

**SECTION V: AGENDA FOR ACTION**

**WDC Strategic Goals, Objectives, Strategies**

**Goal 1**

**Deliberately manage a workforce development system based upon economic development priorities established by the business and employer community. (Blueprint Scope Statement)**

A demand-led system is based upon economic and workplace needs and must satisfy businesses’ demand for a sufficient supply of highly skilled workers. Such a system helps individuals attain the skills necessary for employability. It connects skilled workers to high wage, high demand jobs through high quality, consistent matching procedures. Consequently, it helps employers become more competitive in the global market through a first class workforce.

The key differences from today will be:

- The structure formalizes the process of system building and its top leaders are partner neutral
- The system members recognize that business is a customer and sufficient resources are always available to satisfy business’ needs
- The system members advocate equally for job seekers and employers and the demand – supply pipeline is the frame of reference
- The WorkSource identity exists physically and culturally within each system partner ensuring a consistent, seamless customer experience

<b>OBJECTIVES:</b>	<b>STRATEGIES:</b>
<p><b>1.</b> Continuously improve strategies to provide a continuum of quality, competency-based core, intensive and training services for job seekers</p>	<p><b>a.</b> Expand our focus on crucial industry clusters: financial services, retail trade, construction, health care, <b>international trade, transportation and logistics, hospitality and tourism</b>  <i>Youth programs will continue to focus on these crucial industry clusters in partnership with our local college systems as well as continue to provide connection to the construction trades through the special projects in our current system, ie...School to Apprenticeship Program, Goodwill’s Youth Build and Youth Building Tacoma.</i></p> <p><b>b.</b> Provide high-quality labor market information and analyses of local economic conditions to enable job seekers them to make informed choices about career opportunities</p> <p><b>c.</b> Ensure job seekers are prepared to enter training by providing basic skills and employability competencies  <i>Basic skills enhancement requirements still exist within our WIA performance requirements and we will still strive to excel in this performance area. Our partnership with the local college system can assist us in offering basic skills enhancement services and employability competencies to our youth.</i></p>

<b>OBJECTIVES:</b>	<b>STRATEGIES:</b>
	<p><b>d.</b> Provide tuition assistance, supportive services and coordinate benefits with other system resources to enable job seekers to acquire job specific skills needed by the region’s employers and aligned with our cluster strategies</p> <p>In partnership with existing community organizations we have worked with in the past, in addition to our partnership with our college partners, we will increase our capacity to offer tuition assistance and coordinate resources to increase the opportunities for youth success within the post secondary programs. We will bring supportive services to our college partnerships to assist with addressing the student needs in an effort to increase their retention and success within their educational program. Providing more expanded services to our youth connected to post secondary institutions will assist our youth job seekers in acquiring job specific skills to enhance their employability.</p> <p><b>e.</b> Assist system partners with expanding training capacity and developing curricula to meet the requirements of emerging occupations</p>

<b>OBJECTIVES</b>	<b>STRATEGIES</b>
<p>2. Add value to our business customers</p> <p>WIA youth programs have in the past, and will continue, to work closely with our business customers in our community to match youth job seekers to jobs available within our community. We will continue to nurture our business customer relationships to insure long term partnerships.</p>	<p>a. Standardize effective and efficient processes followed to match job seeker and jobs available</p> <p>b. Develop and analyze useful measures of business services to continuously improve service delivery</p> <p>c. Expand the intensity and scope of business services to develop long-term relationships with business customers</p> <p>d. Create a seamless, single point of contact for business to access the public employment system</p> <p>e. Align the delivery of services with industry sectors identified in the strategic plan and local economic development strategies</p> <p>f. Establish a market driven fee for services structure to supplement public investments in the WorkSource Business Connection</p>

## Goal 2

**Improve a system that promotes life-long learning, enabling disadvantaged youth, individuals with disabilities, new labor market entrants, recent immigrants, limited English speakers, older workers and low wage earners to access education, training and jobs in an ever changing workforce**

The aging of our current workforce and reduction in new entrants to the labor force have serious economic implications for the future of Pierce County. We must continue to invest in programs and services to increase the choices people with barriers to employment have that will lead them to achieve economic sustainability.

<b>OBJECTIVES:</b>	<b>STRATEGIES:</b>
<p><b>1.</b> Assist youth in obtaining quality education that prepares them to transition from school to high wage, high skilled jobs and/or post secondary education and training</p> <p>Our youth system will continue to prioritize educational services to our youth to insure they achieve their educational goals whether that be a GED or High School Diploma. Our college partners can assist us in offering both of these educational opportunities to our youth and assist us in retrieving drop outs back into the educational system as well as insuring retention and successful completion of the students currently enrolled in post secondary high school completion or GED programs. Our youth providers and college partners will collaborate as a team to assist our youth with their transition to the work place and/or post secondary education.</p>	<p><b>a.</b> Design and establish a community-wide youth workforce development model that provides all youth with access to resources leading to jobs or training</p> <p><b>b.</b> Integrate current programs and funding around agencies' core competencies and agreed upon one-stop principles</p> <p><b>c.</b> Seek youth participation and input in the design and evaluation of services</p> <p>All WIA youth providers are working towards the design of the new YCDC ( Youth Career Development Center) and this team has included youth in many stages of the design efforts of this center and will continue to do so as we move forward with the center.</p> <p><b>d.</b> Coordinate training resources within the system to provide tuition assistance, scholarships and other support to enroll in post secondary training</p> <p>WIA youth providers continue to leverage community resources to bring services to our youth as needed. As we coordinate more with our college partners we can expand these resources available to our youth through scholarship opportunities as well as training and tuition resources and can bring case management services to at risk students to insure retention and success.</p> <p><b>e.</b> Align program services with the four P requirements: portfolio, culminating project, pathway, post secondary (13<sup>th</sup> year) plan</p> <p>Our WIA youth programs collaborate with our local secondary educational programs to insure successful high school completion. This often includes helping youth to select their career pathways, assisting with culminating projects and portfolios and our program</p>

	<p>case managers work with every youth we serve to develop a post high school plan.</p> <p><b>f.</b> Advocate for expansion of career and technical education and workplace relevant career guidance in the k-12 system  Our WIA youth programs will assist our K-12 youth in developing an educational plan that relates to their long and short term career goals. This can include coordinating career and technical education classroom activities within their local high schools or technical high school and running start opportunities within our local college partners.</p> <p><b>g.</b> Expand drop-out intervention and retrieval services through collaboration with K-12 and youth providers  Our system will continue with our current drop out prevention partnerships and will expand to offer case management services to at risk youth within the college high school completion and GED programs to insure student success. We will continue our current K-12 partnerships to offer youth employment and training services to youth ( as funding will allow).</p> <p><b>h.</b> Expand summer youth employment programs that provide work experience and remedial education  WIA youth providers will continue their summer youth employment program opportunities ( as funding allows) but will expand these opportunities to our college partner students as well.</p>
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<b>Objectives:</b>	<b>Strategies:</b>
<p><b>2.</b> Provide opportunities to citizens with barriers to employment</p>	<p><b>a.</b> Provide core services that teach workplace skills such as work habits, teamwork, problem solving and leadership  WIA will continue to offer these skill building services to all youth we serve.</p> <p><b>b.</b> Provide access to financial assistance for ESL, literacy based skill training, post secondary training and apprenticeships  As funding will allow we will continue to support the youth we serve in ESL, Basic Literacy and post secondary placement. We will enhance our partnership with the community and technical college's high school completion</p>

	<p>and GED programs to enhance services to their current students and provide enrollment opportunities to the current youth we serve to assist them in addressing their educational needs. We will continue our partnerships with the apprenticeship programs and are currently partnering with our local Construction Council to bring a “Construction Career Day” to our community.</p> <p><b>c.</b> Educate employers about the benefits of hiring individuals from targeted populations  Job Placement will remain an important goal of our WIA youth providers and therefore educating our employer partners about the benefits of hiring individuals from the targeted populations we serve will be a necessity to insure we reach our job placement performance goals.</p>
<p><b>3.</b> Assist workers with wages below self-sufficiency to achieve wage progression and advancement in their employment</p>	<p><b>a.</b> Expand customized training, pre-apprenticeship activities and apprenticeships for entry level workers creating career ladders within high demand industries  Our WIA youth providers will continue their work with their current pre-apprenticeship activities and local apprenticeship program partnerships as we prepare our entry level workers for careers in these high demand industries. We will continue to educate youth about these career opportunities within the high demand industries.</p> <p><b>b.</b> Identify existing financial incentives and support new initiatives that encourage employers to invest in their workforce</p> <p><b>c.</b> Expand training opportunities after work hours and in the workplace for upward mobility  We will partner with local educational programs both private and public to identify career training opportunities that would be appropriate for our youth in the workplace.</p>

### Goal 3

<b>Close the gap between employer’s need for skilled workers and Pierce County residents’ ability to meet that need</b>
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The last decade has witnessed dramatic swings in the area’s economy, from the rapid inflation then deflation of the technology bubble, to Boeing’s climb then fall following September 11<sup>th</sup> to the wholesale disassembly of middle management teams. These changes have profound implications for the Pierce County workforce. Now, more than ever, enhancing the skills of the workforce is critical to ensure a productive and secure future for all Pierce County residents. In an age of fierce global competition for jobs, the areas that thrive will be the places with the best educated, most innovative, and most productive workers. In order to ensure economic prosperity, State and local workforce development agencies must close the gap between business’ demand for skilled workers and the supply of workers.

<b>OBJECTIVES:</b>	<b>STRATEGIES:</b>
<b>1.</b> Involve both the public and private sectors in solving the skills gap	<b>a.</b> Seek continued financial support for established partnerships in health services and construction  <b>b.</b> Expand the industry sectors to a cluster strategy including suppliers, subcontractors and other businesses supporting identified sectors  <b>c.</b> Extend the strategy to international trade, transportation and distribution and hospitality and tourism

<b>OBJECTIVES:</b>	<b>STRATEGIES:</b>
<p><b>2.</b> Increase the number of young people who understand and act on career opportunities available through vocational-technical education and training programs.</p>	<p><b>a.</b> Increase the number of adult mentors, who interact with youth on a regular basis.  This is a continual goal of our youth programs and we will continue to identify mentoring opportunities that would benefit our youth.</p> <p><b>b.</b> Increase the number and variety of work experience opportunities for youth to strengthen the connection between school and work.  We will continue to offer work experience opportunities to the youth we serve ( as funding allows). As we increase our partnerships with the local colleges we hope to expand our ability to place youth in work experience, job shadow and internship opportunities by collaborating as a team with these activities.</p> <p><b>c.</b> Increase retention of high school students through support of alternative learning models at community and technical colleges, like Freshstart.  As we partner with our community and technical colleges and the Freshstart program our WIA youth programs can bring supportive services, case management, employment and training resources and mentoring to the students within these programs to assist with retention. We will also be able to connect current WIA youth to these college programs to assist them in completing their educational goals. As we coordinate our resources together with that of the college partners we hope to expand on our ability to bring more services to youth in a time of funding cuts.</p> <p><b>d.</b> Expand partnerships with industries to market their career opportunities to youth and their parents, stressing high demand, high wage, and non-traditional careers.  As part of our career development services to youth we are required to educate our youth on non traditional careers. We continue to expand our industry and business partners to bring forward career opportunities to our youth. As we work together with our college partners we hope to expand these partnerships through existing relationships they have with industry and business.</p> <p><b>e.</b> Develop individual career plans for all youth to ensure awareness of links between learning and employment.  Our WIA youth programs will continue to develop individual career and training plans with all the youth we serve. We will insure that our youth understand the links between learning and employment through educational goal setting, career exploration,</p>

OBJECTIVES:	STRATEGIES:
	<p>job shadows, internship and work experience opportunities and career development services.</p> <p>f. Enhance educational attainment of career and technical education students with limited English proficiency.</p>

OBJECTIVES:	STRATEGIES:
<p>3. Increase the capacity of high schools, community and technical colleges, and pre-apprenticeship and apprenticeship programs to provide high quality workforce education and training programs.</p>	<p>a. Pursue grants &amp; other funds to support &amp; leverage WIA funds in providing youth development opportunities for all students.  In this time of funding cuts many of our youth providers have been successful in obtaining and leveraging WIA funds by partnering with community organizations and pursuing grant opportunities. This will continue and will be expanded upon as a system as we move forward with the development of the YCDC.</p> <p>b. Work with employers and the educational system to strengthen the skill content of training programs to more closely match businesses' needs.</p> <p>c. Continue working with labor organizations to place participants in high demand high wage apprenticeship programs, including new and emerging fields.  Our WIA youth system continues to work and partner with labor organizations to place participants in high demand/ high wage jobs and apprenticeship programs.</p> <p>d. Expand specialized and/or customized training in high wage, high demand sectors such as: financial services, construction, health care,</p>

	<p>transportation/warehouse, and retail sales.</p> <p>As we expand on our partnership with our local community and technical colleges we will be able to not only bring more awareness to our youth about high demand sectors but will also be able to offer retention assistance, through our WIA services, to students currently pursuing these programs of study to assist them in achieving their educational goals.</p> <p>e. Develop new programs and increase student enrollments in workforce training especially in high demand industry clusters.</p> <p>f. Partner with industries to provide facilities, faculty, and equipment in high wage, high demand fields.</p> <p>g. Expand apprenticeship training in emerging fields and expand preparation programs for apprenticeship in high demand clusters.</p>
<p>4. Increase education and training for older workers and retired individuals who want to return to work.</p>	<p>a. Encourage and assist older workers and retired individuals who want to return to work, to pursue education and specialized training, and improve access for seniors to take advantage of opportunities.</p> <p>b. Coordinate and leverage existing workforce development programs that target older workers and retired individuals to increase service availability and access.</p>

## Goal 4

<p><b>Integrate workforce development programs to improve customer service</b></p>
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The Workforce Investment Act has provided an opportunity to convene, engage and sustain partners from business, labor, community-based organizations, education, private foundations, criminal justice, TANF, Employment Security, vocational rehabilitation, faith-based organizations and many more to realize a customer-focused, seamless and comprehensive local operation. However, the WDC and its partners recognize that their work is far from complete. The need to realize *full integration* at the highest level still remains. This means going beyond operational coordination, collaboration and integration as envisioned under WIA. Full integration of partners requires (1) adoption of a unified partnership based workforce development plan that includes both strategic and tactical details consistent with each partnered organization’s strategic and operational plans, and (2) long term resource alignment and investments from all partners to support and sustain full implementation of the unified workforce development plan. The WDC plans to move toward full integration over the next several years to ensure increased system efficiency, and a sustained, viable, and robust workforce development system that is responsive to the global economy and workforce needs of its customers.

<b>Objectives:</b>	<b>Strategies:</b>
<p><b>1.</b> Establish a county-wide, partnership-based, unified and virtual organization to proactively guide, manage, operate and sustain the workforce development system.</p>	<p><b>a.</b> Convene leaders around the concept of creating and sustaining an organizational structure that supports the full integration of services.</p> <p><b>b.</b> Obtain formal commitments from workforce development system leaders to commit resources to identify common integration points.</p> <p><b>c.</b> Establish work teams dedicated to marketing, fundraising, information management, and service delivery that offer a broad portfolio of services for job seekers/students and employers/businesses.</p>
<p><b>2.</b> Improve Worksource services to customers, including target populations by bringing together individual partner programs to craft comprehensive solutions.</p>	<p><b>a.</b> Understand and respond to the needs of business customers and implement a coordinated, comprehensive strategy among WorkSource partners.</p> <p><b>b.</b> Improve customer service by collecting and using customer feedback, providing electronic services, and sharing information on customer service best practices.</p> <p><b>c.</b> Include all WorkSource partners in customer service training, including training in serving target populations</p>