

# Approving Updated Local Workforce Development Plans

**PRESENTER NAME:** Eric Wolf

**BOARD MEETING DATE:** 11/14/2018

**BOARD MEMBER SPONSOR NAME:**

**DISCUSSION TIME ALLOTTED:** 30 min

<p><b>ISSUE/SITUATION:</b> Be concise - 1 or 2 sentences that get to the heart of the situation, problem or opportunity being addressed.</p>	<p><b>THE ISSUE/OPPORTUNITY IS:</b> Just like with the state plan update, two-year updates of local workforce development council (WDC) plans are only expected to address minor course corrections from the first edition of local plans under WIOA, provisionally approved in summer 2016. The Board posed specific, targeted questions for local WDCs to address in their plan update, an opportunity to explore barriers to implementation and recognize notable local successes.</p>
<p><b>TAP STRATEGIC PRIORITY:</b> Which TAP strategic priority or priorities does this recommendation support? Can you tie to specific goals and objectives in TAP? Briefly describe these connections. If the connection is unclear, describe why this is of consequence to the Workforce Board and/or workforce system.</p>	<p><b>SUPPORTS TAP STRATEGIC PRIORITY:</b> <i>All Talent and Prosperity for All (TAP) priorities.</i></p>
<p><b>POTENTIAL IMPACT:</b> Effect on people, businesses, communities. What is better or different from other existing strategies?</p>	<p><b>IT IS SIGNIFICANT BECAUSE:</b> TAP's two-year anniversary is an occasion to examine progress on the goals stated in the first edition of TAP and refine the system's goals. This two-year review of updated local plans allows the Board to see a contemporary snapshot, area by area, of how WIOA implementation is progressing.</p>
<p><b>OPTIMAL NEXT STEPS:</b> What do you really want to happen as a result of this discussion with the Workforce Board?</p>	<p><b>MY IDEAL OUTCOME OF THIS DISCUSSION IS:</b> The Board approves local plan updates so that WDCs may proceed with renegotiations of Memoranda of Understanding and Infrastructure Funding Agreements. Additionally, that the Board identify subjects of interest that Board staff and stakeholders can either provide future presentations or information about at Board meetings, or that should be prioritized as the state begins the process of the first re-planning process for TAP, during 2019.</p>
<p><b>BACKGROUND:</b> Short history of how this recommendation came to be. What has been tried, to what result? What evidence exists to support this recommendation?</p>	<p><b>RELEVANT BACKGROUND INFORMATION:</b> There is no requirement in the federal law that local plans be approved by the end of WIOA's second program year, on June 30, 2018, however the Board's endorsement of these local plan updates allows local WDCs to reengage in negotiations over Memoranda of Understanding and Infrastructure Funding Agreements critical to the maintenance of local programs and facilities.</p>

Per the previous direction of the Board, staff developed a set of targeted questions to local plan leads, to highlight how the local plans address key priorities under the state plan, namely:

- business engagement efforts local areas wish to highlight;
- access and barrier removal efforts that have improved services for focus populations; and
- how local areas are integrating services in one-stops and beyond with all system partners.

Each local WDC narratively addressed the following three questions during their local plan updates:

1. How has the local board coordinated business engagement in their area, including engagement of small employers in-demand industry sectors?
2. How has the local board facilitated access to services for all jobseekers and employers in their workforce system, including rural and remote areas?
3. How has the local board leveraged their network of workforce system partners to improve the customer service experience for jobseekers and employers?

The Board packet contains responses received from all 12 local WDCs. Staff has identified common themes, which will be presented and discussed at the November Board meeting. The chart below highlights major themes, and identifies notable local efforts to illustrate activity related to that theme:

<p><b>Sector-Based Industry Engagement</b></p>	<ul style="list-style-type: none"> <li>• <b>Northwest Workforce Council</b> has designed a new research report, Workforce Hiring Trends, identifying the specific skills most in demand in two key industry sectors in the region and are piloting with one of the region’s small business development centers to expand outreach and coordination of business engagement in the region, particularly with small employers.</li> <li>• <b>Workforce Snohomish</b> has organized seventeen (17) roundtables with employers and 440 attendees engaged in the above sectors have been held over the past two years. Attendees included small and large businesses, employers in high-demand industry sectors, and supply chain businesses supporting each of these sectors.</li> <li>• <b>WorkForce Central’s</b> Business Solutions teams organize roundtables – held eight times per year – normally consisting of three to five businesses within the top six sectors discussing the workforce system in Pierce County, as well as the employment pipeline, referrals, job seeker market and other issues of pertinent concern to the employers.</li> <li>• The Business Engagement Team (BET) at <b>WorkSource Spokane</b> has implemented ezIQ, a customer relationship management (CRM) tool, into their everyday business services operations. This has allowed for a more coordinated effort in managing relationships with the business customers of WorkSource, and to assure duplicative efforts are eliminated.</li> </ul>
<p><b>A Needed Refocus on Support for Rural</b></p>	<ul style="list-style-type: none"> <li>• Rurals regions often focus on engaging one or a small handful of dominant industry sectors (or even one dominant employer) in their regions instead of comprehensively engaging an array of industries, which</li> </ul>

	<p><b>Community WDCs</b></p>	<p>may be completely appropriate given hiring conditions in their area. This may dictate revisiting TAP’s explicit focus on broad sectoral engagement, especially in the context of supporting rural WDCs.</p> <ul style="list-style-type: none"> <li>• Rural areas have mainly focused on building the appropriate infrastructure to support business engagement. For instance, <b>South Central Workforce Council</b> will be hosting a series of business engagement “bootcamps” to be provided by a third party training provider. The intent of the bootcamp is to shift the business engagement approach from the traditional “selling of services” to a more consultative approach where the business engagement staff meet with employers to learn what their business needs are and then bring that information back to the Business Solutions team.</li> </ul>
	<p><b>Common Desire for More Integration of Data Systems</b></p>	<ul style="list-style-type: none"> <li>• <b>WorkForce Central</b> has engaged the expertise of a consultant to work with system partners to produce a common customer feedback system that targets both employers and job seekers. The implementation of this customer feedback system allows all partners to evaluate data weekly and make course correction when appropriate through improved plans with system partners.</li> <li>• <b>WorkForce Central</b> taking the lead on developing and deploying a common referral system that will reduce redundancy in the collection of customer information and allow for all partners to record and track outcome of each referral. In addition, the WDC leadership committee and subcommittee are also leading the development of methods that will ensure businesses have a single point of contact for accessing services.</li> <li>• The <b>Spokane Workforce Council</b> has implemented a cohort training model for select WorkSource customers to obtain an occupation-specific certification in an in-demand occupation in Spokane County. Certifications are determined in a data driven process, which includes reviewing online job postings data from Burning Glass Technologies to find workplace certifications that are requested by businesses in two area job postings.</li> <li>• <b>SouthCentral Workforce Council</b> has cross-trained staff across seven offices across four counties—at any one time in one of the workforce centers there may only be one staffer, so they train staff to be generalist and navigators.</li> </ul>

<p><b>STAKEHOLDER ENGAGEMENT, PROS AND CONS:</b>          Which stakeholders have been engaged in the development of this recommendation? What are the pros and cons of recommendation? According to whom (which stakeholder groups)? Are there viable alternatives to consider?</p>	<p><b>STAKEHOLDERS HAVE PROVIDED INPUT AND THEY THINK:</b></p> <p>Staff consulted with stakeholders and the Board prior to summer 2018 to develop review questions and set a local plan review timeline.</p>
<p><b>FINANCIAL ANALYSIS AND IMPACT:</b>          What will it cost to enact this recommendation? What resources will be used? Are new resources required? How much? Where will existing or new resources come from? Are there savings to be gained from this investment? Over what period? Are there other returns on investment to consider?</p>	<p><b>THE COST AND RESOURCE NEEDS OF THIS RECOMMENDATION ARE:</b></p> <p>No fiscal impact at this stage of the process.</p>
<p><b>RECOMMENDATION AND NEXT STEPS:</b>          What specific result do you want from the Board? Is this recommendation for discussion or action? If for discussion, will action be required at a later date? What next steps are expected after this discussion?</p>	<p><b>THE RECOMMENDATION AND/OR REQUESTED ACTION IS:</b></p> <p>That the Board approves local plans, as updated, so that local WDCs may begin the process of renegotiating Memoranda of Understanding and related Infrastructure Funding Agreements.</p> <p>Additionally, to the extent the Board is particularly interested in exploring achievements or barriers to implementation at the local level evidenced in responses to the targeted questions delivered during this round of updates, the Board can charge staff to seek additional information from local WDCs or to prioritize certain issues for further study during the first TAP re-planning process in 2019.</p>

**RECOMMENDED MOTION**

**WHEREAS**, the Workforce Development Councils, in partnership with Chief Local Elected Officials, develop and maintain a local area Integrated Workforce Plan; and

**WHEREAS**, Workforce Development Councils have completed their 2016-2020 Local Strategic Workforce Plans; and

**WHEREAS**, Workforce Development Councils are expected to make a biennial update to their local plans; and

**WHEREAS**, the Workforce Training and Education Coordinating Board posed three narrative questions for Workforce Development Councils to respond to, reflecting various state priorities in the implementation of the state plan, *Talent and Prosperity for All*; and

**WHEREAS**, Staff of the Workforce Training and Education Coordinating Board reviewed responses to these narrative questions from 12 local area strategic plans; and

**NOW THEREFORE, BE IT RESOLVED**, The Workforce Training and Education Coordinating Board acknowledges the narrative responses received from the 12 local Workforce Development Councils and approves the updated plans through June 30, 2020; and

**BE IT FURTHER RESOLVED**, to the extent the Board is particularly interested in exploring achievements or barriers to implementation at the local level evidenced in responses to the targeted questions delivered during this round of updates, the Board may charge Staff to seek additional information from local WDCs or to prioritize certain issues for further study during the first TAP re-planning process in 2019.

## Local Workforce Development Plan Olympic Consortium WDC (01)

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

Both our Council and Board have been very active in these areas. As of last summer, Mr. Felix Vicino, HR Executive with Port Townsend Paper Company (one of the area's largest employers) came onboard as our Council Chair and Ms. Aschlee Drescher HR Executive with the Haselwood Auto Group (another major local employer) joined us as Vice Chair of the Council. With their leadership, along with guidance from employers in the three-County area, our staff and partners continue to reach out to our key segments including the Public Sector, the Construction Sector, the Maritime and Defense Sector and the Healthcare Sector. We are also partnering with entities in education and nonprofits. Our business services contractors are in the field daily and weekly calling on businesses of all sizes and working to build new relationships and strengthen existing ones. Over the past two years that our plan has been in place we have held approximately 400 hiring events in our four offices as well as in other venues.

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

With support and approval of our Council, one key focus is to target the High Schools all the way from Port Orchard to Neah Bay. We are starting to have success in this area. Specifically, our team is working to educate youth, their parents and educators regarding the realities of the current and future labor market. We are also working to establish WorkSource as the "face of the labor market", the experts, for today's youth and tomorrow's workforce as well as creating a true partnership with all local schools and youth programs wherein WorkSource works alongside schools as a direct path between the schools and WorkSource. Our goals are clear: 1) To make WorkSource a presence in every local high school, middle school and college just like other school staff. We are brought in as part of the post-graduation plan and work as equal partners in preparing students for the transition from school to the workforce. 2) Every student is required to register on WorkSource, download a resume on WorkSource, perform some basic curriculum assignments (labor market research, career exploration, how to find your local WorkSource no matter where you live.) 3) Work with the Superintendent of Public Instruction to formally support the use of WorkSource within our local schools since, again, the whole point of school is to prepare them to transition from an educational environment and into the workforce.

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

In Bremerton, Washington local OWDC Council members and WIOA-Youth contractor, Olympic Educational Service District 114, was awarded a U.S. Department of Labor (DOL) YouthBuild Grant. In their first cohort, 15 opportunity youth received education and job readiness training in the construction trades, participated in several community service projects and received case management targeted at reducing barriers towards achieving their education and employment goals. Community partnerships has been a key component to YouthBuild Kitsap's early success. Youth have engaged in service projects with Kitsap County Parks, Bremerton Foodline, One Heart Wild Animal Sanctuary and the Bremerton Backpack Brigade. In collaboration with the United Way of Kitsap County and the Kitsap Builders Association, YouthBuild Kitsap students constructed a "tiny shelter" to be used in the Kitsap County Homes for All project serving homeless individuals in the county. In addition to several students earning their GED and industry-recognized

certifications, two youth enrolled in Job Corps to continue their education and job training.

## **Local Workforce Development Plan Pacific Mountain WDC (02)**

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

PacMtn has strongly emphasized the crucial role of business in workforce development and community prosperity. We are working to ensure small employers and in-demand industry sector employers are engaged. PacMtn streamlining the way the regional WorkSource system engages with business, the recent redesign of Business Solutions provides greater access to basic services for businesses through redesigned avenues and targeted services to increase efficiency and effectiveness for a larger number of businesses throughout the region. We continuing to use Sector Strategy to align system-wide efforts to the major in-demand sectors in the region, business-driven efforts targeting specific industry needs are flourishing. Industry Sector Roundtables for each of the six major sectors continue to develop both business engagement and interindustry relationships, providing a robust space for businesses to determine and drive the efforts most needed to support their workforce needs. As part of a partnership with Economic Development Councils, Veteran Business Outreach Center, and a Community Development Financial Institution, military spouse entrepreneurs now have access to cohort-based programming with military-lifestyle specific resources for developing out a small business.

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

Expanding the WorkSource system by taking services into the community and utilizing existing and trusted community-based organization is a philosophy that drives all projects and activities. Evidence of this work is the partnership with Timberland Regional Library (TRL) wherein those 27 libraries are the newest WorkSource Connection sites throughout the region. This expands the footprint of WorkSource to rural areas of the region and provides valuable workforce development resources to rural and remote customers. Focusing on youth and young adult employment preparation and training in highly rural and remote areas, the High Impact Community Grant program and the DVR Summer Program. Programming for incarcerated youth and adults include My Journey Out Beyond (MyJOB) and Preparation for Reentry Employment Program (PREP), respectively. In partnership with Hiring America, a video segment showcasing veterans in the rural parts of the region was developed to show veterans the value of returning to rural spaces for employment and continuing service opportunities after transition out of the military. PacMtn launched Log Truck Driving Certificate program was specifically designed with and for businesses to meet in-demand industry needs, particularly in rural areas of the region where this occupation is prevalent. Recent efforts to support the Childcare and Early Childhood Education Industry provided learning opportunities around the nuances and importance of engaging businesses in program development.

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

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

skills, earn a post-secondary certificate or degree, or obtain guidance on how to make career choices. Each WorkSource has committed to a quality improvement plan intended to facilitate action plan that will improve outcomes established by the One-Stop Operator. That One-Stop Operator is a 3 member Collaborative with executive representation from the regional Chamber of Commerce, Employment Security and PacMtn.

## Local Workforce Development Plan Northwest Workforce Council (03)

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

The Council uses multiple strategies in continuing its efforts to coordinate business engagement and, in particular, to align training and service delivery with high-demand occupations and skill clusters in the Council's identified in-demand industry sectors. Key sectors in the NW region include: health and allied services, manufacturing and construction.

Two new strategies to highlight (since the initial 2016-2020 plan) are: 1) a research report, *Workforce Hiring Trends*, identifying the specific skills most in demand in two key industry sectors in the region; and, 2) piloting with one of the region's small business development centers to expand outreach and coordination of business engagement in the region, particularly with small employers. In support of the Council's emphasis on industry engagement, the Council commissioned Western Washington University's Center of Economic and Business Research to identify employer defined industry trends in desired hiring qualifications. The report, *Workforce Hiring Trends: Construction and Manufacturing in Whatcom, Island and Skagit Counties*, was widely shared among the Council's regional partners. The Council has piloted with the Western Washington University Small Business Development Center (SBDC) to equip this business-to-business entity to better identify, assist and refer local businesses that are likely candidates to utilize the workforce development system's resources in hiring and training their workforce. As the vast majority of businesses in the region are small businesses, this contract also aligns coordinated human capital development service for the small employers in the region.

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

The Council continues to work with partners in continuous quality improvement activities to develop new effective ways to facilitate access to services to both jobseeker and employer customers. Several of the activities described in the previous section are also applicable here. The Council has facilitated access to job seekers and employers through:

- The contract with Western Washington Small Business Development Center to facilitate employer access to the workforce system.
- The Career Connect Grant activities, including the work of the Career Connect team of representatives of business, career and technical education, apprenticeship training, and secondary and post-secondary schools.
- The coordination of Apprenticeship training offerings, with a focus on outreach to bring in young adults, dislocated workers, and other job seekers to participate in the effective pathways to well paid jobs, filling positions in demand by local employers.

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

The Northwest Workforce System (partnership) Management Team and the regional WorkSource Operations Group has recently collaborated on building the region's application for WorkSource Certification. The NWC's application is a rigorous "accreditation" activity which describes recent system work in affording job seekers and employers universal access to services and facilities and an improved customer service experience. The application included continuous quality improvement targets and projects, workforce and process focus,

results, and a detailed three-year work plan for the region's three certified WorkSource Career Centers. All strategic objectives in the WorkSource workplan support one or more of the local workforce plan's strategic goals. Key strategic approaches included in the workplan, many of which are well underway, include the following features for improved customer service. Customers [at the WorkSource Centers in the Northwest region] now have on-site access to: vocational rehabilitation services, Labor & Industries return to work programs, Job Corps recruitment and placement, TANF and other offerings of DSHS Community Service Offices, community and technical colleges, energy assistance programs and health insurance navigators.

## Local Workforce Development Plan Workforce Snohomish (04)

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

Seventeen (17) roundtables with employers and 440 attendees engaged in the above sectors have been held over the past two years. Attendees included small and large businesses, employers in high-demand industry sectors, and supply chain businesses supporting each of these sectors. WFS is in the process of planning hiring events to support the airport expansion needs and is incorporating, for instance, the business engagement feedback from a number of sector roundtables to create pipelines to these and other, related jobs. The airport's economic impact is estimated to create 65,000 jobs in multiple sectors. The WorkSource Snohomish County Business Solutions (Business Solutions) Team regularly hosts hiring events and job fairs in partnership with employers. For example, they worked with The Boeing Company to recruit nearly 800 job seekers and connected them to recruiters. Team members have also developed close partnerships with local businesses. Employer roundtables also focused on the workforce needs of small and mid-sized organizations, including business representatives from banking, human resources, insurance, and other related industries. At a professional services forum, employers shared information about the skills and education they were seeking in prospective employees.

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

The services WFS provides are directed to a wide age range, starting with school aged youth and continuing to those 55 and older. By focusing on this broad age range, the talent pipelines for the future are continually being cultivated and constructed. At the same time, WFS has implemented strategies to fill the critical gaps in employment caused by unexpected job loss (due to technology, mergers, cutbacks, etc.) and necessary employment transitions that many people face (due to personal reasons, health, under-employment, etc.). [The Youth] services to include providing more than 3,000 high school students from 22 Snohomish County schools with resume writing and career readiness supports. Students 16-18 years of age have also benefited from participation in Trade Up, a one day hands-on trade and apprenticeship exploration event held in collaboration with the Snohomish County Labor Council. The WFS work with veterans occurs primarily at the WorkSource Everett Serve Center. The Serve Center partnerships ensure that veterans have access to the ESD Veterans' Services and employment programs. Strong systems for linking veterans to EdCC and EvCC College Veterans Resource Centers and the Snohomish County Veterans Assistance Program are in place. WFS has directed services to dislocated workers facing job losses and assisted them through the Workforce Re-Employment Center (WRC). WFS served these individuals through regional partnerships with other Workforce Development Councils using funds from DOL and ESD. Services to refugees and immigrants have also been expanded to create opportunities for the increasing number of refugees and immigrants who reside in Snohomish County. WFS held two refugee forums to identify and begin to address gaps in services to refugees. WFS organized an Older Worker Town Hall dedicated to identifying the unique needs of older workers and encouraging more employers to welcome older workers into their workforce. Services to persons with disabilities have also been provided.

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

WFS is committed to improving the customer service experience for job seekers and employers. To that end, WFS places a high value on leveraging resources. WFS has identified opportunities to build a stronger continuum of services for area residents. For example, WFS has leveraged resources with the Arlington-based Weston High School Open Doors Youth Re-engagement Program. One of the other significant examples of how the WFS Board leveraged its network of system partners was the leveraging of partnerships associated with the twenty-three (23) WFS Connection Sites. As of the writing of this report WFS has one (1) WorkSource Comprehensive Center, one (1) Youth Specialized Site located on the Second floor of the Center, one (1) Affiliate WorkSource Center, and twenty-three (23) Connection Sites.

## Local Workforce Development Plan

### Workforce Development Council Seattle-King County (05)

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

The WDC continues to coordinate Seattle-King County (SK C) business engagement through WIOA Business Services and a Business Engagement Convening focused on in-demand industry sectors. The WIOA-funded Business Services program addresses workforce planning needs, develops talent acquisition strategic, provides labor market information as well as business resources, and involves businesses to inform workforce development strategies in the region. The WDC has developed industry-specific, strategic approaches to cultivating industry leadership, by providing staff and support to SRP-led industry leadership tables, starting with healthcare. The first industry leadership table (ILT), launched in April 2018, addresses SKC healthcare industry issues by identifying workforce and other shared competitiveness needs, and jointly between industry and public partners ensuring equitable access and connection to healthcare employment by local residents. The WDC was awarded approximately \$743,000 by the WTECB to develop three industry-focused programs that are upskilling incumbent workers to fill mid-to-high skill jobs as older workers retire, while recruiting new or junior workers to fill the jobs vacated by upskilled incumbent workers. The Talent Pipeline application, developed by Community Attributes, Inc. in coordination with the WDC, draws on occupation forecasts to calculate surpluses and shortages of specific jobs. [Another tool and resource] is the “Map Your Career”. This tool was developed with extensive industry partner input and consists of dashboards, printed booklets, and a newly-revamped website that outlines critical labor market information for youth and adults looking into various career pathways. From industry economic indicators to job projections to age and education demographics, Map Your Career provides a quick reference for career pathways in industries vital to the King County economy.

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

The WDC continues to meet this goal by improving access for all jobseekers and employers across the region through a steady expansion of the WorkSource Connection Sites network, the work of the Access Subcommittee (ASC), and by leveraging new funding to develop innovative programs. The Board is also taking a renewed focus on racial equity with equity workgroup recommendations. The Connection Site system represents the diversity of our community, serving youth, mature workers, and individual identifying as homeless, food stamp and Medicaid/Medicare recipients, veterans, low income families, English language learners, immigrants, refugees, customers with disabilities, housing authority residents, and customers with limited education. The broad reach of Connection Site organizations, located in the communities of need, allows customers to access resources needed to progress toward self-sufficiency, providing equitable access to all.

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

The WDC board is leveraging workforce system partnerships to improve the customer experience for jobseekers and employers in several ways, including a focus on integrated service delivery, implementing and infrastructure agreement between system partners to share costs, and participating in development of a regional workforce strategy. Co-enrolled Integrated Service Delivery (ISD) is the delivery model for WorkSource services that aligns the resources of participating partners to seamlessly address the training and

employment needs of job seeker and business customers. In 2017 and with all system stakeholders and the CLEOs, the WDC developed a Memorandum of Understanding (MOU) entered into between the WDC Board, the CLEOs, and WIOA partners. In 2018, the 31 partners within WorkSource Seattle-King County negotiated a new IFA for PY18, total cost of the operating budget shared between system partners for PY18 IFA is \$20,605,458. In 2017, the CLEOs jointly convened the Regional Workforce Strategy Group (RWSG), which brought together education and workforce leaders across the region to set a regional strategy and assess how to organize a workforce development system that is industry-driven and equity-focused.

## Local Workforce Development Plan WorkForce Central (06)

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

The Business Solutions Team on behalf of the Pierce County Workforce Development Council (Pierce County WDC) has an ongoing practice model of business engagement. Sector roundtables are an important part of the engagement model. The roundtables – held 8 times per year – normally consist of 3-5 businesses within the top six sectors discussing the workforce system in Pierce County, as well as the employment pipeline, referrals, job seeker market and other issues of pertinent concern to the employers. In addition, the Business Solutions Team offers a robust suite of services that provide assistance to employers with their hiring and talent pipeline needs. The Business Solutions team also conducts two large-scale events each year that engage and involve in-demand industry employers, Pierce County Career Day and JobFest. These events bring businesses and job seekers (youth and young adults 16-24) together to explore workforce opportunities within Pierce County.

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

The WDC Pierce County Leadership Committee and One-Stop Partner Advisory Subcommittee are taking the lead on developing and deploying a common referral system that will reduce redundancy in the collection of customer information and allow for all partners to record and track outcome of each referral. In addition, the WDC leadership committee and subcommittee are also leading the development of methods that will ensure businesses have a single point of contact for accessing services. Great progress has been made and it is anticipated that the common referral system will be in place by Fall/Winter 2018. To ensure access throughout Pierce County, the Pierce County Library System is planning on submitting proposals to certify 22 library locations as connection sites. Our commitment to extend WIOA Adult, Dislocated Worker and Young Adult services into Pierce County underserved areas include organized enrollment sessions onsite at partner community based organizations, independent training providers and affiliate locations such as the libraries and community colleges.

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

WorkForce Central has engaged the expertise of a consultant to work with system partners to produce a common customer feedback system that targets both employers and job seekers. The implementation of this customer feedback system allows all partners to evaluate data weekly and make course correction when appropriate through improved plans with system partners. In addition, the Pierce County WDC has adopted a new certification process that reflects a firm commitment to ensure the local workforce delivery system delivers superior performance consistently and predictably. Whether they are job seekers or business customers, the ability for the workforce system to be immediately responsive will maintain a positive rapport with customers and incite repeat business. It also allows for the system partners as a collective to review for trending issues from a system perspective and make timely improvements. The Pierce County WDC has also leveraged its network by joining forces with the Pacific Mountain Workforce Development Council and the Tacoma-Pierce County Economic Development Board, as well as collaborating with military leadership on Joint Base Lewis-McChord to provide access to our system partners and services by creating the first full scale WorkSource affiliate site on a military base.

## **Local Workforce Development Plan Workforce Southwest Washington (07)**

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

Workforce Southwest Washington believes that business is our primary customer. When we help a business find, retain and develop their talent, we contribute to our community's economic stability. Over the last two years, we have carefully crafted our processes and procedures to ensure that businesses receive the highest quality services. We have specifically worked on four areas: Business Solutions, Sector Plans, CareersNW.org, and Workforce Workshops. To date during the course of the current program year (July 1, 2017 to June 30, 2018), 168 businesses have been served and 438 job placements have occurred.

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

Workforce Southwest Washington is committed to ensuring that all jobseekers and employers within our three county areas have access to high quality services. As written above, our emphasis on employers allows us to drive comprehensive services throughout the region. However, while the focus on business is important, we also understand that preparing job seekers is how we provide high quality talent to employers. To ensure high quality talent for employers we have focused on creating a WorkSource Strategic Plan, focusing our Board committees to have a strong emphasis on populations with barriers to employment and specifically targeting equity and inclusion. We are also creating and building an Opportunity Youth employment center.

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

Together with partners, Workforce Southwest Washington has helped guide the system to be more inclusive, more customer-centered and to have a comprehensive approach to workforce services. WSW has been engaged with WorkSource partners in integrated service delivery for many years. The staff works together across leadership and supervisory lines to provide excellent customer service for businesses and job seekers. In 2016, ESD, DSHS and WSW joined forces to create a single poverty reduction project in Cowlitz County. To date, the group has created a resource database/website and identified customer service improvement and youth outreach strategies that they expect to lead more directly to work. Throughout 2016/2017, the Network has added school district partners in Cowlitz and Wahkiakum Counties. WSW staff has worked extensively on Network teams to ensure that all educational programming is carefully aligned to workforce needs in SW Washington. In early 2018, WSW completed negotiations with the Department of Vocational Rehabilitation to provide summer employment and internship services to in-school youth with disabilities.

## **Local Workforce Development Plan North Central Workforce Development Board (08)**

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

The Wenatchee Valley Professional Development Summit was a conference style event that focused on building soft skills and customer service skills. These topics have repeatedly emerged from the business community as “issues” with the current adult workforce and emerging youth workforce. 125 adults and 50 in and out of school youth from SkillSource and Wenatchee High School attended the summit. SkillSource collaborated with local businesses, other partner agencies, non-profits, and education providers to present several college and career fairs a year, serving all four learning centers as well as nearly all school districts in the five-county region. SkillSource and Wenatchee School District cohosted a Partner Appreciation Luncheon in April which highlighted local employers’ support of education and youth training, including a presentation by Chelan PUD focused on the benefits of registered apprenticeships.

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

SkillSource collaborated with Employment Security in Wenatchee, Moses Lake and Omak to improve and increase customer access to Innovation Act and other one-stop program services. Strategies to increase customer access included mapping current customer access, identifying patterns, and developing and utilizing customer feedback. Survey results showed customer awareness and understanding of workforce resources increases dramatically when they encounter a staff person who asks the correct questions and speaks knowingly about partner resources. As a result, focus has been on enhancing the “no-wrong-door” concept amongst area partners.

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

As part of system Process Improvement, SkillSource engaged over 30 community partners to improve collaboration and customer access to employment, education and training, career counseling and other important services. The partnership has utilized a customer-centered approach throughout the last year of meetings to determine three primary focus areas: staff reference guide, staff training summits, and ongoing small group training within each of the region’s three labor markets. SkillSource convened a rapid response team headlined by Employment Security and Wenatchee Valley College to provide rapid response, career and employment assistance and other benefits available through Dislocated Worker, Worker Retraining and Trade Act programs to 425 laid off employees from Alcoa. The rapid response team also collaborated with the Wenatchee Valley Chamber of Commerce and Tri Commission to ease the impact of closing the 65-year-old plant.

## Local Workforce Development Plan South Central Workforce Council (09)

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

The South Central Workforce Council (SCWDC) has taken a leadership role with the local WorkSource Business Solutions committee. This committee has representation of all Memorandum of Understanding signed partners to include staff that directly serve employers in the four county region. To align the business engagement work the South Central Workforce Council will be hosting a series of business engagement “bootcamps” to be provided by a third party training provider. The intent of the bootcamp is to shift the business engagement approach from the traditional “selling of services” to a more consultative approach where the business engagement staff meet with employers to learn what their business needs are and then bring that information back to the Business Solutions team. The South Central Workforce Council (SCWDC) has coordinated business outreach in the local area through outreach to employers with system partners to convene an Aerospace Manufacturing Sector Partnership in Klickitat County for the SCWDC’s Upskill-Backfill Initiative and incumbent worker training for Micro-Soldering Skills Training, as well as incumbent worker trainings for Food Safety Modernization Act (FSMA) compliance, Introduction to Lean Manufacturing, and Supervisory Training for employers within Yakima County.

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

Adult basic education and skill training has been missing or sporadic in Klickitat and Skamania county for over ten years due to the very rural nature of the service area. Both Yakima Valley College and Clark College have provided ABE classes, however, it was not sustainable as a permanent offering. The South Central Workforce Council (SCWDC) through the WIOA Adult and Dislocated Worker service provider, People For People, provided funding to stand up a Learning Center in White Salmon with further expansions planned for Goldendale and Stevenson. Through the SCWDC’s Upskill-Backfill Initiative, the local board has been able to bring training into an isolated rural area by partnering with Clark College and offering trainings on-site for employees of the local aerospace manufacturing sector. By bringing the trainings to the employers, the companies are able to offer trainings to their employees that would otherwise be difficult in such a rural area.

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

The South Central Workforce Development Area has seven WorkSource offices spread across four counties of Klickitat, Kittitas, Skamania and Yakima. Each of these seven offices has its own distinct customer base of both jobseekers and employers. As a result of the individual needs of each office the South Central Workforce Council has been working with all of the partners in the local system to ensure that a coordinated and collaborative system of assessment of not only the services provided in each office but the levels of customer satisfaction for both jobseekers and employers exists. Due to the number of offices the South Central board has established a One-Stop “System” Operator. The system operator is currently working with each of the site operators to complete the One-Stop Evaluation and Certification Assessment of each of the seven offices. The system operator is conducting a walk-through of each of the sites completing section IV of the One-Stop Evaluation and Certification document (Attachment A to WIN 5612). During this review the One-Stop Committee (comprised of representatives of each of the MOU partners) will identify areas for improvement, opportunities to expand services, and whether the methodologies for capturing customer feedback are sufficiently informing the needs of the office.

## **Local Workforce Development Plan Eastern Washington Partnership (10)**

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

Three business engagement teams were developed using partner staff from each sub-region of the area. Teams were established in Walla Walla, Colville and Clarkston, each serving a multi-county area. Members represent the active system partnership in each sub-region and represent staff from economic development councils, community colleges, Employment Security, community based organizations, Division of Vocational Rehabilitation, and others working together to identify local workforce issues. WDC and service provider staffs have participated in local and regional skills panels for manufacturing, forest products and health occupations. Participating on the skills panels allows staff to hear from employers of all sizes explain the challenges and successes they have experienced with the local workforce. Employers get an opportunity to share with each other and hear from peers regarding innovative ways to address workforce needs. One of the more successful engagement strategies has been listening to EWP board members that represent small and large business in our area. At the meetings we spend time sharing labor market information, system performance and workforce development service delivery activities. Board members actively discuss what they are experiencing and identify potential options to strengthen the system.

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

EWP works closely with the service providers to ensure that they have an outreach plan to serve job seekers and employers in all nine counties. Partnerships developed over the years with schools, county offices, DSHS, libraries and others has created a network of locations to meet with customers in all nine counties. EWP and service provider staffs work closely with Economic Development Councils (EDC) and Port Districts to meet the business customer's needs in communities. Engaging local chambers of commerce is a strategy being developed to enhance service delivery options to remote communities in our area. The EWP has a Barrier & Accessibility Solutions Committee (BASC) that meets quarterly to discuss challenges and successes of serving all customers including the populations identified in WIOA. Annual EEO training is given to all service provider staffs at their locations. This summer an accessibility review was conducted at each WIOA Title I Service Provider location and the Walla Walla and Colville WorkSource sites to ensure ADA compliance.

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

At least four times a year leadership from WIOA Titles I, II, III, and IV, and DSHS providers meet to discuss service delivery in the nine county areas. Integrated Services for employers as well as job seekers is discussed, including sharing challenges and successful efforts in serving customers. The meetings have resulted in the development of a Memorandum of Understanding (MOU) defining shared roles and responsibilities and what partners are providing to serve system customers. Partner meetings have also provided an opportunity to begin discussions around customer service models and evaluate progress. Tools and resources have been developed to help the job seeking customer to learn about self-service and on-line tools for job search and job readiness. Staffs from the Colville and Walla Walla WorkSource locations each meet jointly to discuss strategies to deliver customer centered services and progress on efforts to serve all customers. Staff also meets in small groups to discuss individual customers and develop strategies to collaborate to meet the customer's needs. The One-Stop certification process is currently underway in Walla

Walla and system partners meeting to complete program and services mapping exercises to determine the current state of the local partnership. As the work progresses, gaps and opportunities will be identified to help partners chart the steps needed to achieve certification. The process will be duplicated in Colville later in the fall. The goal is to have all locations certified by the end of the year.

## **Local Workforce Development Plan**

### **Benton-Franklin Workforce Development Council (11)**

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

Our local board is engaged in coordinated business engagement through strong local area partnerships. We have board representation throughout Benton-Franklin Counties at several Workforce/Economic Development forums such as the Tri-Cities Research District, the Tri-Cities Area Regional Chamber of Commerce, the Benton-Franklin Council of Governments and TRIDEC. Participation is at a minimum monthly and in some cases weekly. Some specific endeavors that have proven to yield positive results for our in-demand employers (both small and large) within in-demand industry sectors are the Hanford Site Speaker Series, IT Day, State of the Cities and MyTri2030. B-F has strategically developed working relationships with the top 15 employers in our community representing in-demand industries. This approach ensures that we always have a pulse on the current and future needs of Benton and Franklin counties.

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

The BFWDC has facilitated access to services for customers in our workforce system via multiple avenues. One very noteworthy establishment is our local Barrier & Access Solutions Committee (BASC). The BFWDC has increased our participation level with becoming a gold sponsor this year to Access Tri-Cities event. The goal of Access Tri-Cities is to build bridges and break down barriers. Topics covered at the event are “Tools, Techniques, and Technologies for Creating Inclusive Workplaces” and “Keys to Partnerships between Business and Disability Employment Service Providers”. The BFWDC is active in conducting outreach to more remote areas in Benton and Franklin Counties. This is done through involvement with organizations such as the West Richland Chamber of Commerce and attending Prosser Chamber of Commerce events. The WorkSource Columbia Basin (WSCB) Business Services Team commutes upon request to the employers’ location to meet their needs. When necessary, practitioners travel to rural areas such as Connell to assist and advocate for their customers for offerings such as On-the-Job trainings, apprenticeships, etc.).

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

Human Centered Design is alive and well at WorkSource Columbia Basin (WSCB) and has impacted the jobseeker and employer experience immensely. Here you will see (prior to renovation) customer feedback being gathered using the Rose, Thorn, Bud method. Except for the addition of terracotta paint, WSCB had not received any upgrades in almost two decades. This all changed when system-wide leaders committed to braided funding to accomplish a facelift. The largest financial contributor was ESD. The changes included new furniture, carpet, paint and technology throughout the center. Now when jobseekers and employers visit WSCB they get to experience a new environment with modern aesthetics. The upgrades have created a shared sense of pride for our local American Job Center (AJC). It has been a year since the BFWDC hired the Benton Franklin Workforce Consortium (BFWC) to be the One-Stop Operator (OSO) at WSCB. The BFWDC believes in Integrated Services Delivery (ISD). We feel that both jobseekers and employers benefit when service delivery is seamless. To date, functional supervision has been implemented at the basic level, however not center/system wide. As we continue to grow in this space locally our progress will be communicated to key stakeholders. Once team members are cross trained, and policy/procedures prepared, the BFWDC will implement ISD with co-enrollment at WSCB.

## Local Workforce Development Plan Spokane Workforce Council (12)

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

The Spokane Workforce Council has implemented a cohort training model for select WorkSource customers to obtain an occupation-specific certification in an in-demand occupation in Spokane County. Certifications are determined in a data driven process, which includes reviewing online job postings data from Burning Glass Technologies to find workplace certifications that are requested by businesses in 2 area job postings. All occupations considered for the cohort training model must also be classified as in-demand on the Occupations in Demand list for Spokane County. The Spokane Workforce Council engaged area manufacturing and IT firms in focus groups in June 2018 to develop updated workforce roadmap reports for the two industries. Businesses in both industries are facing workforce challenges and labor shortages in meeting their hiring demands. The Business Engagement Team (BET) at WorkSource Spokane has implemented ezIQ, a customer relationship management (CRM) tool, into their everyday business services operations. This has allowed for a more coordinated effort in managing relationships with the business customers of WorkSource, and to assure duplicative efforts are eliminated.

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

See answer to question 3.

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

As access to services and customer experience are intertwined in Spokane, the following outlines the efforts taken since 2016 to facilitate access to services for job seekers and employers, including in rural and remote areas, as well how the local board's network of partners have been leveraged to improve the customer service experience for job seekers and businesses. In late 2017, WorkSource Spokane officially reopened as a fully integrated site that includes partners and funding from WIOA Titles I-IV, WorkFirst/TANF, Basic Food and Employment (BFET), Trade Adjustment Assistance, Reemployment Services Eligibility Assessments (RESEA), Local Veterans Employment Representative (LVER), Worker Retraining, Career Connected Learning, Spokane Falls Community College, Spokane Community College, Opportunity Partnership, American Apprenticeship Initiative, Washington State Labor and Industries, JP Morgan Chase, Bank of America, Northwest Business Development Association, Rotary 21, Avista Corporation, Spherion Staffing, and more. WIOA Governor's Discretionary Funding is an important component of the braided funding we receive and enhances and leverages other resources to support innovative service delivery. Using the human-centered design model, we worked with job seeker and business customers, including the local Barriers and Access Committee, to guide every aspect of remodeling and redesigning the WorkSource center, including eliminating program teams and creating functional teams, and creating workshops and trainings that offer high value for our customers and contribute to positive outcomes. A functional team is one that works for the job seeker and/or business customer. Our teams at WorkSource Spokane were previously created to align with programmatic and/or funding goals. Our new teams are designed to work for the customer, and include staff from all programs and funding streams. The Spokane Workforce Council has supported professional development for the regional workforce system staff since 2016, with 506 hours of training completed to-date. The SWC has worked with a consultant and developed a robust curriculum designed to train our workforce system staff as

“career coaches” and provide the highest quality career development services to our diverse customer base. The Spokane Workforce Council created the Passport to Success in 2015, but has been using it since 2016 as a way to engage secondary and postsecondary students – particularly those in rural areas. Created by the Spokane Workforce Council in 2018, WorkSourceSpokane.com provides quick access for employers and job seekers to information about the Spokane WorkSource system, workshops and trainings, as well as a the Career Quest tool designed to help job seekers navigate the career search process from start to finish.