



Regional/Local Integrated Workforce Plan Program Years 2020-2024

Local Workforce Development Board (LWDB) Contact Information

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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 Workforce Council (SWC) 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 the accelerating impact of 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 SWC welcomed the passage of the Workforce Innovation and Opportunity Act of 2014 (WIOA) as an opportunity to catalyze our efforts to create meaningful partnerships with business, labor, government, education, and nonprofits to improve service delivery and build an infrastructure that leads our workers and our businesses to increasing prosperity and long-term stability. We have been working over the past four years to realize the vision of WIOA by further integrating partners, programs, and funding sources across our local workforce system with the goal of achieving better outcomes and greater community impact. The Spokane Workforce 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 Workforce Council

SECTION II - Regional Components of Plan

Strategic Vision and Goals

In the role of catalyst and convener, the Spokane Workforce Council (SWC) is dedicated to creating a demand-driven workforce system. The SWC 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

A prosperous, enterprising Spokane region, sustained by a diverse network of robust workforce resources

Mission of SWC Board of Directors

We elevate local workforce efforts with critical insights, researched guidance, innovative funding, and strategic partnership— so that we can cultivate a flourishing Spokane economy and job market together.

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 SWC 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.

The board of the SWC 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 SWC currently manages a total of \$10.2 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 SWC 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 YCRN and SWC Board to help meet program needs
- Encourage youth to build a relationship with a business leader in their career pathway
- Continue to partner and 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, Burning Glass (subscription data services) and the Employment Security Department's labor market economic 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)
- Creation of CareerExploreNW.org platform in partnership with KSPS Public Television to increase career awareness for students, parents, teachers, and other stakeholders

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 SWC 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 utilizing Integrated Service Delivery model.
- Braid funding to better support partners and customer outcomes
- Cultivate strategic initiatives 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 SWC 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, Career Quest, Spokane Internship Guide, and available online resources
- Reevaluate all SWC 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 SWC board and ensure accountability by all partners

Objectives

- Redefine SWC 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 has experienced steady job growth since recovering from the Great Recession. The Spokane MSA has experienced a strong increase in total nonfarm jobs starting in 2014, with an annual new job growth average of 2.2%. The SWC target industries are posting increases and emerging as foundation industries for the region: transportation and warehousing, manufacturing, healthcare and social assistance, finance and insurance, and professional, scientific and technical services. Additionally, the construction industry grew by the largest annual percentage growth rate of any industry over the last five years. 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.

Nonfarm Employment, 2014-2019							AAGR
NAICS Industry Title	2014	2015	2016	2017	2018	2019	2014-2019
State (in 000)	3,057.2	3,144.7	3,242.8	3,321.1	3,404.1	3,472.4	2.7%
Spokane MSA (in 000)	229.7	234.1	241.0	244.9	250.2	254.8	2.2%
Total Nonfarm	229.7	234.1	241.0	244.9	250.2	254.8	2.2%
Total Private	190.2	193.9	199.4	202.9	207.8	211.8	2.3%
Goods Producing	28.2	28.9	29.6	30.7	32.3	33.2	3.5%
Mining, Logging, and Construction	11.3	11.9	12.6	13.7	14.6	14.9	6.4%
Manufacturing	16.9	17.1	17.0	17.0	17.7	18.3	1.6%
Service Providing	201.5	205.2	211.4	214.2	218.0	221.6	2.0%
Trade, Transportation, and Utilities	44.1	44.6	45.7	46.5	47.3	47.0	1.3%
Wholesale Trade	10.4	10.5	10.6	10.5	10.7	10.7	0.7%
Retail Trade	27.2	27.5	28.1	28.7	29.0	28.7	1.2%
Food and Beverage Stores	4.7	4.7	4.8	5.0	5.0	5.1	1.7%
General Merchandise Stores	6.3	6.4	6.1	6.0	6.0	5.8	-1.5%
Transportation and Utilities	6.6	6.7	7.1	7.3	7.6	7.6	3.0%
Information	3.1	3.1	3.0	2.9	2.9	3.3	1.3%
Financial Activities	13.2	13.4	14.0	14.0	14.4	14.7	2.2%
Finance and Insurance	10.1	10.1	10.5	10.4	10.5	10.5	0.8%
Professional and Business Services	24.3	25.6	26.2	26.3	26.6	26.6	1.9%
Education and Health Services	47.0	47.4	48.8	50.2	51.1	52.5	2.3%
Health Care and Social Assistance	40.7	41.0	42.3	43.5	44.1	45.3	2.2%
Ambulatory Health Care Services	14.4	14.9	15.6	15.9	15.7	16.0	2.3%
Hospitals	8.9	9.3	9.8	10.2	10.5	10.8	4.2%
Leisure and Hospitality	20.6	21.3	22.6	22.6	23.6	24.4	3.6%
Food Services and Drinking Places	15.8	16.2	17.1	17.0	17.5	18.1	2.9%
Other Services	9.7	9.5	9.5	9.6	9.7	10.1	1.0%
Government	39.5	40.2	41.6	42.0	42.4	43.0	1.8%
Federal Government	4.9	5.0	5.1	5.1	5.2	5.3	1.6%
Total State Government	10.9	11.1	11.7	11.7	11.4	11.7	1.4%
State Government Educational Services	6.0	6.2	6.2	6.0	5.8	6.0	0.2%
Total Local Government	23.7	24.2	24.8	25.2	25.8	26.0	2.0%
Local Government Educational Services	12.7	13.0	13.3	13.5	13.9	13.9	2.0%

Source: Employment Security Department LMEA

Healthcare and Social Assistance continues to be the largest industry in Spokane County, accounting for nearly one in every five jobs locally. With a location quotient of 1.33, the

concentration represents a competitive advantage for the region, which entices further growth and clustering of business. Washington State University has both a nursing school and medical school located at their downtown Spokane campus, University of Washington and Gonzaga University are jointly building a new medical school, and Eastern Washington University is planning to create a standalone nursing school. The demand for skilled healthcare practitioners and technicians is very strong in Spokane, with Registered Nurse the most posted for occupation in any industry year over year in area online job postings. Demand for service from this industry is anticipated to remain strong, as the baby boom population ages, and as the overall Spokane population continues to expand.

Sectors to Watch

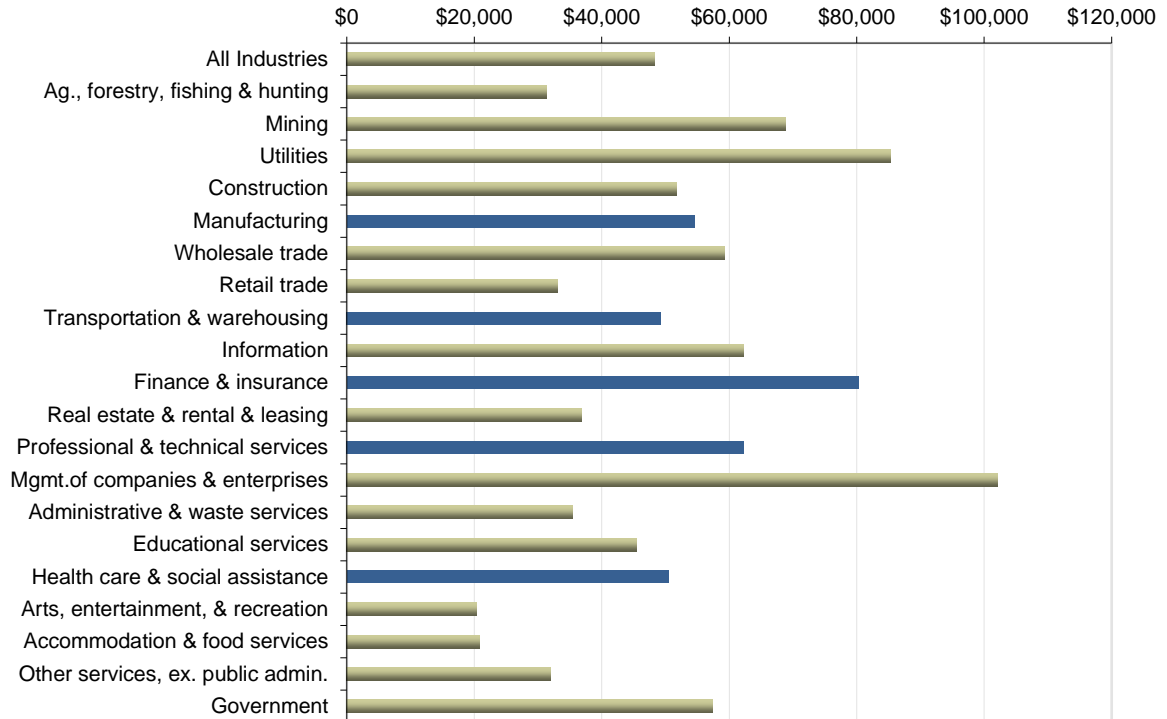
The construction industry experienced the largest percentage growth of any industry in Spokane over the last five years. As the economy has expanded nationally and locally, demand for skilled trades workers has expanded as well, however overall construction employment levels (14,900 employed in 2019) have not returned to pre-recession employment highs (15,500 employed in 2007). Local construction businesses have indicated a tight labor market and often have trouble in finding qualified talent in the labor market. The Spokane Workforce Council employs numerous efforts to expand and highlight apprenticeship opportunities for area workers to fill vacancies within the trades.

The education sector is another which is showing strong projected workforce demand in the future, as it has the highest percentage of workers who are ages 55 and older of any sector in Spokane County at 32.5% of the education workforce. Spokane and the surrounding region are home to numerous colleges and universities, as well as a large K-12 system, which is expected to grow with the population.

Spokane Annual Wages by Industry

The county's average annual wage for covered employment was \$48,330 in 2018, which ranked 13th among all Washington State counties. The state's average annual wage was \$66,156, which is primarily driven higher by King County, with the highest average annual wage in the state at \$88,460. 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, 2018, Spokane County



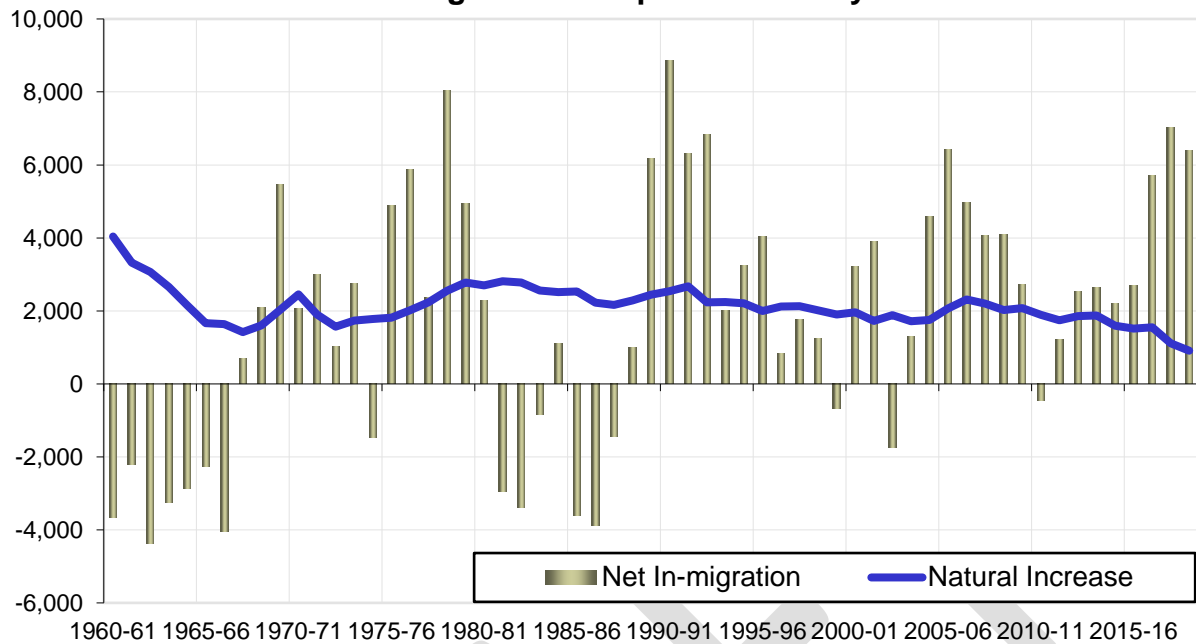
Source: Employment Security Department LMEA

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 Spokane County cost of living index has been steadily rising and is now on par with the national average (100.6 Base US) but has an average annual wage approximately \$9,000 less than the national average (\$57,681). The most recent publication of the ALICE (Asset Limited, Income Constrained, Employed) study, released by United Way, indicated that 38% 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 that a family of four with two adults, one infant, and one preschooler must earn \$58,968 in Spokane County to meet their household survival budget. It is important for the SWC 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 2019 Spokane County's population is 515,250. The primary driver of Spokane's population increase is from net in-migration, with more people moving into Spokane than leaving. In 2019, Spokane County grew by 7,300 people (1.44%), with 6,390 of that growth attributed to in-migration. The City of Spokane, now with a population of 220,000, is the largest municipality in Spokane County and is the second largest city in Washington State.

Annual Population Change: Natural Increase and Net In-migration for Spokane County

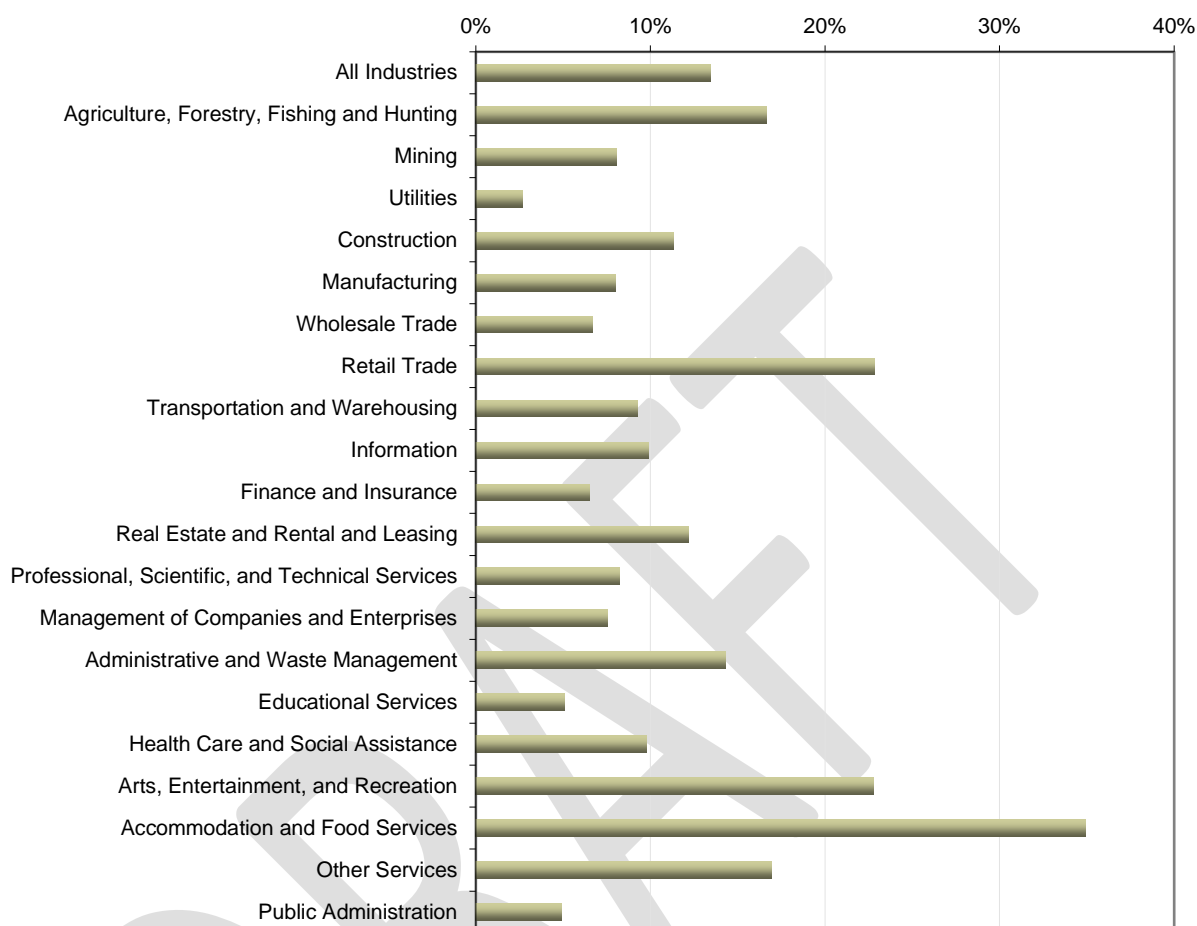


Source: Employment Security Department LMEA

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 2018 five-year estimate, the unemployment rate for 16 to 19 year-olds is approximately 20.0% and the unemployment rate for 20 to 24 year-olds is approximately 10.1%. Year over year estimates can vary, however youth unemployment consistently remains double or more the rate of the overall unemployment rate for Spokane County. Youth are having a difficult time entering the labor market as many traditional first jobs have been eliminated by technology and the increased Washington State minimum wage has been noted as a reason companies may be less willing to take on and train youth employment. 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, 2018



Source: Employment Security Department LMEA

Median Age Differences by Race Show Changing Demographics

The racial demographic makeup of Spokane is predominantly white. According to the 2018 American Community Survey 1-year estimate, the following is the racial demographics for Spokane County:

Total Population: 514,631

- One Race: 489,631 (95.1% of total population)
 - White: 447,999 (87.1%)
 - Black or African American: 8,884 (1.7%)
 - American Indian and Alaska Native: 7,317 (1.4%)
 - Asian: 11,786 (2.3%)
 - Native Hawaiian and Pacific Islands: 3,143 (0.6%)
 - Some other race: 10,502 (2.0%)
- Two or more races: 25,000 (4.9%)

The racial demographics in the workforce are expected to shift over time to have stronger minority representation in the Spokane population, following national trends. The most evident reason for this anticipated shift is the median ages by race, as every single minority population has a lower median age than the white population in Spokane County.

Spokane County Median Age 37.8

- White 39.6
- Black or African American 34.7
- American Indian and Alaska Native 30.6
- Asian 38.7
- Native Hawaiian and Pacific Islands 27.5
- Some other race 27.5
- Two or more races 19.8

In the 2019 calendar year, the workforce development system in Spokane County served minority populations at higher rates than the overall population percentages, so ensuring workforce development services are fulfilling the needs of all customers is of the highest importance.

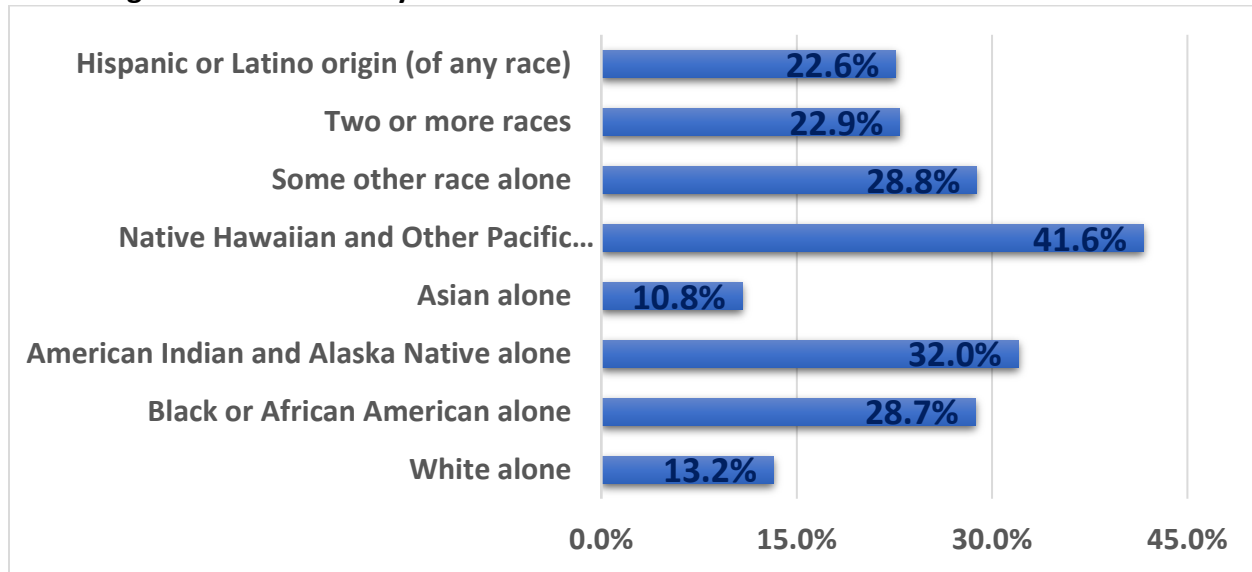
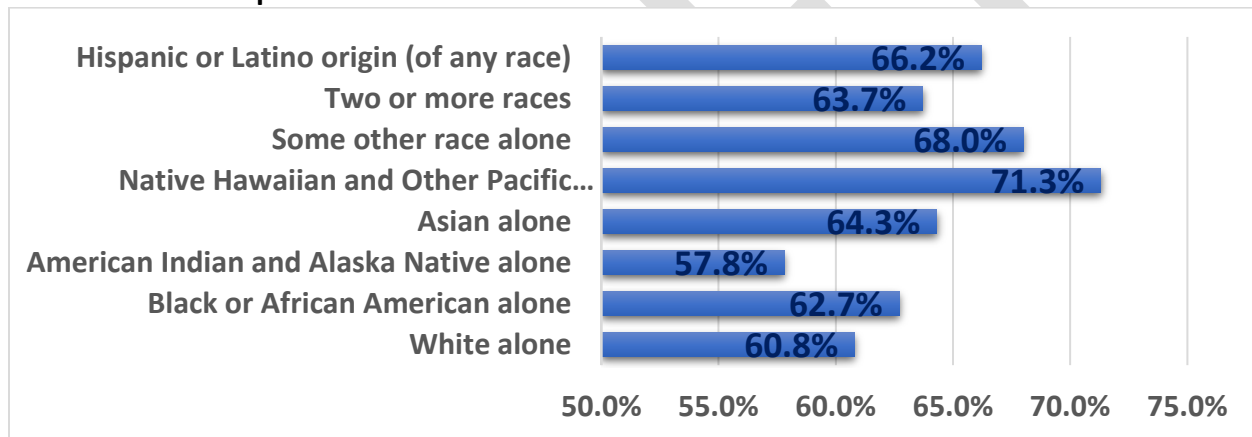
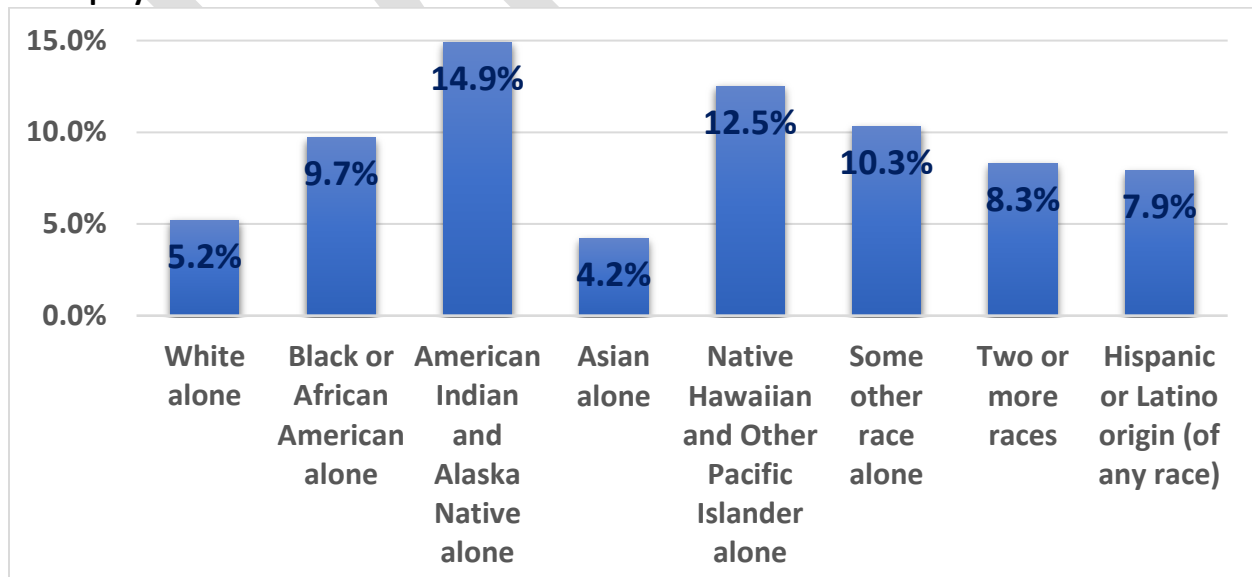
WorkSource Spokane

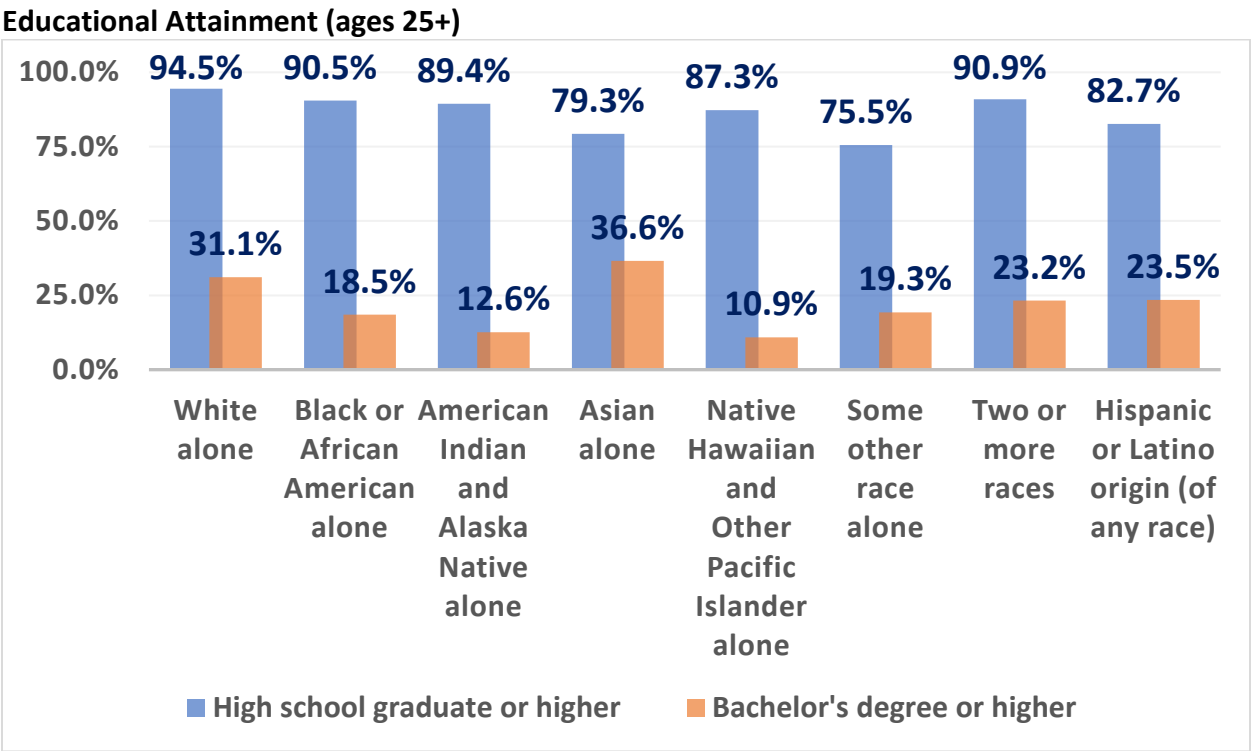
- Of the adult customers who self-reported demographic data (6,473 customers):
 - Native American (153 customers, 2.4%)
 - Asian (449 customers, 6.9%)
 - African American (283 customers, 4.4%)
 - Pacific Islander (114 customers, 1.8%)
 - White (4,762 customers, 73.6%)
 - More than one race (250 customers, 3.9%)
 - *Declined to identify (462 customers, 7.1%)*

Next Generation Zone

- Of the youth customers who self-reported demographic data (411 customers):
 - Native American (14 customers, 3.4%)
 - Asian (27 customers, 6.6%)
 - African American (32 customers, 7.8%)
 - Pacific Islander (8 customers, 2.0%)
 - White (275 customers, 66.9%)
 - More than one race (25 customers, 6.1%)
 - *Declined to identify (30 customers, 7.3%)*

Data from the 2018 U.S Census Bureau, American Community Survey (ACS) 5-year estimates for Spokane County, shows a wide disparity in equity across racial demographics as well, and highlights a need to consciously address the inequalities facing the region.

Percentage Below the Poverty Level**Labor Force Participation****Unemployment Rate**



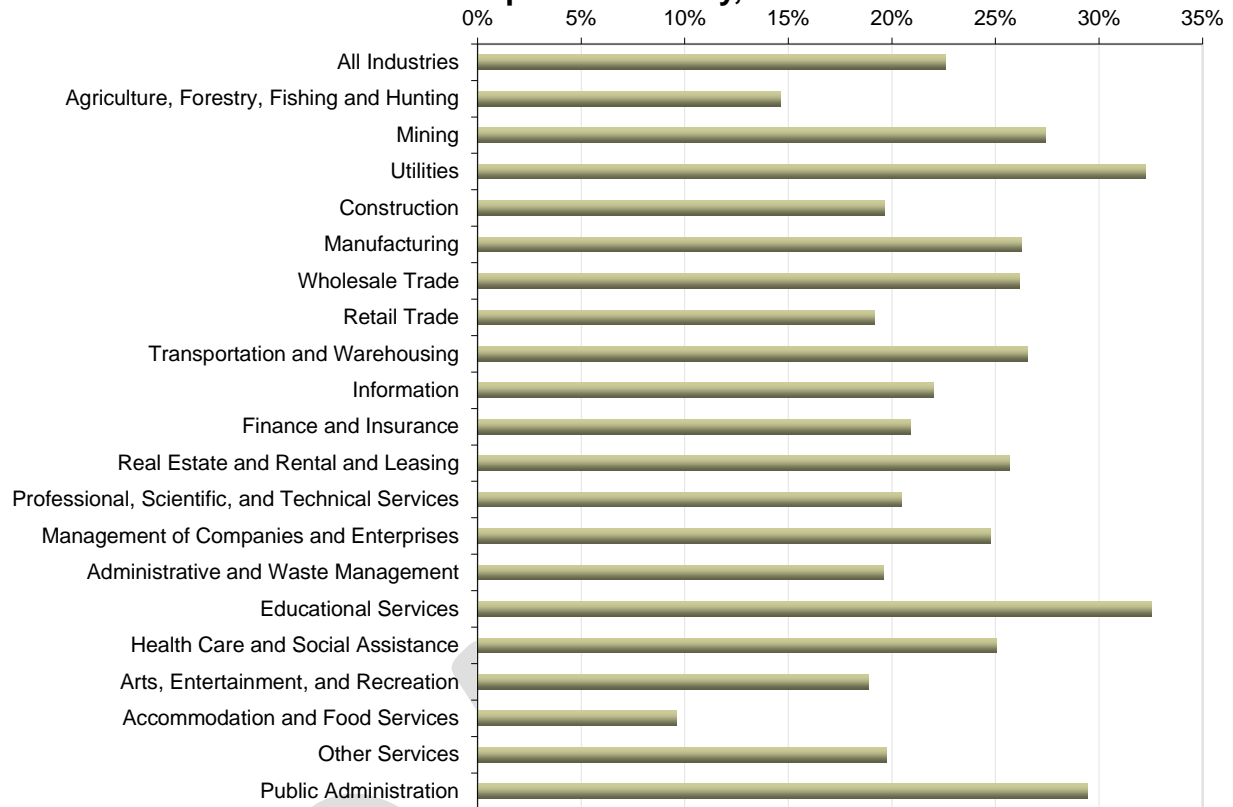
Individuals with Disabilities Experience High Unemployment

According to the US Census Bureau, American Community Survey five-year estimate, the 2018 population for Spokane County included 72,894 individuals with a disability, or 14.9 percent of the total population. The most common disability status is an ambulatory difficulty, which affects 35,402 people, or 7.7% of the Spokane County population. Approximately 39,414 working age (18 – 64 years old) individuals have a disability, or 13% of the total working age population. The labor force participation rate for individuals with a disability is 53.1% and the unemployment rate for individuals with a disability is 11.9%, which is more than double the overall unemployment rate for Spokane County.

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 SWC 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.

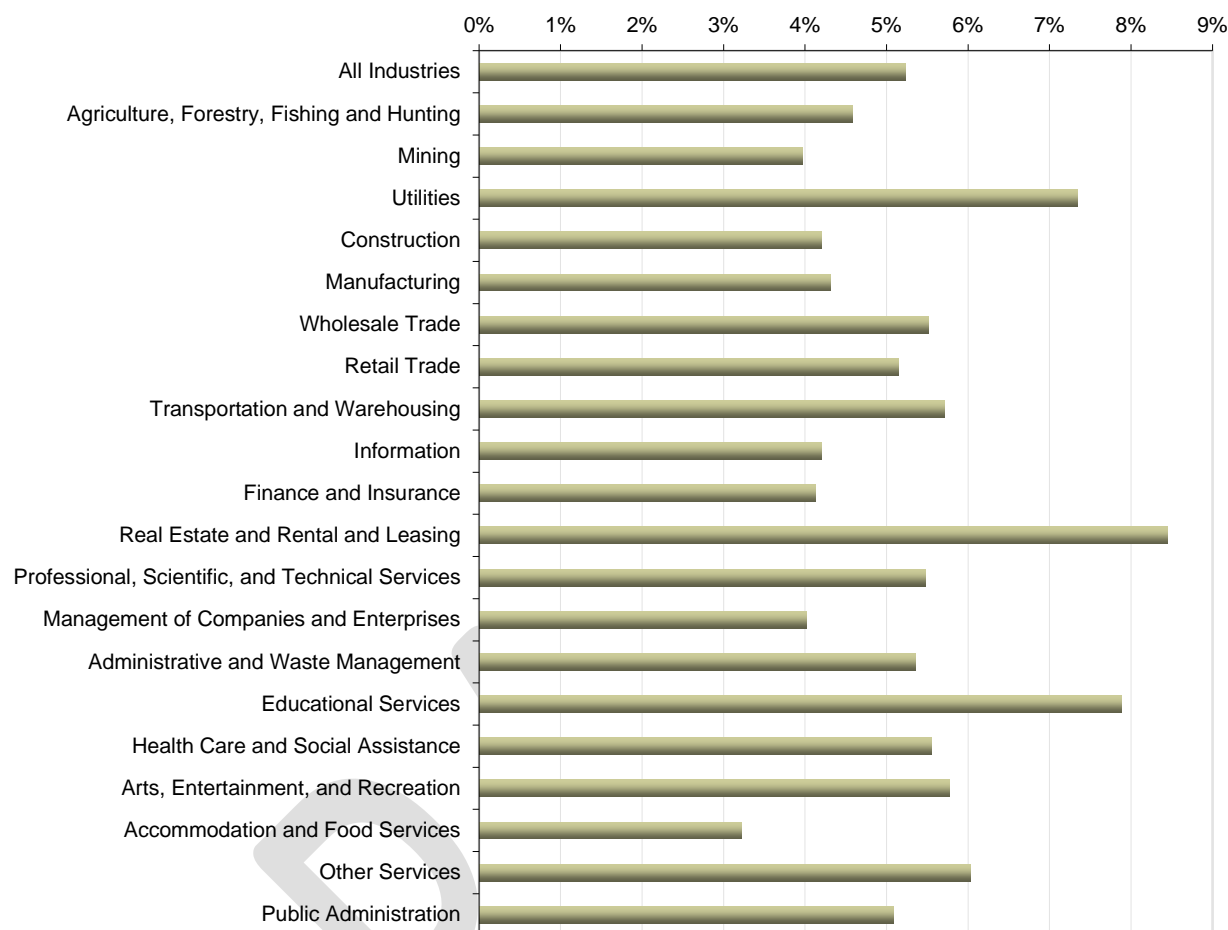
Percent of Jobs Held by Workers Age 55+ Spokane County, 2018



Source: Employment Security Department LMEA

65 years-old is typically considered retirement age, although many people work to later in life. Industries with a larger concentration of their workforce who are older than retirement age are at risk of experiencing workforce gaps. The real estate and rental leasing sector has the highest concentration of workers who are older than 65, followed by educational services, and utilities. These sectors are at high risk of experiencing workforce gaps if they are not actively recruiting new talent into the workforce pipeline.

Percent of Jobs Held by Workers Age 65+ Spokane County, 2018

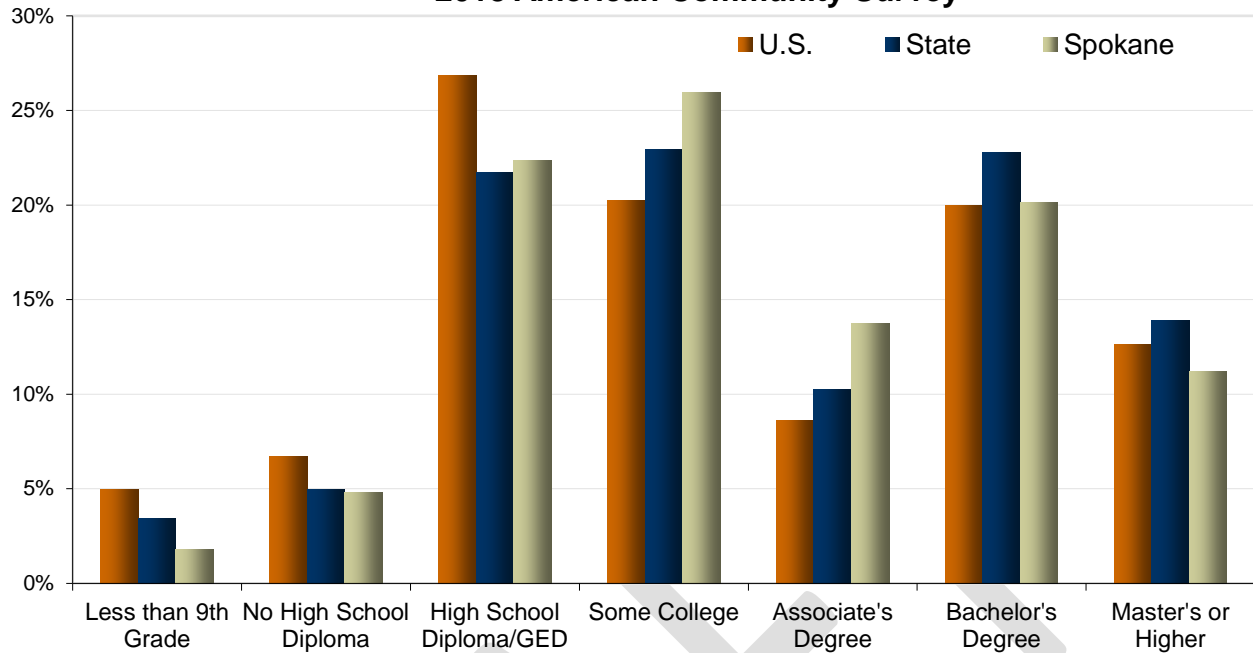


Source: Employment Security Department LMEA

Educational Levels for Spokane County

Spokane County's population has a higher proportion of High School/GED completers and above than the national average. The SWC has developed effective strategies to help opportunity youth complete their high school equivalency through the Next Generation Zone. Spokane also has a very high concentration of those with some college or an associate degree, outpacing both the state and national levels. Spokane is home to one of the largest community college systems in the state producing many associates degree transfer graduates, as well as career and technical education graduates. Spokane County, however, has a lower bachelor's degree rate than the statewide average, and a lower level of those with a master's or higher level of education than both the state and national rates.

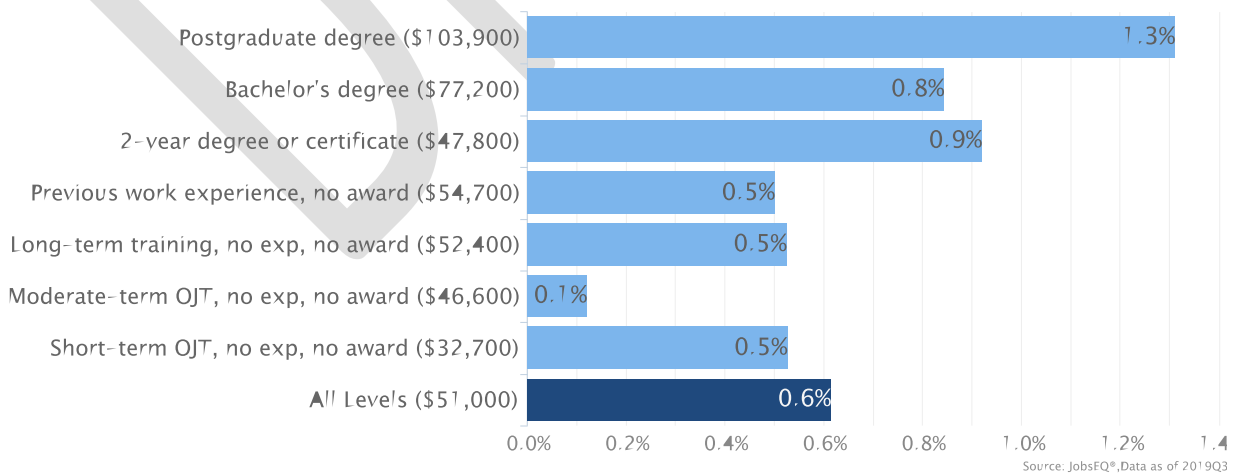
Educational Attainment of Adults Age 25 and Over 2018 American Community Survey



Source: Employment Security Department LMEA

Projected new job growth for Spokane County shows that the highest levels of anticipated new job growth are in occupations that require some level of postsecondary education. Jobs that require a postgraduate degree are expected to grow twice as fast as the overall job growth rate, and jobs that require a bachelor's degree or two-year degree/certificate are also growing faster than the overall Spokane County job market.

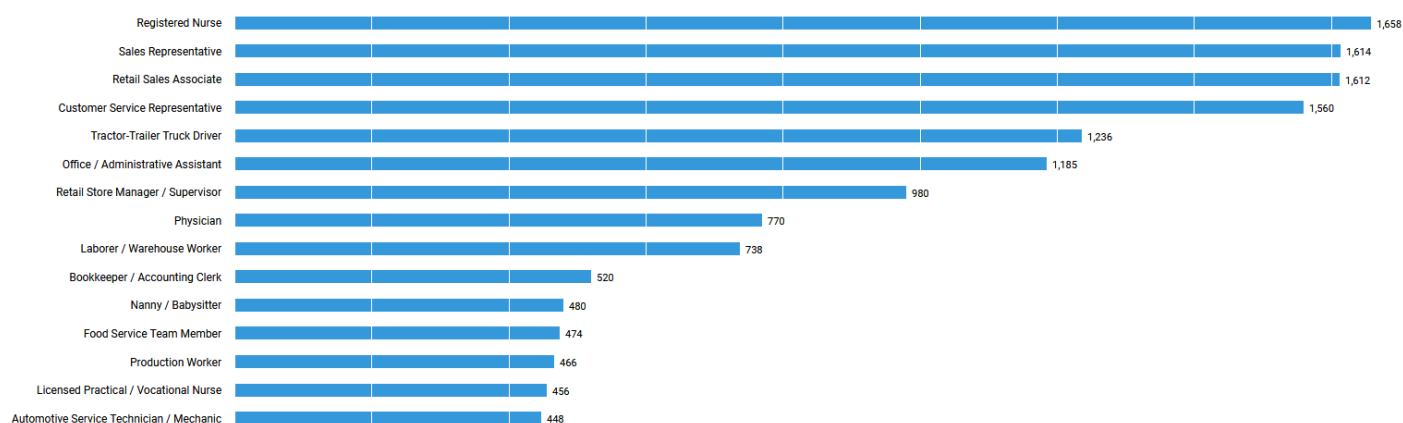
Annual Average Projected Job Growth by Training Required for Spokane County, Washington



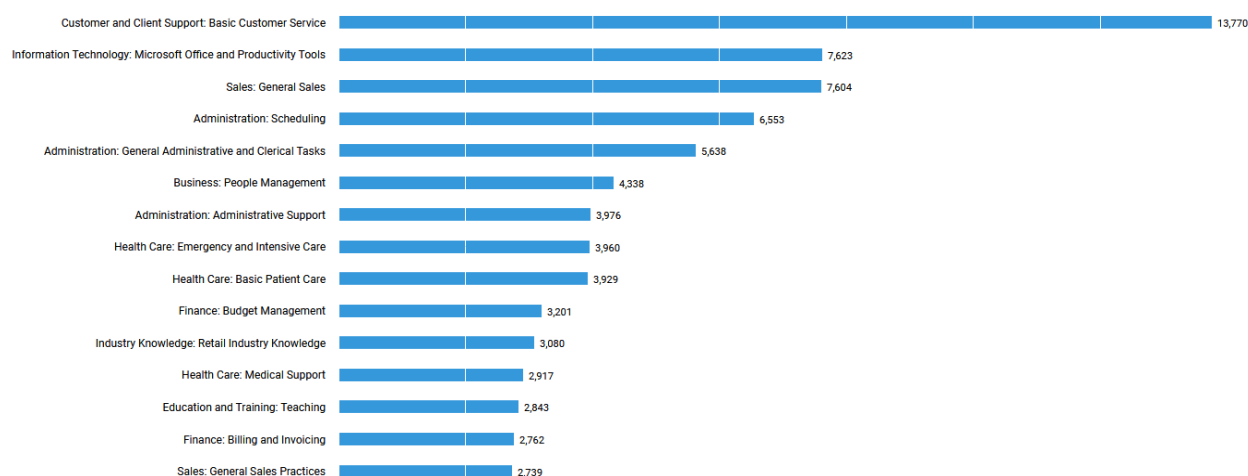
Knowledge and Skills to Meet Regional Demand

The Spokane Workforce Council utilizes Burning Glass Technologies' *Labor Insight* tool, which scrubs online job postings data for the region. With this tool the SWC has been able to more accurately identify occupations, skills, certifications most in-demand from local employers, and identify emerging trends. Data is gathered directly from the job postings of local companies. This data is often vetted in employer focus groups and in conversations with business to develop workforce training opportunities and the data is also shared with local educational institutions to inform instructional program curricula are keeping pace with changes to our local business needs.

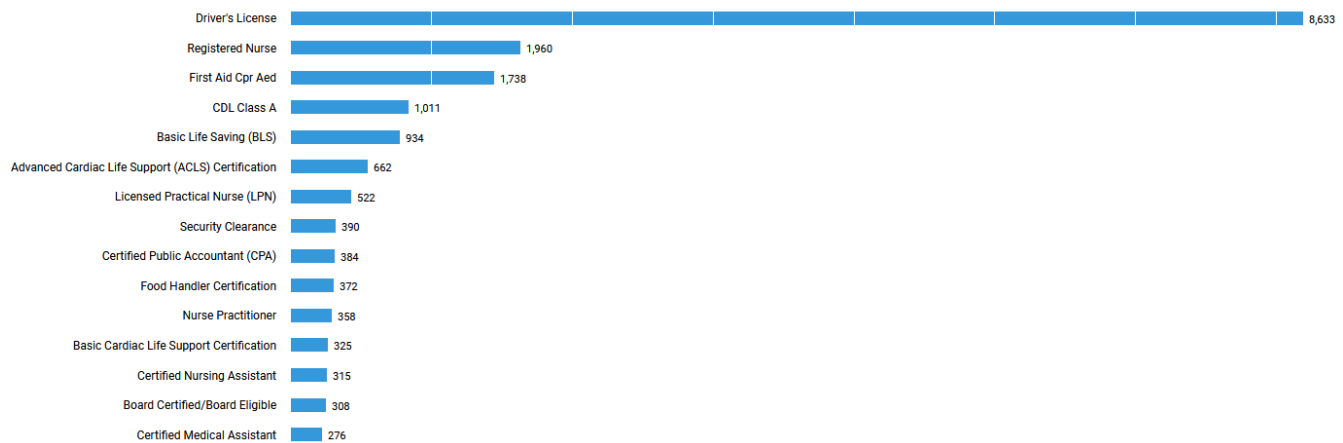
According to Labor Insights, in the full year of 2019, 49,129 de-duplicated online job postings were listed in Spokane County. By industry, Healthcare and Social Assistance posted the most online job postings, with 10,070 postings. Followed by Retail Trade (5,158 postings), Finance and Insurance (4,112), Manufacturing (3,034), and Public Administration (2,534). The following are the fifteen most posted for occupations in Spokane County, with Registered Nurse the most often posted for occupation:



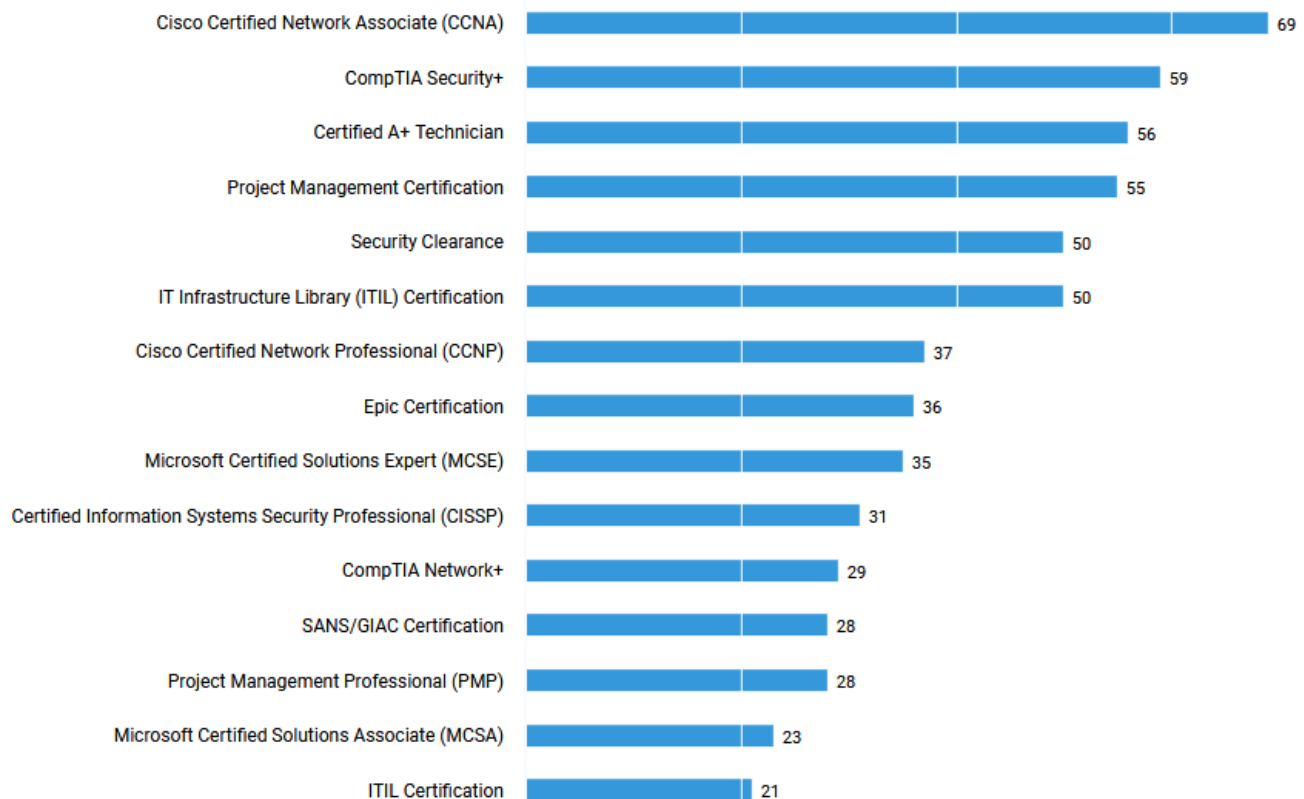
Identifying in-demand skillsets and credentials asked for by local employers is of paramount importance for identifying workforce training opportunities for customers engaging with the workforce development system. The following are the fifteen most often asked for skill clusters from online job postings in 2019:



The following are the most often asked for certifications in online job postings in Spokane County:



The following are the most often asked for certifications in online job postings for Information Technology jobs in Spokane County:



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 19 separate apprenticeship programs:

Aerospace (AJAC)	Associated General Contractors
Avista Linemen	Boilermakers
Bricklayers/Tilesetters	Cement Masons
Electrical	Elevator Construction Mechanics
Heat & Frost Insulators	Homebuilders/Residential Carpenters
Ironworkers	Laborers
Multi-Occupational Trades (AAS Degree)	Painters
Plumbers/Steamfitters	Roofers
Sheet Metal Workers	Tree Trimmers
Western State Operating Engineers	

According to the Workforce Training and Education Coordinating Board's *Workforce Training Results 2020*, in 2019, 76% of all Washington State apprenticeship participants reported employment within nine months of exiting the program, which has been a consistent employment rate since 2015. The report also showed a median annual salary of \$62,500 for apprenticeship participants statewide, an increase of \$7,400 from 2015.

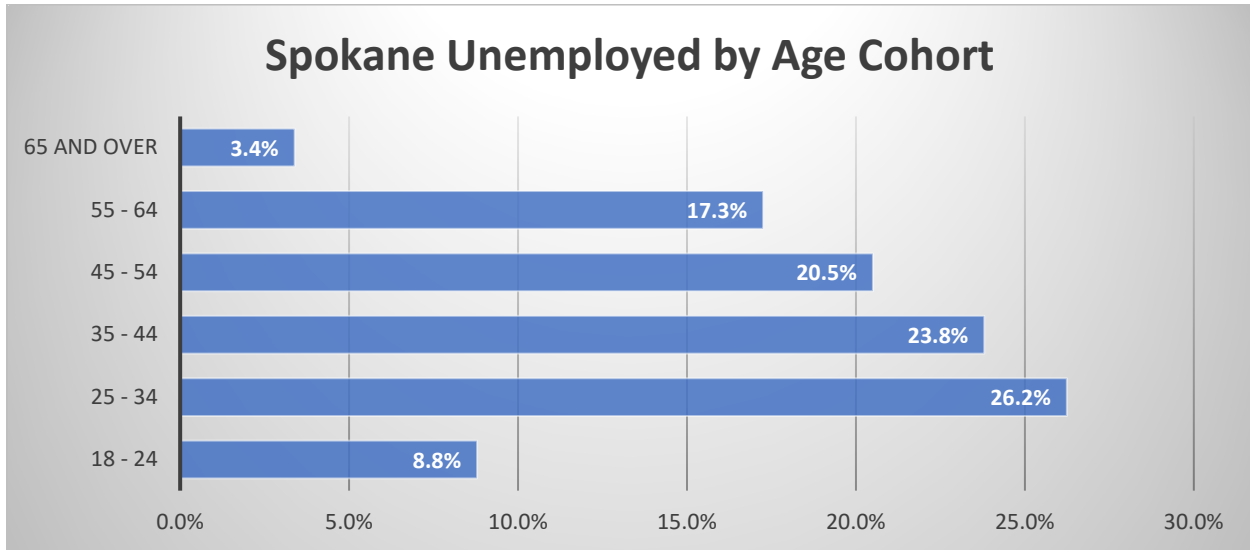
The *Workforce Training Results 2020* report also calculated Washington State's return on investment for public money spent on apprenticeship programs, which show tremendous returns for both program participants and for society in general:

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.	\$71 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.	\$36 to 1

Demographics of the Unemployed

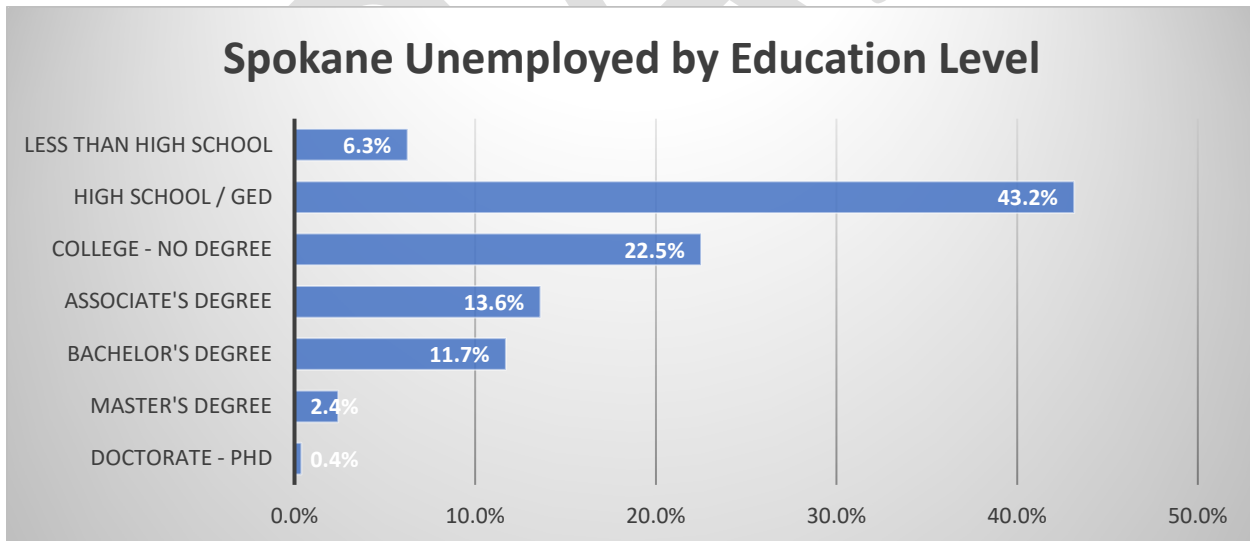
As the economy continues to grow, the demographics of workers who are unemployed have changed. Ages, education levels, and the industries which unemployed claimants are coming from have significantly changed from 2010. The age group with the highest proportion of unemployment claimants comes from the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

of total unemployed claimants has increased in the 18–24, 25–34, and 35–44 age groups since 2016.



Source: Employment Security Department LMEA

As employers continue to require education beyond a High School diploma, it is not surprising that those who have a High School or GED level of education make up most 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 LMEA

Unemployment claims by industry for Spokane County, show a heavy concentration of claims in certain sectors. The construction industry accounted for 24.2% of all unemployment claims in 2019. The industry has strong seasonality variance in employment levels, which may explain the quantity of claims. Other industries accounting for higher levels of unemployment claims in 2019 included Administrative and Support Services (11.7% of all claims), Manufacturing (9.5%), Trade (9.0%), and Healthcare and Social Assistance (8.9%).

NAICS	Industry sector	UI claimants (2019)
11	Agriculture, forestry, fishing and hunting	288
21	Mining	99
22	Utilities	38
23	Construction	5,126
31 - 33	Manufacturing	2,004
42	Wholesale trade	855
44 - 45	Trade	1,909
48 - 49	Transportation and warehousing	820
51	Information	289
52	Finance and insurance	544
53	Real estate, rental and leasing	293
54	Professional, scientific and technical services	902
55	Management of companies and enterprises	35
56	Administrative and support and waste management and remediation services	2,468
61	Educational services	316
62	Health care and social assistance	1,889
71	Arts, entertainment and recreation	229
72	Accommodation and food services	1,098
81	Other Services	428
GOV	Government	462
	Unknown	1,092
	Total	21,184

Source: Employment Security Department LMEA

Workforce Development Activities

The one-stop system in WDA 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 YouthBuild are available at the Next Generation Zone on the WorkSource Campus.

The Spokane Workforce Council has also recently launched the Spokane Resource Center, a U.S. Department of Housing and Urban Development-designated EnVision Center. Located upstairs in the same building as WorkSource Spokane, the Spokane Resource Center is a pilot project spear-headed by the City of Spokane, the Spokane Workforce Council and the Spokane Housing Authority, for which planning began in the spring of 2017. The vision was to create a space

shared by multiple social service agencies which uses functional teams to better address the needs of under-served members of the community, helping them achieve economic empowerment and increase access to opportunities.

In December 2017 the Department of Housing and Urban Development (HUD) announced a pilot project named the EnVision Center Demonstration. The design of this pilot project is very similar to what the City had envisioned for the Spokane Resource Center (SRC), as it also centers around co-located services and improving the economic security of community members. The City applied and was chosen as one of the 17 pilot communities to participate in this project.

Since receiving the EnVision Center designation from HUD, 15 additional local agencies have partnered with the City in creating this innovative and progressive program. The SRC officially opened its doors on April 16, 2019 and has served over 2,000 individuals in less than a year. Services and resources include benefits and basic needs, health and wellness, housing, justice, pre-employment and financial stability. The Spokane Resource Center has representatives from numerous agencies collaborating with each other in one shared space to reduce duplication of services and costs, making it possible to effectively serve more customers, which affords opportunities for referrals and sharing workshop and training space.

The Spokane Workforce Council has been a critical partner in the success of the center, helping secure funding from private and state grants, writing policies, and ensuring that the infrastructure needed to run the office is in place. In 2019, the SWC received a \$1.7M *Economic Security for All* grant from Governor Jay Inslee designed to help Supplemental Nutrition Assistance Program (SNAP) recipients move on a pathway out of poverty and into self-sufficiency. This grant funding is embedded at the SRC and leverages the partners and existing resources in support of effectively serving individuals and families receiving food assistance in our area.

The Spokane Workforce Council provides on-demand labor market data to area businesses, education providers, community groups, and government agencies. The SWC produces workforce reports and maintains numerous online data resources on the SWC website, including interactive data visualizations.

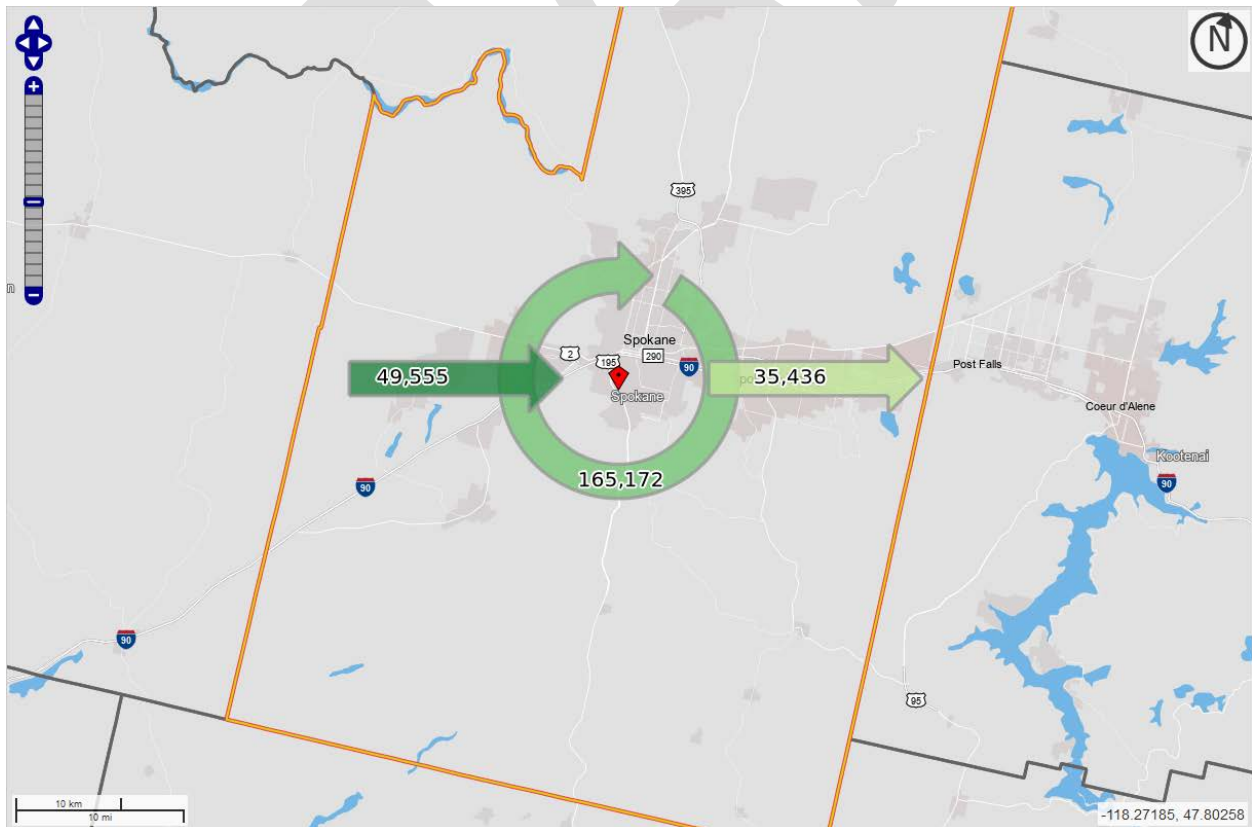
The Spokane Workforce Council interacts with area educators in several ways. SWC representatives regularly attend and present workforce data at numerous community college Career and Technical Education (CTE) advisory boards. The SWC also is a member of the Spokane Falls Community College program review team, analyzing CTE programs and their effectiveness in preparing students for area jobs. The SWC is a member of the local K-12 CTE directors board and the SWC CEO is the chair of the Spokane Public Schools CTE General Advisory Committee, to help guide K-12 CTE pathways to match with the local economy and to create direct links to local higher education providers to align complete workforce education program pathways. In addition, the SWC CEO is a member of Eastern Washington University President Dr. Mary Cullinan's *President's Regional Advisory Group* comprised of business and nonprofit leaders who advise Dr. Cullinan and her cabinet on community and economic issues and help inform EWU's planning.

The Spokane Workforce Council has partnered with the local public broadcasting network, KSPS, to develop Career Explore NW: <https://www.careerexplore.org/> Designed for young adults, parents, teachers, and job seekers, this website highlights local careers with occupation spotlight videos sponsored by local employers. The Spokane Workforce Council provides all the workforce data found on the site, including wages, skills asked for in job postings, education required, as well as information on apprenticeship opportunities. The video spotlights not only highlight careers on the website, Career Explore NW spotlights are regularly shown on KSPS broadcast television and are available to educators nationally to show in the classroom, through the PBS Learning Media platform.

Regional Sector and Service Strategies

Shared Targeted industries

The Spokane Workforce Council covers Spokane County alone, while Workforce Development Area (WDA) X is comprised of all the Washington State counties that touch Spokane, among others in Eastern Washington. The Spokane-Spokane Valley MSA officially covers Spokane County, as well as Stevens and Pend Oreille Counties to the north, which lie in WDA X. The two workforce development areas share a wide labor shed, with Spokane attracting many workers from outside the area. According to the U.S. Census' *On the Map* tool, in 2017 approximately 49,555 people live outside of Spokane County, but work inside, and another 35,436 people live in Spokane County, but travel outside it to work.



Source: US Census, On the Map

Along with a shared labor shed, the two workforce development areas also share targeted industries, both focused upon Healthcare & Social Assistance as well as Manufacturing as key drivers of our respective areas' economies and we will focus our collaborative efforts upon these sectors. WDA X is also taking a close look at workforce development efforts surrounding Transportation and Warehousing, which is another targeted industry for the Spokane Workforce Council, and this may also be an industry upon which we work to develop a shared service strategy in the future.

Shared Service Strategies

Many of our customers face significant transportation challenges which are compounded for customers in rural areas, and as they cross from Spokane into the adjacent counties in Washington and Idaho. The SWC will be working with the Eastern Washington Partnership WDC on a coordinated strategy aimed at better understanding and identifying the transportation barriers facing our customers and working together with service providers, planners, and funders to develop regional solutions that improve access. This will include coordination with Washington State Department of Transportation, cities and county transportation departments, STA and the Spokane Regional Transportation Council (SRTC).

Another critical issue facing both WDA X and WDA XII is poverty. The 2018 American Community Survey 5-year estimate indicates that Washington State poverty of all people is 11.5% and 12.5% of households receive food assistance. Across the Spokane-Spokane Valley MSA – which includes counties in both workforce development regions – the overall poverty rate of all people is 14.5%, and 17% of households receive food assistance. Specifically, the poverty rate in Spokane County is 14.4% with 16.9% of households receiving food assistance, in Stevens County the poverty rate is 15.6% with 17.3% of households receiving food assistance, and in Pend Oreille County 15.3% of people are in poverty and 19% of households receive food assistance.

See Attachments A1 and A2 for additional details on coordinated sector strategies between the two LWDB regions, and Attachment B for coordinated service strategies.

Coordination with Regional Economic Development Organizations

Economic Development, PDAs, and Local Chambers

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

and through understanding and meeting business workforce needs, the system will more effectively serve regional economic development needs. Under WIOA, the Spokane Workforce 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 federal and state performance and accountability measures for the workforce development system focus on job placement, retention, earnings, and credential and skills attainment. To successfully support economic development strategies, shared measures must be agreed upon by stakeholders and integrated strategies to achieve them must be pursued. The SWC works closely with economic development programs and agencies to both garner information as well as to provide workforce data and analysis. Spokane International Airport and the West Plains/Airport Area Public Development Authority regularly utilize SWC business intelligence as they engage with companies interested in relocating or expanding in our market. Additionally, the SWC has as a member representing economic development the Chief Executive Officer of our local economic development organization (ADO), Greater Spokane Incorporated (GSI).

The SWC and GSI have established a strong collaborative relationship and a track record of successful results from many 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 SWC 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 SWC 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 Aerospace Workforce Task Force and studies of this

sector's workforce needs have guided alignment of K-12 and postsecondary programs in our region. The Healthcare Committee helps inform the Healthcare Workforce Roadmap project of the SWC that determines regional workforce needs for this industry and the deployment of new funds to create responsive training programming at the Spokane Community College and at area employers using an Upskill/Backfill strategy. The SWC and GSI are currently engaged in the Inclusive Development Network as part of a CAEL (Council for Adult and Experiential Learning)-sponsored initiative, focused on helping single mothers below or near poverty to enter the workforce, by expanding childcare options for participants looking to further education and work skills.

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 focuses 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 Workforce 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.

The SWC responds to economic development inquiries with data reports and local workforce analysis for companies interested in the Spokane region through GSI and provides data directly to the three newly created Public Development Authorities (PDAs) in Spokane (Airport Authority/West Plains, University District, and Northeast Spokane), which all work to actively recruit new businesses to key high growth potential areas of Spokane. The SWC customizes reports to address specific questions posed by businesses and highlights workforce and training opportunities. Each PDA is geared to attract different types of businesses and industries, and tailoring reports on a short timeline to support these economic development activities is a valued service from the SWC. The SWC has also been invited to present and take part in business recruitment events.

The SWC works with the regional chambers of commerce, Greater Spokane Valley Chamber, West Plains Chamber, and GSI serves as the chamber for the City of Spokane. The SWC regularly attends chamber meetings, as do members of the WorkSource Spokane's business services team, called *Talent Solutions*. These chamber meetings provide a space to interact with local businesses, strengthen relationships, and promote the services we offer to business. The SWC also provides workforce data and analysis to the chamber organizations on-demand.

See Attachment C for additional details on the coordination with Economic Development.

Transportation and Support Services

Transportation continues to present a major barrier to our customers seeking access to

employment and other services in our community. Many employers are not serviced by existing public transportation routes or the number and frequency of available buses does not match start and end times for work shifts. Spokane Transit Authority (STA) offers public transportation service throughout the greater Spokane metro area, or Public Transportation Benefit Area, and is operating under its 10-year “Moving Forward” plan. A key enhancement to available service under this plan will be the new City Line, running from west of downtown to Spokane Community College every 15 minutes until 11:30 p.m. As businesses continue to change their footprint in our area and workforce needs in areas not served by existing routes are identified, the SWC provides feedback to STA to guide their ongoing decision-making and resource deployment. Paratransit services are available in the same service area and conform to the Americans with Disabilities Act.

Transportation challenges are compounded for customers in rural areas and as they cross from Spokane into the adjacent counties in Washington and Idaho. The SWC will be working with the Eastern Washington Partnership WDC on a coordinated strategy aimed at better understanding and identifying the transportation barriers facing our customers and working together with service providers, planners, and funders to develop regional solutions that improve access. This will include coordination with Washington State Department of Transportation, cities and county transportation departments, STA and the Spokane Regional Transportation Council (SRTC).

Other support services are coordinated through the Title I-B providers and our workforce system partners, wherever possible. This is underpinned by our integrated service strategy that is designed to leverage all available resources from partners and providers to support eliminating barriers and customers achieving their employment and training goals.

See Attachment B for additional details on coordinated service strategies between the two LWDB regions.

Cross-Regional Cost and Resource Sharing

We have no plans at this time to formally share or pool costs between the SWC 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 SWC has a business and industry analyst dedicated to research and publication of LMI and we are a licensed user of proprietary software tools that gives us access to data for both WDAs. The SWC 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 & Economic 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 SWC 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 LWDBs 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 have changed under WIOA and this is coupled with changes in the delivery of services and the infrastructure of local systems – e.g., integrated service delivery – as well as the lack of accurate data from the state MIS, resulting in much uncertainty in programmatic outcomes over the past 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.

SECTION III

Local Component of Plan

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

High Performing Board

The board of the SWC 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 SWC 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 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 SWC. 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 SWC'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 SWC as a board member to their individual constituencies and in the community, examine the footprint of our workforce system portals and make recommendations on their locations, and understand the role of core program partners in the local system as they prepare for the crafting of our strategic and local integrated workforce plans.

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 2020-2024 Integrated Workforce Plan Guidelines for Regional and Local Plans; and *Talent and Prosperity For All, The Strategic Plan for Unlocking Washington's Workforce Potential*.

Moreover, the SWC 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, SWC, 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 SWC 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 (1):

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.

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 (20):

Spokane Resource Center – located on the WorkSource Campus on second floor of WorkSource Spokane, this site offers an array of social and pre-employment services designed to help vulnerable populations address barriers and stabilize their lives so that they can access and benefit from the employment and training services available in the local workforce system and achieve self-sufficiency.

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.

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, Hillyard, 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
- Bookie
- Cheney
- Deer Park
- Fairfield
- Medical Lake
- Moran Prairie
- North Spokane
- Otis Orchards
- Spokane Valley

Fairchild Airman & Family Readiness Center – located on Fairchild Air Force Base, this site offers career development services to transitioning service members, military spouses, and their dependents.

System Infrastructure – One-Stop Services

WorkSource Campus

Adults

The SWC 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 14,000 job seekers every year. We created the first and only youth career and employment center in Spokane in 2010, called the Next Generation Zone, which now sees more than 4,000 youth visits every year. In 2019, we launched the Spokane Resource Center on the second floor of WorkSource Spokane, a HUD EnVision Center that connects vulnerable populations to services and resources in order to help them achieve a path to self-sufficiency. These three sites comprise the Spokane WorkSource Campus, which received almost 40,000 individual visits in 2019. 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, employee training assistance, labor market information and more. The following highlights and describes our commitment to integration and continuous improvement strategies.

The SWC and its partners have taken the intent of WIOA very seriously and have spent significant time integrating our local workforce system. Currently, members of the Spokane Workforce Consortium (consortium) are 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. Individually and as a team, they are responsible for staffing and managing WorkSource Spokane, coordinating and/or delivering direct programs and services, operating the Next Generation Zone (youth employment center), operating the Spokane Resource 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 governance structure for WorkSource Spokane, Next Generation Zone, and the Spokane Resource Center. All three sites operate with a variety of partners and funding streams integrated throughout the building(s).

The Adult and Dislocated Worker (DW) programs are operated within WorkSource Spokane and integrating staff throughout the building. WIOA services flow through the system of Universal Access/Basic Career Services, Individualized Career Services, and Training Services. 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 SWC. 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 Services, 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 SWC 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.

Our service delivery strategy facilitates job seekers taking charge of their job search and creating a customized plan for gaining reemployment. Based on proven career coaching

techniques, this strategy and associated tools, e.g., Career Quest, help 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 and working to more effectively integrate and leverage the Re-employment Services and Eligibility Assessments (RESEA) program at WorkSource Spokane. This year, we will pilot the delivery of RESEA services by more staff in our center in order to increase the availability of services, access to system resources, and improve outcomes for claimants. 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 SWC 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 SWC 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 onsite partners include the Community Colleges of Spokane, YouthBuild, AmeriCorps, and the Open Doors Re-Engagement Program, and we connect with local representatives of YouthBuild and Job Corps. This team works together to bring an array of programs and private and public funding streams and provides 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. A proctor comes to the Next Generation Zone on a regular basis for GED testing.
- 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 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 SWC works to define in-demand sectors and the skills and credentials necessary for youth to successfully enter the workforce. A new online 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 SWC Youth Career Readiness Network (YCRN) 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. In addition, a number of successful initiatives have been launched and sustained over the past few years, including Career Connect activities such as a Medical Assistant Apprenticeship program developed in collaboration with Providence Health Services and numerous partnership opportunities with organizations such as Spokane County United Way, the Peace Corps, 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 YCRN is preparing for the next stage of WIOA implementation guided by the goals outlined in the first section of this plan.

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 (20 locations) beginning in 2012. Today's workforce system is also more responsive, lean, and strategic.

The SWC 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 – SWC 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 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 and setbacks 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 SWC 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 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 SCSEP, Perkins funded education, Veterans, Second Chance Act, and several others.

The activities engendered by WIOA over the past four years and changes in the authorizing and regulatory environments have been myriad. During this time, several other LWDBs around the state have pursued their interest in the 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 SWC continues to build upon these components 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 Workforce Council (SWC) 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 Workforce Council. It is through these relationships that the SWC and its partners will continue to align our work and have a positive impact upon our community.

Current initiatives that we are engaged include:

On-the-Job Training Initiatives - Through a partnership between WorkSource Spokane, SWC, 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 SWC 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 SWC participates in other skill panels including the Aerospace Workforce Task Force, Health Industry Development Group, and the area Health Care Committee. These mechanisms 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 SWC has staff stationed at Fairchild Air Force Base who work directly with transitioning active duty service members, military spouses, and their families to connect them to training opportunities and employment upon separation from the U.S. Air Force. The SWC and FAFB work together to support the *Military Spouse Economic Empowerment Zone (MSEEZ)* that identifies employment challenges faced by military spouses having to transition frequently from base to base and develops solutions to help them transfer their existing credentials, acquire skills and credentials needed on our labor market, and connect to employment opportunities while they are stationed at FAFB. In PY18, we provided career services to 202 transitioning service members, spouses, and their dependents.

Career Connect/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 SWC is successfully implementing these programs for both youth and adults. The SWC serves as a Career Connect Washington Intermediary and works to expand dual credit and credit articulation options and align CTE courses at the K-12 and postsecondary levels. We are also working to scale existing registered apprenticeship opportunities to meet industry demand for skilled machinists. In support of expanded work-based learning, we have created an online platform – www.Spokane-Internshipguide.org – to assist employers in establishing and managing their internship programs. It offers legal information about labor laws and a complete suite of tools to onboard, manage, evaluate and sustain a successful internship program.

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.

Financial Education in Your Community Project – In an on-going effort to raise the financial literacy levels in our young adults, the SWC 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, 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. This year, the SWC is the recipient of the National Association of Workforce Boards *Trailblazer Award*. This recognizes a workforce development board that has been a leader in adopting the system changes envisioned in the Workforce Innovation and Opportunity Act (WIOA) and expanding its ability to develop comprehensive workforce solutions for its community.

Core Programs

As part of the integrated service delivery model described above, the SWC 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 (BEaA) 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 BEaA 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, BEdA 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 SWC, one-stop system, and BEdA 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 – including the Spokane Resource Center and Next Generation Zone – 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 moving forward.

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 SWC 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 further evolve 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 offers training, retraining of individuals with disabilities, identification and support for the implementation of assistive technologies for jobseekers and businesses, job placement, and job development. As order of selection has been implemented over the past couple of years, we have worked to better understand the needs of DVR customers now seeking services in the workforce system to provide the higher and most effective levels of service for them. The partnership with Division of Services for the Blind (DSB) is also 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 are 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 LWDBs and DVR engages with each other in the one-stop system and this also informs the development of the Memorandum of Understanding.

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 to help them reach self-sufficiency. Under WIOA, recipients of public assistance and other low-income individuals are identified as priority populations for workforce system services. The SWC 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, BFET, and SNAP eligible individuals.

Postsecondary Education

The SWC and its workforce system partners have a strong relationship with the Community Colleges of Spokane (CCS), and the Chancellor is a member of the SWC board. 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.

SWC and WorkSource staff regularly interact with CCS faculty and administrators to inform each other of training programs and opportunities and students' needs and look for ways to ensure training pathways are illuminated for both workers and businesses. Through a contract with SCC, we also provide a navigator position that helps students receiving TANF to make it through to program 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.

Carl D. Perkins Career and Technical Education

Perkins V and its required Comprehensive Local Needs Assessment (CLNA) has provided an excellent opportunity for the SWC to engage with local career and technical education (CTE) stakeholders at both the secondary and postsecondary levels. We play an active role in informing the development of the Perkins plans by providing labor market data customized to each school's CTE programs and the industries that each one is aligned with. All of our local school districts have access to this information and we are working with the Community Colleges of Spokane via their CTE Advisory Committees.

Higher Education

The SWC also works closely with Eastern Washington University, whose president is a member of the board. We offer detailed labor market data to inform their programming and are collaborating to support student internships/work-based learning opportunities in our community.

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. 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 SWC board's Local Access Committee, which researches existing efforts

and partnerships in order to plan their efforts and strategies. WorkSource Spokane has had a long-standing accessibility committee that the board committee partners 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 also works 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.

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 of commerce meetings and events, 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 WorkFirst participants and other customers with 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 – individuals leaving incarceration – 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 "Affirmation Speech," as additional elements of their marketing portfolio. We also work closely with community-based organizations serving justice involved populations to share referrals and educate our staffs on available resources.

The addition of the Spokane Resource Center (SRC) to our WorkSource Campus has also enhanced the outreach capabilities of our local workforce system. Partners at the SRC bring expertise, resources, and staff dedicated to serving diverse populations, including justice involved/re-entry, homeless and housing insecure, SNAP (food stamp) recipients, individuals seeking financial stability, and many other basic needs. These partners are actively engaged in outreach to their customers, bringing them into the SRC and then connecting to the services of the workforce system to help them reach self-sufficiency.

Co-Enrollment, Career Pathways, and Credentials

As discussed above, Integrated Service Delivery has been implemented in our local workforce system and co-enrollment between Title I Adult and Title III Wagner-Peyser has 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. Our labor market information provides in-depth analysis of the skills and credentials and gaps that exist in our area so that educators at all levels and staff and customers of the WorkSource system have the most up to date information upon which to base their decision-making. We have also worked to map career pathways to many good paying jobs in our region and the CareerExploreNW.org online platform provides an accessible and easy to use tool for these stakeholders.

The partnership between the SWC, education partners like the Community Colleges of Spokane, Eastern Washington University, and area K-12 educators also offers opportunities to enhance our ability to develop and deliver instructional programming that is responsive to industry needs and articulates to higher levels of educational attainment. We recognize that our customers cannot always take the time to earn a higher level of certificate or degree and that the ability to stack credentials – and earn credit, when possible – is essential to a strategy of lifelong learning that is becoming a requirement for success in today’s economy. 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 are working with our partners to determine the various steps on viable career pathways and how to break down competencies and skills into elements that individuals can work to build upon over their careers.

As we seek to provide funding to support individuals’ training and development, our staff and partners help navigate complex program requirements in order to access funding from Pell, Worker Retraining, Basic Food Employment and Training (BFET), WorkFirst, Washington College Grant, Opportunity Grant, Washington State Opportunity Scholarship, WIOA, and others to help bring as many resources to bear and earn needed credentials.

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 and Certifying Talent Solutions Team staff with the tools to effectively engage with employers

At our Talent Solutions Center, WorkSource professionals offer a comprehensive suite of services to assist employers with their recruiting and hiring needs. These services are provided at no or low-cost. Each Talent Solutions Specialist is focused upon a targeted sector and their role is to facilitate the exchange of information from their sector and share information, discuss trends, and identify hiring/training needs, potential job development and/or OJT opportunities amongst their specific sector employers. These subject matter experts take back the larger picture of their sector to the Talent Solutions Team and WorkSource and by gathering and sharing this employer information across sectors, we are 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:

Talent Acquisition Services

- Outplacement Assistance
- Assistance Crafting Effective Job Postings
- Free Listing on Statewide Job Seeker Website www.Worksourcewa.com
- Matching Candidates to Openings Based on Business Needs
- Low- Or No-Cost Workshops & Trainings, Like Behavioral-Based Interviewing & Succession Planning
- Layoff Response Services
- Candidate Screening
- Increasing employer investment in workforce training

Hiring Events & Job Fairs

- Large-Scale Community-Wide Job Fairs
- Featured Employer and Company-Specific Hiring Events
- Industry-Specific and Targeted Job Fairs (Including Assistance Meeting EEOC Requirements)

Talent Pipeline Development

- Industry Navigators Help Recruit Individuals into In-Demand Sectors by Guiding Them Through Appropriate Education and Training Programs
- On-The-Job Training (OJT) Provides Funding to Offset the Cost of Training New Hires.
- Work Experience (WEX) Provides Funding for Temporary Job Placements, Which Function as a Working Interview, Allowing You to "Try Before You Buy."
- Access to Other Tax Credits, Helping to Offset the Cost of New Hires.

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 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.

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 Talent Solutions 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, recruiting assistance, and employer workshops. All available business services are designed to help employers strengthen and grow their businesses. The Talent Solutions Team continuously looks for ways to improve outreach to employers, and the Services and Oversight Committee of the SWC meets with the team to discuss tactics. The language they use is 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 SWC 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 ADO, 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 SWC 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 SWC reviews available data on the performance of our WIOA Title I-B contractors and required quarterly reports provide data and detail for analysis. The SWC Fiscal Director, Workforce Program Managers, 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 SWC is provided information regarding program and fiscal performance and Executive Committee, Youth 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 – Access to Services

Wireless Internet access is available at the WorkSource Center and most of the affiliated and connection sites. 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 SWC 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 continue to look for partners throughout WDA XII and across our region 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 SWC 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 DRV 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 works 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. It is notable that WorkSource Spokane was named as the most disability friendly building in Spokane by Access 4 All.

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 Talent Solutions 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 SWC, Employment Security Department, and Career

Path Services and involve multiple funding streams including, but not limited to WIOA, Wagner-Peyser and veterans' services. The Talent Solutions 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 Workforce Council, the Talent Solutions 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 Talent Solutions 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. Our local team also coordinates with the statewide team, sharing information and updates to help them remain current on events occurring in our area and learn about trends and events occurring elsewhere that may impact our businesses and workers.

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.

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.

The SWC board meets with the dean of Adult Education at Spokane Community College to review the goals and objectives of the Basic Education for Adults (BEA) program and approve the plan being developed and submitted for funding. The board is engaged in learning more about this critical partner program and the ways in which we currently partner as well as where we can look in the future to increase our connectivity and serve our shared customers more effectively. The board approves the application and looks forward to the development of new service strategies over the coming years.

Cooperative Agreements

At this time the SWC does not have any formal cooperative agreements with DVR or DSB. Our Memorandum of Understanding and Infrastructure Funding Agreement contain the details of how we 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 SWC does not deliver direct program 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 SWC 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 SWC 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 SWC 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 SWC meeting minutes will be maintained per the SWC 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

SWC staff will screen all proposals received, conduct a technical review and prepare the information for SWC board members, when appropriate. Incomplete and other non-responsive proposals may be removed from further consideration. SWC 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 SWC Youth Career Readiness Network will review, evaluate and makes recommendations on youth programs.

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

The SWC 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 SWC Board. The SWC 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. SWC 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 SWC 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 SWC. 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.

Transition to Integrated MIS for WIOA and Partner Programs

Washington state transitioned in May of 2016 to a new MIS that was intended to integrate both case management and job matching functions. The new case management system, called Efforts to Outcomes (ETO) was not a success and will need to be replaced. Much work and resources went into the development of the new platform and many hours of training among all WorkSource staff, but the end result was a system that did not accurately record participant data did not provide the necessary reporting for program and participant management. A new system will be easier to use than either of its predecessors 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 often prevent or make more difficult our collaboration at times. Once it has been implemented, the new MIS solution 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 Workforce Council and complies with the WIOA and State membership requirements for an alternative entity. The SWC 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 SWC 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.

Diversity, Equity, and Inclusion

The SWC recognizes that inequities exist in our community and many populations are disproportionately impacted by factors such as race, religion, age, sex, disability, sexual orientation, gender assignment, criminal background, and other factors. We are actively working to improve our own awareness and to educate our workforce system staff, partners, and members of our community about existing biases held by each of us and faced by diverse groups in order to help us all overcome these and result in improved access to our services and ultimately better outcomes for everyone in our community. The SWC CEO and COO are founding members of Excelerate Success, our local collective impact organization dedicated to identifying and confronting opportunity gaps in our community. This experience has helped us to take a more inclusive approach to designing our local system and incorporating the voice of the customer – all customers – into our work and the development of this plan. We are also serving in a lead role and sponsoring training for our community that will help identify and address the root causes of inequity and the barriers that prevent underserved people from being able to benefit from the workforce and education systems. We regularly seek out funding opportunities that focus on resources to develop and sustain improved services to underserved populations. Our board is also committed to a diverse membership reflective of

our community with 25% of our board representing diverse populations and 60% of our members are female.

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Section IV – Performance Accountability

The Spokane Workforce 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.

As available, WIOA Title I-B Common Measure and State Core Measures are tracked and reported by the state, 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 help 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 SWC 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. 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.

We look forward to the development of a reliable and accurate state MIS and 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.

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

Attachment A: Sector Partnership Framework

Attachment A1: Sector to be served: Healthcare

Check one: ☒ Regional ☐ Local Spokane Workforce Council 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>	July 1, 2020 to June 30, 2021	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>	July 1, 2020 to Oct. 30, 2020	Share labor market information with hospitals, care facilities, clinics, and other prospective partners. Interview employers.	Data shared and analysis begins	Information distributed to partners
Phase III: Inventory and Analyze <i>Goal: build baseline knowledge of industry</i>	July 1, 2020 to October 30, 2020	Assess occupational data for various healthcare occupations which are growing, and analyze emerging subsectors within the industry	Analysis completed	Data from ESD, JobsEQ, Burning Glass used to inform activities
Phase IV: Convene <i>Goal: build industry partnership, prioritize activities</i>	July 1, 2020 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 2020 to Dec 2021	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 2021 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 A2: Sector to be served: Manufacturing**Check one:** ☒ Regional ☐ Local

Spokane Workforce Council 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>	June 2020 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>	July 2020 to June 2021	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>	July 2020 to October 2020	Glean information for EWP's participation in Clarkston manufacturing group. Explore interest of Spokane county manufacturers in convening sector discussion groups. Utilize relationship with local chambers and Aerospace Task Force 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>	Nov. 2020 to ongoing	Leverage employer engagement to discuss the evolving workforce needs and how the LWDBs 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 2021 to ongoing	Inform the development of curriculum with the Community Colleges of Spokane and K-12 CTE programs 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 2021 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>	August 2020 to Dec. 2020	Meet with regional labor economists, LWDB directors and staffs, ESD Regional Director, Community Colleges, DSHS, STA, SRTC.	Map existing regional transportation assets and poverty levels	Meetings held; resources committed
Phase II: Investigate <i>Goal: determine options for coordinated service delivery</i>	Jan. 2021 to May 2021	Examine data and identify commonalities between Spokane and the surrounding counties as well as differences in available services and populations.	Settle on common understanding of assets and populations	Data reviewed
Phase III: Inventory and Analyze <i>Goal: build baseline knowledge</i>	June 2021 Oct. 2021	Review “big picture” of cross regional issues. Create baseline knowledge of gaps and partners and service providers that may be able to provide resources to challenges.	Cross-region group formalized	Group members identified, committed to results
Phase IV: Convene <i>Goal: build partnership, prioritize activities</i>	Nov. 2021 to ongoing	SWC and EWP leadership meets both separately and jointly to assess regional progress. Work with regional partner organizations develop strategies.	Successful meeting of 2 regions	Joint meeting convened, commitment to further work
Phase V: Act <i>Goal: Implement initiatives</i>	Jan 2022 to Dec 2022	Programs are implemented to connect populations in poverty with training and employment services. Transportation services are expanded to underserved areas.	Development of training/employment strategies for target populations and improved transportation services	Implementation of plans begins.
Phase VI: Sustain and evolve <i>Goal: grow the partnership</i>	Ongoing	Continue to meet, develop new initiatives as they evolve, carry out training & employment activities. Increase transportation access for areas.	Improved outcomes for people served. Group remains active	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 <i>Goal: build buy-in & support</i>	Ongoing	Continue to expand relationships with regional economic development organizations, including Public Development Authorities, Greater Spokane Inc., and regional chambers of commerce. GSI as SWC board member.	Continued partnership on regional development projects	Completion of projects and development of new initiatives
Phase II: Investigate <i>Goal: determine options for coordinated service deliver</i>	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 <i>Goal: build baseline knowledge</i>	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 <i>Goal: build partnership, prioritize activities</i>	Ongoing	Utilize business partnerships 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 <i>Goal: Implement initiatives</i>	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 <i>Goal: grow the partnership</i>	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	Career Path Services
Next Generation Zone	Affiliated	Career Path Services
Spokane Resource Center	Connection	Career Path Services
Goodwill Industries of the Inland Northwest	Connection	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 branch Shadle branch Hillyard branch	Connection	Spokane Public Library
YWCA	Connection	YWCA
Spokane County Library District Locations: Airway Heights Argonne Bookie Cheney Deer Park Fairfield Medical Lake Moran Prairie North Spokane Otis Orchards Spokane Valley	Connection	Spokane County Library District
Fairchild Airman & Family Readiness Center	Satellite	Fairchild Air Force Base

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 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

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 if your LWDB qualifies as 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>13</u>		
	Dan Evans, Senior Vice President/Senior Client Manager of Global Commercial Banking, Bank of America Merrill Lynch	Greater Spokane Incorporated
	Alan Hart, Broker, Windermere Airway Heights	
	Machelle Johnson, Human Resources Director, Pearson Packaging Systems	Greater Spokane Incorporated
	Robert Duron, Owner, Pet Vittles and Wild Bird West	Greater Spokane Incorporated
	Diana Wilhite Owner, Wilhite Enterprises	Greater Spokane Incorporated
	Stacia Franz, Human Resources Director, Inland Northwest Health Services	Greater Spokane Incorporated
	Kelley Halverson, Vice President of Administrative Service, Community Health Services of Spokane	Greater Spokane Incorporated
	Dr. Wade Larson, Chief Human Resources Officer, Wagstaff, Inc.	Greater Spokane Incorporated
	Nancy Nelson, President, Humanix Staffing Services	Greater Spokane Incorporated
	Diane Quincy, HR Director: Leadership and Organization Development, Avista Corporation	Greater Spokane Incorporated
	Christina Vigil Gross, Branch Manager, Manpower West	Greater Spokane Incorporated
	Laura Wood, Vice President, Human Resources and Organizational Development, STCU	Greater Spokane Incorporated
Workforce/Labor - Please indicate the total number of seats available for this category: <u>3</u>		

Labor	Tina Morrison, Executive Secretary, Spokane Regional Labor Council	Spokane Regional Labor Council
Labor	Lowell Sather, President, International Alliance of Theatrical Stage Employees - Local 93	Spokane Regional Labor Council
Apprenticeship	Luis Licea, Site Coordinator/Apprenticeship Coordinator, Northwest Laborers Employers Training Trust	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>		
Title II Adult Education	Dr. Christine Johnson, Chancellor, Community Colleges of Spokane	Community Colleges of Spokane
Higher Education	Dr. Mary Cullinan, President, Eastern Washington University	Eastern Washington University
Secondary Education	Vicki Leifer, CTE Director, West Valley School District	Spokane Area Professional Technical Advisory Consortium
Secondary Education	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>		
Vocational Rehabilitation	Teresa Kutsch, Regional Administrator, Division of Vocational Rehabilitation	
Public Assistance	Lori Hunley, Administrator - Community Services Office, Washington State Department of Social and Health Services	
Wagner-Peyser	Jennie Weber, Eastern Regional Director, Employment Security Department	
Economic Development	Alisha Benson, Chief Executive Officer, Greater Spokane Incorporated	
Community -Based Organization	Joel White, Executive Officer, Spokane Home Builders Association	Greater Spokane Incorporated
	The Honorable Nadine Woodward, Mayor, City of Spokane (<i>ex officio non-voting</i>)	
	The Honorable Josh Kerns, Commissioner, Board of Spokane County Commissioners, Spokane County)(<i>ex officio non-voting</i>)	

We are actively recruiting a business member representing the Transportation and Warehousing industry for our board. We are conducting outreach via our Membership Committee and Executive Committee to identify and interview candidates with a target of July 1, 2020 for filling this seat.

Attachment F: Regional/Local Workforce Plan Assurances Instructions

Regional/Local Workforce Plan Assurances Instructions

This section of the plan is a "check-the-box" table of assurance statements, including the legal reference(s) corresponding to each assurance. Note: Boxes can be electronically populated by double-clicking the check box and selecting "checked" as the default value.

By checking each assurance and signing and dating the certification page at the end of the Regional/Local Workforce Plan, the LWDB and local chief elected official(s) certify that (1) the information provided to the State in the following table is accurate, complete, and meets all legal and guidance requirements and (2) the local area meets all of the legal planning requirements outlined in WIOA law and regulations and in corresponding State guidance. By checking each box and signing the certification page, the LWDB and local chief elected official(s) also assure the State that supporting documentation is available for review upon request (e.g., state or federal compliance monitoring visits).

If a local board is unable to provide assurance for a specific requirement, it must promptly notify the staff contact in ESD's Employment System Administration and Policy Unit to provide the reason for non-compliance and describe specific actions and timetables for achieving compliance. Identified deficiencies within the assurances may result in additional technical assistance and/or a written corrective action request as part of the State's conditional approval of the Regional/Local Workforce Plan.

2020-2024 Local Integrated 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

<input checked="" type="checkbox"/>	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
<input checked="" type="checkbox"/>	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

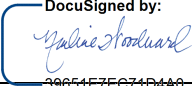
Attachment G

Regional/Local Workforce Plan Certification

This section of the Regional/Local Workforce Plan serves as the LWDB's certification that it complies with all required components of Title I of the Workforce Innovation and Opportunity Act and Wagner-Peyser Act and must be signed by authorized officials.

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

X  DocuSigned by:
39651E7EC71D4A0...
Nadine Woodward, Mayor, City of Spokane

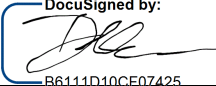
Date: 6/17/2020

Chief Elected Official

X  DocuSigned by:
8A3665D2B76B482...
Josh Kerns, Commissioner, Board of Spokane County Commissioners

Date: 6/19/2020

Workforce Development Council Chair

X  DocuSigned by:
B6111D10CE07425...
Dan Evans, Chair Workforce Development Council

Date: 6/19/2020

Workforce Development Council Executive

X  DocuSigned by:
5EE1DAA6378C486...
Mark Mattke, CEO

Date: 6/22/2020

Attachment H

Public Comment

The SWC developed its plan and sought input over a one-year period (April 2019 through March 2020) from a broad array of workforce system and community stakeholders. On February 19th, 2020, a comprehensive survey was sent to over 400 community stakeholders representing SWC board members, business, education, labor, economic development, government, transportation, and other partners. Two public meetings were held on March 3rd and 4th, 2020, where the survey results were discussed, and additional feedback obtained. Notes were captured at each meeting and suggestions incorporated into the Draft Plan. In addition, the Local Plan was discussed at open public meetings of the SWC board in April, June, August, October, and December 2019, and February 2020, and at the monthly SWC Executive Committee meetings during the same period. On March 10, 2020, 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. No comments were received over the 30-day period.

Attachment I

Performance Targets

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