



Spokane Area
Workforce Development Council

Local Integrated Workforce Plan 2016 - 2020
Workforce Innovation and Opportunity Act

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Introduction

The nation's workforce development system plays a fundamental role in our country's economic well-being by working at the federal, state, and local levels to ensure our workforce has the skills needed to fuel business growth and foster economic security for our citizens. As a local workforce development board, the Spokane Area Workforce Development Council (SAWDC) engages leadership across our community to identify current gaps in our labor market, project where jobs will be headed in the future, and connect workers with the skills acquisition they need to be self-sufficient.

Modern labor markets are dynamic and influenced by global trends and new technologies. Business needs often change quickly, requiring a nimble workforce system capable of anticipating and responding so that our customers are positioned for success. The SAWDC welcomed the passage of the Workforce Innovation and Opportunity Act of 2014 (WIOA) as an opportunity to further catalyze our efforts to create meaningful partnerships with business, labor, government, education, and nonprofits to improve service delivery and build an infrastructure – the *“skills super highway for the 21st century”* as referred to by U.S. Secretary of Labor, Thomas Perez – that leads our workers and our businesses to increasing prosperity and long-term stability. WIOA and the Spokane Area Workforce Development Council's local integrated workforce plan will provide the framework for our region to continue driving the transformation of our workforce system over the course of the next four years and support our region's economic development.

SECTION I – Regional Designation

- Workforce Region Name: Spokane Area WDA XII
- Workforce Development Area Name and Number: WDA XII
- County or Counties Comprising Service Delivery Area: Spokane County
- Fiscal Agent/Entity Responsible for the disbursement of grant funds: Spokane Area Workforce Development Council

SECTION II – Regional Component of Plan

Strategic Vision and Goals

In the role of catalyst and convener, the Spokane Area Workforce Development Council (SAWDC) is dedicated to creating a demand-driven workforce system. The SAWDC brings our community together to analyze economic and demographic trends, develop strategies for area services, and prioritize where we make strategic public and private investments to ensure a skilled local workforce that meets the needs of our employers and creates a vibrant economy for the entire region.

Our Vision

Innovate workforce solutions for the Spokane region.

Mission of SAWDC Board of Directors

We help create a vibrant economy by preparing a skilled workforce and meeting regional business needs.

Our Purpose

Prepare Spokane County's citizens for successful employment and help businesses meet their current and future human capital needs.

In addition to remaining focused on the goals and target sectors as defined below in this plan, the SAWDC operates under the following guiding principles:

- Think and act as an integrated system of programs that share common goals, yet are delivered by various partners with the best capabilities.
- Create a delivery system that is responsive to employers and prioritize services to respond to high-demand occupations and critical job needs of targeted industry sectors.
- Regularly review program and service performance for quality improvement, and adapt them to meet changing needs.

Recognizing that the SAWDC and Community Colleges of Spokane share common goals of identifying and closing skill gaps and ensuring regional businesses have access to a talent pool that adapts to the changing economy, in 2012 our leadership forged a truly innovative partnership. Creating an integrated structure and co-location of staff has helped to leverage assets and resources for both organizations and resulted in increased efficiencies benefiting our community. Workforce intelligence focused upon in-demand skill sets is utilized by both educational professionals to evaluate and develop new curricula and by workforce system staff and customers seeking to advance career pathways.

The board of the SAWDC worked with our chief elected officials to establish our organization as a nonprofit corporation in order to improve our operational flexibility and increase the revenue available to carry out our mission. 501(c)(3) status was granted by the IRS effective in July of 2012. The SAWDC currently manages a total of \$7.2 million in multi-year, competitive grant dollars, and as described throughout this plan, we are committed to actively seeking additional funding sources in order to ensure our citizens and businesses have access to the best possible employment and training resources.

The board of the WDC has established goals based upon enhancing service delivery across our region to our three primary customers.

Business Customer

Goal: Business Engagement

Tactic: Increase employer engagement with the workforce development system

Outcomes:

- Improve outreach to employers.
- Engage employers in identifying skill standards and develop training programs that meet their standards.
- Increase industry involvement in work-integrated learning.
- Increase employer investment in workforce training.

Goal: Stimulate Job Creation

Tactic: Promote economic development by connecting workforce development with job creation and growth

Outcomes:

- Provide and market business services to employers.
- Invest in strategic economic opportunities.
- Encourage and support entrepreneurship.

Workforce Customer

Goal: Transition to Employment

Tactic: Improve job search and placement services for unemployed and underemployed workers.

Outcomes:

- Improve the quality and speed of job matching between job seekers and employers with job openings.
- Make job search and placement assistance more widely known and available.

Goal: Lifelong Learning

Tactic: Expand and support learning opportunities for workers at all stages of their education or career paths

Outcomes:

- Offer greater career and education guidance for adults.
- Increase the accessibility of training programs for adult workers and accelerate education and credential attainment and time to completion.
- Improve training for adult workers with barriers to advancement.

Youth Customer

Goal: Understand industry needs for young adults and deliver responsive solutions in order to build effective partnerships

Tactic: Utilize labor market data and employer feedback to deliver a personalized approach to engage young adults with opportunities that exist within their industry.

Outcomes:

- Create career connections through job shadows, tours, and other opportunities for employer involvement
- Creating a business internship toolkit
- Develop Next Generation Zone Industry Ambassadors to promote and encourage adoption of resources

Goal: Increase youth awareness of getting a job and identifying a career pathway

Tactic: Utilize labor market data and youth feedback to ensure Next Generation Zone programming is meeting the mission of Preparing Tomorrow’s Workforce.

Outcomes:

- Promote the Passport to Career Success to increase the number of active users
- Increase employer involvement and sustain the 21st Century Career Skills Academy
- Utilize network of YECRN and SAWDC Board to help meet program needs
- Encourage youth to build a relationship with a business leader in their career pathway
- Continue to partner with Excelerate Success to share career readiness resources county-wide

Goal: Promote and sustain the Next Generation Zone as the premier career center for Spokane County young adults

Tactic: Develop innovative funding strategies and maintain relationships with existing funders

Outcomes:

- Explore a physical expansion of space in the current building
- Strategic fundraising and grant writing to bring in private grants
- Explore and develop business sponsorship campaign
- Deliver timely and high quality marketing, social media, and public relations materials
- Explore any additional partnerships that would improve the service delivery model at the Next Generation Zone

Steps to Get Us There

In order to meet the needs of our region, we have identified five categories of activities that guide our organization’s capacity development and inform activities and investments in the workforce system:

1. Provide labor market information and analysis

We recognize that information gathering from the vast array of sources at our disposal and, more importantly, the analysis and dissemination of that information is a key capability and responsibility. This information serves as the basis for first career seekers’ ability to **plan for their future**, identify **clear pathways**, **link learning to work**, and realize that **completion matters**. It serves as a valuable resource to employers to increase employer engagement and stimulate job creation.

Some examples of the information/analysis we are able to provide include:

- In-depth labor market information and analysis derived from several sources, including Chmura (subscription data service) and the Employment Security Department's labor market performance analysis division
- Skill gap identification
- Identification of the connection of Industry to Occupation to Training Programs to Providers (CIP to SOC crosswalk tool and Career Bridge)

Objectives

- Increase the usage of labor market information in decision making by all stakeholders – businesses, job seekers, workforce professionals, college faculty, staff, and administrators.
- Enhance the SAWDC website to provide more readily available access to labor market information and promote the webpage to partners and area businesses.

2. Guide regional training and development strategy

Recognizing that there are many organizations involved in the workforce development system, our role is to view this system in its entirety and to better integrate programs and funding to leverage available resources and improve outcomes. By identifying gaps and redundancies we can help create a system that is efficient in resource utilization and illuminate career pathways for all involved. With this guidance, we can help career seekers of all ages **become work ready, transition to employment**, and place them on **pathways to lifelong career success**.

Examples of how we serve in this capacity include:

- Design and implement Spokane workforce system, including Integrated Service Delivery model
- Braid funding to better support partners and customer outcomes
- Cultivate strategic initiatives, e.g. Work Ready Spokane, to ensure customers have tools necessary for the workplace

Objectives

- Educate partners and businesses about the local workforce development system in order to guide the regional training and development strategy.
- Create and/or promote initiatives that guide the regional training and development strategy. Assure we are not duplicating efforts; evaluate when to take lead and when to partner.

3. Cultivate resources and innovative solutions

It is recognized that only through leveraging a variety of resources and strategic partnerships can we truly be successful. Partnerships with economic development entities will **stimulate job creation**. Collaboration with education partners will promote **lifelong learning, link learning to work**, and ensure that the workforce is **work ready**. We realize that in order to be successful, these relationships must and will be built on a foundation of **co-ownership / true partnership**.

Examples of how we accomplish this include:

- Diversify funding sources
 - Grants
 - Provide “for fee” services
- Pioneer initiatives with focus on return on investment
- Leverage partnerships

Objectives

- Establish a fee-for-service model that is self-supporting
- Seek innovative partnerships that leverage resources in order to reduce costs and improve efficiencies

4. Develop strategic communications tools & tactics

At the center of all of our activities is the need to increase the awareness of our mission, objectives, capabilities, and progress. If successful in this regard, we can improve **employer engagement** and establish relationships that will facilitate achieving our other goals.

Examples of ways to achieve this include:

- Promote SAWDC mission and activities
- Define our brand and messaging
- Provide clear, concise information free of jargon
- Be a community resource
- Educate employers on workforce issues
- Gather and share personalized stories of impact
- Provide council members with messaging and materials to become brand ambassadors

Objectives

- Educate customers about WorkSourceWA.com
- Reevaluate all SAWDC and WorkSource system communications in order to assure all language is easily understood by all partners
- Develop outreach materials that can be disseminated via social media

5. Seek increased efficiency and effectiveness

Ultimate success in achieving goals depends in large part on having measurable goals and tracking progress across the workforce system. We will ensure **performance accountability** by identifying and targeting the activities that, based on current circumstances and opportunities, are critical to making progress.

Examples of ways to do so include:

- Establish appropriate benchmark and measures of success for all WIOA core programs
- Track progress and “course adjust” as necessary

- Communicate to SAWDC board and ensure accountability by all partners

Objectives

- Redefine SAWDC success beyond WIOA Title I-B to include four core WIOA programs and TANF

Regional Economic Analysis – Spokane County

Existing and Emerging Growth Sectors

Spokane County is the largest labor market in Eastern Washington and Northern Idaho. The local economy survived the Great Recession and emerged more diversified, and steady growth is forecasted for the future. Spokane has experienced a significant increase in private sector jobs starting in 2014 and we expect these increases to continue in 2016 and beyond. Key industries that are posting increases and emerging as foundation industries for the region are transportation/warehousing, manufacturing, healthcare, finance/insurance, and professional, scientific and technical. Not only are high wage jobs being created but an increasing number of replacement workers are needed for workers who are retiring in these key industries.

Annual Growth of Employment by Industry			
NAICS Industry Title	2008	2013	2014
U.S.	-0.6%	1.7%	1.9%
State	0.9%	2.4%	2.7%
Spokane MSA	0.6%	1.6%	1.8%
Total Nonfarm	0.6%	1.6%	1.8%
Total Private	0.1%	2.1%	2.0%
Goods Producing	-2.8%	2.6%	3.1%
Mining, Logging, and Construction	-1.7%	4.6%	4.6%
Manufacturing	-3.6%	1.3%	2.2%
Service Providing	1.3%	1.5%	1.6%
Trade, Transportation, and Utilities	-0.1%	2.4%	1.8%
Wholesale Trade	0.1%	4.0%	4.8%
Retail Trade	-0.4%	1.4%	1.2%
Food and Beverage Stores	0.2%	2.0%	0.5%
General Merchandise Stores	7.8%	0.1%	1.9%
Transportation and Utilities	0.5%	4.1%	-0.5%
Information	-3.8%	0.0%	-0.8%
Financial Activities	-3.7%	3.4%	3.1%
Finance and Insurance	-4.9%	4.1%	2.5%
Professional and Business Services	-1.7%	2.5%	-0.1%
Education and Health Services	5.8%	2.0%	2.5%
Health Care and Social Assistance	6.3%	1.2%	2.4%
Ambulatory Health Care Services	4.4%	0.3%	0.1%
Hospitals	6.2%	1.7%	2.3%
Leisure and Hospitality	-0.8%	1.5%	2.3%
Food Services and Drinking Places	-0.7%	2.7%	3.1%
Other Services	0.3%	-0.7%	1.1%
Government	3.4%	-0.7%	0.7%
Federal Government	2.3%	-1.7%	0.0%
Total State Government	3.1%	-1.1%	3.8%
State Government Educational Services	2.1%	1.8%	4.8%
Total Local Government	3.8%	-0.2%	-0.5%
Local Government Educational Services	2.6%	0.5%	0.3%

Several new developments will have an impact on the future workforce in Spokane and the region and will create new opportunities for workforce development. A new Health Sciences building opened in 2014 with health programs from Washington State University and Eastern Washington University. Private firms specializing in research, development and biotechnology have made Spokane their home because of the Health Sciences campus at Riverpoint and will play an increasingly important role in the area's economy. The health sciences and future medical school development has been a game changer for Spokane-Spokane Valley MSA. High tech companies in manufacturing, scientific and technical industries are also creating new jobs and expanding the economic base.

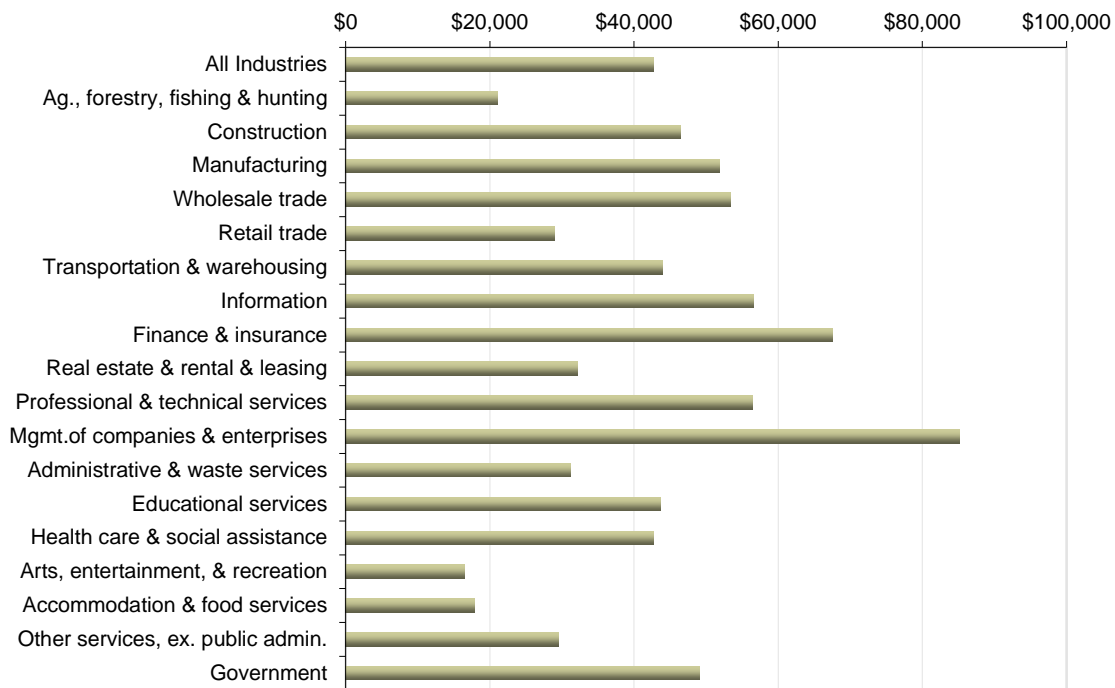
The information sector is also quickly emerging in Spokane County, from March 2015 to March 2016, 500 jobs were added in this sector, which represents a 17 percent new job growth. Many tech based startups have formed and existing web and tech companies are able to take advantage of the colleges and universities in the region which produce qualified talent to fill

these new jobs. These emerging and existing companies who pay above average wages will need a future labor pipeline to continue to thrive. The information sector is expected to continue growing and will be closely monitored by the SAWDC as a potential future targeted industry.

Spokane Annual Wages by Industry

The county’s average annual wage was \$42,650 in 2014, which ranked 11th among all Washington counties. The state’s average annual wage was \$55,003 and the state less King County was \$44,322. The five targeted sectors for Spokane – transportation/warehousing, manufacturing, healthcare, finance/insurance and professional, scientific and technical – all have higher average wages than Spokane County’s overall average wage. Economic development targets will continue in industries such as advanced manufacturing and materials, energy products and services, information technology and digital services, and logistics and distribution businesses.

Average Annual Wage by Industry, 2014, Spokane County



Source: Employment Security Department

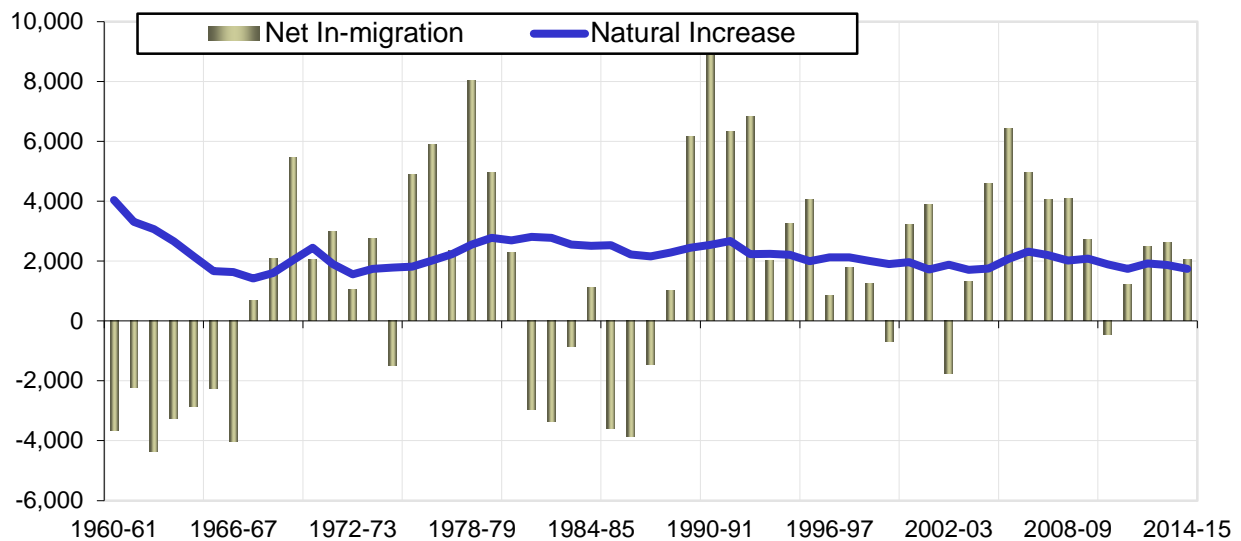
Although the cost of living in Spokane County is relatively inexpensive, compared to King and other western Washington counties, many households remain financially constrained. The ALICE study, released by United Ways of the Pacific Northwest, indicated that 37% of all households in Spokane County are experiencing financial hardship. The ALICE study compiled additional cost of living metrics, which go beyond the poverty rate’s only measure which is based on the cost of food, and found a family of four must earn \$51,756 in Spokane County to meet their household survival budget. It is important for the SAWDC and the workforce system to consider these real costs of living to help ensure we guide our customers into jobs that offer

family wages at self-sufficient levels and ultimately have a positive impact upon the number of households living in poverty in our area.

Workforce Demographics

Spokane is a regional economic hub and has the largest job base between Seattle and Minneapolis. Spokane’s population is growing faster than the national average, and as of 2015 Spokane County’s population is 490,945. Along with the natural increase in workers, Spokane enjoys an in-migration of workers in search of job opportunities. However, whether natural increase or in-migration, not all workers have the skills or training needed for Spokane employers.

Graph 1: Natural and in-migration Trends



Source: Employment Security Department

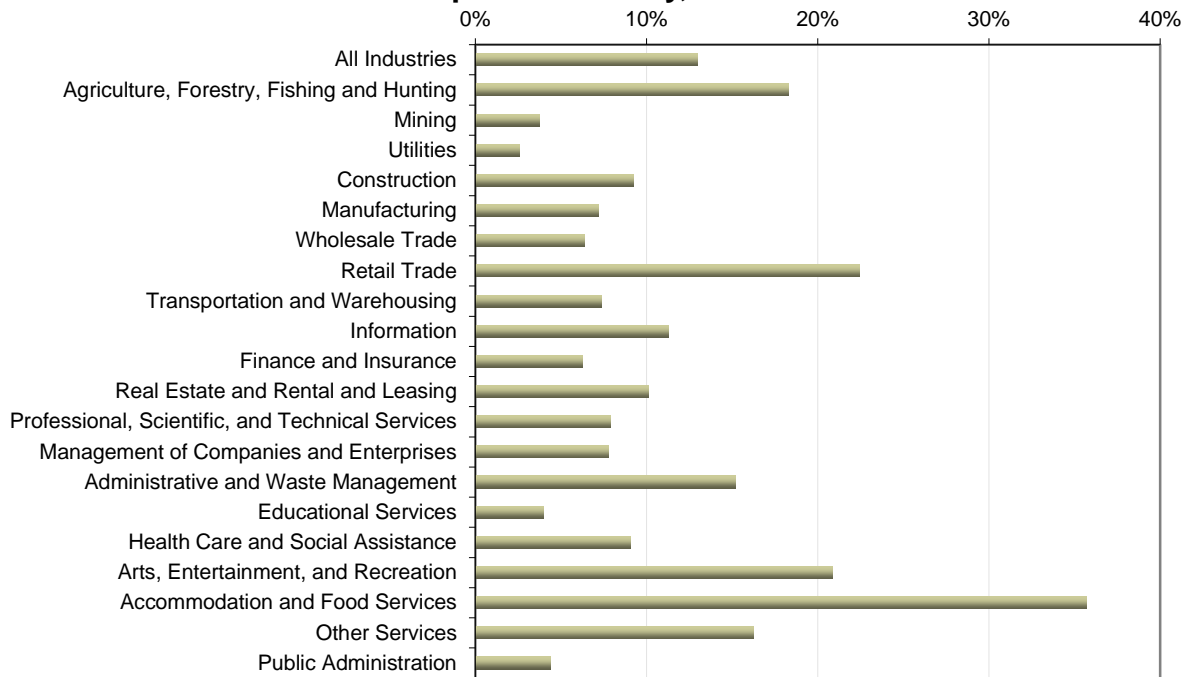
Youth Underrepresented in Key Sectors

Spokane county youth have the highest unemployment rate of all demographic groups in the county. According to the US Census Bureau, American Community Survey one-year estimate, the 2014 estimate of unemployment for 16 to 19 year olds for Spokane County was 14.7 percent. The 20 to 24 year cohort rate was 12.6 percent. Although the rates appear to be decreasing over time, youth unemployment is typically more than double the rate of the overall population.

Youth are having a difficult time entering the labor market as traditional first jobs have been eliminated by technology. An example would be automatic scanners at grocery store and retail businesses that are replacing clerks and baggers. However, an avenue that is opening up to youth is the replacement need of companies filling in behind their retiring workers. As workers move up, entry level jobs are increasing in the WDC 12 targeted industries. Also, employers are

challenged to replace higher level workers and are becoming more receptive to mentoring and interning youth to take over at higher levels within their firms. Currently youth employment is highly concentrated in the lower paying sectors such as retail and accommodation and food services.

Percent of Jobs Held by Workers Age 16-24 Spokane County, 2014



Source: Employment Security Department

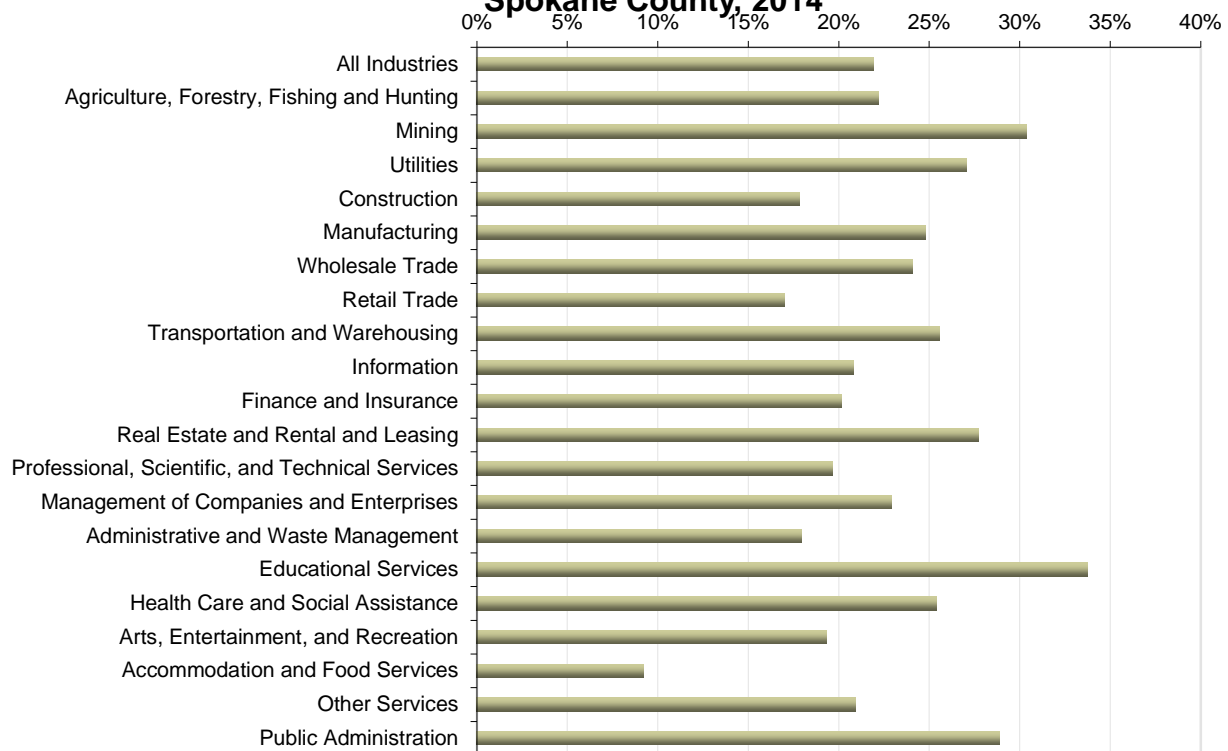
Individuals with Disabilities Experience High Unemployment

According to the US Census Bureau, American Community Survey one-year estimate, the 2014 population for Spokane County included 67,570 individuals with a disability, or 14.4 percent of the total population. Individuals with a disability also make up 7.8 percent of the county's employed workforce. However, the unemployment rate of individuals with disabilities is 9.2 percent, which is significantly higher than the overall population.

Expected Retirements in the Workforce

Multiple industries in Spokane County have a significant portion of their labor force aged 55 and older. As many of these workers are expected to retire in the next ten years, a near-term retirement gap is expected to occur in multiple industries. Educational services, public administration, and utilities are larger industries in Spokane County which are expected to be affected by a retiring labor force. The SAWDC has various strategies in place to mitigate the loss of workers due to retirement, including helping businesses to hire individuals of all abilities and increase the number of younger workers in their labor force.

Percent of Jobs Held by Workers Age 55+ Spokane County, 2014



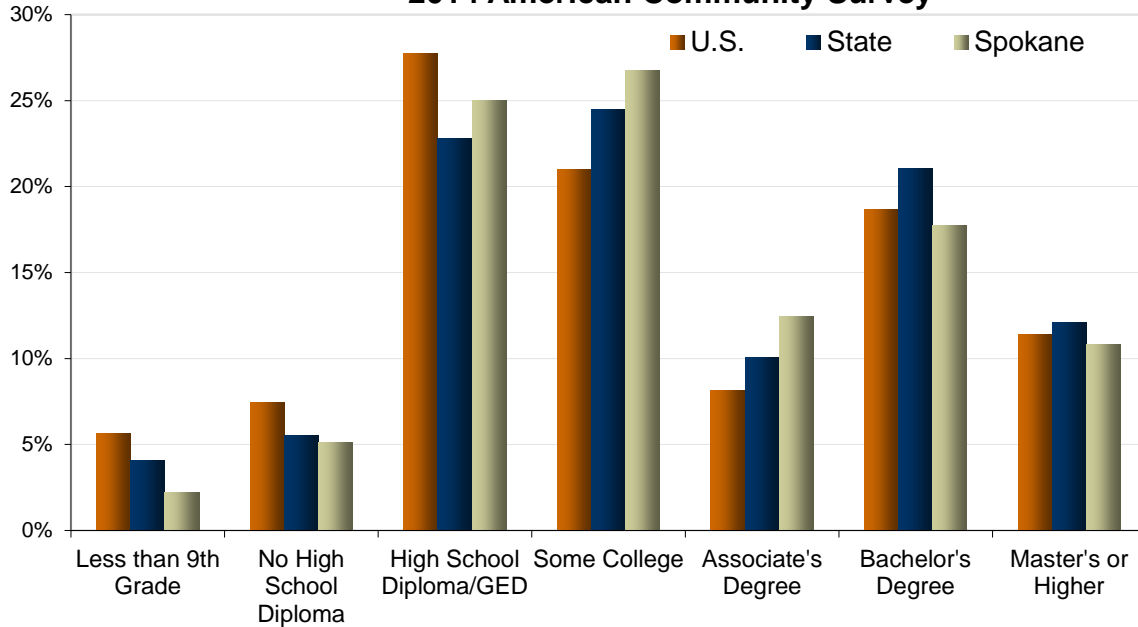
Source: Employment Security Department

Educational Levels for Spokane County

In the last vacancy survey by Employment Security (Spring 2014), Spokane employers responded that two-thirds of all vacancies required an AA degree or less. Most of these jobs required a license or certification. To meet this employer need, short term training is needed to get under-employed and unemployed workers up to speed with employment opportunities. To survive the recession, Spokane companies combined jobs for efficiency which require more skills for entry. The diversity of companies and occupations in growth cycles are also creating labor shortages in the important sectors listed above. This trend can only increase into the future as job openings and replacements for retiring baby boomers increase. Sector strategies are emerging in key economic sectors.

Spokane County's population has a higher proportion of High School/GED, Some College, and Associate's Degree level education than the rates seen in Washington State and the U.S. However, the proportion of the population with a Bachelor's Degree or more in Spokane County is lower than Washington State and the U.S.

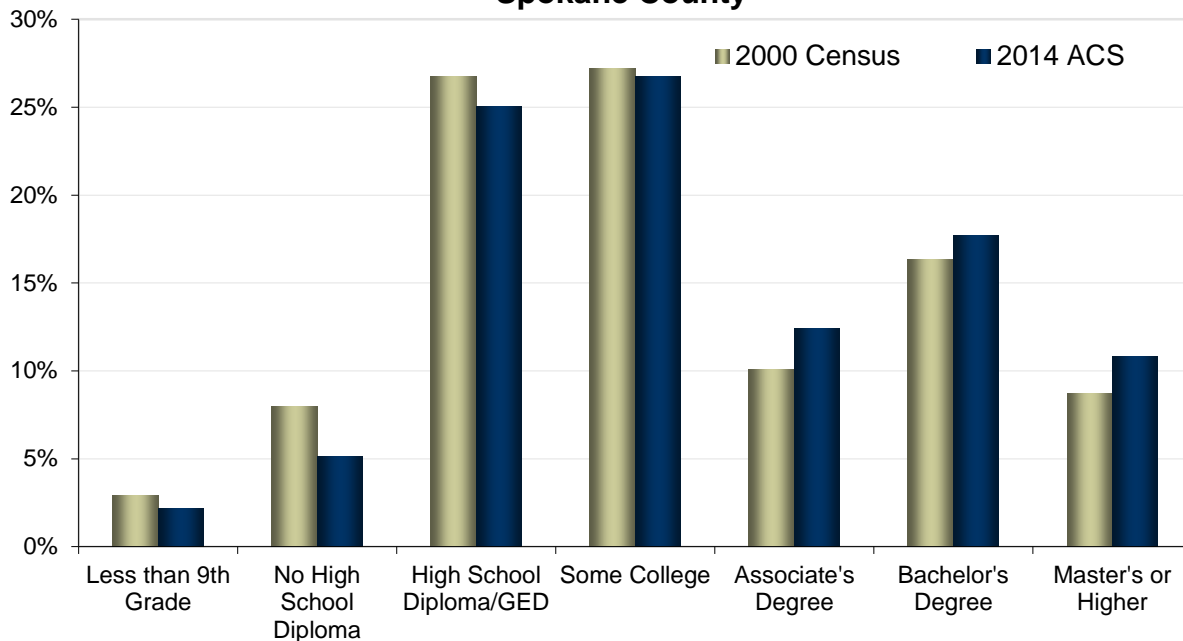
Educational Attainment of Adults Age 25 and Over 2014 American Community Survey



Source: Employment Security Department

The educational attainment rates in Spokane County for Associate’s Degree level and higher have all increased as a proportion of the population since the 2000 Census was conducted. Spokane County is home to multiple colleges and universities which continue to grow in enrollment year over year.

Educational Attainment of Adults Aged 25 and Over Spokane County



Source: Employment Security Department

Apprenticeship Programs

Many of the occupations experiencing job growth in the region require middle level skills, which typically require education beyond a high school diploma but less than a college degree. Apprenticeship programs act as a tremendous resource for job seekers looking to gain the skills and certifications required for specific trade occupations, while working and earning a wage at the same time. Currently, the Community Colleges of Spokane provide the in-class educational component for 18 separate registered apprenticeship programs:

Bricklayers (Inland NW Masonry)	Laborers (Northwest Laborers)
Associated General Contractors (AGC) Carpenters	Plumbers/Steamfitters (Inland Empire Plumb/Steam)
Carpenters (Carpenter-Employers Apprenticeship and Training Trust of Washington-Idaho)	Elevator Construction (Natl Elevator Industry Education Program)
Home Builders (Residential Carpenters)	Machinist (Aircraft Oriented) Apprentice
Electrical Workers (Inland Empire Electrical Training Trust)	Sheetmetal Workers (NE WA-N ID Sheetmetal Workers)
Lineman (Avista)	Ironworkers (Pacific NW Ironworkers)
Cement Masons (Spokane Area Cement Finishers)	Boilermakers (Spokane Area Boilermakers JATC)
Painters/Tapers (NE WA-N ID Painters/Tapers)	Heavy Equipment Operators (AGC)
Roofers (Inland Empire Roofers)	Operating Engineers (Western States Operating Engineers Training Institute)

According to the Workforce Training and Education Coordinating Board's *Workforce Training Results 2015*, in 2014, 75% of all Washington State apprenticeship participants reported employment within nine months of exiting the program, up from just 61% in 2010. The report also showed a median annual salary of \$51,504 for apprenticeship participants statewide, and increase of more than \$10,000 from 2010. Employer satisfaction was also very high in this report, as 88% of surveyed employers responded that they were satisfied with their new employee after completing an apprenticeship program.

The *Workforce Training Results 2015* report also calculated Washington State's return on investment for public money spent on apprenticeship programs, which show tremendous returns for both program participants and for society in general:

Participant Return on Public Investment - The ratio of the present values of additional lifetime participant earnings and employee benefits to public costs of the program. Additional lifetime participant earnings and benefits are additional earnings and employee benefits received (minus participant program costs, taxes on added income, and any loss in unemployment insurance benefits), when compared to the non-participant control group.	\$91 to 1
Taxpayer Return on Investment - The ratio of the present values of projected additional lifetime taxes paid by the participant (plus any decrease in unemployment insurance benefits), in comparison to the public costs of the program. Additional taxes are those additional taxes projected to be paid in comparison to the taxes projected to be paid by the non-participant control group. Change in unemployment insurance benefits is the change in benefits paid to participants compared to the non-participant control group.	\$23 to 1

The report identified some areas for improvement in statewide apprenticeship programs, including the need to recruit younger and more diverse apprentices, as the median age of those leaving an apprenticeship program is 30, and only 9 percent of program participants are female. In Spokane an effort has been made to address these concerns by creating the Skilled Trades Preparation (STP) program, a pre-apprenticeship class offered through the Community Colleges of Spokane, which prioritizes training women and other under-represented populations.

Knowledge and Skills to Meet Regional Demand

A key component of the workforce roadmap studies conducted by Camoin Associates, which analyzed the regional workforce needs in four of the five targeted sectors (a Healthcare roadmap was completed in June 2015), was distribution of an employer survey. Among all sectors surveyed, employer feedback included a general lacking of “essential skills”, or non-technical skills necessary for successful employment, within the current labor force. More specifically, among the employers who responded from the Manufacturing and the Transportation and Warehousing sectors, finding workers with relevant work experience was also noted as particularly difficult and finding qualified supervisory level workers in Manufacturing also poses challenges.

According to the Employment Security Department/LMPA’s Wanted Analytics, in the first quarter of 2016 the top 25 hard skills and top 25 certifications, ranked by number of times observed in job postings across Spokane County, are as follows:

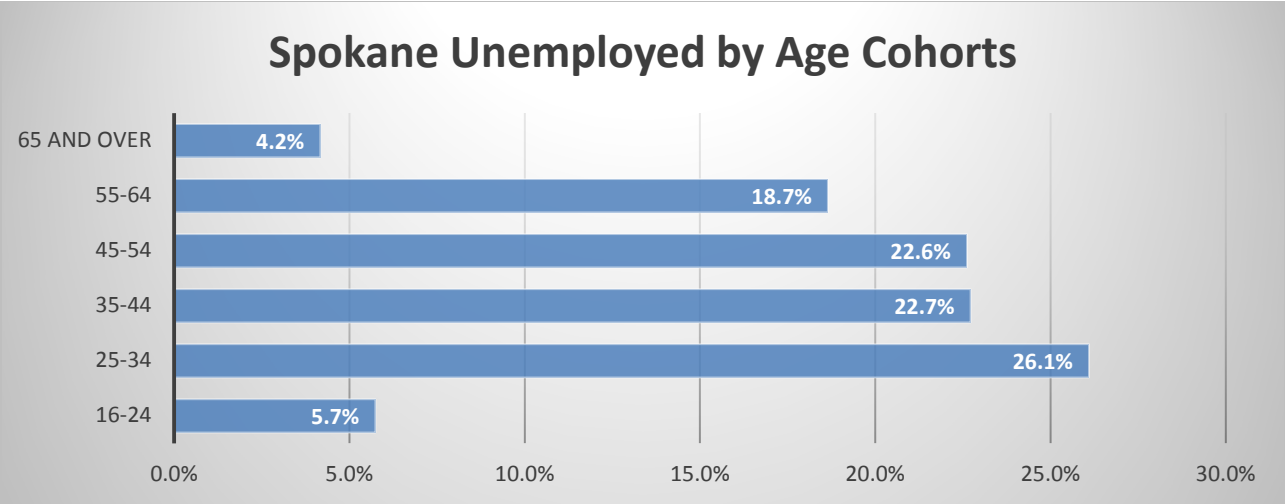
Rank	Hard skills	Number
1	Quality Assurance	420
2	Critical care	359
3	Behavioral health	332
4	Pediatrics	269
5	Technical support	244
6	Medicaid	226
7	Bilingual Spanish	222
8	Patient Electronic Medical Record	218
9	Quality control	217
10	Society for Worldwide Interbank Financial Telecommunication	203
11	Bilingual	185
12	Geriatrics	168
13	Customer relationship management	150
14	Accounts Receivable	144
15	Food preparation	120
16	Medical-Surgical Nursing	115
17	Structured query language	103
18	Preventative maintenance inspections	98
19	Accounts payable	95
20	Preventive maintenance	93
21	Diagnostic image review	90
22	Salesforce CRM SFDC	88
23	Cardiac care	88
24	General ledger Software	87
25	Quality management	80

Rank	Certification	Number
1	Driver's License	2,198
2	Certified Registered Nurse	1,507
3	Commercial Driver's License	758
4	Basic Life Support	670
5	Certification in Cardiopulmonary Resuscitation	617
6	Continuing Education	374
7	Advanced Cardiac Life Support	325
8	Licensed Practical Nurse	260
9	First Aid certification	260
10	Occupational Safety & Health Administration Certification	252
11	Department of Social and Health Services	237
12	HAZMAT	234
13	Certified in Nursing Administration	221
14	Certified Nursing Assistant	197
15	Health Insurance Portability and Accountability Act - HIPPA	179
16	Board Certified	160
17	Secret Clearance	130
18	Certified Public Accountant	121
19	Hospice and Palliative Care	117
20	Food safety programs	114
21	Physical Therapist Certification	109
22	Certified Medical Assistant	101
23	Nationwide Mortgage Licensing System	96
24	Doctor of Medicine	90
25	Certified Practical Nurse, Long-term care	88

As is evidenced above, many of these skills may apply across a number of industries, e.g., quality assurance, technical support, customer relationship management, and accounts payable, while several of the top credentials also may be leveraged in different sectors and jobs, including driver's license, continuing education, and Certified Public Accountant. In order to better understand the exact knowledge, skills, and credentialing needs for area employers, the SAWDC will be convening employer focus groups starting with the Healthcare and Manufacturing sectors, in coordination with Greater Spokane, Inc. and Eastern Washington Partnership WDC. The first meetings are scheduled for June, 2016, and are expected to identify and address specific skills gaps for occupations in high demand regionally. The introductory focus groups are anticipated to lead to regular meetings with employers within the two sectors, so that their continuing labor needs can be heard and addressed with workforce training and programming. Other sectors will follow over the course of the next year as we seek to more effectively serve the businesses that are driving our regional economy and offering family wage jobs and career pathways for our workforce.

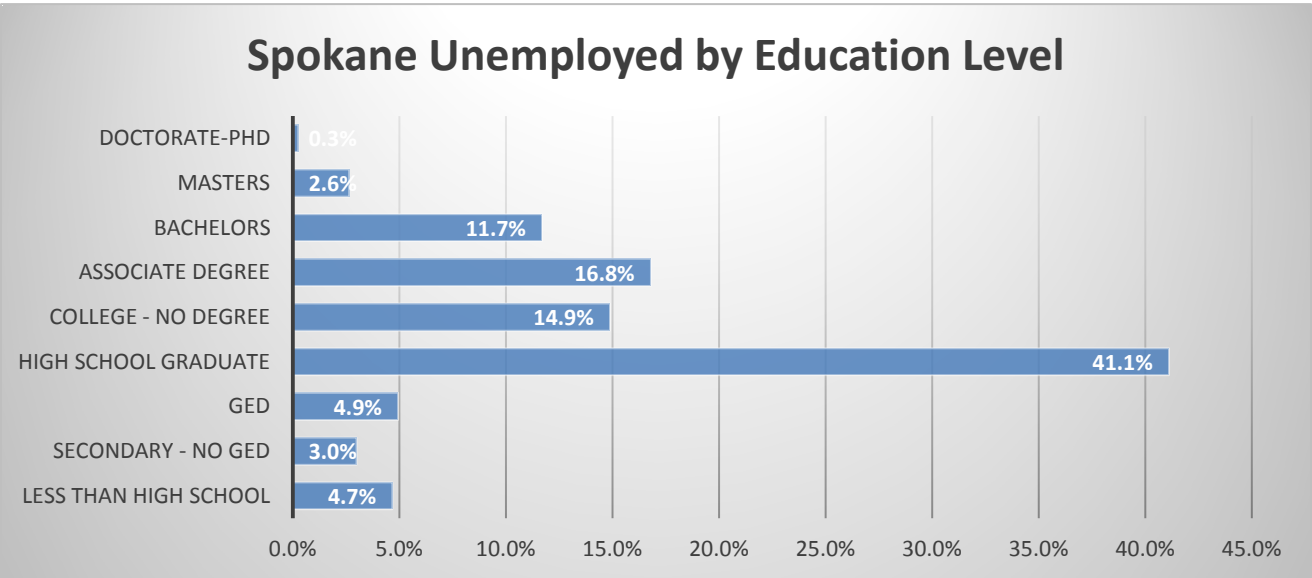
Demographics of the Unemployed

As the economy continues to recover, the demographics of workers who are unemployed have changed. Ages, education levels, and the industries which unemployed claimants are coming from have significantly changed from 2010. The age group with the highest proportion of unemployment claimants comes from the 25-34 age range.



Source: Employment Security Department

As employers continue to require education beyond a High School diploma, it is not surprising that those who have only a High School level education make up the vast majority of unemployment claimants in Spokane County. A vital role the workforce development system plays is to help guide workers to opportunities to increase their educational attainment levels and/or acquire industry-recognized credentials that are in-demand by area businesses.



Source: Employment Security Department

Certain sectors make up the highest proportion of total unemployment claimants in Spokane County. Workers from the construction and manufacturing industries account for over 15 percent of the total claimants. Administrative support, retail trade, and healthcare make up the next largest proportions of unemployment claimants in Spokane County.

Table: Spokane County, Distinct Unemployment Claimants between April 2015 – March 2016

NAICS	Industry Title	Percent	Count
0	Information not available	2.7%	401
11	Agriculture, forestry, fishing, and hunting	1.0%	146
21	Mining	0.2%	31
22	Utilities	0.1%	18
23	Construction	18.6%	2,758
31-33	Manufacturing	17.2%	2,552
42	Wholesale trade	4.6%	691
44-45	Retail trade	8.5%	1,266
48-49	Transportation and warehousing	3.6%	528
51	Information	1.0%	147
52	Finance and insurance	3.0%	444
53	Real estate and rental and leasing	1.5%	217
54	Professional, scientific, and technical services	3.4%	502
55	Management of companies and enterprises	0.1%	19
56	Administrative and support, and wages management and remediation services	11.3%	1,672
61	Educational services	1.8%	263
62	Health care and social assistance	8.5%	1,259
71	Arts, entertainment, and recreation	1.2%	184
72	Accommodation and food services	5.0%	748
81	Other services	2.3%	341
92	Public administration	4.5%	675
	Total	100.0%	14,862

Source: Employment Security Department

Meeting Regional Needs, Via the One-Stop System

The SAWDC, and members of the Business Services team at WorkSource, are very active in attending numerous employer round tables and committees to remain current on employer developments and workforce needs. The SAWDC also utilizes the Washington State Employment Security Department’s data and tools, and Chmura Economics’ JobsEQ data analytics software, among other sources, to maintain up to date knowledge on labor market developments and analyze industries and occupations which are growing and declining regionally. This labor market insight allows the one-stop system to design their services to leverage job seekers’ individual knowledge and skillsets, to help guide them into career pathways which are in-demand and pay a living wage.

The SAWDC has a close relationship with the Community Colleges of Spokane, which allows the SAWDC to impart its regional labor market knowledge to the colleges when analyzing new potential training programs and when reviewing existing programming. With numerous workforce navigators located at the WorkSource one-stop site, affiliate sites, and on both

community college campuses, job seekers are given the guidance to explore training programs which are best suited for the skills and career goals, and also find potential funding options to meet their goals through training. The one-stop system attempts to put the needs and desires of the job seeker at the forefront, while possessing the labor market knowledge to guide job seekers down a sustainable employment path that provides a livable income.

Regional Sector and Service Strategies

Occupations in Demand By Targeted Industry

The following lists represent the occupations within the five targeted sectors which are expected to experience high job growth in Spokane County, and typically require an AA level of education or less. These select occupations provide an opportunity for the SAWDC to make impactful investments in the workforce system and to help develop job seekers utilizing short-term training which prepares them for these growing occupations.

The SAWDC also commissioned workforce roadmap studies to be conducted on four of the five targeted sectors (a healthcare roadmap was completed in 2015). Camoin Associates identified critical occupations for each sector, which are identified below as well. The critical occupations typically have a high number of openings and a high proportion of workers with some postsecondary education.

Manufacturing

High Growth Jobs
Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders
Computer-Controlled Machine Tool Operators, Metal and Plastic
Extruding and Drawing Machine Setters, Operators, and Tenders, Metal and Plastic
Electrical and Electronics Drafters
Structural Metal Fabricators and Fitters
Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic
Computer Network Support Specialists
Medical Scientists, Except Epidemiologists
Machinists
Coating, Painting, and Spraying Machine Setters, Operators, and Tenders
Sawing Machine Setters, Operators, and Tenders, Wood
Woodworking Machine Setters, Operators, and Tenders, Except Sawing
Photographic Process Workers and Processing Machine Operators
Plating and Coating Machine Setters, Operators, and Tenders, Metal and Plastic
Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic
Team Assemblers

Critical Occupations: First Line Supervisors of Production and Operating Workers, Machinists, Inspectors, Testers, Sorters, Samplers, and Weighers, Industrial Machinery Mechanics, and Computer-Controlled Machine Tool Operators, Metal and Plastic.

Transportation and Warehousing

High Growth Jobs
Communications Equipment Operators
Material Recording, Scheduling, Dispatching, and Distributing Workers
Dispatchers, Except Police, Fire, and Ambulance
Production, Planning, and Expediting Clerks
Shipping, Receiving, and Traffic Clerks
Stock Clerks and Order Fillers
Hazardous Materials Removal Workers
Highway Maintenance Workers
Vehicle and Mobile Equipment Mechanics, Installers, and Repairers
Aircraft Mechanics and Service Technicians
Automotive Body and Related Repairers
Automotive Service Technicians and Mechanics
Bus and Truck Mechanics and Diesel Engine Specialists
Mobile Heavy Equipment Mechanics, Except Engines
Air Transportation Workers
Motor Vehicle Operators
Rail Transportation Workers

Critical Occupations: Heavy and Tractor-Trailer Truck Drivers, Labor and Freight, Stock, and Material Movers, Hand, Light Truck or Delivery Services Drivers, Aircraft Mechanics and Service Technicians.

Health Services

High Growth Jobs
Registered Nurses
Health Technologists and Technicians
Medical and Clinical Laboratory Technologists
Dental Hygienists
Cardiovascular Technologists and Technicians
Diagnostic Medical Sonographers
Nuclear Medicine Technologists
Radiologic Technologists
Magnetic Resonance Imaging Technologists
Emergency Medical Technicians and Paramedics
Dietetic Technicians
Pharmacy Technicians
Respiratory Therapy Technicians
Surgical Technologists
Ophthalmic Medical Technicians
Licensed Practical and Licensed Vocational Nurses

Medical Records and Health Information Technicians
--

Health Technologists and Technicians, All Other

Finance and Insurance

High Growth Jobs

Claims Adjusters, Examiners, and Investigators
--

Cost Estimators

Financial Specialists

Appraisers and Assessors of Real Estate

Credit Analysts

Information Security Analysts

Software Developers, Applications

Financial Clerks

Bookkeeping, Accounting, and Auditing Clerks
--

Credit Authorizers, Checkers, and Clerks
--

Loan Interviewers and Clerks

New Accounts Clerks

Executive Assistants

Insurance Claims and Policy Processing Clerks

Critical Occupations: Insurance Sales Agents, Tellers, Insurance Claims and Policy Processing Clerks, Customer Service Representatives, and Personal Financial Advisors.

Professional, Scientific, and Technical Services

High Growth Jobs

Computer and Information Systems Managers

Medical and Health Services Managers

Natural Sciences Managers

Computer Occupations

Computer Network Support Specialists

Biological Technicians

Chemical Technicians

Paralegals and Legal Assistants

Bookkeeping, Accounting, and Auditing Clerks
--

Payroll and Timekeeping Clerks

Critical Occupations: Management Analysts, Accountants and Auditors, Software Developers, Applications, Sales Representatives, Services, All Other, and Computer User Support Specialists.

Workforce Development Activities

The one-stop system in WDC XII is robust and offers multiple portals throughout Spokane County where customers can access services. The comprehensive center, WorkSource Spokane, is home to WIOA Title I-B programming as well as Title III Wagner-Peyser, Title IV vocational

rehabilitation, unemployment insurance, Veterans Employment and Training Services (VETS), WorkFirst (TANF), and Trade Adjustment Assistance. Affiliate and connection sites also provide additional locations where customers can obtain services and information. Title II adult basic education and the Title I-B Youth program along with Job Corps and Youth Build are available at the Next Generation Zone on the WorkSource Campus.

The Spokane Area Workforce Development Council provides on-demand labor market data to area businesses, education providers, and government agencies. The SAWDC has also produced workforce roadmaps for the targeted sectors in the region, which analyze growing and declining occupations and subsectors. The roadmaps project included an employer engagement survey which the SAWDC plans to continue to utilize in order to gain valuable knowledge of workforce needs that employers are facing. The SAWDC participates in a variety of community groups to represent the workforce system and the needs of businesses and workers in the dialogue with a variety of stakeholders that include economic development, businesses and associations, community-based organizations, K-12 and postsecondary education related groups.

The SAWDC has and will continue to develop online resources for presenting labor market information to different audiences. Recently, the SAWDC developed an interactive pathway planning guide where users can find educational programs at the Community Colleges of Spokane which will put them on a pathway to specific occupations, explores the regional wage and employment figures for each specific occupation, and designates whether occupations are growing or shrinking based upon the regional Occupations in Demand List published annually by ESD. The tool accomplishes two goals – providing job seekers with valuable information for making educational and career advancement decisions, and it also assists the community colleges in evaluating their programs to ensure that their offerings are leading to jobs that are in demand and pay a family wage.

The Community Colleges of Spokane (CCS) works closely with the workforce system in Spokane County as a training solution provider and offers both for-credit and noncredit programming that is linked to local career pathways. Vocational programs funded under the Carl D. Perkins Career and Technical Education Improvement Act of 2006, and also utilizing state and federal grant resources, are adapting to the needs of the regional economy and have yielded excellent results that increase degree and certificates available for workers seeking retraining. The Center for Workforce and Continuing Education at CCS develops short-term industry-recognized credentials tied to growth sectors in the regional economy and partners with the SAWDC and WorkSource on an ongoing basis to ensure they are responsive to community needs and that they regularly communicate to staff and customers to keep them aware of the availability of their instructional programs.

A challenge facing our workforce system and education and training partners is the lack of available funding to support new instructional program design and implementation and financial assistance to support customer skill attainment. We actively seek external funding opportunities and have been successful in obtaining a number of private and public grants over the past few years. However, pressure upon state and federal budgets continue to constrain

our systems' abilities to respond and meet all the needs we have identified. We will work to improve the alignment our planning efforts, streamline our service delivery, and leverage the resources we have to ensure our operations are efficient and our outcomes remain strong at the maximum scale we can achieve.

Partnership to Serve Regional Sectors

The SAWDC and Eastern Washington Partnership WDC have identified the healthcare and manufacturing sectors as the ones we hold most closely in common with shared businesses and a workforce that commutes across our regions. We will focus our collaborative efforts upon these sectors for the first two years of plan implementation. Please see attachments A and B for details on implementation of these sector partnerships.

Workforce Development and Economic Development

Prior to the advent of the Workforce Investment Act and Workforce Innovation and Opportunity Act, the focus of workforce development had traditionally been one of reaching out to those at the bottom of the employment/wage scale, and providing them with the resources to move out of poverty. Thus, a great deal of workforce development activity was focused upon providing services to dislocated workers, high school dropouts, public assistance recipients, and other disadvantaged populations. While WIOA requirements continue to direct funds to serve these populations, the paradigm of service delivery has shifted to one that places the priority upon identifying and serving the needs of the business customer by developing human capital with the skills necessary to contribute to economic growth and prosperity. This fundamental system change recognizes that jobs are created by businesses. Through understanding and meeting business workforce needs, the system will more effectively serve regional economic development needs. Under WIOA, the Spokane Area Workforce Development Council is responsible for regional strategic workforce leadership as well as a broad workforce development system that goes beyond WIOA-funded programs.

Absent a skilled workforce, businesses cannot grow and prosper and efforts to expand existing companies and bring new ones to our region will fall short. Common objectives shared by the regional workforce and economic development systems include increasing incomes, support of jobs in high value sectors, and creation of a seamless service delivery system serving regional workforce development and education needs. The new federal and state performance and accountability measures for the workforce development system focuses on job placement, retention, earnings, credential and skills attainment, and business satisfaction. To successfully support economic development strategies, shared measures must be agreed upon by stakeholders and integrated strategies to achieve them must be pursued. The SAWDC works closely with economic development programs and agencies to both garner information as well as to provide workforce data and analysis. The SAWDC has as a member representing economic development the Vice President of economic development of our local economic development council, Greater Spokane Incorporated (GSI).

The SAWDC and GSI have established a strong collaborative relationship and a track record of successful results from a large number of shared activities and initiatives that have benefitted the Spokane region and contributed to its economic development. Both organizations recognize the synergy between workforce and economic development and seek to achieve greater efficiency by working together to leverage resources in support of common goals. Strategic planning efforts involve staff and principals from both organizations who contribute to the alignment of their respective plans. GSI and the SAWDC each utilize a comprehensive industry sector approach to guide their resource deployment and outreach strategies and there are robust linkages between efforts to serve businesses in these sectors.

In the health sciences, manufacturing, aerospace, and healthcare sectors, both entities work closely together to identify the needs of industry and provide solutions that facilitate their growth and expansion. Industry groups support each of these key sectors and leverage resources from both GSI and the SAWDC to involve businesses and partners from across the spectrum of economic and workforce development, as well as postsecondary and secondary education, to ensure that industry has a forum to communicate its needs and that resources are brought to bear in a timely and effective manner. In addition, key stakeholders meet to discuss workforce issues facing the community, share information from their various agencies, and to plan for responding to grant solicitations that assist in bringing resources to our region.

Each sector has seen a number of initiatives that have borne fruit over the past few years and contributed to business growth. The Manufacturers' Roundtable informed efforts to develop additional training capacity in manufacturing at the Community Colleges of Spokane and increase utilization of the Community Empowerment Zone. The Inland Northwest Aerospace Consortium has helped to connect regional aerospace businesses to one another, and a study of the workforce needs has guided development of new training programs for this sector. The Healthcare Committee helped inform the Healthcare Workforce Roadmap project of the SAWDC that determined regional workforce needs for this industry and the deployment of \$75,000 in new funds to create responsive training programming at the Spokane Community College.

Workforce development has been acknowledged as the single most important component of economic development in the 21st century, and the business services offered by our system are evolving to become even more responsive to the full range of employer needs. Assisting a specific business in finding a particular worker with the right talents remains an essential service provided. However, the system also needs to focus on training the workforce of the future and developing a communication pipeline to ensure appropriate responses to changes in skill needs. The reciprocal communication link between economic development and the business community and the Spokane Area Workforce Development Council continues to be strengthened and provides vital information necessary to make adjustments to services and investment strategies that yield results in the short and long term. Economic development and workforce development entities will continue working in partnership to ensure that the full range of system tools is available to support recruitment, growth and retention strategies.

Transportation and Support Services

Spokane Transit Authority (STA) offers public transportation service throughout the greater Spokane metro area, or Public Transportation Benefit Area. Paratransit services are available in the same service area and conform to the Americans with Disabilities Act. STA regularly takes input into expanded routes to better serve its customer base. As businesses change their footprint in our area and workforce needs in areas not served by existing routes are identified, the SAWDC provides feedback to STA to guide their decision-making and resource deployment. Support services are coordinated through the Title I-B providers and our workforce system partners, where possible.

Cross-Regional Cost and Resource Sharing

We have no plans at this time to formally share or pool costs between the SAWDC and Eastern Washington Partnership WDC. However, one primary area where leveraging of resources has occurred in the past and will continue is in the development and utilization of labor market intelligence for the sectors that we are working on together to improve our service delivery strategies and outcomes. The SAWDC has a business and industry analyst dedicated to research and publication of LMI and we are a licensed user of a proprietary software tool that gives us access to data for both WDAs. The SAWDC and Eastern Washington Partnership WDC also share the same ESD regional labor economist and extensively utilize his expertise and the tools and data available through the Labor Market & Performance Analysis division of ESD to aid in our planning. Combined, these staff, systems, and technology assets provide robust data and analysis that informs the development of both of our investment and services strategies.

Performance Negotiation and Evaluation

The SAWDC participates on the statewide WIOA Performance work group that each year is tasked with analyzing Title I-B program performance and negotiating the setting of targets for our local area. We work closely with other WDCs throughout this process to help ensure that the final numbers agreed to by the state are equitable and help the state reach its goals of continuous improvement while tempered with the realities of serving populations of individuals with multiple barriers to success. The measures themselves are changing under WIOA and this is coupled with changes in the delivery of services and the infrastructure of local systems – e.g., integrated service delivery – resulting in much uncertainty in programmatic outcomes over the next few years. In the future, we will also seek to work with other WIOA Title II, III, and IV partners to develop targets across all WIOA programs and improve shared accountability as a system.

Cross-Regional Component of the Plan

Identify which of the following strategies will be addressed on a cross-regional basis (**check all that apply**).

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

Cross Regional Partnership

The Spokane Area Workforce Development Council will coordinate its planning efforts with the Eastern Washington Partnership Workforce Development Area. The two areas will take the opportunity to work together in planning workforce development strategies that address common industry sectors, namely manufacturing and healthcare. This opportunity was chosen because both WDAs have emerging labor shortages and predicted future need in these two sectors.

For purposes of managing federal budgetary matters, the United States Office of Management and Budget (OMB) include Stevens and Pend Oreille Counties in the Spokane-Spokane Valley Metropolitan Statistical Area (MSA). Whitman County is designated by the OMB as a Combined Statistical Area with Spokane. With three counties assigned to Spokane in this manner it is logical to build partnerships based on that connection.

Eastern Washington WDA surrounds Spokane County on three sides. The number of workers that are either going into Spokane to work or leaving Spokane to do the same on a daily basis is significant. According to the U. S. Census American Community Survey information compiled by the state labor economist, 6,638 people commute from the nine Eastern Washington counties for employment in Spokane¹. This is a greater number than commute to any other WDA in the region. Furthermore, 1,809 workers in Spokane commute into Eastern counties for work. The majority of these go to Stevens, Whitman, Lincoln and Pend Oreille counties. The percentage of workers who commute to Spokane from Stevens and Pend Oreille Counties is 35% and 27% respectively. Furthermore, demographic studies indicate that population has declined from Eastern counties, especially among the prime working age group of age 25 – 55. At the same time that population group has increased in Spokane, implying that rural county residents are finding work in and moving to Spokane.

Industry sectors in the two WDAs parallel each other. According to a recent LMPA Labor Gap analysis for the Spokane MSA, Healthcare Practitioner and Technical occupations and Healthcare Support occupations show the largest percentage of need for workers. Spokane is a

¹ Residence County to Workplace County Commuting Flows for the United States and Puerto Rico Sorted by Residence Geography: 5-Year ACS, 2009-2013

vital healthcare hub for the entire region. It is also a very important manufacturing center, and occupations in that sector represent a strong cluster in the Spokane MSA. Healthcare and manufacturing will be two sectors where the two WDAs will find common reason to plan together for future workforce development.

Spokane is the major distribution hub for the counties of Eastern Washington. Manufactured goods such as lumber, boats, stoves, are sent by rail or truck to Spokane for further distribution to the rest of the country or to coastal ports for overseas shipment. Conversely, materials and goods are amassed and warehoused in Spokane for dissemination to the outlying counties. This may include building materials and raw materials for manufacturing. From this hub it is widely transported to sites across the counties.

The Community Colleges of Spokane have campuses throughout the six-county region. Spokane Community College has developed vocational programs in both healthcare and manufacturing outside of Spokane County over the years. It has also cooperated with community colleges' Centers of Excellence to enable the provision of distance-learning training opportunities for very small cohorts of students in very rural areas in healthcare and energy programs. These programs would otherwise have been untenable due to the small number of students in each. The leadership at the Employment Security Department, the Division of Vocational Rehabilitation, and the Department of Social and Health Services has responsibility for staff in both WDAs which will also be an advantage for both areas as comprehensive strategies can be developed that will serve to benefit businesses and job seekers in both regions.

The SAWDC has received foundation grant funding to conduct labor force analyses in the greater Spokane region including the surrounding counties. We published our initial study on the healthcare workforce in the summer of 2015. The SAWDC has nearly completed the next study which will be examining the current and future status of the manufacturing labor force, among other industries.

Eastern Washington Partnership WDC is in the process of developing a sector panel to consider the workforce issues in healthcare in the rural counties. It has contacted healthcare providers who are interested in participating on a sector panel to identify the most pressing workforce needs and to develop strategies to address them.

The same is true in the manufacturing sector. While data on manufacturing growth in the nation is somewhat flat, the same is not true for the cross-region. There has been a steady increase in employment across the region, and it is predicted to continue. There is significant interest from manufacturing employers in the Spokane and Lewiston-Clarkston areas to address the skills gaps they are experiencing in their sector. They will be engaged to determine their current and projected workforce needs and the partnership will create and implement talent development strategies to resolve them.

Performance

As yet, there is no baseline established for the work of the skills panels in the WDAs. Since there are no active panels yet, the baselines will be zero to start with. However, once the labor market analyses are presented to the panel members and their needs are defined, each strategy will be assigned metrics to gauge its success. Such activities may include industry career fairs, teacher externships, student internships, development of short-term and long-term training opportunities, and pursuit of specific grant funding in support of the panels' priorities.

Cross-Regional Strategies

A key strategy will be to obtain the best labor market information that is available about the projected need for workers in the various occupations in the area as well as information about the projected skills gaps. It will be important to have enough employers involved to validate the research. They will be very important to helping to prioritize the most pressing needs. Active Community Colleges of Spokane representation on the panels will be critical to explore feasible options for addressing shorter and longer-term training needs. The WDC representatives will need to link with the cross-regional partners to consider ideas that may come from the panels in Spokane or Eastern that can be replicated effectively. There likewise may be an interest in occasional joint meetings between panels in both regions. The cross-regional partners will convene with representative members of selected industries to plan next steps for advancing and improving training options.

Skills panels have proven to be a successful method for bringing stakeholders together to identify and focus on given challenges and opportunities, and at the same time seek solutions to workforce training problems. Participants are chosen because they are key representatives of their industries and can articulate job demands and training needs to schools and service providers. Focus work has already been started in healthcare and manufacturing within both WDAs. This provides a foundation upon which the two areas can build further relationships.

Cross-Regional Goals, Achievements and Course Corrections

As stated above, the skills panels will begin by studying the data and developing a plan that links research with the higher interests of the panel members. As the plan is developed, measurable outcomes and timelines will be attached. Performance will be tracked and evaluated on at least an annual basis. The shorter-term targets will be achieved during the first two years. Others, those such as establishing new training programs and having individuals complete them, will be longer-term. Staff from the lead convening entities will be responsible for bringing progress reports to the panels.

It will be up to the panel participants and WDC leadership to determine what sort of mid-course correction may be necessary. The CEO of the SAWDC and Director of the EWP-WDC work with their teams to analyze progress being made and shares that information with appropriate committees of each board and the skill panels. Mid-course corrections will be made based upon the results of that analysis and recommendations from these stakeholders.

Funding

A variety of funding may be used to support the cross-regional effort. Sources will include the Sector Partnership National Emergency Grant, WIOA I-B funds, and funding from employers in the selected sectors. Funds will be used to support training and other activities such as career fairs and teacher in-service experiences. There are no plans to transfer funds between regions at this time. There is likelihood that the partnership will jointly leverage new resources as funding opportunities arise.

Evaluation of Partnership

The leadership team will assess progress on an annual basis. The most telling indicators of success will be the continued participation by panel members, the activities that occur as a result of the efforts and additional funding or programming that occurs as a result of the cross-regional partners' work.

SECTION III – LWDB Component of Plan

(Note: Please see regional section of the plan above for additional information pertaining to SAWDC vision and goals.)

High Performing Board

The board of the SAWDC is an active and responsible participant in the design, implementation, and oversight of the local workforce system. Business members have been appointed with intention from the targeted sectors of our regional economy to ensure the voice of large and small businesses with employment opportunities are heard in the development of our policies and strategies. We also have representation from our K-12 and higher education partners, labor, community-based organizations, government agencies – including the Washington State Employment Security Department, Division of Vocational Rehabilitation, and Department of Social and Health Services – and our chief elected officials from the City and County of Spokane. With the transition to WIOA, the SAWDC board made the decision to remain as an “alternative entity” as we have very engaged members from local government, K-12 education, and DSHS on our roster of members and changing to a “WIOA-board” would reduce, rather than enhance, our effectiveness as a board serving our community.

We have a robust committee structure wherein members have the opportunity to work in depth on activities that are central to the Council’s mission. These committees include Executive, Services and Oversight, Policy, and Youth Employment and Career Readiness Network. These groups are tasked with the development and administration of various operational aspects of the local workforce system, e.g., fiscal, program, and system design and service delivery. Other ad hoc committees are the Membership, Development, and Communications committees whose responsibilities are focused upon executing related tasks as needed throughout the year.

Our chief elected officials are very engaged in the work of the WDC. They are *ex officio* members of both the Full Council and the Executive Committee and participate in all aspects of administering the system in addition to their statutory role of appointing board members and approving the WIOA budget and local WIOA plan. Further, the Mayor of Spokane, a Spokane County Commissioner, and a designee appointed by Spokane County comprise the Spokane Area Consortium. This group has responsibility under the interlocal agreement for approving the SAWDC's annual WIOA budget.

On an annual basis, the board conducts a retreat where the focus is upon key elements of the workforce system and board development. Recent retreat activities have been used to enhance the board's understanding of how sector partnerships function under WIOA, learn to more effectively represent the SAWDC as a board member to their individual constituencies and in the community, and understand the role of core program partners in the local system as they prepare for the crafting of our local integrated workforce plan.

Local Workforce Development System

(Note: Please see attachment D for further details.)

The Spokane workforce development system is comprised of stakeholders from the private and public sectors including business, education, economic development, government, and community-based non-profits throughout Spokane County. This system is positioned to effectively meet the goals and objectives set forth by the Governor, Workforce Training and Education Coordinating Board, and Employment Security Department, as described in the 2016-2020 Local Integrated Workforce Plan Guidelines; and *Talent and Prosperity For All, The Strategic Plan for Unlocking Washington's Workforce Potential*.

Moreover, the SAWDC believes that the success and accountability of Washington's one-stop delivery system – WorkSource – depends on the following values that local Workforce Development Boards and their partners use to guide their planning and operations:

- **Integrated** – Think and act as an integrated system of partners that share common goals with services delivered by various organizations with the best capabilities for a seamless customer experience.
- **Accountable** – Committed to high quality customer services with regular program performance review based on shared data and actions that enhance outcomes.
- **Universal Access** – Meet the needs of customers by ensuring universal access to programs, services, and activities for all eligible individuals.
- **Continuous Improvement** – Create a delivery system that utilizes feedback from employers and job seekers to challenge the status quo and innovates to drive measurable improvements.

- **Partnership** – Align goals, resources, and initiatives with economic development, business, labor and education partners.
- **Regional Strategy** - Work with counterparts to address broader workforce needs of the regional economy and leverage resources to provide a higher quality and level of services.

As described throughout this plan, the regional workforce development system infrastructure is comprised of a wide variety of partners and each plays a critical role in the system’s success. Broadly, key partners include education and training providers at the secondary, postsecondary, and higher education institutions, Employment Security Department, Division of Vocational Rehabilitation, SAWDC, Labor & Industries, AARP, veterans’ service organizations; government, economic development, organized labor, and community-based organizations. Each is focused upon delivering the highest quality services to meet its mandates and to work as a responsible partner in our community to advance our shared economic goals.

System Infrastructure – Facilities

In our local system, we support a network of physical portals where our partners are located and customers can access information and direct services. These sites fall under the following three categories and the board of the SAWDC has certified sites under each.

Comprehensive

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

Certified Site (1):

WorkSource Spokane - At WorkSource Spokane job seekers can receive personal assistance with job search and training needs, attend workshops and job fairs, use the computer resource center, and receive community resource information. Businesses can receive assistance as well, including personalized recruiting assistance, information about local labor market and hiring trends, and other services based on business needs

Affiliated

- Accessible to the general public and physically and programmatically accessible to individuals with disabilities
- Portal site for electronic access

- Provider of **basic career services**
- Representation of **one** or more mandated partners
- Additional related employment and training resources
- Established working relationship as part of an integrated system of WorkSource sites

Certified Sites (2):

Next Generation Zone – The Next Generation Zone offers services specifically designed for young adults. The Next Generation Zone is housed on the “WorkSource Campus,” and is uniquely designed to serve at-risk, low-income youth. It provides core services to any young person interested in attending a wide variety of employment-related workshops.

Goodwill Industries of the Inland Northwest – Located in downtown Spokane, Goodwill Industries offers employment assistance in addition to their retail services. A variety of programs (eligibility often required) are offered through this location, and all job seekers are able to access the Goodwill WorkSource Affiliate Site, which provides one-on-one job search assistance and more.

Connection

- Accessible to the general public
- Portal site for electronic access
- Provider of **basic career services**
- Additional related employment and training resources
- Established working relationship as part of an integrated system of WorkSource sites

Certified Sites (15):

Spokane Community College – Housed on the Spokane Community College campus in the Career Services Office, this site is specifically designed to meet the needs of students.

Spokane Falls Community College – Located on the Spokane Falls Community College campus in the Career Services Office, this site is specifically designed to meet the needs of students.

Spokane Public Library – Downtown and Shadle Branches – Both sites provide after-hours and weekend services for job seekers. Computers are available to job seekers for their job search efforts, and the sites provide employment and résumé writing assistance two evenings each week and on Saturday. Both sites will provide general information to its customers for accessing resources in the Spokane WorkSource Service Delivery System.

YWCA – the YWCA brings expertise in serving women and children, especially domestic violence survivors. They are the only WorkSource service site to offer on-site childcare services to job seekers, and can provide women with professional attire and assistance dressing for success.

Spokane County Library District - The libraries offer after-hour and weekend access as well as seek to become the only service sites available to job seekers in rural Spokane County. A librarian is available at each site for one-on-one job search assistance. The library system applied to provide services at the following locations, none of which currently have WorkSource service sites:

- Airway Heights
- Argonne
- Cheney
- Deer Park
- Fairfield
- Medical Lake
- Moran Prairie
- North Spokane
- Otis Orchards
- Spokane Valley

System Infrastructure – One-Stop Services

WorkSource Campus

Adults

The SAWDC contracts with high-quality service providers for the operation of Workforce Innovation and Opportunity Act (WIOA) programs. Together with our consortium of partners, we operate WorkSource Spokane which serves more than 16,000 job seekers every year. Also, we created the first and only youth career and employment center in Spokane in 2010, called the Next Generation Zone, which now serves more than 3,500 youth every year. These two sites comprise the Spokane WorkSource Campus, which received more than 60,000 individual visits in 2014. Our providers ensure that more than 80% of individuals receiving services through our WIOA programs become employed each year, and over 50% of individuals accessing Basic Career services become employed. Between Wagner-Peyser and WIOA, staff provides services to nearly 1,700 area businesses annually, which includes recruiting assistance, job postings, WorkKeys testing, employee training assistance, labor market information and more. The following highlights and describes our commitment to integration and continuous improvement strategies.

The SAWDC and its partners have taken the intent of WIOA very seriously and have spent significant time integrating our local workforce system. Currently, the Spokane Workforce Consortium (consortium) is responsible for operating, staffing and delivering WIOA and Wagner-Peyser programs and services in Spokane County. The consortium consists of four agencies: Career Path Services, Employment Security Department, NorthEast Washington Educational Services District 101, and Goodwill Industries of the Inland Northwest. Together, they are responsible for managing WorkSource Spokane, coordinating and/or delivering direct programs and services, operating the Next Generation Zone (youth employment center), delivering employer services, managing program performance, providing process analysis and

improvement, and inventory management. The consortium works together to functionally supervise staff, continuously improve services, and design a unified governance structure for WorkSource Spokane and the Next Generation Zone. Both the Next Generation Zone and WorkSource Spokane operate with a variety of partners and funding streams integrated throughout the building.

The Adult and Dislocated Worker (DW) programs are operated within one unit in WorkSource Spokane; however, WorkSource management is working to further integrate staff throughout the building. WIOA services flow through the system of Universal Access/Basic Career Services, Individualized Career Services, Training Services, and Follow-up/Retention. Basic Career Services are available to the general population without regard to income, may be facilitated by all consortium and/or partner service providers. Training services may be provided to an Adult or a Dislocated Worker who has received services and has a documentable need for additional services to become employed or to retain employment at or above the self-sufficiency standard. Training services are either offered through customized services that address an industry-based labor need or may be procured on an individual referral basis through the use of Individual Training Accounts (ITAs) for industry sectors with documented demand. ITAs may be used to pay for tuition, tools, books, supplies, as needed for a participant to achieve her/his employment and self-sufficiency goals. Entry into training is based on employer demand and the participant's willingness and ability to successfully pursue training in a demand occupation as defined by the SAWDC. At least 75% of all participants who enter into training will receive training in a targeted industry sector.

Many non-WIOA resources provided through the Washington State Employment Security Department enhance Adult and Dislocated Worker WIOA services, from both the employer and job seeker perspective. These include Wagner-Peyser labor exchange, Business Solutions, Trade Act Assistance, Veterans services, WorkFirst, specialized services for disabled clients, disability assistive technology, interpretation services in five languages including American Sign Language, and Unemployment Insurance.

The SAWDC has been a proponent of career pathways for many years and, as such, has focused much effort on assuring the entire local workforce system has a plan that works for all citizens. The WIOA Adult and DW programs play a critical role in this strategy by utilizing program staff expertise in working with individuals with barriers to employment, the long-term unemployed, employers, and a variety of service providers.

Pathways to Employment

Pathway to Employment is a service delivery strategy that allows job seekers to take charge of their job search and create a customized plan for gaining reemployment. Based on proven techniques, the Pathway to Employment helps job seekers focus their job search; assemble high-quality marketing materials; effectively promote themselves to employers; and ace the interview. This four-phased approach enables job seekers to become more competitive and increase their opportunities to become employed.

We are identifying and connecting unemployment insurance claimants with available services within the WorkSource system through WIOA program presentations and immediate staff availability for questions in conjunction with the Introduction to WorkSource Services workshop. Co-enrollments between WIOA and Trade Adjustment Act (TAA) are coordinated when appropriate. TAA staff are also part of the Rapid Response Team and present services available at Rapid Response events when trade impacted businesses are served.

Mature workers are served through a variety of services. Customer referrals are made to the AARP program. WorkSource Spokane continues to be a host site for AARP program participants seeking to gain experience with basic skills found in a professional work environment.

WorkSource Spokane offers individuals with disabilities a variety of assistive technology options, specialized computer software and workshop rooms equipped with audio induction looping. Additional accommodations are available upon request. Trained disability specialists are available to provide Basic Career Services and Individualized Career Services in partnership with DSHS/DVR staff.

Utilizing our multiple funding contracts/funding streams increases our flexibility in coordinating client service. We are not limited to one program design for all and can design individual goal plans to better serve the Adult and Dislocated Worker clients. This collective approach allows us to develop best options for the client by moving within multiple contract services using existing eligibility guidelines.

Youth

The SAWDC works to lead an excellent youth program that strives for excellence and professionalism in service delivery, performance, community involvement, and above all for connecting young adults to meaningful opportunities and career pathways.

The SAWDC established the Next Generation Zone, a youth career development center which houses the WIOA Youth program in Spokane. A core value of the Next Generation Zone is creative and innovative youth programming. The Next Generation Zone is made up of staff from the Spokane Workforce Consortium, our WIOA Title I-B service providers that consists of Career Path Services, Educational Service District 101 (ESD 101), Goodwill Industries and Employment Security. In addition, other partners include the Community Colleges of Spokane, YouthBuild, AmeriCorps, Open Doors Re-Engagement Program, and Job Corps. This team works together to bring an array of programs and private and public funding streams and provide seamless, wraparound services for at-risk youth and young adults and move beyond serving only WIOA Title I-B eligible youth to all youth seeking services in our area.

Youth seeking assistance to achieve academic and employment success receive effective and comprehensive services which include a variety of options to gain educational and skill competencies and provide effective connections to employers.

Located a few steps away from WorkSource Spokane, the Next Generation Zone offers a combination of career counseling, employment and training opportunities including paid work experiences, skills training and support services. It also offers services which include workshops and job search assistance. All youth may receive work readiness training during program participation. At a minimum, this includes résumé development, financial literacy, and interview training.

Education

- GED classes
- High school completion
- Tutoring and test preparation
- Assessments and testing

Training

- Job Shadows
- Internships
- Postsecondary career training and education
- Financial literacy training
- Mentoring

Career

- 21st century career skills classes
- Career assessments and coaching
- Career skills workshops
- *Passport to Success* online tool

21st Century Career Skills Classes

These classes provide fundamental skills training structured around regional in-demand industries in a cohort setting. Young adults explore their career interests and goals while gaining foundational skills for employment and career progression. In these classes, groups of students:

- Create resumes
- Practice interviewing skills
- Meet with employers and local business leaders
- Learn what skills help them get and keep jobs
- Learn about budgeting
- Hear from college staff about the admission and financial aid processes

Students leave the course with two industry-recognized credentials

- Microsoft Digital Literacy Curriculum
- National Career Readiness Certificate

Each of the WIOA-required program elements are offered to youth participants at the Next Generation Zone.

- A. Tutoring is offered in the GED classroom as well as individually by volunteers.
- B. Alternative education is crucial for the population served by the Next Generation Zone. When a young adult has determined that a GED is the best educational option, they are referred to GED classroom, a Spokane Community College on site educational option. Also onsite is the Open Doors High School Re-engagement program serving. Led by NorthEast Educational Services District 101, our local 1418 consortium provides GED and High School Completion options for students that have previously dropped out of school. Students are matched with a case manager and career specialist to link classroom with career skills learning and provide wrap-around support services to help them achieve their secondary completion goals and successfully navigate the transition to postsecondary or career.
- C. The Next Generation Zone focuses efforts to connect all WIOA youth with internships, paid and unpaid work experiences, job shadows and employer mentoring opportunities. These opportunities allow the participants to explore multiple occupational settings and career paths. Many times, young adults are not sure of what career they want to pursue, and exposure to a new opportunities can become the transformational experience so desired and needed.
- All staff continue to develop employer sites and collaborate with the Business Services team at WorkSource Spokane to implement targeted career sector employer contact strategies. Short term internships and job shadows are an excellent way to connect with employers who are not able to host a work experience but are willing to have a youth observe their business for a day or two. Pre-apprenticeship and on-the-job training opportunities are also developed for WIOA youth.
 - Enhanced efforts on connecting all WIOA youth with internships, paid and unpaid work experiences, job shadow and employer mentoring opportunities has allowed our WIOA programs to transform the lives of the youth and we will work to exceed the WIOA common measures. Matching participant skills and interests with employer opportunities, identifying future employer needs, and gathering information regarding workforce trends is crucial to the success of the program.
- D. Young adults enrolled in WIOA youth services explore different career pathways which may require occupational skills training. As participants navigate educational pathways, WIOA funds may be able to pay for training. Staff work with participants to assist them in linking resources together to ensure continuation of training and understanding the importance of occupational training to building a career.
- E. The Next Generation Zone partners with Job Corps and YouthBuild to offer young people vocational skill development while working towards earning their high school diploma or GED. I-BEST programming at the Community Colleges of Spokane also

provides contextualized learning in a variety of pathways that lead to credential attainment and marketable skills.

- F. Leadership opportunities are available to young adults through the Next Gen Zone through the WIOA Youth program
- G. Support Services help to stabilize often turbulent youth situations. Youth seek support for transportation, GED funding, identification and work/interview clothing. The Next Generation Zone has been successful in obtaining additional non-WIOA funds to assist all youth who need this resource to achieve their goals.
- H. Mentoring opportunities are promoted and offered through the Next Generation Zone thanks to the business and employer connections made by participants and staff. Mentoring can be a transformational experience for the participant and the first-hand knowledge received about the industry can break-down myths and perceptions. Over the next three years, we intend to expand mentorship and develop a more intensive and structured program with an increased number of participants.
- I. Follow-up services are available to WIOA Youth as staff ensure participants remain successful after they exit the program. Realizing there may be obstacles that lead to job loss or the need to leave postsecondary training, follow-up services are made available.
- J. Comprehensive guidance and referrals are made to assist youth who are in need of additional services. It is important to know each individual's dreams, barriers, and struggles to be able to best help them reach their goals they have established in their plan. Staff are trained and knowledgeable about community resources to make appropriate referrals as needed. Building relationships within the community is critical to leveraging multiple services.
- K. Through a grant from Spokane County United Way and the Financial Industry Regulatory Authority (FINRA), financial literacy curriculum has been developed and is now embedded within the programming delivered at the Next Generation Zone.
- L. The Next Generation Zone is helping youth understand the opportunities created by self-employment and is partnering with Community Colleges of Spokane to offer entrepreneurial training through a "boot camp" style course where youth will learn the basics of developing a business plan, marketing, and what it takes to be successful when starting your own enterprise.
- M. The Next Generation Zone exists to make it easier for youth to navigate career pathways to employment and postsecondary education. The SAWDC works to define in-demand sectors and the skills and credentials necessary for youth to successfully enter the workforce. A new tool, the *Passport to Career Success*, was created in partnership with area educators and business that guides youth as they plan and track activities related

to career exploration and then aids in their navigation to successfully transition to the next step on their career journey.

The SAWDC Youth Employment and Career Readiness Network (YECRN) continues to move ahead with initiatives to better connect youth, businesses, school districts, colleges, government, and community-based organizations in our area. The innovative program and services designs highlighted above have been the result of sound planning and creative partnerships.

The SAWDC, its Youth Employment and Career Readiness Network, and the Next Generation Zone have a strong history of working closely with our partners in the secondary schools to help define and articulate career pathways in the in-demand industries of our region. While our local workforce system has shifted its emphasis to serving out-of-school youth in alignment with the Workforce Innovation and Opportunity Act, the SAWDC recognizes that our talent pipeline begins with successful secondary school education and transitions to postsecondary credential acquisition along vital pathways. The SAWDC chose to retain two secondary education members on the board – the superintendent of Central Valley School District and the CTE director of Spokane Public Schools – to ensure our connection to K-12 education and aid in planning and implementing our regional workforce development strategies. The SAWDC is a member of the Spokane Area Professional Technical Advisory Consortium (SAPTAC) comprised of the directors of Career and Technical Education at each of the school districts in Spokane County who meet to share program, policy and curriculum updates to support the delivery of high quality CTE in our area. The SAWDC provides labor market information that aids in career planning for secondary students and the *Passport for Career Success* tool mentioned above was developed with input from high school counselors, CTE staff and instructors. This tool is used in classes in middle and high schools to help students explore careers and education programs and successfully navigate their way into postsecondary education.

As the Spokane Region will be impacted by approximately 16 to 20 percent of its workforce retiring in the coming years, the SAWDC recognizes that we need to help address the issue by creating a toolkit for employers that offers resources to ensure the development of quality project-based internship programs. The toolkit, known as “More Than Just Copies: A Businesses Guide to Successful Intern Programs,” will be created using a platform similar to the *Passport for Career Success*. We will work closely with our secondary education partners as we develop this and anticipate they will also use it for work-based learning opportunities for their students.

In 2007, the SAWDC and Spokane Public Schools shared in winning a Governor’s Best Practice Award for Workforce and Economic Development for the “Pizza, Pop, and Power Tools” event that helps introduce young women to careers in the construction trades. This continues to be an annual event and connects these students to apprenticeship and other career pathways in this sector. The SAWDC CEO also participates in the K-12 Roundtable, a group of 13 superintendents from the regional school districts that meets to discuss the needs of their schools and develop policy and program solutions across the community. The CEO is also the chair of Excelerate Success, a local collective impact group comprised of leadership from K-12, two and four year colleges, businesses, and local community-based organizations that is

focused upon educational attainment across the P-20 continuum and actively works to ensure that all students in our area have equal opportunities to advance at every grade level, obtain a high school diploma, and successfully transition to postsecondary and into employment.

In addition, a number of successful initiatives have been launched and sustained over the past few years, including healthcare, energy, and volunteer navigators at the Next Generation Zone and numerous partnership opportunities with organizations like the Chase Youth Commission, the Peace Corps, Spokane County United Way, Greater Spokane Incorporated, the Spokane STEM Learning Network, Priority Spokane, and the Washington College Access Network.

This solid foundation will continue to be built upon as implementation of WIOA unfolds and our local team of community leaders and service providers takes advantage of new opportunities to create a system of youth services that performs at higher levels and offers access for more customers. The YECRN is preparing for the next stage of WIOA implementation guided by the goals outlined in the first section of this plan.

Memorandum of Understanding

The [Spokane WDA Memorandum of Understanding](#) (hyperlink) describes how all partners and programs fit into the area's workforce development system. Signatory partners include AARP Foundation, Career Path Services, Community Colleges of Spokane, Washington State Department of Social and Health Services Division of Vocational Rehabilitation, Washington State Department of Social and Health Services Division of Community Services, NorthEast Washington Educational Service District 101, Washington State Employment Security Department, Goodwill Industries of the Inland Northwest, Greater Spokane Incorporated, Job Corps, Spokane Public Library – Downtown Branch, Spokane Area Workforce Development Council, Chase Youth Commission, Spokane Regional Labor Council, and Washington State Department of Labor and Industries. All partners have a clearly defined role and have agreed to participate in the system as specific levels. Upon publication of the new WIOA regulations, the MOU will be updated in 2017 to conform to any new requirements from the U.S. Departments of Labor and Education.

Integrated Service Delivery

The Spokane workforce system routinely changes to meet the needs of our community. For example, just a few years ago we offered Workforce Investment Act services at four locations throughout Spokane County, and now we offer consolidated service delivery on a WorkSource campus. We have also added a new level of partnering with the workforce system, called WorkSource Connections Sites, which became available county-wide (17 locations) beginning in 2012. Today's workforce system is also more responsive, lean, and strategic. New partnerships like the alignment of staff between the Community Colleges of Spokane and the SAWDC assures that businesses and job seekers have access to the highest quality education and training services available

The SAWDC has been pursuing a local workforce service model based upon the paradigm of “integrated service delivery” since 2007 when CEO Mark Mattke participated in a U.S. Department of Labor initiative called “Driving Transformation” and began leading the local system partners through the process of envisioning new service delivery strategies for one-stop career centers based upon functional integration of the programs, funding streams, and staffing. Early efforts brought together leadership from the key local partners – SAWDC board and staff members, Employment Security Department operations, business services, and WorkFirst, Community Colleges of Spokane, and program providers Career Path Services and Educational Services District 101. They worked to identify common goals and areas of interest for collaboration and also barriers such as policies or business practices that might hinder these efforts. This group continued working at the leadership and staff levels through the WorkSource Integration Team to plan and develop multi-year strategies and create a new customer flow model – “Pathways to Employment” – and make progress toward functional integration. Lean principles were also adopted and the use of daily huddles, viz boards and other lean tools helped to change the culture and bring customer outcomes more into focus on an everyday basis.

Progress toward implementing this model has not been without its challenges due to the economic volatility that is at the heart of our work. The Great Recession and American Recovery and Reinvestment Act greatly impacted the workforce system with customer counts doubling and an influx of resources to serve them. Then, as the economic recovery gained steam, a concomitant reduction in funds and in staffing levels again changed the composition of the system. Throughout these many changes, integrated service delivery remained the guiding principle for our local system and RFPs and grants issued and applied for by the SAWDC supported this design. Our WIOA service providers work together to deliver Adult, Dislocated Worker, and Youth services and have been required to bid as a consortium and be co-located in the Spokane WorkSource Center (for adults) and the Next Generation Zone (for youth) since 2007. This emphasis on partnership and leveraging of multiple agencies’ expertise and resources is a cornerstone of how we do business in the Spokane workforce system.

In early 2014, our local partnership decided to shift in earnest to a service model where functional supervision of staff in the WorkSource Center was standard and where co-enrollment between Wagner-Peyser and WIA Title I-B would occur for all customers. We had researched other states that had moved to this model, including California and Oregon, and were determined to adopt it to better serve our many shared customers and more efficiently utilize our increasingly scarce resources. ESD was engaged in developing policies that would allow this to occur and the performance implications were discussed with the Workforce Training and Education Coordinating Board. In the midst of this work, Congress decided to take action, at last, and reauthorized WIA by passing the Workforce Innovation and Opportunity Act of 2014. WIOA reinforces the concepts of integrated service delivery by directing collaboration among the core partners from Adult, Dislocated Worker, and Youth programs, Adult Basic Education and Family Literacy, Wagner-Peyser employment services, and Vocational Rehabilitation along with Temporary Assistance for Needy Families who are to work together as a system under a comprehensive strategy to achieve common outcomes for our customers.

Other programs that are also included as partners are Senior Community Service Employment Program (SCSEP), Perkins-funded education, Veterans, Second Change Act, and several others.

The activities engendered by WIOA over the past 20 months and changes in the authorizing and regulatory environments have been myriad. During this time, several other WDCs around the state have evinced interest in pursuing an integrated service delivery (ISD) model and ESD has convened these entities and supported its development and implementation. The WTECB has also assisted in analyzing the performance targets under WIOA and how they may be impacted when areas begin operating under ISD.

At this time, the components of integrated service delivery include:

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

The SAWDC intends to formally adopt these components in 2016 and bring together WIOA partners and others in our community to design and implement in our local workforce system.

Initiatives

Demands from the marketplace in the 21st century require strategic investment and responsiveness to ensure our businesses have a quality workforce. The Spokane Area Workforce Development Council (SAWDC) has a number of locally-driven initiatives which we feel are innovative and responsive to our local area. These initiatives came from strong Council leadership and partnerships at the local, regional, state and federal levels. The collaborative efforts outlined below are at the heart of the work of the Spokane Area Workforce Development Council. It is through these relationships that the SAWDC and its partners will continue to align our work and have a positive impact upon our community.

Current initiatives that we are engaged include:

Work Ready Spokane – In April 2011, the SAWDC and WorkSource system launched the *Work Ready Spokane* initiative which serves to advance the competitive position of our region by better aligning the needs of employers, educators, job seekers, and economic and workforce developers through the use of WorkKeys testing. This initiative is designed to create a sustainable pool of work-ready job candidates for each of our region's industry clusters. Since launching the initiative, the SAWDC has helped over 15 community colleges and high schools

from around the state to create their own *Work Ready* programs. Locally, over 20 local businesses have formally started accepting the WorkKeys National Career Readiness Certificate.

On-the-Job Training Initiatives - Through a partnership between WorkSource Spokane, SAWDC, Career Path Services, the Employment Security Department, and employers, adult, dislocated worker and veteran job seekers have the opportunity to connect to employment utilizing on-the-job training. The initiative has proven to be extremely successful in getting targeted populations back to work and we manage several fund sources that support this activity.

Industry Skill Panels – Spokane has a history of utilizing strong Industry Skill Panels and they continues to thrive and grow. The SAWDC participates in a Construction Industry Task Force currently focusing on recruiting a more diverse workforce and pipeline development to ensure our region has a skilled workforce in the trades for years to come. Additionally, the SAWDC participates in other skill panels including the Inland Northwest Aerospace Consortium, Manufacturers’ Roundtable, and the Health Care Committee. This mechanism for communicating with business and education has been instrumental in identifying existing and future skill gaps in the labor force and helping shape regional workforce policy and program implementation.

Veterans Initiatives – Spokane and the Inland Northwest prides itself as being veteran friendly as is evidenced by strong partnerships among Fairchild Air Force Base and a multitude of veteran service organizations. The SAWDC recruits veterans for on-the-job training under a veteran grant. The SAWDC also meets monthly with all veteran service organizations as part of the Eastern Washington Veterans Task Force, which has led to opportunities such as supporting workshops for vets interested in energy careers, veteran only job-clubs and communicating the need to local, state, and national leaders for assistance with translating military occupations and prior experience to the civilian workforce. The SAWDC has staff stationed at Fairchild Air Force Base who work directly with transitioning active duty service members and their families to connect them to training opportunities and employment upon separation from the U.S. Air Force.

Opportunity Internship/Partnership Initiatives – Work experience and mentoring opportunities in high-growth industries and careers has proven to be one of the most beneficial approaches to landing a good job. Even in the current economic climate, gaining work experience through internships or mentoring has proven to be successful because employers are requiring previous work experience. The SAWDC is successfully implementing these programs for both youth and adults.

Excelerate Success – Our area’s collective impact strategy is guided by a community-wide partnership spearheaded by Spokane County United Way and aimed at creating large-scale, lasting change through collaborative action networks focused upon goals of eliminating inequities in educational attainment across our area. Partner organizations have set a common agenda with goals and measurements and engage in mutually reinforcing activities. The Youth Employment and Career Readiness Network serves as a collaborative action network serving

youth to prepare them to be career or college ready. The CEO of the SAWDC is the chair of Excelerate Success.

Financial Education in Your Community Project – In an on-going effort to raise the financial literacy levels in our young adults, the SAWDC has partnered with the Spokane County United Way and Northeast Washington Educational Services District 101 to provide additional financial training opportunities.

The Spokane workforce system has been recognized for several best practices and has received a number of awards, including the International Association of Workforce Professionals Best One-Stop in the Nation, and Governor’s Best Practice Awards for *Work Ready Spokane*, an initiative to measure the strengths of our region’s workforce and match those strengths with the needs of employers, and one *for Pizza, Pop, and Power Tools*, a regional event that connects young women to career exploration in construction industry occupations.

Core Programs

As part of the integrated service delivery model described above, the SAWDC is working with each core partner program to ensure our system design takes into account the needs of each program, the customers it serves, and the outcomes it needs to achieve in order to be successful.

Title II – Adult Education and Family Literacy

Called Basic Education for Adults (BEa) in Washington state, these programs serve individuals in need of high school completion, GED, and English as a Second Language (ESL) and are operated locally by the Community Colleges of Spokane. With the passage of WIOA, the State Board for Community and Technical Colleges (SBCTC) authored changes to their program guidance to improve the alignment of BEa programs with WIOA. These guidelines require the development and implementation of effective and accessible college and career pathways, that employability skills be taught in every class at every level, reinforce support for I-BEST- or integrated, co-enrolled workforce and training programs that accelerate the transition to postsecondary certificates & degrees for both ABE and ESL, includes math, reading, listening, and speaking strategies be taught at all levels for both ABE and ESL, expands the provision for technology, and supports one-stop centers with in-kind support/services or funding.

The SBCTC also set a number of goals for the Basic Education System that dovetail with those of the one-stop system:

- Implement and scale comprehensive, innovative college and career pathways to accelerate student completion and foster economic growth.
- Guide and support transformational instructional practices that accelerate student completion to certificates, the Tipping Point, and AA/BA degrees leading to family sustaining employment.
- Contextualize adult education courses to support transition to high school completion & equivalency certification, postsecondary education, and employment.

- Strengthen and maintain a culture of rigorous instruction and evidence of increased performance.
- Create and maintain strategic alliances to leverage local resources and increase navigational support to students.
- Foster student self-efficacy.

In Spokane, BEa programs are offered at multiple locations to serve a range of student needs, including English as a Second Language, GED preparation, High School Completion and High School 21+, Integrated Basic Education and Skills Training (IBEST), Aerospace Manufacturing Preparation (AMP), and Skilled Trades Preparation (STP). These programs operate under a guided pathways structure with financial aid available at each step of the way from several different sources.



Multiple partnerships between the SAWDC, one-stop system, and BEa programs currently exist and we work with many of the same service providers across our community, e.g., DSHS, Career Path Services, DVR, and NorthEast Washington ESD101. This connectivity provides a framework for new collaborative efforts aimed at increasing access for shared customers, many of whom will benefit from having basic education, vocational training, and employment services made more readily available to them. Opportunities for co-location and delivery of instruction at one-stop centers, common assessments and improved referrals to streamline the customers experience, and combined intake processes are under discussion and will be incorporated into the service delivery design and the WorkSource System MOU to be finalized next year.

Title III – Wagner-Peyser Employment Services

Partnerships in the one-stop between Title I and Title III have been in effect for the duration of WIA and are a foundational component of the services strategy for Spokane. The SAWDC and Washington State Employment Security Department (ESD) have worked together to align the delivery of services for Wagner-Peyser and Adult and Dislocated Worker customers who enter and access WorkSource Spokane. This has also served to create strong linkages between the Trade Adjustment Assistance, Veterans Employment and Training Services (VETS), and unemployment insurance programs located in the WorkSource Spokane Center. These

relationships will continue to be leveraged and reinforced as we move into the integrated service delivery model as described above.

Title IV

The Division of Vocational Rehabilitation of the Washington State Department of Social and Health Services has long been a partner in the local workforce system and again is providing staffing resources at WorkSource Spokane in addition to being a referral resource for customers in need of their services.

DVR can provide individual services to adults with disability related barriers to employment:

- Assessment services to determine career interests and abilities, support and accommodation needs
- Employment services to include:
 - Services to address disability related barriers (job supports/ job coaching, accommodations, counseling and guidance, benefits planning, independent living skills and case management)
 - Training to improve work skills (OJT, Internships, technical or college training)
 - Job placement and retention, job accommodations, self-employment
 - Support services to include: tools, equipment, clothing, transportation, interpreting and translation
- Post-employment services
 - Job placement, retention or other brief services to assist customer to find or maintain employment after the case has been closed

Services to Youth:

- Pre- Employment Transition Services
 - Group or individual services for students age 16-21 who have an IPE or 504 plan to include:
 - Job Exploration
 - Workplace readiness training
 - Exploration regarding post-secondary opportunities in higher education
 - Self-advocacy instruction, including peer mentoring
 - Work-based learning, including paid or unpaid internships.

DVR also offers services to business and staff will work as part of the WorkSource Spokane Business Services team will to more effectively coordinate:

- Information and training on accessibility options and accessibility assessments for employers
- Information and training on disability related employment laws
- Training on disability etiquette

The partnership with Division of Services for the Blind (DSB) will also be strengthened under WIOA to ensure that the local one-stop system and its services and resources are accessible to customers served by this agency. Both DVR and DSB will be called upon to aid in the evaluation and improvement of accessibility of our system to individuals with disabilities and to help cross-

train staff so that we can better address our diverse customers' needs. DVR has successfully worked with the Washington Workforce Association to craft a "Principles of Collaboration" agreement that outlines how WDCs and DVR engages with each other in the one-stop system and this will also inform the development of the Memorandum of Understanding in 2017.

TANF

Under the State of Washington's Combined Strategic Plan: Talent and Prosperity for All, the Washington State Department of Social and Health Services' (DSHS) Temporary Assistance for Needy Families (TANF) programs are included as partners in the one-stop delivery system. DSHS operates a number of programs relating to assisting their customers enter the workforce and achieve self-sufficiency. These include WorkFirst Education and Training Services, WorkFirst Community Jobs, Career Jump, Supplemental Nutrition Assistance Program (SNAP) Basic Food Employment and Training (BFET), and WorkFirst Employment Services.

There are many benefits to improved coordination between the one-stop system and TANF programs, including better access to resources and services within the WorkSource system to aid in the employment and training of TANF populations. The SAWDC is currently working with our regional DSHS leadership to develop service strategies that coordinate activities and use of resources to provide comprehensive, high-quality, customer-centered services via the one-stop system to TANF and BFET eligible individuals. DSHS is also working on a "Principles of Collaboration" agreement similar to what DVR has created to aid in defining the relationship between DSHS and the WDCs.

Postsecondary Education

The SAWDC and its workforce system partners have a strong relationship with the Community Colleges of Spokane (CCS) and we have a well-developed infrastructure that helps align our services and efficiently utilize training programs available at both Spokane Community College and Spokane Falls Community College campuses. Over 200 career and technical education (CTE) certificate and degree programs are offered by the two colleges. Each program has an Advisory Committee comprised of representatives from industry and faculty who work together to ensure curriculum adapts to the changing demands of the private sector. CCS also offers noncredit programming and is able to quickly respond with customized training solutions through its Center for Workforce and Continuing Education.

SAWDC and WorkSource staff regularly interact with CCS faculty and administrators to inform each other of training programs and opportunities and students' needs, and also look for ways to ensure training pathways are illuminated for both workers and businesses.

In a unique and effective partnership, the SAWDC CEO also serves as the chief workforce officer for CCS and this creates a very robust linkage between the two organizations. In this leadership role, he is able to align strategies, planning, and service delivery across both entities to better serve both businesses and workers/students. Another unique staff role is that of Industry Navigators who have played a key role in working directly with students to bridge the gap between the workforce system, employment, and their training. Employed through the SAWDC and funded by the Air Washington, Health-e Workforce TAACCCT grants and also by

Opportunity Partnership and WorkFirst, these staff continue to be utilized to help students successfully make it through to completion and then transition to employment.

CCS funds a full-time staff who is located at WorkSource Spokane and works directly with job seeker customers may be in need of training to re-enter the workforce by providing information about instructional programs, financial aid, and how to apply. This staff also helps other WorkSource partner staff to understand the training programs available at CCS so they are better able to guide their individual customers as they seek guidance on training and credentials.

Both Spokane Community College and Spokane Falls Community College have WorkSource Connection sites located on their campuses. As a portal to the WorkSource system, this allows students at each campus to readily access services to support their completion and transition to employment.

Targeted Outreach

We work with a variety of partners to ensure targeted outreach to a wide variety of individuals with barriers to employment. Partnerships to connect with individuals with disabilities includes having full-time on-site representatives from the Division of Vocational Rehabilitation, Labor & Industries L&I, and the Disabled Veteran Outreach Program (DVOP), as well as active participation in many community events and committees. Specialists outreach to various Veterans centered activities/events, for example Spokane County Veteran's Court Forum, Inland NW Hiring Heroes event, and have made additional connections to transitioning service members through our staff presence at Fairchild Air Force Base. Our center is an active participant in the Inland Northwest Veterans Task Force, which joins other community resource partners that provide additional services to the Vets. Our Local Veteran Employment Representative (LVER) connects with area employers through direct contacts of Federal contractors, various outreach/networking events; Chamber meetings, GSI events, Manufacturers Roundtable, Regional Transportation Committee, etc. to identify hiring opportunities for employers to connect with Veterans.

Adults receiving TANF are referred to our Center by DSHS and are provided intensive case management services in our WorkFirst program. Community partners come together to provide a weekly 'Partner Presentation', to provide WorkFirst participants and other customers, information on accessing additional resources regarding financial management, legal services, formal education and training, and various other family resource supports.

WorkSource Spokane has developed relationships with the local state and federal work release facilities, who refer their customers, ex-offenders, to our Center for employment services. Our Center staff has received specialized training on understanding the multiple barriers this population faces when re-entering the workforce and how to use specialized tools, such as the "Incarceration Speech," as additional elements of an ex-offenders' marketing portfolio.

WorkSource Spokane collaborates with other community partners that provide additional wrap around services to this population, through the 'Community Partnership for Transition Services. Further, these efforts will be enhanced through the SAWDC board's Local Access Committee, which is currently researching existing efforts and partnerships and baseline data in order to plan their efforts and strategies. WorkSource Spokane has had a long-standing accessibility committee that the board committee will partner closely with, as well as partnering with the existing committee Access 4 All, a local group committed to encouraging accessible and disability friendly places, services and events. This group serves as a subcommittee of the county's Accessible Community Advisory Committee, which the board will also work with, which advises the Spokane County Board of Commissioners on issues such as the needs of persons with disabilities in emergency plans; access to programs, services and activities; new construction and renovation projects; and developing local initiatives and activities to promote greater awareness of disability and issues.

Career Pathways and Credentials

As discussed above, ISD will be implemented in our local workforce system and co-enrollment between Title I Adult and Title III Wagner-Peyser will become a foundational element of our service delivery. Career pathways are also a key facet of how we currently guide our customers into training decision-making. For a decade, the focus of our investment strategies has been upon occupations within industries that drive our regional economy and we have worked closely with our partners in K-12 and postsecondary education to illuminate training pathways that result in credentialing leading to jobs within in-demand industries and lifelong career advancement opportunities.

The partnership between the SAWDC and Community Colleges of Spokane also offers a greatly enhanced ability to develop and deliver instructional programming that is responsive to industry needs and articulates to higher levels of educational attainment. Prior Learning Assessment (PLA) capacity has been the subject of much work at CCS over the past few years, resulting in an array of opportunities for students seeking certificates and degrees to leverage their life experience and other credentials in order to accelerate their degree and certificate completion in vital career pathways.

We have also worked together to provide information on the economic trends in our regional economy to our college staff and administrators and to the staff of the WorkSource system. Leveraging programs and funding from Pell, Worker Retraining, Basic Food Employment and Training, WorkFirst, Opportunity Grant, WIOA, and others helps to bring as many resources to bear in support of in demand career pathways as possible.

Employer Engagement, Coordination, and Linkages

We are committed to increasing employer engagement with the workforce system and have spent much time improving outreach to employers by:

1. Training all WorkSource staff how to effectively engage with employers

WorkSource began the development of center-wide approach to employer services through the creation of sector teams. The primary purpose of the sector teams is to facilitate the exchange of information within their sector team for purposes of compiling pertinent information as well as to take back additional information to their respective units. The sector teams have been meeting to share information, discuss trends, and identify hiring/training needs, potential job development and/or OJT opportunities amongst their specific sector employers. As each sector team meets, the unit subject matter experts take back the larger picture of their sector to their unit meetings for sharing with all staff. By gathering and sharing this employer information across sectors, we will be better equipped to provide current, specific information to our system and will ensure the employer/job seeker connections are of highest quality. Specific strategies include:

- Provide and market business services to employers
- Recruitment and assessment of job applicant
- Job match and placement services
- Early intervention for layoffs or closures, employment retention services
- Identifying products and services that are of high value to employers
- Develop more opportunities for job seekers to learn at workplaces (e.g. OJTs, apprenticeships, and internships).
- Improve the quality of job matching and referrals between job seekers and employers with job openings

2. Increasing employer investment in workforce training

A key element of reemployment involves matching the job seeker's skills with the real needs of the employer. While formal training and certification programs remain a mainstay of the WIOA efforts, skill training specific to employers' direct needs enables the employer to consider candidates with barriers and/or who are changing occupations. On-the-Job Training is an excellent format for facilitating such hires. WIOA has addressed the three major challenges to engaging the employer in these programs. The first and foremost involves the additional costs incurred by the employer when engaging in such training. In addition to the time of the trainee, there is an incremental cost associated with the subject matter expert (SME) who must conduct the training. These costs are offset by the wage reimbursement element of the formal OJT programs. The second challenge often faced by the employer is the lack of training expertise on the part of the SME, who while undoubtedly is an expert in the material to be learned, may not have any formal expertise in building and executing on a training plan. WIOA has developed tools for developing and implementing such training plans and works directly with the employer's SME to implement them.

The real advantage of the OJT is that by having the capability to deliver needed skill training to candidates, the employer can broaden their search to find candidates with working skills but lacking in some of the specific task related skills which will be trained for. This facilitates the consideration of many dislocated workers who would otherwise fail to be considered.

The third critical challenge, arising out of this approach is that many employers lack the interviewing skills to effectively assess a candidate's work (performance or soft skills). The WIOA group has addressed this challenge through the development and implementation of a three-hour behavioral interviewing workshop which is provided to employers, greatly enhancing their ability to better assess candidates and predict success on the job.

Finally, the incorporation of ACT WorkKeys National Career Readiness Certificate assessment testing into the WIOA program provides the employer with real evidence that the candidate possesses the foundational skills necessary to satisfactorily complete the OJT and achieve the required level of competency in the occupation.

In addition to providing tools to the employer to assist them in utilizing OJT to generate better hiring, advanced job seeker workshops have also been introduced to help the job seekers more effectively communicate with the employer. The emphasis of the advanced job seeker training is to help them become more adept at demonstrating how they can utilize existing skills to produce significant positive net value for the hiring organization. As the job seeker becomes more fluent in the language of skills, accomplishments, and values, the hiring manager benefits by being able to better determine if there is real potential which can be enhanced by OJT, and thus predict a positive return on investment. This integrated approach will continue to enable us to produce OJT projects which achieve success for the job seekers as well as the employers.

Business Services Strategies to Meet Employer Needs

Our local Business Services Team is responsible for offering a variety of services for employers including providing labor market information, job listings, applicant referral, business assessment, access to employee training and retraining, tax incentive information, WorkKeys profiling and testing, recruiting assistance, and employer workshops. All available business services are designed to help employers strengthen and grow their businesses. The Business Service Team continuously looks for ways to improve outreach to employers, and the Services and Oversight Committee of the SAWDC meets with the team quarterly to discuss tactics. They have changed the language they use to be employer-friendly, and they have researched and implemented services employers find of value, such as behavioral interviewing workshops and assessment testing.

As indicated above, the SAWDC has made significant investments and directed its service delivery strategies to ensure business services are provided that meet the changing needs of our employers. As challenges are identified, we work across the workforce system to develop flexible and customized solutions and leverage a variety of fund sources. These solutions have included customized training, on-the-job training, and incumbent worker training and our partnership with the Community Colleges of Spokane has helped to bring their expertise in both the delivery of instruction as well as the use of funding to support training expenses.

We have also been successful in working with our local EDC, Greater Spokane, Incorporated, to put together proposals that have brought state economic development funds to our community and will work in the future on Work Start applications from the Department of Commerce. The SAWDC will continue to look for innovative ways to respond to business needs and we anticipate that as the sector partnerships in healthcare, manufacturing and other areas bring talent development needs to light, that we will be able to collaborate and offer timely and effective solutions.

Service Delivery - Continuous Improvement

On an ongoing basis, the SAWDC reviews data on the performance of our WIOA Title I-B contractors and required quarterly reports provide data and detail as to why any targets are not on schedule. The SAWDC Fiscal Director, Workforce Program Manager and Contracts and Compliance Specialist conduct any follow up work indicated by the reports to ensure performance targets will be met by year end. The board of the SAWDC is provided information regarding program and fiscal performance and Executive Committee, Youth Employment and Career Readiness Network, and Services and Oversight Committee have regular opportunities to review and ask questions.

On a quarterly basis, WorkSource conducts a Continuous Quality Improvement process where both job seeker and business customers who have accessed services in the past three months are surveyed to determine their level of satisfaction. The results are then shared with all WorkSource staff and leadership who work to determine the root cause of any low scores and may address deficiencies with changes to services or staff training.

Wireless Internet and Technology

Wireless Internet access is available at the WorkSource Center and most of the affiliated and connection sites. This access has become a given at most places of business and public facilities such as libraries and schools and the workforce system needs to offer it as well. By making this available for our job seeker customers we allow them to use their own devices to search for work, craft documents like résumés and cover letters, and even take online training. This increases the capacity of the workforce system by freeing up hardware in our resource rooms for others to use. It also facilitates the utilization of WorkSource services by individuals who may be disabled or otherwise need assistive technologies to help them access our services and materials.

The SAWDC seeks to expand the reach of workforce system services beyond the traditional bricks and mortar of the one-stop center. We recognize that transportation costs and other barriers may prevent customers from being able to come into an office and technology allows customers to access many of our services from anywhere and at any time. We will continue to look for partners throughout WDC XII who offer improved access to our customers and to explore how we can place more and more of our workshops and other content online and in both real-time and asynchronous formats.

Access for Individuals with Disabilities

As a public building, WorkSource Spokane ensures all requirements have been reviewed and met through assessment by Employment Security Department facilities staff and cooperation from building owner/management. Equal Opportunity (EO) monitoring is conducted by the SAWDC EO Officer, which includes review of the Elements of Universal Access. Partners in the center also conduct facility surveys in conjunction with CARF that addresses ADA requirements and accessibility.

In order to promote interior accessibility for customers, an automatic door opener has been installed on one of our entry doors in the foyer. Previously, for a customer needing an assisted door to enter our suite from the common foyer, they would have to exit the building and enter from our exterior automatic.

We have a variety of ADA equipment available for job seekers to utilize with the computer resource computers. We are experiencing customers with disabilities who already possess the equipment they need and do not require the use of ours. We utilize audio looping in two of our workshop rooms and also have portable audio looping equipment that can be used for one-on-one interactions.

Information is available at the front desk, as well as by all staff, for customers with disabilities which describes our accommodations and resources available for customers with disabilities, including available Assistive Technology. Staff has also received training to ensure customers of disability receive equal access and we will be obtaining additional training from DVR and DSB and other partners in our system to help ensure our staff has the information they need to provide high quality services to all of our customers. The Equal Opportunity notice is provided through posters, in English and Spanish, is available in Braille or can be read to a customer with their permission. All materials that are distributed or are communicated in oral or electronic form to applicants, staff and the general public include the appropriate tagline, such as brochures, pamphlets, and flyers all contain the proper tagline.

The Services and Oversight Committee of the board will be working with the state Access and Barrier Solutions Committee to determine where our local workforce system has barriers to providing universal access and identifying ways to mitigate them.

Adult, Dislocated Worker, and Youth Activities

Please see Attachment D and above throughout this document for information pertaining to WIOA Title I-B Adult, Dislocated Worker, and Youth program activities.

Rapid Response

The Business Services Team is a vital link between the business community and our workforce system and serves in the coordinating role for Rapid Response services. Services to businesses are ultimately a partnership between the SAWDC, Employment Security Department, and Career Path Services and involve multiple funding streams including, but not limited to WIOA, Wagner-Peyser and veterans' services. The Business Services Team coordinates outreach activities to businesses in the key sectors and assists the entire WorkSource center with learning how to best communicate with employers. They also learn of skill needs and industry trends, and provide business with information about available services, recruiting, and labor market information. WorkSource staff utilize available data, such as job seeker inventory and O*Net codes, to customize and concentrate services to business.

In conjunction with the Spokane Area Workforce Development Council, the Business Services Team at WorkSource is responsible for coordinating Rapid Response services to companies and workers experiencing layoffs or plant closures. Rapid Response services are coordinated with the business management and labor organizations, if appropriate. The nature and size of the lay off or plant closure determines what type of a Rapid Response is appropriate. While Rapid Response services, in coordination with the state's Dislocated Worker Unit, are typically provided to employers who have 50 or more employees and are covered by the WARN Act, any business or worker can request assistance.

Currently, the Rapid Response team utilizes a streamlined delivery models that is led by Business Services Team representatives who coordinate and collaborate model with other service providers to ensure each event meets the needs of the business and affected workers. Event staff may include representatives from the Employment Security Department/Unemployment Insurance Claims Center, WorkSource Spokane, Community Colleges of Spokane, the local service providers of the Dislocated Workers Program, Community-Minded Enterprises, and United Way of Spokane County. Representatives of the locally administered Trade Act Program also participate in the events when appropriate. When possible, the Rapid Response team surveys the affected workers in advance to determine what they may be most interested in learning about and preparing accordingly. The team provides on-site information that may address filing unemployment insurance claims, employment and training services and programs at WorkSource Spokane, training benefits available through Community Colleges of Spokane, information about the state's health plan, community health plan information, as well as other specifically requested information such as consumer credit counseling. Informational packets are also prepared and delivered, upon request, to those employers who want to provide all of the above information for their affected workers but do not wish to have an on-site meeting.

The local Rapid Response Team is always working to ensure its presentations are of high value for the workers and businesses and to aid them in a positive transition into training or employment so they have the resources they need to quickly get on with their lives.

Transportation Services

Transportation is a vital component to a worker's success and often shows up as a barrier for our customers that can prevent them from obtaining or holding a job. Our WIOA Title I-B service providers work closely with our participants to develop strategies that address transportation issues. While enrolled in Title I-B programs, participants can access supportive services such as bus passes or funding for gas that enables them to travel to WorkSource for basic and individualized career services, their training institution while in training services, to job interviews and related activities, and upon employment there is also funding available for a period of time to get them started.

Spokane Transit Authority (STA) offers public transportation service throughout the greater Spokane metro area, or Public Transportation Benefit Area. Paratransit services are available in the same service area and conform to the Americans with Disabilities Act. STA regularly takes input into expanded routes to better serve its customer base. As businesses change their footprint in our area and workforce needs in areas not served by existing routes are identified, the SAWDC provides feedback to STA to guide their decision-making and resource deployment. Support services are coordinated through the Title I-B providers and our workforce system partners, where possible.

Adult Basic Education – Title II Applications

We work closely with our provider of adult education and literacy activities at Spokane Community College. Please see above in the Core Programs - Title II section for details.

This year, the SAWDC board met with the dean of Adult Education at Spokane Community College to review the goals and objectives of the Basic Education for Adults (BEaA) program and approve the plan being developed and submitted for funding this year. This provided the board with an opportunity to learn more about this critical partner program and the ways in which we current partner as well as where we can look in the future to increase our connectivity and serve our shared customers more effectively. The board agreed to approve the application and looks forward to the development of new service strategies over the coming year. This same approval process will occur as needed for future grants.

Cooperative Agreements

At this time the SAWDC does not have any formal cooperative agreements with DVR or DSB. We anticipate that the new Memorandum of Understanding to be crafted over the next year will contain the details of how we will work together to improve services to individuals with disabilities, including our efforts to coordinate and deliver services within the one-stop center.

Competitive Process for Sub-grants and Contracts

The SAWDC does not deliver direct services but works through the board's Services and Oversight Committee (SOC) to develop Request for Proposals (RFP) in order to competitively procure all WIOA Title I-B service providers and the one-stop operator. The final RFPs are approved by the Executive Committee of the SAWDC and released to the public. Notices are placed in the Spokesman-Review newspaper, on our website, and to our list of interested parties that is maintained by our office and updated regularly. A bidders' conference is held for each RFP where potential bidders may ask questions directly of the SAWDC to help inform their proposals. A call-in option is available for the bidders' conferences. All questions and responses that are generated at these events and via online are published on our website for review.

Request for Proposal Process

All RFPs shall include a clear and accurate description of the technical requirements for services needed, acceptable quality standards and application submission details. All RFPs shall also include, as applicable: the preference for ecologically sound and/or energy efficient products; the allowance for specific features of "brand-name or equal" descriptions; and for certain goods or services, the acceptability of metric measurements. A list of interested organizations is maintained and periodically updated for solicitation announcements distribution.

The SAWDC may cancel or reject any and all RFPs in whole or in part at its sole discretion and option before the actual order is made or contract signed. The official RFP file including all proposals, background information, review materials, individual rating forms and SAWDC meeting minutes will be maintained per the SAWDC Record Retention Policy. Any proposer dissatisfied with its award may utilize the appeal process.

Requests proposals for employment and training programs will be in accordance with Washington State provisions and applicable regulations. The RFP announcement and selection process will generally fall under the same procedures as Level 4: Large Procurements.

For contracts with providers of client services within the workforce system, profit will be negotiated.

Evaluation Criteria

In addition to demonstrated ability to perform successfully under the terms of the specific RFP, the following general criteria may be used to evaluate responses to RFP's and ultimately award funding:

1. The ability to meet the design specifications at a reasonable cost, as well as the ability to meet performance goals, if applicable.
2. Effectiveness of proposed use of funds, and reasonableness of stated objectives and budget figures.
3. A satisfactory record of past performance (for client-serving organizations).
4. Comprehensiveness of services offered.
5. A satisfactory record of integrity, business ethics, and fiscal accountability.
6. Demonstrated ability to provide the organizational, managerial and fiscal expertise

necessary to manage grant funds.

7. Technical skills to perform the work.

For RFPs designed to identify an agency to deliver workforce development services, consideration will be given to:

1. Program designs that provide for long-range improvement in participant employability and elimination of barriers to employment rather than short-term temporary solutions.
2. Freedom from duplication of services available elsewhere in the community, unless it is demonstrated that an alternative would be more effective.
3. Organizations with demonstrated effectiveness in delivery of employment and training services.
4. Appropriate educational agencies capable of providing training services.
5. Program designs, which provide for adequate training to enable disadvantaged adults to obtain and retain productive employment.
6. For special targeted funding (older worker, youth, dislocated worker, etc.), knowledge of and successful experience in providing employment and training programs for the designated group(s).

Funding will be awarded to the best applicants based upon the criteria specified above and in the RFP. Under no circumstances will an award be made to an agency/business that has been debarred or suspended.

Selection and Award

SAWDC staff will screen all proposals received, conduct a technical review and prepare the information for SAWDC board members, when appropriate. Incomplete and other non-responsive proposals may be removed from further consideration. SA WDC staff and board members, as determined, will participate in the proposal evaluation process. Proposals will be rated in accordance with the published criteria in the RFP. The SAWDC Youth Employment and Career Readiness Network will review, evaluate and makes recommendations on youth programs.

As soon as possible, in advance of award hearings, each SA WDC board member deemed to be ineligible to vote because of an affiliation with any of the proposers, as defined in SA WDC Conflicts of Interest Policy, will be so notified.

The SAWDC Board or designated committee may meet in open session to hear presentations by selected agencies who responded to the RFP. This session will include the opportunity to question the proposers.

Anyone in attendance from the general public will have the opportunity to comment following the formal presentation and questions from the SAWDC Board. The SAWDC Board may meet in executive session to review proposals. After which, they will reconvene in open session to make final determinations of agencies funded and funding levels.

Agencies or individuals submitting written proposals or quotes shall be notified in writing of the

acceptance or denial of their proposal or quote. The content of the accepted proposal will become basis for the negotiation of a final subgrant agreement or contract. SAWDC staff have the authorization to negotiate budget adjustments, final performance goals, and elements of program design. Any profit, program income and fee-for-service strategy identified will be negotiated at this time. No contract award shall be considered final until a written agreement or purchase order is signed by an authorized SAWDC employee/officer.

Training Services

As indicated above throughout the plan, training services for adults and dislocated workers are delivered by Title I-B staff at the WorkSource Center. Professional staff assess each individual participant to determine their skills and competencies and their likelihood of returning to work without additional skill development or credentialing. If found to be in need of training to obtain competitive employment, a training plan is created that is informed by regional labor market information. Entry into training is based on employer demand and the participant's willingness and ability to successfully pursue training in a demand occupation as defined by the SAWDC. At least 75% of all participants who enter into training will receive training in a targeted industry sector. A budget is developed for the participant that takes into account the availability of financial resources and anticipated costs of training. Training services may be either offered through customized services that address an industry-based labor need or may be procured on an individual referral basis through the use of Individual Training Accounts (ITAs) for industry sectors with documented demand. ITAs may be used to pay for tuition, tools, books, supplies, etc., as needed for a participant to achieve her/his employment and self-sufficiency goals.

Statewide MIS – Transition to WorkSourceWA.com

Washington state is transitioning in May of 2016 to a new MIS that will integrate both case management and job matching functions. This new system, WorkSourceWA.com, is powered by Monster Government Solutions and promises to provide a higher quality experience for business users of the system, job seekers, and the workforce system staff who use it to track activities and from which performance is compiled to report to the state and federal governments. Much work has gone into the development of the new platform and many hours of training among all WorkSource staff in advance of its May launch date to prepare for a successful migration. The new system should be easier to use than its predecessor and offer improved functionality as we move into an environment of integrated service delivery. Washington still lacks a single MIS and silos around data access can prevent or make more difficult our collaboration at times. Once it has been implemented, WorkSourceWA.com may provide a technology platform that other programs can readily utilize to track and report their customers' activities and outcomes and better support true system integration.

Local Board Membership

Attachment E lists the current members of the Spokane Area Workforce Development Council and complies with the WIOA and State membership requirements for an alternative entity. The

SAWDC actively recruits members from the targeted industry sectors of our area to ensure we have the voice of these key constituents at our table. As vacancies occur, the SAWDC works with our chief elected officials, local chambers of commerce, economic development councils, and our current members, to recruit new members that have an interest in workforce development in our area and will contribute to the work of this Council.

Section IV – Performance Accountability

The Spokane Area Workforce Development Council is committed to utilizing funds under its direction in the most efficient and transparent fashion possible while assuring a return on investment. Sound investments in our community mean deploying taxpayer dollars in order to provide a trained, competitive workforce that contributes to business growth and a diverse and robust economy. To this end, programs are designed to deliver high quality career services focused on meeting employer needs and which result in meaningful outcomes, e.g., long term employment, skill attainment, and wage progression.

WIOA Title I-B Common Measure and State Core Measures are tracked and reported, and interim tools are used to assure performance is continually on-track. This data is used to guide system programs, investments, and strategic planning. WIOA Spokane utilizes a performance-tracking database to ensure data accuracy, report, and identify performance trends at the unit level. This allows for real-time feedback for staff. This information increases our effectiveness and efficiency in short-term and long-term planning.

The SAWDC receives and utilizes the WorkSource System Performance Dashboard and other performance reports to measure and track all customers. In addition to tracking employment performance data, we also measure quality through a variety of methods.

To further the focus on performance, WorkSource Spokane managers have a visibility board for their unit(s) that is updated with their performance measures and indicators. Management and staff member from each unit is able to review their performance metrics. This supports integration as each program's measures are seen as parts of the whole and opportunities to aid each other's outcomes are discussed. These efforts continue to be focused on standardizing and stabilizing processes across the center and enable further service integration within WorkSource Spokane.

The quarterly continuous quality improvement (CQI) employer and job seeker customer satisfaction survey measures customer satisfaction and provides useful data to the system for making improvements. The results of these surveys are widely disseminated throughout the WorkSource system, and service delivery processes are analyzed to determine where changes to business practices may be made to improve outcomes.

The SAWDC has a [Core Measures Policy](#) (hyperlink) that articulates the process for an annual review and discussion at the board level. Based upon that analysis, the SAWDC will update strategic planning activities as appropriate.

We look forward to the development of a system-wide "dashboard" that includes the other WIOA title programs so that we can all be cognizant of the outcomes each program is seeking to attain and work to align our services and successfully reach these goals.

The Workforce Board will issue performance targets once negotiations are complete as Attachment H to this plan.

Attachment A: Sector Partnership Framework

Sector to be served: Healthcare

Check one: Regional Local Spokane Area WDC and Eastern WA Partnership

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate for sectors that will be served in a cross-regional plan.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team <i>Goal: build buy-in & support</i>	May 1, 2016 to June 30, 2016	Make contact with key individuals and organizations in the healthcare industry. Leverage partnerships and committee memberships to identify key stakeholders for future healthcare panels.	Apprise prospective partners of intent and gather data	Data gathered, partners engaged
Phase II: Investigate <i>Goal: determine target industries</i>	May 1, 2016 to June 30, 2016	Share labor market information, including Spokane Area Healthcare Cluster Analysis with hospitals, care facilities, clinics, and other prospective partners. Interview panel participants.	Data shared and analysis begins	Information distributed to partners
Phase III: Inventory and Analyze <i>Goal: build baseline knowledge of industry</i>	May 1, 2016 to June 30, 2016	Assess occupational data for various healthcare occupations which are growing, and analyze emerging subsectors within the industry	Analysis completed	Data from ESD and JobsEQ used to inform activities
Phase IV: Convene <i>Goal: build industry partnership, prioritize activities</i>	June 15, 2016 to ongoing	Meet with key participants, build partnerships, prioritize activities, and identify regional initiatives.	Successful meeting with key industry representatives	Ongoing meetings with strong attendance
Phase V: Act <i>Goal: Implement initiatives</i>	Jan 2017 to Dec 2018	Determine feasibility of chosen options. Utilizing regional education partners, including the community colleges, develop activities, e.g. formal training, career fairs, incumbent worker training, etc.	Framework for progress	Prioritize initiatives and implement
Phase VI: Sustain and evolve <i>Goal: grow the partnership</i>	July 2017 to ongoing	Continue to meet a group and develop new initiatives as needs arise. Carry out previously identified activities. Possible activities include new training plans, youth career fairs, etc.	Group remains active	Strong attendance, initiatives implemented

Attachment A: Sector Partnership

Sector to be served: Manufacturing_____

Check one: Regional Local Spokane Area WDC and Eastern WA Partnership

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate for sectors that will be served in a cross-regional plan.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team <i>Goal: build buy-in & support</i>	April 2016 to ongoing	Make contact with key individuals and organizations in the manufacturing industry. Leverage partnerships and committee memberships to identify key stakeholders for future regional manufacturing panels.	Apprise prospective partners of intent and gather data	Data gathered, partners engaged
Phase II: Investigate <i>Goal: determine target industries</i>	April 2016 to June 2016	Share labor market information, including manufacturing workforce roadmap, with regional manufacturing employers. Solicit feedback on findings.	Data shared and analysis begins	Information distributed to partners
Phase III: Inventory and Analyze <i>Goal: build baseline knowledge of industry</i>	April 2016 to August 2016	Glean information for EWP's participation in Clarkston manufacturing group. Explore interest of Spokane county manufacturers in convening sector discussion groups. Utilize relationship with Greater Spokane Inc. to develop employer contacts	Develop a group of employers to discuss regional manufacturing workforce needs	Successful employer engagement
Phase IV: Convene <i>Goal: build industry partnership, prioritize activities</i>	August 2016 to ongoing	If employer engagement is strong, form a manufacturing industry group to discuss the evolving workforce needs and how the WDC can help to create effective programming to fit those needs.	Manufacturing employer group formed	Active participation by area employers
Phase V: Act <i>Goal: Implement initiatives</i>	Jan 2017 to ongoing	Inform the development of curriculum with the Community Colleges of Spokane to most effectively match the workforce needs of the manufacturing industry	New and/or expanded training programs	Training programs created or expanded
Phase VI: Sustain and evolve <i>Goal: grow the partnership</i>	Jan 2017 to ongoing	Continue to actively meet with regional employers and occasionally attend manufacturing group in Clarkston with EWP to better assess regional needs.	Employer group remains active	Regular attendance by members

Attachment B: Regional Cooperative Service Delivery Agreement

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate in a cross-regional plan.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team <i>Goal: build buy-in & support</i>	Feb 2016 to March 2016	Meet with regional labor economists, WDC directors and staffs, ESD Regional Director, Community College representatives, and reps from Kootenai County, Idaho.	Assess similarities between regions	Determination of common industry clusters
Phase II: Investigate <i>Goal: determine options for coordinated service deliver</i>	Feb 2016 to April 2016	Examine cross regional labor market information. Determine commonalities between Spokane and the surrounding counties.	Settle on common targeted sectors across region	Determination made as to significance of cluster
Phase III: Inventory and Analyze <i>Goal: build baseline knowledge</i>	Feb 2016 to June 2016	Review “big picture” of cross regional economy. Create baseline knowledge of sectors with skills gaps and solutions to challenges. Drill down to items in common, community college assists with addressing training needs.	Cross-region group formalized	Group members identified, committed to results
Phase IV: Convene <i>Goal: build partnership, prioritize activities</i>	June 1, 2016 to ongoing	SAWDC and EWP skills panel meets both separately and jointly to assess regional progress. Identify regional demand occupations.	Successful meeting of 2 regions	Joint meeting convened, commitment to further work
Phase V: Act <i>Goal: Implement initiatives</i>	Jan 2017 to Dec 2018	Training programs designed to meet cross regional needs.	Development of training plans	Curriculum in place
Phase VI: Sustain and evolve <i>Goal: grow the partnership</i>	Ongoing	Continue to meet, develop new initiatives as they evolve, carry out training activities. Monitor emerging sectors for additional potential cross regional collaboration.	Completed training, group remains active	Training activities completed, more in design.

Attachment C: Regional Economic Development Coordination Plan

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate in a cross-regional plan.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team Goal: build buy-in & support	Ongoing	Continue to expand relationships with regional economic development organizations, including Greater Spokane Inc., Downtown Spokane Partnership, and Inland Northwest Partners. GSI sits on WDC board.	Continued partnership on regional development projects	Completion of projects and development of new initiatives
Phase II: Investigate Goal: determine options for coordinated service deliver	Ongoing	Gather data on potential labor gaps in the regional economy for select targeted and emerging industries, such as healthcare and information.	Identification of labor gaps for specific occupations	Successfully identify existing labor gaps
Phase III: Inventory and Analyze Goal: build baseline knowledge	Ongoing	Coordinate efforts with economic development organizations, including GSI, to study workforce needs and share industry knowledge.	Inform employers of workforce development activities	Matching workforce development efforts to employer needs
Phase IV: Convene Goal: build partnership, prioritize activities	Ongoing	Utilize GSI partnership to meet and identify employers to reach out to, so that labor shortages and labor gaps can be analyzed and mitigation efforts can be developed. Conduct surveys and/or industry panels	Identify employers experiencing labor gaps	Successful development of labor gap strategies
Phase V: Act Goal: Implement initiatives	Ongoing	Continue to share knowledge between partners, and develop actionable strategies for addressing workforce needs, including the development of workforce training programs.	Prioritized development activities	Successful implementation of initiatives
Phase VI: Sustain and evolve Goal: grow the partnership	Ongoing	Continued communication and strategy development with regional economic development organizations, to address the workforce needs in high priority and emerging sectors.	New and continued initiatives for economic growth	Continued active participation with partners. Customer satisfaction with programs

Attachment D: Local Area Profile

Please complete the following three sections for each Local Area in the Region and submit the information as part of the plan.

1. Local One-Stop System

List all comprehensive, affiliate, and connection one-stop sites in the local area, along with the site operator. If the operator is a partnership, list all entities comprising the partnership.

Site	Type of Site (Comprehensive, Affiliate, or Connection)	Site Operator(s)
WorkSource Spokane	Comprehensive	Spokane Workforce Consortium (Career Path Services, Employment Security Department, NorthEast Washington Educational Services District 101, Goodwill Industries of the Inland Northwest)
Next Generation Zone	Affiliated	Spokane Workforce Consortium
Goodwill Industries of the Inland Northwest	Affiliated	Goodwill Industries of the Inland Northwest
Spokane Community College	Connection	Spokane Community College
Spokane Falls Community College	Connection	Spokane Falls Community College
Spokane Public Library Downtown and Shadle branches	Connection	Spokane Public Library
YWCA	Connection	YWCA
Spokane County Library District Locations: <ul style="list-style-type: none"> • Airway Heights • Argonne • Cheney • Deer Park • Fairfield • Medical Lake • Moran Prairie • North Spokane • Otis Orchards Spokane Valley	Connection	Spokane County Library District

2. WIOA Title I Service Providers

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

As indicated above in the narrative throughout the plan, we have a robust partnership of service providers operating in our sites throughout WDA XII. Those listed here and below are our primary WIOA-funded ones but we also leverage the capacity and expertise of many other organizations who serve a diverse array of adults, dislocated workers, and youth customers. We are always seeking to improve our system and broaden the accessibility of our services and are actively building our local system to better meet the needs of our customer base.

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

Comments regarding the adequacy and quality of Adult Services available:

Please see above for details.

Youth Program List all current and potential service providers in the area	Indicate service(s) provided by each			WIOA funded?	Services for youth with disabilities?
	Basic	Individualized	Training		
Career Path Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
NorthEast Educational Services District 101	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Goodwill Industries of the Inland Northwest	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Comments regarding the adequacy and quality of Youth Services available:

Please see above for details.

Attachment E

Local Workforce Development Board Membership and Certification

LWDBs must complete one of the two tables below. The information in the appropriate table will be used to certify LWDBs pursuant to WIOA Section 107(c)(2) and in the second and subsequent certifications pursuant to Section 106(e)(2). 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.

* LWDBs must provide evidence of recruitment for any empty seats on the board.

Complete this table for an alternative entity.

Categories	Name/Title/Organization* (please list one per line and add lines as needed)	Nominated by
Business majority (>50%) - Please indicate the total number of seats available for this category: <u>14</u>		
	Rob Goranson, Chief Financial Officer Hotstart, Inc.	Greater Spokane Incorporated
	Jeff Benesch, Vice President Trans-System, Inc.	Greater Spokane Incorporated
	Joe Tortorelli, Principal, Economic Development Northwest	Greater Spokane Incorporated
	Robert Duron, Principal, Bottom Line Prophets, Inc.	Greater Spokane Incorporated
	Machelle Johnson, Human Resources Director, Pearson Packaging Systems	Greater Spokane Incorporated
	Diana Wilhite Owner, Wilhite Enterprises	Greater Spokane Incorporated
	Craig Dias, Management Team, K&N Electric, Inc.	Greater Spokane Incorporated
	Stacia Franz, Human Resources Director, Inland Northwest Health Services	Greater Spokane Incorporated
	Nancy Nelson, President, Humanix Staffing Services	Greater Spokane Incorporated
	Kim Pearman-Gillman, Director Strategic Development, McKinstry	Greater Spokane Incorporated
	Diane Quincy, HR Director: Leadership and Organization Development, Avista Corporation	Greater Spokane Incorporated
	Brian Read, Executive Vice President, Retail Banking Executive, Umpqua Bank	Greater Spokane Incorporated
	Aaron Wilson, Chief Operating Officer, Community Health Assoc. of Spokane	Greater Spokane Incorporated
	Dan Evans, Senior Vice President, Bank of America	Greater Spokane Incorporated

Workforce/Labor - Please indicate the total number of seats available for this category: <u> 3 </u>		
	Tina Morrison, Executive Secretary, Spokane Regional Labor Council	Spokane Regional Labor Council
	Lowell Sather, President, International Alliance of Theatrical Stage Employees - Local 93	Spokane Regional Labor Council
	Bryan Adams, President, Local 370 Operating Engineers	Spokane Regional Labor Council
Education - Please indicate the total number of seats avail Please indicate the total number of seats available for this category: <u> 4 </u>		
	Dr. Christine Johnson, Chancellor, Community Colleges of Spokane	Community Colleges of Spokane
	Dr. Ryan Carstens, President, Spokane Community College	Community Colleges of Spokane
	Will Sarett, Director of CTE, Spokane Public Schools	Spokane Area Professional Technical Advisory Consortium
	Ben Small, Superintendent, Central Valley School District	Spokane Area Professional Technical Advisory Consortium
Government/workforce programs (may include economic development) - Please indicate the total number of seats available for this category: <u> 5 </u>		
	Donna Dalzell, Supervisor, Division of Vocational Rehabilitation	Division of Vocational Rehabilitation
	Mike Midkiff, Administrator - Community Services Office, Washington State Department of Social and Health Services	Department of Social and Health Services
	Hugh Severs, Manager – Mission Delivery, American Cancer Society, Great West Division, Inc.	Greater Spokane Incorporated
	Robin Toth, Vice President of Business Development, Greater Spokane Incorporated	Greater Spokane Incorporated
	Jennie Weber, Eastern Regional Director, Employment Security Department	Employment Security Department

	The Honorable David Condon, Mayor, City of Spokane (ex officio non-voting)	N/A
	The Honorable Shelly O'Quinn, Commissioner, Board of Spokane County Commissioners, Spokane County (ex officio non-voting)	Board of Spokane County Commissioners

Attachment F

Regional/Local Workforce Plan Assurances Instructions

2016-2020 Regional/Local Workforce Plan Assurances

Planning Process and Public Comment	References
<input checked="" type="checkbox"/> 1. The local board has processes and timelines, consistent with WIOA Section 108(d), to obtain input into the development of the local plan and provide the opportunity for comment by representatives of business, labor organizations, education, other key stakeholders, and the general public for a period that is no less than 30 days.	WIOA Sections 108(d); proposed 20 CFR 679.550(b)
<input checked="" type="checkbox"/> 2. The final local plan is available and accessible to the general public.	Proposed 20 CFR 679.550(b)(5)
<input checked="" type="checkbox"/> 3. The local board has established procedures to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.	WIOA Section 107(e); proposed 20 CFR 679.390 and 679.550
Required Policies and Procedures	References
<input checked="" type="checkbox"/> 4. The local board makes publicly-available any local requirements for the public workforce system, such as policies, including policies for the use of WIOA Title I funds.	Proposed 20 CFR 679.390
<input checked="" type="checkbox"/> 5. The local board has established a written policy or procedure that identifies circumstances that might present conflict of interest for any local workforce investment board or entity that they represent, and provides for the resolution of conflicts.	WIOA Section 107(h); proposed 20 CFR 679.410(a)-(c); WIOA Title I Policy 5405; WIOA Title I Policy 5410
<input checked="" type="checkbox"/> 6. The local board has copies of memoranda of understanding between the local board and each one-stop partner concerning the operation of the one-stop delivery system in the local area, and has provided the State with the latest versions of its memoranda of understanding.	WIOA Section 121(c); proposed 20 CFR 678.500-510; WorkSource System Policy 1013
<input checked="" type="checkbox"/> 7. The local board has written policy or procedures that ensure one-stop operator agreements are reviewed and updated no less than once every three years.	WIOA Section 121(c)(v); WorkSource System Policy 1008 Revision 1
<input checked="" type="checkbox"/> 8. The local board has negotiated and reached agreement on local performance measures with the local chief elected official(s) and Governor.	WIOA Sections 107(d)(9) and 116(c); proposed 20 CFR 679.390(k) and 677.210(b)
<input checked="" type="checkbox"/> 9. The local board has procurement policies and procedures for selecting One-Stop operators, awarding contracts under WIOA Title I Adult and Dislocated Worker funding provisions, and awarding contracts for Youth service provision under WIOA Title I in accordance with applicable state and local laws, rules, and regulations, provided no conflict exists with WIOA.	WIOA Sections 121(d) and 123; proposed 20 CFR 678.600-615 and 681.400; WIOA Title I 5404; WIOA Title I Policy 5613
<input checked="" type="checkbox"/> 10. The local board has procedures for identifying and determining the eligibility of training providers and their programs to receive WIOA Title I individual training accounts and to train dislocated workers receiving additional unemployment insurance benefits via the state's Training Benefits Program.	WIOA Sections 107(d)(10), 122(b)(3), and 123; Proposed 20 CFR 679.370(l)-(m) and 680.410-430; WIOA Title I Policy 5611

<input checked="" type="checkbox"/>	11. The local board has written procedures for resolving grievances and complaints alleging violations of WIOA Title I regulations, grants, or other agreements under WIOA and written policies or procedures for assisting customers who express interest in filing complaints at any point of service, including, at a minimum, a requirement that all partners can identify appropriate staff contacts and refer customers to those contacts.	WIOA Section 181(c); proposed 20 CFR 683.600; WIOA Title I Policy 5410; WorkSource System Policy 1012, Revision 1
<input checked="" type="checkbox"/>	12. The local board has assurances from its one-stop operator that all one-stop centers and, as applicable, affiliate sites have front-end services consistent with the state's integrated front-end service policy and their local plan.	WorkSource System Policy 1010 Revision 1
<input checked="" type="checkbox"/>	13. The local board has established at least one comprehensive, full-service one-stop center and has a written process for the local Chief Elected Official and local board to determine that the center conforms to the definition therein.	WIOA Section 121(e)(2)(A); proposed 20 CFR 678.305; WIOA Title I Policy 5612
<input checked="" type="checkbox"/>	14. The local board provides to employers the basic business services outlined in WorkSource System Policy 1014.	WorkSource System Policy 1014
<input checked="" type="checkbox"/>	15. The local board has written processes or procedures and has identified standard assessment objectives and resources to support service delivery strategies at one-stop centers and, as applicable, affiliate sites.	WorkSource System Policies 1011 and 1016; WTECB State Assessment Policy
<input checked="" type="checkbox"/>	16. All partners in the local workforce and education system described in this plan ensure the physical, programmatic and communications accessibility of facilities, programs, services, technology and materials in one-stop centers for individuals with disabilities.	WIOA Section 188; 29 CFR parts 37.7-37.9; 20 CFR 652.8(j)
<input checked="" type="checkbox"/>	17. The local board ensures that outreach is provided to populations and sub-populations who can benefit from one-stop services.	WIOA Section 188; 29 CFR 37.42
<input checked="" type="checkbox"/>	18. The local board implements universal access to programs and activities to individuals through reasonable recruitment targeting, outreach efforts, assessments, service delivery, partner development, and numeric goals.	WIOA Section 188; 29 CFR 37.42
<input checked="" type="checkbox"/>	19. The local board complies with the nondiscrimination provisions of Section 188, and assures that Methods of Administration were developed and implemented.	WIOA Section 188; 29 CFR 37.54(a)(1); WIOA Policy 5402, Revision 1; WorkSource System Policy 1012, Revision 1
<input checked="" type="checkbox"/>	20. The local board collects and maintains data necessary to show compliance with nondiscrimination provisions of Section 188.	WIOA Section 185; 29 CFR 37.37; WIOA Policy 5402, Revision 1; WorkSource System Policy 1012, Revision 1
<input checked="" type="checkbox"/>	21. The local board 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 checked="" type="checkbox"/>	22. The local board ensures that one-stop MSFW and business services staff, along with the Migrant and Seasonal Farm Worker program partner agency, will continue to provide services to agricultural employers and MSFWs that are demand-driven and consistent with ESD's mission.	WIOA Section 167
<input checked="" type="checkbox"/>	23. The local board follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIOA, and applicable Departmental regulations.	WIOA Sections 116(i)(3) and 185(a)(4); 20 USC 1232g; proposed 20 CFR 677.175 and 20 CFR part 603

Administration of Funds		References
<input checked="" type="checkbox"/>	24. The local board has a written policy and procedures to competitively award grants and contracts for WIOA Title I activities (or applicable federal waiver), including a process to be used to procure training services made as exceptions to the Individual Training Account process.	WIOA Section 108(b)(16); proposed 20 CFR 679.560(a)(15); WIOA Title I Policy 5601; WIOA Section 134(c)(3)(G); proposed 20 CFR 680.300-310
<input checked="" type="checkbox"/>	25. The local board has accounting systems that follow current Generally Accepted Accounting Principles (GAAP) and written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to insure proper disbursement and accounting of WIOA adult, dislocated worker, and youth program and the Wagner-Peyser Act funds.	WIOA Section 108(b)(15), WIOA Title I Policy 5230; WIOA Title I Policy 5250
<input checked="" type="checkbox"/>	26. The local board ensures compliance with the uniform administrative requirements under WIOA through annual, on-site monitoring of each local sub-recipient.	WIOA Section 184(a)(3); proposed 20 CFR 683.200, 683.300, and 683.400-410; WIOA Policy 5230
	27. The local board has a local allowable cost and prior approval policy that includes a process for the approval of expenditures of \$5,000 or more for equipment requested by subcontractors.	WIOA Title I Policy 5260
<input checked="" type="checkbox"/>	28. The local board has a written debt collection policy and procedures that conforms with state and federal requirements and a process for maintaining a permanent record of all debt collection cases that supports the decisions made and documents the actions taken with respect to debt collection, restoration, or other debt resolution activities.	WIOA Section 184(c); 20 CFR Part 652; proposed 20 CFR 683.410(a), 683.420(a), 683.750; WIOA Title I Policy 5265
<input checked="" type="checkbox"/>	29. The local board has a written policy and procedures for ensuring management and inventory of all properties obtained using WIOA funds, including property purchased with JTPA or WIA funds and transferred to WIOA, and that comply with WIOA, Washington State Office of Financial Management (OFM) and, in the cases of local government, Local Government Property Acquisition policies.	WIOA Section 184(a)(2)(A); proposed 20 CFR 683.200 and 683.220; OMB Uniform Administrative Guidance; Generally Accepted Accounting Procedures (GAAP); WIOA Title I Policy 5407
<input checked="" type="checkbox"/>	30. The local board will not use funds received under WIOA to assist, promote, or deter union organizing.	WIOA Section 181(b)(7); proposed 20 CFR 680.850
Eligibility		References
<input checked="" type="checkbox"/>	31. The local board has a written policy and procedures that ensure adequate and correct determinations of eligibility for WIOA-funded basic career services and qualifications for enrollment of adults, dislocated workers, and youth in WIOA-funded individualized career services and training services, consistent with state policy on eligibility and priority of service.	Proposed 20 CFR Part 680 Subparts A and B; proposed 20 CFR Part 681 Subpart A; WorkSource System Policy 1019, Revision 1
<input checked="" type="checkbox"/>	32. The local board has a written policy and procedures for awarding Individual Training Accounts to eligible adults, dislocated workers, and youth receiving WIOA Title I training services, including dollar and/or duration limit(s), limits on the number of times an individual may modify an ITA, and how ITAs will be obligated and authorized.	WIOA Section 134(c)(3)(G); Proposed 20 CFR 680.300-320; WIOA Title I Policy 5601
<input checked="" type="checkbox"/>	33. The local board has a written policy and procedures that establish internal controls, documentation requirements, and leveraging and coordination of other community resources when providing supportive services and, as applicable, needs-related payments to eligible adult, dislocated workers, and youth enrolled in WIOA Title I programs.	WIOA Sections 129(c)(2)(G) and 134(d)(2); proposed 20 CFR 680.900-970; proposed 20 CFR 681.570; WorkSource System Policy 1019, Revision 1



34. The local board has a written policy for priority of service at its WorkSource centers and, as applicable, affiliate sites and for local workforce providers that ensures veterans and eligible spouses are identified at the point of entry, made aware of their entitlement to priority of service, and provided information on the array of employment, training and placement services and eligibility requirements for those programs or services.

Jobs for Veterans Act; Veterans' Benefits, Health Care, and Information Technology Act; 20 CFR 1010; TEGL 10-09; Veterans Program Letter 07-09; WorkSource System Policy 1009 Revision 1



Spokane Area Workforce Development Council

Attachment G

Regional/Local Workforce Plan Certification

The Spokane Area Workforce Development Council, the Local Workforce Development Board for Workforce Development Area XII, certifies that it complies with all required components of Title I of the Workforce Innovation and Opportunity Act and Wagner-Peyser Act and plan development guidelines adopted by the State Workforce Development Board. The LWDB also assures that funds will be spent in accordance with the Workforce Innovation and Opportunity Act, Wagner-Peyser Act, and their regulations, written U.S. Department of Labor guidance implementing these laws, Office of Management and Budget circulars, and all other applicable federal and state laws and regulations.

Chief Elected Official

Chief Elected Official

x David Condon
David Condon, Mayor, City of Spokane

x Shelly O'Quinn
Shelly O'Quinn, Commissioner, Board of Spokane County Commissioners

Date: Jun 9, 2016

Date: 6/9/16

Workforce Development Council Chair

Workforce Development Council Executive

x Rob Goranson
Rob Goranson, Chair Workforce Development Council

x Mark Mattke
Mark Mattke, CEO

Date: 6/9/16

Date: 6/9/16

Attachment H

Public Comment

The SAWDC has sought input over a six month period (January through June, 2016) from a broad array of workforce system and community stakeholders to develop the plan. On May 2, 2016, the Draft Plan was published on our website with an invitation to contribute feedback through our public comment process to ensure the plan addresses the needs of our diverse customers. The Draft Plan was also submitted to the Workforce Training and Coordinating Board for their review and comment on that same day.

Between March and June of 2016, four planning meetings were held at which workforce system partners, community stakeholders, and SAWDC board members were welcomed to participate and contribute to the dialogue. Notes were captured at each meeting and suggestions incorporated into the Draft Plan. In addition, the Local Plan was discussed at meetings of the SAWDC board in December 2015, February, April and June 2016, and at the monthly SAWDC Executive Committee meetings January through May of 2016.

Comments from the Workforce Training and Education Coordinating Board received June 1, 2016, were taken into consideration and addressed in the Final Plan. These included additional narrative for Section I 1.c. and Section III 5 as well as highlight extant text that responded to questions about Section I 1.e. and Section III 3.c.

The following individuals participated in the four planning meetings:

- Nolan Gruver – Operations Manager, Center for Workforce & Continuing Education, Community Colleges of Spokane
- Dr. Rebecca Rhodes – Vice President of Instruction, Spokane Community College
- Jennie Martin – Dean of Extended Learning, Spokane Community College
- Dr. Jim Minkler – Vice President of Learning, Spokane Falls Community College
- Lora Senf – Dean of Business, Professional Studies and Workforce Education
- Dr. Nancy Szofran – Provost, Community Colleges of Spokane
- Raju Hegde – Dean of Adult Education, Spokane Community College
- Sarah Stiffler – Manager, Workforce and Student Transition, Spokane Community College
- Dawn Karber – Chief Operating Officer, Spokane Area Workforce Development Council
- Matt Davis – Program Coordinator – Career and Community Engagement, Spokane Falls Community College
- Dave Cox – Dean of Technical Education, Spokane Community College
- Jeff Brown – Dean of Business, Hospitality, and Information Technology, Spokane Community College

- Connan Campbell – Director of Student Services, Spokane Community College
- Debbie Brown – Department of Services for the Blind
- Rod Van Alyne - Director of Eastern Washington Partnership Workforce Development Council
- Tom O’Brien – Director of Eastern Washington Partnership Workforce Development Council
- Mark Mattke – Chief Executive Officer, Spokane Area Workforce Development Council
- Dave Williams – Goodwill Industries of the Inland Northwest
- Briana Richardson – Goodwill Industries of the Inland Northwest
- Jennifer Ranney – Career Path Services
- Jennie Weber – Employment Security Department
- Andrea Hixon – Office Coordinator, Spokane Area Workforce Development Council
- Teresa Kutsch – Area 3 Manager, Division of Vocational Rehabilitation
- Mike Midkiff – Community Services Office Administrator, Department of Social and Health Services
- George Iranon – Chief Executive Officer, Career Path Services
- Donna Dalzell – Supervisor, Division of Vocational Rehabilitation
- Bryan Adams – President, Operating Engineers Local 370
- Robert Duron – Principal, Bottom Line Prophets
- Robin Toth – Vice President of Economic Development, Greater Spokane Incorporated
- Rob Goranson – Chief Financial Officer, Hotstart, Inc.
- Joe Tortorelli – Principal,
- Dr. Ryan Carstens – President, Spokane Community College
- Jessica Cato – Workforce Program Manager, Spokane Area Workforce Development Council
- Jeanette Facer – Fiscal Director, Spokane Area Workforce Development Council

Attachment I

Performance Targets

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