.720(l-m) and 679.380; WIOA Title I Policy 5611
<input type="checkbox"/>	11. The LWDB has written procedures for resolving grievances and complaints alleging violations of WIOA Title I regulations, grants, or other agreements under WIOA and written policies or procedures for assisting customers who express interest in filing complaints at any point of service, including, at a minimum, a requirement that all partners can identify appropriate staff contacts and refer customers to those contacts. All parties will be informed of these procedures, ensuring clarity and accessibility, especially for limited-English speaking individuals.	WIOA Sec. 181(c); 20 CFR 683.600; WorkSource System Policy 1012, Rev. 2 and 1025.
<input type="checkbox"/>	12. The LWDB has assurances from its one-stop operator that all one-stop centers and, as applicable, affiliate sites have front-end services consistent with the state's integrated front-end service policy and their local plan.	WorkSource System Policy 1010 Revision 1
<input type="checkbox"/>	13. The local area has established at least one physical, comprehensive, full-service one-stop center ensuring access to specified career, training, employment services, and programs, including those from mandated one-stop partners with at least one title I staff member present, access during regular business days, accommodations for alternative hours where needed, and facilitates direct technological linkages where program staff isn't physically present.	WIOA Sec. 121(e)(2)(A); 20 CFR 678.305; WorkSource System Policy 1016
<input type="checkbox"/>	14. The LWDB ensures all one-stop centers, and Title I programs or activities are accessible both physically and programmatically to individuals with disabilities in accordance with 29 CFR part 38 and WIOA sec. 188 to include accessibility of facilities, services, technology and materials.	WIOA Section 188; 29 CFR Part 38; 20 CFR 652.8(j)
<input type="checkbox"/>	15. The one-stop centers undergo certification at least once every three years, based on objective criteria set by the State board in consultation with chief elected officials and local boards. This certification process assesses the centers' effectiveness, physical and programmatic accessibility, and commitment to continuous improvement, in alignment with WIOA Section 121(g) and the requisite standards related to service coordination.	WIOA Sec.121(g); 20 CFR 678.800; WorkSource System Policy 1016
<input type="checkbox"/>	16. The local board certifies that in all determinations, including facility locations, related to WIOA Title I-financially assisted programs or activities, it neither employs standards nor procedures that lead to discrimination on prohibited grounds, nor does it take actions, directly or through other arrangements, that impair the objectives of the WIOA nondiscrimination and equal opportunity provisions. The board ensures all individuals have equitable access and benefits from one-stop services, without any form of discrimination.	WIOA Section 188; 29 CFR Part 38
<input type="checkbox"/>	17. The LWDB provides to employers the business services outlined in WorkSource System Policy 1014.	WorkSource System Policy 1014

<input type="checkbox"/>	18. The local board complies with the nondiscrimination provisions of Section 188 and assures that Methods of Administration were developed and implemented.	WIOA Section 188; 29 CFR 38; WIOA Policy 5402, Rev. 3; WorkSource System Policy 1012, Rev. 2
<input type="checkbox"/>	19. The local board collects and maintains data necessary to show compliance with nondiscrimination provisions of Section 188.	WIOA Section 185; 29 CFR 38; WIOA Policy 5402, Rev. 3; WorkSource System Policy 1012, Rev. 2
<input type="checkbox"/>	20. The LWDB complies with restrictions governing the use of federal funds for political activities, the use of the one-stop environment for political activities, and the local board complies with the applicable certification and disclosure requirements	WorkSource System Policy 1018; 2 CFR Part 225 Appendix B; 2 CFR Part 230 Appendix B; 48 CFR 31.205-22; RCW 42.52.180; TEGL 2-12; 29 CFR Part 93.100
<input type="checkbox"/>	21. The LWDB ensures that one-stop MSFW and business services staff, along with the Migrant and Seasonal Farm Worker program partner agency, will continue to provide services to agricultural employers and MSFWs that are demand-driven and consistent with ESD's mission.	WIOA Sec. 167; MSFW Services Handbook
<input type="checkbox"/>	22. The LWDB follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIOA, and applicable Departmental regulations.	WIOA Sec. 116(i)(3) and 185(a)(4); 20 USC 1232g; 20 CFR 677.175 and 20 CFR part 603
Administration of Funds		References
<input type="checkbox"/>	23. The LWDB has a written policy and procedures to competitively award grants and contracts for WIOA Title I activities (or an applicable federal waiver), including a process to be used to procure training services made as exceptions to the Individual Training Account process.	WIOA Sec. 108(b)(16); 20 CFR 679.560(a)(15); WIOA Title I Policy 5601; WIOA Sec. 134(c)(3)(G); 20 CFR 680.300-310
<input type="checkbox"/>	24. The LWDB has accounting systems that follow current Generally Accepted Accounting Principles (GAAP) and written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to insure proper disbursement and accounting of WIOA adult, dislocated worker, and youth program and the Wagner-Peyser Act funds.	WIOA Sec. 108(b)(15), WIOA Title I Policy 5230; WIOA Title I Policy 5250
<input type="checkbox"/>	25. The LWDB ensures compliance with the uniform administrative requirements under WIOA through annual, on-site monitoring of each local sub-recipient.	WIOA Sec. 184(a)(3); 20 CFR 683.200, 683.300, and 683.400- 410; WIOA Policy 5230
<input type="checkbox"/>	26. The LWDB has a local allowable cost and prior approval policy that includes a process for the approval of expenditures of \$5,000 or more for equipment requested by subcontractors.	2 CR Part 200; 20 CFR 683.200; WIOA Title I Policy 5260, Rev. 4

<input type="checkbox"/>	27. The LWDB has a written debt collection policy and procedures that conforms with state and federal requirements and a process for maintaining a permanent record of all debt collection cases that supports the decisions made and documents the actions taken with respect to debt collection, restoration, or other debt resolution activities.	WIOA Section 184(c); 20 CFR Part 652; 20 CFR 683.410(a), 683.420(a), 683.750; WIOA Title I Policy 5265
<input type="checkbox"/>	28. The LWDB has a written policy and procedures for ensuring management and inventory of all properties obtained using WIOA funds, including property purchased with JTPA or WIA funds and transferred to WIOA, and that comply with WIOA, Washington State Office of Financial Management (OFM) and, in the cases of local government, Local Government Property Acquisition policies.	WIOA Sec.184(a)(2)(A); 20 CFR 683.200 and 683.220; OMB Uniform Admin. Guidance; (GAAP); WIOA Title I Policy 5407
<input type="checkbox"/>	29. The LWDB will not use funds received under WIOA to assist, promote, or deter union organizing.	WIOA Sec. 181(b)(7); 20 CFR 680.830-840.
Eligibility		References
<input type="checkbox"/>	30. The LWDB has a written policy and procedures that ensure adequate and correct determinations of eligibility for WIOA-funded basic career services and qualifications for enrollment of adults, dislocated workers, and youth in WIOA-funded individualized career and training services, consistent with state policy on eligibility and priority of service.	20 CFR Part 680 Subparts A and B; proposed 20 CFR Part 681 Subpart A; WorkSource System Policy 1019, Rev. 8
<input type="checkbox"/>	31. The LWDB has a written policy and procedures for awarding Individual Training Accounts to eligible adults, dislocated workers, and youth receiving WIOA Title I training services, including dollar and/or duration limit(s), limits on the number of times an individual may modify an ITA, and how ITAs will be obligated and authorized.	WIOA Sec. 134(c)(3)(G); 20 CFR 680.300-330; WIOA Title I Policy 5601, Rev. 2
<input type="checkbox"/>	32. The LWDB has a written policy and procedures that establish internal controls, documentation requirements, and leveraging and coordination of other community resources when providing supportive services and, as applicable, needs-related payments to eligible adult, dislocated workers, and youth enrolled in WIOA Title I programs.	WIOA Sec. 129(c)(2)(G) and 134(d)(2); 20 CFR 680.900-970; 20 CFR 681.570; WorkSource System Policy 1019, Rev. 8
<input type="checkbox"/>	33. The LWDB has a written policy for priority of service at its WorkSource centers and, as applicable, affiliate sites and for local workforce providers that ensures veterans and eligible spouses are identified at the point of entry, made aware of their entitlement to priority of service, and provided information on the array of employment, training and placement services and eligibility requirements for those programs or services.	Jobs for Veterans Act; Veterans' Benefits, Health Care, and Information Technology Act; 20 CFR 1010; TEGL 10-09; Veterans Program Letter 07-09; WorkSource System Policy 1009, Rev. 3

Attachment G: Local Integrated Workforce Plan Certification

The Consortium Board for the Olympic Workforce Development Council 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 Consortium Board 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.

Olympic Consortium Board Chair, Commissioner Randy Johnson

Date

Olympic Workforce Development Board Chair, Marilyn Hoppen

Date

Attachment H: Public Comment

(See WIOA Sec. 108(b)(20))

Describe the Local Board's public review and comment process, and how an opportunity is provided for various populations and groups such as representatives for business and labor organizations to participate. The description should specify the public comment duration and the various methods used to seek input into the plan prior to submission (e.g., web-posts, newspapers, e-mail, web-posting, events, forums, and plan development workgroups).

Attachment I: Performance Targets

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