

# Strategic Plan 2020-2024

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**South Central Workforce Council**

SERVING KITTITAS, KLINKITAT, SKAMANIA & YAKIMA COUNTIES

# South Central Workforce Council

## Strategic Plan 2020-2024

### Table of Contents

Executive Summary .....	2
<b>Section I</b>	
Local Area Profile and Overview .....	5
<b>Section II</b>	
Local Area Economy and Future Demographics .....	7
<b>Section III</b>	
Local Workforce System .....	19
<b>Section IV</b>	
Local Workforce Sector Approach .....	52
<b>Section V</b>	
Performance Accountability .....	62
<b>Attachment A</b>	
Sector Partnership .....	66
<b>Attachment B</b>	
Regional Service Coordination Framework.....	72
<b>Attachment C</b>	
Regional Economic Development Framework .....	76
<b>Attachment D</b>	
Local Area Profile.....	78
<b>Attachment E</b>	
Local Workforce Development Board Membership and Certification .....	80
<b>Attachment F</b>	
Local Assurances .....	81
<b>Attachment G</b>	
Local Certification .....	87
<b>Attachment H</b>	
Performance Targets .....	88
<b>Attachment I</b>	
Public Comment.....	88
<b>Appendix A</b>	
County Profiles .....	89
<b>Appendix B</b>	
Sector and Industry Data.....	118
<b>Appendix C</b>	
Employer Engagement Services Plan .....	131

# SOUTH CENTRAL WORKFORCE 2020 EXECUTIVE SUMMARY

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***Washington reported the first case of the Coronavirus (COVID-19) on January 20, 2020. Cases grew exponentially, and in an attempt to slow the virus spread, the state virtually shut down on March 23. This “Stay at Home” order was to last just two weeks. It extended to May 31, 2020.***

Like all communities across Washington, the South Central region — Kittitas, Klickitat, Skamania, and Yakima counties — has been severely impacted by the pandemic. Usually protected from economic strife by agriculture, the area has seen record unemployment exceeding even those numbers reported during “the Great Recession.” This coupled with slow business reopening and some permanent closures have hindered economic growth. While State and Federal unemployment benefits have helped to buffer lost wages for many citizens, food insecurity grows.

Businesses are facing a paradigm shift. Remote work has become commonplace. Corporate footprints are shrinking and overhead costs rising to meet rigorous workplace safety requirements. Truly the Coronavirus pandemic has cut deep into the economic fabric and its effects will be long lasting.

The workforce and the workforce system itself need to evolve to embrace. Preparing citizens with the education and skills needed for jobs now and in the future will require smart investments and a heightened level of cooperation among the key players and stakeholders that include schools, post-secondary institutions, economic

development agencies, business, labor, state agencies, and other public organizations. Post-pandemic economic recovery will require new business models supported by an adequate and steady supply of technologically savvy, skilled workers and a workforce system aligned with the needs of the recovering economy.

The workforce system must quickly respond to ever-changing business needs. It must be agile and innovative, finding new ways to train and re-skill workers for jobs that now make regular use of technology and remote employment. The South Central Workforce System must connect partners and stakeholders in a single network to make the most efficient use of public dollars and to increase worker readiness for existing and new businesses. The South Central Workforce Council and its workforce partners are poised to enhance the current employment and training system for all residents to receive a quality education, training, and employment opportunities that will lead to productive careers and family-wage jobs.

The Council along with local WorkSource partners has re-designed services and activities to meet these challenges through an effective, efficient, and fully integrated service delivery system for workers and businesses. The 2020-2024 Strategic Plan is a blueprint for that system.

## CORE BELIEFS

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### I. ACCOUNTABILITY

*Measures success by the results achieved when people return to work and business productivity improves.*

### II. LOCAL FLEXIBILITY AND AUTHORITY

*Ensure that Workforce Development Councils have both the authority and the policy flexibility to respond to local and regional workforce development needs.*

### III. BUSINESS-LED BOARDS

*Support business-led Workforce Development Councils as the primarily responsible entity for overseeing workforce investments, issues, and initiatives.*

#### **IV. SUSTAINABLE INVESTMENTS**

*Encourage sustainable investments in both the delivery of services and local infrastructure so that Workforce Development Councils have the necessary resources to put people to work and to provide talent to business.*

## **COUNCIL PRIORITIES**

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- Quickly identifying those dislocated from declining industries and occupations to transition them back into productive jobs. The Council will continue the practice of working closely with business and labor to ease the transition of workers to new jobs in the community and to enhance their career growth and future earning potential.
- Clearly recognize that business is a primary customer of the workforce system.
- Promote and advocate for services and resources to rural areas of our region.
- Improve strategies to maximize the potential of the youth population who have a higher-than-average minority population. These strategies will create pathways for movement to jobs that pay a livable wage.
- Implement proven, effective strategies, identified through industry sector partnerships, to provide local residents the opportunity for entrance in to high-demand, family-wage occupations.
- Provide an increased focus on labor force participation rates for women and promote greater educational opportunities to help them enter the workforce and achieve higher earnings.
- Improve access and effective services for people with disabilities by enhancing accommodations, customized employment, marketing, and job development to capitalize on this large and underemployed segment of the labor force.
- Explore and pilot new strategies that target

retention of youth through improved informational services, assessment, career planning, and coordination of youth employment programs with schools. Further, projects such as dropout prevention will be continued to promote school completion for youth through special programs and partnerships with education and business.

## **MISSION, GOALS, OBJECTIVES & STRATEGIES**

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### ***Mission***

Establish, maintain, and improve a customer-driven workforce system to increase skills, employment, job retention, and earnings resulting in a quality workforce, enhanced productivity, and profitability of Workforce Area businesses.

### ***Goal 1: Improve access to and quality of employment and training workforce programs.***

**Objective A:** Provide the full range of employment and training services through the WorkSource (One-Stop) system in a customer-friendly way.

#### **Strategies:**

1. Deliver a robust Integrated Basic, Individualized Career Services, and Training environment to meet the needs of customers.
2. Offer customers a quick connection to screening, initial assessment, skill development, work-readiness, and eligibility determination within the WorkSource (One-Stop) System.
3. Increase capacity and access to services in rural WorkSource Centers through the use of technology.
4. Enhance accommodations, customized employment, marketing, and job development for people with

disabilities.

5. Enhance the customer experience by engaging the WorkSource partners to integrate services for a seamless delivery method.

**Objective B:** To increase employment, wage progression, and retention through education and/or employment and training that leads to self-sufficiency.

**Strategies:**

1. Prepare job seekers in transition (TANF, disadvantaged adults, veterans, dislocated workers, older workers, and homeless workers) for successful participation in the workforce that leads to employment retention and wage progression.
2. Connect with disengaged youth to achieve a high school diploma or a recognized equivalent to ensure post-secondary education and/or employment.
3. Increase the accessibility of training programs for job seekers that offer a post-secondary degree or industry-recognized certificate and/or licensure.
4. Develop programs that build essential workforce readiness to improve employability.
5. Collaborate with Employer Engagement Team to provide firsthand work-based learning experiences through apprenticeships, on-the-job training, internships, work experience, and/ or job shadowing.

## **Goal 2: Expand Employer Outreach and Engagement**

**Objective:** To promote economic growth by creating connections between business and workforce development.

**Strategies:**

1. Lead Employer Engagement Services for the South Central Workforce Region
2. Improve outreach to employers by providing Labor Market information, assistance with recruitment, and retention of skilled labor force.

3. Partner with business, education, and labor to provide training in high-wage, high-demand targeted industries.
4. Expand and create registered apprenticeship and pre-apprenticeship programs.
5. Seek, replicate, and assist educational institutions to incorporate best practices in career and technical educational programs.
6. Encourage and support entrepreneurship by partnering with Chambers of Commerce, Economic Development Associations, and related entities.
7. Develop incumbent worker training that builds skills for employees to move to higher-skilled jobs within business.
8. Maintain a robust Rapid Response team to assist with recovery following large job losses.
9. Develop and implement public information campaigns that educate the community on the importance of workforce development.

## **Goal 3: Regional Collaboration**

**Objective:** Encourage collaboration between Workforce Development Boards throughout Washington and Oregon.

**Strategies:**

1. Develop a single comprehensive workforce system on the Oregon and Washington border that addresses the ongoing needs of the residents of the Columbia Gorge and its employers will help solve these bi-state workforce needs and grow the economy.
2. Create a cost-effective workforce system that spans state boundaries to remove silos, avoid duplication of services, and meets local workforce needs throughout economic change.
3. Partner with WDAs within Washington State to enhance employment and training opportunities to include registered apprenticeship programs.
4. Peer-to-Peer collaboration of WDBs to ensure innovative programs throughout Washington State.

## SECTION I

### **WORKFORCE REGION NAME:**

South Central Workforce Development Area

### **WORKFORCE DEVELOPMENT AREA NAME AND NUMBER:**

South Central Workforce Council, WDA #9

### **COUNTIES COMPRISING SERVICE DELIVERY AREA:**

Kittitas, Klickitat, Skamania, and Yakima Counties

### **FISCAL AGENT/ENTITY RESPONSIBLE FOR THE DISBURSAL OF GRANT FUNDS:**

South Central Workforce Council

## OVERVIEW

The South Central Workforce Area (WDA) covering approximately 10,233 square miles is comprised of Kittitas, Klickitat, Skamania, and Yakima Counties located in the South Central region of Washington State. The dense forest and mountainous terrain of the Cascades form the western boundary of the region, while the timbered covered mountains of Kittitas County make a natural boundary to the north. Its eastern perimeter is delineated by the Columbia River which



flows along with the sagebrush-covered flanks of the four counties. The river then moves slowly through a series of dams on its way west to the Pacific Ocean which marks the southernmost edge of the region and the State.

Native Americans were the first people to live and prosper in the region. Later, settlers arrived, bringing cattle and fruit trees. The

need for timber brought about the lumber and wood products industry, forming the foundation of a resource-based economy. The arrival of the Northern Pacific Railway in 1884, opened the doors to the exports of agricultural and timber products to the world beyond. By 1892, the first major irrigation system was developed which brought a considerable increase in the productivity and diversity of agricultural products that continues today. An ever-increasing demand for labor slowly brought migrant workers to farm areas, to help in the harvesting of crops, and to engage in other agricultural activities.



The Cascade mountain range forms a barrier to the moisture-laden clouds from the coast, causing rain and snow to be deposited in the mountains and depriving the lowlands of most of its moisture. While the region tends to be dry and arid, water originating from five major dams located in Kittitas and Yakima Counties, along with rich volcanic soil, provides ideal conditions for farming.

Agriculture primarily fuels the region's economy. The development of the overseas market for agricultural products is a major economic contributor that will continue throughout this century. While labor needed for the maintenance and harvesting of crops remains seasonal in nature, technological advances have increased demand and opportunities for skilled workers in farm management and food processing. This area is equally rich in the diversity of its residents and their respective cultural heritages. A substantial Native American population lives within the borders of the Yakama Indian Reservation in Klickitat and Yakima Counties. The Hispanic population continues to grow significantly in each county, and a small but significant number of Asians and Black Americans reside in communities across the service area.

The area is served by a number of private and state community and technical colleges and major universities offering a broad range of post-secondary certificated and degree programs. These include Central Washington University located in the City of Ellensburg; Yakima Valley College, Perry Technical Institute and the Pacific Northwest University of Health Sciences located in the City of Terrace Heights; and Heritage University bordering the City of Toppenish. In the southern part of the region, Clark Community College in Vancouver, Washington, and the Columbia Gorge Community College located in The Dalles, Oregon provide college access to residents of Klickitat and Skamania Counties.



Creating livable wage jobs and strengthening the economic base by supporting new and existing businesses are recognized as cornerstones necessary for building a strong economy and a healthy community. Local elected officials, the Workforce Council, and the partners of Kittitas, Klickitat, Skamania, and Yakima Counties recognize the unique and important role of workforce programs in the development of economic and social health of their communities.

Like other communities working to rebound from the economic setbacks of the Coronavirus (COVID-19) Pandemic, a renewed emphasis and redirection of energy has been placed on restoring an economic structure that provides employment opportunities to all residents of the local community. The Council is committed to doing its part in the development of a workforce

system that provides opportunities for all residents to receive a quality education and an opportunity to receive training that will lead to productive, satisfying, and family-wage jobs.

To achieve this end, the South Central Workforce Council will continue to forge new partnerships and strengthen existing relationships with schools, post-secondary organizations, economic development agencies, business, labor, state agencies, and public organizations. As our system moves forward, we will continue to reach out and connect these key players in a single network as a way to make efficient use of public dollars, to increase worker readiness for existing and new businesses, and to improve the quality of life for local residents.

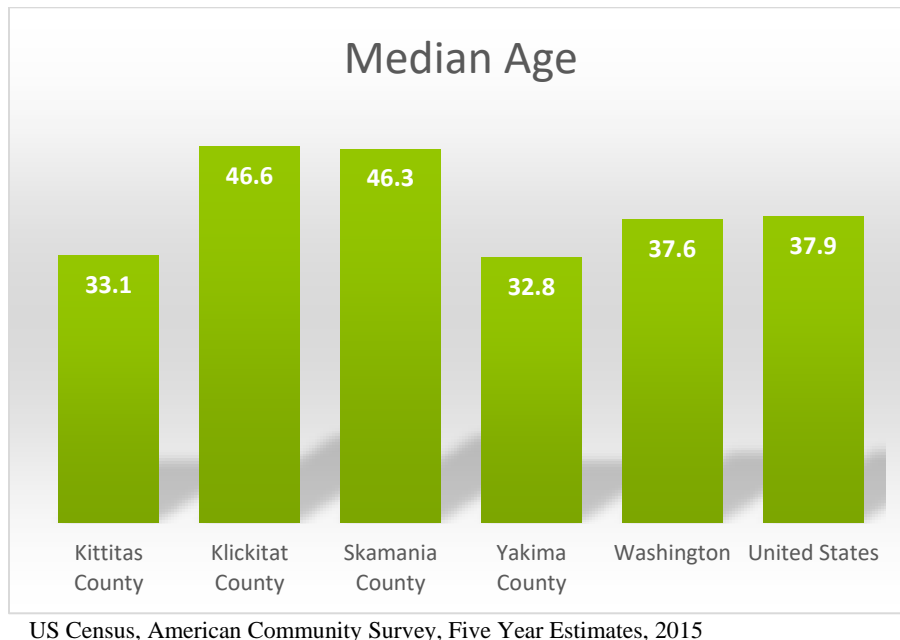
*Note: Census Data used within the Strategic Plan is from the 2015 and 2018 US Census 3- and 5-Year American Community Survey Data.*

## SECTION II

### LOCAL AREA ECONOMY AND DEMOGRAPHICS

#### SOUTH CENTRAL CURRENT AND FUTURE WORKFORCE

**Characteristics of those who live and work in the local area** – According to the 2015 census, the South Central region population is evenly divided between men and women. While Yakima and Kittitas Counties have a significant population of those aged 33 years and younger, Klickitat and Skamania possess a larger percentage of individuals over the age of 45.



The region is racially diverse with Yakima County possessing the largest number of Hispanics. Only separated by a percentage point, Yakima, Klickitat, and Skamania Counties possess the highest number of Native Americans. Kittitas and Skamania Counties are less diverse and have small increases in minority populations. A comparison of census data from 2010 to 2015 reveals



rising numbers of Native Americans and Hispanics in Kittitas and increasing Hispanic and Asian populations in Skamania County. Those individuals with English speaking difficulties are most prominent in Yakima County at 38.7%.

*Population and Demographics*

<b>Gender</b>	<b>Kittitas County</b>	<b>Klickitat County</b>	<b>Skamania County</b>	<b>Yakima County</b>	<b>Washington State</b>
Male	50.3%	50.2%	50.4%	50.1%	50.0%
Female	49.7%	49.8%	49.6%	49.9%	50.0%
65 or older	15.3%	22.7%	12.3%	13.2%	14.7%

US Census, American Community Survey, Five Year Estimates, 2015

<b>Race</b>	<b>Kittitas County</b>	<b>Klickitat County</b>	<b>Skamania County</b>	<b>Yakima County</b>	<b>Washington State</b>
White	88.6%	91.7%	92.9%	78.1%	76.0%
African American	1.0%	0.2%	0.9%	1.1%	3.7%
American Indian or Alaskan Native	0.8%	3.1%	2.1%	4.2%	1.3%
Asian	1.7%	0.8%	1.1%	0.9%	8.3%
Hawaiian or Pacific Islander	0.8%	0.0%	0.2%	0.1%	70.0%
Hispanic	8.7%	12.1%	6.2%	48.9%	12.5%
Foreign-Born	5.3%	7.3%	4.1%	18.1%	14.0%
Spanish Other than English – Spanish	5.0%	9.0%	2.7%	38.7%	8.5%
Speaks English less than ‘very well’	1.3%	4.3%	1.3%	15.7%	3.4%

US Census, American Community Survey, Five Year Estimates, 2015

**Education and Literacy** - The ability to read, write, and perform basic math are established prerequisites for any skilled and most entry-level positions. As we continue in the information and technology age, employers will place a premium on workers who have completed high school and possess some post-secondary education and training. Despite what appears to be a more than adequate labor supply, the employer community presently expresses frustration in finding qualified people to hire due to a lack of workers with sound basic educational skills. If we are to make real gains in closing the current skill gap, reducing deficiencies in basic education must take a high priority.

In a review of census data for education, we find improvement in some educational levels from the 2010 census to the 2015 community survey. For those adults 25 and older we see a drop in individuals with less than a 9<sup>th</sup>-grade education in Kittitas and Yakima Counties, however, there are slight increases in Klickitat and Skamania Counties. In all counties, we continue to see positive gains in those individuals with education levels between the 9<sup>th</sup> and 12<sup>th</sup> grade. While this is certainly a positive and a welcome trend, it must be noted that the overall rate of those

without a high school diploma or equivalent exceeds the State average by 0.2% to 6.2% as shown in the following table.

*Education Attainment 25 Years & Over*

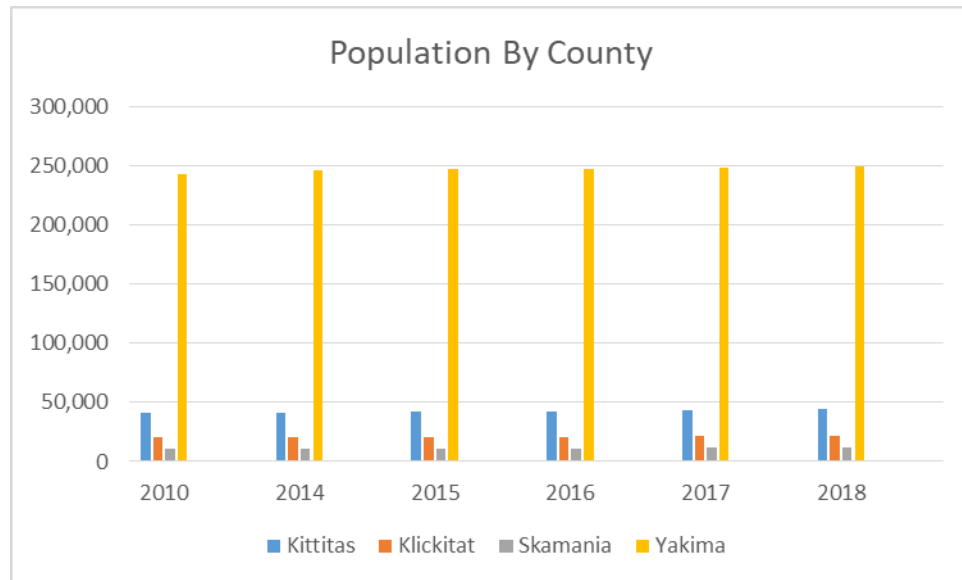
Educational Attainment (Population 25 Yrs & over)	Kittitas County %		Klickitat County %		Skamania County %		Yakima County %		State %	
	2010	2015	2010	2015	2010	2015	2010	2015	2010	2015
Education less than 9th grade	3.1%	2.6%	4.7%	5.8%	2.3%	2.6%	16.6%	15.6%	4.1%	3.9%
Education between 9th and 12th grades	7.1%	5.3%	8.1%	6.4%	7.5%	6.1%	12.6%	11.3%	6.4%	5.1%
High School Diploma or equivalent	28.9%	23.5%	35.4%	25.5%	33.9%	31.0%	27.5%	28.2%	24.3%	27.1%
Received some college - no degree	22.2%	26.3%	26.1%	25.7%	27.1%	27.3%	21.3%	20.5%	24.9%	20.6%
Received Associates Degree	6.8%	7.5%	7.8%	7.7%	9.5%	9.3%	6.4%	8.4%	9.4%	10%
Received Bachelor's Degree	20.1%	22.8%	12.4%	19.10	12.9%	13.9%	9.6%	9.8%	20.0%	22.1%
Attended Graduate School	11.8%	11.9%	5.6%	9.8%	6.8%	9.8%	6.0%	6.2%	11.0%	13.2%

US Census, American Community Survey, Five Year Estimates, 2010-2015

While educational levels have improved, literacy among the adult population remains a continuing concern. Yakima County has 15.6% of its population that have less than a 9<sup>th</sup>-grade education which is 11.7% points higher than the state rate.

According to the US Census QuickFacts 2010-2019, adults aged 25 and older 26.9% in Yakima County and 12% in Klickitat County reported over that 9-year period of not having a high school diploma or equivalent, whereas, Kittitas (8.0%) and Skamania (8.6%) Counties were in line with the Washington State rate of 8.9%.

**Demographic Changes** – As seen in the chart below, all South Central Workforce Area Counties grew in population between 2010 and 2018. As reported by the 2018 population data, Yakima County possesses the highest number of residents (249,325), followed by Kittitas (44,825), Klickitat (21,396), and Skamania (11,620).

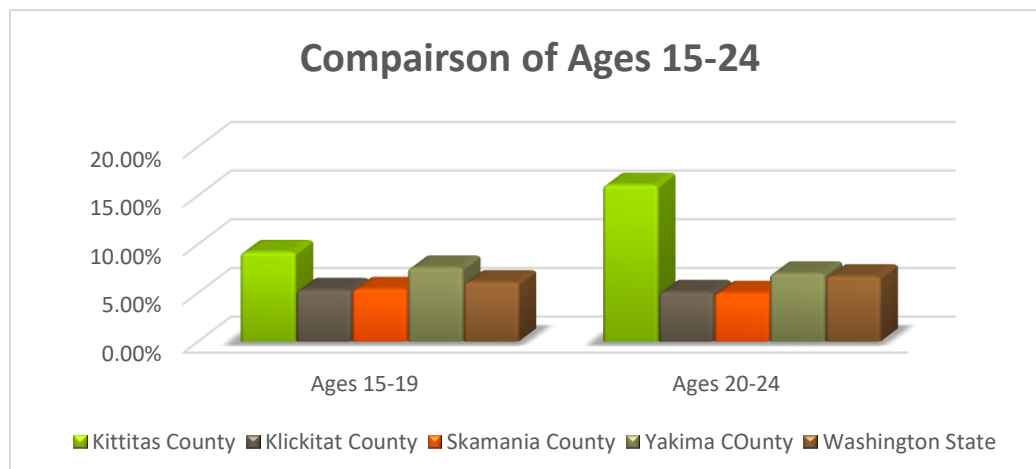


US Census, Population 2010-2018

The City of Yakima in Yakima County is the largest metropolitan area in the region, with a population of 93,637 residents, and is the 10th largest city in the State. Scattered throughout the remainder of the geographic region are small to medium-size cities and towns. The City of Sunnyside has the second largest population with 16,796 residents and is located towards the southern border of the County. The City of Ellensburg, with a population of 21,111 is the largest Kittitas County municipality, followed by the northern community of Cle Elum with a reported population of 2,004.

For Klickitat County, the City of Goldendale holds the largest share of the population with 3,725 residents, while the communities of Bingen and White Salmon located on the Columbia River share a total population of 3,356. In Skamania County, the City of Stevenson is the largest population center with a population of 1,583.

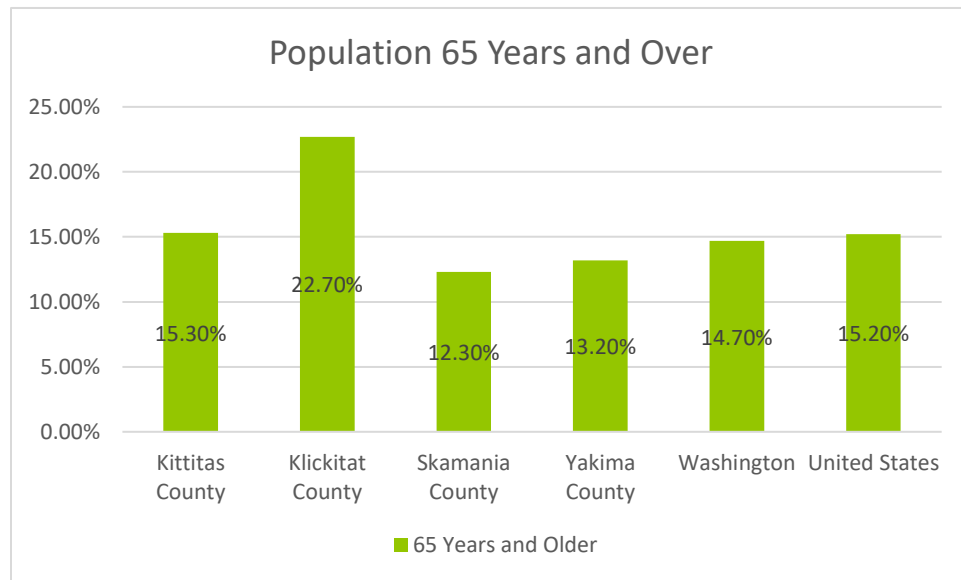
The South Central WDA accommodates some of the highest proportions of minority populations in the State, primarily in Yakima County. With the largest percentage of Hispanics of any county



in the State and the largest increase of Hispanics over the last ten years, this ethnic population continues to grow.

US Census, American Community Survey, Five Year Estimates, 2015

Historically, the major proportion of new entrants into the labor force falls in the 15 through 24-year age bracket. In the early part of the decade, this population group was projected to decrease in all four counties. However, the 2015 census data reveals contrary information with actual significant increases in the higher populated counties of Yakima and Kittitas.



When viewing the population segment age 65 and over, we see Kittitas County close to the State and national averages. Skamania and Klickitat Counties are substantially higher in this age group, and Yakima County follows the trend of a younger population.

**Youth** - High School dropouts are a priority population within the South Central area as dropout rates continue to be a top concern for our communities.

The 2019-2020 OSPI Report Card which reflects the number of students failing to graduate indicates the school districts within the workforce area continue to experience a significantly high dropout rate.

*High School 4-Year Cohort Graduation Rates*

Counties	Student Enrollment	Total Cohort Graduated	4-Year Cohort Graduation Rates
Kittitas	5,429	4,892	90.10%
Klickitat	3,042	2,491	81.90%
Skamania	1,015	776	76.50%
Yakima	55,625	45,779	82.30%
State	1,147,573	928,387	80.90%

Skamania County reveals a drop-out rate significantly higher than the state average. While Klickitat and Yakima County drop-out rates are on par with the state average and Kittitas County is above the state average, the rate is still unacceptably high. The high number of youth who do

not finish school pose a social and financial risk and burden to the communities of Washington State. Youth who do not have a high school education are far more likely to be involved in the criminal justice system, participate in public assistance programs, experience higher rates of unemployment, and receive lower wages than those youth who successfully complete high school.

Basic skills of reading, writing, problem-solving, and communication are essential for successful employment. Equipping youth with these essential skills is a crucial element of workforce preparation. In addition, adequately preparing our young people for employment instills those characteristics that are also beneficial to the community in general – appropriate behaviors, a strong work ethic, a well-defined value system, integrity, and respect, among others. Focusing on improved graduation rates and the acquisition of sound basic educational skills is critical if we are to adequately address workforce and social issues.

#### *Student Count and Student Ethnicity by County*

The ethnic make-up of the K-12 population mirrors that of the workforce in the South Central area. The school ethnicity data shows a significantly high proportion of minority populations in the Workforce Area compared to the state population, with the highest concentrations in Yakima County. Generally, minority youth do not migrate out of the area but tend to stay in close proximity and contribute to the support of their families. Assisting the increasing number of minority youth to successfully participate in the labor force will pay dividends in the future, not only to the youth themselves but also to local business and the community as a whole.

Area	Student Enrollment	Hispanic	Native American or Alaskan Native	African American	Asian	Hawaiian or Other Pacific Islander	White	2 or more Races
Kittitas	5,429	18.72%	0.85%	0.63%	1%	0.10%	76.20%	2.80%
Klickitat	3,042	18.20%	4.70%	0.50%	0.70%	0.80%	69.80%	6.50%
Skamania	1,015	7.00%	2.60%	0.20%	0.50%	0.10%	82.60%	7%
Yakima	55,625	66.00%	6.70%	0.40%	0.66%	0.10%	24.40%	2.50%
WDA	64,166	27.50%	3.70%	0.43%	0.72%	0.30%	63.25%	4.70%
State	1,147,573	24%	1.30%	4.40%	8%	1.20%	52.60%	8.60%

#### **Adults in Transition**

High levels of poverty continue to plague the South Central region. Many of those who live below the poverty level do not receive any form of assistance and are usually marginally employed. Others may work full-time but do not earn a wage high enough to allow them to support their families. Many of those in poverty who seek work or have barriers to employment are being left behind. In addition, a great many of those who are finding entry-level jobs experience difficulty in earning a wage that will support a family or achieve self-sufficiency.

Recently, Washington State and our nation experienced a period of large unemployment due to the Coronavirus (COVID-19) Pandemic unprecedented in our nation's history. In particular, the South Central Workforce Development Area was one of the hardest areas hit by the pandemic in terms of positive COVID-19 infection rates in the state. However, the South Central region had a

large percentage of essential workers in the agricultural sector which delayed the rise in unemployment numbers.

The hardest-hit businesses of the pandemic are the self-employed and small businesses that for the first time in Washington State were able to claim unemployment due to the Governor's Safe Start phased plan.

### Poverty and Public Assistance (TANF) -

According to Department of Social and Health Services data (2017 DSHS Research and Data Analysis Division), TANF and State Family Assistance total 10,522 for the South Central

#### 2017 DSHS Client Services

	DSHS TANF and State Family Assistance	% of State
Kittitas County	519	0.41%
Klickitat County	518	0.41%
Skamania County	219	0.17%
Yakima County	9,266	7.28%
Total WDA	10,522	8.27%
Total State	127,291	100.0%

Workforce Area. Yakima County has the highest number of TANF and State Family Assistance for the area at 9,266.

The following table from the 2018 US Census reveals that all counties in the local area with the exception of Kittitas County exceed the Washington State average indicators for poverty. Notably high for single female families with children under 18 are Klickitat at 58.0%, Skamania at 49.8%, and Yakima at 48.2% versus the state average of 32.6%. As we look at individual poverty rates in the categories of All People and People in Families, all four counties of the Workforce Development Area exceed the state average by 2% - 7.5% points.

Poverty Rates Families	Kittitas County	Klickitat County	Skamania County	Yakima County	Washington State
All Families	7.4%	6.9%	9.4%	14.2%	7.4%
Single Female Families with Children under 18	32.0%	58.0%	49.8%	48.2%	32.6%

Poverty Rates People	Kittitas County	Klickitat County	Skamania County	Yakima County	Washington State
All People	19.0%	15.0%	13.5%	18.2%	11.5%
People in Families	7.4%	8.9%	10.1%	16.1%	8.2%
Related w/Children under 18	11.0%	17.2%	21.6%	26.1%	14.2%
Related w/Children under 5	9.0%	20.6%	33.7%	28.1%	15.6%

2018 US Census 3-Year Community Survey

**Individuals with Disabilities** – 13.4% of the South Central Workforce Area's non-institutionalized population constitute individuals with disabilities. Klickitat County has the highest percentage of individuals with disabilities in the South Central Workforce Development Area at 18.6%, which is 5.9% higher than Washington State's 12.7%. Skamania County is also

higher than the state average at 1%, while Kittitas and Yakima Counties, 13.5% and 12.9%, are similar to Washington's 12.7%.

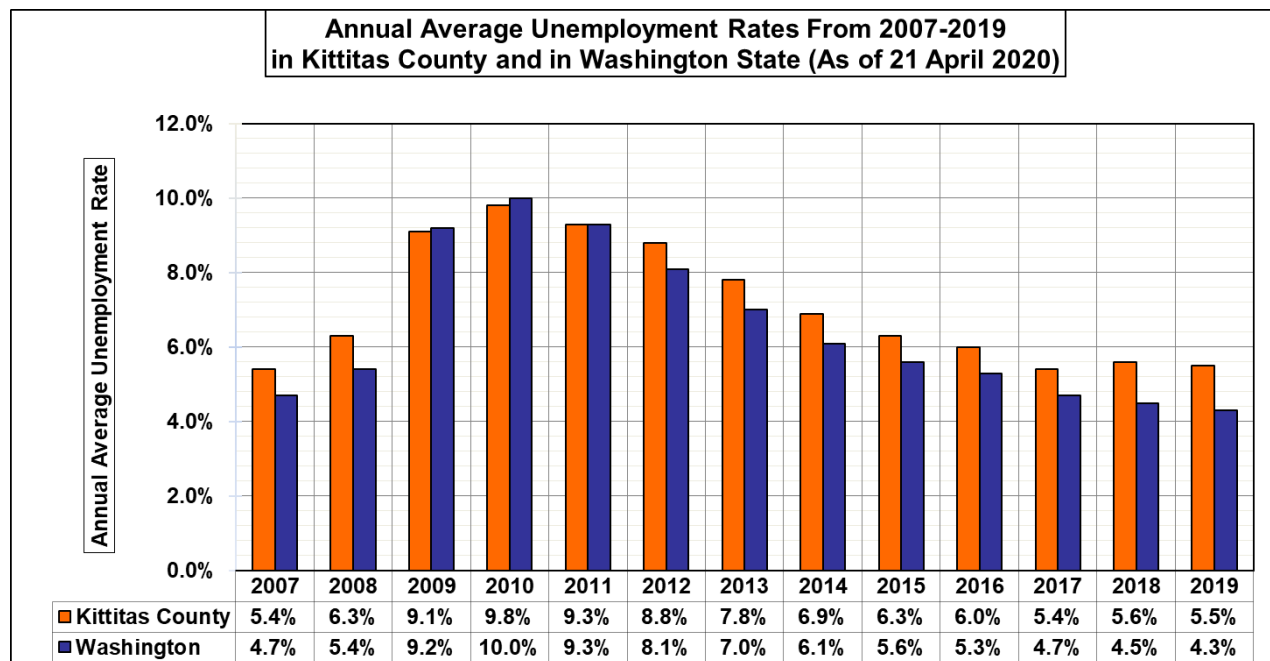
*Individuals with Disabilities*

County	Total Civilian Non-institutionalized Population	Total Civilian Non-institutionalized population with a disability	Under 18 years with a disability	18-64 years with a disability	65 and older with a disability
Kittitas	44,375	5,969	530	3,127	2,312
Klickitat	21,354	3,976	250	2,066	1,660
Skamania	11,581	1,569	31	855	683
Yakima	246,443	32,017	3,376	15,982	12,659
WDA-9	323,753	43,531	4,187	22,030	17,314
State	7,187,395	915,417	64,443	477,237	373,737

2018 US Census 3-Year Community Survey

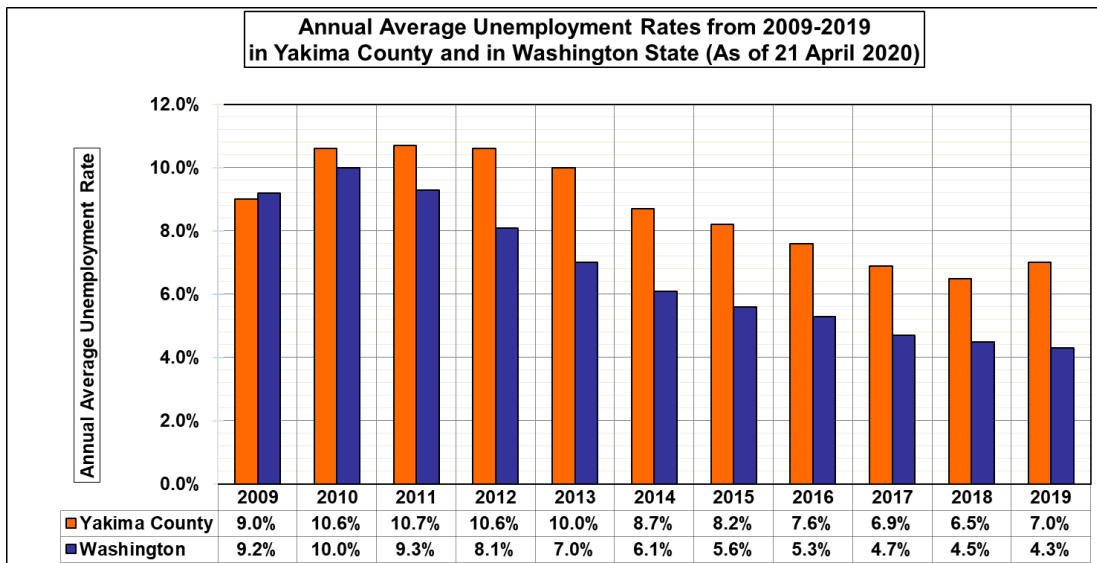
## LOCAL AREA LABOR MARKET

**Unemployment Trends** - The annual average unemployment rate in **Kittitas County** peaked in 2010 at 9.8 percent. The 2010 rate of 9.8 percent was still lower than the state's unemployment rate of 10 percent. One of the main reasons why the unemployment rate for Kittitas County was slower to rise than the state is because of Central Washington University.



Student enrollment has been increasing steadily at Central Washington University (enrollment is now close to 11,000 students) and accounted for commensurate increases in faculty, staff, and student hiring at the institution. The annual average unemployment rate in **Yakima County** rose as well as a result of the Great Recession and peaked at 10.7 percent. During the last three years, the Yakima County unemployment rate has rebounded but not as quickly as the State, with an unemployment rate of 7 percent in 2019 compared to the state's 4.3% percent.

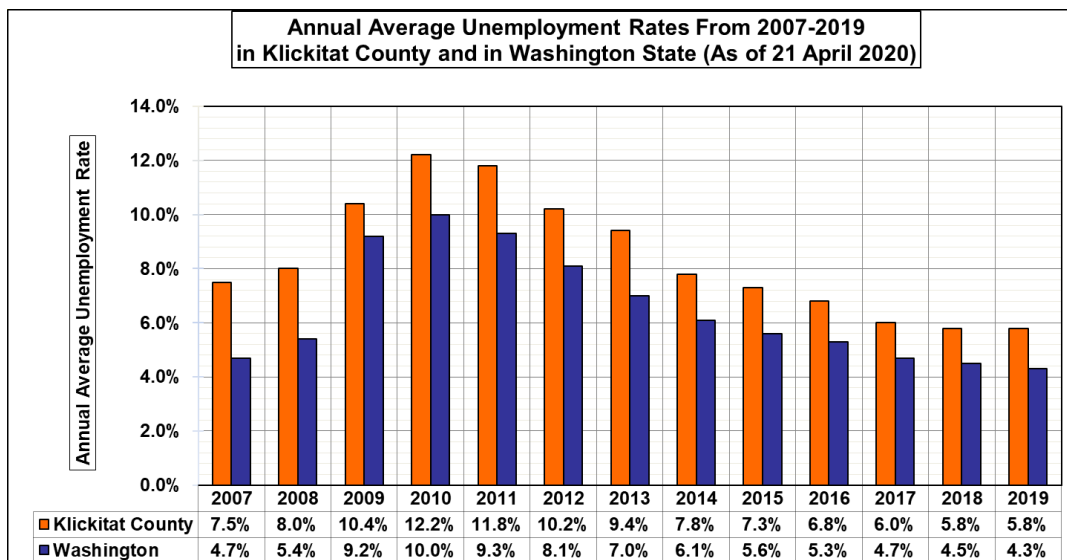




Source: Washington State Employment Security Department: Labor Market Economic Analysis

Directly dependent on agriculture in the Yakima Valley, three local nonagricultural industries -- wholesale trade (fresh fruit packinghouses), non-durable goods manufacturing (food processing), and transportation/warehousing/utilities (trucking) still remain substantial components of the local economy.

**Klickitat County** had an unemployment rate of 12.2 percent in 2010. While rates have steadily declined in the last 4 years, the 5.8 percent unemployment rate in 2019 is still above the state unemployment rate.



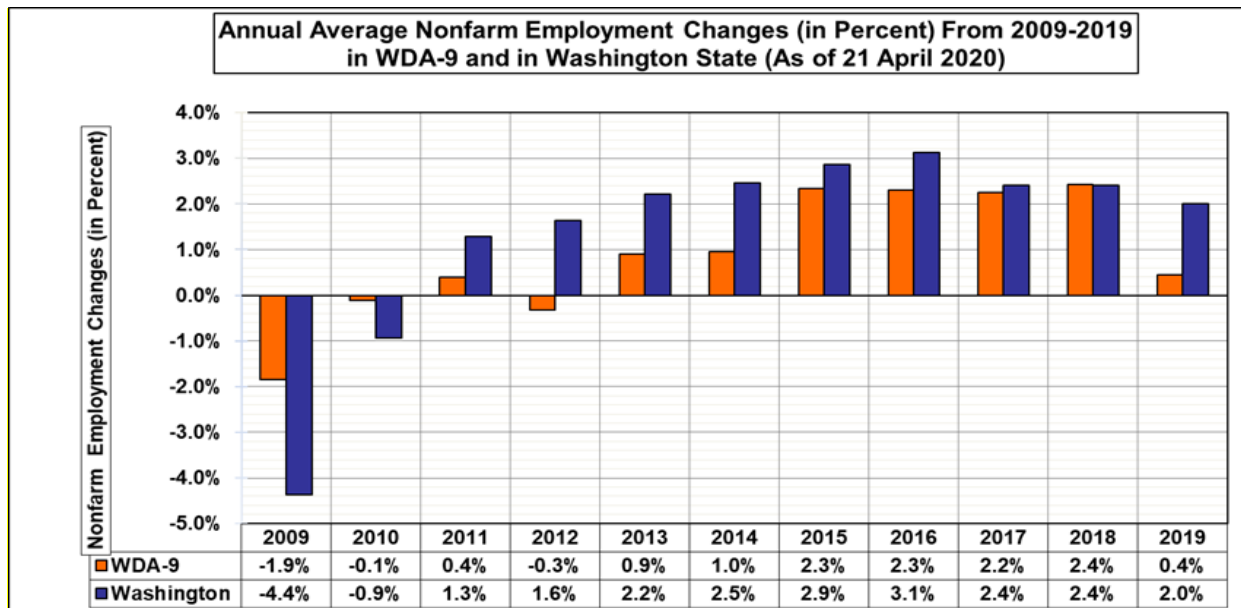
Source: Washington State Employment Security Department: Labor Market Economic Analysis

Klickitat County can be divided into three economic regions. The western third of the county is dependent upon orchards and fruit packing, wood products, recreational activities such as

windsurfing and kiteboarding. The central third includes Goldendale, the seat of county government with growing tourism industry and the eastern third includes vegetable farming, the Roosevelt Regional Landfill, and a growing number of wineries.

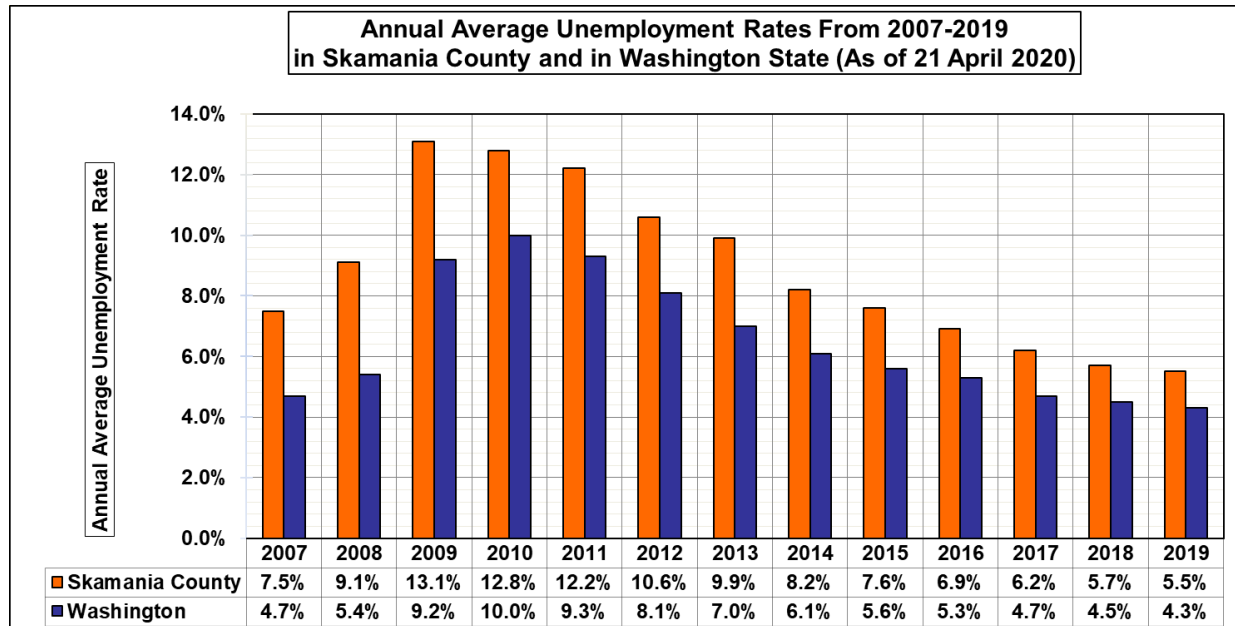
The wind in the Gorge area has generated jobs in two industries: tourism and energy. Klickitat County and other areas of the Gorge have seen rapid development of wind turbines to generate electricity. The county's agricultural base is stable in the White Salmon area and growing in the eastern part of the county, particularly in vegetable farming and wineries. There is a growing synergy for tourism based on wine tasting, the Maryhill Museum, and the Gorge (including windsurfing and kiteboarding).

In 2005, Klickitat saw a surge in employment for two main reasons. One was the expansion of Insitu, a Bingen company that designs and manufactures unmanned drones primarily for military applications, and the other was construction due in part to the windmill farm projects. In 2006, construction dropped back to previous levels, while Insitu and various other services continued expanding. However, the overall employment level remained lower than the previous year.



Source: Washington State Employment Security Department: Labor Market Economic Analysis

**Skamania County** unemployment rates have remained traditionally high as well. The unemployment rate for Skamania increased to 13.1 percent in 2009 and then declined to 5.5 percent in 2019.



Source: Washington State Employment Security Department: Labor Market Economic Analysis

Skamania's agricultural production is a fairly small part of the county's economy, but it has been growing. According to the 2002 Census of Agriculture, there were 97 farms in the county, employing only 30 farmworkers. According to the 2007 Census of Agriculture, there were 123 farms in the county with 216 workers. The main crop in Skamania is trees. Logging employment declined from 90 jobs in 1990 to 10 jobs in 2012. Skamania County had 90 construction jobs in 2005, with a no-growth trend over the past 15 years.

## PLANNING IMPLICATIONS

The changing demographics and needs of the current and future workforce have clearly created new challenges for the education, training, and employment community. Businesses must have workers who possess good work habits, technical skills, and the ability to change and adapt to new technologies and methods of doing work.

In response, local workforce programs have been structured to assist dislocated workers in connecting with job opportunities to help low-skilled adults and older workers overcome barriers to employment. Also, to assist youth in finishing school and identifying career pathways that will lead to productive employment and rewarding careers. For TANF parents, the Council administers the WorkFirst Program that provides individuals with real work experiences to develop the soft skills needed for employment. Lastly, the Council has proactively taken steps to build capacity to effectively serve individuals with a disability so business can more easily access these largely untapped labor resources.

The Council along with local WorkSource partners has designed services and activities to provide an effective, efficient, and fully integrated service delivery system for workers and businesses. Given the current economy, demographics, and workforce, the Council continues to pursue the following priorities:

- Utilization of the area's greatest resource – *people* - to fill the gap of skilled workers in the South Central Area. There are significant social/economic advantages of an increased utilization by developing the skills of new residents, TANF parents, dislocated workers, disadvantaged adults, individuals with disabilities, veterans, ex-offenders, and older workers.
- Early identification of those dislocated from declining industries and occupations in order to transition them back into productive jobs. The Council will continue the practice of working closely with business and labor to ease the transition of workers to new jobs in the community. Goals for dislocated worker programs will prioritize recaptured earnings and benefits, and provide for career growth and future earning potential.
- Continued support and development of strategies that provide for career development and growth for incumbent workers at low, mid and upper paying positions. The Council recognizes that when given the opportunity, these workers will make use of training that improves their skills and positions them for higher wages and higher-skilled jobs. The success of training low-wage, entry-level incumbent workers to higher-skilled jobs will also increase the availability of entry-level jobs for those who are entering the workforce for the first time.
- Improved strategies to maximize the potential of the youth population who have a higher than average minority population. These strategies will create pathways for movement to jobs that pay a livable wage.
- Implementation of proven, effective strategies, identified by the Employer Engagement Team, to provide local residents the opportunity for entrance in to high-demand, high wage health care occupations.
- Labor force participation rates will continue to rise for women. Therefore, the Council will provide an increased focus and promote educational opportunities to help women who enter the workforce achieve higher earnings while preparing them for nontraditional jobs.
- Improve access and effective service to people with disabilities by enhancing accommodations, customized employment, marketing, and job development to capitalize on this large and underemployed segment of the labor force.
- Explore and pilot new strategies that target retention of youth through improved informational services, assessment, career planning, and coordination of youth employment programs with schools. Further, projects such as dropout prevention will be continued to promote school completion for youth through special programs and partnerships with education and business.
- Improve service delivery through seamless integration of services with the WorkSource system partners.

### SECTION III LOCAL WORKFORCE SYSTEM

**Mission:** Establish, maintain, and improve a customer-driven workforce system to increase skills, employment, job retention, and earnings resulting in a quality workforce, enhanced productivity, and profitability of Workforce Area businesses.

**Goal 1:** *Improve access to and quality of employment and training workforce programs.*

**Objective A – Provide the full range of employment and training services through the WorkSource (One-Stop) system in a customer-friendly way.**

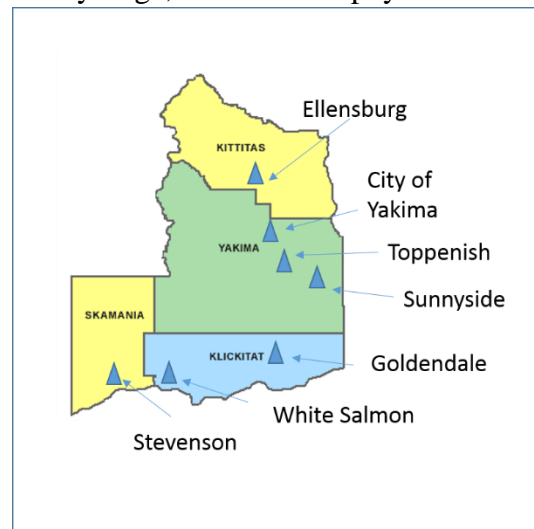
#### Strategies:

1. Deliver a robust Integrated Basic, Individualized Career Services, and Training environment to meet the needs of customers.
2. Offer customers a quick connection to screening, initial assessment, skill development, work-readiness, and eligibility determination within the WorkSource (One-Stop) System.
3. Increase capacity and access to services in rural WorkSource Centers through the use of technology.
4. Enhance accommodations, customized employment, marketing, and job development for people with disabilities.
5. Enhance the customer experience by engaging the WorkSource partners to integrate services for a seamless delivery method.

#### One-Stop Delivery System

The South Central Workforce Council places a high value on access to all communities throughout the region. While the local area is geographically large, WorkSource physical centers, a full Career Development Center, affiliate, or connection site have been strategically located in the larger population centers of each county. These strategic locations provide reasonable travel distances even to the remote and rural areas of each county served. While the full career development center in Union Gap provides the broadest range of access to one-stop services, the affiliate, and connection sites provide direct access to Workforce Innovation and Opportunity Act (WIOA) Title I-B programs and connections to other partner programs through electronic access or itinerate services.

To ensure residents know about services, the South Central Workforce Council carries out aggressive



recruitment services through its contracting entities and social media platforms. This includes outreach to local school districts and Open Door programs for both in-school and out-of-school youth; and, recruitment to community centers, presentations to local fraternal organizations such as Rotaries and Kiwanis, and as-needed advertising through both digital and print media.

As the Council evaluates and certifies each site location annually to ensure both accessibility and access to WIOA programs and services. The Council will determine whether additional access points are needed to properly serve a community. Access points are described as public agencies (e.g. libraries) or partner organizations that have the capacity and are willing to provide linkages and resource materials that access the WorkSource system through electronic means. Such determinations will be made by the size of populations, cost, and input from community members.

### **Integrated Service Delivery**

The Adult, Dislocated Worker, and Youth formula programs, in coordination with the Wagner-Peyser Employment Service, are pivotal pieces of the One-Stop Delivery System, which is the foundation of the Workforce Development System. The Title I programs are required partners in the One-Stop delivery system which provides universal access to career services to meet the diverse needs of adults dislocated workers, and youth. WIOA offers an integrated and comprehensive range of services consisting of workforce development activities benefiting job seekers, employers, and communities. WIOA provides for a workforce system that is universally accessible, customer-centered and training that is job driven.

Integrated Service Delivery (ISD) is the delivery of workforce service in a manner that aligns/braids the resources of participating partners to seamlessly address the training and employment needs of system customers – job seekers and businesses. The goal of Integrated Service Delivery is to encourage more job seekers to take advantage of as many services as necessary to help them engage in the labor market in order to achieve their goals for employment. ISD is built on a belief that job seekers who utilize more of the services available to them in the workforce system will have better success achieving their employment related goals.

The South Central Workforce Council in WorkSource Yakima and WorkSource Sunnyside partners utilize an Integrated Basic and Individualized Career Services Delivery model. This model will create a warm welcome and a quick connection to a robust set of high value system resources relevant to the local economy including screening, initial assessment, skill development, work-readiness and eligibility determination. Staff working in an Integrated Basic and Career Services Delivery environment are organized into functional teams to meet the needs of customers, rather than working in programmatic silos. In WorkSource Yakima and WorkSource Sunnyside, Title I – Adult, Dislocated Worker and Youth contractors as well as Title III – Wagner-Peyser will provide primary staffing of these functional teams. Other WorkSource partners will also be providing basic and individualized services but on a limited basis due to staffing levels.

Other services offered in the WorkSource offices to job seekers include but are not limited to: job search and job placement assistance; career counseling; needs and interest assessments; proficiency testing; workshops; development of an individual employment plan; and case

management. Services to employers include assistance in developing and posting job orders, referral of qualified job seekers to job openings and organizing hiring events. Both job seekers and employers are also provided with robust labor market information to help inform their activities.

The core programs – Adult, Dislocated Worker, Youth, Adult Basic Education, Wagner-Peyser and Vocational Rehabilitation – will work in concert to effectively serve job seekers and employers across the area. Strategies will be informed by labor market information gathered, analyzed and provided by Labor Market and Economic Analysis and other sources. While each program has clearly defined activities to carry-out, as defined by law, it is through leveraging services and resources that optimum outcomes can be achieved.

The SCWDC's alignment of core programs will include establishing effective career pathways that combine guidance, education, training and support services that prepare individuals for careers. The pathway system will include navigators that help guide individuals to appropriate programs and services given their needs and career goals. The SCWDC will promote co-enrollment to align services and will encourage shared roles for guidance and support services within each career pathway program to prevent duplication of services among the core programs.

### **Linkages Between the One-Stop System and Unemployment Insurance**

The customers benefit from an Integrated Service Delivery front-end model which provide an access point for customers to the Unemployment Insurance (UI) information and technology to apply and file their weekly claim. The linkage for customer who received UI benefits can participate in re-employment services including, job search preparation workshops, one-on-one planning and referrals for education and training services and other basic career services delivered within the WorkSource Centers. In the workshops, UI claimants are provided a comprehensive overview of the services available in the South Central WorkSource system.

### **Migrant Seasonal Farm Workers in the One-Stop**

The Migrant Seasonal Farm Worker (MSFW) program includes the WIOA National Farmworker Jobs Program (NFJP) and Employment Security Department's (ESD) MSFW program. These programs work in concert to provide resource and job opportunities for the migrant and seasonal customers. ESD's MSFW program works to match employer needs for labor by provided help to post jobs and send MSFW farmworkers to support their need for labor. The MSFW program conducts to attach labor to jobs and does outreach to seasonal workers to ensure they have information regarding worker rights and responsibilities, safety information, resources available in the community and with the WorkSource partnership and connects the worker to Washington State Labor and Industries presentations for worker safety. The NFJP focuses on assessing the needs and goals of the MSFW then up-skilling workers through training to promote a career pathway to a job that is no longer seasonal and low skilled and support services which will promote their stability for housing, transportation, medical benefits and other support services. Both MSFW programs conduct specific outreach to improve the job opportunities and community connections through the One-Stop centers and access points.



## **Wireless Internet**

The state has made significant investments in technology to improve service delivery and allow for collection of information necessary to support WIOA performance outcomes. All certified WorkSource Centers currently have stand-alone wireless networks that allow customers to access services using their personal technology devices.

## **Technology-enabled Intake and Case Management System**

Washington State Employment Security Department has invested a great deal to develop a new integrated technology-enabled intake and case management system. The implementation of the new database, WorkSourceWA and Efforts To Outcome (ETO) will assist in the coordination of services from the core providers. As the customer's access services either through self or staff directed through the databases, the providers will be able to ensure the customer is receiving a full array of services that promote cooperation not duplication.

The ETO database will align the core service providers to engage in a deeper level of cooperation for the customer's career services orientation, basic career services customer flow, a customizable initial intake/assessment/triage form, and a customizable template for developing Individual Employment Plans. This will ensure a level of consistency across the area to support alignment of services across programs by reducing duplicate data collections and allowing partners to all work from the same basic customer information.

## **Serving Special Need Populations**

### **People with Disabilities**

Every effort is made to accommodate all individuals within WorkSource Centers, regardless of disability or need. Placement Specialists are available at the primary access points to the WorkSource system and are equipped to provide assistive technology. Systems include:

- Washington Relay Service 711 – to assist customers who have hearing impairments.
- Online meeting platforms such as ZOOM – to assist customers with visual impairments.
- Adjustable and/or stand up workstations – for customers with physical impairments.
- Equipment that addresses mobility such as a larger keyboard, a trackball or joystick mouse and other assistive equipment.
- Language identification tools (i.e. I SPEAK cards) and Universal Translation Service – for English Language Learners (ELL).

Based on individual needs and where capacities within the Center exist, special populations will receive intensive services such as one-on-one employment counseling, job development, referral, training assistance, and partner or community-offered services. Where applicable the WorkSource System will help this population access the specialized services through the State of Washington Division of Vocational Rehabilitation, Services to the Blind, County Developmental Disability Programs, Labor and Industry Disability Programs, Goodwill, and other local

organizations serving the disabled population. Disabled participants will be encouraged to pursue assistive programs where available.

### **Accessibility of Facilities**

The South Central Workforce Council is committed to access to all eligible applicants to the workforce system and will take every reasonable measure to ensure that no applicant or customer of the local system is discriminated against. Further, the Council shall actively ensure that no individual shall be excluded from participation, denied benefits or subject to discrimination with any program or activity.

The Council will make every reasonable effort to ensure that participants are not employed under WIOA to carry out the construction, operation, or maintenance of any part of any facility that is used or to be used for sectarian instruction or as a place for religious worship, except where those activities are allowed by federal statute or law. The Council shall prohibit any individual to be discriminated against because of status as participant; and assures participation in programs or activities are available to citizens, nationals of the United States, lawfully admitted permanent resident aliens, refugees, asylees, and parolees, and other immigrants authorized by the Attorney General to work in the United States.

In carrying out these functions, the Council through the administrative staff shall assign an Equal Opportunity Officer, who shall be authorized to monitor the local workforce system and partners where such partners fall under the authority of the local Council for equal opportunity compliance. Duties of the South Central Workforce Council Equal Opportunity (EO) Officer shall include regular monitoring of Physical WorkSource and system facilities that fall under that authority of the Council to ensure compliance with *Section 188 of act*. And shall work directly with the state EO Officer to carry out the provision of the State of Washington Methods of Administration to assure:

- Notice and Communication - customers and staff are understand their EO rights through posters and notices; and taglines in all system communications and marketing materials.
- Assurances – all contracts, grants, cooperative agreements and other similar documents must include specific assurance language for nondiscrimination and equal opportunity.

Universal Access – Outreach will be conducted to all populations of eligible participants utilizing census data and information; and every reasonable effort made to reach all special populations. Provide equivalent levels of information about WorkSource services and activities to all populations through advertising and where appropriate notices to schools and community service groups. Consult with community organizations about ways to improve outreach and access to customers who are English Language Learners (ELL) ensuring meaningful access to program services. Utilize international flag placards, Bi-lingual staff, interpreters, language services, documents and brochures reflecting languages represented in the area and technology such as the Washington Relay Service (711).

Data Collection - Collect only that information required for entry into local or state data base systems or participating in a WIOA program if the customer has a disability. The Customer may choose whether or not to disclose their disability status and make the customer aware the

information is voluntary and will be kept confidential as provided by law. Services will not be affected whether or not the customer provides the information and that the purpose is for collection of demographic information, determine if eligible for special services or funding, to ensure accommodation needs are met, and that Disability information must be kept confidential.

**Monitoring for Compliance** - Conduct programmatic and onsite reviews of WorkSource centers and service providers for compliance with the EO and nondiscrimination requirements including, WIOA and/or WDC Equal Opportunity Policies, Washington State Methods of Administration, Section 188 of the Workforce Innovation and Opportunity Act and Title VI of the Civil Rights Act of 1964, as amended.

**Discrimination Complaint Process** - Make available a complaint process whereby customers or staff who believe they have been discriminated against may file a discrimination complaint. The complaint will comply with federal and state standards and must be submitted in writing, signed and filed within 180 days of the last discriminatory incident. Customers may bring a discrimination complaint to any WorkSource system staff through a telephone call or in person and staff must assist the customer in contacting a supervisor, the complaint coordinator or the WDC EO Officer. All discrimination complaint information should remain confidential. Discrimination complaint forms will be made available to staff who are required to immediately forward the complaint to the WDC EO Officer. The complaint process shall follow the documented process and staff may assist the customer in informal resolution and determining whether the allegation of complaint falls within the federal and state specifications of a complaint. Should the customer wish to file a complaint against an employer, the customer shall be provided with information and appropriate state agency contact. Staff also have the right to bring formal discrimination complaints to their supervisor or the EO Officer for his or her organization. It is illegal and no individual filing a complaint nor employee who assists in an investigation for a discrimination complaint shall be retaliated against. Staff may also file a discrimination complaint using their employer's internal discrimination complaint process or under a Collective Bargaining Agreement, if represented; and may file a discrimination complaint with an appropriate federal or state civil rights enforcement agency

**Corrective Actions and Sanctions** – if violations of non-discrimination requirements are found, the responsible agency is asked to voluntarily adhere to corrective actions. If the responsible agency does not implement or achieve acceptable corrective actions, the Council may implement corrective action provided in the MOU.

Additionally, the Council shall as part of the local EO function carryout training on Equal Opportunity for contractors, and WorkSource System Partners. Where feasible, training shall include system partners who can provide service strategies and techniques on providing equitable and effective service to people with disabilities or special populations. To maximize access and where resources permits the local system shall use technology to assist those individuals with disabilities or other language deficiencies access services thorough the WorkSource Centers. Such technology includes but is not limited to specialize software for the visual and hearing impaired and Washington Relay Service (711).

**Objective B – To increase employment, wage progression and retention through education**

**and/or employment and training that leads to self-sufficiency.**

**Strategies:**

1. Prepare job seekers in transition (TANF, disadvantaged adults, veterans, dislocated workers, older workers and homeless workers) for successful participation in the workforce that leads to employment retention and wage progression.
2. Connect with disengaged youth to achieve a high school diploma or a recognized equivalent to ensure post-secondary education and/or employment.
3. Increase the accessibility of training programs for job seekers that offer a post-secondary degree or industry recognized certificate and/or licensure.
4. Develop programs that build essential workforce readiness to improve employability.
5. Collaborate with Employer Engagement Team to provide firsthand work-based learning experiences through apprenticeships, on-the-job training, internships, work experience, and/ or job shadowing.

**Job Seekers in Transition**

Many job seekers experience one or more barriers to employment. Although this makes finding or keeping a job more difficult, these obstacles are not insurmountable. Some barriers, such as lack of transportation are temporary and easier to address than others. Identified Barriers to Employment include:

- Displaced homemakers;
- Youth in, or formerly in, Foster Care;
- Low-income individuals;
- English language learners;
- Native Americans, Alaska Natives, and Hawaiians;
- Migrant and Seasonal Farm Workers;
- Individuals with disabilities;
- Individuals within two years of exhausted TANF eligibility;
- Older individuals;
- Single parents/pregnant women;
- Ex-offenders;
- Long-term unemployed;
- Homeless individuals;
- Veterans;
- Other groups designated by the Governor

Effective employment programs take special care when serving individuals facing these barriers and often draw on a number of population-specific strategies in providing individualized service. There are many ways in which programs address population-specific needs. For some groups, linking with specialized support services such as childcare or mental health care is important. For others it may be leadership development or help in building confidence. For others it may mean turning a prior experience into a skill or asset, such as time in the military or training while incarcerated.

## **WIOA Youth Program**

Within the four counties of Yakima, Kittitas, Klickitat and Skamania, 32 school districts are distributed across 10,119 square miles. Demographics including ethnic composition, income, and dropout rates vary greatly throughout each of the counties. Yakima County has over twice the TANF child recipient rate compared to the State of Washington. Klickitat ranks second in the area but is also considerably higher than the state average. The unemployment rate among 16 -21 year olds is higher than the federal and state rates, with Skamania being almost twice as high. Kittitas and Yakima report higher crime rates by 10% - 13% more than the state average.

The Workforce Innovation and Opportunity Act (WIOA) Youth program works with in-school and the out-of-school population with significant barriers, such as youth who are basic skills deficient, low-income, low skilled, involved with the juvenile justice system, homeless, in foster care, school drop outs, in personal crisis, and pregnant or parenting. Our programs are fully accessible to youth with disabilities defined as an individual with a physical or mental impairment that substantially limits one or more major life activities; a record of such an impairment; or regarded as having an impairment. When doing so, our providers insure reasonable accommodations and modifications that allow them to fully participate in WIOA youth program.

The South Central Youth program service model provides for an objective assessment of each youth participant that includes a review of the academic and occupational skill levels, as well as the service needs, of each youth for the purpose of identifying appropriate services and career pathways for participants. Should the objective assessment reflect co-enrollment with the WIOA adult program would be beneficial, the youth may be enrolled in both programs with each program assuming different responsibilities to avoid duplication of service.

Once thorough objective assessment is completed, the youth (and parents if under 18) will develop the next steps in an Individual Service Strategy. This plan is updated as needed, with services that are directly linked to one or more indicators of performance. Additionally, the individual service strategy identifies appropriate career pathways that include education and employment goals, as well as considers career planning. WIOA case management staff facilitates intensive vocational exploration drawing from vocational programs other community youth service providers. Each youth participant is assisted in understanding the nature and requirements of work through informational interviews with local employers, job shadows and worksite training opportunities, as listed in the services available.

Individualized career guidance is also a core activity to help in-school and out-of-school youth navigate the array of services needed to reach their occupational objective. Each young person is assessed for individual needs and aided in development of a plan that will outline the steps needed to form the educational foundation, articulate career goals, and identify the resources required to achieve each step of the plan, from beginning to end. Planning for their career objectives will include information about multiple pathways that may include post-secondary education programs through college and universities, and apprenticeship, entrepreneurial, or vocational programs through private technical schools.

For those youth with educational deficiencies, case managers stress and emphasize the importance of high school graduation or GED. Every WIOA youth participant is provided with in-depth information about school re-entry or basic education programs and aided in choosing the best options that provide them with resources and support needed to graduate high school or achieve a GED.

In addition to vocational and technical skills, young people must possess the soft skills needed to successfully participate in training programs and obtain or retain employment. For young people served through the Council's youth programs, pre-employment skills training will be provided to help young people acquire, understand, and develop the interactive and fundamental behaviors (attendance, punctuality, etc.) needed to succeed and advance in the workplace. Workshops also include life skills training to aid young people in developing the tools to manage personal affairs (managing budgets, bank accounts, health, etc.) that keep young people positioned not only to obtain employment successfully, but to become productive and positive participants of the local community.

Education and work will be integrated by connecting what is learned in the classroom to how it applies to the world of work, by soliciting the aide of private/public employers and labor organization. Where possible, programs will call on these partners to provide information about jobs and careers and development of paid and unpaid work-based learning opportunities that can solidify the connection between the school and the workplace. South Central WDC has adopted a Youth Standing Committee that is comprised of multiple partners necessary for successful youth participation.

Case management staff make use of every community resource that will aid youth in developing their occupational plans. This includes resources through WorkSource and the WorkSource website; as well as workshops such as career exploration that provide information about career possibilities, the skills needed to succeed, and trends and technologies that are transforming the American workplace.

For youth placed in work-based learning activities, staff will connect with employers and gain feedback to ensure adequate progress and implementation of job readiness/soft skills such as, but not limited to:

- Attendance
- Punctuality
- Grooming/Hygiene
- Positive Attitude and Behavior
- Completing Tasks Effectively
- Effective Interpersonal Relations

### **Youth Work Experience, Internships and Job Shadows**

Work experiences, internships, and job shadowing activities are used to provide real job exposure and working world requirements. Furthermore, these opportunities develop personal attributes, employability skills, real world knowledge, career exploration, exposure to various industries and skills needed to obtain, and advance in employment. Work experience and

internship opportunities are negotiated with both public and private sector agencies. A youth placement is based on assessment information, deficiencies, and individual career goals. Work ethic and occupational skill competencies are used in developing and monitoring these training sites. These competencies include punctuality, attendance, positive work attitudes, personal appearance, and relationships with co-workers and supervisors, completing tasks effectively, and identifying worksite specific occupational skills. Case managers monitor work sites on a regular basis and meet with employers and trainees to complete progress evaluations. The summer element is a critical opportunity for youth to engage in accelerated academic and expand occupational skills training. The combination of attaining skills that work in concert with academics and occupational skills helps registrants develop concrete reasons why academics are important to future job success. In the summer, youth have a variety of opportunities to assist with full and part-time employment, including summer jobs. The academic component consists of evaluating each youth's basic skills and academic needs to develop an effective plan. Job shadowing opportunities allow youth to observe a variety of jobs and evaluate their desire to consider these as future career opportunities. Placement is much the same as other work activities, except multiple career goals and/or interests may be pursued since the objective is more about career exploration.

Youth receive a full range of customized occupational and vocational skills training opportunities that lead to good careers with long-term retention. Occupational skill training occurs in work experience and internship environments, as well as in vocational settings. Case managers enroll youth into occupational training fields that build employability skills which are in demand and reflect career potential.

South Central service providers offers a program design that has an integrated education and training component. The education services offered by the varied agencies include adult basic education and literacy activities such as basic skills training, critical thinking and English as a second language. Combined with the aforementioned education opportunities the youth will be provided multiple workforce preparation activities that will include, but not be limited to self-management, grooming for employment and following directions. These blended services will be coordinated through trainings like hands-on occupational skills training, job readiness training and on-the-job-training and be delivered concurrently.

Throughout their experience in a WIOA program, youth are connected to a case manager who serves as a mentor and guidance specialist while assisting youth navigate through challenging choices that come during such as pivotal time in their lives. It is critical to match a youth with the appropriate staff who can provide a level of caring and a stable relationship. Youth have mentoring opportunities through worksites, educational activities, school, and other online resources. Many of our employers also work with youth in a mentoring relationship during their training services. Whenever possible, we work with the school to designate a staff member, such as a counselor, who the youth can go to whenever there are issues that need to be addressed.

Each registrant will be provided comprehensive guidance and counseling. At the beginning of the enrollment process youth are assessed on their assets and needs. Case managers provide on-going counseling for all youth enrolled in the program and often for their family members as well. Planning and counseling sessions, conducted jointly with the participant, are used to



develop strategies, benchmarks, and timelines to achieve each youth's educational, employment and training goals. With our emphasis on serving the "most in need" youth, many come into the program requiring additional support systems, so it is the responsibility of the WIOA staff to develop those positive supports with the participant. This can be done by working with the schools, a receptive employer, other agency providers, medical institutions, community service agencies, and other community support service. The guidance and direction the youth receives while in the WIOA youth program is the most important strategy for success. Experts may also recommend the use of other resources to address specific issues related to drug/alcohol, mental and physical health of the family, domestic violence, and gang violence. Our holistic approach strives to eliminate barriers causing major obstacles for the entire family to become self-sufficient.

WIOA youth who exit our program receive 12 months of follow-up services.

The extent of follow-up is based on their individual needs. Case managers work closely with youth during and after completion of the program to determine the scope of follow-up services to be offered. The services may include, but are not limited to, leadership development, addressing educational and/or employment situations, guidance with education, career development, adult mentoring, and peer support activities. Follow up services have helped our program maintain a good relationship with past participants and attain the performance levels required by the WIOA program

### **Outreach to Veterans and Eligible Spouses**

The South Central Workforce Council shall maintain a high priority of service to help the returning military find meaningful employment with livable wages.

The Adult and Dislocated Worker programs will comply with the Jobs for Veterans Act as amended and will provide priority of services to covered veterans and their spouses who are eligible for I-B adult and dislocated worker services as appropriate. Veterans will be given priority over non-veterans in the event that spending limits are in effect. The Veterans Policy is not intended to displace the core function of the Adult and Dislocated Worker programs.

Priority of Services is offered for all of South Central area's WIOA funded programs. Veterans and eligible spouses are informed of the Priority of Services policy by WorkSource front desk staff and during WIOA registration. Information is also available at the website, WorkSourceWA.com.

Outreach to veterans is enhanced through:

- Contacting veterans with military claims
- Veteran job fairs and stand downs
- Presentations at regular unemployment orientations
- Advertising veteran's preference in all communications
- Providing targeted on-the-job training (OJT) services for veterans
- Coordinating with Employment Security veteran representatives to cross-refer and leverage resources

- Co-enrollment of Veterans in programs to provide a full array of services
- Working closely with veteran liaisons at area colleges and universities; and
- Promoting the Yes Vets campaign (House Bill 2040) to employers in the South Central Workforce Development Area

In addition to working with Veteran Representatives, staff discuss veteran's priority at orientations when they provide information about WIOA programs.

Front-end services ensure that all customers entering the WorkSource offices are asked about their veteran or eligible spouse status and are then informed of their right to priority for employment and training services.

Staff will conduct outreach activities to employers, veterans, and eligible persons not currently accessing the system. Case management services will be provided to all referrals needing such services. The needs of multiple-barrier veterans and recently separated veterans with military occupational specialties that do not readily transfer to the civilian workforce are managed on a case-by-case basis. Specific preferences are provided to these customer groups in the areas of applicant registration, selection and referral to job openings, and other core services.

Services may include a combination of self-service, facilitated self-service, group services, and/or referral to supportive services. The Local Veteran's Employment Representatives (LVER) is the employer liaison to help job develop and create job opportunities, organize hiring events, and participate in job fairs for Veterans and Disabled Veteran's Outreach Program (DVOP) staff will case manage those veterans with severe barriers to employment who are in need of intensive one-on-one services. This is done regardless of the agency or program affiliation. In addition, LVER and DVOP will act as liaisons to ensure that other WorkSource staff are aware of the particular needs and priorities of veterans.

## **WIOA Adult**

The WIOA Adult program will serve economically disadvantaged individuals, ages 18 – 72, who are most in need of WIOA I-B employment and training services to help them attain self-sufficiency. Given the current state of our local economy, the need for WIOA services has never been greater. Priority of services will be given to TANF recipients, veterans, and other low-income individuals who have been unsuccessful in obtaining employment due to low education levels, minimal work history, and circumstantial barriers compounded by a life of poverty.

### **WIOA Adult Priority of Service:**

1. *First Priority:* Shall be given to veterans and eligible spouses (covered persons) who are recipients of public assistance, other low income individuals, or individuals who are basic skills deficient.
2. *Second Priority:* Shall be given to non-covered persons (that is individuals who are not veterans or eligible spouses) who are recipients of public assistance, other low income individuals, or individuals who are basic skills deficient.

3. *Third Priority*: Shall be given to program-eligible veterans and eligible spouses (covered persons) who are not low-income, are not recipients of public assistance, and not basic skills deficient.
4. *Fourth Priority*: Shall be given to those individuals who are not considered as earning a wage that is self-sufficient and who possess one or more of the following barriers to employment:
  - Basic Skills Deficient;
  - School Dropout;
  - Offender;
  - Individual with a Disability, including a formal record of drug and/or alcohol abuse;
  - Homeless;
  - Single Parent;
  - Limited Work History;
  - Unemployed or underemployed and are pursuing training in local high demand occupational clusters as approved by the Workforce Council;
  - Lacks Occupational Skills, and
  - Their family is not yet self-sufficient.

WIOA Adult service delivery builds upon the *basic career services* job seekers receive through WorkSource. WIOA adult services are offered as part of the menu-of-service for job seekers who are identified as potentially eligible and in need of skill training in order to achieve self-sufficiency.

Case managers guide applicants through a *comprehensive assessment* that includes interviews, interest testing using Go2worksource.com and basic skills testing to identify barriers, determine interests, and set appropriate achievement objectives. The case manager and participant use this information to collectively develop an Individualized Employment Plan which clearly outlines the combination of services including barrier resolution activities, GED and remediation, and the training needed and appropriate for participants to achieve their goals.

### **Older Workers**

The South Central area sets priority of services for low-income individuals which also include older workers and disabled participants in the WIOA Adult program. The council partners with the local Area Agency on Aging and Retired and Senior Volunteer Programs to reach older workers that may be eligible for WIOA adult services.

### **WIOA Dislocated Worker**

The South Central Workforce Council will pursue and develop multiple pathways to help dislocated workers find employment (especially through retraining), and to help employers find skilled workers. This will consist of:

- Coordinating outreach to the unemployed with emphasis on the long-term unemployed.
- Increasing On-the-Job Training, mentorship programs, employment roundtables, customized training, online programs, and establishing an apprenticeship training system in the region.

- Leveraging resources through co-enrollment with partner programs, such as Trade Act, Wagner-Peyser, older worker programs, and others which allows dislocated workers more service options.
- Coordinating employer outreach to address shifting employer expectations.
- Targeting employment and training resources to the region's strategic industry clusters.

WIOA formula funds allocated to the South Central Workforce Council for Dislocated Worker programs will be used to provide services through the WorkSource delivery system. The Council's program operators may use grant funds to provide services to individuals who meet the local and federal WIOA Dislocated Worker eligibility definitions. The goal is to provide workforce investment activities that increase the employment, retention, earning, and occupational skill attainment of job seeking customers.

### **Unemployment Claimants**

The unemployment Insurance (UI) program is a required partner in the workforce system and provides unemployment benefits to individuals who have lost their employment through no fault of their own and who otherwise meet initial and continuing UI eligibility requirements. The Reemployment Services and Eligibility Assessment (RESEA) program has four purposes:

1. Reduce UI duration through improved employment outcomes,
2. Strengthen UI program integrity,
3. Promote alignment with the vision of the Workforce Innovation and Opportunity Act (WIOA), and
4. Establish RESEA as an entry point to other workforce system partners.

All Unemployment Insurance (UI) claimants attend a mandatory Re-employment Services and Eligibility Assessment (RESEA) appointment at WorkSource. The foundation of the RESEA is an in-person meeting between the UI claimant and a WorkSource center staff.

The appointment consists of the following:

- Eligibility Assessment
  - Every RESEA session is required to include a one-on-one assessment of the claimants' continuing UI eligibility. This assessment typically includes confirming employment status and a review of the claimant's work search activities.
- Reemployment Services to include:
  - Support in the development of an individual reemployment plan,
  - Customized career and labor market information,
  - Enrollment into the Wagner-Peyser Employment Services, and
  - Information and access to other WorkSource services and resources that support the claimant's return to work.

During these assessments, UI claimants are provided a comprehensive overview of the services available in the South Central WorkSource system. These initial and upfront program

components are detailed with intensive and training program services for individuals who meet eligibility requirements and require individualized plans to overcome barriers to employment.

### **Trade Adjustment Assistance**

Historically, the Council has and will continue to make every effort to coordinate services with the Trade Adjustment Assistance services provided through the Washington Employment Security Department. The range and depth of coordination includes, but is not limited to:

- Referrals to WIOA programs are required from the certified TAA affected workers
- Co-enrollment of participants to maximize and make best use of local resources when applicable.
- Jointly between DW and TAA case manager/counselors consult and share information related to the participant's plans and activities for returning to work.
- Cost share and leverage support services where needed and appropriate.
- Where appropriate inclusion of TAA staff in rapid response efforts.

### **Training Services**

Training services are available to participants of the adult and dislocated worker programs who are eligible and unable to obtain or retain employment at family wages without the development and skills for employment. These services will be provided after evaluation/assessment and case management have been determined that the need exist and that the participant is able to participate, can benefit from the training; and is unable to obtain grant assistance from other sources to pay the costs of their training, or require assistance beyond that available under grant assistance from other sources to pay the costs of such training. Program providers must determine if the availability of Pell Grants and other sources of grants to pay for training costs are available and utilize WIOA funds to supplement or leverage other funding sources.

A priority is placed on guiding participants into classroom training and occupational training that build job skills in high skills/high demand occupations as well as other occupations that meet local labor market demands so the participant can increase opportunities for employment, job retention, and livable wages. Participants are matched carefully to the training selection according to their interests and their abilities.

Training services provided to adults and dislocated workers are determined on a case by case basis and may include:

- Occupational skills training, including training for non-traditional employment
- On-the-Job Training
- Programs that combine workplace training with related instruction
- Training programs operated by the private sector
- Skill upgrading and retraining
- Entrepreneurial training
- Adult education and literacy activities provided in combination with services

- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training
- Institutional Skills Training

### **An Individual Training Account (ITA)**

An ITA is the process used to obligate funds for participants. Case managers will use ITAs to outline all training expenses that can be expected and list the financial resources including WIOA funds that have been secured to meet those expenses. Whenever possible, cost sharing and co-enrollment with other programs are coordinated to maximize WIOA participant resources. Combined with PELL and other forms of financial aid, case managers ensure that the funds are available and the plan is achievable before the participant enters training.

### **On-the-Job Training (OJT)**

On-the-Job Training (OJT) benefits those who can best gain skills in a work setting. For many job seekers, access to training programs, or the interests and academic ability to complete classroom training is beyond their ability to participate. OJT provides the employer with a training reimbursement while they train these valuable employees on the job. The job seeker receives immediate employment while building the job skills they need to be productive employees for local business. OJT workers can be extremely effective in areas of Klickitat and Skamania Counties where access to classroom training is limited and where employers may have limited availability to skill job seekers. Effective working relationships with WorkSource partners and local community resources help achieve goals of our programs by reducing duplication of services, enhancing cost-efficiency, and promoting a one-stop service delivery system.

### **Customized training**

Customized training is training is designed to meet the special requirements of an employer or a group of employers. IT is conducted with a commitment by the employer(s) to employ the participant upon successful completion of the training. Customized training must be paid for, in part by, employers, for which the employer pays for not less than 50% of the cost of the training. Individuals considered for customized training must meet the eligibility requirements for the WIOA Adult or Dislocated Worker programs. Employed individuals may be considered for customized training under special conditions that are defined by the WIOA administrative bulletins for Adult and Dislocated Worker programs.

### **Work Experience (WEX)**

Work Experience will be provided for those who have a limited work history and lack work maturity as evidenced by their past experiences in the workforce. This intensive service is designed to allow job seekers the opportunity to build soft skills in an actual job setting and build positive work references.

## Customer Choice

To enable the participant to make a responsible and informed choice about where best to receive training, WIOA uses three mechanisms:

- Individual Training Accounts (ITAs)
- A statewide list of eligible training providers
- Consumer information regarding training providers

Rather than being dependent upon case managers to prescribe a training regimen, individuals are expected to take an active role in managing their employment future through the use of ITAs. Adults and dislocated workers receiving training under this approach will receive information they need (e.g., skills assessment, labor market conditions and trends, training vendor performance) to make an informed choice about their employment future and the training to support their decision.

Retention Services (Follow-Up Services) are post-employment job retention services, including supportive services, counseling and training are allowable under WIOA follow-up services could include, but are not limited to:

- Additional career planning and counseling;
- Contact with the participant's employer, including assistance with work-related problems that may arise;
- Peer support groups; information about additional educational opportunities, and referral to supportive services available in the community.

## WIOA Support Services

Supportive services are available to all WIOA I-B participants and are intended to enable an individual to participate in program activities and to secure and retain employment. Supportive services are made available to customers when the need for, or lack of, assistance could impact their ability to continue participation. Support Service commonly includes transportation assistance, car repair, childcare, emergency medical, appropriate work clothing, and tools required by the employer. Networking with other organizations allows for appropriate referral and coordination of supportive service assistance outside of WIOA resources so that WIOA funds are used only in the absence of other resources.

To extent allowable and as resources permit, support services will be provided to eligible and enrolled I-B Youth, Adult and Dislocated Worker Participants. Pursuant to local policy, supportive services will only be provided when it has been determined through an assessment that such services are necessary for the participant to successfully complete the goals and objective outlined in their Service Plan; or circumstances an exigent exist that threatened successful training or participation in employment; and when the cost of the service is beyond the ability of the participant to pay. Supportive Services are not entitlements and shall be provided to participants on the basis of a documented financial assessment, individual circumstances, the absence of other resources and funding limits.

Given the large rural area of the South Central Workforce region, transportation is limited. While a public transportation system exists within the City of Yakima and adjacent communities, other services throughout the region are limited to specialized transportation programs or nonexistent. Recognizing that transportation is critical to the success of participants to actively engage in employment and training programs, the South Central Workforce Council will utilize a number of options to remove transportation as a barrier. Consistent with local policy transportation assistance will only be provided when it is assessed as needed for successful participation and adequately documented.

## ***Goal 2: Expand Employer Outreach and Engagement***

***Objective - To promote economic growth by creating connections between business and workforce development.***

### **Strategies:**

1. Lead Employer Engagement Services for the South Central Workforce Region
2. Improve outreach to employers by providing Labor Market information, assistance with recruitment and retention of skilled labor force.
3. Partner with business, education and labor to provide training in high-wage, high-demand targeted industries.
4. Expand and create registered apprenticeship and pre-apprenticeship programs.
5. Seek, replicate and assist educational institutions to incorporate best practices in career and technical educational programs.
6. Encourage and support entrepreneurship by partnering with Chambers of Commerce, Economic Development Associations and related entities.
7. Develop incumbent worker training that builds skills for employees to move to higher skilled jobs within business.
8. Maintain a robust Rapid Response team to assist with recovery following large job losses.
9. Develop and implement public informational campaigns that educate the community on the importance of workforce development.
10. Track and report employer services through a Customer Relationship Management (CRM) system and the statewide database,

### **Responding to Industry & Business - Engaging Employers**

Under WIOA, employer engagement is now established as a much higher priority, with the goal of engaging business and employers as a crucial part of the workforce development system. The new 21<sup>st</sup> Century workforce system embraces employers as valued partners in a joint effort to help identify, create and implement effective workforce solutions. The South Central Workforce Council accepts the responsibility for leading this employer engagement effort with the intention of building stronger partnerships with employers and encouraging a collaborative approach to lead employer engagement efforts.



The SCWDC is committed to lead this effort with a diverse range of employers, core partners and interested stakeholders to cooperatively establish a seamless workforce system highlighted by active employer/business participation, integrated service delivery, the use of technology to increase access to services, and system accountability and sustainability. The SCWDC continuously updates the “Employer Engagement Services Plan” with a shared vision incorporating the consensus of all stakeholder thoughts into a highly functional, sustainable plan. As the plan, guided by the principles of collaboration, inclusiveness and participation, evolves more partners, stakeholders and employers shall be identified and invited to share their ideas and participate in the process.

The South Central Workforce Council’s Employer Engagement Services Plan has been developed cooperatively by the SCWDC’s core partners with assistance from interested stakeholders, including economic development agencies, and local business interests. The Plan coordinates a combination of employer engagement strategies and resources in order to produce an appropriately educated and well trained workforce directly responsive to the skills needs of business. The Plan design establishes a seamless workforce system of fully aligned partners working in collaboration with a diverse range of employers to support and sustain economic growth in the region and help more people find and keep jobs that lead to economic self-sufficiency.

### **Labor Market and Employment Information**

Service providers will be supplied with labor market and employment information in key industry sectors from the South Central Workforce system. This will provide quantitative information from the Bureau of Labor Statistics and Employment Security Department regarding in-demand industry sectors for providers to make available for all participants. The SCWDC and its Employer Engagement Team will supplement this with qualitative information about in-demand occupations and career opportunities supplied through interviewing local employers to offer participants a more in-depth understanding of available careers in key industry sectors.

Moreover, participants will be encouraged to attend job fairs, seek career counseling at WorkSource, seek career counseling and exploration services at local secondary and postsecondary educational institutions.

*Activities that help prepare for and transition to post-secondary education and Training:*

- Importance of post-secondary education or training
- Research all aspects of the industry,
- Prepare a portfolio
- Study skills
- Decision making skills
- Review post-secondary options,
- Exposure to peers pursuing post-secondary
- Explain standardized tests
- Cost of education
- High paying jobs
- Prepare and submit post-secondary education applications,

- Investigate and apply for scholarships,
- Personal and social adjustments for post-secondary
- Matching the best option for post-secondary education by the needs and goals of the customer.

### **Integrated Basic Education Skills Training (I-BEST):**

I-BEST is a nationally recognized developmental education model that contextualizes adult basic education and ESL coursework by integrating it into a vocational training certificate program. I-BEST features over 140 different vocational training programs that each include 45 college-level credits, offer a vocational certificate, and lead to family-wage jobs.

Students who are not yet ready for college-level coursework are often placed in developmental education courses to improve their literacy and math skills before beginning a degree or certificate program. However, only a small percentage of developmental education students continue on to college-level coursework. Reforming developmental education to accelerate students' transition to college-level coursework and improve their credential or degree program completion will better ensure adults are able to get the training they need to secure a livable wage job. Poverty Action has worked with the Washington State Board for Community and Technical Colleges to reform developmental education to increase program completion rates.

### **Coordination of workforce investment activities with adult education and literacy activities**

The South Central Workforce Council has an active role in coordinating workforce investment between WIOA Title I programs and Title II. The SCWDC works with Yakima Valley College's (YVC) College and Career Readiness Division (CCR) to provide adult education and literacy activities in the local area, including YVC's two campuses in Yakima and Grandview and 3 Learning Centers in Ellensburg, Toppenish, and Sunnyside. Programs and program changes for YVC's CCR are developed in response to local social and economic trends indicating a growing uneducated workforce and expanded demand for skilled employees who can increasingly use computer technology. Despite what appears to be a more than adequate labor supply, the employer community presently expresses frustration in finding qualified people to hire due to a lack of workers with sound basic educational skills. To make real gains in closing the current skill gap, reducing deficiencies in basic education must be a priority.

YVC's CCR offers Integrated Basic Education Skills Training (I-BEST), a nationally recognized developmental education model that contextualizes adult basic education and ESL coursework by integrating it into a vocational training certificate program. I-BEST programs are contextualized with career pathway content to accelerate learning, transition students to college career pathways, and prepare students for entry-level employment. I-BEST programs will offer credit for a HS21 diploma and incorporate transition-to-college and/or employment skills.

YVC's CCR offers Nursing Assistant Certification (NAC) and Business Technology (BTECH) I-BEST. The goal of NAC is to show students' workplace readiness by obtaining state NAC licensing and the program has a history of successful student preparation, with a pass rate of 92% on the state exam for the past 3 years. The goal of BTECH is for students to earn 2 certificates

and be prepared for entry-level office employment, but over the past 3 years 93% of completers continued with college.

### **Coordination with relevant secondary and postsecondary education programs**

As the federal and state designated workforce policy body, the Council is actively engage in identifying workforce needs and issues throughout the local area. This occurs through the evaluation of labor market information provided by the State of Washington Employment Security Department; consultation with local Economic Development Organizations; and through information obtained from local identified sectors through surveys and forums.

Where workforce training issues are identified that require skill development through a structured setting, the Council will work directly with postsecondary institutions to coordinate strategies and services to address the industry need. This includes assessing current post-secondary program offerings to avoid creating new programs that duplicate existing programs. The council enjoys a cooperative and ongoing relationship with those post-secondary institutions in the local area with a significant presence. This includes Clark and Yakima Valley College, Central Washington University and Heritage University. Where a void of training exist the Council will work directly with these entities to customize existing training programs or develop new programs that will effectively and efficiently address the workforce need.

The council has and will continue to be active in working with secondary programs to aide in the alignment of educational programs that will develop the foundation skills needed for entry level jobs or for further training through postsecondary programs. Examples of this effort include the current Pre-Employment Training Services program, Open Doors, YV Tech Skills Center, and area School Districts. The partnership targets poverty youth and at-risk youth building a network of educational and workforce services to move them to a career pathway. Our programs work directly with youth engaged in a basic educational activity and helps them understand the relevancy of what is learned in the classroom to the workplace. Priorities for Youth are entrance into employment, apprenticeship training or postsecondary programs.

### **Development of career pathways and co-enrollment in core programs**

The South Central Workforce Council has utilized and will continue to develop and utilize “career pathways” as a blue print for workers that will lead workers to obtain industry recognized credential, sustainable careers at family wage jobs that align with the local and state economy. As part of job driven system, career pathways will employ high quality education, employment and training services that will utilize cross-agency partnerships to develop workers for critical occupations in local identified sectors.

As part of the frontend process I-B participants will be screened for potential co-enrollment. Individuals will be referred to other service providers; or will receive potential candidate for co-enrollment when the person clearly meets eligibility for I-B and partner programs; and where co-enrollment will clearly provide a benefit to the participant for training or support services.

The career pathway approach is not limited to job seekers, but is incorporated as a strategy to bridge the connection between workers and employers as a means *to assist business in finding qualified workers. While job matching and job training are an important component, the South Central Workforce Council formalized through local policy, incumbent worker training as a tool to help strengthen currently employed workers for advancement as part of the career pathway model.*

*Given business/employers are a primary customer and partner of the local workforce system; the local area through every practical means will utilized business representatives as advisors in the design of workforce services and aiding system partners understand skill requirements needed in the workplace.*

To create a robust system of services for workers, the council will work directly with local postsecondary institutions to sync workforce, apprenticeship programs, community college, technical schools and four year institutions into the career pathway design. These efforts will focus creating postsecondary programs that will result in accelerated programs that lead to industry recognized certificates or credentials that are “Portable”, that is trusted and recognized by employers and educational institutions throughout the local area; and “Stackable”, whereby student can earn credentials through shorter term training with that are directly connected and valuable to the employer community and can built on to increase the worker’ skills for advancement in their career and to higher wages.

The career pathway framework will create a comprehensive employment plan that will identify clear employment goals that are tied to demand occupations in the local or state economy. The plan will clearly outline manageable steps that participants will need to take and accomplish to move successfully toward their employment goals. The plan will identify support services needed and point workers to the appropriate resource for assistance. To ensure all aspects of training and employment needs are addressed all services available in the local community will be identified and include but are not limited to GED and adult basic education programs; English as a Second language for those with limited English speaking ability; Integrated Basic Education and Skills Training (I-BEST) that combine basic skills and technical instruction.

## **Career Pathways**

The South Central Workforce Council has utilized the career pathway design since the rollout of WIA services and still employs a career pathway approach for WIOA. Career pathways connect levels of education, training, counseling, support services, work experience and credentials for specific occupations in a way that optimizes continuous progress towards education, employment and career goals of individuals of all ages, abilities, and needs. This approach helps individuals earn marketable credentials which may include apprenticeships and other work based learning opportunities.

Career pathways must significantly engage employers and seek their input to help identify the career progression within occupations they need to prosper. The information obtained through industry sector partnerships will be heavily relied upon to support the development of the most effective career pathways.

## Alignment of Programs

The WDC will work with entities carrying out Core Programs and other workforce development programs to support alignment to provide services, including programs of study authorized under the *Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.)*, to support the strategy identified in the state and local plans. Details of the alignment are described in this section.

As discussed above, South Central WorkSource consists of a variety of programs that serve job seekers and businesses. The WDC's efforts to integrate services, improve outcomes and evaluate results necessitate the alignment of WorkSource partners, particularly the Core Programs as defined in WIOA (Adult Basic Education, Wagner-Peyser, and Vocational Rehabilitation). WorkSource partners' culture of cooperation and partnership will be essential to better aligning goals and measures across all partners.

With the guidance of the Washington State Workforce Training and Education Coordinating Board, the WDC has convened multiple meetings with partners and stakeholders to identify steps in successfully implementing the Local Plan. These elements include:

- Continued focus on the direction provided by the US Department of Labor, Washington State Workforce Training and Education Coordinating Board, and WDC Board
- Strategic goals and objectives informed by community input
- Leadership and sustained commitment by workforce development system partners
- Ongoing communication with partners and stakeholders

## Incumbent Workers

The South Central Workforce Council has a long history of utilizing special purpose funding to deliver wide ranging technical skills training to employees (incumbent workers) of local companies from construction, manufacturing, ag/food processing, healthcare, wind farm and unmanned aerospace vehicle (UAV) industries. Incumbent worker training has been a popular and key service to industry/business by increasing the competitiveness of the employee and the employer.

Each program year, the South Central Workforce Council's Planning Committee shall determine an amount of adult/dislocated worker formula funds to be reserved/expended for incumbent worker training subject to performance results (annual report) and budget considerations.

Incumbent worker training will be prioritized for business and employees from Key Industry Sectors identified in the Council's WIOA Strategic Plan. However, the Council will consider other opportunities with industries/companies to avert layoffs, address skill shortages or to assist emerging industries.

The Council's incumbent worker training dollars are best leveraged when working with industry partnerships, associations, consortiums, round tables or panels and where training projects

benefit more than one company. The Council will give priority to projects working with industry partnerships for multi-company training.

WIOA requires a minimum company match from participating employers of 10%-50% depending on the size of the company. South Central will require a 100% company match (cash or in kind or combination). In most cases, company match can be satisfied with the cost of wages/benefits paid to the employee/trainee while in training. The Council must track and document employer cost share contributions.

To ensure quality of training, training outcomes will be required and documented such as from the Council's provided list of outcomes. Incumbent worker training activity and outcomes will be tracked through the Council's data base.

The Council's Planning Committee will review and determine funding on incumbent worker training proposals received through Council Request for Proposals.

### **Rapid Response**

Rapid Response is a required activity of the South Central Workforce Council for coordinating the provision of rapid response services at the local level. South Central will utilize a *rapid response strategy* for WARN/Non-WARN events and Trade Act/Non-Trade Act events to the extent feasible. To ensure the effective delivery of rapid response services, the WDC is responsible for the following rapid response activities:

- Consulting with the state dislocated worker unit, state and local economic development organizations, and other entities to avert potential layoffs.
- Determining proposed layoff schedules and how the employer plans to assist the dislocated workers, including the status of any collective bargaining negotiations affecting layoff benefits.
- Ascertaining and providing the State Dislocated Worker Unit with information related to severance, separation pay, retirement incentives, and voluntary layoffs so that the Unemployment Insurance (UI) Division can review and determine UI eligibility.

The SCWDC is responsible for coordinating and offering all local rapid response activities. Required topics for rapid response layoff orientations are described below:

- Unemployment Insurance information
- Training Benefits and Commissioner Approved Training information
- WorkSource services
- WIOA Dislocated Worker services
- Community and technical college resources
- Local WorkSource partner contact names and phone numbers

Assessing the needs of the impacted workers as quickly as possible through the use of surveys. A survey is an important tool used in determining an affected worker's skills and education and identifying probable assistance needs. Additionally, the U.S. Department of Labor requires survey results for National Emergency Grant (NEG) applications. The survey may include:

- Maintaining an inventory of available workforce resources for on-site meetings to address the short and long-term assistance needs of impacted workers.
- Determining the need for and promoting a voluntary labor management committee or a workforce transition committee comprised of representatives of the employer, affected workers or their representatives, and other community entities as necessary. The committee would assist in planning and overseeing an event-specific strategy that supports the reemployment of affected workers.
- Determining the need for peer worker outreach to connect dislocated workers with services in conjunction with the labor management committee or its equivalent.
- Consulting and coordinating with appropriate labor representatives when planning rapid response activities for those impacted workers covered by a collective bargaining agreement.
- Ensuring procedures are in place for the timely access and referral to WorkSource programs, services and information offered by WIOA, UI, TAA, Wagner-Peyser, and other programs.

When the WDC, local rapid response team, or local partner becomes aware of a substantial layoff or closure event, they will notify the State Dislocated Worker Unit (DWU). The local Rapid Response contact person will inform the State DWU of the event and strategies for carrying out rapid response activities in the local area.

When the WDC, local rapid response team, or local partner becomes aware of a layoff or closure event that does not meet the WARN threshold (layoffs of less than 50 employees) or is non-TAA related, they will initiate rapid response per the local integrated workforce plan.

When rapid response activities are initiated, the local rapid response team will coordinate with the appropriate WorkSource partners. This enables local partners to prepare for the service delivery to those dislocated by layoffs or closures.

### **Industry Sector Partnerships**

The Council, based upon a preliminary assessment of the need, opportunity and level of leadership interest in the construction industry, will organize a Construction Industry Sector Partnership. Sector Partnerships are regional alliances within one industry that bring employers, education, training, economic development, labor, government and community organizations together to design, create and implement workforce solutions. The Employer Engagement Team will play an important role in assisting with the organization and operation of this Industry Sector Partnership to help determine potential workforce initiatives and investments; assist with the identification of key skill gaps and skill standards for the industry; customize training programs for new workers; solve incumbent worker training needs; and in general create customized workforce solutions.

**Construction Industry Sector Partnership:** An overwhelming majority of construction firms report trouble finding qualified craft workers to fill key spots as demand for construction continues to rebound in many parts of the country, according to an industry wide survey released by the Associated General Contractors of America. This finding appeared in an October 16-30, 2015 article of the Yakima Valley Business Times, “Worker Shortages Creating Problems for Construction.”

McGraw Hill Construction, a reliable source of construction project, industry research and workforce trends reports that as the construction industry recovers from the worst recession in a generation it cannot resume business as usual. A skilled worker shortage exists and the root cause is a combination of factors including:

- Retiring Baby Boomer Workers—The Baby boomer generation in the U.S. is now retiring in record numbers, and the resulting loss of the knowledge and skill they possess in the construction trades does not exist in the younger generations of the labor force.
- Impact of the Recession—The high unemployment levels at near double the national average in construction during the recession induced many workers out of construction and into other job occupations. This loss of experienced and skilled workers has not been replaced.
- Lack of Interest, Knowledge and Skills—Evidence from a combination of sources indicates that the availability of skilled construction workers coming into the workforce is limited. Many believe that the construction trades do not appeal to the millennial generation (generally born from the mid-1980s thru 2000). The lack of vocational-education programs in the construction trades throughout our national school system in combination with the diminution of the value of construction jobs within the same cohort group have contributed to this problem.

The South Central Workforce Council conducted several meetings with local area officials in the construction industry and communicated with many representatives of construction businesses over the past several months. The list includes officials from the Central Washington Homebuilders Association, Associated General Contractors of Washington, Association of General Contractors Education Foundation, Pacific Northwest Regional Council of Carpenters, Yakima Valley Technical Skill Center, Fort Simcoe Job Corp, Washington State Dept. of Labor & Industries Apprenticeship Program, and several small to medium size construction companies/building contractors. A recurring message from these construction industry officials and employers generally reflected the national construction industry reports regarding the lack of experienced and skilled construction workers to fill a variety local area in-demand jobs. Also, the shortage of skilled construction workers at the local level was attributed to many of the same root causes as those at the national level including retiring baby boomers, the defection of many workers from construction to other careers during the recession, the general lack of interest among the millennial generation in construction work, and the lack of appropriate entry level skills to work in construction. Another issue that came up was the apparent lack of a strong work ethic among the younger generation of workers. Identified work ethic problems include absenteeism, showing up late for work, a lack of preparation and pride in work and substance abuse.



In summary, the preliminary findings based on the combination of the quantitative data from regional economic and workforce reports, national economic and construction industry studies and research, and the meetings/conversations with local construction industry representatives and employers presents a strong case for organizing a Construction Industry Sector Partnership. The current unmet need in several in-demand occupations, recent and projected employment growth, opportunities for career progression, wage growth projections, and apprenticeship training opportunities all support this conclusion.

**Other Sectors:** Sectors are evaluated by the Council periodically. Additional sectors may be supported where new or existing industries emerge, while others may be deemphasized where employment and training needs are not an issue. Further, the Council may support other sector efforts carried out by local business partners such as local economic development organizations.

### **Industry or Sector Strategies**

Through employer engagement, the South Central Workforce Council shall forge effective partnerships with a diverse combination of stakeholders throughout its workforce development area. This partnership will include but not necessarily be limited to chambers of commerce, economic development organizations, community based organizations, non-profits, tribal government, port districts, municipalities, educational institutions, trade associations and labor groups. This expanded group of fully aligned partners will better ensure that workforce development activities meet the dual needs of employers seeking skilled workers and job seekers who require the appropriate education and training to fill these in-demand jobs. This expanded partnership of new stakeholders will create Strategic Industry Sector Partnerships to design and plan real-time workforce solutions.

The South Central Workforce Council will organize an Industry Sector Partnership for Construction. This sector has been prioritized based upon a preliminary assessment of the need, opportunity and level of leadership interest in the industries. Further Industry Sector Partnerships may be developed by the South Central Workforce Council for other key industry sectors as needed. Sector Partnerships are regional alliances within one industry that bring employers, education, training, economic development, labor, government and community organizations together to design, create and implement workforce solutions. The Employer Engagement Team will play an important leadership role in assisting with the organization and operation of these Industry Sector Partnerships to help determine potential workforce initiatives and investments; assist with the identification of key skill gaps and skill standards for the targeted skill panels; customize training programs for new workers, solve incumbent worker training needs; and in general create customized workforce solutions.

### **Utilization of effective business intermediaries**

The WIOA Employer Engagement policy directs local Workforce Councils to lead efforts to engage with a diverse range of employers and with entities in the region. This policy directive includes the development of effective linkages (including the use of intermediaries, i.e. trade associations, economic development organizations, chambers of commerce, etc.) with employers in the region to support employer utilization of the local workforce development system and to

support local workforce investment activities. A comprehensive list of potential partners and stakeholders was identified at the Core Partners meeting of November 16th. The list included local chambers of commerce, economic development organizations, community based organizations, non-profits, tribal government, port districts, municipalities, educational institutions, trade associations, and labor groups. Efforts have been undertaken to inform them about the South Central Workforce Council's employer engagement effort and to enlist their assistance. The fully aligned, expanded partnerships will better ensure that workforce investment activities meet the needs of employers and support economic growth in the region by enhancing communication, coordination, and collaboration among employers, economic development entities, and service providers. These employer engagement efforts shall include but not necessarily be limited to convening, organizing, and facilitating the workforce partners to establish a functional alignment of services; establishing an information sharing system among workforce partners and businesses; and/or creating partnerships with interested stakeholders and intermediaries who already possess positive relationships with employers.

### **Apprenticeship**

In recent years, the South Central area has experienced a severe shortage of qualified applicants for available apprenticeship openings. While there is an adequate supply of workers who are interested in accessing apprenticeship opportunities, the vast majority are not able to meet the minimum requirements for entry into such programs due to low basic skills levels. Through employer outreach, employers report shortages of available qualified applicants, and the only immediate remedy is to raise the skill level of the current labor pool through education and training.

Apprenticeship is paid, on-the-job learning with related classroom-based instruction. The US Department of Labor defines registered apprenticeship through four essential criteria: (1) paid, on-the-job learning under the supervision of skilled employees; (2) related classroom-based instruction; (3) ongoing assessment against skills standards; and (4) culmination in a portable, industry-recognized credential.

To address our business customers' needs, the Council embarked upon a variety of employer engagement activities in partnership with Aerospace Joint Apprenticeship Committee (AJAC). These have confirmed that local employers want better access to high school students, young adults, and adults in transition with a particular interest in building mechanical, machining, production, and/or robotics skills such as machining basics, machine setup and operations, inspection, preventative maintenance and repair, and production machine operations. These skills directly translate to high-demand occupations and career pathways such as machinist, industrial maintenance, and mechanical engineering.

By partnering with AJAC to deliver these trainings, we are actively meeting the needs expressed by our employer partners. The Council and its apprenticeship partners have responded to these industry needs by building strong partnerships with local school districts, community colleges, and youth and adult serving organizations across the South Central Workforce Development Areas (WDA) so that young people can gain access to these jobs and careers.

Through our closely cultivated partnerships, the apprenticeship capacity grew to offer two new youth apprenticeship programs to employers (Production Technician and Automation Technician), one adult apprenticeship program (Industrial Maintenance Technician) and just recently another adult apprenticeship program (Food Manufacturing Technician) for processing and agricultural companies that span across all of Eastern Washington and into northern Oregon.

To date, the South Central area currently has seven Registered Apprenticeship and Pre-Apprenticeship programs that have produced 72 apprenticeship slots and have over 57 apprentices currently in training with 15 different employers.

Klickitat and Skamania Counties of the SCWDC share a regional labor market with the same employers across the Columbia River with the East Cascades Works (EC Works) Workforce Development Board in Oregon. East Cascade Works and the SCWDC see firsthand how labor shortages impact the local economy and its employers. Through apprenticeship, the SCWDC and EC Works are expanding youth and adult apprenticeships with AJAC in Hood River and Wasco Counties.

### **Selection of Service Providers**

The Council will conduct competitive procurements to secure program services from eligible providers for Title I of the Workforce Innovation and Opportunity Act; and for other programs administered by the council as required by the contracting agency or grantor. Contract awards may be renewed by the Council where it is determined it is in the best interest of the program and upon successful negotiations. Entities awarded contracts will serve as the service provider for the local area for the modification of contracts for additional funds; or for other discretionary programs where such services align, provide cost savings and benefit to the participants.

Selection of service providers will comply with Washington State Policy and other applicable federal regulations. The South Central Workforce Development Council will use a “Request for Proposal” (RFP) system applying the Competitive Negotiation Method. This process will include the posting of public notice as open invitations to the public, including the faith-based community, to participate in the bid process for WIOA funded services. The Council will maintain a list of organizations who have previously expressed an interest in bidding for the delivery of I-B services which is renewed on a regular basis. Those organizations will be notified when the procurement process occurs.

The Council will then make the final selection of Youth, Adult, and Dislocated Worker providers to be funded based on those proposals that are most responsive to the request, most advantageous to the workforce area, and most efficient in terms of quality and cost. All awards are contingent on concurrence by the Consortium of County Commissioners for the local area.

When conducting procurements, the Council will apply selection criteria that will include the following, with an assigned point system weighted by level of importance: program design; agency qualification, including program management financial viability; audit and performance reports; performance goals; cost analysis; and additional relevant categories.

### **Continuous Improvement of Eligible Providers**

The South Central Workforce monitors all contracted providers of services to ensure they meet the minimum threshold of performance. Further, the Council will only utilize those services that meet local employer needs as determined by demand occupations identified by the state or; those occupations determined in demand at the local level directly through employers (e.g. surveys) or local business organizations (business chambers, EDOs, trade organizations, etc.)

Local Workforce Development Councils (WDCs) may consider the establishment of higher performance levels where it is determined that those established by the state are substantially lower than what the Council determines can be achieved at the local level. The council shall monitor these rates as they are published by the state.

Further, where it is determined that a new training program is offered that does not appear on the state eligible training provider list, the Council shall work with the local provider to determine that training being offered will achieve the established baseline rates based on LMEA data, or other local information offered by employers in the local community. Additionally, the Council reserves the right to suspend ITAs of any training provider where it has been monitored and determined that the outcomes of the training are falling significantly below those rates set by the state; or where after consultation with local employers it has been determined that the training offered is not relevant nor adequate to prepare the workers for training related industry jobs.

### **Recruitment of Board Members Across the Local Area**

The South Central Workforce Council's membership has representatives from all counties in the workforce area. It also has a cross-section of members that represent key business sectors in the region. Whenever a seat on the Council becomes available, both of those elements are considered during the recruitment processes. The SCWDC works with Chambers of Commerce, Economic Development Councils, its own members, and local elected officials to recruit new members that will be active and who can ably represent their industry's perspective on the board.

For Labor positions, the South Central Workforce Council recruits directly through the Central Washington Labor Council. For public sector membership, the Council recruits directly with state and local entities for nominations for the board. All nominations go through a subcommittee of the board to review qualifications of the person, review by local elected officials, and then submitted to the full council for recommendation to the local elected officials for formal appointment.

### **Remaining a High-Performing Board**

The South Central Workforce Council has historically met or exceeded all performance targets negotiated with the State of Washington WTECB. The success by the Council is rooted in a management design that places high program performance as priority of the system each year. This starts at the negotiation phase of performance measures whereby staff review all state data and local conditions to ensure the goals set are manageable and reasonable.

Once targets are set, performance measures and local targets are negotiated and embedded in every WIOA I-B Adult, Dislocated Worker, and Youth provider subcontracts/agreements. The goals are charted and monitored monthly by staff and reviewed quarterly by the full council. Should significant deficiencies occur in contract performance, staff immediately intervene with contractors to identify issues and to develop solutions for correction. Intervention by Council staff can include a range of activities that include providing technical assistance to corrective action.

To ensure that high performance is maintained as a priority of its contractors, the Council emphasizes past performance as a weighted factor in the award of its contracts. This includes such factors as, organizational capacity, including the ability to collect and manage data; staffing levels, experience and qualifications; knowledge of local area; and the organization's record of integrity, business ethics, fiscal accountability, performance and technology capabilities. Upon award of contracts, successful bidders must commit to negotiated performance levels and demonstrate a successful history of contract management.

### **Regional Performance Negotiation**

Prior to the upcoming program year, Council staff and the designees for the State Workforce Board develop a meeting schedule for the purpose of discussing and negotiating performance measure targets. Staff review an analysis of targets for each area based on past targets, past performance, trends and other factors provided by the Workforce Board as a starting point for the WIOA Adult, Dislocated Worker, and Youth programs.

Data provided is reviewed and where appropriate information on local economic conditions, demographic information and other significant factors is collected for further discussion with Workforce Board Staff. Multiple conversations regarding data accuracy, preliminary measures and process are conducted through state meetings with the Washington Workforce Association and directly with local staff. Before, performance measures are final, the local area reviews all proposed measures to ensure the goals adequately reflect the current labor market, economic conditions, demographics and other related factors.

Where measures appear inconsistent or inflated local staff will review the data with the state board staff to arrive at a mutually acceptable baseline for each of the performance targets. The result will then be compiled into a (comprehensive) target summary for Washington State that is presented to the Department of Labor for approval or further negotiations. It should also be noted that the SCWDC reserves the right as provided the state board to later revisit and review the original targets for adjustment where they prove to be incorrectly set.

### ***Goal 3: Regional Collaboration***

**Objective: Encourage collaboration between Workforce Development Boards throughout Washington and Oregon.**

**Strategies:**

1. Develop a single comprehensive workforce system on the Oregon and Washington border that addresses the on-going needs of the residents of the Columbia Gorge and its employers will help solve these bi-state workforce needs and grow the economy.
2. Create a cost effective workforce system that spans state boundaries to remove silos, avoid duplication of services, and meets local workforce needs throughout economic change.
3. Partner with WDAs within Washington State to enhance employment and training opportunities to include registered apprenticeship programs.
4. Peer-to-Peer collaboration of WDBs to ensure innovative programs throughout Washington State.

### **Bi-State Regional Planning - Columbia Gorge Collaborative**

Hood River, Sherman, and Wasco counties of Oregon State, and Klickitat and Skamania counties of Washington, represent an economic region often referred to as the Columbia Gorge. While the area is rural in nature and geographically large, over 86,000 people reside there, as reported by the 2019 U.S. Census Bureau. Employers recruit talent between the two states to find qualified workers and residents are willing to travel for living wage jobs.

Two Workforce Development Boards serve the communities of Columbia Gorge region, East Cascades Works (EC Works) in Oregon and the South-Central Workforce Council (SCWDC) in Washington. Each board is dedicated to providing the best, most comprehensive services to job seekers and employers in their areas, however, the workforce needs are challenged because the region spans state boundaries creating silos and duplication of services. Services to workers and businesses are hampered by federal and conflicting state regulations that create barriers and disincentives to customers who do not reside within the local workforce jurisdictions (county and state lines). In addition, federal and state resources for workforce development have been dwindling year over year.

The Columbia Gorge is positioned for economic growth and poised to provide residents with employment opportunities for livable wage jobs if solutions can be found to develop the local skilled workforce needed for current and future jobs. Developing a single comprehensive workforce system on the Oregon and Washington border that addresses the on-going needs of the residents of the Columbia Gorge and its employers will help solve these bi-state workforce needs and grow the economy. It will also create economic efficiencies to offset the impacts of reduced funding. We know this is possible based on the experience of our partners in economic development at Mid-Columbia Economic Development District. They have effectively partnered across state lines to ensure continuity of services to businesses.

Building the new system will be accomplished through the development of a comprehensive systematic approach to delivering outstanding services to the region's employers and residents, regardless of their respective state or county of residence or location, by strategically placing WorkSource (one-stop) Centers in areas that may serve both Oregon and Washington businesses and workers.

To achieve the goal the following action steps will occur:

1. EC Works and the SCWDC will take the lead by providing policy, fiscal and management oversight for building the Columbia Gorge Collaborative. The board and staff will identify policy issues that must be addressed in creating the new system and will work together to develop new policies and procedures that will ensure the new system's success. In partnership with Washington Employment Security and Oregon Employment Department, waivers will be identified, and approval will be requested with the U.S. Department of Labor or other relevant, state and federal agencies.
2. The board and staff, along with selected partners and affiliates, will participate in a resource mapping exercise for the new region. The purpose of the resource mapping will be to identify all of the new system's assets, the location of those assets, and other factors that will be used to determine the best location for new services on both sides of the Columbia River. As part of this process the staff and board will also determine the most effective means for integrating WIOA formula funded services into the new system.

### **Cross-Regional Planning**

The South Central Workforce Council works collaboratively with all of the other Workforce Development Boards across Washington State.

**Regular Washington Workforce Association (WWA) Meetings:** Throughout the Coronavirus (COVID -19) pandemic it was determined that the impact of the pandemic on the statewide workforce was moving very quickly. In order to respond to the rapidly changing workforce environment and ensure that the 12 workforce development areas had a collective voice in how the state responded to the virus the WWA instituted regular daily meetings that eventually transitioned to weekly meetings. The impact of these meeting was immeasurable in ensuring that no area of the state was left without access to resources and shared experiences that were being felt by the whole state. The collective work of the twelve areas significantly impacted how the state responded in support of both employers and laid off workers.

With the limited staffing and bandwidth of LWDBs the collective effort allowed for participation and statewide response to help design and implement the pandemic emergency measures that have helped the state of Washington to weather the pandemic and come out the other side positioned to again move forward with economic growth.

**Collaborative Work Streams:** During the course of the pandemic there were some specific and key areas that required an increased level of focus to both prepare for reopening of American Job Centers and to ensure the appropriate utilization of extremely scarce resources. The 12 LWDBs in Washington worked collaboratively with the State Workforce Training Education and Coordination Board (WTECB), and the Employment Security Department (ESD) to form up Workforce Work Stream groups to prepare and do specific work in each area of reopening. These workgroups are as follows:

- **Facilities Work Stream:** The Facilities Work Stream focused on developing tools and guidance that local areas could use for “Safe Start” reopening of American Job Centers. Aligning State Health Department requirements with state and federal requirements to set a baseline minimum for reopening centers. Sharing this information with all 12 LWDBs significantly reduced the time and effort that each area had to invest in researching the information themselves.
- **Integrated Service Delivery Work Stream:** The integrated service delivery work stream was a collaborative effort by the 12 LWDBs, ESD, and WETCB to prepare for the alignment of resources and services when all program partners were allowed to return to providing services through the American Job Center. While integration has been an ongoing initiative of the Washington workforce system the pandemic has made it imperative that specific attention be given to integration to minimize the duplication of services expending minimal resources and service delivery that meets the needs of both employer and job seeker customers.
- **Communications Work Stream:** The communications work stream was established with WWA, WTECB, and ESD to ensure consistent communication across the state to make sure the employer and job seeking customers were receiving the same information regarding the workforce system regardless of where they lived.
- **Information Technology (IT) Work Stream:** The information technology work stream was established to both ensure workforce system access to employers and job seekers and to allow the workforce system to effectively be able to shift to the provision of services in a virtual manner using technology. While face-to-face services were prohibited by the governor’s office this work stream worked to ensure that the abundance of technology could still be used to guarantee access and the provision of workforce employment services.

**Collective Grant input:** During the COVID-19 pandemic a number of fiscal resources became available through the Federal Department of Labor. The LWDBs worked collectively to ensure that there was adequate representation to support statewide grant proposals for the Coronavirus Response National Dislocated Worker Grant, and the Coronavirus Reemployment Grant through ESD and the Reimagine Workforce Grant through the WTECB. Not all LWDBs have the collective resources to participate in all grant opportunities so by sharing that work across the 12 LWDBs to represent all LWDBs we were able to bring in much needed additional funding to the state of Washington to assist in pandemic recovery efforts.

**Collaboration:** The local areas have a rich history of working collaboratively across jurisdictional boundaries through federal grants such as the Disaster Recovery and Employment National Dislocated Worker grants or through joint efforts to address dislocations or business startups/expansions where workforce areas overlap. Ensuring that cross-regional customers are being served appropriately is a mainstay of the Washington workforce system. When it makes



sense and is needed to guarantee consistent services, all LWDBs in Washington have always taken a collaborative approach to ensuring customer needs are put first with regard to how services are delivered and how LWDBs work together to assure that consistency of service.

## SECTION IV LOCAL WORKFORCE SECTOR APPROACH

### SECTOR APPROACH

The South Central Workforce Council was one of the first local areas in the State and nation to begin focusing on industry sectors as a strategy for addressing workforce issues. The Council with industry partners and stakeholders targeted the agriculture-food processing industry to address the impending need for new skilled workers and to update the skills of current employees brought on by changing technology and global competition.

The South Central Workforce Council continues to utilize the sector approach as a means to address local workforce issues and to deploy workforce training resources throughout the region. The sectors adopted for the region are based on industries that are important to the local economy and provide current and future growth for jobs and careers at livable wages with benefits. The sectors for the region were validated by the South Central Labor Economist from the State of Washington Employment Security Department Labor Market and Economic Analysis Division and are in compliance with the methodology prescribed in the criteria for identifying and prioritizing target sectors in Washington's Strategic Workforce Development Plan, Talent and Prosperity for All. Detailed information regarding analysis of the South Central sectors can be found in Appendix B. The sectors adopted include:

Strategic Industry Sectors in the South Central Workforce Development Area (WDA-9) [as of 2 May 2016]		
	Industry	NAICS
1	Agriculture	
	a. Food Processing	311
	b. Crop Production	111
	c. Agricultural Support	115
2	Health Care	62
3	Manufacturing	
	a. Plastics & Rubber Products Mfg	326
	b. Fabricated & Metal Products Mfg	332
4	Warehousing & Distribution	
	a. Truck Transportation	484
	b. Warehousing & Storage	493
5	Construction	23

Source: Quarterly Census of Employment and Wages. Bureau of Labor Statistics

## **ANALYSIS OF REGIONAL ECONOMIC CONDITIONS INCLUDING EXISTING AND EMERGING IN-DEMAND INDUSTRY SECTORS AND OCCUPATIONS, AND THEIR EMPLOYMENT NEEDS**

The Workforce Innovation and Opportunity Act (WIOA) became federal law in the summer of 2014. A new focus on employer engagement is a pre-eminent part of WIOA including a major emphasis on strategic industry sectors and industry sector partnerships. With WIOA as the impetus, efforts have been undertaken to research and analyze the regional economic conditions of the South Central Workforce Council (SCWDC) area. This investigation includes an examination and analysis of the existing and emerging strategic industry sectors, in-demand occupations and their accompanying employment needs.

The initial investigation commenced with a review and analysis of the seven industries currently identified as strategic within the Council area including; 1) Agriculture, 2) Health Care, 3) Manufacturing, 4) Clean Technology/Renewable Energy, 5) Warehousing & Distribution, 6) Professional & Business Services, and 7) Construction. The methodology for analysis was comprised of a combination of quantitative data analysis, qualitative assessment, and a review of industry and economic reports. As further background information, the Council has long used the sector approach to address local workforce issues and to deploy workforce training resources throughout the region. The sectors adopted for the region are based on industries that are important to the local economy and provide current and future growth for jobs and livable wages with benefits. The sectors for the region were validated by the Washington State Employment Security Department Labor Regional Economist assigned to the SCWDC area.

In September of 2015 the SCWDC staff initiated an aggressive Employer Engagement Outreach effort with businesses/employers in the Council's designated as strategic industries in the SCWDC area. Meetings/interviews with more than fifty businesses, professional/trade associations, intermediaries and workforce education and training organizations occurred from September 2015 thru mid-April 2016. The format of the interviews consisted of the following:

- Providing information about the responsibility of the SCWDC to plan and coordinate workforce development programs in the Council area;
- Providing information about WIOA and the new law's focus on employer engagement and establishing relations with business as valued partners;
- Seeking information from the businesses about their specific workforce needs, the types of skilled employees they require, in-demand occupations, incumbent worker skill gaps, education and skill deficiencies that exist within the existing pool of prospective job seekers, employee recruitment, hiring and job retention issues, business and industry trends including new technologies, markets, skills requirements, etc., and anticipated growth, expansion and/or decline within their business or their industry sector in general.

Based on this regional economic assessment including the quantitative and qualitative data analysis, and economic and industry reports the following **Strategic Industry Sectors** have been identified:

- Agriculture (Food Processing – NAICS -311)
- Construction – (NAICS -23)

- Health Care (NAICS -62)
- Manufacturing
- Warehousing and Distribution (Truck Transportation –NAICS-484, Warehousing & Storage –NAICS-493)

*Please note that an analysis of the regional economic conditions of the SCWDC area including emerging and in-demand industry sectors, in-demand occupations and their accompanying employment needs is incorporated in the narrative response for below. Also further analysis of the region's economic conditions are included in Appendix A & B.*

## **KNOWLEDGE AND SKILLS NEEDED TO MEET THE EMPLOYMENT NEEDS OF THE EMPLOYERS IN THE REGION, INCLUDING IN-DEMAND INDUSTRY SECTORS AND OCCUPATIONS**

The knowledge and skills required to meet the SCWDC area's employment needs are in direct correlation to the Strategic Industry Sectors recommended for the SCWDC area as described herewith.

### **AGRICULTURE/FOOD PROCESSING INDUSTRY SECTOR**

Agriculture continues to dominate the Yakima Valley as its primary economic engine. Agriculture provided 29,331 jobs representing 27.5% of all jobs in Yakima County according to the 2014 annual average Quarterly Census of Employment and Wage (QCEW). The combination of the tree fruit industry, the dairy and wine industries and resurgence of hops all contribute to agriculture as the driving force in the economy.

Food processing, warehousing and distribution, and tourism are all beneficiaries of a strong agricultural presence. The tree fruit industry, led by apples has stimulated significant expansion in packing lines and storage facilities. The new packing lines rely on advanced technology, automation, robotics, sophisticated cameras, scanners and computer applications. In turn this has created a demand for skilled technicians, mechanics, electricians, and refrigeration techs, as packers are expanding facilities and building new lines, boxing, storing, processing and transporting the fruit.

The food processing industry including fruit juice and ingredients, vegetable packers/processors, dairy products, micro brewers, and wineries have become significantly more reliant upon new technologies and automation. The Darigold milk processing plant in Sunnyside is undergoing a \$90 million dollar expansion that will boost its production capacity to 5 million pounds of milk per day. The knowledge and skills required of workers at Darigold's state of the art milk processing plant include computer literacy, specialized technical training, food safety, and supervision. Throughout the food processing industry the demand exists for skilled mechanics and maintenance workers, electricians, production supervisors, and food safety specialists.

Wineries and the rapidly burgeoning micro-breweries of South Central Washington require a workforce where workers must possess skills in brewing/winemaking, food safety, supervision, computer literacy and production control.

Some additional skill requirements that exist in the food processing industry include software and internet techs, hydraulic and pneumatic techs, lift truck drivers, agricultural equipment mechanics, bottling, labeling and canning line techs and lean manufacturing specialists.

## **CONSTRUCTION INDUSTRY SECTOR**

The Washington State Economic and Revenue Forecast Council projects the national economy to continue expanding slightly over 3% per year through 2016 before slowing down to just over 2% a year by 2019. National employment growth is expected to range from 0.6% to 2% per year. Washington's employment growth is expected to follow the same trajectory but at a slightly higher rate of 1.1% to 2.2%. The construction industry is expected to account for a good part of this growth. The state-wide construction growth that has occurred since the national recession of 2008-09 is primarily a rebound from the recession.

Reflecting a similar trend, the construction industry in Yakima County has seen 29 straight months of job growth which represents a rebound after years of job loss attributed to the recession. There was an average of 3,700 jobs in construction in 2015, an increase of 11.1% from 2014. Construction industry employment has advanced by 300 jobs (up 8.3%) between October 2014 and October 2015.

The Kittitas County economy has generally been on a recovery path since the substantial 4.5% and 680 job downturn in nonfarm employment since 2009. During the past six years, 2010 thru 2015 average annual nonfarm employment has increased in all years with the exception of 2012 when a relatively marginal 0.3% (50) job downturn occurred. This economic upturn is expected to continue according to the Kittitas County Chamber of Commerce Annual Report. The valuation of the Suncadia Resort in Roslyn is now over \$2 billion and growing. This projection is a positive indicator for the construction industry which can anticipate continuing stability and job growth stimulated in part by the development at Suncadia.

Good job creation and low unemployment add up to another strong report for the Columbia River Gorge area including Klickitat and Skamania Counties. This pronouncement appears in the January 2016 Labor Area Summary Report prepared by the Washington State Employment Security Department Regional Economist. Over the year, job growth in Washington State was 3% in 2015 (93,700 jobs). Skamania County at 6.4% had the highest job growth of all Washington State Counties in 2015. Total employment in Klickitat County was estimated at 5,410 jobs in 2015, a 1.9% increase from the past year.

What all of this quantitative economic data portends for the SCWDC area is a clear sign of continuing economic recovery, job growth and development translating to more construction activity.

This data is supported by a growing volume of qualitative information which serves to bolster evidence of a growing economy and opportunities for increasing activity in the construction industry. The Associated General Contractors of America reported that an overwhelming majority of construction firms indicated trouble finding qualified craft workers to fill key spots as the demand for construction continues to rebound in many parts of the country. This finding appeared in an October 16-30, 2015 article in the Yakima Valley Business Times, "Worker Shortages Creating Problems for Construction."

McGraw Hill Construction, a reliable source of construction project, industry research and workforce trends reports that as the construction industry recovers from the worst recession in a generation in 2008-2009, the industry cannot resume business as usual. A skilled worker shortage exists and the root of the problem is a combination of factors including:

**Retiring Baby Boomer Workers** – The Baby Boomer generation in the U.S. is retiring in record numbers, and the resulting loss of knowledge and skill they possess in the construction trades does not exist in younger generations of the labor force.

**Impact of Recession** – The high unemployment levels at near double the national average in construction during the recession induced many workers out of construction and into other job occupations. This loss of experienced and skilled workers has not been replaced.

**Lack of Interest, Knowledge and Skill** – Evidence from a combination of sources indicates that the availability of skilled construction workers coming into the workforce is limited. Many believe that the construction trades do not appeal to the millennial generation (generally born from the mid 1980's thru 2000). The lack of vocational education programs in the construction trades throughout our national school system in combination with the diminution of the value of construction jobs within this cohort group have contributed to this problem.

These reports and findings have been validated by many local construction industry business representatives and officials over the past several months. The list includes officials from the Central Washington Homebuilders Association, Associated General Contractors of Washington, Association of General Contractors Education Foundation, Pacific Northwest Regional Council of Carpenters, Yakima Valley Technical Skill Center, Fort Simcoe Job Corps, Washington State Department of Labor and Industries Apprenticeship Program, and several small to medium size construction companies/building contractors. A recurring message from these construction industry officials and employers generally reflected the national construction industry reports regarding the lack of experienced and skilled construction workers to fill a variety of local area in-demand jobs. The list of root causes for the construction worker shortage locally generally reflected those identified nationally with one addition. A recurring theme expressed among the local construction industry was the apparent lack of a strong work ethic among the younger generation of workers. Identified work ethic problems included absenteeism, showing up late for work, a lack of preparation and pride in work, and substance abuse. Several of the In-demand occupations expressed at the local level include carpenters, construction laborers, HVAC techs, cement masons and concrete finishers, drywall installers, construction equipment operators, electricians, welders, and steel fabrication. It was also noted that many young workers beginning a career in the construction industry often lack fundamental computation and math skills especially with fractions and the ability to use basic tools including saws, drills and tape measures with adequate proficiency.

## **HEALTH CARE INDUSTRY SECTOR**

It is expected that the Health Care Industry Sector will continue to grow across the Nation and in the State as reported in the “Talent and Prosperity for All Strategic Plan” approved by the Washington State Workforce Training and Education Coordinating Board. The same expectation for health care industry growth is anticipated for the SCWDC area.

Several of the same factors will boost the Health Care Sector nationally, state-wide, and in the Council area. Let's consider the fact that the population of older people is rising. Baby Boomers in the United States, the generation born in America after World War II between 1946 and 1964 at 78 million represent nearly one third of the country's population. The American Hospital Association acknowledged that the over 65 year old population will triple between 1980 and 2030. The first wave of boomers turned 65 in 2011. And not only are the baby boomers getting older in far greater numbers than any previous generation but they are also living longer. This combination of an aging population living longer places great health care demands upon the health care industry. Older folks suffer many chronic conditions like diabetes, arthritis, obesity, heart disease, and hypertension to name a few. This means more visits to the doctor, more lab tests, prescription medications, medical treatments, hospital patient days, emergency medical responses, nursing home use, etc. In turn, this means more health care professionals, geriatric service providers, medical techs, etc. The baby boomer demographic in the SCWDC area generally reflects the same population as the national and state census numbers. Therefore look for similar health care sector growth and in-demand occupations in the Council area as projected nationally.

A second impact of the aging population will be on the workforce participation rate and baby boomers aging out of the workforce. To counter this, it will be necessary to educate and train younger workers for careers in health care.

The Affordable Care Act (ACA) has led to the largest extension of health care insurance coverage since Medicare was introduced almost 50 years earlier. Five years after the passage of ACA the number of uninsured Americans has decreased by 35%. This substantial increase in health care coverage translates to the greater availability of health care services for several million more previously uninsured people.

According to a recent report from a leading health care journal, Ragan's Health Care Communications News, health care industry sector jobs are expected to grow in several broad categories including medical records and billing health care technology, medical administration and support staff, skilled medical workers, and urgent care workers. The findings of this report are expected to reflect the health care industry sector growth that occur throughout the state and SCWDC area based on similar demographic characteristics.

Looking specifically at the SCWDC area, very similar findings for health care industry growth and in-demand occupations are projected. This information is based on a combination of qualitative data from interviews, conversations, and local reports.

Sunnyside Community Hospital recently announced plans for a major expansion of its facility in the Lower Yakima Valley. The expansion calls for the construction of a state of the art 58 bed facility on land adjoining Inter-State 82. Sunnyside Hospital officials have identified the Tri-Cities area as a new health care market for the hospital. As a part of the expansion, Sunnyside Community Hospital opened a new oncology department in January, 2016. Additional plans call for 10 new in-patient rehab beds and expanded service in psychiatric health care. The expansion will create a demand for additional health care providers and medical staff.

Yakima Valley Memorial Hospital recently announced plans to purchase a large commercial building in downtown Yakima formerly occupied by the State Department of Ecology. The 65,000 plus square ft. space will provide Memorial Hospital with the opportunity to relocate its business and non-clinical services operations due to a significant space crunch by its expanding health care operations. New mid-level jobs in the areas of medical records, and hospital administrative support services are anticipated.

Yakima Neighborhood Health Services continues to expand services in Yakima and the Lower Yakima Valley. Health care services for the homeless are on the rise. Farm worker health care outreach is increasing. Neighborhood Health recently opened a small clinic in Granger and started operating a medical mobile unit in the Lower Yakima Valley. Neighborhood Health Services identified several current and future workforce needs in the areas of electronic medical record keeping, trained mental health specialists, interdisciplinary health care specialists, and addition training in customer service and supervision.

A rapidly emerging health care industry initiative is “patient centered inter-disciplinary health care.” This approach involves the active participation of patients, families, and various health care providers all working together to improve the health care of patients. The Yakima Valley Inter-professional Practice and Education Collaborative (YVIEPEC) recently organized for the purpose of ensuring that inter-professional education and practice programs are appropriately meeting the needs of Central Washington. The SCWDC staff will work in close collaboration with this group to identify job skills gaps, and education and training requirements related to inter-professional practice that can be addressed to support the health care industry sector need and in-demand job occupations.

Skyline Hospital is a licensed 25 bed facility located in White Salmon. The hospital service area is a portion of the Columbia River Gorge area including Klickitat and Skamania Counties. A new health care area of focus for the hospital is outpatient rehabilitation services. Many Gorge area residents are in need of these services following treatment for many illnesses and injuries in hospitals outside the Gorge area. The idea is that it is always nice to be close to home, family and friends during the recovery period. Training needs in the areas of quality customer service, electronic record keeping, Lean services, and supervision exist. The recruitment and retention of housekeeping and maintenance staff has presented a challenge. Recruitment for many high skill positions is done outside the area but the challenge is in the availability of affordable housing.

A summary of the in-demand occupations that currently exists or are anticipated in the near future include lab and pharmacy techs, geriatric care specialists and providers, medical records and health information techs, nurses and nursing assistants, dieticians, maintenance and housekeeping staff, inter-disciplinary health care practitioners, and administrative support staff.

## **MANUFACTURING INDUSTRY SECTOR**

Manufacturing including food processing represents an important industry sector in the SCWDC area. An estimated 10,210 jobs were attributed to the manufacturing sector in February 2016 according to the Washington State Employment Security Department Labor Summary Report.

Several manufacturers were interviewed over the course of the last six months as a part of the SCWDC Employer Engagement Program in order to determine specific industry trends, workforce needs, worker skill gaps and in-demand occupations in the manufacturing industry sector.

The recurring theme from the manufacturers interviewed was one represented by a duality of change in the workplace. First the changes in the manufacturing and production process attributed to automation, new technologies, robotics, and computerization. The advances in technology, the new automated workplace, is boosting productivity, speeding up the production process, creating more efficient and cost effective manufacturing, and in some cases reducing the number of jobs in the work environment. The upside of this change is that many of the new jobs require a more skilled workforce; a workforce of highly skilled technicians, machine/equipment operators, quality control analysts, and computer specialists.

The second part of this workplace change is based on the workforce. A better trained more highly skilled workforce translates to higher paying jobs. Existing/incumbent workers must be able function productively in the new workplace environment. The challenge that exists in many cases is to find experienced and skilled workers with the capacity to perform the work required of the new manufacturing workplace environment. A combination of factors is at play in consideration of the skilled worker shortage and some of the factors contributing to it.

Retiring Baby boomer Workers – Similar to other industry sectors like health care and construction, Baby Boomers are retiring in record numbers from the manufacturing sector and the resulting loss of knowledge and skill they possess does not exist in the younger generations of the workforce.

Lack of Interest, Knowledge and Skill – According to data contained in the South West Washington Development Tech Hire Gorge Partnership Grant Proposal, adults ages 17-29 possess barriers to training and employment. The barriers are defined as the lack of educational attainment, work experiences, and / skill-level necessary to secure full time employment in middle or high-skill manufacturing jobs. The grant proposal further sites that many young people possess misperceptions of manufacturing work to be low-wage and dirty employment. Further, a lack of short-term certificates and the opportunity for advanced manufacturing training is a barrier for considering careers in this industry sector.

A summary of the in-demand occupations that currently exist and / or are anticipated in the near future include welders, automation techs, electrical and electronic engineering techs, industrial machinery mechanics, computer controlled machine tool operators, first line leads / supervisors, and all of the here to for identified in-demand occupations identified in the food processing sector.

## **WAREHOUSING AND DISTRIBUTION INDUSTRY SECTOR**

Warehousing and distribution retains a place on the SCWDC Area List of Strategic Industry Sectors. Without a doubt, its retention on the list is based on the dominance of the agricultural industry in South Central Washington. The transportation and storage of agricultural products and processed foods to a word-wide market continues as a key part of the area's farm to market economy. Another contributing factor to the importance of warehousing and distribution to the local economy is the presence of several regional warehouse operations including WalMart and Ace Hardware.



Based on interviews with several trucking businesses and warehousing and distribution operations a shortage of qualified, skilled and experienced workers exist in several areas including CDL drivers, truck mechanics, and warehouse production workers. Many of these businesses report special difficulty in the recruitment, hiring and retention of CDL drivers. Another challenge is the problem of finding trained drivers only to be disappointed by the applicants' failure to pass background checks. Local school districts throughout the area also report significant problems in hiring skilled and qualified school bus drivers. On the warehousing side of this industry sector, employers reported some difficulties in finding and retaining workers with solid work habits and problem solving skills. In many cases the work can be fast paced and physical. Attention to detail and work place safety are also important components of the job. A high turn-over rate exists for many of these jobs.

### **IDENTIFY REGIONAL ECONOMIC DEVELOPMENT SERVICES AND PROVIDERS IN THE REGION AND DESCRIBE HOW THE LWDB WILL COORDINATE SERVICES WITH THESE PROVIDERS**

Regional economic service providers in the South Central Workforce Area are the Kittitas County Chamber of Commerce, Yakima County Development Association (YCDA), Skamania County Economic Development Association, and the Klickitat County Economic Development Department (Klickitat County Chamber of Commerce).

A critical component impacting economic development is the quality and availability of the region's workforce. Investments in human capital drive business growth and are more important today than ever before. Similarly a region's economic success is now heavily dependent on how well it educates its population and how well it responds to key industries or *sectors'* labor and specific occupational demands.

The Yakima County Development Association (YCDA) and the Kittitas County Chamber of Commerce (KCCC) worked closely with the South Central Workforce Council while developing their Comprehensive Economic Development Strategy (CEDS) to ensure that key workforce training and education goals were incorporated into our plan. YCDA and KCCC also worked with Education Service District (ESD) 105 to ensure their STEM education plan for Central Washington is incorporated into the CEDS plan.

As a result of this collaboration, YCDA and KCCC's CEDS contains a specific goal to develop a world class workforce. Actions and strategies within this broader goal reflect the priorities of the Workforce Council.

The Skamania County Economic Development Council (SCEDC) will coordinate services with the South Central Workforce Council to develop local skills through workforce training and education. The SCEDC's Community Action Plan aims to better utilize existing programs offered to advance both job skills and business management. The plan calls to maintain and promote quality education for children, retraining for adults, and developing and supporting projects that benefit the public and allow people to gain skills through the Employment Security Department, the South Central Workforce Council, and others. The SCEDC will expand efforts for workforce and start-up business training with the goal of "upskilling" residents for jobs providing family wages.

## **SECTION IV PERFORMANCE ACCOUNTABILITY**

### **How performance information on workforce development programs informs local strategic planning.**

**A. South Central WDA Performance System** - The Council and WorkSource partners are dedicated to the delivery of quality services in Kittitas, Klickitat, Skamania, and Yakima Counties. To achieve high levels of performance the Council recognizes the need for clearly defined measures that identify the system's progress and areas needing improvement. In development of local accountability measures, care was taken to consider the unique characteristics of the local area that directly influence performance outcomes.

The South Central Workforce System understands the importance of focusing on customers of the system, both job seekers and the business community. In oversight of the local WorkSource system, the WorkSource Site Operators use continuous quality improvement models and obtain customer feedback for improving core, intensive and training services, identifying service gaps, and developing strategies to eliminate or resolve issues.

**B. Data Collection and Reporting** - To track local performance indicators the Council employs automated tracking systems and reports information that is consistent with federal and state requirements. The local area transitioned to the WorkSourceWA.com Customer facing labor exchange system and the Efforts to Outcomes (ETO) case management system. The new technology systems provide major enhancements for easier front line use by staff and reporting tools for management of programs. Additionally, the new WorkSourceWA system brings the added feature of job matching based on the national Monster.com platform that will allow employers to directly recruit workers from the WorkSource system. The new technology interfaces with many other state agency data sources (as appropriate) to provide timely and accurate information about the services and needs of our customers. ETO supports the delivery of services across multiple programs by providing universal access to employment and training data across WorkSource location and partners. ETO serves as the backbone to program management information, performance information, and case management (plan and track customer services and needs).

The South Central Workforce Council is highly engaged in reviewing performance information for quality improvement in day to day operations. For WorkSource, Local System Dash Board reports generated by Employment Security are provided to program operators and system partners. The report provides at-a-glance indicators for a range of services that include self-service, staff assisted, core, intensive and training services. The report also compares participant, employer and job order services from the current quarter to the previous year.

Council staff will also review quarterly reports from the Workforce Training Education Coordinating Board on state core measures. Staff will evaluate the reports and assess progress toward quarterly and annual goals. Where performance is lagging, Council staff will meet with service providers to develop strategies for improvement and to correct deficiencies.

The Council firmly believes that good performance is a primary cornerstone to a credible system. To ensure the local workforce system is achieving acceptable levels the Council, at a minimum, requires WIOA I-B contractors and WorkSource Site Operators to provide performance reports on a quarterly basis. Reports cover those core indicators required and made available by the state as well as specific goals and performance outcomes tracked locally by the Council and contractors. As the Council deems necessary, local or state evaluative data such as employer or participant surveys are used as a supplement to assess the local workforce system.

### **How performance information is used to oversee WorkSource system and WIOA Title I.**

Performance measures will be compiled in conjunction with quarterly reports and distributed to Workforce partnership in support of program management and analysis. The South Central Workforce Council will lead a meaningful collection of data that can feasibly be obtained and used for continuous performance improvement.

The SCWDC plays an instrumental role in assessing all one-stop partner programs. Beyond traditional program-specific performance metrics, the operator will consider how well all of the one-stop partner programs coordinate and integrate service delivery, promote the seamless transition of customers from one partner to another and demonstrate the capacity to meet the needs of customers.

The performance results along with customer surveys will be utilized to enhance the development of service strategies. Currently, we have a WorkSource One-Stop Committee designed to provide guidance and support of the One-stop system. This committee will address a corrective actions necessary to improve service delivery to customers.

### **How WorkSource system and WIOA Title I performance information is used by program operators to inform continuous quality improvement in their day-to-day management.**

As the entity responsible for oversight and certification of the local WorkSource System, the Council will utilize the following framework for continuous quality improvement.

Review performance information for core programs provided by the state for progress toward negotiated state and federal target levels. This will include:

- WIOA I-B Adult
- WIOA I-B Dislocated Worker
- WIOA I-B Youth
- Adult Basic Education
- Vocational Rehabilitation
- Other state programs as applicable

Where programs are under performing, consult with local responsible entities to identify issues, provide technical assistance where appropriate.

Develop and implement a customer improvement survey for employers and workers. On an ongoing basis review customer concerns and develop solutions with WorkSource Partners. Provide regular and ongoing technical training to WorkSource partner staff in the following areas:

- Local WorkSource Policy
- Customer Service for workers and business
- EEO and accessibility training for special populations (e.g. persons with disabilities, limited English Speakers, etc.)
- Incorporate reviews of WorkSource performance at regular WorkSource Partner meetings.

**How performance information is used to conduct performance-based intervention. LWDBs will be held accountable for the results of WIOA Title I through a system of performance-based interventions, and will share in accountability for career and technical education and adult education results.**

Historically the South Central Workforce Council has managed local I-B programs through a performance-based intervention process. This occurs through monthly tracking of individual provider contracts that evaluates progress toward contract expenditures, enrollments and service to specific target groups such as older workers, TANF participation, People with Disabilities, drop out, female; and those ethnic groups present in the local region that includes Native American, Hispanic, Black and Asian American. Further, tracking on monthly basis included progress toward contracted performance based on the local areas annual negotiated targets with the state. Performance management includes desk top reviews monthly by local area staff, quarterly review of the full council at regular meetings and through local compliance and technical assistance monitoring with each I-B contractor.

The Council continues to work and consult with providers of Adult Basic Education and English as a second language; and career and technical education to develop a reporting format and process for performance based management. Consultation will be undertaken once the state has fully developed all required target measures and reporting mechanisms for all state partners. The local Council envisions that the process will include regular reviews of interim performance progress as well as intervention measures undertaken when performance levels fall below acceptable levels.

To ensure accountability of career and technical education, the Council will:  
Review performance information for core programs provided by the state for progress toward negotiated state and federal target levels for local providers of career and technical education, and adult basic education.

Where programs are under performing, consult with local responsible entities to identify issues, provide technical assistance where appropriate.

For underperforming programs, develop and implement an improvement plan with regular progress reviews and modify plan as needed for improvement toward progress goals. Where goals are not appropriate due to changes in local factors, advocate to the state for modification of local goals.

**Attachment A:****Sector Partnership****Sector to be served:** Construction (NAICS 23)**Check one:** \_\_\_\_ Regional        X   Local

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
<b>Phase I: Prepare your team</b> <i>Goal: build buy-in &amp; support</i>	January 2020-current	Identify and meet with local construction industry representatives and employers to introduce the South Central Workforce Council and discuss the Workforce Innovation and Opportunity Act, WIOA's emphasis on employer engagement, and the potential organization of a Construction Industry Sector Partnership.	Identify representatives and employers in the construction industry who are interested in a sector partnership.	Number of contacts made with local construction industry representatives and employers.
<b>Phase II: Investigate</b> <i>Goal: determine target industries</i>	January 2020-May 2020	Utilize a combination of quantitative data analysis provided by the Washington State Employment Security Department's Regional Economist and qualitative assessment to determine the validity of a Construction Industry Sector Partnership.	Provide justification for the organization of a construction industry sector partnership in the South Central Workforce Development Area.	Identification and validation of the economic importance of the construction sector in the South Central WDA.
<b>Phase III: Inventory and Analyze</b> <i>Goal: build baseline knowledge of industry</i>	January 2020-current	Interview local construction industry representatives and employers to determine in-demand occupations, skill gaps, and future industry needs.	Develop greater understanding of industry needs, in-demand occupations, and skill gaps.	Compile qualitative assessments of construction industry need.
<b>Phase IV: Convene</b>	April-June 2020	Convene key construction industry leaders, introduce the Construction Industry Sector	Identify/assign leadership; develop an	Hold meetings, assign industry-driven

<b><i>Goal: build industry partnership, prioritize activities</i></b>		Partnership, identify/assign leadership within the partnership, develop a joint decision making process and commitments of time/resources, use the partnership to identify and prioritize key issues, and set an agenda for moving forward.	Industry Sector Partnership Action Plan.	leadership, and set agenda for moving forward.
<b>Phase V: Act</b> <b><i>Goal: Implement initiatives</i></b>	July 2020-June 2021	Objectives will be established and progress will be evaluated on a bi-monthly basis. Each objective will include a specific and measurable work product, person(s) responsible, a timeframe, budgetary requirements, a documentation of problem/issues which may affect the completion of the work and a report on final measurable outcomes.	Establish objectives with measurable product(s), evaluate bi-monthly, and reporting on outcomes.	Bi-monthly evaluations on efficacy of objectives and documentation of measurable work product and timeframe.
<b>Phase VI: Sustain and evolve</b> <b><i>Goal: grow the partnership</i></b>	July-September 2021	After implementation of the Industry Sector Partnership Action Plan, the partnership will be renewed, new partners and projects will be identified, and a Second Generation Action Plan will be established, approved, and moved forward for implementation.	Renewal of partnership, expansion of partners and projects, and the development of a Second Generation Action Plan.	Renewal of Construction Industry Sector Partnership and implementation of Second Generation Plan.

**Sector to be served:** Agriculture and Food Processing

**Check one:** ☐ Regional ☒ Local

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
<b>Phase I: Prepare your team</b> <i>Goal: build buy-in &amp; support</i>	February 2020 and ongoing	Establish contact with local agriculture and food processing firms such as Darigold, Del Monte, Fruit Smart, Borton Fruit, Tree Top, and NW Food Processors to gain interest in participation.	Identify companies and personnel interested in participating.	Documentation of contact made, identification of person of contact, and commitment to partnership.
<b>Phase II: Investigate</b> <i>Goal: determine target industries</i>	February 2020 and ongoing	Target industries include dairy, frozen goods, fresh fruit storage and distribution.	Identify industry clusters.	Companies identified and classified.
<b>Phase III: Inventory and Analyze</b> <i>Goal: build baseline knowledge of industry</i>	June 2023 and ongoing	Conduct interviews and formal surveys to identify sector labor and skill shortages.	List of specific occupations by OES	Occupations identified.
<b>Phase IV: Convene</b> <i>Goal: build industry partnership, prioritize activities</i>	June 2023 and ongoing	Identify work, employment, and training strategies to address labor shortages and skill needs.	Strategies developed and prioritized.	Documentation of strategies.
<b>Phase V: Act</b> <i>Goal: Implement initiatives</i>	June 2023 and ongoing	Identify top 1-3 strategies for implementation (hiring events, job fairs, specialized recruitments, incumbent worker training, etc.).	Identification of specific workforce interventions.	Documentation of strategies with identified resources.
<b>Phase VI: Sustain and evolve</b> <i>Goal: grow the partnership</i>	June 2023 and ongoing	Continue outreach to new and existing industry employers to interview and survey.	Grow sector base by 10%.	Documentation of new participating employers.



**Sector to be served:** Manufacturing

**Check one:** ☐ Regional ☒ Local

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
<b>Phase I: Prepare your team</b> <i>Goal: build buy-in &amp; support</i>	February 2020 and ongoing	Establish contact with local manufacturers such as Valley Manufacturing, Cub Crafters, LDB Beverage, and Iron Horse Brewery to gain interest and participation.	Identify companies and personnel interested in participating.	Documentation of contact made, identification of person of contact, and commitment to partnership.
<b>Phase II: Investigate</b> <i>Goal: determine target industries</i>	February 2020 and ongoing	Target industries include manufacturers from South Central's four county area.	Identify industry clusters.	Companies identified and classified.
<b>Phase III: Inventory and Analyze</b> <i>Goal: build baseline knowledge of industry</i>	January 2021 to June 2021	Conduct interviews and formal surveys to identify sector labor and skill shortages.	List of occupations by OES	Occupations identified.
<b>Phase IV: Convene</b> <i>Goal: build industry partnership, prioritize activities</i>	July 2021 to December 2021	Identify work, employment, and training strategies to address labor shortages and skill needs.	Strategies developed and prioritized.	Documentation of strategies.
<b>Phase V: Act</b> <i>Goal: Implement initiatives</i>	December 2021 and ongoing	Identify top 1-3 strategies for implementation (hiring events, job fairs, specialized recruitment, incumbent worker training, etc.).	Identification of specific workforce interventions.	Documentation of strategies with identified resources.
<b>Phase VI: Sustain and evolve</b> <i>Goal: grow the partnership</i>	December 2021 and ongoing	Continue outreach to new and existing industry employers to interview and survey.	Grow sector base by 10%.	Documentation of new participating employers.

**Sector to be served:** Health Care

**Check one:** ☐ Regional ☒ Local

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
<b>Phase I: Prepare your team</b> <i>Goal: build buy-in &amp; support</i>	February 2020 and ongoing	Establish contact with local health care providers, clinics and educators such as Yakima Regional Hospital, Center of Excellence for Allied Health, and Neighborhood Health to gain interest in participation.	Identify companies and personnel interested in participating.	Documentation of contact made, identification of person of contact, and commitment to partnership.
<b>Phase II: Investigate</b> <i>Goal: determine target industries</i>	February 2020 and ongoing	Target industries include hospitals, health care educators, and private care providers.	Identify industry clusters.	Companies identified and classified.
<b>Phase III: Inventory and Analyze</b> <i>Goal: build baseline knowledge of industry</i>	February 2022 to June 2022	Conduct interviews and formal surveys to identify sector labor and skill shortages.	List of specific occupations by OES	Occupations identified.
<b>Phase IV: Convene</b> <i>Goal: build industry partnership, prioritize activities</i>	July 2022 and ongoing	Identify work, employment, and training strategies to address labor shortages and skill needs.	Strategies developed and prioritized.	Documentation of strategies.
<b>Phase V: Act</b> <i>Goal: Implement initiatives</i>	July 2022 and ongoing	Identify top 1-3 strategies for implementation (hiring events, job fairs, specialized recruitment, incumbent worker training, etc.).	Identification of specific workforce interventions.	Documentation of strategies with identified resources.
<b>Phase VI: Sustain and evolve</b> <i>Goal: grow the partnership</i>	August 2022 and ongoing	Continue outreach to new and existing industry employers to interview and survey.	Grow sector base by 10%.	Documentation of new participating employers.

**Sector to be served:** Warehousing & Distribution

**Check one:** ☐ Regional ☒ Local

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
<b>Phase I: Prepare your team</b> <i>Goal: build buy-in &amp; support</i>	February 2020 and ongoing	Establish contact with local warehousing and distribution firms such as Ace Hardware, Haney Trucking, and Floyd Blinsky Trucking to gain interest and participation.	Identify companies and personnel interested in participating.	Documentation of contact made, identification of person of contact, and commitment to partnership.
<b>Phase II: Investigate</b> <i>Goal: determine target industries</i>	February 2020 and ongoing	Target industries include warehousing and distribution firms in South Central's four county area.	Identify industry clusters.	Companies identified and classified.
<b>Phase III: Inventory and Analyze</b> <i>Goal: build baseline knowledge of industry</i>	January 2023 and ongoing	Conduct interviews and formal surveys to identify sector labor and skill shortages.	List of occupations by OES	Occupations identified.
<b>Phase IV: Convene</b> <i>Goal: build industry partnership, prioritize activities</i>	January 2023 and ongoing	Identify work, employment, and training strategies to address labor shortages and skill needs.	Strategies developed and prioritized.	Documentation of strategies.
<b>Phase V: Act</b> <i>Goal: Implement initiatives</i>	January 2023 and ongoing	Identify top 1-3 strategies for implementation (hiring events, job fairs, specialized recruitment, incumbent worker training, etc.)	Identification of specific workforce interventions.	Documentation of strategies with identified resources.
<b>Phase VI: Sustain and evolve</b> <i>Goal: grow the partnership</i>	January 2023 and ongoing	Continue outreach to new and existing industry employers to interview and survey.	Grow sector base by 10%.	Documentation of new participating employers.

## Attachment B

### Regional Service Coordination Framework

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
<b>Phase I:</b> <b>Prepare your team</b> <i>Goal: build buy-in &amp; support</i>	PY20-PY22	Joint meetings with Washington and Oregon local workforce boards, local elected officials, state leadership and interested partners and stake holders. Hold joint meetings to initiate discussions on service gaps and business service needs. Identify key initiatives that can be undertaken to move toward a comprehensive workforce system in Oregon and Washington Counties of Columbia Gorge Region. This will include Kittitas and Skamania Counties of Washington State and Wasco and Sherman Counties of Oregon State.	Develop common goals and objectives to reduce duplication and to create a single business service strategy to Columbia Gorge employers in Washington Oregon	Completed Memorandum of Understand Signed by CLEOs, Board Chairs and Directors
<b>Phase II:</b> <b>Investigate</b> <i>Goal: determine options for coordinated service deliver</i>	PY21-PY22	Focus on one Gorge Key Industry Sector (Advance Manufacturing) and cluster industries that provide skilled jobs with livable wages and opportunity for growth. Identify occupations where skill gaps exist and where local resources can be utilized to close gaps. Work with State Employment labor market agencies to identify specific companies and validate occupational opportunities	A minimum of two companies identified that face skill shortages/gaps and have agreed to participate with local workforce boards to develop program strategies and interventions.	A minimum of two local companies identified who pledge to work with local board and are signers of MOU.

		and employment intervention is required.		
<b>Phase III: Inventory and Analyze</b> <i>Goal: build baseline knowledge</i>	PY21- PY22	Work with designated business, state LMEA, training organizations (colleges) to identify key to three jobs/occupations where local boards can provide training programs to residents of the local community. Identify skill sets for the jobs/occupations, validate skill sets with employers; and identify available training options through educational institutions and job training programs that will provide skills necessary for employment.	Minimum of two jobs/occupations identifies where training programs will coordinated or developed to skill up workers for position.	Two jobs identified and a training program identified that can be delivered in the local area.
<b>Phase IV: Convene</b> <i>Goal: build partnership, prioritize activities</i>	PY21- PY22	Convene local board staff, business partners, program partners/stake holders, to identify resources to be uses, plan for recruitment of candidates, course of study that can include classroom combined with on the job training. Identify program leads and partner roles.	Course curriculum and training programs identified and articulated	Clearly articulated course of study that includes pre-requisite skills of participants, programs of training and skills and competencies to be achieved.
<b>Phase V: Act</b> <i>Goal: Implement initiatives</i>	PY23- PY24	Initiate project for 6-8 individuals to include assessment of skill levels training required, support services needed; and provide training as determined by assessment.	80% completion of training and places of job	Ongoing monitoring of progress as determined by training service
<b>Phase VI: Sustain and evolve</b> <i>Goal: grow the partnership</i>	PY24- PY25	Identify other industry partners with skills gaps.	Develop common goals and objectives based on previous	Additional signers to MOU.

			experiences and lessons learned for additional training	
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### Regional Service Strategies Framework

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
<b>Phase I:</b> <b>Prepare your team</b> <i>Goal: build buy-in &amp; support</i>	PY20-PY22	Joint meetings with Washington and Oregon local workforce board representatives, local elected officials, state leadership and interested partners and stake holders. Hold joint meetings to initiate discussions on service gaps and business service needs. Identify key initiatives that can be undertaken to move toward a comprehensive workforce system in Oregon and Washington Counties of Columbia Gorge Region. This will include Kittitas and Skamania Counties of Washington State and Wasco and Sherman Counties of Oregon State.	Develop common goals and objectives to reduce duplication and to create a single business service strategy to Columbia Gorge employers in Washington Oregon	Completed Memorandum of Understand Signed by CLEOs, Board Chairs and Directors
<b>Phase II:</b> <b>Investigate</b> <i>Goal: determine options for coordinated service deliver</i>	PY21-PY22	Identify business service gaps; and unnecessary duplication of services. Prioritize a single point of access for Washington and Oregon employers in the Columbia Gorge Region. Collect information on service gaps through	Create a list of service gaps to be addressed by local boards. Prioritize and identify issues with potential solutions.	A service gap report created.

		business and community forums and surveys.		
<b>Phase III: Inventory and Analyze</b> <i>Goal: build baseline knowledge</i>	PY21- PY22	In partnership with business, workforce partners and state leadership. Assess level and availability of business services. Identify access points for employers seeking and recruiting new workers, review processes undertaken by employers and focus on duplicated efforts with each state.	Create a baseline of employer contacts with state workforce programs.	Set targets to reduce number of contacts to state to recruit workers or to gain workforce assistance.
<b>Phase IV: Convene</b> <i>Goal: build partnership, prioritize activities</i>	PY21- PY22	Convene local board staff, business and program partners/stake holders, to identify resources to build a single business service system. Identify actions needed and partners responsible for system, e.g. technology.	Create a plan that addresses business service gaps. This includes developing a single point of access and sharing of information across workforce training providers.	A developed MOU that describes commitments and resources to be provided by local boards and stake holders.
<b>Phase V: Act</b> <i>Goal: Implement initiatives</i>	PY23- PY24	Initiate phase of project e.g. single point of contact.	Measure number of reduced business/employer contacts.	Conduct ongoing monitoring of services to determine effectiveness for reduced duplication and customer satisfaction.
<b>Phase VI: Sustain and evolve</b> <i>Goal: grow the partnership</i>	PY24- PY25	Conduct regular meetings to review progress of project. Identify workforce service gaps, e.g. training and invite appropriate partners such as colleges and training institutions.	Develop common goals and objectives based on previous experiences and lessons learned for additional training.	Additional signers to MOU.

## Attachment C:

### Regional Economic Development Framework 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
<b>Phase I: Prepare your team</b> <i>Goal: build buy-in &amp; support</i>	Current to 6/2020	Convene economic development professionals with workforce development professionals to develop an alliance and agreement on a unified employer/business service plan for the region. Economic development professionals from Yakima, Klickitat, and Skamania Counties have been actively involved in the development of a business service plan.	Roster established of economic and workforce development key staff	Record of agendas and attendance roster
<b>Phase II: Investigate</b> <i>Goal: determine options for coordinated service deliver</i>	6/2020 to 7/2020	Agree upon, articulate and document key processes, procedures and activities that will be carried out by business services team that includes economic and workforce development professionals.	Local agreement articulating process procedures roles and responsibilities.	Signed employer/business service agreement established.
<b>Phase III: Inventory and Analyze</b> <i>Goal: build baseline knowledge</i>	6/2020 to 12/2020	Identify from employer community a list of workforce needs around recruitment, skill training, skill upgrading, hiring, specialize training or activities that local employers required public program assistance. Information will be collected through surveys and interview information previously acquired.	List of employer workforce needs identified and prioritized/	Report from Business/Employer Service team.
<b>Phase IV: Convene</b> <i>Goal: build partnership, prioritize activities</i>	9/2020 to 1/2021	Identify two key employer engagement activities to be carried out by the team that may include joint hiring event, incumbent worker project or other employer specific activity that addresses skill shortage, layoff aversion or other workforce activity identified by local employers.	Two workforce activities targeted and identified.	Written draft plan of workforce needs and services to be provided.
<b>Phase V: Act</b> <i>Goal: Implement initiatives</i>	9/2020 to 3/2021	Implement workforce service services and strategies through resources available through WDC (e.g. incumbent worker) or through public workforce agencies; and identify roles of each partner's workforce, employers and economic development.	Services implemented.	Written plan with benchmarks and reporting requirements.



<b>Phase VI:</b> <b>Sustain and evolve</b> <i>Goal: grow the partnership</i>	9/2021 and ongoing	Review results with economic development, workforce staff and employers to identify successes and establish pool of ongoing resources through the workforce system and local employer contribution.	Implement second or additional activity.	Report from Business/Employer team.
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## 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.

### 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.

Below are the current Local One-Stop sites, Type of Site and Site Operators. The South Central Workforce Council will be re-evaluating and re-establishing One-Stops as defined by the WIOA legislation.

Site	Type of Site (Comprehensive, Affiliate, or Connection)	Site Operator(s)
WorkSource Columbia Gorge	Affiliate	Employment Security Department
WorkSource Kittitas	Affiliate	People For People
WorkSource Goldendale	Affiliate	Employment Security Department
WorkSource Stevenson	Connection	People For People
WorkSource Sunnyside	Affiliate	Employment Security Department
WorkSource Toppenish	Connection	Yakima Valley Farm Workers Clinic
WorkSource Union Gap	Comprehensive	Employment Security Department

### 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	
People For People (Kittitas, Klickitat, Skamania & Yakima counties)	<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:**

Adult Program	Indicate service(s) provided by each
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List all current and potential service providers in the area	Basic	Individualized	Training	WIOA funded?
People For People (Kittitas, Klickitat, Skamania & Yakima counties)	<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:**

<b>Youth Program</b> List all current and potential service providers in the area	<b>Indicate service(s) provided by each</b> Basic    Individualized    Training			WIOA funded?	Services for youth with disabilities?
People For People (Kittitas, Klickitat, Skamania & Yakima counties)	<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:**

## Attachment E

### Local Workforce Development Board Membership and Certification

LWDBs must complete one of the two tables below. The information in the appropriate table will be used to certify LWDBs pursuant to WIOA Section 107(c)(2) and in the second and subsequent certifications pursuant to Section 106(e)(2). Data regarding performance and fiscal integrity will be added at the time of certification. The labels in the first column represent minimum criteria for certification. Please add lines as needed.

#### Complete this table for LWDB confirming to WIOA membership criteria

Required categories	Name/Title/Organization*	Nominated by
Business majority (greater than 50% of all members)		
Business	<b>Barb Cosner</b> , Store Manager/A VP, Umpqua Bank	Goldendale Chamber of Commerce
Business	<b>Mark Todd</b> , Mark Todd Consulting	Yakima Chamber of Commerce
Business	<b>Debbie Byrd</b> , Human Resource Leader, Triumph Actuation Systems	Yakima Chamber of Commerce
Business	<b>Dennis Flabetich</b> , Co-Owner, Toni's Creations	Toppenish Chamber of Commerce
Business	<b>Leanne Liddicoat</b> , Co-Owner, 3D Yakima	Yakima Chamber of Commerce
Business	<b>Steve Hart</b> , Owner, Sea Galley Restaurant	Yakima Chamber of Commerce
Business	<b>Travis Piatz</b> , Ross Plant Operations Manager, Tree Top, Inc.	Yakima Chamber of Commerce
Business	<b>Vacant</b>	
Business	<b>Jonathan Smith</b> , President/CEO Yakima County Economic Development Assn.	Yakima Chamber of Commerce
Business	<b>Chelsea Kennedy</b> , Human Resources, Ace Distribution Center	Yakima County Economic Development Association
Workforce (20% of members. Majority must be nominated by organized labor)		
Labor	<b>Leonard Crouch</b> , Secretary/Treasurer Teamsters Local Union #760	Central Labor Council
Labor	<b>Tony Edwards</b> , Representative Pacific Northwest Regional Council of Carpenters	Central Labor Council
K-12 Education	<b>Ric Pilgrim</b> , Asst. Superintendent, ESD #105	ESD #105

Other workforce (Non-Profit)	<b>Vacant</b>	
Education		
Title II Adult Ed	<b>Linda Kaminski</b> , President, Yakima Valley College	Post-Secondary Institution
Higher Education	<b>Cathy Sterbenz</b> , Perry Technical Institution	Post-Secondary Institution
Government		
Wagner-Peyser	<b>Alberto Isiordia</b> , Regional Director, Employment Security Department	State of Washington Employment Security Department
Vocational Rehabilitation	<b>Pablo Villarreal</b> , Supervisor, Division of Vocational Rehabilitation	State of Washington Division of Vocational Rehabilitation
Economic Development	<b>Richard Foster</b> , Klickitat County Economic Development	Economic Development Association
Add more rows if needed		

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

## ATTACHMENT F

### 2020-2024 Local Assurances

Local Workforce Plan Assurances		
<p><i>The State Workforce Board, acting as the Governor's designee for the review and approval of local workforce plans, has granted temporary flexibility to local boards in submitting their PY20 plans because of the COVID-19 emergency. Federal law, however, requires these plans be in place for local boards to receive PY20 formula grant funding, available July 1, 2020.</i></p> <p><i>ESD, in partnership with the State Workforce Board, is offering temporary flexibility to local boards who need to receive funds on July 1, but prior to the review of the approval of their PY20 plan. ESD can offer this flexibility on the condition that specific assurances and documents required by federal law are provided prior to the execution of PY20 formula grants.</i></p> <p><i>Please complete the form below and return the signed and dated copy via email to <a href="mailto:esdgpworkforceinitiatives@esd.wa.gov">esdgpworkforceinitiatives@esd.wa.gov</a>. By signing below, you attest to the best of your knowledge, that this set of assurances is complete and accurate, and is sufficient to meet federal requirements to receive WIOA PY20 formula funds.</i></p>		
Planning Process and Public Comment	References	
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)	<b>X</b>
2. The final local plan is available and accessible to the general public.	Proposed 20 CFR 679.550(b)(5)	<b>X</b>
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	<b>X</b>
Required Policies and Procedures	References	
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	<b>X</b>
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	<b>X</b>
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	<b>X</b>

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	X
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)	X
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	X
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	X
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	X
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.	<a href="#">WorkSource System Policy 1010 Revision 1</a>	X
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	X
14. The local board provides to employers the basic business services outlined in WorkSource System Policy 1014.	WorkSource System Policy 1014	X
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	X
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)	X

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	<b>X</b>
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	<b>X</b>
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	<b>X</b>
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	<b>X</b>
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	<b>X</b>
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	<b>X</b>
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	<b>X</b>
<b>Administration of Funds</b>	<b>References</b>	
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	<b>X</b>



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	<b>X</b>
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	<b>X</b>
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	<b>X</b>
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	<b>X</b>
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	<b>X</b>
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	<b>X</b>
<b>Eligibility</b>	<b>References</b>	
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	<b>X</b>
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	<b>X</b>

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	X
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	X

Signatures	
	
Local Chief Elected Official(s)	Date
	
Local Workforce Development Board Chair	Date

## 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.*

*Please customize this signature page to accommodate your CLEO structure (i.e., local areas that require more than one local chief elected official signature).*

The Local Workforce Development Board for the South Central Workforce Development Area 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.

  
\_\_\_\_\_  
Local Chief Elected Official(s)

10.8.20  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Local Workforce Development Board Chair

10/8/2020  
\_\_\_\_\_  
Date

## Attachment H

### Performance Targets

Following a review of the proportionate adjustment models based on a baseline of state-level performance targets, data supporting the proposed local performance targets, and subsequent discussions with State staffs and local area representatives, we are confirming the final performance targets for Program Year 2020 and 2021 Workforce Innovation and Opportunity Act (WIOA) for the South Central Workforce Development Council as follows:

Program	Performance Measure	2020 Proposed Target	2021 Proposed Target
WIOA Adult	Employment Rate 2 <sup>nd</sup> Quarter After Exit	72.2%	72.2%
WIOA Adult	Employment Rate 4 <sup>th</sup> Quarter After Exit	74.1%	74.1%
WIOA Adult	Median Earnings 2 <sup>nd</sup> Quarter After Exit	\$6,814	\$6,814
WIOA Adult	Credential Attainment Rate 2 <sup>nd</sup> Quarter After Exit	66.4%	66.4%
WIOA Adult	Measurable Skills Gain	50.0%	50.0%
WIOA Dislocated Worker	Employment Rate 2 <sup>nd</sup> Quarter After Exit	75.1%	75.1%
WIOA Dislocated Worker	Employment Rate 4 <sup>th</sup> Quarter After Exit	72.4%	72.4%
WIOA Dislocated Worker	Median Earnings 2 <sup>nd</sup> Quarter After Exit	\$7,775	\$7,775
WIOA Dislocated Worker	Credential Attainment Rate 2 <sup>nd</sup> Quarter After Exit	71.3%	71.3%
WIOA Dislocated Worker	Measurable Skills Gain	50.0%	50.0%
WIOA Youth	Employment Rate 2 <sup>nd</sup> Quarter After Exit	57.5%	57.5%
WIOA Youth	Employment Rate 4 <sup>th</sup> Quarter After Exit	55.8%	55.8%
WIOA Youth	Median Earnings 2 <sup>nd</sup> Quarter After Exit	\$3,233	\$3,233
WIOA Youth	Credential Attainment Rate 2 <sup>nd</sup> Quarter After Exit	66.3%	66.3%
WIOA Youth	Measurable Skills Gain	50.0%	50.0%

## **Attachment I**

### **Public Comment**

Describe the Council's public review and comment process. The description should specify the public comment duration and the various methods used to seek input (e.g., web-posts, newspapers, e-mail, web-posting, events/forums and plan development workgroups. Also include any comments that represent points of disagreement with the plan.

The South Central Workforce Council is using an array of methods to seek out public comment on the Regional/Local Workforce Plan. The public comment period will be for a thirty-day period beginning September 24, 2020 and ending October 23, 2020.

### **PUBLIC COMMENT ON THE SOUTH CENTRAL WORKFORCE COUNCIL 2020-2024 STRATEGIC PLAN**

**Meetings, events, forums and plan development workgroups during the South Central Workforce Council's strategic planning process:**

**September 24, 2020: Posted on SCWDC Website**

**September 28, 2020: Emailed out to the public distribution list.**

**September 30, 2020: Suggested edits from Linda Kaminski regarding Yakima Valley College programs.**

**October 6, 2020: Suggested edits from Alberto Isiordia and Sondra Pieti regarding Employment Security programs, WorkSource and outdated census data.**

## Appendix A - County Profiles

# Kittitas County

### Demographic Information

Age	Kittitas County		Washington State	
Under 5 years	2,090	5.00%	443,807	6.40%
5-9 years	2,160	5.20%	436,666	6.30%
10-14 years	2,097	5.00%	441,813	6.40%
15-19 years	3,601	8.60%	447,691	6.50%
20-24 years	6,989	16.80%	483,342	7.00%
25-34 years	4,940	11.80%	978,547	14.20%
35-44 years	4,222	10.10%	912,504	13.20%
45-54 years	4,887	11.70%	964,381	14.00%
55-59 years	2,497	6.00%	466,693	6.80%
60-64 years	2,541	6.10%	415,188	6.00%
65+	5,681	13.60%	908,491	13.20%
Median Age (years)	32.70		37.40	

Population	Kittitas County		Washington State	
Female 18 years and over	17,078	50.00%	2,679,856	50.50%
Male 18 years and over	17,053	50.00%	2,629,072	49.50%
65 years and over	5,681		908,491	

Race	Kittitas County		Washington State	
White	37,063	88.90%	4,921,929	71.30%
Black or African American	379	0.90%	240,560	3.50%
American Indian and Alaska Native	415	1.00%	82,247	1.20%
Asian	902	2.20%	513,813	7.40%
Hispanic or Latino	3,452	8.30%	809,998	11.70%

Workforce	Kittitas County		Washington State	
Government Workers	5,312	27.50%	535,704	16.50%
Private wage and salary workers	12,539	65%	2,463,783	77.50%

Source:  
American Community Survey 2014

# South Central Workforce Council 2020-2024 Strategic Plan

Self-employed	1,387	7.20%	193,762	6.10%
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Transportation	Kittitas County		Washington State	
Drove alone	13,673	72.30%	2,306,013	72.70%
Carpooled	1,624	8.60%	328,529	10.40%
Walked	1,571	8.30%	110,647	3.50%
Public Transportation	158	0.80%	187,675	5.90%
Mean travel time to work	22.1 Minutes		25.9 Minutes	

	Kittitas County		Washington State	
Total Households	16,753		2,645,396	
Household Size	2.34		2.55	
Average Family Size	2.88		3.13	

Labor Force	Kittitas County		Washington State	
Civilian Labor force	21,267		3,503,337	
Females 16 and over in labor force	10,006	57.20%	1,634,659	59.10%
Females 16 and over employed in labor force	9,170	52.40%	1,493,299	54.00%
Family with children 6-17 with both parents in labor force	3,208	66.00%	684,085	68.00%
Family with children under 6 with both parents in labor force	1,387	58.60%	304,770	59.50%
Unemployment rate, all	9.30%		8.80%	

## Education Information

Education	Kittitas County		Washington State	
Population 25 years and over	24,768		4,645,804	
Less Than 9th Grade	742	3.00%	188,969	4.10%
Not Graduate 9th-12th Grade	1,510	6.10%	267,336	5.80%

Source:  
American Community Survey 2014

# South Central Workforce Council 2020-2024 Strategic Plan

High School Graduate or Equivalent	6,826	27.60%	1,084,143	23.30%
Some College, No Degree	5,492	22.20%	1,155,397	24.90%
Associate Degree	1,773	7.20%	449,245	9.70%
Bachelor's Degree	5,658	22.80%	956,333	20.60%
Graduate or Professional Degree	2,767	11.20%	544,381	11.70%

<b>Kittitas County Adjusted 4-Year Graduation Rate</b>	
School District	Adjusted 4-Year Graduation Rate (Class of 2014)
Cle Elum-Roslyn	81.5%
Easton	50.0%
Ellensburg	81.3%
Kittitas	87.0%
Thorp	57.1%
Mean Graduation Rate	71.4%
Washington State	77.2%

<b>Kittitas County Free or Reduced Price Lunch</b>	
School District	Percentage of students who received Free or Reduced Price Lunch
Cle Elum-Roslyn	40.6%
Damman	0.0%
Easton	63.3%
Ellensburg	38.7%
Kittitas	45.4%
Thorp	62.0%
Mean Rate	41.7%
Washington State	45.0%

Source:  
American Community Survey 2014;  
OSPI Report Card 2014-2015



## Poverty Information

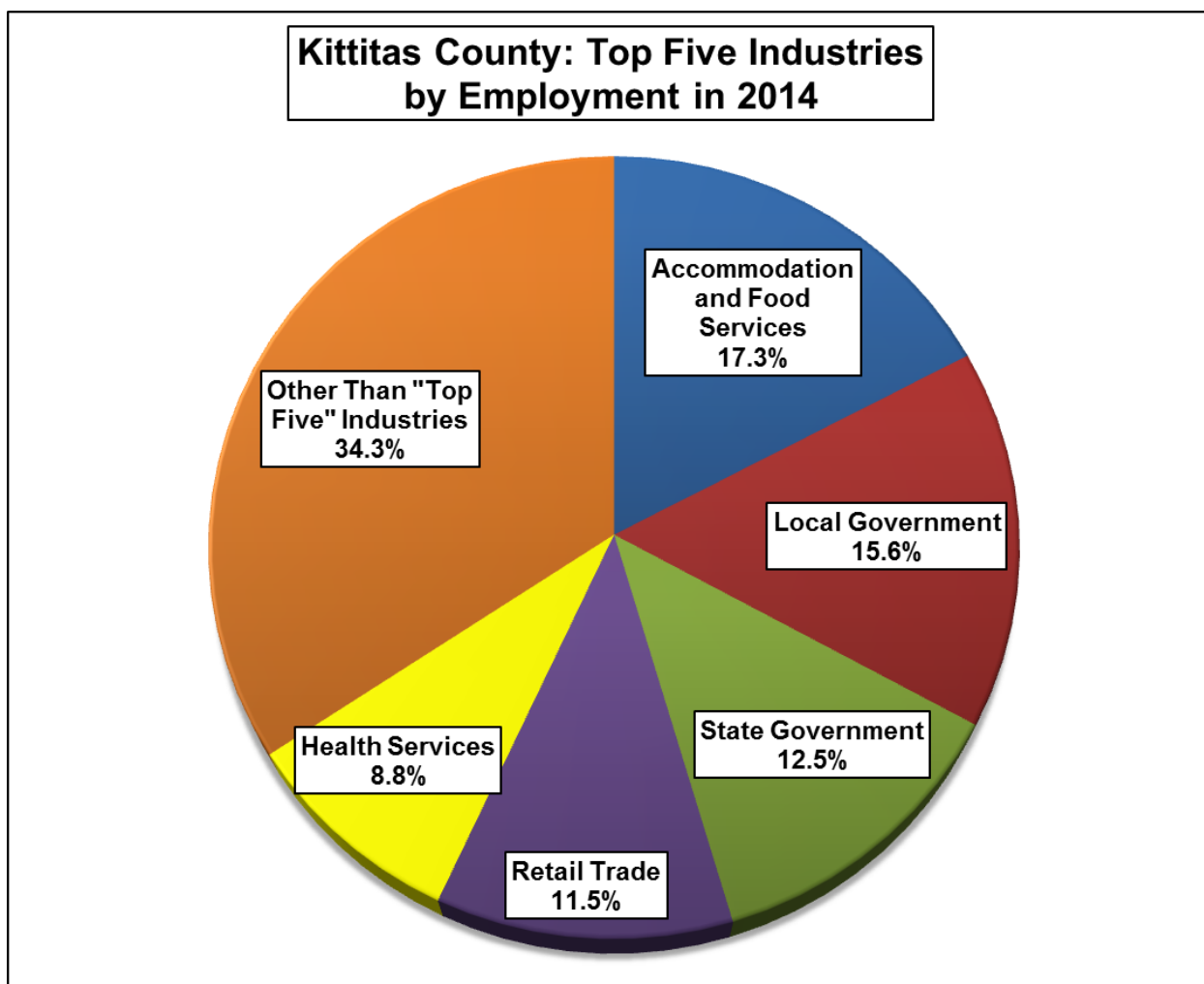
<b>Poverty Rates, Families</b>	Kittitas County	Washington State
All Families	12.10%	9.10%
All families with children under 18	18.20%	14.80%
Married Couple Families	5.00%	4.70%
Married Couple Families with children under 18	6.40%	7.00%
Married Couple Families with children under 5	6.10%	5.80%
Single female families	47.60%	28.30%
single female families with children under 18	50.40%	37.10%
single female families with children under 5	64.80%	45.60%

<b>Poverty Rates, People</b>	Kittitas County	Washington State
People 18-64	26.50%	13.00%
People 65 and older	6.50%	8.00%
All people	22.10%	13.50%
People in families	11.80%	10.40%
People with related children under 18	17.80%	17.60%
People with related children under 5	17.80%	20.30%
People with related children 5-17	17.80%	16.60%
People under 18	18.30%	18.10%
People with unrelated individuals 15 and over	45.60%	25.20%

Source:  
American Community Survey 2014

Updated 10/14/2020

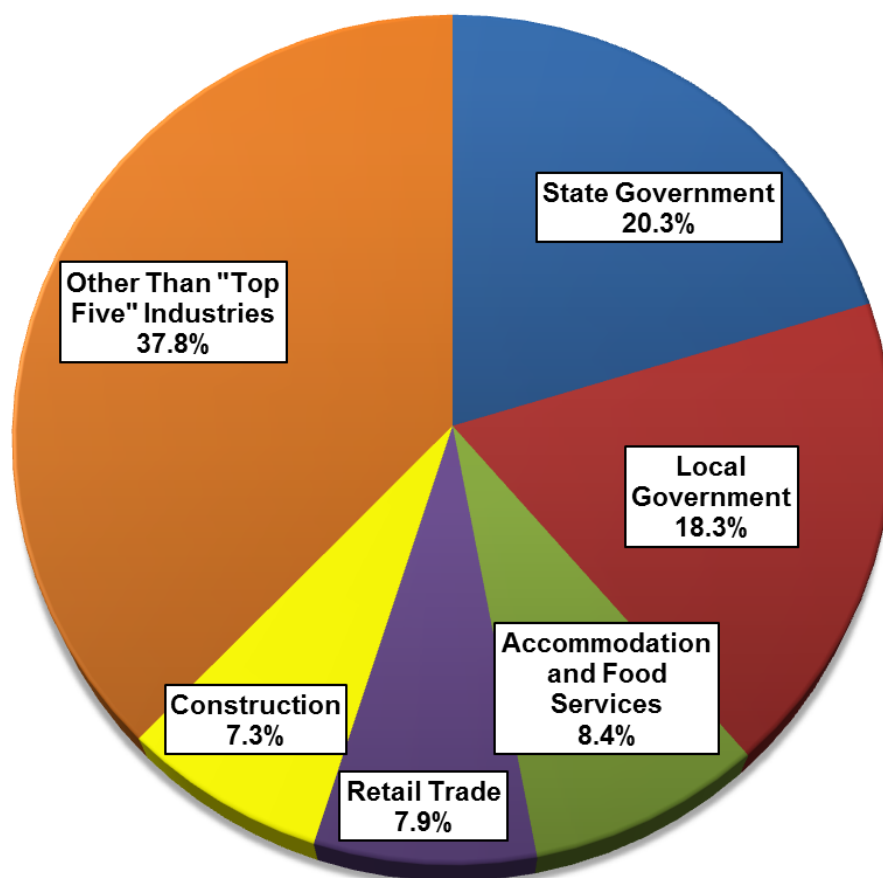
## Economic Information



Kittitas County: Top 5 Industries by Employment in 2014	
Industry	Number of Jobs
Accommodation and Food Services	2,406
Local Government	2,176
State Government	1,734
Retail Trade	1,600
Health Services	1,221
Other Than "Top Five" Industries	4,770
<b>Total Covered Employment</b>	<b>13,907</b>

Source:  
Quarterly Census of Employment and  
Wages, Bureau of Labor Statistics

**Kittitas County: Top Five Industries by Wages in 2014**



**Kittitas County: Top 5 Industries by Wages in 2014**

Industry	Wages (in \$)
State Government	\$99,227,494
Local Government	\$89,645,624
Accommodation and Food Services	\$40,973,893
Retail Trade	\$38,713,420
Health Services	\$35,720,227
Other Than "Top Five" Industries	\$184,542,003
<b>Total Covered Wages</b>	<b>\$488,822,661</b>

Source:  
Quarterly Census of Employment and Wages, Bureau of Labor Statistics

# Klickitat County

## Demographic Information

Age	Klickitat County		Washington State	
Under 5 years	1,116	5.40%	443,807	6.40%
5-9 years	1,371	6.60%	436,666	6.30%
10-14 years	1,255	6.10%	441,813	6.40%
15-19 years	1,122	5.40%	447,691	6.50%
20-24 years	931	4.50%	483,342	7.00%
25-34 years	2,291	11.10%	978,547	14.20%
35-44 years	2,333	11.30%	912,504	13.20%
45-54 years	2,670	12.90%	964,381	14.00%
55-59 years	1,883	9.10%	466,693	6.80%
60-64 years	1,679	8.10%	415,188	6.00%
65+	4,017	19.50%	908,491	13.20%
Median Age	44.3		37.4	

Population	Klickitat County		Washington State	
Female 18 years and over	8,174	50.40%	2,679,856	50.50%
Male 18 years and over	8,059	49.60%	2,629,072	49.50%
65 years and over	4,017		908,491	

Race	Klickitat County		Washington State	
White	17,106	82.80%	4,921,929	71.30%
Black or African American	133	0.60%	240,560	3.50%
American Indian and Alaska Native	581	2.80%	82,247	1.20%
Asian	115	0.60%	513,813	7.40%
Hispanic or Latino	2,394	11.60%	809,998	11.70%

Workforce	Klickitat County		Washington State	
Government Workers	1,669	21.00%	525,704	16.50%
Private wage and salary workers	5,614	70.80%	2,469,783	77.30%
Self-employed	626	7.90%	193,762	6.10%

# South Central Workforce Council 2020-2024 Strategic Plan

<b>Transportation</b>	<b>Klickitat County</b>		<b>Washington State</b>	
Drove alone	5,837	74.70%	2,306,013	72.70%
Carpooled	940	12.00%	328,529	10.40%
Walked	383	4.90%	110,647	3.50%
Public Transportation	0	0.00%	187,675	5.90%
Mean travel time to work	21.6 Minutes		25.9 Minutes	

<b>Household Size</b>	<b>Klickitat County</b>		<b>Washington State</b>	
Total Households	7,959		2,645,396	
Household Size	2.57		2.55	
Average Family Size	3.04		3.13	

<b>Labor Force</b>	<b>Klickitat County</b>		<b>Washington State</b>	
Civilian Labor force	8,598		3,503,337	
Females 16 and over in labor force	3,961	47.20%	1,634,659	59.10%
Females 16 and over employed in labor force	3,961	47.20%	1,493,299	54.00%
Family with children 6-17 with both parents in labor force	1,618	54.10%	684,085	68.00%
Family with children under 6 with both parents in labor force	510	42.20%	304,770	59.50%
Unemployment rate, all	7.80%		8.80%	

Source:  
American Community Survey 2014

## Education Information

Education	Klickitat County		Washington State	
Population 25 years and over	14,873		4,645,804	
Less Than 9th Grade	794	5.30%	188,969	4.10%
Not Graduate 9th-12th Grade	1,079	7.30%	267,336	5.80%
High School Graduate or Equivalent	4,518	30.40%	1,084,143	23.30%
Some College, No Degree	4,256	28.60%	1,155,397	24.90%
Associate Degree	1,157	7.80%	449,245	9.70%
Bachelor's Degree	2,112	14.20%	956,333	20.60%
Graduate or Professional Degree	957	6.40%	544,381	11.70%

Klickitat County Adjusted 4-Year Graduation Rate	
School District	Adjusted 4-Year Graduation Rate (Class of 2014)
Bickleton	100.0%
Glendwood	33.3%
Goldendale	77.8%
Klickitat	57.1%
Lyle	85.7%
Trout Lake	100.0%
White Salmon	79.8%
Wishram	100.0%
Mean Graduation Rate	79.2%
Washington State	77.2%

Source:  
American Community Survey 2014;  
OSPI Report Card 2014-2015

<b>Klickitat County Free or Reduced Price Lunch</b>	
<b>School District</b>	<b>Percentage of students who received Free or Reduced Price Lunch</b>
Bickleton	18.1%
Centerville	42.5%
Glendwood	45.5%
Goldendale	56.2%
Klickitat	54.9%
Lyle	65.0%
Roosevelt	0.0%
Trout Lake	0.0%
White Salmon	47.0%
Wishram	90.0%
Mean Rate	41.9%
Washington State	45.0%

Source:  
OSPI Report Card 2014-2015

## Poverty Information

<b>Poverty Rates, Families</b>	<b>Klickitat County</b>	<b>Washington State</b>
All Families	11.90%	9.10%
All families with children under 18	26.20%	14.80%
Married Couple Families	5.70%	4.70%
Married Couple Families with children under 18	10.70%	7.00%
Married Couple Families with children under 5	0.00%	5.80%
Single female families	52.30%	28.30%
single female families with children under 18	76.30%	37.10%
single female families with children under 5	80.50%	45.60%

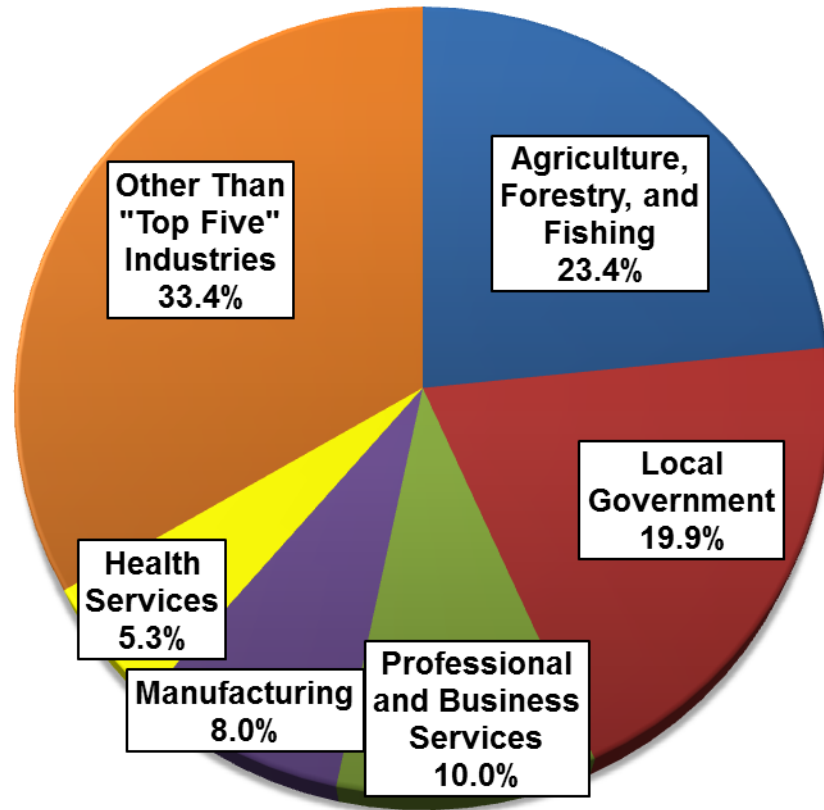
<b>Poverty Rates, People</b>	<b>Klickitat County</b>	<b>Washington State</b>
People 18-64	14.00%	13.00%
People 65 and older	4.00%	8.00%
All people	15.60%	13.50%
People in families	14.40%	10.40%
People with related children under 18	30.10%	17.60%
People with related children under 5	43.70%	20.30%
People with related children 5-17	25.30%	16.60%
People under 18	30.50%	18.10%
People with unrelated individuals 15 and over	20.40%	25.20%

Source:  
American Community Survey 2014



Economic Information

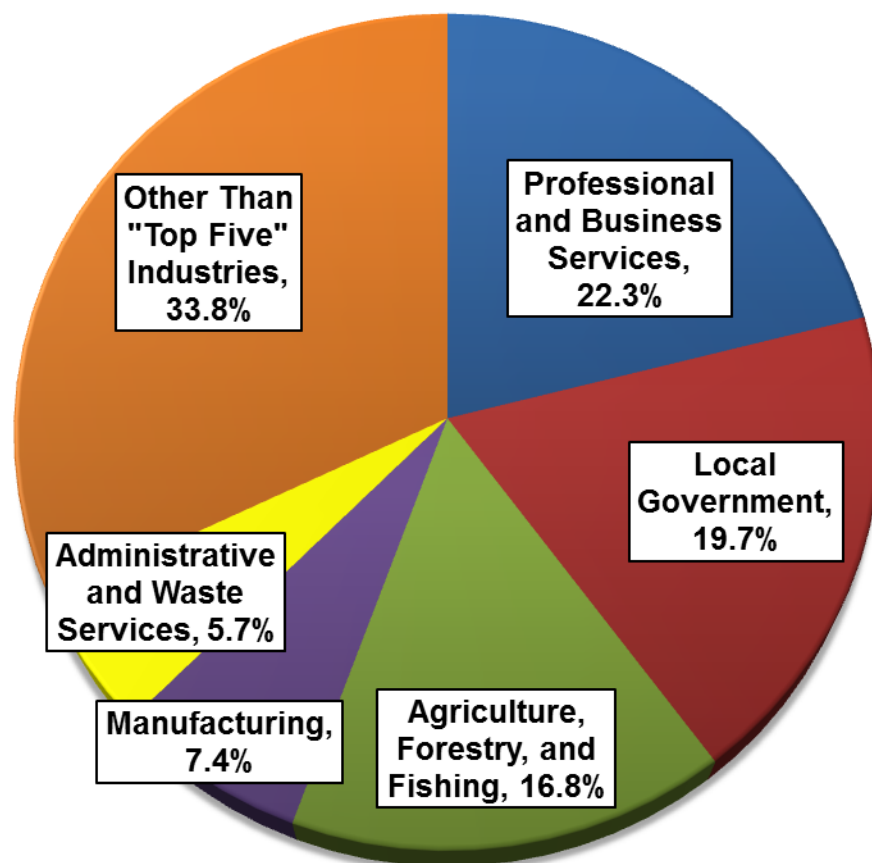
**Klickitat County in 2014: Top Five Industries by Percent of Total Employment**



Klickitat County: Top Five Industries by Employment in 2014	
Industry	Number of Jobs
Agriculture	1,636
Local Government	1,397
Professional and Business Services	700
Manufacturing	562
Health Services	369
Other Than "Top Five" Industries	2,341
<b>Total Covered Employment</b>	<b>7,005</b>

Quarterly Census of  
Employment and Wages,  
Bureau of Labor Statistics

### Klickitat County: Top Five Industries by Percent of Total Wages in 2014



### Klickitat County: Top Five Industries by Wages in 2014

Industry	Wages (in \$)
Professional and Business Services	\$67,153,330
Local Government	\$59,423,688
Agriculture	\$50,699,521
Manufacturing	\$22,204,371
Administrative and Waste Services	\$17,173,272
Other Than "Top Five" Industries	\$101,955,589
<b>Total Covered Wages</b>	<b>\$301,436,499</b>

Source: Quarterly Census of Employment and Wages, Bureau of Labor Statistics

# Skamania County

## Demographic Information

Age	Skamania County		Washington State	
Under 5 years	573	5.10%	443,807	6.40%
5-9 years	769	6.90%	436,666	6.30%
10-14 years	576	5.10%	441,813	6.40%
15-19 years	749	6.70%	447,691	6.50%
20-24 years	548	4.90%	483,342	7.00%
25-34 years	1,058	9.50%	978,547	14.20%
35-44 years	1,318	11.80%	912,504	13.20%
45-54 years	1,844	16.50%	964,381	14.00%
55-59 years	1,025	9.20%	466,693	6.80%
60-64 years	979	8.70%	415,188	6.00%
65+	1,755	15.70%	908,491	13.20%
Median Age	45.0		37.4	

Population	Skamania County		Washington State	
Female 18 years and over	4,366	49.60%	2,679,856	50.50%
Male 18 years and over	4,436	50.40%	2,629,072	49.50%
65 years and over	1,755		908,491	

Race	Skamania County		Washington State	
White	9,917	88.60%	4,921,929	71.30%
Black or African American	63	0.60%	240,560	3.50%
American Indian and Alaska Native	228	2.00%	82,247	1.20%
Asian	131	1.20%	513,813	7.40%
Hispanic or Latino	618	5.50%	809,998	11.70%

Workforce	Skamania County		Washington State	
Government Workers	873	18.70%	525,704	16.50%
Private wage and salary workers	3,475	74.60%	2,469,783	77.30%
Self-employed	299	6.40%	193,762	6.10%

Source:  
American Community Survey 2014

# South Central Workforce Council 2020-2024 Strategic Plan

<b>Transporation</b>	Skamania County		Washington State	
Drove alone	3,487	77.10%	2,306,013	72.70%
Carpooled	432	9.60%	328,529	10.40%
Walked	93	2.10%	110,647	3.50%
Public Transportation	5	0.10%	187,675	5.90%
Mean travel time to work	29 Minutes		25.9 Minutes	

<b>Household Size</b>	Skamania County		Washington State	
Total Households	4,433		2,645,396	
Household Size	2.51		2.55	
Average Family Size	3.15		3.13	

<b>Labor Force</b>	Skamania County		Washington State	
Civilian Labor force	5,204		3,503,337	
Females 16 and over in labor force	2,251	49.50%	1,634,659	59.10%
Females 16 and over employed in labor force	2,026	44.60%	1,493,299	54.00%
Family with children 6-17 with both parents in labor force	941	59.30%	684,085	68.00%
Family with children under 6 with both parents in labor force	313	48.00%	304,770	59.50%
Unemployment rate, all	10.50%		8.80%	

Source:  
American Community Survey  
2014

## Education Information

Education	Skamania County		Washington State	
Population 25 years and over	7,979		4,645,804	
Less Than 9th Grade	220	2.80%	188,969	4.10%
Not Graduate 9th-12th Grade	552	6.90%	267,336	5.80%
High School Graduate or Equivalent	2,288	28.70%	1,084,143	23.30%
Some College, No Degree	2,549	31.90%	1,155,397	24.90%
Associate Degree	659	8.30%	449,245	9.70%
Bachelor's Degree	1,057	13.20%	956,333	20.60%
Graduate or Professional Degree	654	8.20%	544,381	11.70%

Skamania County Adjusted 4-Year Graduation Rate	
School District	Adjusted 4-Year Graduation Rate (Class of 2014)
Stevenson-Carson	77.0%
Mean Graduation Rate	77.0%
Washington State	77.2%

Skamania County Free or Reduced Price Lunch	
School District	Percentage of students who received Free or Reduced Price Lunch
Mill A	57.9%
Mount Pleasant	10.9%
Skamania	60.0%
Stevenson-Carson	52.8%
Mean Rate	45.4%
Washington State	45.0%

Source:  
American Community Survey 2014;  
OSPI Report Card 2014-2015

## Poverty Information

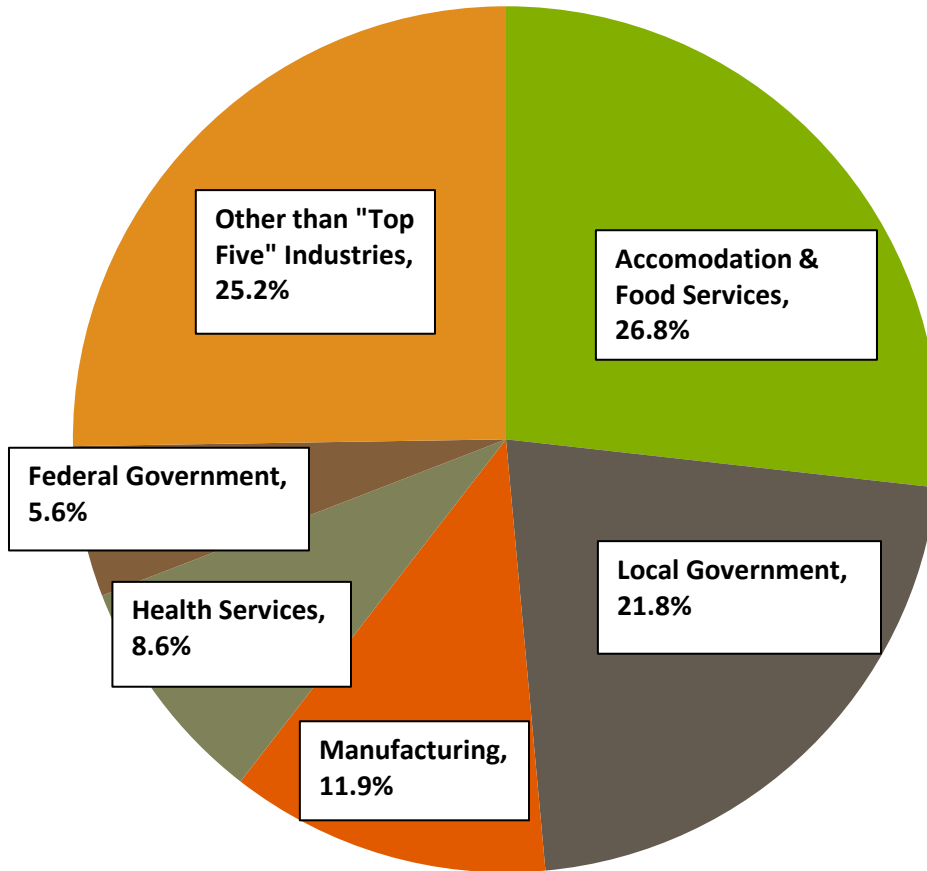
<b>Poverty Rates, Families</b>	<b>Skamania County</b>	<b>Washington State</b>
All Families	9.80%	9.10%
All families with children under 18	14.20%	14.80%
Married Couple Families	4.20%	4.70%
Married Couple Families with children under 18	4.70%	7.00%
Married Couple Families with children under 5	7.30%	5.80%
Single female families	37.00%	28.30%
single female families with children under 18	48.30%	37.10%
single female families with children under 5	88.60%	45.60%

<b>Poverty Rates, People</b>	<b>Skamania County</b>	<b>Washington State</b>
People 18-64	14.60%	13.00%
People 65 and older	9.00%	8.00%
All people	13.60%	13.50%
People in families	9.60%	10.40%
People with related children under 18	13.80%	17.60%
People with related children under 5	29.20%	20.30%
People with related children 5-17	9.20%	16.60%
People under 18	14.10%	18.10%
People with unrelated individuals 15 and over	31.10%	25.20%

Source:  
American Community Survey 2014

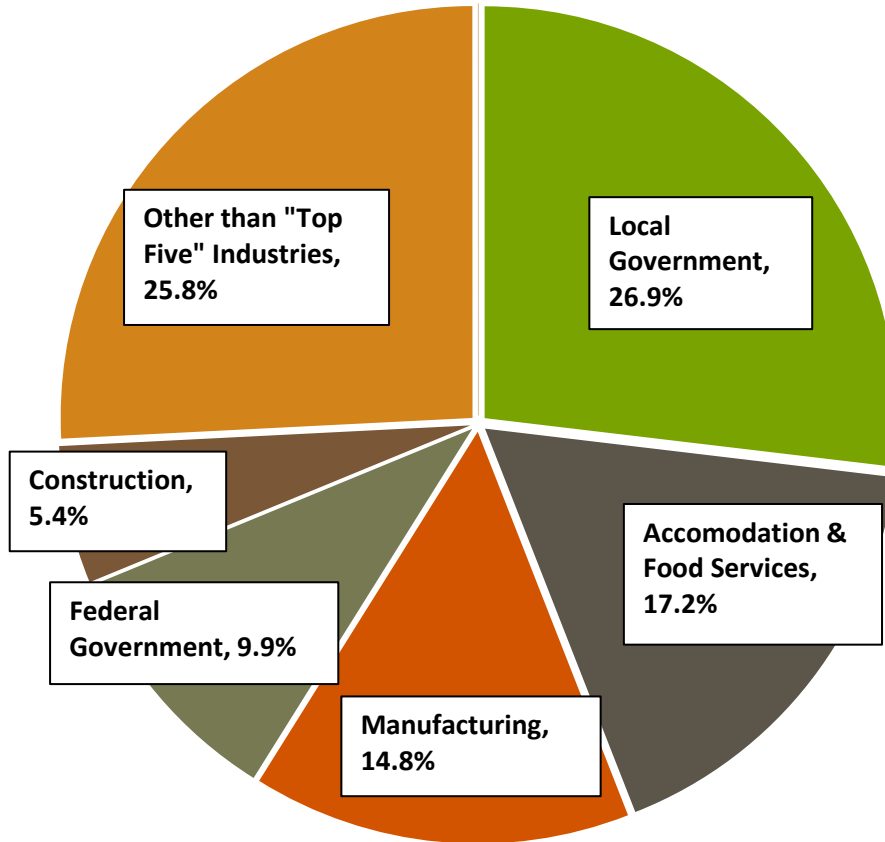
Economic Information

**Skamania County: Top Five Industries by Percent of Total Employment in 2014**



Skamania County: Top Five Industries by Employment in 2014	
Industry	Number of Jobs
Accommodation and Food Services	562
Local Government	457
Manufacturing	251
Health Services	181
Federal Government	118
Other Than "Top Five" Industries	530
<b>Total Covered Employment</b>	<b>2,099</b>

### Skamania County: Top Five Industries by Percent of Total Wages in 2014



Skamania County: Top Five Industries by Wages in 2014	
Industry	Total Wages
Local Government	\$19,176,294
Accommodation and Food Services	\$12,248,300
Manufacturing	\$10,594,760
Federal Government	\$7,047,311
Construction	\$3,862,686
Other than "Top Five" Industries	\$18,401,016
<b>Total Covered Wages</b>	<b>\$71,330,367</b>



# Yakima County

## Demographic Information

Age	Yakima County		Washington State	
Under 5 years	21,314	8.70%	443,807	6.40%
5-9 years	21,243	8.60%	436,666	6.30%
10-14 years	19,865	8.10%	441,813	6.40%
15-19 years	19,163	7.80%	447,691	6.50%
20-24 years	17,568	7.10%	483,342	7.00%
25-34 years	32,201	13.10%	978,547	14.20%
35-44 years	29,518	12.00%	912,504	13.20%
45-54 years	29,433	11.90%	964,381	14.00%
55-59 years	14,435	5.90%	466,693	6.80%
60-64 years	11,820	4.80%	415,188	6.00%
65+	29,842	12.10%	908,491	13.20%
Median Age	32.4		37.4	

Population	Yakima County		Washington State	
Female 18 years and over	86,808	50.40%	2,679,856	50.50%
Male 18 years and over	85,399	49.60%	2,629,072	49.50%
65 years and over	29,842		908,491	

Race	Yakima County		Washington State	
White	113,854	46.20%	4,921,929	71.30%
Black or African American	1,597	0.60%	240,560	3.50%
American Indian and Alaska Native	8,889	3.60%	82,247	1.20%
Asian	2,276	0.90%	513,813	7.40%
Hispanic or Latino	114,531	46.50%	809,998	11.70%

Workforce	Yakima County		Washington State	
Government Workers	15,169	15.10%	525,704	16.50%
Private wage and salary workers	79,814	79.70%	2,469,783	77.30%
Self-employed	4,928	4.90%	193,762	6.10%

Source:  
American Community Survey 2014

# South Central Workforce Council 2020-2024 Strategic Plan

<b>Transporation</b>	<b>Yakima County</b>		<b>Washington State</b>	
Drove alone	77,322	79.00%	2,306,013	72.70%
Carpooled	13,255	13.50%	328,529	10.40%
Walked	1,701	1.70%	110,647	3.50%
Public Transportation	941	1.00%	187,675	5.90%
Mean travel time to work	19.7 Minutes		25.9 Minutes	

<b>Household Size</b>	<b>Yakima County</b>		<b>Washington State</b>	
Total Households	79,717		2,645,396	
Average Household Size	3.04		2.55	
Average Family Size	3.57		3.13	

<b>Labor Force</b>	<b>Yakima County</b>		<b>Washington State</b>	
Civilian Labor force	111,271		3,503,337	
Females 16 and over in labor force	50,960	56.40%	1,634,659	59.10%
Females 16 and over employed in labor force	45,983	50.90%	1,493,299	54.00%
Family with children 6-17 with both parents in labor force	32,832	70.60%	684,085	68.00%
Family with children under 6 with both parents in labor force	15,206	63.10%	304,770	59.50%
Unemployment rate, all	10.00%		8.80%	

Source:  
American Community Survey  
2014

## Education Information

Education	Yakima County		Washington State	
Population 25 years and over	147,249		4,645,804	
Less Than 9th Grade	24,953	16.90%	188,969	4.10%
Not Graduate 9th-12th Grade	16,989	11.50%	267,336	5.80%
High School Graduate or Equivalent	39,451	26.80%	1,084,143	23.30%
Some College, No Degree	31,541	21.40%	1,155,397	24.90%
Associate Degree	10,974	7.40%	449,245	9.70%
Bachelor's Degree	14,734	10.00%	956,333	20.60%
Graduate or Professional Degree	8,607	5.80%	544,381	11.70%

Yakima County Adjusted 4-Year Graduation Rate	
School District	Adjusted 4-Year Graduation Rate (Class of 2014)
East Valley	84.7%
Grandview	66.8%
Granger	78.0%
Highland	78.9%
Mabton	72.1%
Mount Adams	59.7%
Naches Valley	87.9%
Selah	79.8%
Sunnyside	84.7%
Toppenish	46.8%
Wapato	69.6%
West Valley	79.8%
Yakima	63.3%
Zillah	91.9%
Mean Graduation Rate	74.6%
Washington State	77.2%

Source:  
American Community Survey 2014;  
OSPI Report Card 2014-2015

<b>Yakima County Free or Reduced Price Lunch</b>	
School District	Percentage of Students who received Free or Reduced Price Lunch
East Valley	57.6%
Grandview	70.0%
Granger	87.2%
Highland	78.0%
Mabton	83.8%
Mount Adams	66.6%
Naches Valley	44.2%
Selah	49.4%
Sunnyside	81.6%
Toppenish	81.5%
Union Gap	86.0%
Wapato	89.9%
West Valley	42.7%
Yakima	82.1%
Zillah	55.3%
Mean Rate	70.4%
Washington State	45.0%

Source:  
OSPI Report Card 2014-2015

## Poverty Information

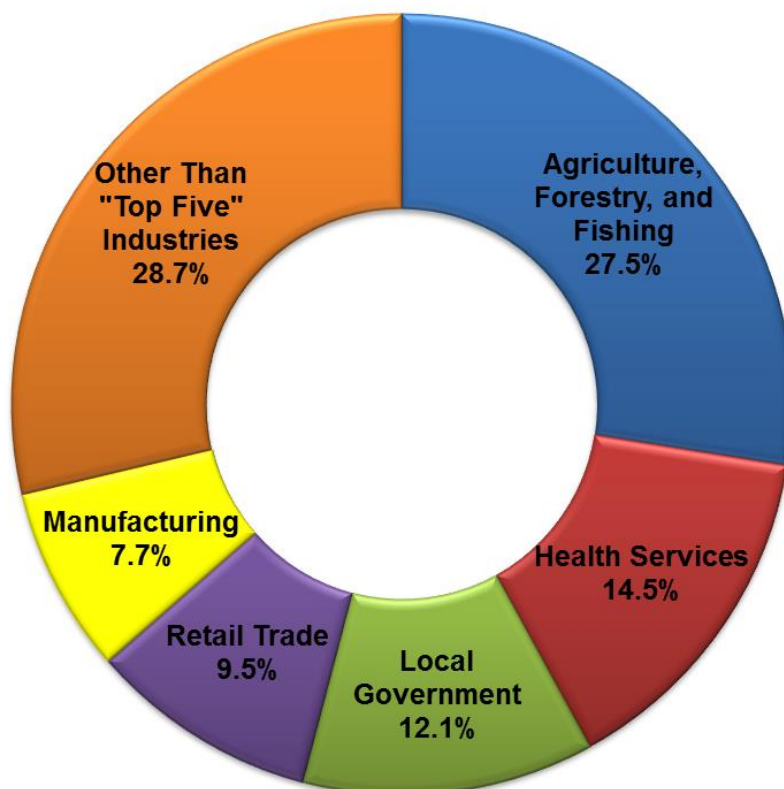
<b>Poverty Rates, Families</b>	<b>Yakima County</b>	<b>Washington State</b>
All Families	17.70%	9.10%
All families with children under 18	26.30%	14.80%
Married Couple Families	9.70%	4.70%
Married Couple Families with children under 18	16.10%	7.00%
Married Couple Families with children under 5	12.70%	5.80%
Single female families	41.00%	28.30%
single female families with children under 18	47.10%	37.10%
single female families with children under 5	54.90%	45.60%

<b>Poverty Rates, People</b>	<b>Yakima County</b>	<b>Washington State</b>
People 18-64	20.10%	13.00%
People 65 and older	10.20%	8.00%
All people	22.50%	13.50%
People in families	21.20%	10.40%
People with related children under 18	31.80%	17.60%
People with related children under 5	36.10%	20.30%
People with related children 5-17	30.00%	16.60%
People under 18	32.00%	18.10%
People with unrelated individuals 15 and over	30.10%	25.20%

Source:  
American Community Survey 2014

## Economic Information

**Yakima County:  
Top Five Industries by Employment in 2014**



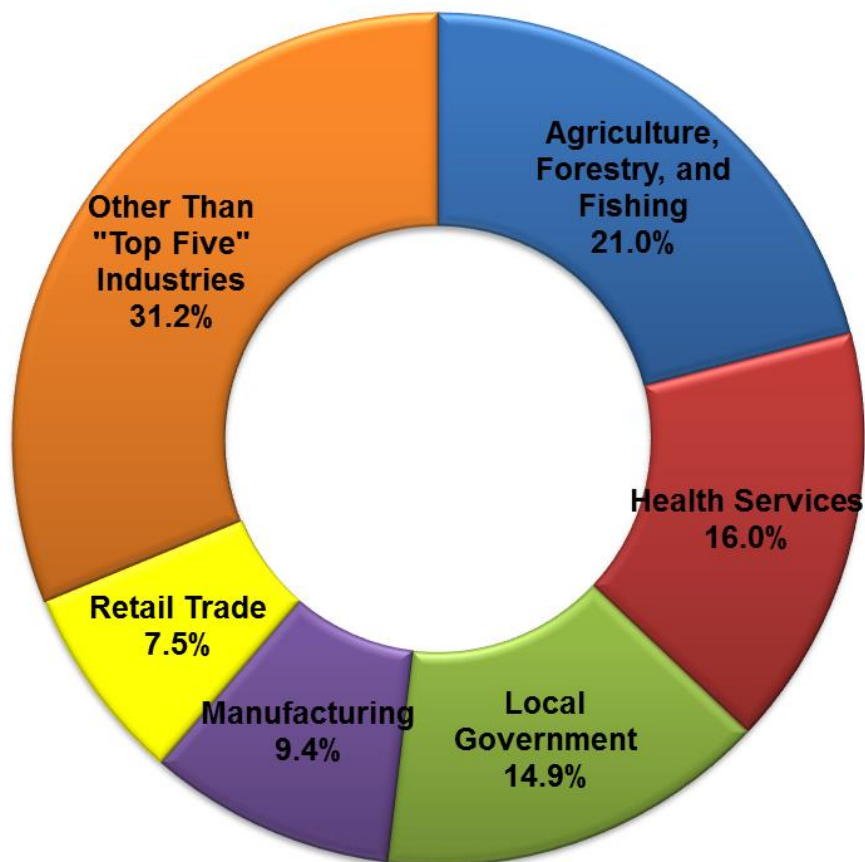
**Yakima County: Top Five Industries  
by Employment in 2014**

Industry	Number of Jobs
Agriculture, Forestry, and Fishing	29,331
Health Services	15,456
Local Government	12,896
Retail Trade	10,103
Manufacturing	8,216
Other Than "Top Five" Industries	30,611
<b>Total Covered Employment</b>	<b>106,613</b>

Source: Quarterly Census of  
Employment and Wages,  
Bureau of Labor Statistics

Updated 10/14/2020

**Yakima County:  
Top Five Industries by Wages in 2014**

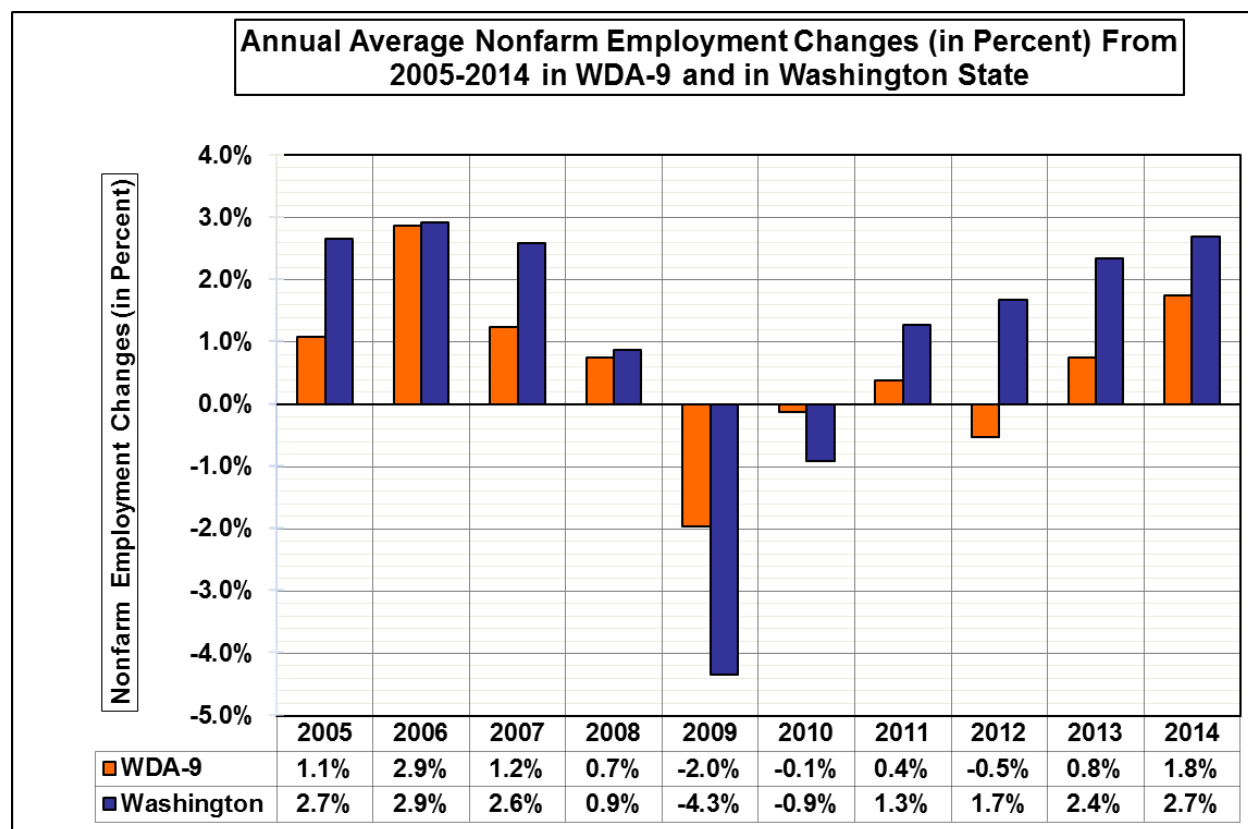


**Yakima County: Top Five Industries  
by Wages in 2014**

Industry	Number of Jobs
Agriculture, Forestry, and Fishing)	\$775,183,033
Health Services	\$592,111,640
Local Government	\$548,775,275
Manufacturing	\$347,502,709
Retail Trade	\$276,141,632
Other Than "Top Five" Industries	\$1,152,116,174
<b>Total Covered Wages</b>	<b>\$3,691,830,463</b>

Source: Quarterly Census of  
Employment and Wages,  
Bureau of Labor Statistics

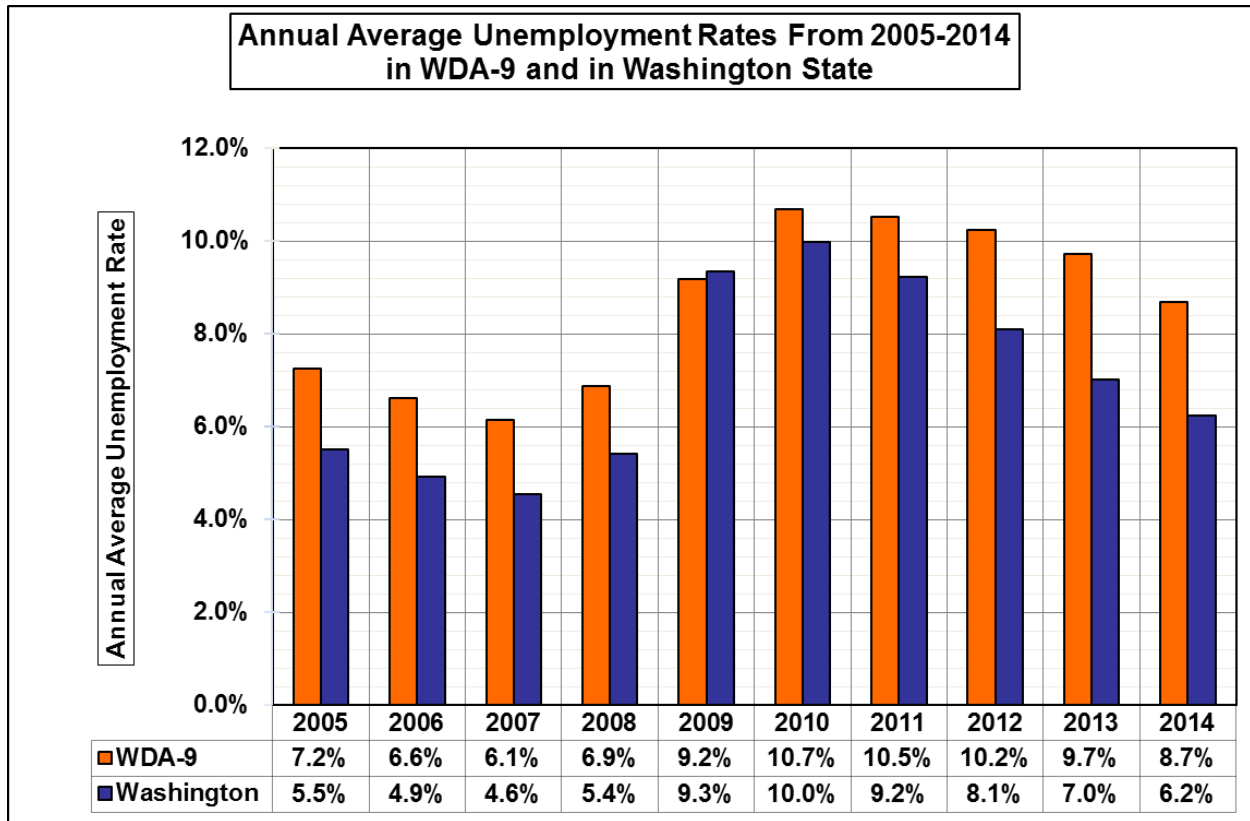
# Nonfarm Employment WDA-9



Source: Quarterly Census of Employment and Wages, Bureau of Labor Statistics; Washington State Employment Security Department



# Unemployment WDA-9



Source: Quarterly Census of Employment and Wages, Bureau of Labor Statistics; Washington State Employment Security Department

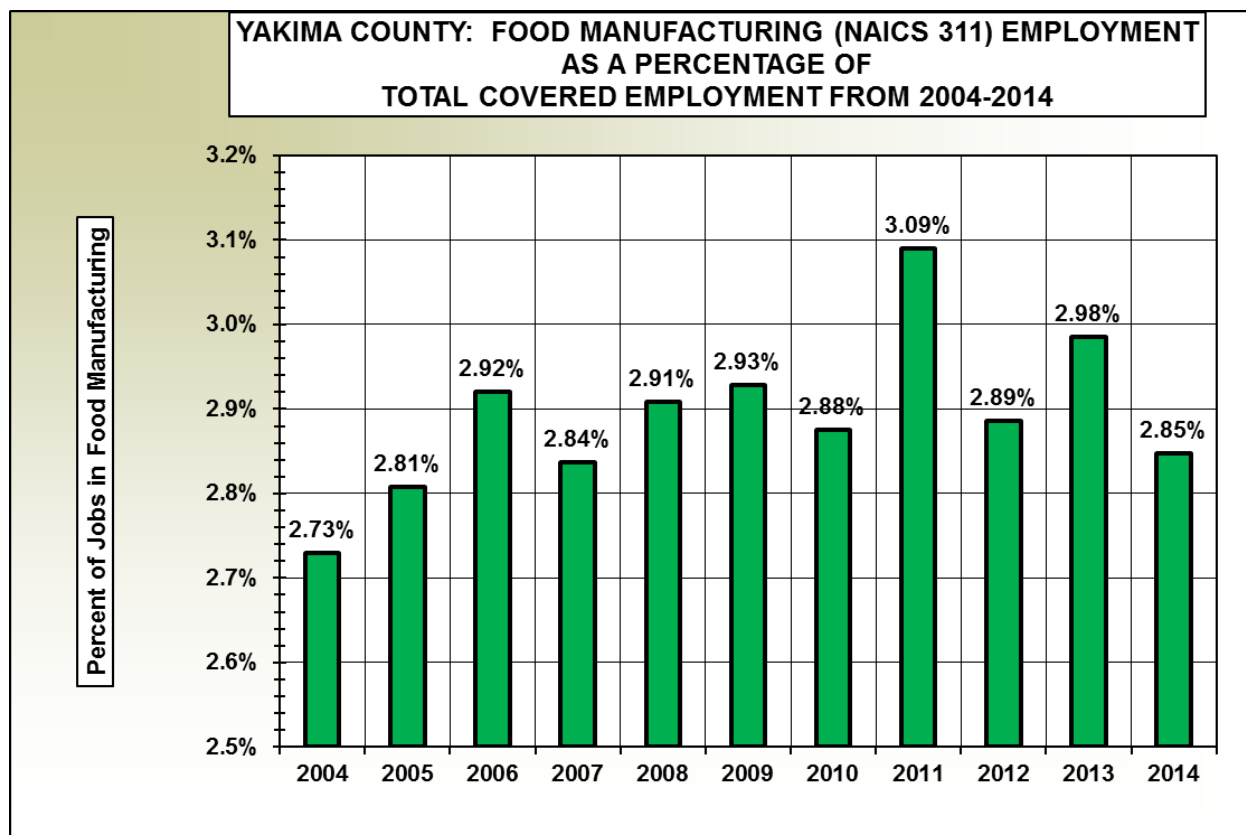
## Appendix B - Sector and Industry Data

(Information provided by Labor Market and Economic Analysis  
Washington State Employment Security Department)

Strategic Industry Sectors in the South Central Workforce Development Area (WDA-9) [as of 2 May 2016]		
	Industry	NAICS
1	Agriculture	
	a. Food Processing	311
	b. Crop Production	111
	c. Agricultural Support	115
2	Health Care	62
3	Manufacturing	
	a. Plastics & Rubber Products Mfg	326
	b. Fabricated & Metal Products Mfg	332
4	Warehousing & Distribution	
	a. Truck Transportation	484
	b. Warehousing & Storage	493
5	Construction	23

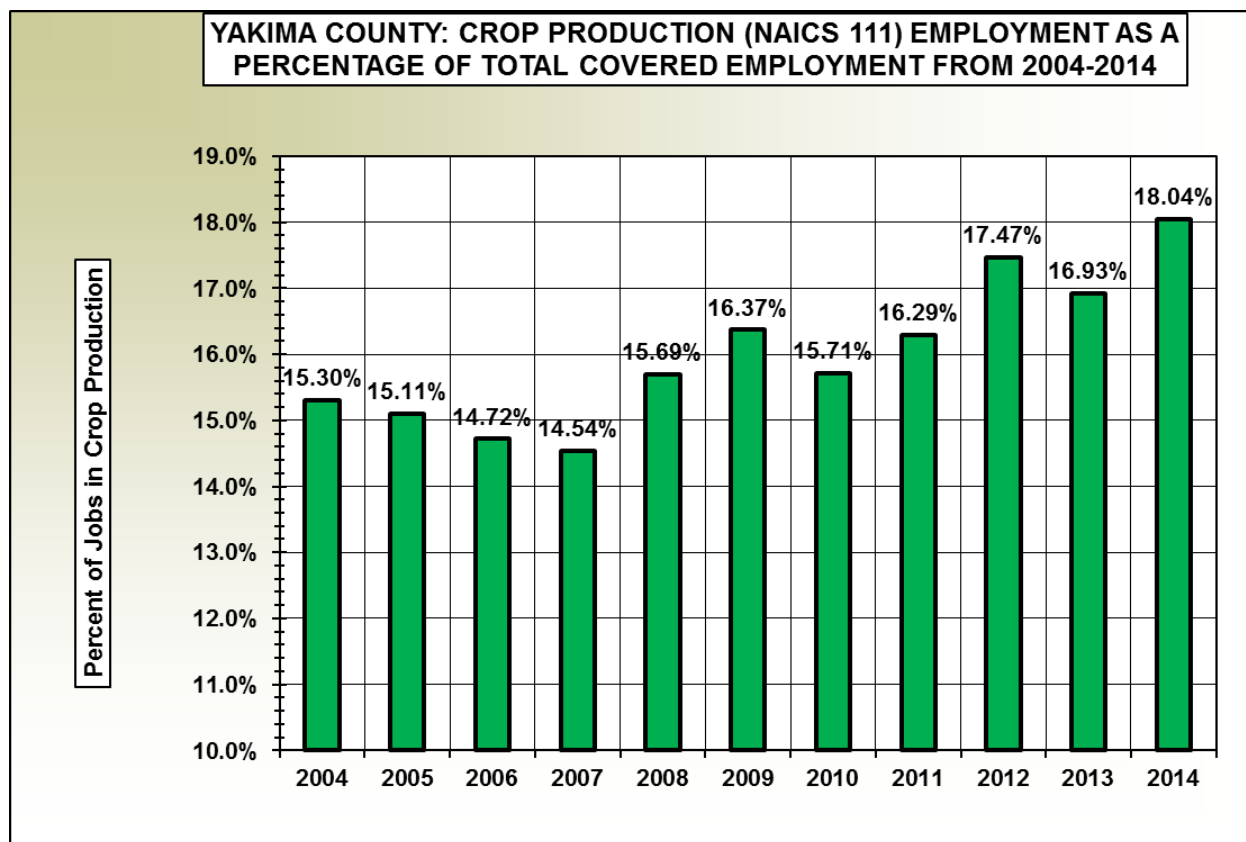
Total Covered Employment in Kittitas, Klickitat, Skamania, and Yakima Counties and in the South Central Workforce Development Area (WDA-9) in 2014		
Area	Annual Avg Employment in 2014 (in jobs)	Percent of Employment in WDA-9 (by County)
Kittitas County	13,907	10.7%
Klickitat County	7,005	5.4%
Skamania County	2,099	1.6%
Yakima County	106,613	82.2%
South Central WDA	129,624	100.0%

## Agriculture and Food Processing



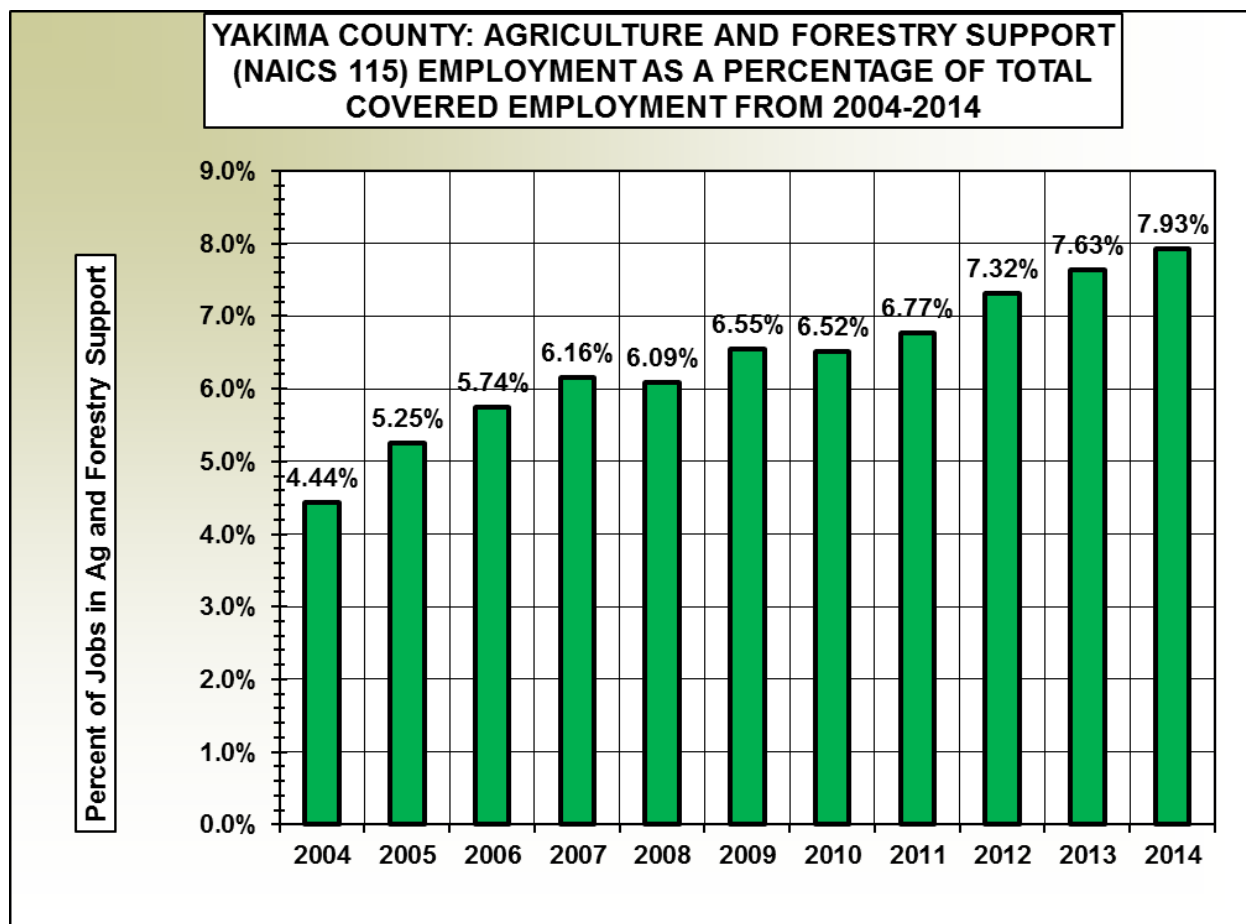
Yakima County Food Manufacturing (NAICS 311) Employment as a Percentage of Total Covered Employment from 2004-2014											
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Food Manufacturing	2,566	2,675	2,871	2,812	2,941	2,955	2,874	3,129	2,965	3,092	3,036
Total Covered Employment	93,988	95,251	98,298	99,135	101,084	100,894	99,953	101,249	102,748	103,585	106,613
Percent of Jobs in Food Manufacturing	2.73%	2.81%	2.92%	2.84%	2.91%	2.93%	2.88%	3.09%	2.89%	2.98%	2.85%

## Agriculture and Food Processing (Continued)



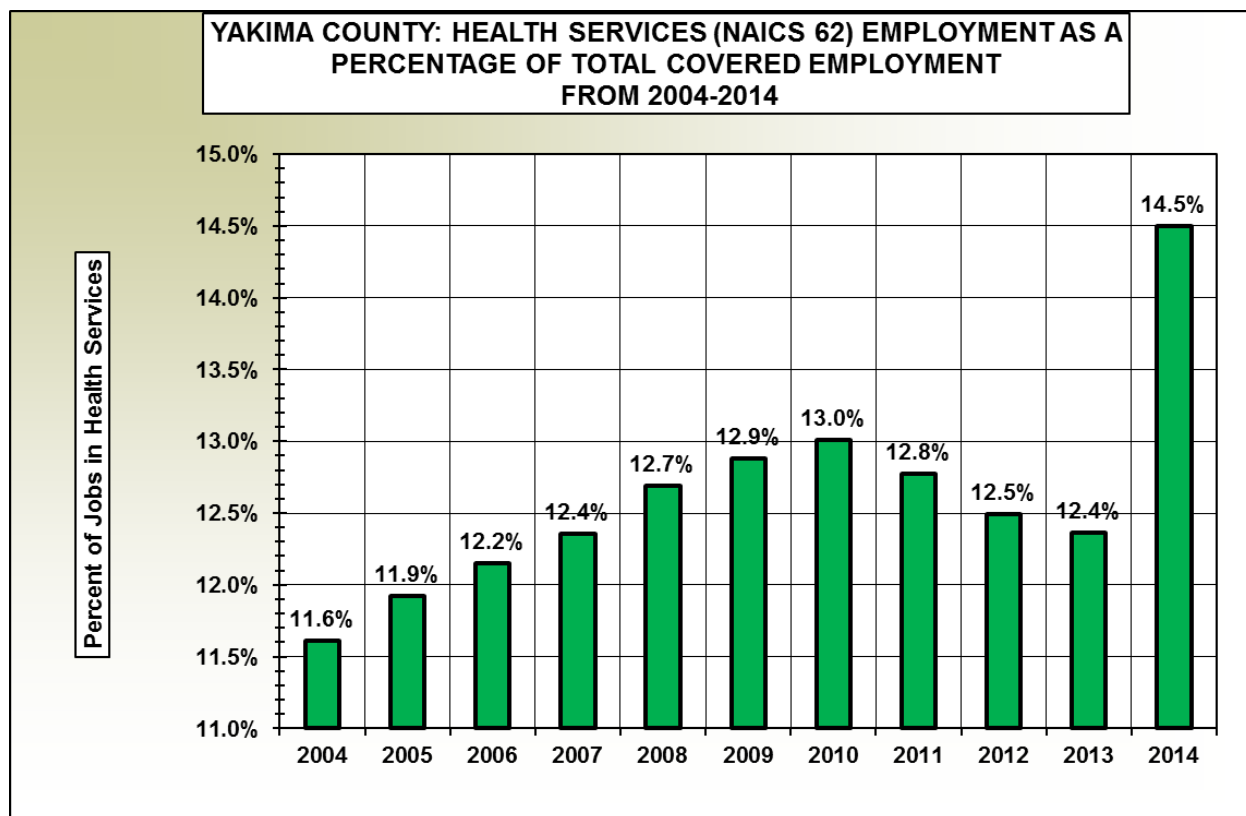
Yakima County Crop Production (NAICS 111) Employment as a Percentage of Total Covered Employment from 2004-2014											
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Crop Production	14,381	14,390	14,466	14,417	15,863	16,515	15,705	16,493	17,949	17,535	19,238
Total Covered Employment	93,988	95,251	98,298	99,135	101,084	100,894	99,953	101,249	102,748	103,585	106,613
Percent of Jobs in Crop Production	15.30%	15.11%	14.72%	14.54%	15.69%	16.37%	15.71%	16.29%	17.47%	16.93%	18.04%

## Agriculture and Food Processing (Continued)



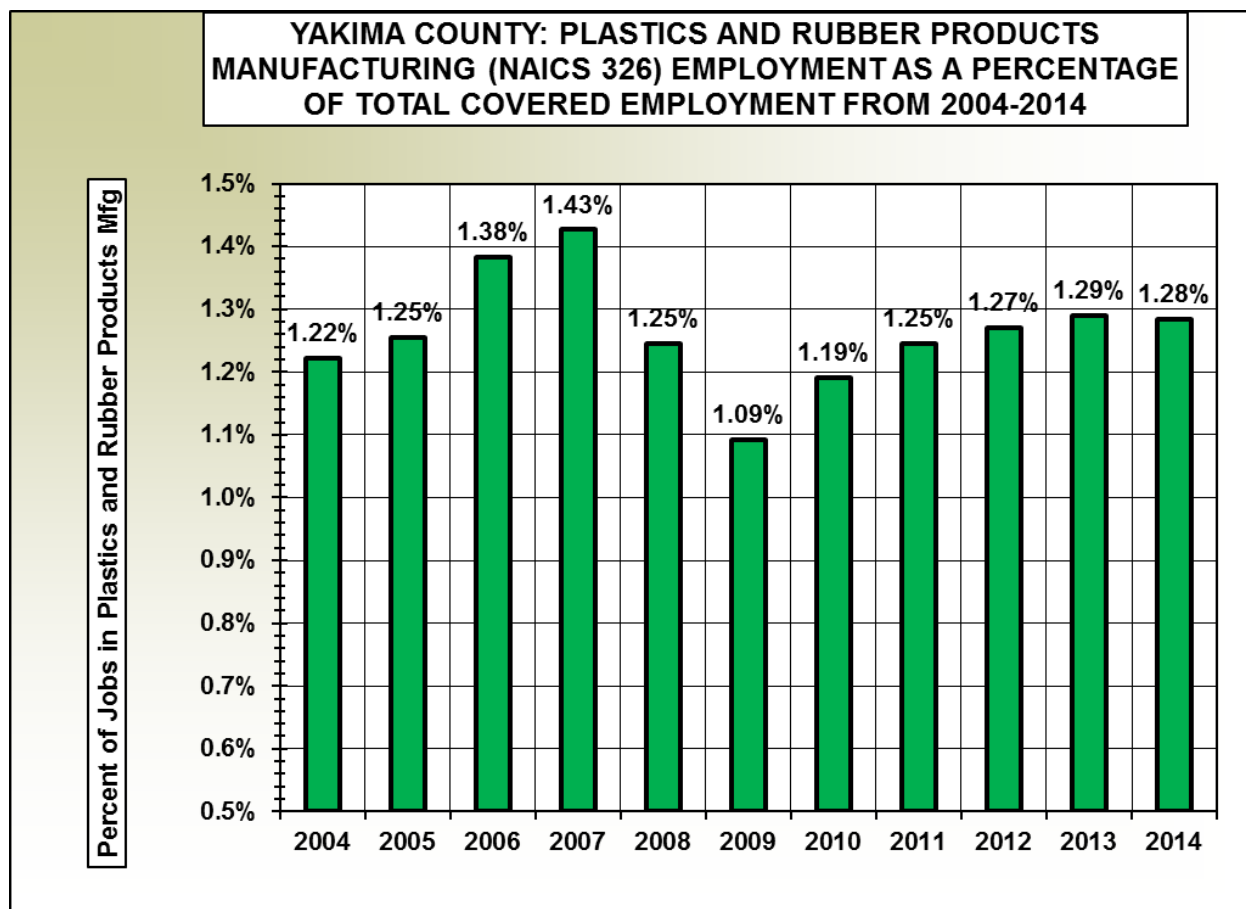
Yakima County Agriculture and Forestry Support (NAICS 115) Employment as a Percentage of Total Covered Employment from 2004-2014											
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Agriculture and Forestry Support Activities	4,174	5,001	5,641	6,107	6,152	6,604	6,514	6,854	7,520	7,903	8,455
Total Covered Employment	93,988	95,251	98,298	99,135	101,084	100,894	99,953	101,249	102,748	103,585	106,613
Percent of Jobs in Agriculture and Forestry Support Activities	4.44%	5.25%	5.74%	6.16%	6.09%	6.55%	6.52%	6.77%	7.32%	7.63%	7.93%

## Health Care



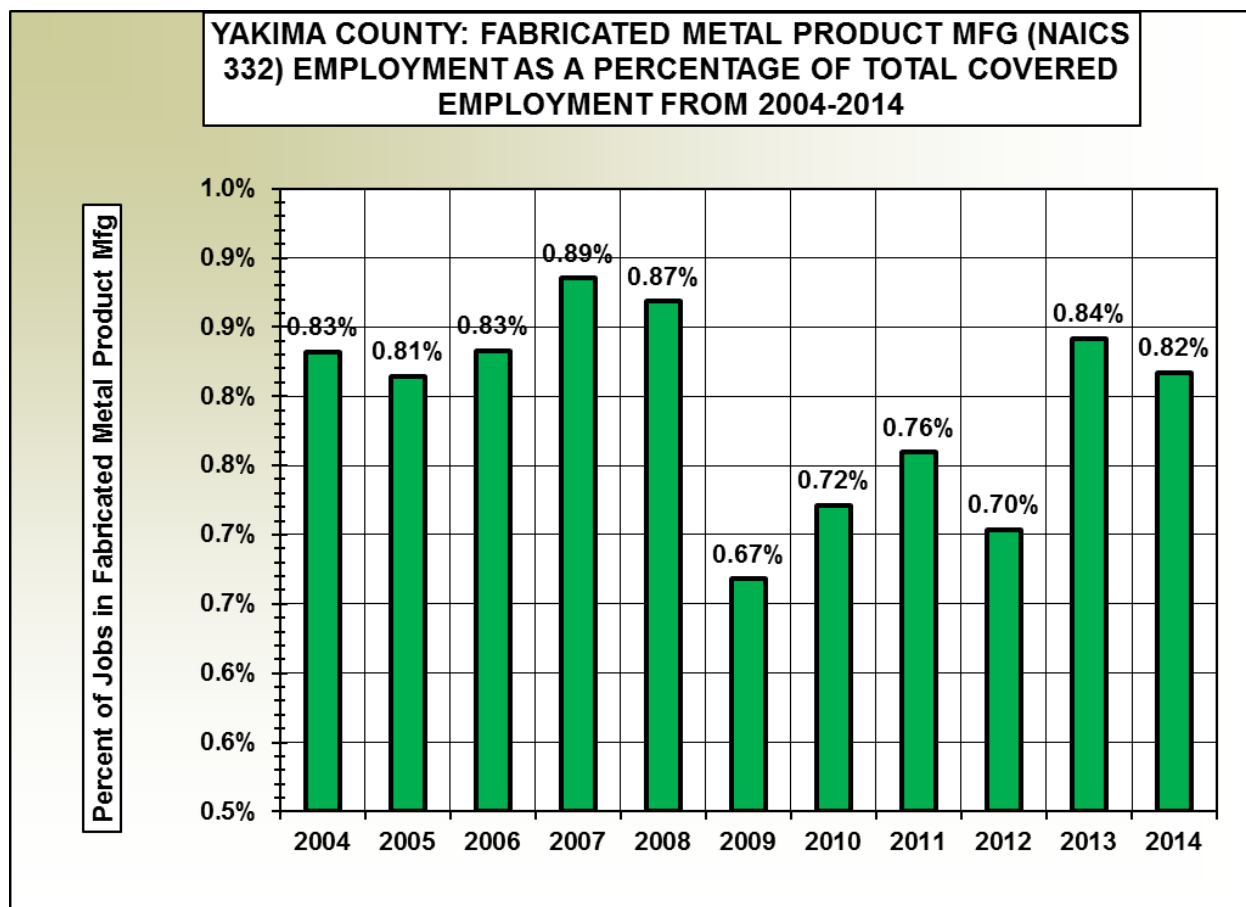
Yakima County Health Services (NAICS 62) Employment as a Percentage of Total Covered Employment from 2004-2014											
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Health Services	10,914	11,355	11,944	12,248	12,828	12,993	13,002	12,934	12,837	12,807	15,456
Total Covered Employment	93,988	95,251	98,298	99,135	101,084	100,894	99,953	101,249	102,748	103,585	106,613
Percent of Jobs in Health Services	11.60%	11.90%	12.20%	12.40%	12.70%	12.90%	13.00%	12.80%	12.50%	12.40%	14.50%

## Manufacturing



Yakima County Plastics and Rubber Products Manufacturing (NAICS 326) Employment as a Percentage of Total Covered Employment from 2004-2014											
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Plastics and Rubber Products Manufacturing	1,149	1,195	1,360	1,414	1,259	1,102	1,190	1,261	1,306	1,336	1,369
Total Covered Employment	93,988	95,251	98,298	99,135	101,084	100,894	99,953	101,249	102,748	103,585	106,613
Percent of Jobs in Plastics and Rubber Products Mfg	1.22%	1.25%	1.38%	1.43%	1.25%	1.09%	1.19%	1.25%	1.27%	1.29%	1.28%

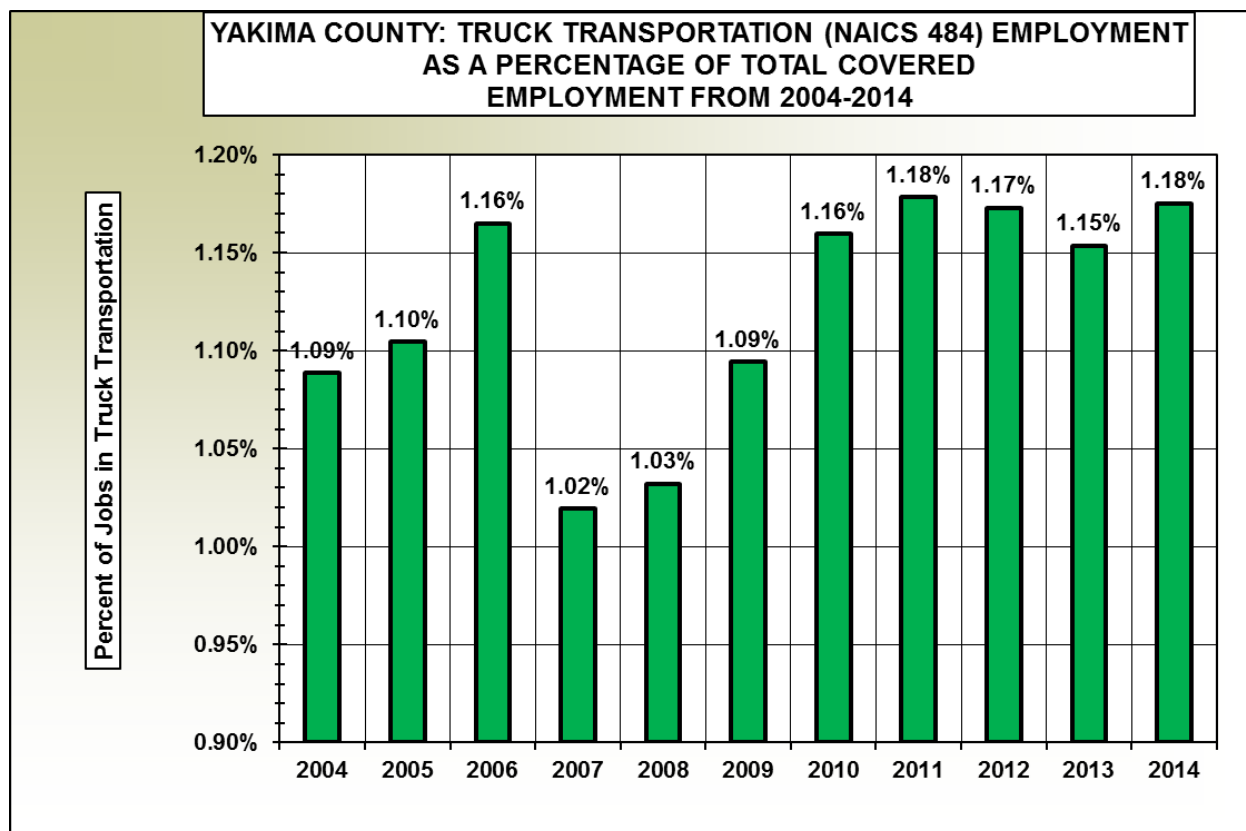
## Manufacturing (Continued)



Yakima County Fabricated Metal Product MFG (NAICS 332) Employment as a Percentage of Total Covered Employment											
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Fabricated Metal Product Manufacturing	782	776	819	878	878	674	721	769	723	872	871
Total Covered Employment	93,988	95,251	98,298	99,135	101,084	100,894	99,953	101,249	102,748	103,585	106,613
Percent of Jobs in Fabricated Metal Product Mfg	0.83%	0.81%	0.83%	0.89%	0.87%	0.67%	0.72%	0.76%	0.70%	0.84%	0.82%

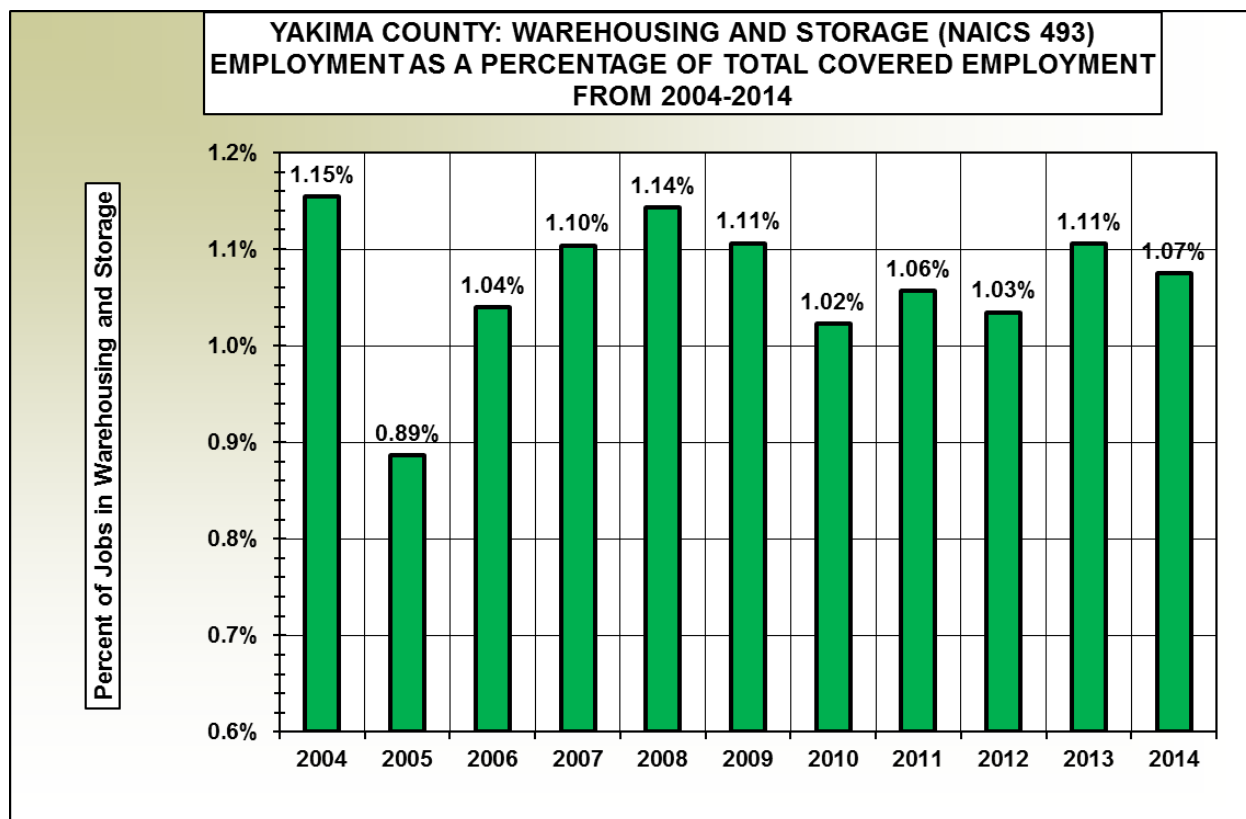


## Warehousing & Distribution



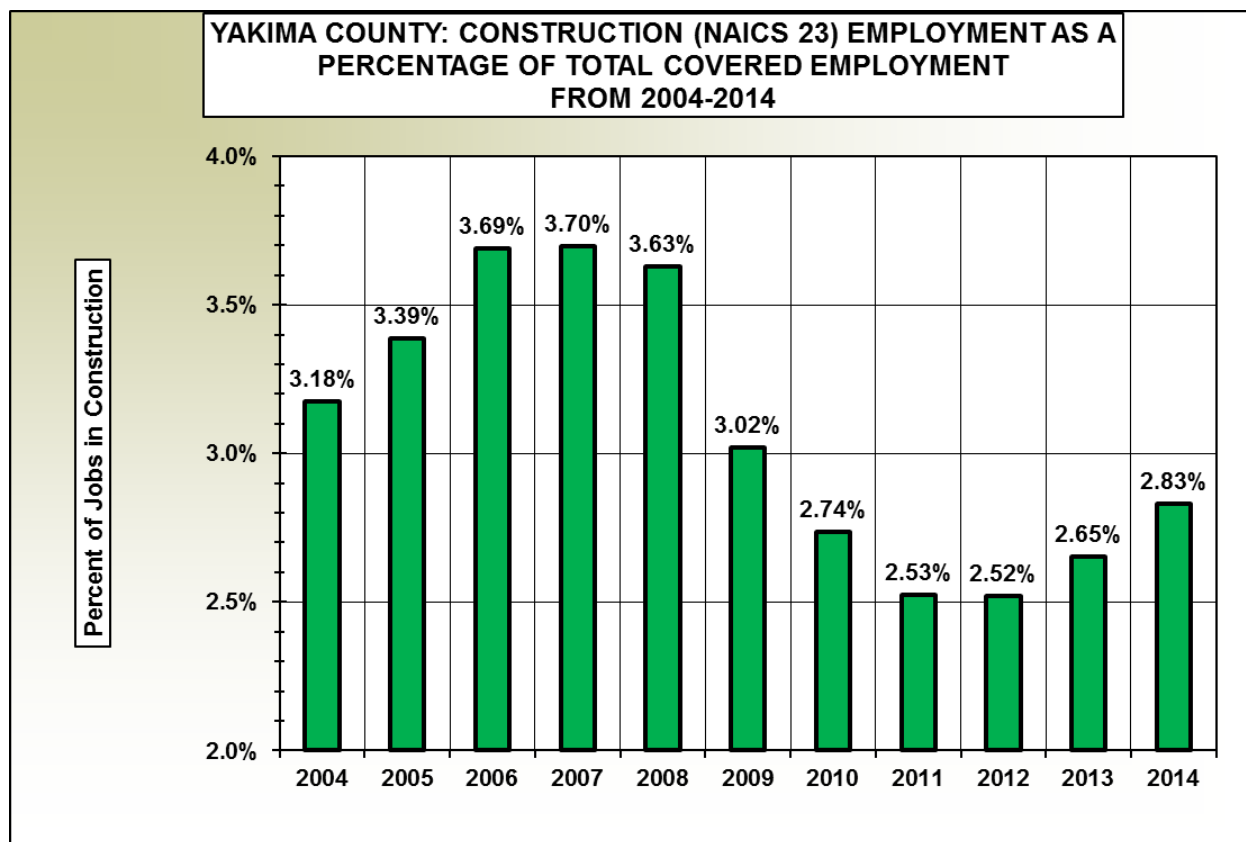
Yakima County Truck Transportation (NAICS 484) Employment as a Percentage of Total Covered Employment from 2004-2014											
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Truck Transportation	1,023	1,052	1,145	1,010	1,043	1,104	1,159	1,193	1,205	1,195	1,253
Total Covered Employment	93,988	95,251	98,298	99,135	101,084	100,894	99,953	101,249	102,748	103,585	106,613
Percent of Jobs in Truck Transportation	1.09%	1.10%	1.16%	1.02%	1.03%	1.09%	1.16%	1.18%	1.17%	1.15%	1.18%

## Warehousing & Distribution (Continued)



Yakima County Warehousing and Storage (NAICS 493) Employment as a Percentage of Total Covered Employment from 2004-2014											
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Warehousing and Storage	1,085	844	1,022	1,094	1,155	1,116	1,022	1,070	1,063	1,145	1,146
Total Covered Employment	93,988	95,251	98,298	99,135	101,084	100,894	99,953	101,249	102,748	103,585	106,613
Percent of Jobs in Warehousing and Storage	1.15%	0.89%	1.04%	1.10%	1.14%	1.11%	1.02%	1.06%	1.03%	1.11%	1.07%

## Construction



Yakima County Construction (NAICS 23) Employment as a Percentage of Total Covered Employment from 2004-2014											
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Construction	2,985	3,225	3,627	3,666	3,668	3,047	2,734	2,557	2,588	2,749	3,016
Total Covered Employment	93,988	95,251	98,298	99,135	101,084	100,894	99,953	101,249	102,748	103,585	106,613
Percent of Jobs in Construction Industry	3.18%	3.39%	3.69%	3.70%	3.63%	3.02%	2.74%	2.53%	2.52%	2.65%	2.83%

## Location Quotients for WDA-9 vs Washington State and USA

Location Quotients (LQs) for WDA-9 versus Washington State and WDA-9 versus USA				
NAICS Code		Industry	"Location Quotient"	
			vs. State	vs. U.S.
	111	Crop production	7.42	39.79
11		<b>Agriculture, forestry, fishing and hunting</b>	7.53	27.39
	115	Agriculture and forestry support activities	9.48	24.81
	112	Animal production	5.64	6.75
	113	Forestry and logging	1.35	4.34
	311	Food manufacturing	2.14	2.33
	326	Plastics and rubber products mfg.	3.78	2.14
	312	Beverage and tobacco product mfg.	1.45	2.07
	493	Warehousing and storage	2.54	1.63
	624	Social assistance	0.99	1.57
	424	Merchant wholesalers, nondurable goods	1.53	1.50
	321	Wood product manufacturing	0.87	1.40
		Local Government	1.23	1.30
	322	Paper manufacturing	1.20	1.16
		GOVERNMENT	1.03	1.15
	452	General merchandise stores	1.07	1.11
	447	Gasoline stations	1.68	1.10
		State Government	0.82	1.05
	484	Truck transportation	1.43	1.04
	721	Accommodation	1.38	1.03
62		<b>Health care and social assistance</b>	1.03	1.01
	441	Motor vehicle and parts dealers	1.06	0.99
	445	Food and beverage stores	1.01	0.96
	623	Nursing and residential care facilities	1.08	0.94
	621	Ambulatory health care services	0.99	0.92
42		Wholesale trade	0.92	0.91
	236	Construction of buildings	0.73	0.90
	444	Building material and garden supply stores	0.89	0.87
48-49		<b>Transportation and warehousing</b>	0.94	0.84
44-45		Retail trade	0.85	0.84
31-33		<b>Manufacturing</b>	0.79	0.83
	451	Sporting goods, hobby, book & music stores	0.67	0.81
72		Accommodation and food services	0.86	0.76
	811	Repair and maintenance	0.81	0.75
	622	Hospitals	0.99	0.72

# South Central Workforce Council 2020-2024 Strategic Plan

	722	Food services and drinking places	0.78	0.71
23		<b>Construction</b>	0.64	0.71
	332	Fabricated metal product manufacturing	1.19	0.71
	515	Broadcasting, except Internet	1.16	0.70
	453	Miscellaneous store retailers	0.60	0.69
	238	Specialty trade contractors	0.62	0.69
	713	Amusements, gambling, and recreation	0.66	0.68
71		Arts, entertainment, and recreation	0.68	0.68
	423	Merchant wholesalers, durable goods	0.71	0.66
	485	Transit and ground passenger transportation	0.94	0.62
	443	Electronics and appliance stores	0.75	0.61
		Federal Government	0.52	0.60
	333	Machinery manufacturing	0.90	0.57
81		Other services, except public administration	0.57	0.54
	531	Real estate	0.46	0.53
	812	Personal and laundry services	0.52	0.51
	562	Waste management and remediation service	0.30	0.49
	522	Credit intermediation and related activities	0.69	0.49
	237	Heavy and civil engineering construction	0.53	0.48
53		Real estate and rental and leasing	0.47	0.48
	711	Performing arts and spectator sports	0.49	0.46
61		Educational services	0.70	0.45
	611	Educational services	0.70	0.45
	511	Publishing industries, except Internet	0.11	0.44
	442	Furniture and home furnishings stores	0.45	0.42
	339	Miscellaneous manufacturing	0.49	0.41
	336	Transportation equipment manufacturing	0.14	0.41
	813	Membership associations and organization	0.43	0.40
	488	Support activities for transportation	0.27	0.39
	492	Couriers and messengers	0.45	0.39
51		Information	0.21	0.38
	446	Health and personal care stores	0.52	0.38
22		Utilities	0.94	0.36
	221	Utilities	0.94	0.36
	814	Private households	0.35	0.36
52		Finance and insurance	0.49	0.35
	517	Telecommunications	0.29	0.34
	425	Electronic markets and agents and broker	0.28	0.33
	448	Clothing and clothing accessories stores	0.44	0.32
54		Professional and technical services	0.33	0.32
	541	Professional and technical services	0.33	0.32

# South Central Workforce Council 2020-2024 Strategic Plan

55		Management of companies and enterprises	0.33	0.27
	551	Management of companies and enterprises	0.33	0.27
	712	Museums, historical sites, zoos, and parks	0.32	0.27
56		Administrative and waste services	0.34	0.26
	524	Insurance carriers and related activities	0.31	0.25
	325	Chemical manufacturing	0.61	0.21
	561	Administrative and support services	0.29	0.21
	212	Mining, except oil and gas	0.43	0.19
	323	Printing and related support activities	0.32	0.17
	454	Nonstore retailers	0.05	0.13
	337	Furniture and related product mfg.	0.17	0.12
	334	Computer and electronic product mfg.	0.11	0.09
21		Mining	0.60	0.07
	213	Support activities for mining	2.40	0.05
	532	Rental and leasing services	0.04	0.02
	523	Securities, commodity contracts, investments	0.00	0.00
	114	Fishing, hunting and trapping	0.00	0.00
	211	Oil and gas extraction	0.00	0.00
	313	Textile mills	0.00	0.00
	314	Textile product mills	0.00	0.00
	315	Apparel manufacturing	0.00	0.00
	316	Leather and allied product manufacturing	0.00	0.00
	324	Petroleum and coal products mfg.	0.00	0.00
	327	Nonmetallic mineral product mfg.	0.00	0.00
	331	Primary metal manufacturing	0.00	0.00
	335	Electrical equipment and appliance mfg.	0.00	0.00
	481	Air transportation	0.00	0.00
	482	Rail transportation	#VALUE!	0.00
	483	Water transportation	0.00	0.00
	486	Pipeline transportation	#VALUE!	0.00
	487	Scenic and sightseeing transportation	0.00	0.00
	491	Postal service	0.00	0.00
	512	Motion picture & sound recording industries	0.00	0.00
	518	ISPs, search portals, and data processing	0.00	0.00
	519	Other information services	0.00	0.00
	521	Monetary authorities - central bank	#VALUE!	0.00
	525	Funds, trusts, and other financial vehicles	#VALUE!	0.00
	533	Lessors of nonfinancial intangible asset	0.00	0.00

## **Appendix C – Employer Engagement Services Plan**

### **EMPLOYER ENGAGEMENT SERVICES PLAN**

#### **INTRODUCTION**

*In consideration of the enactment of the Workforce Innovation and Opportunity Act, Governor Jay Inslee has charged Workforce Councils across Washington State to:*

- *Help more people find and keep jobs that lead to economic self-sufficiency;*
- *Close skill gaps for employers with a focus on in-demand industry sectors and occupations; and*
- *Work together as a single seamless team to make this happen.*

*The Employer engagement Services Plan presented herewith meets the challenge of Governor Inslee’s charge and the spirit of the Workforce Innovation and Opportunity Act. The Plan demonstrates a clear recognition that business is an integral partner in the South Central Workforce Council’s workforce development system. The overriding theme of the Plan is a commitment to employer engagement in order to produce an appropriately educated well trained workforce directly responsive to the skill needs of business.*

#### **Table of Contents**

#### **I - BACKGROUND INFORMATION ON THE WORKFORCE INNOVATION & OPPORTUNITY ACT (WIOA)**

1. THE WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) – A GREATER EMPHASIS ON EMPLOYER ENGAGEMENT
2. THE SOUTH CENTRAL WORKFORCE COUNCIL’S RESPONSIBILITY FOR LEADING EMPLOYER ENGAGEMENT

#### **II – THE EMPLOYER ENGAGEMENT SERVICES PLANNING PROCESS**

- 1 – PUBLIC FORUM ON WASHINGTON’S STATE WORKFORCE PLAN
- 2 – CORE PARTNERS PLANNING MEETING
- 3 – COUNCIL’S BUSINESS, INDUSTRY & EDUCATION COMMITTEE RECOMMENDATION SUPPORTING THE PLANNING PROCESS
- 4 – INDIVIDUAL CORE PARTNER’S MEETINGS
- 5 – EMPLOYER ENGAGEMENT OUTREACH
- 6 – STRATEGIC INDUSTRY SECTORS, LABOR MARKET TRENDS & IN-DEMAND OCCUPATIONS
- 7 – EXPANDING THE PARTNERSHIP/BRINGING NEW STAKEHOLDERS TO THE TABLE
- 8 – WORKSOURCEWA.COM WEBSITE
- 9- ANTICIPATED OUTCOMES OF A EMPLOYER ENGAGEMENT SERVICES PLAN

### **III – THE EMPLOYER ENGAGEMENT SERVICES PLAN**

1. SOUTH CENTRAL WORKFORCE COUNCIL AS LEAD ENTITY
2. CORE PARTNERS ROLE & RESPONSIBILITIES
3. EMPLOYER ENGAGEMENT TEAM
4. EXPANDING THE PARTNERSHIP/BRINGING NEW STAKEHOLDERS TO THE TEAM
5. EMPLOYER ENGAGEMENT TEAM/WELL TRAINED NAVIGATORS
6. SCWC WEBSITE/EMPLOYER ENGAGEMENT SECTION
7. STRATEGIC INDUSTRY SECTORS & EMPLOYER ENGAGEMENT
8. INDUSTRY SECTOR PARTNERSHIPS/SKILL PANELS
9. CAREER PATHWAYS
10. WORKSOURCEWA.COM WEBSITE (WORKSOURCE INTEGRATED TECHNOLOGY)

### **IV – EMPLOYER ENGAGEMENT GOALS/OUTCOMES**

PLEASE REFER TO PAGES 148 & 149 FOR GOALS AND OUTCOMES.

### **I – BACKGROUND INFORMATION ON THE WORKFORCE INNOVATION & OPPORTUNITY ACT (WIOA)**

#### **1. THE WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) – A GREATER EMPHASIS ON EMPLOYER ENGAGEMENT**

The Workforce Innovation and Opportunity Act (WIOA) was enacted in July 2014. WIOA represents the first federal reform of the workforce development system in 15 years. WIOA replaces and modifies the Workforce Investment Act (WIA) which commenced in 1998. The new act consolidates the job training programs previously offered under WIA into a single integrated system. One most important element of WIOA is the emphasis placed on employer engagement. Employer engagement is now established as a much higher priority, than the previous WIA legislation, on engaging business / employers as a crucial part of the workforce development system. In fact the identification of business as a primary customer is only a starting point in the evolution of this new workforce system. The new 21<sup>st</sup> Century workforce system embraces employers as valued partners in a joint effort to help identify, create and implement effective workforce solutions.

#### **2. THE SOUTH CENTRAL WORKFORCE COUNCIL’S RESPONSIBILITY FOR LEADING EMPLOYER ENGAGEMENT**

WIOA Section 197 (d) (4) designates local Workforce Development Councils with the responsibility for leading this employer engagement effort and encourages collaboration with key industry sectors and a consortium of employers with similar skill needs. The South Central Workforce Council (SCWC) affirmatively accepts this mandate with the intention of building



stronger partnerships with employers and encouraging a collaborative approach to lead employer engagement efforts. The SCWC is committed to lead this effort with a diverse range of employers, core partners and interested stakeholders to cooperatively establish an effective, efficient, fully aligned Employer engagement Services Plan. This being said, the Plan will create a seamless workforce system highlighted by active employer/business participation, integrated service delivery, the use of technology to increase access to services and system accountability and sustainability.

## **II – THE EMPLOYER ENGAGEMENT SERVICES PLANNING PROCESS**

The essence of any successful planning process is to extend the opportunity for all partners and stakeholders to provide input for the development of a plan. A plan with a shared vision, in this case the “Employer engagement Services Plan,” incorporates the consensus of all stakeholder thoughts into a highly functional sustainable plan. The guiding principles for developing the SCWC Employer engagement Services Plan recognize the value of collaboration, inclusiveness and participation. Also as the planning process evolves more partners, stakeholders and employers (key partners to our employer engagement effort) shall be identified and invited to share their ideas and participate in the process. A final element of the planning process has been the necessity to prepare a Employer engagement Services Plan that combines the input from all participating core partners and stakeholders and further aligns itself with the new federal WIOA legislation and the State of Washington’s Strategic Workforce Development Plan. The SCWC Employer engagement Services planning process has considered all of these factors in an effort to braid a highly integrated Employer engagement Services Plan where all partners share a common vision, goals and strategic direction.

Specific to the SCWC Employer engagement Services Planning effort the following steps have been or are in the process of being undertaken:

1. **Public Forum on Washington State’s Workforce Plan** -The SCWC cohosted a **Public Forum on Washington’s State Workforce Plans** on October 27, 2015. Attendees including employers, core partners, stakeholders and other interested advocates were given an opportunity to share input regarding the State’s Workforce Plans including the WIOA required employer engagement element.
2. **Core Partners’ Planning Meeting** -The SCWC organized/conducted a **Core Partners Planning Meeting** on November 16, 2015 for the purpose of securing initial input and ideas from its core partners for the development of the Employer engagement Services Plan. (Please refer to the Core One-Stop Partners List as Mandated by WIOA- Attachment 1.) Participation at the meeting was well attended with the following core partners in attendance; WA State Employment Security Dept., DSHS Vocational Rehab, Yakima Valley Community College, Clark College, People For People, OIC of WA, Yakima Valley Farmworkers Clinic/NCAC, Fort Simcoe Job Corps, Yakama Nation Workforce Development and the Bureau of Indian Affairs. The Core Partners were

provided the opportunity to review and discuss the new WIOA legislation as it relates to employer engagement. They identified and discussed several desired outcomes of a Employer engagement Services Plan, conducted a SWOT Analysis which served to evaluate the current strengths, weaknesses, opportunities and threats of our existing employer engagement efforts and identified current and prospective stakeholders that could contribute to employer engagement. The meeting closed with a discussion on the next steps of the Employer engagement Services Planning process including the identification and prioritization of strategic issues, defining/quantifying strategic goals and objectives in measurable terms and establishing an implementation plan and schedule.

3. **Business, Industry & Education Committee Recommendation** -The SCWC Business, Industry & Education Committee recommended motions to the Board of Directors approving the Employer engagement Planning process and desired outcomes as agreed upon at the Core Partners meeting of November 16<sup>th</sup> at its committee meeting on November 17, 2015. Please note that the committee action acknowledged the planning process and desired outcomes may be modified based on direction received from core partners and other stakeholders as we proceed with the formulation of the plan.
4. **Individual Core Partners' Meetings** – Individual Core Partners' meetings were conducted during the month of December with representatives of all of the SCWC Core Partners. The purpose of these individual meetings was to receive additional thoughts from our core partners as they specifically relate to workforce development and employer engagement from the perspective of each of their respective agencies / organizations. What these individual meetings demonstrated was the full range of opportunities and challenges that represent the complex network of workforce development needs that exist within the boundaries of the SCWC area. WIOA has designated 14 populations with barriers to employment including: Displaced Homemakers; Low-Income Individuals; Native Americans, Alaska Natives and Hawaiians; Individuals with Disabilities; Older Individuals; Ex-Offenders; Homeless Individuals; Youth in, or formerly in, Foster Care; English Language Learners; Migrant/Seasonal Farmworkers; Individuals within Two Years of Exhausted TANF Eligibility; Single Parents/Pregnant Women; Long-Term unemployed; and Veterans.

All 14 of these populations with barriers are served by the core partners of our workforce development system. These populations face significant challenges in obtaining living wage jobs that lead to self-sufficiency and economic sustainability. Some come to the system with physical or mental disabilities. Others are confronted by life challenges of poverty, limited education or cultural and language differences. And though many substantial obstacles exist to serve these disparate populations with so many needs, our core partners expressed a strong sense of optimism that WIOA and a employer engagement strategy can make a positive difference.

5. **Employer engagement Outreach** – The goals of WIOA are to improve the quality of the workforce, increase economic self-sufficiency, reduce welfare dependency, enhance the productivity and competitiveness of the nation, and **meet employer skill requirements**. WIOA emphasizes a dual customer focus for the workforce development system that includes job-seekers and employers. **Businesses must become partners, not merely customers**, in this new WIOA approach to workforce development. The SCWC staff has initiated an aggressive Employer engagement Outreach effort that commenced in September 2015 in order to achieve the WIOA goal of meeting employer skill requirements and transforming businesses from customers to partners. Employers representing the key industry sectors of the SCWC area (Agriculture & Food Processing, Manufacturing, Health Care, Warehousing & Distribution, Construction, Business & Professional Services, and Clean/renewable Energy) are now being interviewed. Think of it as a fundamental step of the employer engagement process and relationship building to forge new employer based workforce development partnerships. The employers are provided with an introduction to and overview of the SCWC. They are informed about the recent WIOA legislation emphasizing employer engagement and the importance of providing valuable input about their workforce needs, the types of skilled employees they require and the skill gaps that may exist within their industry. As the employer based information is collected, shared, analyzed, and acted upon; a seamless workforce development system will be implemented. It will be a dual system which educates and trains workers with the skills they need to obtain jobs and build careers and supports the needs of employers by providing them with the skilled workers required for productive and profitable operations in a highly competitive global economy.
6. **Strategic Industry Sectors, Labor Market Trends & In-Demand Occupations** – This WIOA emphasis of building stronger partnerships with employers and encouraging the collaboration of key industry sectors and consortia of employers with similar skill needs is being supplemented by a comprehensive industry sector and labor market trends analysis project. This work is being accomplished with the cooperation of Washington State Employment Security Department Regional Labor Economists and partially funded through a Sector Partnership National Emergency Grant. In combination with our Employer engagement Outreach efforts specific workforce needs, in-demand occupations, labor, market and industry trends will be analyzed. This information will be shared with our workforce partners, stakeholders and employers to determine the best strategies to undertake for a fully integrated, seamless workforce development system. Additionally this information will be updated as appropriate to ensure that the workforce data matches the real time economy. Further, this effort is in alignment with Governor Jay Inslee’s direction to the Workforce Training, Education and Coordinating Council to work with the system’s stakeholders to shape the Washington State Strategic Plan including the goal of closing skill gaps for employers of in-demand industry sectors and occupations.

7. **Expanding the Partnership/Bringing New Stakeholders to the Table** – The WIOA Employer Engagement policy directs local Workforce Councils to lead efforts to engage with a diverse range of employers and with entities in the region. This policy directive includes the development of effective linkages (**including the use of intermediaries, e.g. trade associations, economic development organizations, chambers of commerce, etc.**) with employers in the region to support employer utilization of the local workforce development system and to support local workforce investment activities. A comprehensive list of potential partners and stakeholders was identified at the Core Partners meeting of November 16<sup>th</sup>. The list included local chambers of commerce, economic development organizations, community based organizations, non-profits, tribal government, port districts, municipalities, educational institutions, trade associations, and labor groups. Efforts are currently underway to inform them about our employer engagement effort and to enlist their assistance. An expanded partnership in full alignment will better ensure that workforce investment activities meet the needs of employers and support economic growth in the region by enhancing communication, coordination, and collaboration among employers, economic development entities, and service providers.
8. **WORKSOURCEWA.COM WEBSITE**- According to a 2014 Accenture Report, employers cannot find the talent they need. In this report just “18 percent of employers reported sufficient access to needed skills.” Yet in Washington, just 8 percent of businesses connected with the State’s workforce system to find talent. The State of Washington is scheduled to launch the WORKSOURCEWA.com website on March 15, 2016. This means the WORKSOURCE INTEGRATED TECHNOLOGY POWERED BY MONSTER will soon be available for employers. The technology is designed to enhance our employer engagement efforts as a powerful technological tool to help job seekers find jobs and employers with vastly improved recruitment tools. When the WORKSOURCEWA.COM WEBSITE is fully operational employers will be able to post a job or multiple jobs, find resumes, search for qualified talent, and locate and hire the best available job candidates. The website will provide registered Washington State employers with access to the largest talent data base in the State and to make this outstanding service even more remarkable, the service is free. The SCWC in coordination with the Employment Security Department is currently providing information to workforce partners, stakeholders, employers and job seekers about this job search-match resource and website training programs are currently underway.
9. **Anticipated Outcomes of a Employer engagement Services Plan** – A list of Anticipated Outcomes of the Employer engagement Services Plan was presented for discussion at the November 16, 2015 Core Partners Planning Meeting. During the discussion a few additional outcomes were presented for consideration. This combined list of anticipated outcomes was reviewed /discussed in greater detail during individual core partners’ meetings with representatives of the respective core partners. For the

purpose of this planning process, the anticipated outcomes are defined as the strategic goals which address the strategic issues which were identified through the SWOT Analysis process conducted during the November 16<sup>th</sup> Core Partners' Planning Meeting. The SWOT Analysis served to evaluate the current strengths, weaknesses, opportunities, and threats of the groups existing employer engagement efforts. Based on input received by the core partners, the anticipated/desired outcomes have been condensed to include the following desired outcomes:

- INCREASE EMPLOYER ENGAGEMENT & USE OF THE WORKSOURCE SYSTEM BY EMPLOYERS;
- IMPROVE EMPLOYER/USER SATISFACTION RATINGS OF THE WORKSOURCE SYSTEM;
- INCREASE EMPLOYER INVESTMENT IN WORKFORCE EDUCATION & TRAINING PROGRAMS;
- IDENTIFY AND BRING NEW STAKEHOLDERS TO THE TABLE AS MEMBERS OF THE EMPLOYER ENGAGEMENT TEAM;
- CLOSE SKILL GAPS FOR EMPLOYERS, WITH A FOCUS ON IN-DEMAND INDUSTRY SECTORS INCLUDING ON-THE-JOB TRAINING, INCUMBENT WORKER TRAINING & APPRENTICESHIPS;
- ORGANIZE INDUSTRY SECTOR PARTNERSHIPS TO DESIGN, CREATE AND IMPLEMENT WORKFORCE SOLUTIONS;
- HELP MORE PEOPLE FIND AND KEEP WORK LEADING TO ECONOMIC SELF-SUFFICIENCY WITH A FOCUS ON SPECIAL POPULATIONS;
- IMPROVE OUTREACH EFFORTS FOR THE 14 POPULATIONS DESIGNATED AS "POPULATIONS WITH BARRIERS" INCLUDING NATIVE AMERICANS, VETERANS THE HOMELESS, ETC.;
- ESTABLISH A SUSTAINABLE PLAN WITH MEASURABLE PERFORMANCE ACCOUNTABILITY STANDARDS;
- INTRODUCE AND ASSIST EMPLOYERS TO THE NEW WORKSOURCEWA.COM WEBSITE- WORKSOURCE INTEGRATED TECHNOLOGY;
- IMPROVE OUTREACH ACTIVITIES AND STRENGTHEN EMPLOYER ENGAGEMENT PARTNERSHIPS THROUGHOUT THE ENTIRE WORKFORCE COUNCIL AREA MAKING SPECIAL EFFORTS IN KITTITAS, KLICKITAT AND SKAMANIA COUNTIES;
- IMPLEMENT CAREER PATHWAYS SYSTEMS FOR SPECIFIC STRATEGIC INDUSTRY SECTORS WITH ON-GOING ASSISTANCE OF EMPLOYERS;
- INCORPORATE THE RESOURCES TO INITIATE SUCCESSFUL EMPLOYMENT (RISE) PROGRAM INTO THE EMPLOYER

ENGAGEMENT SERVICES EFFORT TO SUPPORT THE WORK BASED LEARNING EXPERIENCES OF RISE PARTICIPANTS;

- DEVELOP AND UTILIZE A FULLY ALIGNED EMPLOYER ENGAGEMENT SERVICES PLAN WHICH CLEARLY ESTABLISHES THE APPROPRIATE POINTS OF CONTACT BETWEEN THE EMPLOYER ENGAGEMENT TEAM AND EMPLOYERS.

### III -THE EMPLOYER ENGAGEMENT SERVICES PLAN

1. **SOUTH CENTRAL WORKFORCE COUNCIL AS LEAD- ENTITY** - The South Central Workforce Council as required by WIOA is the entity responsible for leading the Employer engagement Services Program in Kittitas, Klickitat, Skamania and Yakima Counties. The Plan has been developed cooperatively by the SCWC's core partners with assistance from interested stakeholders and local business interests. The Plan coordinates a combination of employer engagement strategies and resources in order to produce an appropriately educated and well trained workforce directly responsive to the skill needs of business. The Plan design establishes a seamless workforce system of fully aligned partners working in collaboration with a diverse range of employers to support and sustain economic growth in the region and help more people find and keep jobs that lead to economic self-sufficiency.

The SCWC has created and funded a new position, Workforce Business Administrator. The position has been established to plan, coordinate and support the SCWC employer engagement efforts with all core partners, interested stakeholders and businesses. These employer engagement efforts shall include but not necessarily be limited to convening, organizing and facilitating the workforce partners to establish a functional alignment of services; establishing an information sharing system among workforce partners and businesses; and/or creating partnerships with interested stakeholders and intermediaries who already possess positive relationships with employers.

2. **CORE PARTNERS' ROLE & RESPONSIBILITY** – WIOA requires that Workforce Development Council's lead strategic planning, employer engagement and worker education and training efforts with workforce partners in a manner that coordinates strategies and resources across the workforce system, in support of regional economies. Businesses should have access to a one-stop experience in which high quality and professional services are provided across partner programs in a seamless manner. The cooperation of core partners to the Employer engagement Services Plan is fundamental to a system-wide partnership of fully aligned goals. **All Core Partners as designated by WIOA shall agree to a set of guidelines established for the Employer engagement Services Plan and shall further commit to the day to day program practices as established in the Plan. All Core Partners shall enter into a Memorandum of**

**Understanding (MOU) which acknowledges their commitment to follow the guidelines/practices as established by the Employer engagement Services Plan.**

- 3. EMPLOYER ENGAGEMENT TEAM - A Employer engagement Team** shall be organized and all core partners and interested stakeholders as appropriate shall designate a **Business Outreach Specialist/Navigator** to serve on the Team. The Team will collaborate on establishing the previously mentioned set of guidelines which shall include a documented protocol/process for employer engagement. The guidelines/ process shall include organizing, targeting and assigning representatives to employers and setting standardized procedures for contact and services. The guidelines/established protocol will better ensure a single point of contact between workforce representatives and businesses creating a more efficient cost effective system (relationship building / consistent message, etc.).

The reporting and sharing of information will be an important part of the process including the identification and analysis of problems, developing and maintaining a shared employer customer base, connecting job seeker staff to the process, aligning education and training programs with business demand and evaluating the system for continuing improvement as necessary. The Team will meet on a regularly scheduled monthly basis to discuss matters pertinent to employer engagement.

- 4. EXPANDING THE PARTNERSHIP/BRINGING NEW STAKEHOLDERS TO THE TEAM** – WIOA’s Employer Engagement Policy directs Workforce Council’s to lead efforts to engage with a diverse range of employers and entities in the region. The Employer engagement Services Plan shall forge effective partnerships with a diverse combination of stakeholders throughout the boundaries of the SCWC area. This partnership will include but not necessarily be limited to chambers of commerce, economic development organizations, community based organizations, non-profits, tribal government, port districts, municipalities, educational institutions, trade associations and labor groups. This expanded group of fully aligned partners will better ensure that workforce development activities meet the dual needs of employers seeking skilled workers and job seekers who require the appropriate education and training to fill these in-demand jobs. This expanded partnership of new stakeholders will create Strategic Industry Sector Partnerships to design and plan real-time workforce solutions. (Refer to Strategic Industry Sectors Section of Plan)

- 5. EMPLOYER ENGAGEMENT TEAM/WELL TRAINED NAVIGATORS** – The workforce system can be highly complex and difficult to understand and utilize. A myriad of programs, services, eligibility guidelines, etc. exist which may confuse many businesses unfamiliar with the system. Additionally employers are extremely busy managing the day to day operations of their businesses in a highly competitive workplace/marketplace environment. Too often, taking time out of their schedules to talk about workforce system opportunities they don’t understand is not a high priority. With all of these challenges in mind, it is essential that the members of the Employer

engagement Team understand the needs of business and how to communicate effectively in a business environment. In order to bridge this gap, the members of the Employer engagement Team will be expected to participate in a combination of business training programs supporting their enhanced professional development. The goal of this training shall be to sufficiently prepare the Employer engagement Team to speak the language of business as they communicate the values and functionality of the workforce system to employers. This training shall sufficiently cross-train the Employer engagement Team in the myriad of available business programs and services and tailor/customize the services most useful for respective businesses regardless of who provides them.

6. **(Attempt to consolidate 6/7& 8 SCWC WEBSITE / EMPLOYER ENGAGEMENT SECTION** – The SCWC will develop and host a **Employer engagement Section** as a new addition to its existing website. This section of the website will provide up to date information about employer engagement programs and services including work based learning opportunities, job fairs, business showcases, industry sector reports, industry sector and in-demand occupation information, etc. The Workforce Business Administrator will coordinate the flow and approval of information for this website section. The information posted will be provided by representatives of the Employer engagement Team. Links will also be set-up with agencies/organizations represented on the Employer engagement Team and the WorkSource Integrated Technology (WIT) websites.
7. **STRATEGIC INDUSTRY SECTORS & EMPLOYER ENGAGEMENT** - A key focus of the Employer engagement Services Plan is the development of highly effective linkages with employers to assure that workforce activities meet the needs of our area's diversified industry sectors. This focus is based on WIOA'S emphasis of building stronger partnerships with employers and encouraging collaboration of strategic industry sectors and consortia of employers with similar skill needs. The Employer engagement Team will develop and maintain a close working relationship with these industry sectors. This means on-going communication, investigation and analysis to help determine industry specific workforce needs. Currently the SCWC is comprised of seven strategic industry sectors including: 1. Agriculture & Food Processing; 2. Manufacturing; 3. Health Care; 4. Warehousing & distribution; 5. Construction; 6. Businesses & Professional Services; and 7. Energy (Renewable & Clean). The SCWC staff commenced a comprehensive employer outreach effort with these strategic industry sectors in September 2015. This outreach effort consists of interviews/meetings with representatives of many of the businesses in these industry sectors to determine their workforce needs including specific employee skill gaps; difficulties in recruiting, hiring and retaining workers; issues regarding high employee turnover rates; the identification of the types of education and training programs that would best prepare the prospective employees for jobs in their industry; their willingness to make investments in training programs; new technologies that require retaining for their incumbent work force; the



affects that automation is having on their workforce; industry trends/expansion plans; and their experience/use of the State's WorkSource system for various services.

8. **INDUSTRY SECTOR PARTNERSHIPS/SKILL PANELS** - A full report on the findings and recommendations of this work will be included as an addendum to the Integrated Workforce Plan. However, preliminary findings would indicate the opportunity to organize four Industry Sector Partnerships/Skill Panels in the following order of priority: 1- Health Care; 2- Construction; 3- Food Processing; and 4- Manufacturing. This order of priority is based upon a preliminary assessment of the need, opportunity and level of leadership interest in each of the respective industries. Sector Partnerships are regional alliances within one industry that bring employers, education, training, economic development, labor, government and community organizations together to design, create and implement workforce solutions. The Employer engagement Team will play an important leadership role in assisting with the organization and operation of these Industry Sector Partnerships to help determine potential workforce initiatives and investments; assist with the identification of key skill gaps and skill standards for the targeted skill panels; customize training programs for new workers, solve incumbent worker training needs; and in general create customized workforce solutions.
9. **CAREER PATHWAYS – The career pathways** approach to workforce development connects levels of education, training, counseling, support services, work experience and credentials for specific occupations in a way that optimizes continuous progress towards education, employment and career goals of individuals of all ages, abilities, and needs. This approach helps individuals earn marketable credentials which may include apprenticeships and other work based learning opportunities. Career pathways must significantly engage employers and seek their input to help identify the career progression within occupations they need to prosper. The information obtained through industry sector partnerships will be heavily relied upon to support the development of the most effective career pathways.

The Employer engagement Services Team plays a critical role in career pathways. The Team will serve as an on-going conduit of information by passing the job skill needs data received through the employer engagement process including their work on in-demand industry sectors and occupations and sector partnerships on to the appropriate education and training staff within the workforce development system. A successful career pathways program requires the timely passage of information about a wide range of occupations and whether they're in demand by local industry including connections to apprenticeships, and other work-and-learn programs. The net effect of this process is an appropriately trained workforce with marketable skills which meet employers' needs for a skilled workforce to be competitive and profitable and contribute to the economic vitality of communities.

**10. WORKSOURCEWA.COM** – Technology is a powerful tool to remove barriers for job seekers, workers, and employers. Washington’s Strategic Workforce Development Plan embraces barrier removal and universal accessibility of workforce development services as core priorities. The Washington State Employment Security Department Solutions to barrier removals and universal accessibility is the new WORKSOURCEWA.COM WEBSITE. This website, powered by Monster, is a transformational Web-based job-match system for job seekers and employers. The system is designed to enhance employer engagement efforts by helping job seekers find jobs and provide employers with vastly improved recruitment tools. When the system is fully operational it will be able to post a job or multiple jobs, find resumes, search for qualified talent, and locate and hire the best available job candidates.

The Employer engagement Team will market and promote the WORKSOURCEWA.Com WEBSITE to employers as a regular part of its employer engagement outreach. In consideration of this information and outreach effort, members of the Team will receive the appropriate level of training so they can act as guides between the workforce system and the business community.

**EMPLOYER ENGAGEMENT GOALS/OUTCOMES** – The overriding goals of WIOA as expressed by Governor Jay Inslee have charged Workforce Council’s across Washington State to: 1) Help more people find and keep jobs that lead to economic self-sufficiency; 2) Close skill gaps for employers with a focus on in-demand industry sectors and occupation; and 3) Work together as a single seamless team to make this happen.

The Washington State Workforce Training Education and Coordinating Council has established Employer engagement Goals over the next two year period to help move the State system forward which include: 1) Establish a baseline and increase the number of business utilizing the workforce system by 20%; 2) Establish a baseline and increase the percentage of businesses reporting satisfaction with the services they receive by 20% each year; 3) Train at least 30% of the workforce system on the implementation of sector partnerships and have at least one new sector partnership in development in each workforce area; and 4) Establish a base line and increase resources for work-based learning, including on-the-job training, apprenticeships, work experience and especially incumbent worker training by 30% in the next two years.

The South Central Workforce Council Employer engagement Services Goals presented herewith are in alignment with WIOA and attempt to meet Washington State’s goals over the next two year period:

- ESTABLISH A BASELINE AND INCREASE THE NUMBER OF BUSINESSES USING THE WORKFORCE SYSTEM EACH YEAR;

- ESTABLISH A BASELINE AND INCREASE THE PERCENTAGE OF BUSINESSES REPORTING SATISFACTION WITH SERVICES RECEIVED VIA THE WORKFORCE SYSTEM EACH YEAR;
- IMPLEMENT INDUSTRY SECTOR PARTNERSHIPS IN 1- HEALTH CARE (YEAR 1), 2- CONSTRUCTION (YEAR 1), 3- FOOD PROCESSING (YEAR 2), AND 4- MANUFACTURING (YEAR 2);
- ESTABLISH A BASELINE AND INCREASE RESOURCES FOR WORK BASED LEARNING INCLUDING ON-THE-JOB-TRAINING, APPRENTICESHIPS, INTERNSHIPS, WORK EXPERIENCE AND INCUMBENT WORKER TRAINING EACH YEAR;
- IMPLEMENT THE EMPLOYER ENGAGEMENT SERVICES SECTION OF THE RESOURCES TO INITIATE SUCCESSFUL EMPLOYMENT (RISE) PROGRAM AND ASSIST WITH WORKBASED LEARNING PLACEMENTS;
- ORGANIZE A FULLY OPERATIONAL EMPLOYER ENGAGEMENT SERVICES TEAM WITH MEMBERS REPRESENTED FROM EACH OF THE SOUTH CENTRAL WORKFORCE COUNCIL'S CORE PARTNERS;
- ESTABLISH A EMPLOYER ENGAGEMENT SERVICES SECTION TO THE SCWC WEBSITE TO MARKET, PROMOTE AND SUPPORT ALL EMPLOYER ENGAGEMENT SERVICES ACTIVITIES; AND
- ORGANIZE ANNUAL SCWC FORUMS IN KITTITAS, KLINKITAT, SKAMANIA AND YAKIMA COUNTIES TO PROVIDE INFORMATION AND SOLICIT INPUT REGARDING EMPLOYER ENGAGEMENT SERVICES AND WORKFORCE DEVELOPMENT PROGRAMS.