

# *WIRED*

## *WorkForce Innovation in Regional Economic Development*



*Pacific Mountain Alliance for Innovation*

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Pacific Mountain Alliance for Innovation

## **IMPLEMENTATION PLAN**

**October 1, 2007 – June 30, 2010**

**FEBRUARY 22, 2008**

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## Executive Summary

The Pacific Mountain Alliance for Innovation (PMAI) is an industry-led consortium of economic development, education and workforce leaders that provides the structure and partner commitment to transform, and sustain Pacific Mountain's regional economic future. The region's economies share many similarities, in particular their interdependence on traditional and renewable energy resources, manufacturing, and construction. These three sectors create the foundation that will support the skills training and talent development strategies to sculpt and transform the economic landscape across our region and beyond.

PMAI, through the WIRED initiative, intends to transform the region's talent pool and economies with the following goals.

Goal #1 - The Pacific Mountain Alliance for Innovation will lead and leverage partner resources to establish and promote the regional identity.

- Through PMAI the region will align and share resources that will result in a flexible, responsive, integrated training system driven by industry to anchor the region's economic competitive advantage
- Build the capacity of the Alliance and the Executive Leadership Council members to lead regional innovation
- Promote our regional role and its importance as an economic partner to the urbanized Pacific Northwest
- Launch the Enterprise Network to advance the regional identity and global competitiveness

Goal #2 - Transform our talent pool into a flexible, technologically perceptive workforce that meets the skills requirements of our region's businesses.

- Develop innovative, applied training opportunities to create a highly skilled workforce that advances targeted sector development
- Develop an integrated approach to each strategy, validating the commitment of each partner to the industry-driven goals.
- Capitalize on regional assets, both capital and human to build the foundation for future growth and sustainability

Goal #3 - Build and promote innovation and entrepreneurships as a foundation of our regional economy.

- Create a regional identity for innovation through research and technology transfers

- Expand the Alliance’s connection to research institutions
- Engage and benefit the region’s rural communities

The WIRED Project represents a unique opportunity to accelerate the response to industries’ needs; to expand and grow the capacity of our integrated system; and, to champion innovation as the catalyst to shifting traditional paradigms of doing business.

A rich historical linkage to the timber and forest products industries frames the region’s economy. Extraction-based natural resources created family wage jobs that supported generations of workers. In the late 1980s, the structural dismantling of the timber and wood products industries left the region lacking its identity and families searching for employment opportunities where they could transfer their skills. Aggressive economic development efforts have created an entrepreneurial environment new to the region that is recapturing its natural resource base by advanced manufacturing processes and sustainable energy technology. The Pacific Mountain region is an emerging center of the “green revolution.” Through the PMAI, the region will align and share resources that will result in a flexible, responsive, integrated training system that aligns with employer needs to anchor the region’s economic competitive advantage.

Identification of core skill sets and introduction of industry training models into the education system will serve as a catalyst to transform methods of teaching science, technology, engineering, and math (STEM). By connecting with the state’s integrated work on career guidance, the secondary education system will increase the pipeline of students entering STEM programs. STEM will form the educational backbone to create a “home grown”, highly skilled workforce that can advance innovation and sector development

The integrated goals and strategies of PMAI easily lend themselves to closing industry skill gaps and transforming the region’s economy. By building a well-educated, highly skilled talent pool, PMAI partners will increase employer confidence to create, maintain, and grow their competitive advantage through the people they hire.

## **2. GOVERNANCE**

### **Charter**

The Pacific Mountain Alliance for Innovation (PMAI) is a WIRED Initiative. PMAI will direct public policy and resources to transform the region's talent pool; create an Enterprise Network to integrate regional assets, resources and innovation in order to accelerate growth of new and expanding entrepreneurial business within emerging energy sectors (renewable and sustainable), manufacturing, and construction advanced processes; and, build a regional identity that maximizes opportunities for new and expanding economic growth.

### **Organization and Composition**

WIRED funds flow from the U.S. Department of Labor to the Washington State Employment Security Department (ESD), as the Governor's grant recipient. ESD provides technical assistance and monitors implementation of the project. ESD established a grant agreement with the Thurston County Board of Commissioners, fiscal agent and lead for this WIRED project. The Pacific Mountain Workforce Consortium, a department of Thurston County, is the administrative entity for the grant, exercising its role and responsibilities for carrying out activities such as, contracting, monitoring, grant administration, and technical assistance.

The Pacific Mountain Alliance for Innovation (PMAI) is a general membership organization, sponsored by the Pacific Mountain Workforce Development Council. The Alliance, comprised of private sector representatives from the targeted industries, senior leadership from organized labor, education, economic development, and workforces, has established an Executive Leadership Council to lead the WIRED Initiative by directing public policy and grant and leveraged resources toward the identified outcomes of the WIRED Initiative.

### **Organizational Structure (See Attachment A)**

The Executive Leadership Council (ELC) has been established by the Pacific Mountain Alliance for Innovation and confirmed by the Pacific Mountain Workforce Development Council, the 501 (C) 3 sponsoring organization of the Alliance. The ELC has a majority membership from the private sector and is chaired by a private sector member appointed by the Council. Membership reflects broad representation, including members from each county, small and large businesses, organized labor, educational representatives from secondary education, post-secondary community colleges and a university, economic development, workforce, a venture capitalist from banking, and a representative from a microenterprise initiative. The ELC will continue to recruit a representative from a philanthropic organization and a representative from the Native American community, engaged in tribal economic development.

The Executive Leadership Council will meet quarterly to conduct business, while the general membership organization, Alliance for Innovation, will meet semi-annually to receive input and provide general direction to the ELC.

### **3. OPERATIONS**

#### **Management**

The Washington State Employment Security Department (ESD) is the Governor's grant recipient for the WIRED award. ESD has assigned a project manager to provide technical assistance, implementation review and ensure timely and accurate reporting of project outcomes and expenditures. The Pacific Mountain Workforce Consortium, a department of Thurston County local government is the administrative entity, fiscal agent, and project lead, on behalf of the Thurston County Board of Commissioners. The Board of Commissioners, acting as the lead county in the five-county consortium, is the grant recipient at the local level.

The Director of the Pacific Mountain Workforce Consortium will lead the WIRED Initiative in his capacity as principal staff to the Pacific Mountain Workforce Development Council, the sponsor of the Pacific Mountain Alliance for Innovation.

The WIRED Director will report directly to the Executive Director, handling day-to-day leadership of the WIRED Initiative ensuring collaboration, integration, and performance outcomes outlined in the Goals and Strategies Matrix. The WIRED Director is the principal staff to the Executive Leadership Council and directs and leads the WIRED Staff Coalition as they engage in activities supporting sector initiatives.

The design of the infrastructure to accomplish the activities of the WIRED Initiative is presented in **Attachment B**. The WIRED Director, assisted by the WIRED Project Developer, will lead the WIRED Staff Coalition. The Staff Coalition will be comprised of an industry panel coordinator from each of the targeted sectors and a coordinator for innovation.

The coordinators will be contracted staff aligned within a host organization leading the initiatives for each targeted sector. The principal role of the coordinator will be to carry out the industry specific activities in coordination with education, economic development, and workforce. The innovation coordinator will work across sectors to develop the Enterprise Network, venture capital, and philanthropic opportunities. Additionally, this position will work closely with our research universities to develop methods for technology transfer.

Industry panels are in the process of being formed for energy and manufacturing and should be in place by late February 2008. The construction panel will be formed and

staffed by May 1, 2008. It is expected that an innovation panel and coordinator will be in place by March 31, 2008.

Each coordinator will develop a Work Plan focusing on activities and strategies within the Matrix. The Executive Leadership Council will formally adopt these plans at the next business meeting following plan submission.

At least bi-weekly, the WIRED Director will meet with the coordinators ensuring collaboration, communication, and direction regarding the work plans and integrated approach among partners in education, workforce, and economic development.

## **These are the Principles for Programs Funded under WIRED**

This WIRED Initiative will create a regional identity through an integration of regional assets within economic development, education, and workforce. This integration will transform our talent pool, create an innovation and entrepreneurial climate through the Enterprise Network, and act as a catalyst to leverage resources to sustain and grow this alliance.

Activities and projects funded under the WIRED grant will be guided by the following principles:

**Regional:** Funded projects will require a regional impact on our economy.

**Focused:** Funded projects must meet the needs of our targeted industry sectors.

**Collaborative:** Funded projects will be expected to engage partners from industry, economic development, education, and workforce.

**Portable:** Funded projects should produce outcomes replicable throughout the region and/or state.

**Transforming:** Funded projects will shift paradigms and create new ways to do business in our region.

**Sustainable:** Funded projects will demonstrate commitment and potential to sustain efforts beyond the life of the WIRED Initiative.

**Leveraged:** Partners in this regional approach to economic diversification and expansion will leverage resources in order to maximize limited WIRED Grant funding.



## **Conflict of Interest Issues**

The WIRED Initiative will adhere to the policy of the Pacific Mountain Workforce Development Council's Code of Conduct. **(Attachment C)**

## **Reporting**

Financial Reporting will be as outlined in the grant award. The Pacific Mountain Consortium will prepare quarterly narrative and financial reports and the state will review these reports and forward as instructions provide to the Department of Labor.

Client Reporting will be done through the state's Workforce Investment Act (WIA) participant reporting system, SKIES. The outcomes thus far identified are the federal common measures.

The grant recipient will complete an Implementation Review in the early project stages and will provide on-site compliance monitoring at least once during the project that includes a financial and programmatic review.

## **Sustainability**

The foundation of sustainability rests on leveraging resources - capital and human. The intent of this initiative is to attract resources two to three times the original investment.

The Goals and Strategies Matrix outlines the three overarching goals of this WIRED initiative. It is not intended that each of these goals or every activity will have a sustainable outcome. This project is reaching for community and regional sustainability; a system wide approach across the five-county area and eventually into other regions in the state if possible.

Effective system-building and growth will have sustainability as the result. The partnerships formed with industry and the addition of new and innovative business partners will result in regional economic upswing. Capital investments in new and in growing companies will lead to new industry creation. These expansion efforts will lead to further job creation.

Employers will reach out to the talent pool created by implementation of pipelines that will advise, prepare and move young people earlier in their education cycle (WIRED Grant funds will not be used to assist youth under the age of 16) to awareness of career options and assist adults to re-skill through provision of specific training on the skill sets required for the advances in technology. Qualified talent will be available in this region because people are staying in their communities; communities that offer self-sufficient wage that families need and want and a clean and safe environment.

The Enterprise Network will be designed and members chosen for the long haul in this region and their role will be to work on the continuation of the grant outcomes and grow

to meet the new needs of community partners. New sources of capital will be a constant focus to expand the "green" options for the region and fully utilize the expanded resource base.

## **4. Communications Plan**

### **Goal**

Communication, both internally and externally, will be frequent, succinct, dynamic, inclusive, and multidimensional.

### **Objectives**

- Build overall communication capacity for WIRED partners and industry sectors.
- Recruit industry leaders from energy, manufacturing, and construction to participate in the initiative.
- Establish communication networks between partners and targeted industry.
- Share the message of the WIRED initiative with partners and individual workers who form the talent pool of the region.
- Communicate WIRED Initiative progress to community partners.

### **Messages**

- The WIRED Initiative intends to build a cohesive, integrated delivery system to transform the region and meet the goals outlined in the Implementation Plan.
- The WIRED Initiative brings together education, economic development, and workforce as partners in responding to targeted industries' need for highly skilled workers.
- The WIRED Initiative will build a regional identity for Pacific Mountain to ensure the growth and expansion of our economics through talent development and regional assets that support global competitiveness.

**Audiences – Get the Word Out** – through the use of media including, but not limited to newspapers, radio, and cable television.

- WIRED Partners
  - WorkSource
  - Five Economic Development Councils
  - Four Community Colleges
  - Three Universities
- Industry Stakeholders
  - Energy Center of Excellence – Energy Technology
  - Manufacturing – South Sound Manufacturing Alliance
  - Construction – Industry Associations, Washington Manufacturing Alliance, Trades Union Services
  - Local elected officials
- Media
  - Newspapers
  - Radio
  - Cable television

## **Strategies**

The communication plan is a work-in-progress. Staff has reviewed four responses to a Request for Information from professional media organizations. It is expected that a contract will be negotiated by the end of February 2008 for the development of a formal communication plan and the accompanying tools for disseminating the WIRED message to partners and workers in communities throughout the WIRED region. The Alliance is aware of the restrictions on marketing/branding costs and no costs will be incurred that compromise those restrictions. The Plan is intended to create an identity, using the WIRED logo aligned with the Pacific Mountain Alliance for Innovation, in order to build recognition using newsletters, web page design, and other communication methods, such as brochures.

## GOAL MATRIX & STRATEGIES

**GOAL #1 - The PMAI will leverage partner resources to establish the region and promote the regional identity.**

Key Strategies	Activities	Responsible Parties	Timeframes /Milestones	Resources Needed	Desired Outcomes/Metrics
1.1 Build regional framework for action.	1. Create structure and framework for Alliance and Executive Leadership Council.	Pac Mt Workforce Consortium and Council Alliance partners	8/1/07 to 12/31/07 Implementation Plan and ELC Meeting. 3/31/08 for Charter and Communication Plan.	WIRED Grant	Executive Leadership Council formed and future meetings schedules. Implementation Plan, Charter and Communication Plan completed.
	2. Launch Alliance	PMAI and all federal, state and local partners	3/27/08	WIRED Grant	Project launched.
	3. Establish Metrics to measure project activities. The Common Measures apply for grant outcomes. Additional Metrics are established by Industry Panels and presented to the ELC to measure outcomes that have to do with innovation and entrepreneurship.	Pac Mt Workforce Consortium and Council Alliance Partners	3/1/08 to 6/30/08	WIRED Grant	Metrics for grant activities will be established as panels meet and develop action plans, metrics for the action and resources. Metrics will be refined and augmented as the project moves forward.
	4. Undertake regional comprehensive asset mapping and SWOT Analysis.	Contractor and existing data and research gathered.	2/1/08 – 6/30/08	WIRED Grant	Available assets and opportunities are identified to be used by ELC and Panels.
	5. Create panels for industry and entrepreneurship.	Industry Partners Pac Mt Workforce Development Council	2/15/08 to 3/31/08	WIRED Grant Leveraged Resources (TBD)	Industry Panels formed working on Action Plans, Metrics and Resources.

**GOAL #1 - Continued.**

Key Strategies	Activities	Responsible Parties	Timeframes /Milestones	Resources Needed	Desired Outcomes/Metrics
<p><b>1.2</b> Promote regional role to share information with community partners, business leaders and workers. Get the word out.</p>	<ol style="list-style-type: none"> <li>1. Design a marketing approach to identify and share the WIRED region's identity.</li> <li>2. Adopt <i>Next Washington</i> model in regional approach.</li> <li>3. Get representation on statewide initiatives.</li> <li>4. Create a recognizable brand that identifies the WIRED PMAI Alliance.</li> <li>5. Create a website-Used to communicate with WIRED partners, regional communities and workers, on project opportunities and activities.</li> <li>6. Develop local labor market data in partnership with Labor Market and Economic Analysis Group.</li> <li>7. "State of the Region" Paper.</li> </ol>	<p>Executive Leadership Council of PMAI  Pac Mt Workforce Consortium</p>	<p>11/1/07 to 6/30/08</p>	<p>WIRED Grant &amp; Leveraged Resources</p>	<p>Recognizable Regional Identity  Link targeted industry sector websites to WIRED project site</p>
<p><b>1.3</b> Analyze the WIRED Region's position in the Pacific Northwest economy.</p>	<ol style="list-style-type: none"> <li>1. Analyze the "sustainable green" market.</li> <li>2. Align capital, training and technical assistance components.</li> </ol>	<p>Innovation Forum  Venture Capital  Small Business Development Centers</p>	<p>1/1/08 to Ongoing</p>	<p>WIRED Grant Existing resources (SBCDs) EDCs</p>	<p>Determine the WIRED Region's position in the economy for current and future markets.</p>
<p><b>1.4</b> Build the capacity of the Alliance and the Executive Leadership Council members to lead regional innovation.</p>	<ol style="list-style-type: none"> <li>1. Continue to grow and plug in and out the members of the Alliance as the need for involvement arises. Add new partners as innovation and entrepreneurship drives.</li> </ol>	<p>Executive Leadership Council of PMAI Pac Mt Workforce Consortium WDC and other Community partners Contractor</p>	<p>11/1/07 to 6/30/10</p>	<p>TBA</p>	<p>Increase innovation, advance entrepreneurship, and new options for talent development.</p>

**GOAL #1 - Continued.**

<b>Key Strategies</b>	<b>Activities</b>	<b>Responsible Parties</b>	<b>Timeframes /Milestones</b>	<b>Resources Needed</b>	<b>Desired Outcomes/Metrics</b>
<b>1.5</b> Leverage partner resources.	<ol style="list-style-type: none"> <li>Continue to add leveraged resources to existing pool.</li> <li>Work with partners to target new resources for regional project.</li> </ol>	<p>Executive Leadership Council of PMAI</p> <p>Pac Mt Workforce Consortium</p> <p>WDC and other partners</p>	11/1/07 to Ongoing	Additional leveraged resources (TBD)	Additional funds gathered for project sustainability.
<b>1.6</b> Launch the Enterprise Network to advance the regional identity and global competitiveness.	<ol style="list-style-type: none"> <li>Assess current resources, networks, references, technical assistance and tools available to entrepreneurs and small business by conducting an inventory, assessing gaps and initiating actions to fill gaps.</li> </ol>	Contract	2/1/08 to 6/30/08	WIRED Grant Leveraged Resources (TBD)	Create and implement the regional Enterprise Network.
	<ol style="list-style-type: none"> <li>Design and launch a regional web-based network that showcases current resources, tools, references, training and technical assistance available to entrepreneurs and small business in order to support new initiatives and regional competitiveness.</li> </ol>	Contract	4/1/08 to 12/31/08	WIRED Grant Leveraged Resources (TBD)	Web page highlighting resources available for new and small business owners.

**GOAL #2 - Transform our talent pool into a flexible, technologically savvy workforce that meets the skills requirements of our region's businesses.**

<b>Key Strategies</b>	<b>Activities</b>	<b>Responsible Parties</b>	<b>Timeframes /Milestones</b>	<b>Resources Needed</b>	<b>Desired Outcomes/Metrics</b>
<b>2.1</b> Assess the Workforce needs of targeted industries	<b>1.</b> Develop assessment design measures: Current Workforce composition Current and future skill requirements Education and Training Gaps	Contracts Executive Leadership Council of PMAI	7/1/07 to 6/30/08	WIRED Grant Leveraged Resources (TBD)	An integrated industry assessment and research plan.
	<b>2.</b> Collect and review existing data and research.	Contracts Executive Leadership Council of PMAI	3/31/08 to 6/30/08	WIRED Grant Leveraged Resources (TBD)	Identification of general Workforce needs for each industry sector and new data needs and measures.
	<b>3.</b> Conduct periodic evaluations and make adjustments based on feedback.	Contracts Executive Leadership Council of PMAI Industry Panels	3/31/08 to Ongoing	WIRED Grant Leveraged Resources (TBD)	Formative evaluation of interim progress and outcomes.
<b>2.2</b> Create Industry Panels that will build work plans for specific-focused talent development utilizing collected data from assessments.	<b>1.</b> Industry Panels in: Advanced Manufacturing Construction Energy Innovation/Entrepreneurship form and create Action Plans that include funding options for plans.	Industry Panels Pac Mt Workforce Development Council	2/1/08 to 3/30/08	WIRED Grant Leveraged Resources (TBD)	Targeted Industry Sectors' Action Plans
	<b>1a.</b> Create Energy Industry Panel and provide technical assistance.	Energy Industry Partners Centralia Community College Energy Cntr. of Excellence Labor EDC 's Contract	2/1/08 to 6/30/08	WIRED Grant Community College Funds	Energy Industry Panel devises draft regional Energy Action Plan for grant period and beyond to be presented to Executive Leadership Council.

**GOAL #2 – Continued.**

<b>Key Strategies</b>	<b>Activities</b>	<b>Responsible Parties</b>	<b>Timeframes /Milestones</b>	<b>Resources Needed</b>	<b>Desired Outcomes/Metrics</b>
	<b>1b.</b> Create Construction Industry Panel and provide technical assistance.	Construction Industry Partners Building and Trades EDC(s) Contract	2/1/08 to 6/30/08	WIRED Grant Industry Partners	Construction Industry devises draft regional Construction Action Plan for grant period and beyond to be presented to Executive Leadership Council.
	<b>1c.</b> Create Advanced Manufacturing Industry Panel and provide technical assistance.	Advanced Manufacturing Partners Washington Manufacturing Services EDC(s) Contract	2/1/08 to 6/30/08	WIRED Grant Industry Partners	Advanced Manufacturing Industry Panel devises draft regional Advanced Manufacturing Action Plan for grant period and beyond to be presented to Executive Leadership Council.
	<b>1d.</b> Create Innovation and Entrepreneurship Panel and provide technical assistance.	Industry Partners EDC(s) Regional Banks Venture Capitalists Contract	2/1/08 to 6/30/08	WIRED Grant Leveraged Resources (TBD)	Innovation and Entrepreneurial Panel devises draft regional innovationAction Plan to be used for Innovation Forum & Executive Leadership Council reviews.
<b>2.3</b> Design industry-driven training	<b>1.</b> Expand distance learning capacity through a virtual job-training network.	Targeted industries Postsecondary Ed K-12 (16+ year old)	11/1/07 to 6/30/08	WIRED Grant Leveraged Resources (TBD)	Increase availability of career pathways with industry-defined skills.
	<b>2.</b> Tailor DVD Training to industry specific skill sets within targeted industries.	Pac. Mt Workforce Consortium and Council Industry Partners	11/1/07 to 6/30/10	WIRED & WIA Incumbent \$ Industry Resources	Year 1 - 125 Incumbent Workers trained.



**GOAL #2 - Continued.**

<b>Key Strategies</b>	<b>Activities</b>	<b>Responsible Parties</b>	<b>Timeframes /Milestones</b>	<b>Resources Needed</b>	<b>Desired Outcomes/Metrics</b>
	<b>3.</b> Provide scholarships for incumbent workers in need of specialized training, within targeted sectors.	Pac Mt Workforce Consortium and Council  Industry Partners	3/1/08 to 6/30/10	WIRED Grant Industry Match	Year 1 - 20 Scholarships Increase direct entry pre-apprenticeship opportunities
	<b>4.</b> Develop shared training programs across and within industries in similar occupations.	Industry Partners K-12 Community Colleges	11/1/07 to 6/30/10	WIRED Grant Industry Match	Increased efficiency in training programs Increased benefit to employers
	<b>5.</b> Select and use a work readiness certification.	Pac Mt Workforce Consortium and Council  WorkSource Labor	11/1/07 to 6/30/08	WIRED Grant	Work Readiness Certification used and accepted by employers to include apprenticeship programs.
	<b>6.</b> Adopt new training models for career and technical education programs that lead to certificates.	Industry Partners K-20 (16+ year old)	11/1/07 to Ongoing	Wired Grant 503 Incentive Grant Leveraged Resources through Community Colleges (e.g. IBEST; Opportunity Grants)	Fast track to vocational competency is established, to include pre-apprenticeship
<b>2.4</b> Expand the Regional Training Center at Satsop Business Park	<b>1.</b> Map the feasibility and steps toward expansion (including upgrades)	Consortium of Post-Secondary Education Partners  Contract	11/7/07 to 6/30/10	WIRED Grant	Assessment of the phases at Satsop Regional Training Center expansion.

**GOAL #2 – Continued.**

Key Strategies	Activities	Responsible Parties	Timeframes /Milestones	Resources Needed	Desired Outcomes/Metrics
<p><b>2.5</b> Provide training and certification for basic computer skills</p>	<p><b>1.</b> Implementation of the Microsoft Unlimited Potential project in all WorkSource offices in region.</p>	<p>Pac Mt Workforce Consortium and Council WorkSource Contract</p>	<p>8/1/07 to Ongoing</p>	<p>Unlimited Potential Microsoft Grant WIRED Grant Leveraged Resources- WIA</p>	<p>Year 1 – 1,000 job seekers trained. Of those at least 65% will enter employment. Wage at Entry Analysis Job Retention</p>
	<p><b>1a.</b> Expand Microsoft Unlimited Potential to Veterans.</p>	<p>Pac Mt Workforce Consortium WorkSource National Guard</p>	<p>1/1/09 to 6/30/09</p>	<p>WIRED Grant Leveraged Resources (TBD)</p>	<p>Increase the computing skill levels of veterans.</p>
<p><b>2.6</b> Expand talent pool to reach out to those special populations who have traditionally been underserved.</p>	<p><b>1.</b> Increase and refine assistance to: Veterans Native Americans Women and Minorities Disabled Individuals</p>	<p>Community Colleges and Skill Centers  Pac Mt Workforce Consortium WorkSource</p>	<p>1/1/08 to 6/30/10</p>	<p>Leveraged Resources from Colleges Use Fee</p>	<p>Increase the scope and size of the skilled talent pool.</p>
<p><b>2.7</b> Combine basic skill instructions with applied occupational and workplace competencies.</p>	<p><b>1.</b> Implement industry led I-BEST models</p>	<p>Pac Mt Workforce Consortium and Council New Market Skills Center  Community Colleges</p>	<p>1/1/08 to 12/31/08</p>	<p>WIRED Grant Leveraged Resources (TBD)</p>	<p>Year 1 – Place 25 low income job seekers</p>

**GOAL #2 - Continued.**

<b>Key Strategies</b>	<b>Activities</b>	<b>Responsible Parties</b>	<b>Timeframes /Milestones</b>	<b>Resources Needed</b>	<b>Desired Outcomes/Metrics</b>
<p><b>2.8</b> Connect K-12 to post-secondary education and training, apprenticeships and direct entry placements. (All projects will be for 16+ year old.)</p>	<p><b>1.</b> Connect K-12 to post-secondary education and training, apprenticeship and direct entry placements</p>	<p>K-12 Community Colleges Industry partners WorkSource Regional Business Services.</p>	<p>4/1/08 to 6/30/10</p>	<p>WIRED Grant Leveraged Resources (TBD)</p>	<p>Fewer pre-requisite or entry-level classes required.</p>
	<p><b>2.</b> Expand articulation for Tech Prep in targeted industries.</p>	<p>K-12 Community Colleges Industry partners WorkSource Regional Business Services</p>	<p>4/1/08 to 6/30/10</p>	<p>WIRED Grant Leveraged Resources (TBD)</p>	<p>Easier navigation through the system for students. (e.g. Navigation 101)</p>
	<p><b>3.</b> Implement new education and training curriculum in response to quick response required by industry</p>	<p>Pac Mt Workforce Consortium and Council K-20</p>	<p>5/1/08 to 6/30/10</p>	<p>WIRED Grant Leveraged Resources (TBD)</p>	<p>Placement of 100 students into expanding businesses in the region.</p>
	<p><b>4.</b> Value Stream Mapping – documents the flow of information and materials through the value stream by:</p> <ul style="list-style-type: none"> <li>• Identifying value added and non-value added activities</li> <li>• Elimination of waste.</li> <li>• Defining the changes necessary to achieve the desired future</li> </ul>	<p>Washington Manufacturing Service EDC(s) PacMt Workforce Consortium and Council</p>	<p>5/1/08 to 6/30/10</p>	<p>WIRED Grant Leveraged Resources (TBD)</p>	<p>Measurably increased productivity for small businesses</p>
	<p><b>5.</b> Develop In-Demand Scholar program to support costs associated with post-secondary education and training, apprenticeship and direct placement within targeted sectors.</p>	<p>Pac Mt Workforce Consortium and Council K-12 scholarship review team.</p>	<p>2/1/08 to 6/30/10</p>	<p>WIRED Grant Leveraged Resources (TBD)</p>	<p>Place 50 students in targeted industries.</p>

**GOAL #2 – Continued.**

<b>Key Strategies</b>	<b>Activities</b>	<b>Responsible Parties</b>	<b>Timeframes /Milestones</b>	<b>Resources Needed</b>	<b>Desired Outcomes/Metrics</b>
	<b>6.</b> Expand the Dream It. Do It. Program in partnership with the Washington Manufacturing Association.	Washington Manufacturing Services K-12 (16+ years old) WorkSource	3/1/08 to 6/30/10	WIRED Grant Leveraged Resources (TBD)	Increase target sector visibility in K-20 and WorkSource
	<b>7.</b> Design and deliver experiential programs through summer camps for each industry sector.	K-12 (16+ years old) Industry Partners Pac Mt Consortium and Council	11/7/07 to 6/30/10	WIRED Grant Industry Match Leveraged Resources (TBD)	Increased target sector industries visibility in K-20 and WorkSource
	<b>8.</b> Provide industry summer camp for educators targeting STEM	Industry Partners K-12 Pac Mt Consortium and Council	11/7/07 to 6/30/10	WIRED Grant Industry Match Leveraged Resources (TBD)	Integration of applied industry math/science into regional classrooms.
	<b>9.</b> Pilot a Life-long Learning Account (LiLa)	Industry Partners K-20 Pac Mt Consortium and Council	5/1/08 to 6/30/10	Industry Match Leveraged Resources (TBD)	Life-long Learning Accounts (LiLa) established
<b>2.9</b> Maximize the talent of disadvantaged youth, returning and former veterans, women and minorities, and the K-12 pipeline. (16+ years old)	<b>1.</b> Establish model pre-apprenticeship training programs for targeted sectors.	New Market Skills Center Industry and labor Partners	11/1/07 to 6/30/10	WIRED Grant Leveraged Resources (TBD)	Addition of at least 3 new apprenticeship programs.

**GOAL #3 - Build and promote innovation and entrepreneurs as a foundation of our regional economy.**

<b>Key Strategies</b>	<b>Activities</b>	<b>Responsible Parties</b>	<b>Timeframes /Milestones</b>	<b>Resources Needed</b>	<b>Desired Outcomes/Metrics</b>
<b>3.1.</b> Create and support opportunities for innovation and entrepreneurship.	<b>1.</b> Convene a regional Innovation Forum that includes leading industry partners, academic researchers, scientists and entrepreneurs.	Contractor	5/1/08 to Ongoing Annual Meetings	WIRED Grant Leveraged Resources (TBD)	Strategic Plan for Innovation
	<b>2.</b> Explore the development of regional small and medium size enterprises (SME Clusters)	Contractor	1/1/08 to 6/30/08	WIRED Grant State Innovation Partnership Zone Leveraged Resources (TBD)	Regional scale meets identified global markets
	<b>3.</b> Assess the regional and global opportunities and market trends for new innovations in renewable energy, lean manufacturing and "green" construction.	Contractor	1/1/08 to 6/30/10	WIRED Grant Leveraged Resources (TBD)	Resulting technology is used by industry and workforce training system.  New business or business expansion.
<b>3.2</b> Develop avenues for resources that can encourage the growing movement of 'sustainable' industries through industry partnerships.	<b>1.</b> Convene stakeholder forums semi-annually to ensure collaboration to build the capacity of the Alliance and its members to encourage innovation, advanced entrepreneurship and new talent development in the region.	Contractor Executive Leadership Council of PMAI Pac Mt Workforce Consortium Community partners	6/1/08 to 6/30/10	WIRED Grant Leveraged Resources (TBD)	Joint ventures that expand regional market opportunities

**GOAL #3 – Continued.**

<b>Key Strategies</b>	<b>Activities</b>	<b>Responsible Parties</b>	<b>Timeframes /Milestones</b>	<b>Resources Needed</b>	<b>Desired Outcomes/Metrics</b>
	2. Expand partnerships with Native American tribes within region to foster collaboration in business development ventures.	Tribal Councils Executive Leadership Council of PMAI EDC(s) Secondary Ed. Contract	1/1/08 and Ongoing	WIRED Grant Leveraged Resources (TBD)	Membership on ELC Link to apprenticeship programs
	3. Expand linkages with both traditional (financial institutions) and non-traditional (foundations, community development financial institutions), venture capital and philanthropic organizations in support of strategies for business growth and innovation.	EDC(s) Community Partners Executive Leadership Council of PMAI Contract	1/1/08 and Ongoing	WIRED Grant EDCs Venture Capitalists Banks and Financial Institutions	Identify resources for financial growth and innovation.
	4. Develop the competitiveness of regional businesses with training opportunities, intra-regional trade and brokering of global market opportunities.	EDC(s) Post-Secondary Ed. Contract	1/1/08 and Ongoing	WIRED Grant EDCs Banks and Financial Institutions	Expanded opportunities for business growth.
3.3 Develop/expand linkages to 4-year institutions, faculty and researchers for R&D Innovation and technology transfer to businesses.	1. Explore current R&D facilities in region to connect with ongoing efforts and bring in regional approach.	Executive Leadership Council of PMAI Contract Small Business Development Center at WSU	3/1/08 to 6/30/10	WIRED Grant State Innovation Partnership Zone funds	Potential technology transfer for training workforce talent pool.  Articulation agreements with colleges.

**GOAL #3 – Continued.**

<b>Key Strategies</b>	<b>Activities</b>	<b>Responsible Parties</b>	<b>Timeframes /Milestones</b>	<b>Resources Needed</b>	<b>Desired Outcomes/Metrics</b>
<b>3.4</b> Promote ongoing research toward the growing movement of “sustainable” resources industries.	<ol style="list-style-type: none"> <li>1. Participate in Innovation Partnership Zone.</li> <li>2. Participate in public education and awareness.</li> <li>3. Integrate sustainable skill sets in Construction Panel.</li> </ol>	Port of Grays Harbor Sustainable Industries Innovation Partnership	11/01/07 to 6/30/10	State Innovation Partnership Zone funds  Leveraged Resources (TBD)	Resulting technology is used by industry and for workforce training
<b>3.5</b> Assess the regional and global opportunity for new innovations in renewable energy, lean manufacturing and “green” construction.	<ol style="list-style-type: none"> <li>1. Analyze market trends in renewable energy, lean manufacturing and “green” construction.</li> </ol>	Contract	3/1/08 to 6/30/10	WIRED Grant  Community Trade  EDC	New business or business expansion and resultant increase in talent pool.
	<ol style="list-style-type: none"> <li>2. Identify support for value added “green” products for manufacturing.</li> </ol>	Contract	3/01/ 08 to 6/30/10	WIRED Grant  Community Trade  EDC	New business or business expansion and resultant increase in talent pool.
<b>3.6</b> Share market analysis findings broadly and align capital, education, training and technical assistance components in Goal 2 and Goal 3.	<ol style="list-style-type: none"> <li>1. Develop paper and expand contacts with communication network.</li> <li>2. Communication expansion to include I-5 corridor and West Coast of Washington.</li> </ol>	EDC(s)  Community Trade and Economic Development	3/1/08 to 6/30/08	On WIRED Website  Connect to other websites	Reach out to other regions to access additional markets for workers and products.

# **WIRED FISCAL MANAGEMENT**

## **Financial Systems**

The Grant Recipient, Employment Security, uses the Statewide Automated Financial Reporting System (AFRS) to account for funds and the Washington State Treasurer to disburse funding. AFRS meets all GAACP criteria and the Department receives an A-133 Audit every year.

Pacific Mountain Workforce Consortium is a department of Thurston County Washington. Thurston County uses a financial system called MUNIS. Transactions for revenue are deposited with Thurston County Treasurer and disbursements are made through the Thurston County Auditors office. Financial procedures are in place to comply with federal grant requirements, state requirements as well as the requirements for Thurston County. Pacific Mountain has a long history as the grant recipient of federal funds. The Washington State Office of the State Auditor conducts a Circular 133 audit of Thurston County annually. Pacific Mountain is the largest recipient of grant funds in the county and is included in the scope of the audit every year.

The budget presented in the application is substantially aligned with the first project goals. This is the project start-up period and so far the only modifications being considered are those that will be necessary as a result of the addition of the Technical Assistance funding and any that will be required by the addition of Performance Standards (Metrics) above and beyond the Common Measures for this project. See Attachment D for the initial project budget.

As the project begins and goes on, the project lead or the Executive Leadership Council may see areas that need to be modified in the original plan, such as the specific timelines for project activities.

The project lead, the Pacific Mountain Consortium, is considering a possible change to their allocation method, but will need one full year of activity to determine if their present methodology will work or another should be considered.



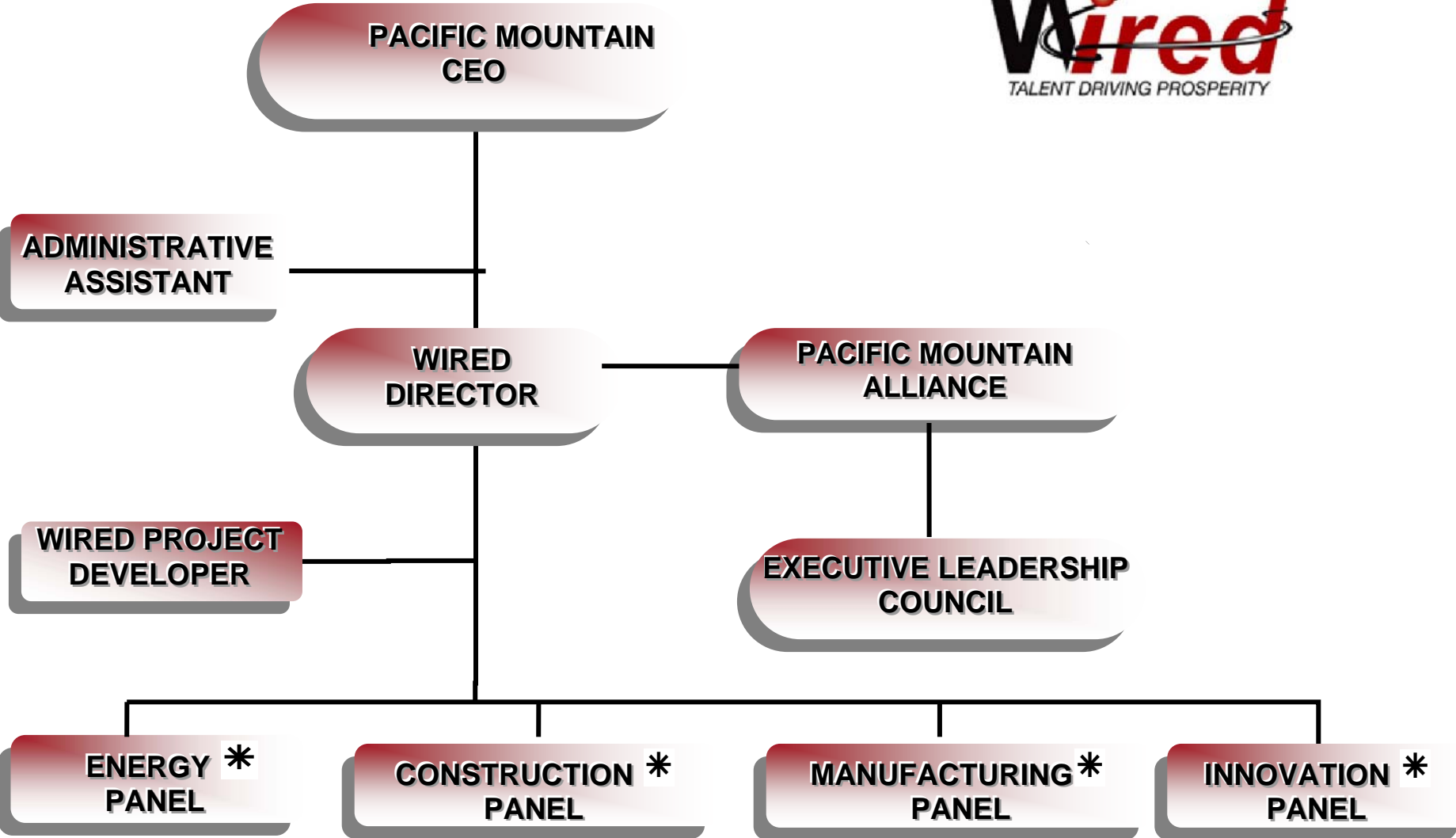
## WIRED TECHNICAL ASSISTANCE/RESOURCES

WIRED Goal Area	Assistance or Resources Requested	Timeline
<p><b>Technical Assistance to facilitate Alliance meeting and other community partner meetings.</b></p>	<p>Personal Services - EntreWorks Consulting will provide help to the Alliance and partners in designing its strategic and implementation plans. EntreWorks will facilitate meetings of community leaders bridging the gaps that exist between current practices and the new vision for this region. EntreWorks will provide training to design and build a cohesive, demand-driven economic development system. And EntreWorks will build the capacity of the Alliance and its members to support innovation, scaled production and distribution, advanced entrepreneurship skills and new talent development in the region.</p>	<p>10/1/07 to 12/31/08</p>
<p><b>Funding to assist with Communications Strategy.</b></p>	<p>A request for information has been given to four organizations and one has been selected to help the Pacific Mountain Consortium with their overall WIRED Communication strategy.</p>	<p>3/1/08 to 6/30/08</p>



**PACIFIC MOUNTAIN ALLIANCE FOR INNOVATION  
EXECUTIVE LEADERSHIP COUNCIL  
Attachment A**

<b>NAME</b>	<b>TITLE</b>	<b>COMPANY/ORGANIZATION</b>	<b>AFFILIATION</b>
Mick Miller	Owner	Miller Radiator & Manufacturing	Manufacturing
Bob Brown	Workforce Education & Training	Westport Shipyard	Manufacturing
Des McGahern	Global Manufacturing Director	Albany International	Manufacturing
Steve Fluke	Assistant Business Representative	Woodworkers	Manufacturing
Pat McCarty	Generation Manager	Tacoma Power	Energy
Troy Nutter	Manager, Training & Procedures	Puget Sound Energy	Energy
Barbara Hins-Turner	Executive Director	Center Of Excellence-Energy	Energy
Bob Guenther	Labor Liaison	IBEW 77	Energy
Eric Snell	Owner	Snell Crane Service	Construction
Dave Johnson	Labor Liaison	Wa State Bldg & Construction Trades Council	Construction
Pending		Private Sector	Construction
Pending		Private Sector	Construction
Roy Nott	President	PanelTech, International, LLC	Innovation
Tim Dowling	Regional President	West Coast Bank	Innovation
Randy Luke	Branch Manager	Horizon Mortgage	Innovation
Kairie Pierce	Labor Liaison	Wa State Labor Council	Innovation
Dr. Ed Brewster	President	Grays Harbor College	Education
Dr. Jim Walton	President	Centralia College	Education
Joe Kinerk	Executive Director	New Market Skills Center	Education
John Gardner	Vice-President	Washington State University	Education
Michael Cade	Executive Director	Thurston County EDC	Economic Development
Tami Garrow	CEO	Satsop Business Park	Economic Development
Nancie Payne	Chairperson	Pacific Mountain WDC	Workforce
Mike Kennedy	Executive Director	Pacific Mountain WDC	Workforce
Lynnae Rutledge	Director	DSHS/Division of Voc Rehab	Workforce
Lisa Smith	Executive Director	Enterprise for Equity	Workforce



\*EACH PANEL WILL BE STAFFED BY A COORDINATOR

# ATTACHMENT C

## Workforce Investment Act Policies and Procedures

**NUMBER:**

**TRANSMITTAL DATE:**

**EFFECTIVE DATE:**

**SUBJECT:** Code of Conduct/Conflict of Interest

**REFERENCE:** Public Law 105-220, Section 117, 2(g)

**POLICY:**

It is the policy of the Pacific Mountain Workforce Development Council and the Pacific Mountain Workforce Consortium to conduct its business in an open, sensitive manner, which avoids any conflict of interest or appearance of fairness issues

**GENERAL GUIDELINES:**

### A. Definitions

1. ***Conflict of Interest***— A conflict exists when an individual, any member of the individual's immediate family, the individual's partner, or an organization which employs, or is about to employ, any of the above, has a financial or other interest in the firm or organization competing for or selected to receive Workforce Investment Act funds.
2. ***Appearance of Fairness***— The issue of appearance of fairness arises out of associations, past, present and future. Unlike conflict of interest, which is a financial issue, an association may appear unfair to the public. Associations which may cause an unfair appearance are memberships on boards of directors, advisory boards, professional and personal associations and other membership-like association.

### B. Rules of Conduct

1. A member of the Executive Leadership Council (ELC) may not:
  - a. vote on a matter under consideration by the Council
    - 1) regarding the provision of services by such member (or by an entity that such member represents).
  - b. engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the State Plan.

2. Members of the Executive Leadership Council (ELC) staff of the Pacific Mountain Workforce Consortium will act in a public relations capacity while participating as a representative of the ELC or the department. Public comments by an individual should be represented as opinion and not as the policy of the ELC unless such a policy is in place.
3. Information (written or verbal) regarding activities of the ELC is public and should be available to any and all who desire such information. Distribution of material must not be selective, unduly restricted or withheld. No advance copies of public material shall be provided to any organization or individual if it can be construed to provide an undue advantage to an individual or organization competing for funds.
4. No member of the Executive Leadership Council shall engage in any activity, including the preparation, selection, or award, of a subgrant or contract supported by funds administered by the ELC, if a conflict of interest would be involved.
5. A Executive Leadership Council member or staff member will neither solicit nor accept gratuities, favors or anything of monetary value from contractors, potential contractors or parties to such agreements.
6. Executive Leadership Council members and staff will immediately disclose any real or apparent conflict of interest when it exists. Such disclosure will be documented in official records, along with actions taken to address the conflict.

**C. Procedures**

The Executive Committee of the Workforce Development Council shall investigate allegations of violations of the conflict of interest rules. Recommendations for sanctions will be forwarded to the Workforce Development Council.

**D. Sanctions**

1. Willful violations by a member of the Executive Leadership Council may result in removal from the ELC.
2. All violations by staff shall be subject to the Thurston County Personnel Policies after a determination by the Executive Committee that the violation was willful.

**INQUIRIES:**

Michael H. Kennedy, Executive Director  
Pacific Mountain Workforce Development Council  
1570 Irving Street SW  
Tumwater, WA. 98512  
Email: [MHKennedy@PacificMountainWorkSource.org](mailto:MHKennedy@PacificMountainWorkSource.org)  
Telephone: 360-570-4240  
Fax: 360-704-6444

**Attachment D**  
**PACIFIC MOUNTAIN ALLIANCE FOR INNOVATION (PMAI)**  
**WIRED BUDGET**  
**August 1, 2007 to December 31, 2008**

<b>Employment Security Department</b>				
State Administration				<b>\$36,182</b>
<b>Pacific Mountain Consortium</b>				
<b>Grant Admin., Oversight and Project Management</b>				
Salaries				\$196,000
Executive Director	10%		\$15,000	
WIRED Director	100%		\$80,000	
Project Developer	100%		\$69,000	
Administration/Fiscal/IT Activities			\$32,000	
Benefits	30%			\$58,800
Supplies				\$4,000
Communications				\$4,500
Rent/Utilities				\$38,888
Other				\$0
Allocated Costs				\$16,232
<b>Total Pacific Mountain Consortium Grant Admin., Oversight and Project Management</b>				<b>\$318,420</b>
<b>Subcontracts</b>				
Assessment/Research/Evaluation			\$150,000	
Establish Industry Coordinators for Panels			\$325,000	
Talent Development			\$462,898	
Incumbent Worker Scholarships		\$ 30,000		
Quick Response training to emerging industry needs		\$125,000		
Regional Microsoft Unlimited Potential certifications		\$ 75,000		
In Demand Scholarships		\$ 30,000		
Youth (16+) and Educator Summer Camps		\$ 60,000		
Pre-apprenticeship training programs		\$ 75,000		
Sustainable Skill construction training		\$ 67,898		
Communications			\$32,500	
Website Ongoing Maintenance		\$10,000		
Publishing/Printing		\$12,500		
Launch WIRED		\$10,000		
Distance Learning Expansion			\$75,000	
Capacity Building			\$50,000	
Equipment			\$150,000	
<b>TOTAL PROJECT COSTS</b>				
<b>August 1, 2007 to December 31, 2008</b>				
				<b>\$1,600,000</b>