



## 2016 – 2020 Regional Strategic Workforce Plan

### Workforce Southwest Washington

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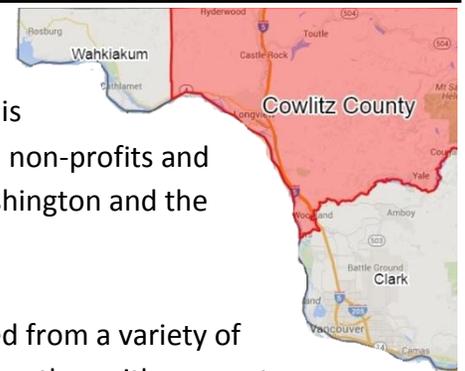
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## Introduction

Workforce Southwest Washington (WSW)<sup>1</sup> is pleased to present our local Strategic Plan for 2016-2020. This strategic plan will guide our investments in regional solutions for workforce and industry challenges. This plan incorporates the ideas and opinions of those leaders in industry, labor, non-profits and government agencies and is meant to be a broad vision that serves SW Washington and the Portland Metropolitan region effectively.



WSW is committed to providing and using high quality information, gathered from a variety of sources, to support the regional investments in workforce development. Together with our partners, Worksystems and Clackamas Workforce Partnership, we function as the Columbia Willamette Workforce Collaborative (CWWC). As a collaborative, we will share research reports: *The State of the Workforce Data Book*, Sector Reports and Skills Needs Assessments for Advanced Manufacturing, Health Care, Infrastructure/Construction and IT/Software, and [Analysis of Disconnected Youth](#).

Through combined efforts and leveraged funding, we will assure that this information is regularly updated and presented in a way that allows the aligned regional partners in economic development, education, labor, and government to better understand the needs of their clients and communities. We work with the Washington State Employment Security Department and our local labor economist to ensure that the data is accurate and timely.

The Workforce Innovation and Opportunity Act of 2014 provided significant renewed opportunities to engage with partners at many levels. At WSW, we are engaging with the “Core Five” partners (Local Workforce Board, Department of Social and Health Services, Department of Vocational Rehabilitation/Department of Services to the Blind, Adult Basic Education, and Employment Security Department) as well as the Department of Services for the Blind, Washington State University, Lower Columbia College, Clark College, K-12 school districts, and many non-profit organizations. Our goal is to fully engage our partners in workforce development efforts with the intention of moving our community to higher wages and advanced skills, making us more attractive to businesses, and thereby improving the community as a whole.

WSW Board and staff engaged in a variety of processes to ensure that this local plan incorporates all partners and is consistent with the Workforce Innovation and Opportunity Act of 2014 and the State of Washington’s *Talent and Prosperity for All* plan. WSW hosted public events and board retreats, and engaged partners in regularly scheduled board meetings. As a member of the Washington Workforce Association, members of the staff engaged in the committees that informed the *Talent and Prosperity for All* plan. The Board attended the

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<sup>1</sup> The SW Washington Workforce Development Council will soon be doing business as (dba) Workforce Southwest Washington. The new dba will go into effect by July 1, 2016. In this Plan, we are using the new name to avoid confusion after the Plan’s effective date of July 1, 2016.

National Association of Workforce Boards and learned of the significant changes and opportunities within the legislation. We remain committed to continued education and engagement to assure the federal and state plans are implemented effectively.

Under WIOA, the primary functions of WSW as the Local Workforce Development Board are:

- Developing a Local Plan
- Regional Research and Labor Market Analysis
- Convening, Brokering, and Leveraging Resources
- Promoting Employer Engagement
- Career Pathways Development
- Technology
- Program Oversight
- Negotiation of Local Performance Accountability
- Selection of Operators and Providers
- Coordination with Education Providers
- Budget and Administration
- Accessibility for Individuals with Disabilities

### **Goals**

WSW Strategic Plan will:

- **For Employers:** Ensure that employers get the right workers at the right time: Focus on understanding employer needs through sector strategies and developing and implementing a plan to validate worker skills and increase incumbent worker skills.
- **For Job Candidates:** Establish pathways for youth and adults to develop professional and technical skills and find jobs that meet career and employer needs: Focus on defining professionalism skills, mapping and communicating career pathways, serving rural communities, and better supporting retention.
- **For the Workforce System:** Develop a coordinated and easily accessible system that leverages resources from multiple partners and produces positive results.
- **For Financial Stability:** Create robust and diversified funding to support workforce needs and promote growth.

### **Approach – How We Will Achieve our Goals**

- Establish diverse Board membership that strategically represents industry clusters, geographies and stakeholders
- Collaborate regionally to use data to fully understand economic and labor needs
- Engage with economic development to recruit and retain local businesses
- Establish regular industry engagement and communication to ensure clear understanding of needs
- Based on complete data, develop a validated talent pool
- Develop employment and training opportunities for all with special attention to youth and adults with barriers to employment
- Establish a YouthSource to better provide services to youth with barriers to education and employment
- Integrate services across the WIOA partners to ensure all clients have full access to system services

- Increase the use of technology to enhance service delivery, especially in rural communities

Over the next four years, WSW will use this plan to inform the Board's key functions and ensure that continued alignment with our collective goals and objectives is meeting the needs of employers and job candidates throughout SW Washington, Washington State, and the Portland Metropolitan region.

### **Board and Committee Composition**

Our Board is comprised of 16 representatives of local industries including manufacturing, health care, information technology, construction, and entrepreneurship. These members are nominated by their professional associations, local business affiliates, colleagues, or the general public. Another 14 members of the Board represent higher education, economic development, labor, non-profit organizations, and government agencies. These members are nominated by their respective leadership. All members of the Board are appointed by their County Commissioner or County Councilor.

WSW also seats several standing and ad hoc committees:

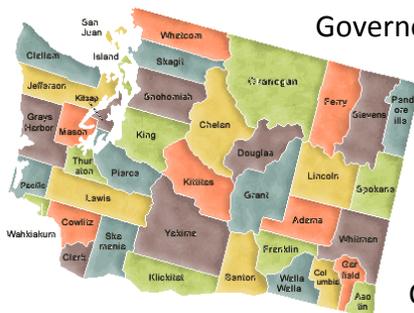
- **The Executive Committee** is comprised of eight members of the Board and one representative from the Executive Board of County Commissioners.
- **The Finance Committee** includes up to five Board members and meets multiple times during the year to review and approve budgets and financial systems, and review spending and audits.
- **The Community Workforce Partnership Committee (CWPC)** includes many Board members but also provides opportunities for community partners to participate. Currently, the CWPC includes representation from business, labor, education, non-profits, service providers, government agencies, and workforce board members and staff. Responsible for oversight on the adult workforce system, this committee regularly reviews WorkSource performance and financial data. A sub-committee is seated every three years to review and recommend providers of WIOA Title I Adult and Dislocated Worker services. The full committee also raises issues, partners to solve problems, and seeks opportunities for workforce related projects.
- **Emerging Workforce Committee (EWC)** includes many Board members, business and labor representatives and community members interested in youth workforce issues and opportunities. This group is responsible for oversight on the youth workforce system and regularly reviews performance and financial data regarding WIOA Title I Youth service providers as well as other youth projects such as YouthBuild and YouthWorks. This committee is focused on creating better opportunities, career pathways and access for youth in our three county region. A sub-committee is seated every three years to review and recommend providers of WIOA Title I Youth services.
- **WIOA Partners Committee** is working to align local agencies and partners in WIOA transition and WorkSource integration. Consisting of agency and WSW staff, the WIOA Partners meet regularly and are breaking through system silos and working to understand the forces that both create and sustain those silos. Together, we expect to create a more cohesive service system that is business and data driven.

- **Regional Collaborative Committee (RCC)** As detailed in Section II, WSW is engaged in a formal regional collaboration with two contiguous workforce boards and has established a common committee to guide the work. Each of the three Workforce Boards designates two to four Board members to represent their workforce area in the collaborative work.

## Section I: Regional Designation

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Southwest Washington region (WDA 7) includes the counties of Clark, Cowlitz and Wahkiakum. The fiscal agent for the area is the Southwest Washington Workforce Development Council (SWWDC), doing business as Workforce Southwest Washington (WSW).



Governor Jay Inslee declared each of the 12 workforce areas to be a “region” under the Workforce Innovation and Opportunity Act (WIOA). However, WSW has long been engaged in formal regional planning and coordination with workforce partners in the Portland Metro Area and intends to not only continue this partnership but to include additional partners, and expand our efforts in industry sectors and integration between WorkSource One Stops Centers across the state line and throughout the region.

## Section II: Regional Components of the Plan

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### Regional Collaborative

Workforce Southwest Washington has been engaged in a bi-state, six-county workforce collaborative for over 10 years. [The Columbia Willamette Workforce Collaborative \(CWWC\)](#)

was formed to address regional sector needs

and has matured to include cross-team planning, common grant applications that address regional needs, and shared Board responsibility. The CWWC includes three local Workforce Development Boards: WorkSystems, representing Multnomah and Washington Counties in Oregon; Clackamas Workforce Partnership (CWP), representing Clackamas County, Oregon; and Workforce Southwest Washington (WSW) representing Clark, Cowlitz and Wahkiakum counties in Washington.

The CWWC manages its work by creating three descending levels of authority. The first level is the Regional Collaborative Committee (RCC), which includes members from each of the three Boards. These members meet quarterly to provide direction and review the work of the staff. The second level consists of the Directors of the three Workforce Boards. This group is responsible for implementing the vision of the RCC and providing oversight on the staff. The third level is made up of the staff teams, which consist of at least one staff member from each of the three Workforce Boards. This team is responsible for sector strategies. Currently the CWWC has four sector teams focusing on Manufacturing, Health Care, Construction/Infrastructure and IT/Software. As projects warrant, the Directors convene additional teams to work on Business Solutions, Youth or WorkSource integration issues.

Regional strategies are critical to SW Washington due to our proximity to and dependence on the Portland Metro area. Approximately 60,000 SW Washington residents work in Oregon, while approximately 11,000 workers from Oregon travel to SW Washington for employment.

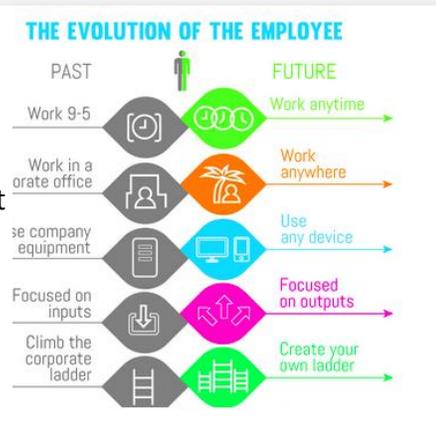
Due to this fluid, cross-border employment environment, there is a need for streamlined recruiting and training opportunities for employers and job seekers alike. We have successfully engaged businesses in strategic planning and projects but recognize that there is more to be done, especially with regard to job candidates. We expect to further expand our partnership by better connecting our WorkSource staff and working more closely with regional partners such as community colleges and universities, Career and Technical Education programs, higher education, and non-profit organizations serving our mutual clients.

### A Unified Approach to Serve Industry

The Columbia-Willamette Regional Workforce Collaborative is a partnership that delivers a unified approach to serve industry, support economic development, and guide public workforce investments in the Portland-Vancouver Metropolitan Area.

The Collaborative addresses skills needs of three targeted sectors through regional partnerships.

On December 10, 2015, the CWWC convened over 75 representatives from business, education, labor, economic development and government to create a regional workforce plan that will guide us into the next five years. The group spent a full day discussing and guiding our efforts to create a regional strategic plan. Each of the three Workforce Boards incorporated elements of the regional plan into their local plans and vice versa. Based largely on our sector work and the local Greater Portland 2020 plan, we have agreed to focus on Business Engagement, Job Seekers' Skill and Education attainment, Improvements in the Workforce System, and continued funding of our local workforce strategies.



**The SW Washington Regional Analysis and Regional Data and Demand:**

The Washington Workforce System’s goal is to help supply the appropriately skilled and able workforce that allows business to thrive, grow and compete in the global economy<sup>2</sup>. In order to do this effectively, WIOA calls for a data-driven, employer-focused approach to workforce development, planning, service delivery, implementation and continuous improvement. Workforce Southwest Washington (WSW) utilizes our extensive partnerships with local labor market analysts, economic development partners, industry panels and “real-time” labor information tools such as JobEQ (an online access point to local labor market data) to determine the employment, wages, demographic data, and occupational projections to forecast, adjust and predict workforce and economic changes in our area. WSW uses information gained from all sources to



compare target industry positions to training available in the community, and to then compare those against local employer demand to determine training and outcome targets. Projected outcomes are then shared with service providers, colleges and workforce development partners to incorporate individual area variations.

**Demographic Profile**

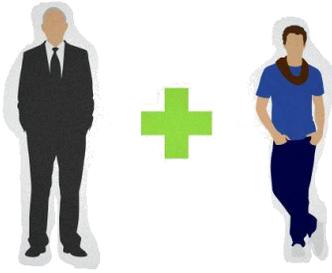
In 2014, the population in the Southwest Washington WDA was 567,005. Between 2004 and 2014, our region’s population grew at an annual average rate of 1.4% across all three service area counties. Annually, individual counties have also experienced continued population growth, with Clark growing by 1.5% in 2015, Cowlitz growing by 0.7%, and Wahkiakum growing by 0.6%.<sup>3</sup> Access to pure water, inexpensive and reliable power, a skilled workforce, great schools, and proximity to a major international airport continue to make Southwest Washington a desirable place to live, grow and thrive for many individuals and families<sup>4</sup>.

<sup>2</sup> Washington State Workforce Training and Education Coordinating Board, 12, Dec., 2015, “Talent and Prosperity for All: The Strategic Plan for Unlocking Washington’s Workforce Potential”, < <http://www.wtb.wa.gov/Documents/TAPPlanStrategicandOperational2016.pdf>>

<sup>3</sup> JobsEQ, Demographics Report, Chumura Economics 24 April, 2016

<sup>4</sup> CREDC, Quality of Life-Data and Demographics, 24, April, 2016 < <http://www.credc.org/clarkcounty/>>

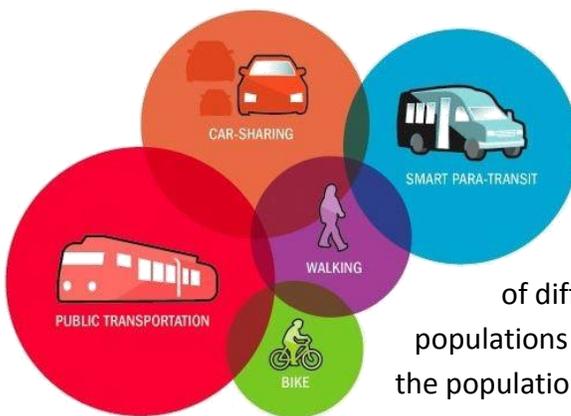
The region has a civilian labor force of 264,096, with a participation rate of 62.5%. This echoes the national labor force participation rate of 63% as of March 2016.<sup>5</sup> The civilian labor force is described as the number of people working or looking for work. This population has gone through substantial changes in its size and demographic composition over the last several decades. In the 1970s and 1980s, many areas across the nation watched as labor force participation rates increased and many more women entered the workplace. It was a time comprised of extensive baby-boomer generation participation coupled with economic opportunity. However, the labor force participation rate of women, which peaked in the late '90s, has been on a declining trend ever since, and it is further strained by the large number of baby-boomers now retiring and exiting the workforce without a significant backfill entry of youth and young adults workers as the prime age group to fill



existing and new positions.<sup>6</sup> Many of these challenges are related to the limited cultural adaptation of the workforce system to support and engage younger workers and employers differently to support culture shifts. Recent studies indicate that the current and future workforce requires more flexible work schedules where they can work any time, any place, and on any device to drive results and blaze their own career paths<sup>7</sup>. The strategy of bringing together the foundation of good work principles and the knowledge and wisdom of past

generations, as well as the ideas and technology-minded characteristics of the emerging workforce, can assist Southwest Washington employers in developing well-rounded companies. Many current employers, however, are not seeing this diversity in their talent pool. There are many factors that may prevent individuals from entering the labor force, including access to training and employment opportunities, knowledge and awareness of these opportunities, education levels, transportation, childcare, established familial cultures of working, citizenship, and other basic and social needs, as well as cyclical and structural changes in the economy, among other factors.

In addition to all of these reasons, our country has experienced two severe economic recessions, with one in 2001 and the second in 2008-2009. Southwest Washington is not immune to these labor force factors of



participation, with 24.7% of individuals ages 25 to 64 in the Southwest Washington WDA having a bachelor's degree or higher, a median household income of \$56,868, and a median house value of \$217,376<sup>8</sup>. The Southwest Washington area continues to be predominantly white with 86.2% of the population, but every year, we have seen an increase in a variety of different cultures, ethnicity and races, particularly Hispanic or Latino populations (7.6%) and Russian populations (see chart below). At least half of the population across the region either has their high school diploma or equivalent (25.9%) and some college but no degree (29.2%). In more rural areas,

adapted from <http://www.gfcarsharing.org/about-carsharing.htm>

<sup>5</sup> Bureau of Labor Statistics, Databases, Tables, & Calculators by Subject, "Labor Force Statistics for the Current Population Survey", <<http://data.bls.gov/timeseries/LNS11300000>>

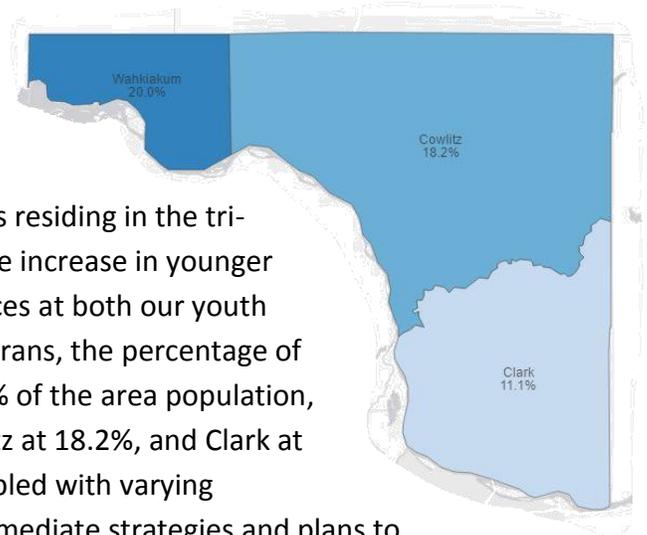
<sup>6</sup> Mitra Toossi, Bureau of Labor Statistics, "Labor force projections to 2022: the labor force participation rate continues to fall", <<http://www.bls.gov/opub/mlr/2013/article/labor-force-projections-to-2022-the-labor-force-participation-rate-continues-to-fall.htm>>

<sup>7</sup> Worker Evolution, 1, May 2015. <<http://blog.dynamicwork.co.uk/2015/05/01/worker-evolution/>>

<sup>8</sup> JobsEQ, Demographics Report, Chumura Economics 24 April, 2016

we see higher high school graduation rates, with 36.4% of Wahkiakum’s population and 28.6% of Cowlitz County residents receiving a high school diploma or its equivalent, compared to 25.2% in Clark County. Currently, 13.1% of the population or 70,625 individuals live in poverty, with the highest poverty rate in Wahkiakum County at 21.9%. Many individuals in our area are unable to own or access a vehicle for transportation. Over 5.6% of residents have no vehicle available, with even more limited vehicle transportation issues occurring in Cowlitz County at 7.4%.

Another growing population in the area is adults in transition. This includes veterans, the long term unemployed, and individuals with disabilities, to name a few. Veteran populations ages 18 to 64 continue to grow throughout the region with approximately 27,434 individuals residing in the tri-county region currently. We are also beginning to see a large increase in younger veterans entering the workforce system and accessing services at both our youth programs and our American Job Centers. In addition to veterans, the percentage of individuals ages 18 to 64 experiencing a disability is at 12.4 % of the area population, with the highest percentage with Wahkiakum at 20%, Cowlitz at 18.2%, and Clark at 11.1% of the overall population. High levels of poverty, coupled with varying education levels and high disability populations, demand immediate strategies and plans to support and serve disadvantaged populations differently moving forward.



The opportunities to partner with local training providers such as community colleges, four-year institutions, and local registered and non-registered apprenticeship programs become critical in growing the skilled labor force and the quality of the talent pool available locally to employers, driving higher median household incomes and making housing in the area more affordable to the individuals and families in our community. Additional demographics and the demographics referenced above can be seen below in the following Demographic Profile.

Demographic Profile <sup>1</sup>						
	Percent			Value		
	Southwest Washington WDA	Washington	USA	Southwest Washington WDA	Washington	USA
<b>Demographics</b>						
Population <sup>2</sup>	—	—	—	567,005	7,170,351	321,418,820
Population Annual Average Growth <sup>2</sup>	1.4%	1.4%	0.8%	7,237	91,305	2,590,222
Median Age <sup>3</sup>	—	—	—	37.5	37.3	37.2
Under 18 Years	26.0%	23.5%	24.0%	138,030	1,581,354	74,181,467
18 to 24 Years	8.2%	9.7%	9.9%	43,845	650,053	30,672,088
25 to 34 Years	12.6%	13.9%	13.3%	66,846	933,781	41,063,948
35 to 44 Years	13.7%	13.5%	13.3%	72,632	908,305	41,070,606

Demographic Profile <sup>1</sup>						
	Percent			Value		
	Southwest Washington WDA	Washington	USA	Southwest Washington WDA	Washington	USA
45 to 54 Years	14.6%	14.7%	14.6%	77,531	988,205	45,006,716
55 to 64 Years	12.7%	12.4%	11.8%	67,337	835,165	36,482,729
65 to 74 Years	7.1%	6.8%	7.0%	37,515	457,220	21,713,429
75 Years and Over	5.3%	5.5%	6.0%	28,015	370,457	18,554,555
Race: White	86.2%	77.3%	72.4%	458,204	5,196,362	223,553,265
Race: Black or African American	1.7%	3.6%	12.6%	9,078	240,042	38,929,319
Race: American Indian and Alaska Native	1.0%	1.5%	0.9%	5,246	103,869	2,932,248
Race: Asian	3.6%	7.2%	4.8%	19,027	481,067	14,674,252
Race: Native Hawaiian and Other Pacific Islander	0.6%	0.6%	0.2%	2,946	40,475	540,013
Race: Some Other Race	3.0%	5.2%	6.2%	16,086	349,799	19,107,368
Race: Two or More Races	4.0%	4.7%	2.9%	21,164	312,926	9,009,073
Hispanic or Latino (of any race)	7.6%	11.2%	16.3%	40,249	755,790	50,477,594
<b>Economic</b>						
Labor Force Participation Rate and Size (civilian population 16 years and over) <sup>4</sup>	62.5%	63.8%	63.5%	264,096	3,503,337	157,940,014
Armed Forces Labor Force <sup>4</sup>	0.1%	0.9%	0.4%	500	48,533	1,025,497
Veterans, Age 18 to 64 <sup>4</sup>	8.2%	7.9%	5.8%	27,434	342,297	11,371,344
Median Household Income <sup>3,4</sup>	—	—	—	\$56,868	\$60,294	\$53,482
Poverty Level (of all people) <sup>4</sup>	13.1%	13.5%	15.6%	70,625	916,364	47,755,606
Mean Commute Time (minutes) <sup>4</sup>	—	—	—	24.9	25.9	25.7
Commute via Public Transportation <sup>4</sup>	2.0%	5.9%	5.1%	4,714	187,675	7,157,671
Union Membership <sup>5</sup>	17.6%	17.7%	11.1%	—	—	—
<b>Educational Attainment, Age 25-64</b>						
No High School Diploma <sup>4</sup>	8.9%	9.2%	12.0%	25,608	342,953	19,939,890
High School Graduate <sup>4</sup>	25.9%	22.2%	26.5%	74,473	829,926	44,000,387
Some College, No Degree <sup>4</sup>	29.2%	25.0%	21.9%	84,014	933,302	36,270,359
Associate's Degree <sup>4</sup>	11.3%	10.5%	8.7%	32,615	392,757	14,487,486
Bachelor's Degree <sup>4</sup>	16.6%	21.5%	19.7%	47,707	804,644	32,646,533
Postgraduate Degree <sup>4</sup>	8.2%	11.6%	11.2%	23,477	433,731	18,533,513
<b>Housing</b>						
Total Housing Units <sup>4</sup>	—	—	—	215,054	2,921,364	132,741,033
Median House Value (of owner-occupied units) <sup>3,4</sup>	—	—	—	\$217,376	\$257,200	\$175,700
Homeowner Vacancy <sup>4</sup>	1.6%	1.9%	2.1%	2,218	31,920	1,591,421
Rental Vacancy <sup>4</sup>	4.2%	5.0%	6.9%	3,074	52,664	3,105,361
Renter-Occupied Housing Units (% of Occupied Units) <sup>4</sup>	34.8%	37.3%	35.6%	70,252	986,856	41,423,632
Occupied Housing Units with No Vehicle Available (% of Occupied Units) <sup>4</sup>	5.6%	7.0%	9.1%	11,397	184,459	10,594,153
<b>Social</b>						
Enrolled in Grade 12 (% of total population) <sup>4</sup>	1.6%	1.4%	1.4%	8,449	95,601	4,443,768
Disabled, Age 18 to 64 <sup>4</sup>	12.4%	10.6%	10.2%	41,159	455,420	19,703,061

Demographic Profile <sup>1</sup>						
	Percent			Value		
	Southwest Washington WDA	Washington	USA	Southwest Washington WDA	Washington	USA
Foreign Born <sup>4</sup>	9.0%	13.3%	13.1%	48,754	920,694	41,056,885
Speak English Less Than Very Well (population 5 yrs and over) <sup>4</sup>	5.4%	7.8%	8.6%	27,465	505,263	25,305,202

Source: [JobsEQ®](#)

1. Census 2010, unless noted otherwise

2. Census 2015, annual average growth rate since 2005

3. Median values for certain aggregate regions (such as MSAs) may be estimated as the weighted averages of the median values from the composing counties.

4. ACS 2010-2014, Current Population Survey, unionstats.com, and Chumura; county- and zip-level data are best estimates based upon industry-, MSA-, and state-level data

## Opportunity Youth

In 2016, WSW, in partnership with the CWWC, hired [ECNorthwest](#), a professional economic consulting firm with a global reputation of excellence to understand our bi-state, six-county (Clackamas, Clark, Cowlitz, Multnomah, Wahkiakum, and Washington) opportunity youth population. As a result, this partnership released an [Opportunity Youth Report](#) on April 6, 2016. As described in the report, youth in transition from traditional K-12 education to either workforce or further education represent some of the greatest opportunities for growing and strengthening the local workforce or talent pipeline. Not all youth are fully prepared to make the transition into the workforce, and those who do struggle are an important focus for local workforce development efforts.

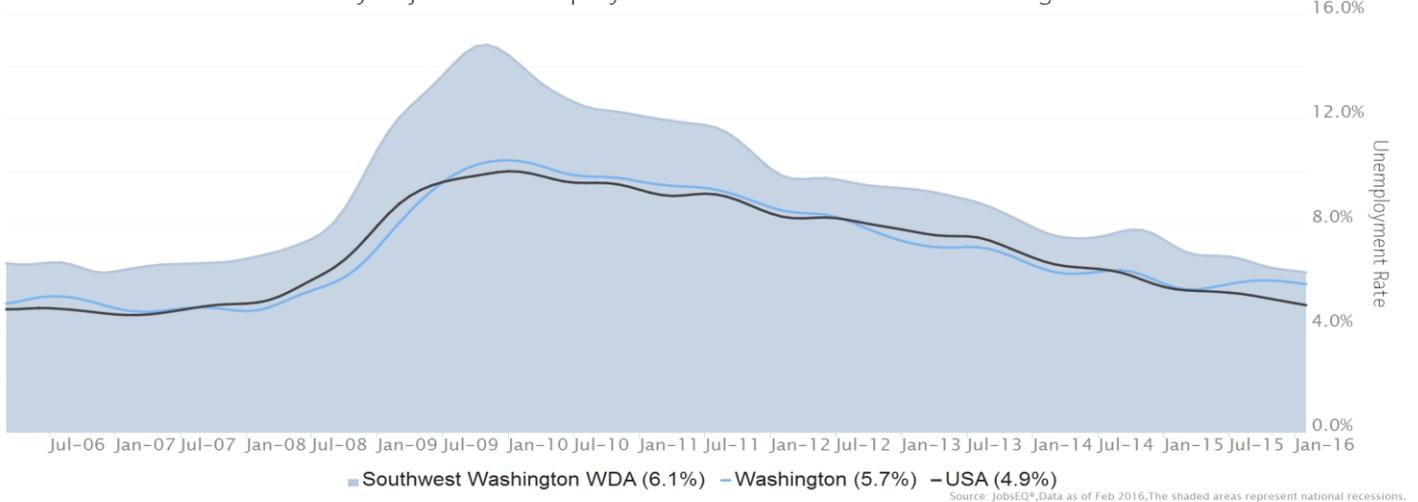
The report finds that over 30,000 youth ages 16 to 24 are not in school or working. Referred to as Opportunity Youth, these individuals represent 28% of youth not enrolled in school in our six county areas. In addition, the report outlines key demographic data and barriers facing youth and young adults today. It has assisted in informing our local workforce development board of potential program components or service delivery items that service providers and partners could integrate in order to better address the needs and challenges of these populations. Knowing who may be falling through the cracks enables us to create innovative strategies to serve these youth and reconnect them to post-secondary education and/or career track employment.



## Employment Trends

Major industry sectors in Clark County include Health Care and Social Assistance (23,600 jobs), Professional and Business Services (18,100 jobs), Retail Trade (17,200 jobs), Leisure and Hospitality (14,000 jobs), and Manufacturing (13,100 jobs). The largest sectors in Cowlitz County are Health Care and Social Assistance, employing 6,651 workers, followed closely by manufacturing (6,491 workers) and Retail Trade (4,911). In Wahkiakum County, the largest sector is Agriculture, Forestry, Fishing and Hunting, employing 226 workers. The next largest sectors in the region are Public Administration (104 workers) and Utilities (85).

Seasonally Adjusted Unemployment Rate for Southwest Washington WDA

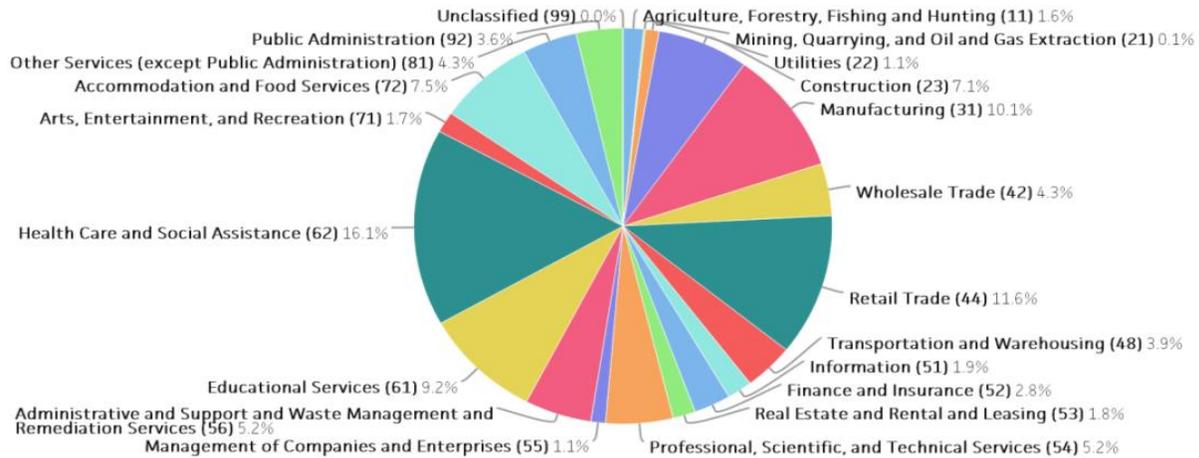


Employment has increased across the Southwest region overall by 4% in 2015 and is expected to continue to grow. As of the end of 2015, the SW WDA had over 198,932 individuals employed in the region. The adjusted unemployment rate for the three-county region is 6.1% as of February 2016, which is an entire percentage lower than February 2015, when the region was at 7.1%. The regional unemployment rate is higher than the national rate of 4.9%. Employee turnover rate is at 8.6%, with an average of 23,000 new hires occurring every quarter.<sup>9</sup> Most sectors are continuing to add jobs, while other industries such as Manufacturing are experiencing a significant need to replace retiring workers through training methods such as an up-skill and backfill approach.

Although the region is expected to increase employment opportunities as a whole, more rural areas such as Wahkiakum will likely experience a declining number of jobs and a continued decrease in the number of individuals who are employed, who last year alone experienced an employment decline of 24.4%. These significant downturns are directly related to the high concentration of agriculture, forestry, fishing and hunting industries in the region. Focusing on alternative energy, virtual employment opportunities, and additional training options outside of traditional sectors located in the region could bring additional job growth and employment opportunities to the individuals living in Wahkiakum community. There is also ample room and opportunity for WSW to partner closely with local employers to address high turnover rates and customized training options in order to promote positive company culture, growth and development.

<sup>9</sup> JobsEQ, Demographics Report, Chumura Economics 24 April, 2016

Total Workers for Southwest Washington WDA by Industry



Source: JobsEQ® Data as of 2015Q4

### Industry Snapshot

This regional strength in advanced manufacturing is predicted to result in growth of 20% through 2020, with the need to replace more than 30,000 workers.<sup>10</sup> Even in rural areas, the absolute number of young adults has risen, resulting in a pool of potential workers to fill the pipeline for in-demand advanced manufacturing jobs. The largest sector in the Southwest Washington WDA is Health Care and Social Assistance, employing 32,037 workers. The next largest sectors in the region are Retail Trade (23,056 workers) and Manufacturing (20,042). High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region are Utilities (LQ = 1.97), Construction (1.31), and Manufacturing (1.20).

Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics. Sectors in the Southwest Washington WDA with the highest average wages per worker are Utilities (\$96,891), Management of Companies and Enterprises (\$92,902), and Finance and Insurance (\$73,581). Regional sectors with the best job growth (or most moderate job losses) over the last five years are Health Care and Social Assistance (+6,958 jobs), Retail Trade (+2,815), and Construction (+2,291).

Over the next ten years, employment in the Southwest Washington WDA is projected to expand by 21,036 jobs. The fastest growing sector in the region is expected to be Health Care and Social Assistance with a +2.3% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+8,074 jobs), Retail Trade (+2,568), and Construction (+2,314).

<sup>10</sup> <http://www.workforcecollaborative.org/manufacturing/>

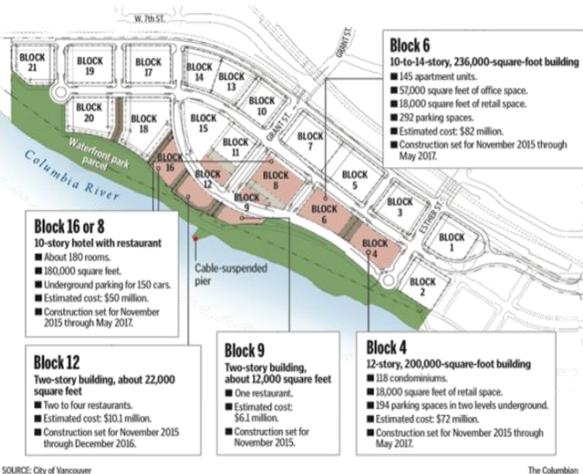


## Clark County Emerging Industries

Approximately one-third or 50,000-60,000 workers commute to Portland daily to work, while only 11,000 reverse-commute<sup>11</sup> to work in the Clark County area. According to a [census](#) conducted by the [Columbia River Economic Development Council](#) in 2013, over 80% of Clark County commuters to Oregon are likely to take a Clark County job of equal or less pay if one were available to reduce commute time and avoid the Oregon income tax. Over the years, these commuting patterns out of state to the Portland metropolitan area have remained high. To promote economic independence for our region, WSW, with partner support, will need to promote local job availability and incentivize employers to cultivate and keep talent locally to decrease commuting patterns and potentially promote reverse commuting that drives talent to our region.

## Plans for the Vancouver waterfront

Gramor Development Inc. has released plans for the first phase of the waterfront project.



SOURCE: City of Vancouver

The Columbian

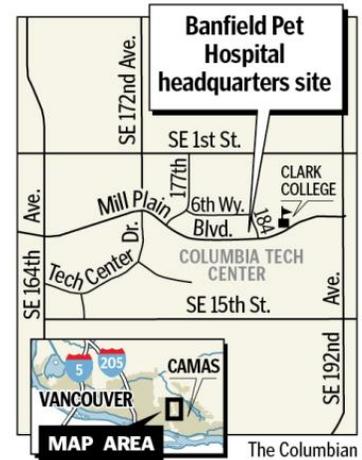
In addition, the Southwest Washington area is expecting large growth opportunity with the expansion of 32 acres and over 20 city blocks on the Columbia River waterfront as a part of [The Waterfront Project](#) scheduled to open its first buildings in the winter of 2017. This will increase the region's capacity to grow and host restaurant, hospitality and tourism companies and jobs with over 250,000 feet of restaurant, retail and luxury hotel space. Upon its completion, the [Columbia Waterfront LCC](#), a multi-pronged public and private partnership group, has projected that this new urban area will bring more than 10,000 jobs as well as over \$385 million (the present value of state and local taxes over the next 20 years) to the region's economy.

Our area will also see a significant spike in the availability of construction jobs necessary to complete this project over the next few years. The waterfront development will not only significantly grow our local downtown and metropolitan area, but it will also contribute to the quality of life of those individuals who choose to grow and thrive in Clark County with the addition of a large waterfront park. Called a "game-changer" in an [article](#) published by *The Columbian* on March 4, 2015, Vancouver Mayor Tim Leavitt refers to the "once-in-a-lifetime opportunity that we have to recapture our waterfront." Although construction and

<sup>11</sup> Scott Bailey, Regional Economist, Employment Security Department, "Clark County Profile-Access Washington", 1, Jan, 2016, <<https://fortress.wa.gov/esd/employmentdata/reports-publications/regional-reports/county-profiles/clark-county-profile>>.

building efforts will occur in Vancouver in early spring of 2016, the waterfront development project will bring jobs and opportunities that will be felt throughout the Southwest Washington tri-county area and the region.

Clark County will gain over 600 high-wage jobs when [Banfield Pet Hospitals](#) moves its headquarters from Portland to Vancouver in the spring of 2016. As the largest veterinary practice in the nation, the 250,000 square-foot office complex located in the Columbia Tech Center near Clark College's satellite campus will include the transfer of all jobs associated with the company's corporate headquarters, which supports 850 pet hospitals and 14,000 employees across the United States and Puerto Rico. Among the positions are marketing, corporate affairs, medicine, information technology, facilities, human resources, payroll, hospital operations, commercial and legal departments, as well as a call center, Banfield Pet Hospital confirmed by email.<sup>12</sup> With the relocation of Banfield, the Southwest Washington area will see significant growth in Veterinary Medicine, a different type of health care are sector over the next several years. This may influence growth of new programming and offerings at local colleges and the quality of the medical talent pool in the region.



In addition, planning for a 134,000 square-foot casino owned by the Cowlitz Tribe near La Center will bring a surplus of over 250 construction jobs during construction all through 2016 to 2018. Job growth for the casino



will continue to grow into 2018 and beyond as the tribe will bring over 1,500 permanent jobs to the region, including the development of a hotel with as many as 250 rooms<sup>13</sup> in addition to finance, technology, human resource, cashiering, event coordination, table game dealers, security, restaurant service positions, customer service positions, and maintenance positions<sup>14</sup>.

With new and existing company growth over the next few years, the SW Washington area will continue to see an increase in the demand for workers and diverse skill sets amongst employers.

### **Cowlitz/Wahkiakum Emerging Industries**

In 2015, [NW Innovation Works](#), a joint venture between China and BP (the former British Petroleum), announced their plan to build methanol plants in Kalama and Clatskanie (across the Columbia River in Oregon, but well within the Cowlitz labor market). This partnership is slated to create more than 1,000 construction

<sup>12</sup> Cami Joner, Columbia, 1 April, 2015. <<http://www.columbian.com/news/2014/apr/02/vancouver-lands-banfield-pet-hospital-hq-wit6h-600/>>

<sup>13</sup> Justin Runquist, Columbia Small Cities Reporter, "Cowlitz: Casino Construction May Start by End of Year," <<http://www.columbian.com/news/2015/apr/27/cowlitz-tribe-casino-construction/>>.

<sup>14</sup> Associate Press, OregonLive, "Cowlitz Tribe Will Break Ground on Casino near La Center this year", 28, April, 2015. <[http://www.oregonlive.com/clark-county/index.ssf/2015/04/cowlitz\\_tribe\\_will\\_break\\_groun.html](http://www.oregonlive.com/clark-county/index.ssf/2015/04/cowlitz_tribe_will_break_groun.html)>.

jobs as the plants are built and up to 400 manufacturing jobs after completion. Currently, construction on the project should begin in the winter of 2016, with the plant fully operational by the end of 2019. This expansion opportunity will bring steady job growth to the Cowlitz County area over the next several years.<sup>15</sup>

In addition, Nimble Trailers, a Denver-based company specializing in manufacturing semi-trailers, is planning to open a Longview plant. The company’s trailers are made from carbon fiber material, eliminating the need for sheet metal and promoting safer and more fuel-efficient trucks weighing three tons less than conventional trailers.<sup>16</sup> According to the [Daily News](#), the opening of the Cowlitz location on 6.7 acres of land will bring nearly 500 jobs to the region over the next four years with 200 jobs in the immediate future. It is also projected that operations will be up and running between June and November 2016, with partnerships ranging from Wal-Mart to FedEx. This marks one of the first composite manufacturing companies locating within Cowlitz County and also presents an interesting opportunity to promote and grow a composite and transportation and logistics corridor throughout Southwest Washington and up Interstate 5.



### Wage Trends and Cost of Living

The average worker in the Southwest Washington WDA earned annual wages of \$45,810 as of December 2015. Average annual wages per worker increased 1.5% in the region over the last year. For comparison purposes, annual average wages were \$51,444 in the nation as of December 2015. Although wages are on the rise, the cost of living throughout the region remains behind what could be considered truly self-sufficient for individuals and families. The Cost of Living Index estimates the relative price levels for consumer goods and services. When applied to wages and salaries, the result is a measure of relative purchasing power. The cost of living is 18.0% higher in Southwest Washington WDA than the U.S. average.

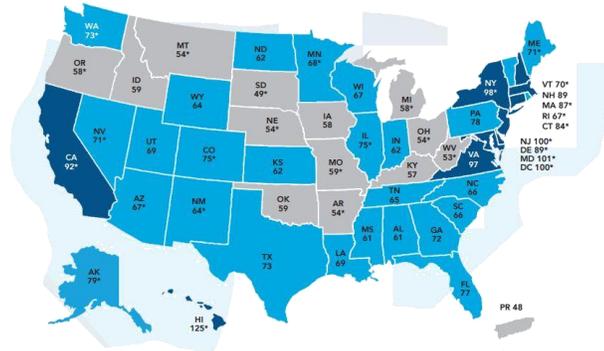
Cost of Living Information			
	Annual Average Salary	Cost of Living Index (Base US)	US Purchasing Power
Southwest Washington WDA	\$46,478	118.0	\$39,373
Washington	\$56,160	118.8	\$47,287
USA	\$52,402	100.0	\$52,402

Source: [JobsEQ](#), Data as of 2015Q4, The Cost of Living Index is developed by Chmura Economics & Analytics and is updated quarterly.

<sup>15</sup> Scott Bailey, Regional Economist, Employment Security Department, January 2016, < <https://fortress.wa.gov/esd/employmentdata/reports-publications/regional-reports/county-profiles/cowlitz-county-profile>>

<sup>16</sup> Hayat Norimine, Daily News, 6, April, 2016, < [http://tdn.com/news/local/new-manufacturing-facility-to-create-up-to-longview-jobs/article\\_458493d0-ed12-56c3-8ae5-b673643378b5.html](http://tdn.com/news/local/new-manufacturing-facility-to-create-up-to-longview-jobs/article_458493d0-ed12-56c3-8ae5-b673643378b5.html)>.

According to the [National Low Income Housing Coalition](#) (NLIHC), Washington State has the tenth highest wage required to obtain housing across the nation, with an hourly wage of \$21.69 per hour to rent a two-bedroom unit, which translates to \$18.15 per hour required to afford renting here in Southwest



Washington. In another analysis, the NLIHC reported that in no state in the United States can a minimum-wage worker afford a one-bedroom rental unit at Fair Market Rent, working a standard 40-hour work week, without paying more than 30% of their income. In Southwest Washington, Fair Market Rent on a one-bedroom apartment is around \$793 a month. In fact, an individual in Washington would need to work 73 hours at our state’s minimum wage, \$9.47 an hour, in order to afford a one-bedroom unit. With over 35% of households renting in our area, addressing the wage gap between minimum and self-sufficient wages is critical. WSW is committed to working with local employers to grow high-wage, high-demand occupations that promote family independence and assist in decreasing the number of families experiencing poverty and even homelessness in our community that directly impacts their ability to gain or maintain access to a job and stable employment.

### Occupation Snapshot



The largest major occupation group in the Southwest Washington WDA is Office and Administrative Support Occupations, employing 28,219 workers. The next-largest occupation groups in the region are Sales and Related Occupations (20,612 workers) and Food Preparation and Serving Related Occupations (15,962). High location quotients (LQs) indicate occupation groups in which a region has high concentrations of employment compared to the national average. The major groups with the largest LQs in the region are Personal Care and Service Occupations (LQ = 1.20), Construction and Extraction Occupations (1.20), and Education, Training, and Library Occupations (1.18).

Occupation groups in the Southwest Washington WDA with the highest average wages per worker are Management Occupations (\$99,100), Legal Occupations (\$87,900), and Health Care Practitioners and Technical Occupations (\$82,300). The unemployment rate in the region varied among the major groups from 1.5% among Legal Occupations to 14.3% among Farming, Fishing, and Forestry Occupations.

Over the next ten years, the fastest growing occupation group in the Southwest Washington WDA is expected to be Health Care Support Occupations, with a +2.5% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care Practitioners and Technical Occupations (+2,476 jobs) and Sales and Related Occupations (+2,250). Over the same period, the highest replacement demand (occupation demand due to retirements and workers moving from one occupation to another) is expected in Sales and Related Occupations (6,960 jobs) and Office and Administrative Support Occupations (6,329

**Occupation Snapshot in Southwest Washington WDA**

		Current					Historical				Forecast		
		Four Quarters Ending with 2015q4			2015q4		Total Change over the Last 5 Years	Avg Ann % Chg in Empl 2010q4-2015q4			Over the Next 10 Years		
SOC	Title	Empl	Avg. Annual Wages <sup>1</sup>	LQ	Unempl	Unempl Rate	Empl	Southwest Washington WDA	Washington	USA	Total Repl Demand	Total Growth Demand	Avg. Annual Growth Percent
11-0000	Management Occupations	11,517	\$99,100	0.96	297	2.1%	1,207	2.2%	2.1%	1.3%	3,940	999	0.8%
13-0000	Business and Financial Operations Occupations	8,009	\$64,600	0.83	339	3.2%	1,347	3.8%	2.3%	1.4%	1,920	1,155	1.4%
15-0000	Computer and Mathematical Occupations	4,229	\$76,800	0.78	240	4.1%	636	3.3%	3.4%	2.6%	671	675	1.5%
17-0000	Architecture and Engineering Occupations	3,659	\$75,700	1.09	133	2.9%	419	2.5%	1.6%	1.3%	946	161	0.4%
19-0000	Life, Physical, and Social Science Occupations	1,541	\$63,900	0.97	74	4.0%	78	1.0%	0.7%	0.9%	497	179	1.1%
21-0000	Community and Social Service Occupations	3,284	\$44,100	1.04	136	3.3%	478	3.2%	2.3%	1.3%	758	573	1.6%
23-0000	Legal Occupations	1,000	\$87,900	0.63	20	1.5%	54	1.1%	-0.2%	0.0%	208	126	1.2%
25-0000	Education, Training, and Library Occupations	13,272	\$51,400	1.18	352	2.4%	286	0.4%	1.1%	0.3%	2,966	1,194	0.9%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	2,657	\$47,800	0.77	145	3.9%	127	1.0%	1.6%	1.0%	983	195	0.7%
29-0000	Health Care Practitioners and Technical Occupations	10,908	\$82,300	0.98	218	1.7%	962	1.9%	1.7%	1.4%	2,546	2,476	2.1%
31-0000	Health Care Support Occupations	6,646	\$31,000	1.14	543	6.3%	1,489	5.2%	3.4%	2.2%	1,537	1,843	2.5%
33-0000	Protective Service Occupations	3,146	\$43,700	0.82	213	4.9%	24	0.2%	1.0%	0.6%	745	241	0.7%
35-0000	Food Preparation and Serving Related Occupations	15,962	\$22,700	0.94	2,192	9.3%	2,007	2.7%	3.0%	2.8%	6,246	1,582	0.9%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	6,670	\$27,400	0.93	832	8.9%	-1,655	-4.3%	-2.0%	0.9%	1,565	728	1.0%
39-0000	Personal Care and Service Occupations	9,482	\$26,200	1.20	671	5.6%	1,229	2.8%	1.7%	2.1%	2,404	1,732	1.7%
41-0000	Sales and Related Occupations	20,612	\$36,600	0.99	1,723	6.3%	2,378	2.5%	1.8%	1.4%	6,960	2,250	1.0%
43-0000	Office and Administrative Support Occupations	28,219	\$35,600	0.94	2,121	5.4%	3,570	2.7%	2.3%	1.5%	6,329	1,947	0.7%
45-0000	Farming, Fishing, and Forestry Occupations	1,323	\$36,700	1.02	315	14.3%	89	1.4%	4.5%	1.6%	499	-87	-0.7%
47-0000	Construction and Extraction Occupations	10,604	\$51,100	1.20	1,156	8.4%	1,515	3.1%	2.8%	1.9%	2,053	1,665	1.5%

Occupation Snapshot in Southwest Washington WDA													
		Current					Historical				Forecast		
		Four Quarters Ending with 2015q4			2015q4		Total Change over the Last 5 Years	Avg Ann % Chg in Empl 2010q4-2015q4			Over the Next 10 Years		
SOC	Title	Empl	Avg. Annual Wages <sup>1</sup>	LQ	Unempl	Unempl Rate	Empl	Southwest Washington WDA	Washington	USA	Total Repl Demand	Total Growth Demand	Avg. Annual Growth Percent
49-0000	Installation, Maintenance, and Repair Occupations	8,855	\$48,200	1.16	478	4.2%	934	2.3%	2.0%	1.7%	2,220	670	0.7%
51-0000	Production Occupations	13,389	\$38,100	1.08	1,210	6.6%	1,627	2.6%	2.6%	1.8%	3,643	-292	-0.2%
53-0000	Transportation and Material Moving Occupations	13,948	\$36,000	1.04	1,609	8.1%	1,238	1.9%	2.5%	2.2%	3,716	1,016	0.7%
00-0000	Total - All Occupations	198,932	\$46,100	1.00	n/a	n/a	20,039	2.1%	2.1%	1.6%	53,349	21,028	1.0%

Source: [JobsEQ®](#)

Note: Figures may not sum due to rounding.

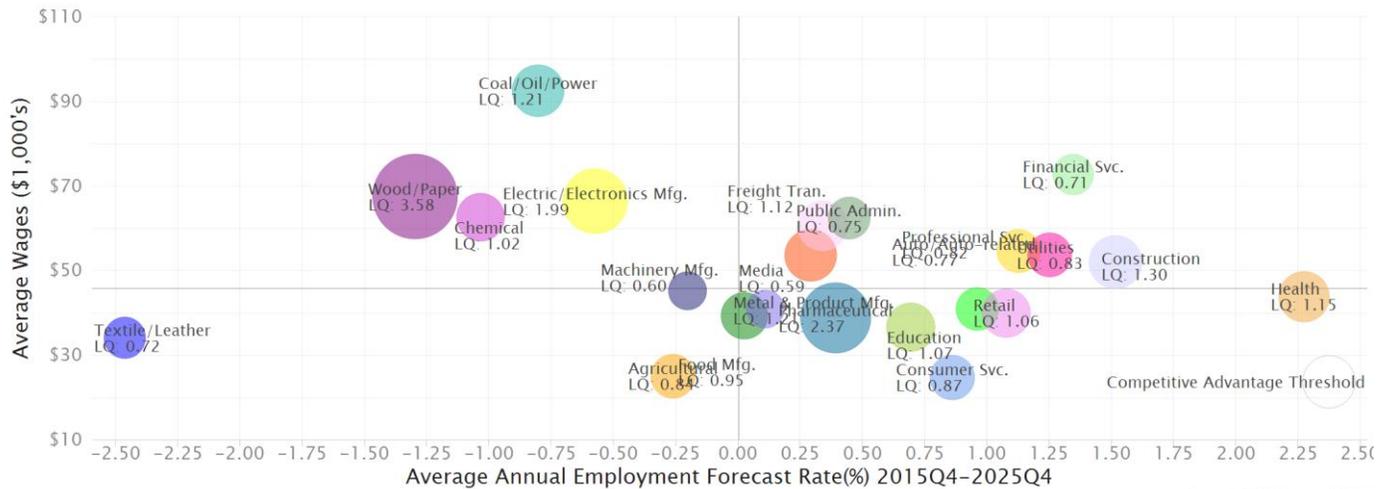
1. Occupation wages are as of 2014 and should be taken as the average for all Covered Employment

Occupation employment data are estimated via industry employment data and the estimated industry/occupation mix. Industry employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and currently updated through 2015Q2, imputed where necessary with preliminary estimates updated to 2015Q4. Wages by occupation are as of 2014 provided by the BLS and imputed where necessary. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

## Industry Clusters

A cluster is a geographic concentration of interrelated industries or occupations. If a regional cluster has a location quotient of 1.25 or greater, the region is considered to possess a *competitive advantage* in that cluster. The industry cluster in the Southwest Washington WDA with the highest relative concentration is Wood/Paper with a location quotient of 3.58. This cluster employs 5,935 workers in the region with an average wage of \$67,500. Employment in the Wood/Paper cluster is projected to contract in the region about 1.3% per year over the next ten years.

Industry Clusters for Southwest Washington WDA as of 2015Q4



Source: JobsEQ®, Data as of 2015Q4

Location quotient and average wage data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics.

## Regional Skill Demand

Over the years, WSW has seen an increase in the demand not only for technical skills (i.e. computer skills, equipment knowledge, etc.) but also for soft skills, 21<sup>st</sup> Century skills, or what we commonly refer to as *essential skills*. Essential skills are the backbone of what employers need. These skills quickly separate average workers from great workers. It's what you see in an employee that shows up to work on time every day, who can work independently but also in a team, and in an employee who effectively manages timelines and projects. Essential skills are the skills that are not always taught in school or in family systems, but often are the skills employers struggle to find in workers, leading to higher turnover rates and lower employee retention rates. The workforce system plays a key role in addressing this "skills gap." Employers want well-rounded employees, and the workforce system wants to help individuals get jobs and become self-sufficient. Well-rounded employees that are truly ready to go to work and have all the necessary skills are not always easy to come by, but WSW alongside our other workforce partners (i.e. community colleges, providers, economic development councils, WIOA core partners and others) is continually working towards developing a regionally vetted talent pool that would meet the needs of employers outlined above.



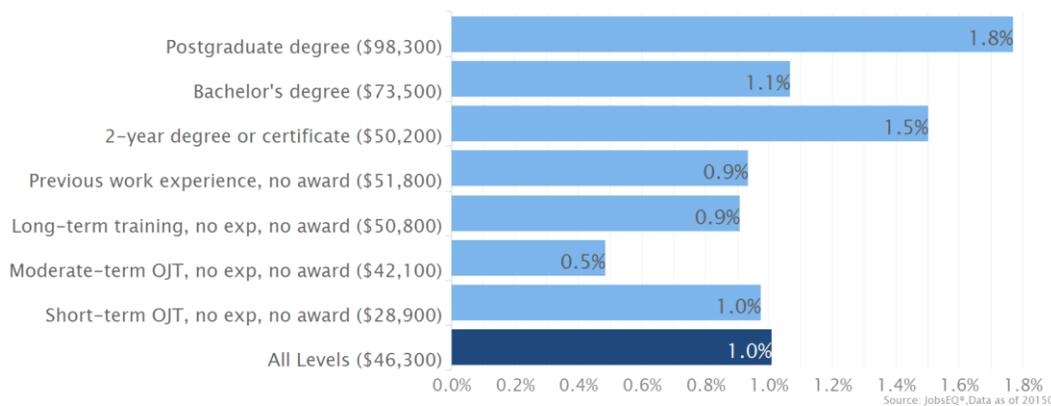
Several factors limit this transformation in skill sets. All too often, the importance of people management and development outweighs that of corporate strategy and profit, leaving a very small window for businesses to get the right worker in the positions they have available when they need them. This is only further compounded by the limited time employers have to invest in individual training and ongoing professional development before key employee performance is necessary to assist with bottom line deliverables. In addition, many industries' skill requirements quickly outgrow current training programs once they are established at local community colleges. In technology for example, skills continue to lag. The main reason is the need for skills like analytics and programming/development will grow sizably over the next several years, but many current employees will not be proficient with most of these key technologies. Not only will this industry face a need for frequent internal employee training, but if tech companies are not working closely with local training institutions, we run the risk of colleges providing short- and long-term training programs for new and existing workers that do not meet the demands and requirements of the industry. This is true of many other industries including Manufacturing, Health Care, and Construction as well. Joint partnership for employment training, placement and retention in technology and other industries is necessary in our region as we adapt to the new state of our workforce and employer needs.

## Education Levels

Expected growth rates for occupations vary by the education and training required. While all employment in the Southwest Washington WDA is projected to grow 1.0% over the next ten years, occupations typically requiring a postgraduate degree are expected to grow 1.8% per year, those requiring a bachelor's degree are forecast to grow 1.1% per year, and occupations typically needing a two-year degree or certificate are expected to grow 1.5% per year. Identifying and mapping out career ladders and career pathway

opportunities for job seekers will be critical to engaging individuals in services and in being prepared for what is required in industry.

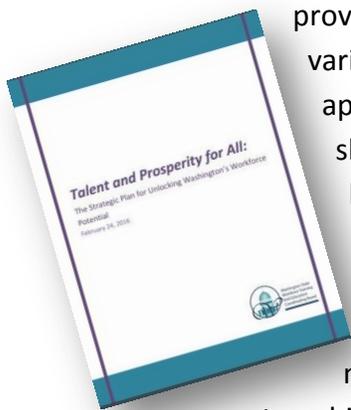
Annual Average Projected Job Growth by Training Required for Southwest Washington WDA



Employment by occupation data are estimates as of 2015Q4. Education levels of occupations are based on BLS assignments. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

### Training Program Availability

The Washington State [Talent and Prosperity for All Strategic Plan](#) places a strong emphasis on up-skilling and backfilling local talent in order to meet the requirements of high-wage occupations and in order to grow and provide opportunities for the future workforce. Detailed in Section III, WSW will pursue a variety of robust training strategies to identify employer-defined skills gaps, develop appropriate education and training programs with partners, and build pathways to high-skill, high-wage jobs for local workers. Specific approaches will include but not be limited to regional employer convenings, our continued partnership on the CWWC and the CWWC sector specific subgroups, referral and streamlined connections to existing area training institutions and community colleges, learning and engaging with other WDAs across the state for best practices, accessing and promoting virtual and mobile training options, and expanding pre-apprenticeship and apprenticeship partnerships and opportunities throughout the region.



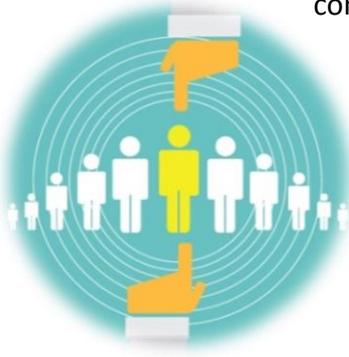
WSW invests and works alongside local providers to provide the following training opportunities for job seekers: 1) On-The-Job (OJT) trainings, 2) Incumbent Worker trainings, 3) Entrepreneur trainings, 4) Individual Training Accounts (ITA's), 5) Paid/Unpaid Work Experiences, 6) Paid/Unpaid Internships, 7) Accelerated trainings, 8) Customized Cohort trainings, 9) Transitional Job trainings, and 10) Pre-Apprenticeship, Apprenticeship or Non-Registered Apprenticeship, and other customized trainings or pilots deemed appropriate or necessary for employers. These are described in detail in Section III below. WSW partners closely with our local community colleges (Clark College and Lower Columbia College) as well as with our four-year institutions (Washington State University-Vancouver) and other training providers to ensure that job seekers have access the training and education required of the positions they are pursuing and the needs of regional employers. It is also our goal that by partnering closely with education and training providers, we are



able to provide all job seekers with transferable skills that will allow them to adapt quickly to economic downturns and find readily available employment in sectors that they may not have originally considered but because of their training, they are now competitive to pursue.

## **Regional Response**

Our regional analysis demands that we work closely with local city, county, economic development, community college, workforce system providers and other partners to build strong training programs that will train and retain our workers. The opportunity for increased partnership makes the Southwest Washington an area with untapped potential in the coming years. This will be at the root of our regional productivity and success, making us not only a viable and an inviting area to live, but also one with an increased opportunity to build a thriving workforce that can contribute to the local economy.



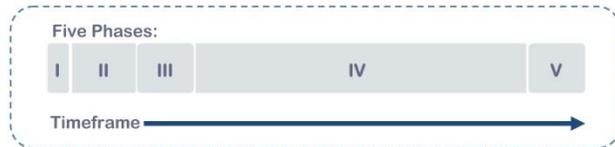
While “unlocking talent” and addressing the “skills gap” requires us to prepare job seekers for the future of work in our region, it also requires us to put an emphasis on those experiencing significant barriers. Southwest Washington as described above and included in the demographic tables above continues to experience low rates of postsecondary degrees and disengagement from the workforce, particularly with those from more rural areas who also experience higher unemployment and higher poverty. In order to “unlock” and “build” talent in our area, WSW proposes a multi-pronged approach with a focus on rural and diverse population outreach; alternative engagement options for service delivery; education and awareness of high growth industry employment and career pathways; and lastly, short-term, flexible, and accelerated training options for employers.

As a part of the CWWC, WSW will provide onramps for workers into these careers utilizing several innovative elements including: (1) use of a mobile training courses, instructors, and equipment where possible as a cost-effective strategy; (2) partnership among two states, five colleges and six counties; (3) online training and self-paced participant engagement; (4) a customized millennial curriculum and program delivery style; (5) customized employer education and awareness series; and (6) enhanced incumbent worker training strategies on and off site with local employers. These are described in detail in Section III.

## **Regional Sector Strategies**

The Columbia Willamette Workforce Collaborative has identified four common sector areas to address during the next four years: Manufacturing, Health Care (specifically Long Term Care), Technology/Software, and Infrastructure/Construction. In each case, we have obtained and analyzed labor market data which indicates these four areas are most likely to provide employment at living wage levels and to continued growth and development in our six-county region. Sector strategies include five steps: Investigate, Analyze, Convene, Act, and Evaluate.

## The Columbia-Willamette Workforce Collaborative Industry Engagement Framework



### Phase I: Investigate

Goal: Determine target industries

- Determine growth sectors to investigate
- Ensure relevance in two or more WIB regions
- Evaluate industry against 10+ considerations relating to growth, relevance to economic development activities, and other key factors
- Make a recommendation to the Regional Competitiveness Committee (RCC)
- Pursue approved industries using the 5-phase approach

### Phase II: Inventory & Analyze

Goal: Vet growth trends, produce industry report

- Conduct a baseline review of demand-side (employer) and supply-side (labor pool) data
- Analyze industry trends, review existing research/reports
- Conduct employer workforce survey to gather primary, local data
- Analyze gathered intelligence
- Produce a brief industry report focused on local issues, trends, and labor shed data

### Phase III: Convene

Goal: Prioritize potential workforce initiatives

- Present potential workforce initiatives and investments to industry
- Collect input from industry about how to prioritize potential strategies
- Identify industry stakeholders who commit to guiding implementation of identified priorities.
- Convene industry panel(s) targeted toward specific strategies
- Develop preliminary action plans for selected initiatives

### Phase IV: Act

Goal: Implement workforce initiatives

- Develop an operational plan for WIB staff
- Execute plans, monitor progress
- Provide Industry Panels and Collaborative leadership with status reports at agreed-upon intervals.
- Identify roadblocks or barriers and address them in a timely manner.
- Continue to re-evaluate industry trends in real time as initiative(s) are carried out.

### Phase V: Evaluate

Goal: Produce a final report, identify next steps

- Conduct quantitative and qualitative data collection through a variety of methods from project participants and stakeholders
- Analyze data and vet initial findings
- Prepare reports targeted to industry employers and consortia, public officials, and media
- Present findings, where appropriate, to targeted groups in web-based or in-person forums
- Convene Industry Panel for close-out meetings to articulate a final recommendation to the RCC regarding next steps with the industry.



## Manufacturing

In 2012, the CWWC hosted inaugural efforts to create a common, regional workforce plan by addressing the needs of manufacturing in our community. We conducted the first three steps of [our Industry Engagement Framework](#) and created the first [Manufacturing plan](#) based on shared knowledge and commitment. Launched in July 2013, that plan has achieved its goals and is now being updated. We are currently convening manufacturers to review current labor market data and develop new strategies for the 2016-2018 Manufacturing Plan.

In 2012, the team conducted a [Manufacturing survey](#) to determine need for workforce development strategies and services. The survey indicated that manufacturers were facing two primary challenges: Keeping up with efficient manufacturing processes and Hiring and retaining workers.



Under the auspices of the 2012 plan, the manufacturing community experienced many successes including: built stronger relationships with community training partners; increased collaboration with the regional workforce boards; assisted numerous manufacturing employers with training incumbent workers; saw the

implementation of Certified Production Technician training for 10 cohorts of new workers across the region; trained more than 950 incumbent workers in SW Washington with enhancement of lean manufacturing, machining, and technical leadership skills. A current survey and convening process is underway as the team seeks to update the plan.

### **Performance and Course Corrections**

The outcomes of the plan are tracked through a scorecard process. Each quarter, the team updates the scorecard based on data achieved through SKIES and I-Trac (Oregon’s MIS as well as information from local partners and anecdotal information from manufacturers. The scorecard is reviewed quarterly by the CWWC leadership, the CWWC staff teams and the Regional Collaborative Committee. If needed, course corrections occur as a result of these meetings.

### **Funding**

Funding for the CWWC has largely come from discretionary grants dedicated to sector work as well as WIOA Adult and Dislocated Worker funding. The CWWC has been highly successful in garnering funds to support sector strategies and has invested those funds towards achieving the plan goals. We leverage our grant dollars by relying on shared funding through an agreed upon funding split based on our relative WIOA formula funding. By coordinating sector strategies and research activities, we create efficiencies that are cost-effective and serve the broader community successfully.

### **Cross Regional Partnership Evaluation**

The CWWC is well-established and has charters to guide our common work. Decisions are shared by the leadership and based on consensus. At times, we agree to abandon the collaborative in favor of local activities and control. Primarily this occurs when the bi-state rules create challenges, or when our local partners are seeking a greater role than can be achieved within the collaborative. Under no circumstance have these occasional separations created long term challenges within the CWWC.

<b><u>CWWC Manufacturing Plan</u></b>
<i>Goal: Build a Labor Pipeline by Attracting Interested and Committed Youth.</i>
<ul style="list-style-type: none"><li>• Develop and implement a career exposure campaign targeting youth</li><li>• Convene a regional Career and Technical Education industry advisory group to give manufactures a coordinated way to inform and influence regional CTE programs</li><li>• Support 100 opportunities for youth internships in manufacturing occupations</li><li>• Certify manufacturing skills competencies for 200 youth</li></ul>
Create 1000 manufacturing career related learning experiences
<i>Goal: Find Work Ready Candidates Now</i>
<ul style="list-style-type: none"><li>• Create a certified work-ready workforce based on industry identified skill competencies</li><li>• Establish a manufacturing hiring pool of 2000 job seekers who meet industry standards</li><li>• Achieve a 75% fill rate for all jobs recruited from the pool</li></ul>
Create a tool for quality assurance and continuous improvement
<i>Goal: Strengthen the Manufacturing Community</i>
<ul style="list-style-type: none"><li>• Create opportunities for continuous improvement training that are accessible to small manufacturers</li><li>• Sponsor 8 industry training events</li><li>• Support continuous improvement for 50 small manufacturer</li><li>• Connect 25 companies to more intensive lean coaching services</li></ul>

See Attachment A: Manufacturing Plan

## Health Care

Following the same processes and procedures identified for Manufacturing, the CWWC Health Care Team developed a plan for supporting [Long Term Care \(LTC\)](#) businesses.



This process started as a Health Care investigation but the staff soon understood that Health Care is a large and complex sector with specific and identifiable sub-sectors. Long Term Care stood out as an area needing increased attention that also provided appropriate jobs and career opportunities for many WorkSource clients. Given that many employees in LTC are young and at the start of their health care careers, the team made a decision to focus a plan entirely on LTC.

As with Manufacturing, the team followed the Industry Engagement Framework and Investigated, analyzed information, convened employers, drafted a plan, vetted the plan and then began to act. As with the Manufacturing Plan and all CWWC plans, tracking is conducted quarterly via scorecards and presented to the CWWC leadership and the RCC. (see Manufacturing Section for details.)

## Funding

The Long Term Care plan includes a marketing component to help understand and attract the best suited candidates for the work. In addition to using our current funds in our usual split, employers co-invested in a marketing campaign. Through a focus group strategy, we identified the main characteristics of high quality long term care employers and through a shared marketing campaign; the employers are jointly seeking these people.

## Evaluation

(See Manufacturing Section for details.)

### CWWC Long Term Care Plan

Goal: Attract the Right Talent – Now

- Identify attitudes, traits and characteristics of successful long-term care employees
- Develop cohesive industry messaging platform, approach and materials
- Disseminate messaging to job seekers throughout the community

Goal: Improve Retention across the Industry

- Design an industry endorsed vetting process and deliver 400 high-caliber candidates from our WorkSource talent pool to hiring employers across the Portland-Vancouver Metropolitan area
- Train 300 people for long-term care occupations using classroom and on-the-job training
- Implement managerial training for 100 incumbent supervisors who oversee front line care staff

Goal: Attract Youth to the Industry

- Map long term care career pathways and communicate them to youth
- Develop and implement work experience programs leading to 100 youth internships in long-term care settings
- Identify and guide implementation of industry appropriate career –related learning experiences

*See Attachment A: Health Care*

## Information Technology/Technology/Software

Technological advances have cut through all industries. As a result, all industries are in need of technological workers whether they are in high-technology manufacturing, industrial manufacturing, health care, finance, education, government or any other field. The CWWC is at the beginning of our process to investigate IT/Technology/Software needs. To date, we have convened a CWWC staff team and are gathering data and planning an industry survey to vet that data. We are anticipating an average annual growth in computer occupation jobs of 1.6% over the next 10 years in the collaborative region, with slightly less growth at 1.4% in Southwest Washington.

Occupation Snapshot of Computer Occupations in Portland-Vancouver, OR-WA MSA

SOC	Title	Current					Historical				Forecast		
		Four Quarters Ending with 2015q4		2015q4			Total Change over the Last 5 Years	Avg Ann % Chg in Empl 2010q4-2015q4			Over the Next 10 Years		
		Empl	Avg. Annual Wages <sup>1</sup>	Location Quotient	Unempl	Unempl Rate	Empl	Portland-Vancouver-Hillsboro, OR-WA MSA	Washington	USA	Total Repl Demand	Total Growth Demand	Avg. Annual Growth Percent
15-1000	Computer Occupations - CWWC region	35,169	\$81,900	1.14	1,169	3.2%	5,850	3.7%	3.4%	2.7%	5,577	5,900	1.6%
15-1000	Computer Occupations - SW Washington	4,105	\$76,900	0.78	233	4.1%	616	3.3%	3.4%	2.7%	642	631	1.4%
00-0000	Total - All Occupations	198,932	\$46,100	1.00	n/a	n/a	20,039	2.1%	2.1%	1.6%	53,349	21,028	1.0%

Source: JobsEQ®

Data as of 2015Q4 unless noted otherwise

Note: Figures may not sum due to rounding.

1. Occupation wages are as of 2014 and should be taken as the average for all Covered Employment

An interesting discovery through the investigative process is learning there is a difference between the technology sector and technology occupations, which will require a combined approach to gathering data. In analysis of other industries, the occupations fall exclusively within the sector. However, the high demand for technological workers across multiple industries will require the development of unique workforce strategies to address both occupational and industry needs.

## Innovation Partnership Zone

The cities of Vancouver and Camas, in Clark County, joined forces to apply for and were awarded the [Innovation Partnership Zone](#) designation. Together, they are working to grow and support the burgeoning tech cluster



in the greater Vancouver area. One strategy is to support the complementary businesses including coffee shops, bars, breweries, restaurants, food trucks and vibrant public spaces that attract tech workers and help businesses recruit and retain top tech talent. Downtown Vancouver is home to more than 45 digital technology firms which, though small, is a growing cluster.

In the two years since the IPZ was designated, more than 300 new positions have been created. Companies, both small and large, are hiring staff and working to ensure that well-paid jobs continue in SW Washington.<sup>17</sup> Washington State University Vancouver (WSUV) is a major contributor of talent to the tech scene through the Creative Media and Digital Culture Program. Over 22 new employees, studied at WSUV, are working in SW Washington. Further, the IPZ supported additional math curriculum at Clark College and works in conjunction with the SW Washington STEM Network to support professional development for more than 100 teachers in 16 school districts.

As the CWWC team investigates further, they will create a plan, similar in size and scope to the Manufacturing Plan and the Long Term Care Plan. This plan is likely to be completed by September 2016.

### **Construction/Infrastructure**

Like the IT/Technology/Software Sector, the CWWC has recently convened a staff group to begin working on Construction/Infrastructure as a Sector Strategy. However, prior to CWWC commitment to this sector, WSW



began a sector process using the CWWCs Industry Engagement Model. At this time, WSW staff has collected data and hosted several forums with industry to discuss the data and determine next steps. Our initial findings indicate that new strategies are needed for recruitment, especially for women and minorities. Additionally, more training opportunities are wanted, as are enhanced partnerships between employers and trainers. This

information will support the CWWC as we identify Construction/Infrastructure as designated sector.

### **National Construction Snapshot**

Construction employment is expected to grow nationally, growing 2.6% annually between 2012 and 2022. It is not projected that employment will reach pre-recession levels. Population growth will lead to the necessity of more infrastructures – homes, schools, hospitals and similar structures and economic growth will necessitate more commercial, public and civil construction, including roads, bridges and buildings. The trade should hold steady considering these factors and the consistent need for building upkeep and safety improvements. Work however, correlates with economic fluctuations. Workers may experience periods of unemployment when the overall level of construction falls. On the other hand, peak periods of building activity may produce shortages. (Industries at a Glance, 2014)

Nationally, construction is facing a shortage of employees. During the economic downturn, many workers left the sector for work elsewhere or retired. The dismantling of the vocational education pipeline and less union apprenticeship opportunities are also factors in the current dearth of workers. Immigration reform continues to be an issue with the construction trade. Undocumented workers in the domestic economy need to have a way to attain legal status or to develop a path for legal status for construction workers entering the United

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<sup>17</sup> [www.IPZgetin.com](http://www.IPZgetin.com), Accomplishments Report

States. Right now, caps on temporary workers are hurting short term availability of qualified workers. Women are also underrepresented in the construction industry, with only 7% of construction workers reported to be female. There is a 20% estimated shortage of skilled workers in the industry and the majority of contractors report being unable to find qualified craft workers. (AGC of America, 2014) (Bryan, 2014) (Sjostrom, 2014)

**State Construction Snapshot**

The average annual growth rate for the construction industry projected by Washington State Employment Securities is 4.9% for 2012-2017 and drops to an average annual growth rate of 2% for 2017-2022. Building Industry Association of Washington reports that in 2012, Washington’s third largest employer is the new home construction industry. (Employment Projections, 2014)

<b>Title</b>	<b>Estimated employment 2012</b>	<b>Estimated employment 2017</b>	<b>Estimated employment 2022</b>	<b>Average annual growth rate 2012-2017</b>	<b>Average annual growth rate 2017-2022</b>
CONSTRUCTION	10,800	13,700	15,100	4.90%	2.00%

**Counties Construction Snapshots**

***Clark County***

Construction employment in the county fell by 4,600 jobs (-36%) in the downturn. As of September 2014 preliminary figures, 2,100 jobs had been added back in the recovery. Employment has grown by 10% in 2014. Construction of new single-family homes was still well below the 1997-2006 average, while multi-family housing was being built at a rapid pace for the second year in a row. The average annual wage of all construction workers in Clark County in 2013 was \$50,649. (Bailey, Clark County Profile, 2014)

***Cowlitz County***

As in many areas of the country, construction employment in the county was decimated in the recession. Payrolls peaked at 3,400 jobs in early 2007, bottomed out at 2,000 jobs (-41%) before recovering slightly to 2,400 jobs at the end of 2013. The number of housing permits issued plummeted from over 700 units in 2006 to fewer than 100 in 2013. The average annual wage of all construction workers in Cowlitz County in 2013 was \$56,618. (Bailey, Cowlitz County Profile, 2014)

***Wahkiakum County***

Wahkiakum County had the largest percentage drop in employment of any county in the state during the recession. Pre-recession, there were more jobs in construction, logging, manufacturing, local government and non-retail services. Many of those gains disappeared in the recent recession, and since hitting bottom, there has been very little change in job counts and doesn’t look to change significantly any time soon. The average annual wage of all construction workers in Wahkiakum County in 2013 was \$37,301. (Bailey, Wahkiakum County Profile, 2013)

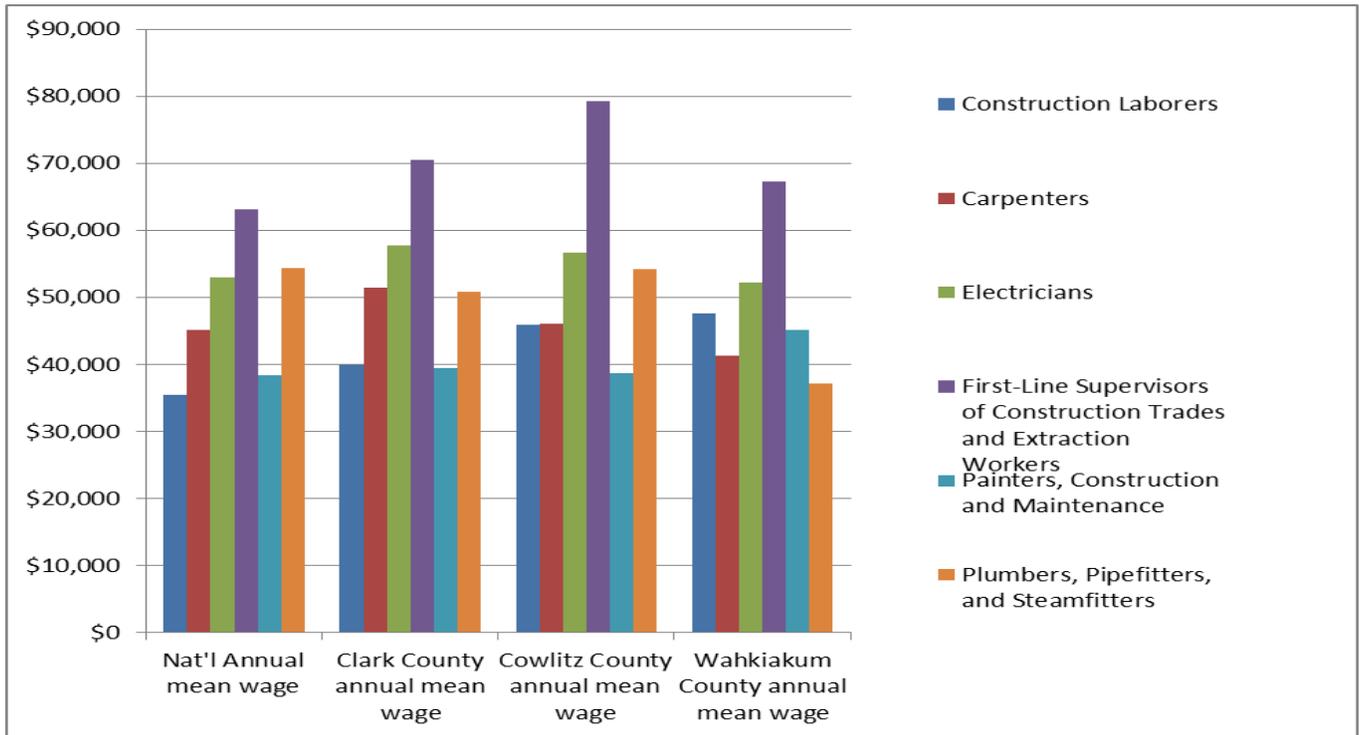
**Trends**

Age and impending retirement are major factors influencing projected construction worker shortages in Southwest Washington. The region mirrors the pattern nationwide, showing major decline during the recession, but is now growing rapidly, though below its pre-recession peak. Women represent a key demographic with high room for growth and there is a noted lack of youth prepared to work in the construction trades.

To determine the occupations with the highest number of job openings, Standard Occupational Classification (SOC) codes were compared using Washington State Employment Securities' employment projections. (Employment Projections, 2014)

<b>SOC code</b>	<b>Occupational title</b>	<b>Avg annual growth rate 2012-2017</b>	<b>Avg annual total openings 2012-2017</b>	<b>Avg annual total openings 2017-2022</b>
47-2061	Construction Laborers	4.7%	154	110
47-2031	Carpenters	3.9%	134	85
47-2111	Electricians	5.7%	119	80
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	4.3%	58	35
47-2141	Painters, Construction and Maintenance	3.9%	52	35
47-2152	Plumbers, Pipefitters, and Steamfitters	5.3%	48	29
119021	Construction Managers	4.1%	45	34
47-2073	Operating Engineers and Other Construction Equipment Operators	3.4%	30	22
47-2181	Roofers	3.9%	28	19
47-2211	Sheet Metal Workers	5.4%	25	17

These occupation's wages compare favorably against national averages. See graph below for occupations sample comparison national to county data. (Occupational Employment Statistics, 2014) (Bailey, Clark County Profile, 2014) (Bailey, Cowlitz County Profile, 2014) (Bailey, Wahkiakum County Profile, 2013)



### **Washington State Regional Collaborations**

Additional opportunities for collaboration in sectors exist throughout Washington State. Currently, PacMtn WDC is leading an effort to engage the forest products industry. Together with Olympic and WSW, the Business Solutions Teams are convening economic development leaders and education partners to work with industry employers to identify skill gaps, explore up-skill/backfill training systems, and align resources to provide career pathways that include paid internships, subsidized on-the-job training opportunities and long-term employment.

Key goals include:

- Convening a public-private Industry Sector Partnership
- Cultivating business champions to promote sector strategies cross-regionally
- Providing data and knowledge to program leaders to ensure relevant and timely programming
- Invest in appropriate sector industry training

The partners will seek to engage employers for the purpose of informing educational asset design/re-design, to ensure that skill development activities are work-integrated, to enhance program offering and to evaluate the effectiveness of the program in meeting industry's needs. Together, sector employers and workforce system partners will explore new ideas for regional sector training models, including apprenticeship, and apprenticeship based up-skill/backfill models.



## **Regional Service Strategies**

### **Regional Economic Development Coordination**

WSW is well coordinated with local and regional Economic Development Organizations. The CWWC is an active partner with [Greater Portland Inc.\(GPI\)](#) and holds a seat on the GPI Board of Directors. In 2015, GPI published their economic development strategic plan entitled, Greater Portland 2020 which calls out three strategic focus areas: People, Business, and Place. The “People” category focuses on recruiting, developing and advancing the region’s talent with special attention on industry engagement in training and education opportunities, diversity, and closing the income gap for underrepresented and disadvantaged populations. The CWWC was instrumental in informing this goal and is committed to realizing its vision.

WSW is also closely aligned with the two major economic development organizations in its three county area: The Columbia River Economic Development Council and the Cowlitz Economic Development Council. WSW CEO is a board member for each of these organizations and their CEOs are Workforce Development Board members. Additionally, the CEO of the Cowlitz Economic Development Council is a long term members

of WSW’s Executive Committee. WSW contracts with the EDCs to provide streamlined access and workforce intelligence directly to and from businesses. We have created strong teams of staff members who work together to accomplish communication, services, access and information for business, while using the EDCs as the main contact. Lastly, WSW engages with a wide variety of city and county economic development staff as well as Chambers of Commerce, all of whom represent specific business interests.



*See Attachments C: Economic Development and GPI*

### **Coordination of Transportation and other Support Services**

The Columbia Willamette Workforce Collaborative (CWWC) is currently engaged in planning to better serve job seekers through more connected WorkSource staff and planning. At this time, we are not sharing transportation or supportive services plans but rather; rely on each LWDB to ensure that clients have access to such services.

### **Cross Regional Cost Arrangements**

The CWWC has been engaged in services to businesses and job seekers for over ten years. Together, we have successfully competed for more than \$30 million in federal funding to provide training and education services designed to meet specific business needs. Throughout this time, the CWWC has shared costs by dividing the funding based on the federal workforce formula for our areas. When comparing our current allotments of federal workforce funding, our split is 16% to Clackamas, 24% for SW Washington, and 60% for WorkSystems.

Following these same percentages, we divide common grants and share the costs of mutual activities such as research, facilitation, sector forums and other common efforts. Further, the three LWDBs provide staff to work on sector strategies.

### **Regional Performance Negotiation and Evaluation**

The CWWC regularly competes for and is awarded federal funding to provide employment and training services throughout the bi-state, 6 county region. When submitting proposals, the team establishes common performance outcomes. Over time, we have successfully met our common performance requirements. However, due to the complication of working with two state performance requirements, the CWWC does not negotiate performance as a region and does not commonly report on WIOA performance measures.

### **Building Tomorrow's Workforce: A Regional Strategy**

Workforce Southwest Washington develops, designs and implements innovative training and business solutions to further the economic growth and viability of Clark, Cowlitz and Wahkiakum Counties. We pride ourselves on our strong and strategic private and public partnerships including government, education, business, labor, community organizations and cross-state workforce partnerships. For additional information and details of WSW's Regional Strategy, reference *Attachment B: Regional Service Coordination Framework*.



WSW looks at workforce development on a continuum where key stakeholders and partners play a key role along each individual job seekers employment journey. WSW is uniquely positioned to convene and facilitate partnerships that bring about larger systems understanding, change, and alignment on regional skill gaps, new and shifting legislation such as WIOA and other community wide efforts that impact our community related to employment, quality talent, and a positive business economy where local employers can thrive.

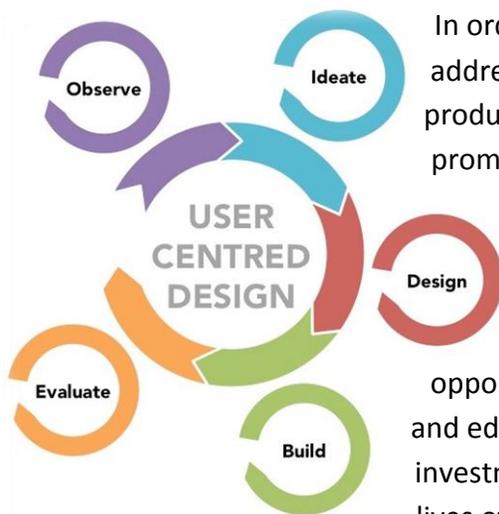
### **Role of WSW in Regional Strategies:**

- Identify workforce development and workforce system issues, needs and skill gaps.
- Convene regional partners to cultivate strategies to address the issues, needs and skill gaps of our workforce.
- Build and grow bi-state and cross-county business solutions partnerships and streamline business solution services.
- Pursue funding and resources to support local workforce development strategies.
- Create a business-to-business best practice culture amongst industries where sharing resources, learning from effective programming and implementing culture change is at the core of business operations.
- Promote equal access and opportunity for all customers with our youth and adult services throughout the Southwest Washington region and Regional Collaborative.
- Promote bi-state, bi-county youth education, awareness and career exploration opportunities
- Develop the regional talent pool with shared job seekers available to all employers.
- Leverage local and state resources and funding to improve and enhance workforce system services.

## Section III: Local Workforce Development Board Plan

### Workforce Southwest's Strategic Vision

WSW is committed to demonstrating pathways to prosperity for all individuals living in our region. Employers are looking to hire people with more advanced skills, but job seekers are often struggling to figure out which skills they actually need and where they can learn them. Without trained workers, connected employers and coordinated service providers our areas economic growth is threatened. In order to tackle this challenge, WSW envisions a system with multiple on and off ramps that address individual population needs as well as small and large employer needs. It's a system built on quality service, continuous improvement, human-centered design and customization when appropriate at the local, state and regional level. It's self-driven by the clients that we serve and it works to make strong, sustainable connections with all partners regardless of funding limitations.



In order to accomplish this vision, WSW works with our community partners to address high rates of poverty, reduce welfare dependency and enhance productivity in our community by supporting key programs and initiatives that promote economic self-sufficiency, such as [RebootNW](#), [YouthWorks](#), [Sector National Emergency Grants](#), [YouthBuild Vancouver](#), and more. These programs facilitate the economic independence of low-income individuals and families through intensive coaching, connection to mentors and motivated peers as well as a variety of training opportunities including financial literacy, basic life coaching, community service and education. They are concrete, practical strategies that focus on an investment here in the place where we live and grow to make a difference in the lives of many struggling families in our communities.

WSW's mission is to prepare and promote a skilled and adaptive workforce for a thriving economy in Southwest Washington. We envision that our work will lead to the jobs people want and the workers businesses need. In order to do this we practice six different guiding principles with anything that we do. WSW believes we should always be 1) **Collaborative**, 2) **Proactive**, 3) **Flexible**, 4) **Efficient**, 5) **Accountable**, and 6) **Outcome Focused** in order to achieve the best result. We believe we should be collaborative with system partners; proactive in addressing barriers and integrating local demand information; flexible in adapting to change and meeting the needs of our customers; efficient in utilizing our resources and leveraging funding; accountable to our board, our community, our partners, our employers and those we serve by creating avenues for transparency and conversations; and lastly outcome focused by making sure that all the work we do generates a healthy community by aligning strategies and approaches, and integrating system for common performance metrics that put people back to work and growing employers in our region.

### **High Board Engagement**

Workforce Southwest Washington (WSW) has reorganized in the last year to meet WIOA's new requirements for Board Composition. To that end, the new Board consists of 30 members, 16 from business, 6 from labor

and workforce organizations, 3 from education including adult basic education representatives, 2 from Economic Development, and 3 representing government agencies.

Our private sector members, primarily C level or individuals with significant hiring or training responsibility, represent a cross section of businesses in our community including manufacturing, health care, information technology, legal services, and construction/infrastructure. We recognize that there is richness in a diverse board and we seek to maintain this diversity.

As we transitioned from the WIA to the WIOA Board, we were careful to maintain the qualities that make this group into a high functioning Board of Directors. According to [Frank Martinelli](#), of the Center for Public Skills Training, a high functioning board has effective committees, is an appropriate size, has consistent processes for nominating, seating, orienting, and removing members, and has and follows their strategic plan.

WSW was formed in 2002 in response to the changing needs of SW Washington. At this time, Workforce Southwest Washington replaced the Private Industry Council as the local provider of workforce services. At the same time, the organization became a 501 (c)3, not for profit corporation. Many of the members of the PIC remained with the organization through the transition and in the case of one Board member, still serves

today. In fact, 5 of the current Board members have been serving in their roles for more than 10 years. Our Board recognizes the benefits of longevity in the membership but also that changing workforce opportunities, industries, and demographics make rotation on the board a desirable and beneficial outcome.



WSW functions with a strong committee structure. The Executive Committee serves as the Board of Directors for the non-profit and has authority to oversee the Chief Executive

Officer. The Executive Committee also considers budget, strategic planning, and policy prior to recommending these items to the full Board. Other standing committees include the Community Workforce Partnership Committee, the Finance Committee and the Emerging Workforce Committee. Over the last 3 years, these committees have gained in stature and responsibility and are now critical to the function of the Board.

WSW also has an Executive Board of County Commissioners (EBOCC) made up of one representative from each of the three represented counties, Clark, Cowlitz and Wahkiakum. The EBOCC meets quarterly to review strategic accomplishments, budgets, board composition, policy changes and other pertinent subjects. While not required to attend Board meetings, the commissioners are high engaged and frequently participate in Board activities.



In 2016, the Board created a procedure for future nominations to the Board. The Nominating Committee is to be seated in January to identify members whose terms come due in June, discuss continuation, manage the search process for new members, and nominate potential replacements to the Board. In the event that seats become available off cycle, the nominating can be seated at any time.

Board Members serve 3 year terms, which are staggered among the members to ensure stability. As new members are seated, the Chief Executive Officer (CEO) conducts a full orientation including examination of the bylaws, budget, current initiatives, and processes and policies through which the organization functions. The Board meets quarterly, twice annually in Clark County and twice in Cowlitz County and also has an annual 1 or 2 day retreat to consider strategic planning and work planning for the year. Further, the Board regularly has “learning opportunities” in which to explore local industry, education, demographic needs to gain understanding of the workforce needs and training availability. It is this opportunity to learn and explore that provides our Board with inspiration to expand workforce development opportunities.

In 2014, the Board engaged in a significant strategic planning effort and produces a 3.5 year plan that focused on ensuring that employers have the workers they need and job candidates have the skills needed to fill those jobs. In response to WIOA and creation of a local plan, we revisited the strategic plan and have updated it to better reflect current needs and better respond to WIOA.

### **Alignment of Resources**

In 2015, WSW began a series of forums with local partners to foster a culture of cooperation and partnership. These conversations center around the interest to increase services to participants, leverage resources, align goals, and align system measurements across all service providers. New legislation brings this partnership the opportunity to experiment with new ideas, inspired customer service models, and staff led initiatives. WIOA allows us the chance to think outside the box and clarify our workforce-system in a way that capitalizes on key partner areas of expertise and decreases duplication of services. WSW will focus both at the service provider level and regional partner level to design, pilot and implement innovative strategies to meet our economic and workforce needs. Currently our LWDB provides monthly and quarterly provider meetings to ensure appropriate participant services, ensure policy compliance, hone in on outcomes and metrics and to provide any technical assistance. With two comprehensive One-Stop systems in the region and three local non-profits offering youth provider services the span and breadth of services touches all areas of the tri-county region. Over the next several years, the Southwest Washington area will add additional affiliate and connection site locations for services to meet system partner and client needs. The overarching goal is to begin to encourage partner in and out of the One-Stop system to see services as mobile for participants. This means providing access to services outside of the traditional One-Stop Center and on-site at partner facilities and through online training platforms. For more information on the specific providers, reference Attachment D. In addition, WSW is also providing bi-monthly



regional partner meetings and one-on-one meetings in order to understand alternative service delivery models, best practices, and regional strategy interests.

### Southwest Washington Partnerships

Under WIOA, partnership is a core component that provides the guidance and balance necessary to develop a high functioning workforce system. It was clear that local workforce boards, such as WSW were uniquely positioned to lead the efforts of convening and facilitating collaboration between partners. This includes taking a large role in creating a common understanding of services, agency barriers and challenges as well as diversified interests in “true” alignment. The legislation requires that economic development, education, government, local community organizations and industry collaborate to make sure that education and training programs offered meet the needs of regional employers and that our system resources are interwoven, streamlined and effective. Many local area partners have begun conversations to redesign front end service delivery to job seekers and also business services to employers. WSW intends to sign Principle of Collaboration agreements with DSHS, DSHS, DIVISION OF VOCATIONAL REHABILITATION, ESD, and the ABE organizations. These agreements will guide our partnership throughout the life of this plan.



Identifying and understanding partner roles in the local workforce development system is critical to aligning our system. Below please find a chart of existing and growing local partnerships.

<u>Partner</u>	<u>Nature of Collaboration</u>
<b><i>Carl D. Perkins Vocational and Technical Education Act</i></b>	K-12 Partnerships focused on aligning In-School program offerings with demands of industries. Collaboration includes attendance and engagement in local and regional Career and Technical Education Advisory Boards in addition to the development and coordination of work based learning, internship, and teacher externship opportunities.
<b><i>Behavioral Health Providers</i></b>	Local partnership exit with and without federal funding between Title I service providers and Regional Service Networks (RSN’s) and Behavioral Health providers in order to assist individuals on program with in-patient, out-patient, on-call, 24hour hotline, and intensive counseling services in addition to drug and alcohol treatment groups. Some of these services are in partnership with the VA Hospital.
<b><i>Chambers</i></b>	Small business strategies support and outreach as well as sector specific project engagement and investment in local communities. Works directly with LWDC and local One-Stop Business Solutions team members to provide services and coordination including training, entrepreneur engagement, rapid response and workshop services.

<b>City Government</b>	Strong partnerships between city, economic development and workforce to support business growth and development in the region to build and maintain employment opportunities. Strategic initiatives also include potential summer employment youth pilots.
<b>Community Based Organizations</b>	CBO's make up the foundation of our service providers in the region. PIC, Goodwill, and ESD112 all receive Title I WIOA youth
<b>County Government and Departments</b>	Coordination of service delivery and program responsiveness to population needs in the community including pilot projects to support multi-barrier populations. Location of the CLEO with overall LWDB guidance and oversight.
<b>Division of Social and Health Services (DSHS)</b>	Intensive case management and employment services including connection to services such as Temporary Assistance to Needy Families (TANF), SNAP, E&T, and additional DSHS programs. Services include food stamps, assessment, education and training, job search, job search skill development, support services, work study and more. DSHS also provides sponsorship of multiple AmeriCorps members on site at Title I youth service providers.
<b>Economic Development (CREDC/CEDC)</b>	Contracts exist between WSW and both Columbia River Economic Development Council (CREDC) and Cowlitz Economic Development Council (CEDC) to engage and connection employer to workforce services, trained job seekers, business solutions team members, and promote participation in section and regional work to inform the workforce system of employer needs.
<b>Employers</b>	Employers sit on WSW board, sub-committees (Emerging Workforce Committee, Community Workforce Partnership Committee) and local and regional panels to provide input, guidance and direction to training programs and regional strategies. Employers are also engaged in K-12 advisory councils and events promoting work-based learning, internships, teacher externships and multi-generational mentoring opportunities.
<b>Higher Education (Clark College/Lower Columbia College/Washington State University-Vancouver)</b>	Community College partners work closely with WSW to determine appropriate Worker Retraining program offerings and to communicate current student needs. Economic and Community Development Departments work closely with One-Stop centers to provide customized short term trainings for varying populations. Washington State University works with the WSC to promote high-growth; high-demand advanced training programs and is partnering closely with the community college system to ease the transition of transfer students and to build out career pathway programs. The additional of Career Talent Navigators through Employment Security Departments are being utilized to formalize and streamline college partnership with local One-Stop and Youth providers and will promote the engagement of high skilled workers in the regions competitive talent pool.
<b>Housing- Vancouver Housing Authority/Second Step Housing</b>	Development and sustainability of a WorkSource Liaison position located at the local housing authority (Vancouver Housing

	<p>Authority) has promoted Section 3 and Section 8 housing participant engagement in job skills development workshops, job search activities, and job placement. In addition, the understanding of Section 3 union employment partnerships situated in the housing departments at local housing authorities provides opportunities to promote low income employment of individuals engaged in workforce services. Partnerships are being utilized to pilot projects to rebuild and rehabilitate community housing in urban and rural areas. Second Step Housing currently provides housing vouchers, case management and support of participants in the YouthBuild Vancouver program.</p>
<b>Job Corps</b>	<p>Currently Job Corps team members participate on the Emerging Workforce Committee. With over three different Job Corps programs located in Washington state or the bordering states of Oregon and Idaho, youth participants needing additional structure guidance and support such as housing, meals, basic health care at no cost have found this program and our partnership beneficial.</p>
<b>Pre-Apprenticeship and Apprenticeship</b> (Department of Labor and Industries)	<p>Focus on protecting the health and safety of workers, LNI is integral in assisting with local union and employer partnerships. In addition, LNI also informs WSW of current labor market and industry trends that may fall out of traditional data reports. LNI locally has been focusing on partnership pilots of several pre-apprenticeship programs that would drive larger non-registered and registered apprenticeship programs to the region instead of requiring job seekers to travel upstate or across the river to Oregon to receive services. This partnership is expected to grow in the coming years.</p>
<b>Title I Youth, Adult and Dislocated Worker Programs</b>	<p>Partners In Careers, Goodwill Industries, ESD112 all provide services to youth ages 16-24. ResCare, provides all Title I Adult and Dislocated Worker services throughout the tri-county area. Services include workforce orientation and job readiness workshops, assessment and career guidance, resources for worker retraining, on-the-job training, business solutions services, rapid response services, incumbent worker training and support services.</p>
<b>Title II Adult Literacy Programs</b> (Community and Technical Colleges)	<p>Partnerships at local community and technical colleges promote services available in Transitional Studies Departments including Adult Basic Education, English as a Second Language, High School 21+ programs, I-Best, Pathways to career support and tutoring. Title I, Title II, and Title III providers have found efficiencies in discussing services, co-serving participants and sharing resources. This work will continue to grow in the next several years.</p>
<b>Title III Wagner-Peyser</b> (Employment Security Department)	<p>Employment Security Department (ESD) is a partner in our One-Stop center. Key programs offered by ESD is the Temporary Assistance to Needy Families (TANF) Program, Trade Adjustment Assistance Program, Veteran Service Program, and Unemployment Insurance Assistance Program. Services include job seeker assessment, business solutions services, Washington</p>

	labor market information, unemployment insurance support and facilitation, support services and more. ESD leadership and local administrators meet regularly with WSW to coordinate larger One-Stop services and activities.
<b>Title IV Vocational Rehabilitation Services</b> (DSHS, Division of Vocational Rehabilitation; and DSB, Department of Services for the Blind)	The Department of Services for the Blind (DSB) and DSHS, Division of Vocational Rehabilitation (DSHS-DVR) have been long-time partners of the workforce system. The new legislation has promoted an increased understanding of referral and communication processes across different departments and services at One-Stops and other agencies. Current DSHS-DVR and DSB services provided include intensive wrap-around support services and intensive case management and job coaching, worker job skills training, retraining of individuals with disabilities, identification of the need for assistive technologies for jobseekers and businesses, support in providing access to assistive technologies for youth providers and the one-stop, job placement, job development, and community rehabilitation services.

### **WIOA Populations with Barriers to Employment**

The WIOA legislation identifies the following 14 target populations with barriers to employment. Many of these populations face co-occurring barriers and require multiple services in order to reach full potential and to become job and employment ready. WSW works with our partners to determine that current services address the significant challenges of these populations and move families out of poverty by promoting placements into living-wage jobs that will lead to self-sufficiency and a thriving local economy. The 14 populations designated in WIOA are as follows:



- Displaced homemakers
- Low-income individuals
- Indians, Alaska Natives and Native Hawaiians
- Individuals with disabilities
- Older individuals
- Ex-offenders and Criminal Justice Involved Individuals
- Homeless individuals
- Youth who are in or have aged out of the foster care systems
- Individuals who are English language learners, low levels of literacy or facing substantial cultural barriers
- Eligible migrant and seasonal farm workers
- Individuals within 2 years of exhausting lifetime eligibility under [Part A](#) of the [Title IV](#) of the Social Security Act.
- Single parents (including pregnant women)
- Long-term unemployed (out of work for 27 weeks or longer)
- Veterans
- “Other Groups” designated by the Governor

In addition to these target populations, WSW looks for partners who have or can create innovative programming and service options to engage 18-29 year old parents, low income 18-24 year olds, Veterans with additional barriers, WorkFirst participants, and the working poor.

### **Targeted Population Efforts and Outreach:**



The Southwest Washington region has seen a significant increase in the number of Hispanic and Russian immigrant families, ex-offenders returning to the community, and unemployed youth over the last few years. Our recent [study](#) on Opportunity Youth shows that of the 8000+ Opportunity Youth in SW Washington, over 25% have physical or cognitive disabilities. Many of these populations also face barriers to

transportation, limited work experience, housing instability and limited understanding of the current labor market and where job exists. Through capitalizing on population strengths, WSW has been able to work with partners to design and apply for innovative programs that would bring WorkSource services into the County jail to work with inmates post-release, partner with the local [Hispanic Chamber of Commerce](#), economic development councils, and the [Health Living Collaborative](#) to begin discussion of developing a Cultural Corridor that promotes entrepreneur training of individuals that focuses on their particular skill sets and cultural background (i.e. assistance with opening a Hispanic bakery in the cultural corridor). The HLC, is also piloting a Community Health Worker program where individuals located in the most vulnerable neighborhoods would be identified and employed to assist community members with connecting to resources and services such as support services, workforce training and education. These Community Health Workers are key in assisting our workforce providers to locate hard to reach populations and to engage populations differently based on the community, individual and family needs. In addition, WSW has also been a part of conversations to promote the development and growth of unemployed youth programs. Currently WSW team serves as a part of the Strengthening Neighborhood Collaborative that is focusing on building a Bike to Leadership program that would promote a peer to peer bike rebuilding program for at-risk youth with the goal being that once youth repair unused or unwanted bikes then they can sell them back to the community eventually opening up a storefront location available to the community. By developing training strategies that incorporate the strength of populations as the core fundamental for program growth you build a mutual relationship between providers and customers that enhance program outcomes and community investment. The examples above are just some of the efforts occurring throughout the Southwest Washington region to service populations with barriers.

In order to serve populations better, WSW has honed in on outreach and recruitment strategies that will reach youth, adults, dislocated workers and other populations with barriers to training and employment through partners with existing connections to these diverse populations. Multiple community partners will provide

outreach, in order to access a broad and diverse candidate pool for WorkSource and workforce system services. These outreach and recruitment strategies are listed below:

*Sector Marketing Campaigns:* WSW will recast and reshape generational perceptions of, and interest in, manufacturing and other sector jobs. As a part of a regional strategy, WSW will work with other LWDB's to create media campaigns as necessary and appropriate to highlight advanced manufacturing and other industries as a viable career field with good jobs. The campaign will leverage existing videos and materials through [NIMS](#), [MSCC](#) and other manufacturing partners. Campaigns will also highlight the strengths of Southwest Washington and why individuals should work and live here. WSW will use social media avenues (Meet-up, LinkedIn, Twitter, etc.) and in person avenues for outreach and connection to participants to help break down barriers.

*Community College Recruitment:* Each of the college sites has recruiter/student success coordinators who can assist students in connecting with WorkSource and youth services, especially for students in non-traditional college training programs, such as ABE/GED programs or ESL programs. Provider staff will also make presentations in classes; discuss WorkSource and youth provider services with relevant program instructors and the financial aid department.

*WorkSource Programs:* The WorkSource comprehensive, affiliate and connection sites will recruit participants, including from the WorkFirst programs, DSHS-DVR and DSB programs, DSHS programs, college programs, youth provider programs and more. All WorkSource staff will be trained on the variety of services available in the workforce system including partner services and will be encouraged to refer participants amongst all partners.

*Youth Providers and K-12 schools:* Current WIOA youth providers and other non-profits who serve participants ages 16-24 and K-12 schools will help reach older youth who are not actively transitioning out of the youth system, to avoid a gap when they "age out" of youth services, ensure they connect to adult services, and become employed. Throughout the system, staff is trained to serve individuals with disabilities.

*Employer Driven Engagement:* WSW's regional employer groups will facilitate awareness/education events and tours, will market flyers and local plans for industry, participate in presentations and will also run preferential hiring fairs as appropriate. WSW will also encourage individual employers to connect individuals who applied at their companies but were not hired to WorkSource, youth provider, or workforce system partners to receive additional occupational skill gap training or employment readiness services.

*Mobile and Self-Service Options:* Through partnership in the community, WSW will continue to develop opportunities for job seekers to connect to services via online utilizing WorkSourceWA self-service or via mobile phone. WSW will train partners on how to utilizing the WorkSourceWA website and will provide staffing to assist with questions that occur in self-service options as well as material to direct job seekers to these virtual options.

## **Access to Services**

A requirement of all WSW Comprehensive, Affiliate and Connection sites is accessibility. A staple of accessibility is mobility and wireless connections. WSW currently negotiates all Resource Sharing Agreements for space utilization with Employment Security Department. This allows for direct communication and support regarding set-up and maintenance of wireless access and services in WorkSource and comprehensive One-Stop locations. Currently the Southwest Washington region has wireless internet access in all centers and spaces where customers are able to bring their own equipment, utilized WorkSource equipment or utilize their mobile device to connect. It is our goal that as we continue to expand affiliate sites and connection sites over the next few years that we assess all sites for accessibility, the standards required for [connection site or affiliate site certification](#) including wireless connections. Much of our efforts will be targeted at reaching rural or remote areas for service delivery. Where wireless access is available, our workforce system can utilize online platforms such as [ResCare Academy](#), offering a large database of virtual trainings and workshops for job seekers. In addition, current One-Stop partners are also exploring the idea of providing pre-recorded orientations and workshops to promote self-paced learning environments access to services regardless of internet. WSW is also having discussions with local colleges about mobile training units that would allow trainings to expand beyond the walls of the college into the community to reach those who are currently underserved. For a list of adult, dislocated worker and youth services see above section Core Components.

### **Regional Workforce Development Activities & Services**

All customers in Southwest Washington will have access to the following services. Services will be available to customers in both a self-serve option or staff assisted option. Access to some of these services may require determination of customer eligibility which is provided at our local One-Stops (WorkSource centers) and youth provider locations.



Integrated Service delivery honors the journey of the individual. In particular it highlights the assets and interests of the customer at every point of service delivery. Integration called out in the legislation requires partners to be flexible and adaptive as customer needs change. WSW's model puts the job seeker in the driver seat at our service providers and allows them the opportunity to understand all services and choose the option that will work best for them. Customers are actively engaged in service determinations throughout the process and staffs utilize the strengths that each customer brings to their employment journey. Customers are also frequently asked to review service experiences and inform how future customer experiences can be improved.

### **Exploration Services**

At the core of all WorkSource services available on-site is our front end service team or our team responsible for welcoming and greeting our customers. These positions are some of the most important positions in the center as they are the first point of contact for job seekers as they begin their journey through WorkSource services. The team members are tasked with providing active greeting that meets customers within a matter

of moments walking in the center, identifies their needs, and directs them to relevant and appropriate additional screening and services within the center. Exploration service team members in WSW are required to be trained and knowledgeable about all center services to make appropriate referrals. These positions also require staff members to translate what customers are asking for into the services that might best match their needs. Staff will be training in active and whole person listening and in light motivational interviewing techniques so that they are able to ask the right questions to ensure that services delivered add value and exceed customer expectations. Our overarching goal is that wait times are minimized by responsive and knowledgeable front end staff.

Resource room services will be available to all WorkSource job seekers. Exploration staff will serve as floaters through the resource room to provide additional assistance on resume or cover letter development as well as to offer connection to additional WorkSource services. . Customers are also able to attend orientations and workshops available within the center and with core WIOA and additional partners in the community.

### **WorkSource Workshops**

Through partnerships in the community, customers are able to engage in workshops located both in the center and at partner's locations. These workshops include but are not limited to computer basics, interviewing techniques, job search strategies, resume writing, social media, skills and abilities, job hunt series, college and financial aid, Re-Employment Assistance (REA), TAA Orientation, Unemployment Insurance Reemployment Orientation (UIRO), WorkFirst Orientation, Title I Orientation and others.

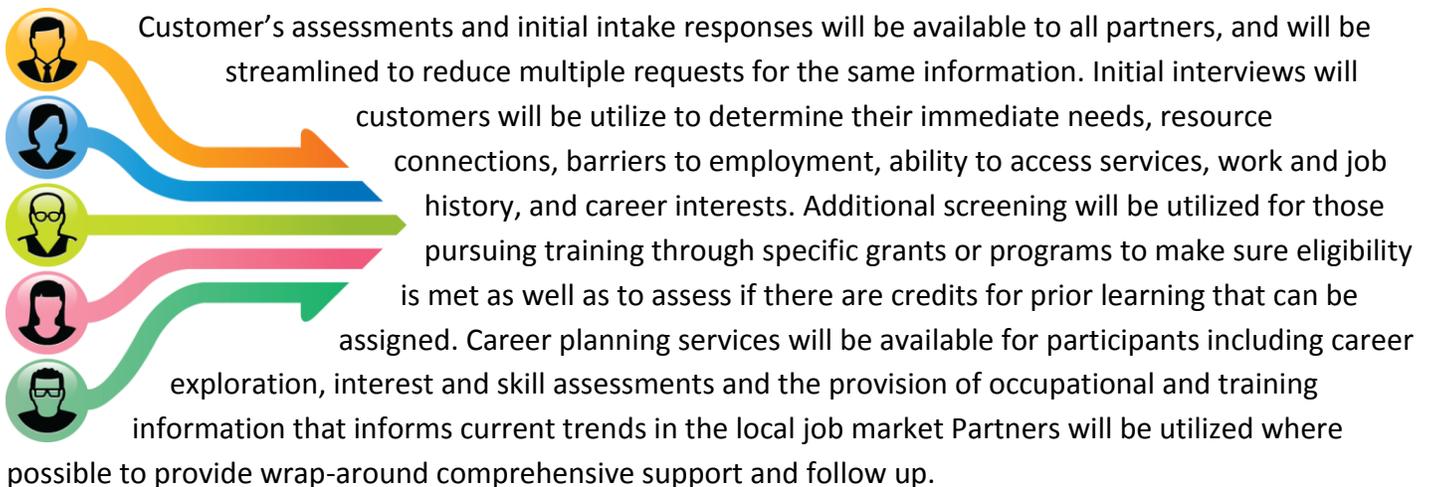
### **Career Services**

After exploration services, customers may choose self-service options or they may also choose to work directly with a job coach or program specialist to engage further. If they choose additional support, then they will be exposed to additional career service options. Initially customers will receive a variety of services including but not limited to the following:

- Determination of eligibility to receive Title I Adult and Dislocated Worker program services and additional services (beyond WIOA Basic Career Services)
- Outreach, intake and orientation to the information and other services available through the WorkSource system (including referral to and coordination of activities with other programs and services within the one-stop delivery system and serving as a WorkSource Navigator)
- Initial assessment of skill levels, aptitudes, abilities, and supportive service needs.
- Employment statistics information relating to local, regional and national labor market areas, including job vacancy listings, information on job skills necessary for these positions, and information relating to local in-demand occupations and the earning and skill requirements for these occupations.
- Performance history and program cost of eligible providers of training services.
- Job search and placement assistance, and where appropriate, career counseling.



- Consumer information regarding local performance, supportive services and how to file unemployment insurance claims
- Assistance in establishing eligibility for programs of financial aid assistance.
- Follow-up and retention services, including counseling regarding the workplace, for participants in WIOA activities who are placed in unsubsidized employment, for not less than 12 months after the first day of employment as appropriate
- Comprehensive and specialized assessments of skill levels and service needs, such as diagnostic testing and use of other assessment tools; and in-depth interviewing and an in-depth evaluation to identify employment barriers and appropriate employment goals.
- Development of an individual employment plan to identify employment goals, achievement objectives, and an appropriate combination of services for the customer to achieve the employment goals.
- Employment guidance and counseling provided in a group setting;
- Individual counseling and career planning;
- Case management for participants seeking WIOA training services
- Short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training.
- Connection to Business Internships
- Job retention and wage progression services after placement
- Out-of-area job search assistance and relocation assistance (guidance, not financial assistance unless prior approval is received by WSW).



### Training Services

Training services are critical to the employment success of many job seeking customers. In WSW, Training services are considered a unit or functional team that consists of a combination of staff from the WorkSource center with particularly expertise in financial aid service navigation, individual employment plan application, and other services that are groups to serve as on-ramps to training or that assist



with persistence of customers. At any point in time a customer may be referred to and enrolled in training services if they meet eligibility. Individuals determined to be in need of training to obtain or retain employment will receive assistance with locating and determining the best training program for the customer, online training and tools, individual training accounts, customized employment plans, and support services. WSW prioritizes trainings provided by providers on the Washington State Education and Training [Board's Career Bridge](#) website, but can work with providers not on this list on a case by case basis based on the availability of other training programs and the clients need for the training.

Development of a customized Employment plan is will be developed with all customers accessing Training Services. The plan is utilized to inform training needs, as well as to confirm whether or not customers have the skills essential to complete training programs or to pursue employment in the given career pathway. Once customers determine that they are interested in training and they have applied their applications are reviewed by the scholarship committee comprised of multiple WorkSource team members from a variety of partner agencies to determine appropriateness of customer training. Training services available include but are not limited to the following:

- The provision of Individual Training Accounts (ITAs) for classroom occupational skills training, including training for non-traditional employment; such as apprenticeship.
- Short term occupational skills training, including training for nontraditional employment.
- On-the-job training (up to 50-75% reimbursement to employer of employee wages during training period);
- Programs that combine workplace training with related instruction, which may include cooperative education programs;
- Training programs operated by the private sector in informal apprenticeship/ pre-apprenticeship capacity;
- Programs including skill upgrading and retraining;
- Entrepreneurial training;
- Adult education and literacy activities provided in combination with other training services; and
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

### **Triage and Follow Up Services**

Once customers complete training services, the goal is to place them in employment or additional educational programs requiring advanced degrees if that aligns with their Employment and Career Pathway Plan. Once placement occurs customers will be provided follow up services to assess if they are still currently in employment or engaged in additional educational training and if additional support services are needed.



### **Youth Specific Services**

WSW's Youth Programs serve youth age 16-24 and blend educational achievement with development, training activities and employment opportunities. The regions youth providers partner with WorkSource service providers when overlap in service ages occurs with 18-24 year olds and when transition to adult

services is deemed appropriate. Services are available for both In-School and Out-of-School youth. Each youth participant receiving program services receives an initial comprehensive assessment known as the Individual Service Strategy (ISS). The ISS determines the basic skills level, educational completion level, career and occupational interest and the support service needs of the participant. Services are led by the youth and the ISS is reviewed regularly to reassessed and determine career pathways goals and progress. All youth providers promote access for participants to the 14 required WIOA youth elements listed below:

- Tutoring, Study Skills Training
- Alternative Secondary School Offerings
- Paid and Unpaid Work Experiences
- Occupational Skills Training
- Education Offered Concurrently with Workforce Preparation Activities
- Leadership Development Opportunities
- Supportive Services
- Adult Mentoring
- Follow Up Services
- Comprehensive Guidance and Counseling
- Financial Literacy Education
- Entrepreneurial Skills Training
- Services that Provide Labor Market and Employment Information
- Transitional Activities to Post-Secondary Education and Training

Many services listed above can be provided on a group and individual basis as needed. Paid and unpaid work experiences are provided during the summer and throughout the school year on an ongoing basis. WEX's are focused on high-growth high-demand industries where possible and all include a training plan to make sure youth receive both academic and occupational benefits of participating in the program. Youth providers also facilitate several cohort training modules in health care, manufacturing, and construction to foster group learning environments and promote positive teambuilding. These cohorts are typically 4-6 weeks in duration and are paid internships.

Several community partnerships have been leveraged to teach youth about financial management and self-sufficiency. Of particular interest and use in youth programs is the [Money Smart](#) program for youth adults. In addition to teaching financial leadership skills, adult mentoring programs have been utilize to hone interviewing skills in person, on a panel and on the phone. Several youth providers offer quarterly region wide mentoring events where local employers assist with the development of programming activities and participate in providing real time feedback for youth professional development.

## YouthWorks

In 2014, and in subsequent years, WSW has been awarded funding to assist hundreds of local area youth learn about growing industries and prepare for the future of the workforce. WSW hired a Regional Work-Based Learning (RWBL) Coordinator and also funded a Youth Business Services (YBS) team member at the local WorkSource. The RWBL Coordinator works with the regions school districts and local youth providers to increase awareness of in-demand career pathways and growing trends in the region.

The RWBL Coordinator is responsible for assessing partners for their youth career related learning needs. The YBS team member is in charge of connecting interested business with appropriately matching schools and nonprofits for youth engagement based on the businesses interest and needs. Partnering closely with the YBS team member, the RWBL Coordinator puts together regional job fairs, industry exposure and education events such as [Business After School](#) as well as coordinates engagement in the [Catalyst](#) platform, a self-service tool for youth, teachers and parents to engage directly with local employers. The YBS team member develops business profiles on the Catalyst platform and also screens and recruits business mentors for participation.



## YouthBuild



In 2014, WSW received a \$1.1 million dollar grant from the Department of Labor to serve 67 at-risk youth through a comprehensive alternative education program leading to the completion of high school diplomas, GED's as well as occupational certificates in the construction trades. With a unique 5 pronged partnership to service delivery, participants experience extensive wrap around support in a cohort built model while they learn about leadership, participate in community service efforts and experience on-site paid internships. Participants are able to tour local apprenticeship programs and learn about alternative career pathways into the trades. The program culminates with the participants building two energy-efficient homes for low-income families enrolled with [Evergreen Habitat for Humanity](#).

## Career Pathway Development

WSW believes that a well-educated, highly skilled workforce is the most important ingredient to strengthen our local economy and ensure a high quality of life in our region. Education and training not only builds a skilled workforce, it also provides social, civic and personal development and engagement. We want people to work, live and thrive in Southwest Washington. Inequitable access to high-quality education contributes to achievement gaps across racial,



ethnic, and economic lines and to the decline of student achievement across the U.S. compared to other industrialized nations. Creating skilled workers for an economy that is constantly changing will require strategic investments and better education and workforce development programs, which must be coordinated and aligned with employers' needs.

While providing access to college is a high priority, the majority of jobs in the Southwest Washington region will continue to require more than a high school diploma but less than a four-year degree, making education beyond high school increasingly essential. With labor shortages in critical industries like health care, manufacturing, technology and construction amongst others, our community colleges, workforce board, and occupational training institutions must provide specialized workforce training.

As the economy and technology rapidly evolve, the need for more frequent retraining of employees and workers will increase. Many workers will need to learn new skills and match those skills to jobs. It is natural for individuals to have several different careers in their lives. WSW is committed to assisting individuals to explore the diverse career pathway opportunities available locally within the college system and within internal training programs with employers. With this commitment comes the need to address the immense complexity of the workforce development system. The system is often difficult for workers to navigate with its exponential number of programs, ever growing initiatives, and multiple funding sources. WSW will work with system partners to design system efficiencies, streamline career pathway intake, assessment and onboarding processes and to promote customer-centered service delivery.

In addition to system navigation difficulties, many graduates after high school or college find their skills do not match job requirements because education and workforce training don't adapt quickly enough, especially for fast-growing industries. The lack of coordination between these systems can be frustrating for job seekers and can leave employers with unmet needs. WSW will work with partners to develop an effective, adaptable, and coordinated education and workforce development system to keep workers' skills current. Through serving on advisory boards and by being engaged in stakeholder conversations and program design meetings, WSW is committed to ensuring that workers gain skills that match employers' needs and creating opportunities for the business community to have a larger role in developing workforce programs.

**WSW commits to the following to improve and promote Career Pathways:**

- **Coordinate Education with Employers:** Assess current efforts to building career pathways and streamline outreach, recruitment and intake procedures to improve coordination and expand programs that are proven to be successful and in-demand by industry. This includes engaging partners and stakeholders to analyze and better understand employer needs and projected job openings and job replacement efforts within multiple sectors.
- **Utilize Data to Inform System Practices:** Collect data from current workforce system and pilot projects to determine what is working and areas of improvement with the goal of creating regional indicators of the talent market. Work with employers to understand the high performing staff benchmarks that could be

built in to existing and new training programs at the colleges or other training institutions. This would be known to employers as the creation of a regionally vetted talent pool.

- **Continually Improve Workforce Services:** Analyze funding streams across the board with WIOA and non-WIOA partners to understand where inflexible funding streams are causing the most barriers to “true” partnership and an improvement of the workforce system. Utilize the information to create service flexibility to help ensure responsiveness to the needs of workers and employers equally in paying and assisting with career pathways development. This response included the impact that the addition of new programs as well.

### **Employer Engagement**

Employer engagement has become a primary focal point of WIOA programming with measure four of WIOA speaking specifically to employer alignment of training and youth outcomes. To facilitate these outcomes on a local level, youth programs have used the Governor’s discretionary funds and partnership with the local one stop, in the form of YouthWorks, to expand business outreach and engagement with local youth. These funds are a catalyst for creating permanent change in the community, creating unique and sustainable pathways for employer and youth engagement. Using these additional funds and partnerships, employers are recruited to join the Catalyst online platform, a business and youth connection tool, creating an online forum for business engagement for employers of any size, facilitating interaction with local youth, increasing work-based learning opportunities, and business buy-in to the workforce system. By allowing youth to interact closely with employers in their field of interest, a stronger understanding of industry demands and training pathways necessary to achieve employment will be developed.

With the increased youth awareness of training pathways and in demand industry sectors’ needs, youth service providers will align training pathways and work-based learning opportunities to create a youth workforce system that ensures that youth are able to get the jobs they want and employers get the workers they need. Youth providers and local school districts partner in the YouthWorks grant, pooling resources and creating a region-wide network to engage employers with youth through internships, mentorships, company tours, and other work-based learning. By connecting directly with employers, local CTE programs and training providers will identify and address the skills gaps of small and large employers part of in demand industries. WSW will craft Catalyst as a region-wide solution to employer engagement with youth and training programs.

Connecting employers, youth, and local training providers drives local workforce development programs ensuring that all participants are provided with opportunities to engage with employers of all sizes to discover career pathways, pursue training, and obtain placement in demand occupations. All local programs will be guided by business engagement, utilizing work-based learning opportunities to provide real-world work exposure to match the workforce of tomorrow with the employers of today. Employers will shape youth training program design ensuring that crucial skills to successful employment are provided and instilled in all youth who participate in local training programs.

## Meet Employer Needs

To support WIOA efforts the Emerging Workforce Committee (EWC) was established to provide guidance and oversight to effectively serve employers locally. This committee is made up of business leaders of the community, social service providers, and workforce training providers funded through WSW. The EWC ensures provided trainings align with local demand. In addition to the EWC, the LWDB Governing Board provides significant influence and guidance in regards to local employer needs. The strong representation of business on both steering bodies ensures programs maintain focus on employer needs.

Through the guidance of WSW, governing bodies the focus on the needs of local business informs all design elements of local youth programming. Additional guidance will be informed by increased involvement with local apprenticeship programs, union and labor relationships, business engagement with youth programs, and expanded collaboration with local training providers to strengthen training results related to local business needs. The LWDB will be the key facilitator of business partnership and engagement in training development, strengthening youth program outcomes and business satisfaction with the workforce development system.

By expanding local collaboration and utilizing the guidance of WSW Board and Emerging Workforce Committee, all youth program efforts will be developed in lock-step with business demands and needs. By facilitating conversations and program design, WSW will emerge as a region-wide leader and expert on business needs, matching training and participant outcomes to meet those needs. Through partnerships with local chambers of commerce, Economic Development Councils, and industry associations all youth programs will be aligned to region business demand and will drive region-wide economic growth.

## Coordinate with Economic Development

As mentioned above, based on WIOA demands WSW anticipates the need to grow and develop business relationships. Key partners in building these relationships are local chambers of commerce, Economic Development Councils, industry associations, and public-private partnerships such as local ports. WIOA clearly demonstrates the importance of coordination between workforce development programs and economic development activities. The workforce system provides the job candidates and training resources that drive the local economy. By working with local Economic Development Councils and other business serving organizations WSW can better project training needs and provide a workforce that strengthens business recruitment and retention in the local area.

Due to workforce development programs ability to train and shape the workforce, partnership with economic development becomes paramount. Workforce development programs drive the region economy by creating a workforce that increases business interest in the region. Youth programs expand growth by building up the workforce of tomorrow, demonstrating stability of the workforce and the regions commitment to getting youth the job they want and employers the workers they need. Strong youth programs are the foundation of a strong regional economy and training pathways must be developed with the insight and expertise of local



economic professionals. WSW will expand and sustain current relationships with economic development agencies under WIOA services to create a region with talent and prosperity for all.

### **Regional Training Offerings**

The Regional Training System consists of a variety of available trainings that can be effective in supportive employer growth, decline and stability as well as the economic vitality of the jobseeker and local area. What WSW has learned over time is that when employers seek assistance, it is important that the approach is coordinated, clear and effective. It is left up to the workforce system partners to manage the appropriate responses and to deliver high quality services every time. Each system partner offers a specific resource that can assist with developing, supporting educating and training the workforce in the region. At WSW, we work closely with our economic development partners to understand when new businesses may be coming to the area and to proactive start conversations to understand and address the training gaps that may exist. Customized approaches may differ from employer to employer, but the training services we offer throughout the region remain consistent and are as follows:

***Earn + Learn Opportunities*** are trainings provided on-site at a local employer that pay participants during their training period while they learn the nuances of a given industry and the skills required to perform the necessary work at an organization such as On-the-Job Trainings (OJT's), Work Experience/Internships and Apprenticeship programs. These models have proven to be incredibly valuable in training the historically hard to serve. In an [Analysis of U.S. Learn-And-Earn Program](#) conducted by Phillip D. Gardner at Michigan State University and Kenneth R. Bartkus at Utah State University, the effectiveness of any learn-and earn program depends on the presence of four factors: 1) academic rigor, 2) relevant work experience, 3) student financial support and 4) stakeholder investment in the program. Through local agreements with employers, job seeker training plans and shared costs of training between workforce development partners and employers all partners are engaged in the earn and learn process. As a result, many employers in the region receive the benefits of program reimbursement if they hire program participants once they are done with their earn + learn training.

***Up skill and Backfill Training*** efforts are being utilized in the Southwest Washington area to advance current workers needing additional skills and training to increase their wages or to move into high positions with a company. These training strategies are often called Incumbent Worker Trainings, and are utilized to retain talent, decrease the cost of employers to grow their workforce, organizational capacity and create efficient operations. WSW uses incumbent worker training models to assist employers with peer-to-peer mentoring models and multi-generational trainings that highlight alternative learning styles and promote team collaboration. Investing in your employees internal can help individuals feel more connected to the place where they work and can breed a long term investment in the work they are trained to do.

***Retention services (follow-up services)*** are offered post-employment and are expected to assist employers in maintaining their current employees and job seekers in succeeding in their jobs, as well as increasing wages to achieve self-sufficiency. Retention services are a staple of all of our



program and provider offerings. WSW will work with local area partners to leverage resources in order to provide robust retention and follow up services. These services include assisting participants with filling additional support service needs, career planning support, work related conversation support, peer support network development, information and resource referral, education connections and other services as necessary and deemed appropriate by the job seeker and employer. Southwest Washington employers find retention services particularly helpful if their company is struggling to maintain workers, is having an issue with a recently placed job seeker, or cannot seem to find the right talent locally. During retention services, Business Solutions team members determine the approaches and strategies necessary to help employers maintain or gain the talent they are looking for. This could include working with our regional partners across state line as well as working within the workforce system to identify available resources to best serve the employer as well as providing on-site consultation to make sure that workplace solutions are offered to blend the needs of the job seeker and employer.

### **Continuous Improvement Processes**

Vital to our systems success is the ability to continually glean feedback from community partners, employers and job seekers. With the guiding principles to be flexible, proactive, efficient and accountable, WSW currently survey's employers and job seekers on a regular basis to make sure training programs align with industry need and that job seekers receive the services that they deserve when attending workshops, participating in job coaching, or attending a WorkSource event. As partner relationships continue to develop in relation to the WIOA legislation WSW will actively inquire about feedback from partners and will engage them in the process to understand where improvement can occur. This could include the development of surveys, a facilitated meeting or forum or other means of collecting feedback to improve processes as well as

the utilization of integrated survey delivery (ISD) to gain feedback. Under ISD, workforce system staff are empowered and encouraged to continually improve and enrich service delivery and identify gaps and strategies to address them. Much of this process is based on the premise that staffs assist each other where possible to streamline the customer experience. Change is a critical process of any system improvement and we are dedicated to make sure that we provide mid-course corrections and adapt to new demands and challenges. WSW, along with our partners will continue to measure and respond to customer needs and will create processes to ensure that feedback is collected and addressed appropriately as we work towards the highest standard of service.



### **Coordinated Education and Workforce Investment Activities**

Through partnerships with secondary and post-secondary programs throughout the area, WSW is engaged in curriculum development, teacher training, 21<sup>st</sup> century skill development and work-based learning opportunities.

### **CWWC Career Pathways Posters**

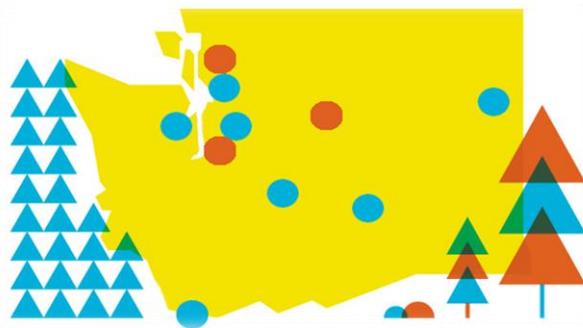
Together with our collaborative partners, WSW is planning to develop career pathway posters that will be distributed to secondary and post-secondary schools throughout SW Washington and the Portland Metropolitan area. Targeted to Career and Technical programs, these posters will provide information about career availability, wages, education requirements, and career ladders in Manufacturing, Health Care, Construction/Infrastructure, IT/Technology/Software and potentially others. Additionally, the team expects to focus on 21<sup>st</sup> Century Skills.

### **Certified Production Technician Curriculum**

In 2014, the CWWC worked together to release a request for proposals for a Certified Production Technician curriculum. Based on the requirements of several engaged employers, this curriculum required education providers propose a curriculum that could be used by other training providers to ensure consistency and reliable outcomes throughout the region. The five community colleges in the region – Portland Community College, Mt. Hood Community College, Clackamas Community College, Clark College and Lower Columbia College – partnered to create a proposal that served the entire region. In the time since this curriculum was developed, the colleges have worked together to train students and have used the WorkSource system to place the students. Employers report great satisfaction with this program and have encouraged the CWWC to look at other potential common curriculum projects.

### **SW Washington STEM Network**

In 2013, WSW convened several partners including business: SEH America, nLight Photonics; higher education: Clark College, Washington State University; secondary education: Vancouver Public Schools, Evergreen Public Schools, Educational Services District 112, and the Columbia River Economic Development Council. The purpose was to focus our attention on Science, Technology, Engineering and Math (STEM) education. Shortly thereafter, [Washington STEM](#) offered to fund official STEM Networks which prompted our group to establish a formal relationship now called the [SW Washington STEM Learning Network](#). IN 2014, we hired a director and created goals and objectives.



### **Opportunity Partnership Program**

Aimed at low income college students, this Workforce Training and Education Coordinating Board funded project allows WSW staff to support students as they transition to work by engaging them in an internship in their field. In addition to providing on the job experience, the student also gains valuable experience and contacts in their chosen career.

### **Career and Technical Education programs**

Regular meetings, shared information, shared projects are the hallmarks of our engagement with Career and Technical Education (CTE) programs at both secondary and post-secondary levels.

- College meetings – WSW staff meets monthly with the staff of Clark College and Lower Columbia College to ensure that we are aligned in our work. Further, we have relied upon these groups to provide industry information, support for grant opportunities, and engagement with local businesses and to respond to business needs.
- CTE meetings – working with the CTE directors in 3 counties allows us to regularly understand their challenges and needs as well as areas where more information and connection is needed. Due to information gathered in these meetings, we created the STEM Network, the Opportunity Partnership Program and YouthWorks.

### **WIOA Youth Programming**

WIOA youth funded is the common underpinning all of our youth programming. Since 2013, WSW has been shifting toward 100% of WIOA Title I youth funds being spent on out of school youth. While this creates some difficulty in flexibility, the Board is convinced that out of school youth require more services and more financial support but investment at this time potentially turns youth from perpetual tax users to contributing tax payers. WSW funds three organizations to provide youth services – [Educational Service District 112](#), [Partners in Careers](#), and [Goodwill](#).

### **Accessibility for Customers with Disabilities**

WSW is committed to ensuring that universal access is available throughout the system for all persons interested in participating in programs, projects and activities contracted through WSW, including persons with disabilities. The WorkSource system in SW Washington has a wide variety of tools and accommodations designed to make all its features accessible to those with disabilities. WorkSource makes every effort to provide reasonable accommodations to all programs, policies and procedures in order to accommodate known physical, mental or sensory disabilities.

Section 188 of the Workforce Innovation and Opportunity Act (WIOA) prohibits discrimination against people who apply to, participate in, work for, or come into contact with programs and activities of the workforce development system. Section 188 prohibits discrimination based on race, color, religion, sex, national origin, age, disability, sexual orientation, or political affiliation or beliefs. However, new guidance expands these protections further, requiring that American Job Centers be fully accessible and offer necessary accommodations to provide job seekers with disabilities effective and meaningful participation in the use of skills training and career pathways. WSW is responsible for ensuring compliance of the U.S. Department of Labor nondiscrimination requirements of WIOA Equal Opportunity Policies in Section 188 of WIOA. WSW convenes sub committees of the board – the Community Workforce Partnership Committee (adult system) and the Emerging Workforce Committee (youth system) – both of which will be responsible for identifying and addressing barriers to access for those disabilities. These committees are convened quarterly and will have a standing agenda item. As problems are identified, these groups will direct the WorkSource and WSW staff to create and implement solutions.

### **Universal Access**

WorkSource staff is expected to demonstrate efforts to provide universal access by:

- Providing outreach to all populations of eligible participants
- Provide meaningful support for individuals with limited English proficiency
- Offer information about services and activities to all eligible participants and
- Provide accessibility in the physical space, by communication services, and through auxiliary aids and services.

### **Access to Services**

A requirement of all WSW Comprehensive, Affiliate and Connection sites is accessibility. A staple of accessibility is mobility and wireless connections. WSW currently negotiates all Resource Sharing Agreements for space utilization with Employment Security Department. This allows for direct communication and support regarding set-up and maintenance of wireless access and services in WorkSource and comprehensive One-Stop locations. Currently the Southwest Washington region has wifi in all centers and spaces where customers are able to bring their own equipment, utilized WorkSource equipment or utilize their mobile device to connect. It is our goal that as we continue to expand affiliate sites and connection sites over the next few years that we assess all sites for accessibility, the standards required for [connection site or affiliate site certification](#) including wifi. Much of our efforts will be targeted at reaching rural or remote areas for service delivery. Where wifi is available, our workforce system can utilize online platforms such as [ResCare Academy](#), offering a large database of virtual trainings and workshops for job seekers. In addition, current One-Stop partners are also exploring the idea of providing pre-recorded orientations and workshops to promote self-paced learning environments access to services regardless of internet. WSW is also having discussions with local colleges about mobile training units that would allow trainings to expand beyond the walls of the college into the community to reach those who are currently underserved. For a list of adult, dislocated worker and youth services see above section Core Components.

### **Staff Training and Supports**

WSW has worked in conjunction with the State of Washington Department of Vocational Rehabilitation/Department of Services to the Blind staff to ensure that WorkSource staff are fully trained and supported in serving clients with known disabilities. We believe that additional partnership under WIOA will enhance these services and trainings, making our WorkSource more accessible and welcoming.

Currently, our Equal Opportunity Officer provides regularly schedule Equal Opportunity Trainings and ensures compliance with all nondiscrimination efforts. WSW requires the WorkSource system to continuously notify customers and staff of their equal opportunity and nondiscrimination rights.

Shortly after WIOA was passed, the Washington Workforce Associations (WWA) (members include all 12 Local Workforce Boards) began working with agency partners to create a statewide Memorandum of Understanding (MOU) that would guide our local MOUs. With significant leadership from the Washington State Department of Vocational Rehabilitation/Department of Services to the Blind, we completed an agreement that will now be used to inform and support local MOUs throughout the state.

The WWA is engaged in a similar process with the State Adult Basic Education programs and the Department of Social and Health Services. Soon, engagement will begin with Employment Security Division. These statewide MOUs will be used to inform and support WSW's plan which will go into effect July 1, 2017.

### **Rapid Response Services**

Rapid Response activities are provided to enable Dislocated Workers to transition to new employment as quickly as possible, following either a permanent closure or mass layoff. In the Southwest Washington region, this includes but is not limited to, on-site contact with employers, representatives of the affected workers (including labor organizations), and the local community; providing information on and facilitating access to appropriate short and long-term resources for finding new jobs and/or upgrading skills; assistance with applications for Unemployment Insurance; and job search workshops and other needed group intervention. WSW and our WorkSource partners customize these services to meet the needs of both the employer and employees on a regular basis. WSW also works with our Regional Collaborative partners on the CWWC to address large employer layoff and to disperse employment connections throughout the region when appropriate.



### **Support Services**

Support Services help customers overcome employment barriers. For many customers success in training programs, education and employment is directly tied to their ability to secure and maintain essential basic needs. These basic needs are filled in the workforce system by the utilization of supportive service dollars. WSW has authorized Supportive Services to be provided only for eligible individuals participating in Individualized and Training Services, and these dollars are intended to enable an individual to participate in program activities and to secure and retain employment. Examples include assistance with local transportation costs, childcare and dependent care costs, housing and food. [See WSW Supportive Service Policy](#) for more information. WSW also recognizes that one agency or provider alone cannot completely eliminate all barriers for the clients we serve. In order to fully address the needs in our communities to put as many people back to work as possible, supportive services will need to be a collaborative approach pulling from many different resources and funds available at each agency to truly address the barriers those living in our community face.

### **Maximizing and Coordinating Partnerships (Integrated Service Delivery)**

Southwest Washington WorkSource centers have utilized an integrated service delivery model for several years. Moving forward, all WSW providers will be expected to further promote and refine integration practices in their service delivery model. WSW expects that the WIOA service providers fully embrace integration, both in spirit and in practice. This means the organization will not simply be delivering WIOA services at the



WorkSource location, but fully incorporate services wholly into the integrated WorkSource service delivery model.

Beginning in Program Year 2016 (October 1, 2016 anticipated date), WSW will implement an operating model in all WorkSource's known in Washington State as Integrated Service Delivery (ISD). In Southwest Washington we have been working for several years towards ISD, however the additional requirements in the legislation will move us towards **Integration PLUS** model. In this new model, co-enrollment will occur for all Wagner-Peyser and WIOA Adult customers, as well as the alignment/braiding of resources to seamlessly address the training and employment needs of system customers.

Integrated Service Delivery reduces duplicative and administrative activities that add little value in favor of a positive customer experience (both employers and job seekers). ISD services in Southwest Washington will allow WorkSource staff to provide customers higher value services including screening, assessment, skill development and skill certification related to the needs of local and regional economies and the resources of participating programs. Staff working in an integrated environment will be organized into functional teams to meet the needs of customers, rather than to administer specific programs. The goal is for more people to get jobs, keep jobs and earn better wages; and for businesses to find the talent they need to succeed and grow. An outcome of functional teams is that staff at all WorkSource centers become experts in a variety of different programs, and are aware of all resources available to all customers further promoting the "no wrong door" approach for customers and better utilization of all funds available through WorkSource and partners.

*The components of WSW Integration PLUS model include:*

- Co-enrollment of job seekers in WP and Adult/DW WIOA funds at minimum and braiding/directing resources to provide appropriate services, regardless of specific funding stream limitations.
- Organizing staff and services around functions and skill sets rather than programs or agencies. Breaking down internal WorkSource barriers to service provisions.
- Using a common set of outcome measures for all customers that drive increased performance and display enhanced successes for WorkSource centers.
- Providing a robust and adaptable menu of services that improve outcomes and actively engage employers, job seekers and partnering agencies.
- A greater focus on skill development and certification based on labor market requirements and that promote on-and-off ramps between employment and education as necessary for participants.
- Investment and planning to promote WorkSource staff professional growth and learning individually and in cross-functional teams including a focus on WorkSource culture.
- Using customer input (job seeker and business) to continuously improve services early and often in service delivery models.

WSW and local partners have agreed to work towards a functionally integrated environment at WorkSource centers, affiliate sites and connection sites in Southwest Washington. This will include a redesign of WorkSource from its current design of primarily ESD-funded staff delivering Career Services, WorkFirst as a separate and distinct unit, and WIOA as a separate and distinct unit, etc. Staff will be re-organized by functions



## Section IV: Performance Accountability

### Performance Accountability Plan

As one of our guiding principles, accountability is something WSW weighs heavily. WSW has a history of maintaining high performance. Through providing high standards of service, our WorkSource centers and youth provider locations are able to exceed positive placements and outcomes for the job seekers we serve. WSW is taking the lead in convening WIOA partners to determine system-level performance accountability as we move forward with WIOA. Our overarching systemic goal is individuals are able to return to work and employers are able to find the right workers to grow their businesses. WSW works with our regional providers to make sure that all service components are aligned with federal, state and local performance requirements. WSW targets for measures are redefined annually by the federal and state government and by WSW Board. All WSW providers are held accountable for achieving all measures and targets. With this said, WSW believes that accountability is not achieved overnight. It takes time, patience, persistence and partnership. To drive long term results, WSW is committed to providing technical assistance and support where necessary to system partners. The current WIOA performance indicators are listed below. In order to determine local levels of performance and accountability, WSW worked closely alongside other LWDB and the [Washington Workforce Association](#) (WWA) to determine appropriate levels utilizing demographics, past performance and other performance determinants. In addition to these indicators, WSW benefits from customer experience data, demographic data, partner data, employer data and key economic growth and trend data that speak to the challenges, gaps and opportunities throughout the region.

<b>PERFORMANCE METRICS-ADULT AND DISLOCATED WORKER</b>	
<b>2<sup>nd</sup> Quarter Employment</b> <i>“Unsubsidized Employment”</i>	Percentage of program participants who are in unsubsidized employment during the second quarter (Q2) after exit from the program
<b>4<sup>th</sup> Quarter Employment</b> <i>“Employment Retention Rate”</i>	Percentage of program participants who are in unsubsidized employment during the fourth quarter (Q4) after exit from the program
<b>Median Earnings</b>	Median earnings of program participants who are in unsubsidized employment during the second quarter (Q2) after exit from the program.
<b>Recognized Post-Secondary Credential Rate</b>	<ol style="list-style-type: none"> <li>1. Participants obtaining a post-secondary credential during participation or within 1 year of exit; <u>OR</u></li> <li>2. Obtaining a secondary school diploma/equivalent during participation or within 1 year of exit from the program <u>AND</u> is enrolled in an education or training program leading to a recognized post-secondary credential that will be earned within 1 year after exit from the program.</li> </ol>
<b>Measurable Skills Gained</b>	Percentage of program participants, who during the program year, are in an education or training program

	that leads to a recognized post-secondary credential or employment and who achieve measurable skill gains toward such as a credential or employment. Measured in real time.
<b><u>Performance Metrics-Youth</u></b>	
<b>Placed in Employment/Education/Training (Q2)</b>	Percentage of program participants who are placed in employment, education or training during the second quarter (Q2) after exit from the program
<b>Placed in Employment/Education/Training (Q4)</b>	Percentage of program participants who are in placed in employment, education or training during the fourth quarter (Q4) after exit from the program
<b>Median Earnings</b>	Median earnings of program participants who are in unsubsidized employment during the second quarter (Q2) after exit from the program.
<b>Recognized Post-Secondary Credential Rate</b>	<ol style="list-style-type: none"> <li>1. Participants obtaining a post-secondary credential during participation or within 1 year of exit; <u>OR</u></li> <li>2. Obtaining a secondary school diploma/equivalent during participation or within 1 year of exit from the program <u>AND</u> is enrolled in an education or training program leading to a recognized post-secondary credential that will be earned within 1 year after exit from the program.</li> </ol>
<b>Measurable Skills Gained</b>	Percentage of program participants, who during the program year, are in an education or training program that leads to a recognized post-secondary credential or employment and who achieve measurable skill gains toward such as a credential or employment. Measured in real time.

WIOA will also bring new performance metrics for employer satisfaction and engagement. This metrics are still being determined and will not be fully utilized until PY 2016. Employment measures will assist LWDB's to determine if business solutions services are truly serving employers and meeting the needs of industry.

The WIOA metrics above will be utilized by all six core WIOA programs. Other key partners from the workforce system will not be subject to utilizing the WIOA performance metrics. However, multiple agencies and providers may find the metrics to be helpful determinants in their programming efforts. Capitalizing on co-enrollment of services between WIOA providers and also non-WIOA providers can help to paint a more robust picture of customer experience and outcomes. WSW will encourage and develop data sharing agreements where possible with local partners to maximize the ability to tell the "workforce story" in the local region and provide shared systemic metrics where possible.

WSW reviews performance targets and actuals with providers on a monthly and quarterly basis during program meetings. In addition the Community Workforce Partnership Committee and the Emerging

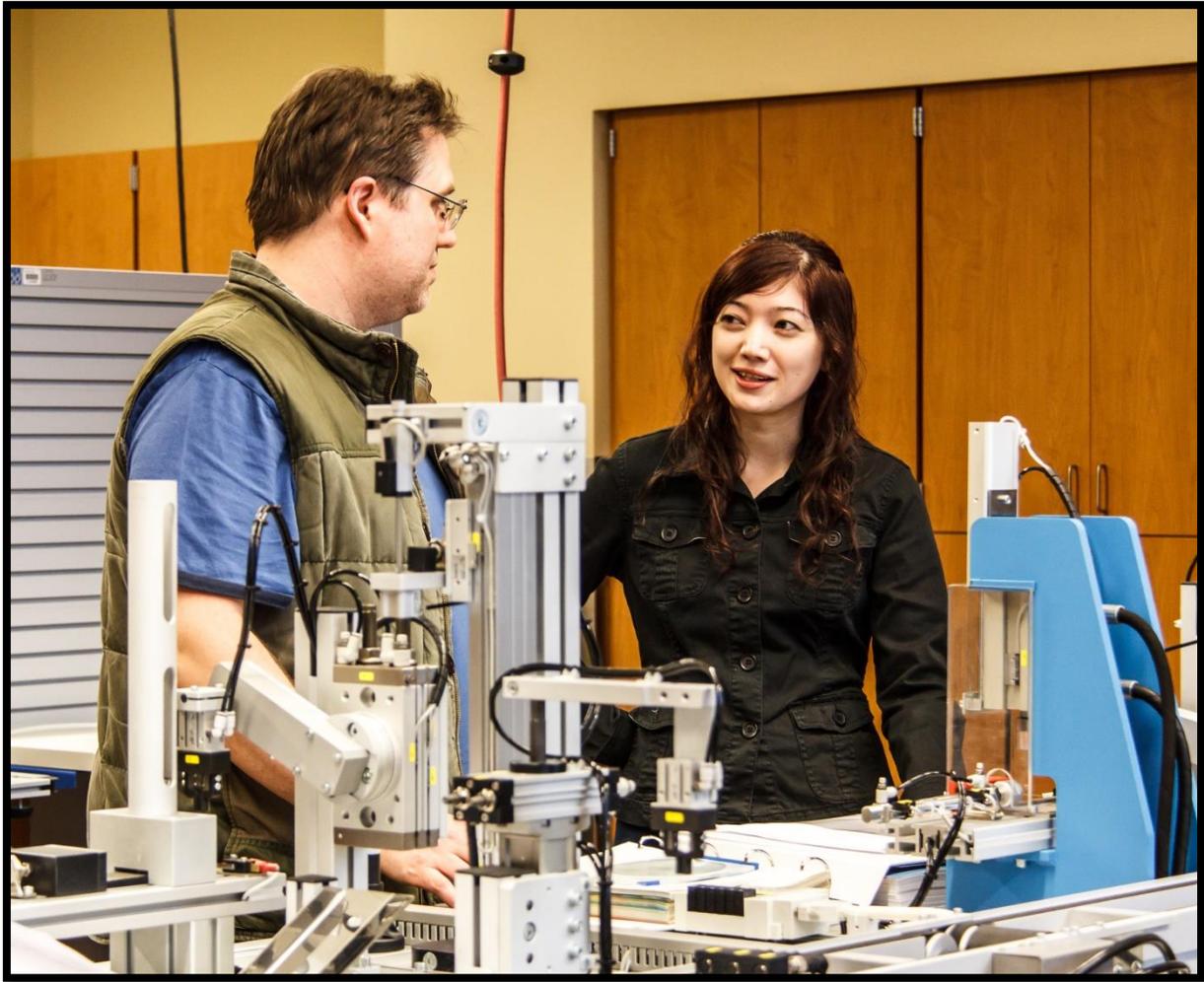
Workforce Committee also review quarterly performance metrics and provide system level guidance and oversight in order to direct improvements and provide systems connections.

### **Performance Accountability Goals**

There are four overarching themes to performance outcomes 1) Employment, 2) Earnings, 3) Skill Development/Acquisition, 4) Satisfaction of Services. These targets are ever evolving and are used to guide conversations, program design, program development and integrated service delivery aspects. Although the themes of performance run through all our WIOA programs, WSW believes in the spirit of WIOA, and in the spirit of innovation. This means that we give our providers specific guidance to challenge the process and drive the vision of the workforce innovation and opportunity act to fully tap into the potential of the legislation and partnerships. It is our belief that if you focus on good programming with excellent services and a responsive system that the outcomes for the targets above will come. WSW also believes that performance is fluid. When systems experience setbacks it is an opportunity to learn and grow to do things better moving forward. Another aspect to performance is partnerships. No workforce system partner can do all services on their own. We will achieve more if we work together, have joint ownership over performance, and utilize the expertise of each one of our local staff members to work towards effective customer outcomes.

WSW uses performance accountability to inform local strategic planning and continuous improvement and to oversee WorkSource and WIOA Title I: Adult, Dislocated Worker and Youth Services.

- **Local Planning and Continuous Improvement:** On an annual basis, WSW holds a series of local and regional strategic planning sessions to allow our board, partners and employers to guide the direction of activities, goals, and outcomes to pursue in the next few years. A large strategic plan re-draft occurs every three years with modifications occurring annually. A key discussion during strategic planning sessions is performance trends of providers and our system over the past several years. Individual contracts are reviewed by WSW team and assessed for compliance. This information is shared with the board for planning and for problem solving related to program activities.
- **WorkSource and Title I Services:** All WIOA Title I service providers are reviewed for performance on a monthly and quarterly basis. Providers are brought together quarterly to learn best practices and to receive technical assistance on how to strategize performance improvement. In addition, all providers receive on-site technical support as necessary. If providers do not meet performance and have been given technical assistance and little to no improvement occurs, then corrective action is required. When providers meet or exceed performance targets, these events are celebrated and highlighted throughout the system.



# Attachments

## Workforce Southwest Washington

## Attachment A: Sector Partnership

**Sector to be served:** Construction

**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>	In progress	Each LWDB with the CWWC identifies a staff person to be on the sector team. Those three staff members then identify a lead with the intention of sharing leadership throughout the sector strategies. This process has not yet been completed for Construction as a Regional Sector strategy.	Quarterly meetings for planning and implementing	Plan created
<b>Phase II: Investigate</b> <i>Goal: Determine target industries</i>	In progress	The team has begun gather information and data to build a plan.	Data obtained	Data obtained
<b>Phase III: Inventory and Analyze</b> <i>Goal: Build baseline knowledge of industry</i>	September, 2016	The team will analyze all data obtained and develop a draft plan.	Analysis of current data; determination of need; compilation of training available	Analysis completed; draft plan completed.
<b>Phase IV: Convene</b> <i>Goal: Build industry partnership, prioritize activities</i>	January, 2017	The team will convene industry leaders and will present the data and analysis. Industry leaders provide feedback and commitments to the plan. May return to Phase II or III in iterations as needed until industry leaders are satisfied with the information.	Industry convenings; feedback obtained	Plan completed and published
<b>Phase V: Act</b> <i>Goal: Implement initiatives</i>	July, 2017	Report will be complete and team will begin working towards outcomes.	Each goal will have specific outcomes	Outcomes tracked and achieved
<b>Phase VI: Sustain and evolve</b> <i>Goal: Grow the partnership</i>	December, 2019	Process begins again for Construction Plan 2.0.	Analysis of plan outcomes	Evaluation report complete

## Attachment A: Sector Partnership

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>	Complete	Each LWDB in the CWWC identified a staff person to serve on the Health Care Team. The Team then chooses a leader and in this case it is Tracy Schreiber, WSW employee.	Quarterly meetings for planning and implementation	Plan created
<b>Phase II: Investigate</b> <i>Goal: determine target industries</i>	Complete	The team worked through 2015 to gather data specifically regarding Long Term Care as a sub-sector of Health Care.	Data obtained	Data obtained
<b>Phase III: Inventory and Analyze</b> <i>Goal: build baseline knowledge of industry</i>	Complete	The team published a Long Term Care Plan with three goals	Analysis of current data; Determination of need; Compilation of training available	Analysis completed; Draft plan completed.
<b>Phase IV: Convene</b> <i>Goal: build industry partnership, prioritize activities</i>	Complete	Several meetings of Long Term Care business leaders occurred in 2015 and early 2016	Industry Convenings; Feedback obtained	Plan completed and published
<b>Phase V: Act</b> <i>Goal: Implement initiatives</i>	In progress	The Long Term Care/Health Care team is currently addressing the plan goals	Each goal has specific outcomes	Outcomes tracked and achieved.
<b>Phase VI: Sustain and evolve</b> <i>Goal: grow the partnership</i>	December 2017	Process begins again for Long Term Care Plan 2.0	Analysis of plan outcomes	Evaluation report complete

## Attachment A: Sector Partnership

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>	Complete	Each LWDB with the CWWC identifies a staff person to be on the sector team. Those three staff members then identify a lead with the intention of sharing leadership throughout the sector strategies. For manufacturing, the Lead is Jesse Aronson of WorkSystems.	Quarterly meetings for planning and implementing	Plan created
<b>Phase II: Investigate</b> <i>Goal: determine target industries</i>	In progress on Manufacturing Plan 2.0	Our current plan for Manufacturing ended in December 2015. The team is currently investigating manufacturing data to inform the next plan which is expected to begin on July 1, 2016.	Data obtained	Raw data obtained
<b>Phase III: Inventory and Analyze</b> <i>Goal: build baseline knowledge of industry</i>	In progress on Manufacturing Plan 2.0	The team will analyze all data obtained to determine what if anything needs to change from the 2014- 2015 plan.	Analysis of current data; Determination of need; Compilation of training available;	Report completed
<b>Phase IV: Convene</b> <i>Goal: build industry partnership, prioritize activities</i>	In progress on Manufacturing Plan 2.0	The team will convene industry leaders and will present the data and analysis. Industry leaders provide feedback and commitments to the plan.  May return to Phase II or III in iterations as needed until industry leaders are satisfied with the information.	Industry Convenings; Feedback obtained	Plan completed
<b>Phase V: Act</b> <i>Goal: Implement initiatives</i>	July 1, 2016	Report will be complete and team will begin working towards outcomes.	Each goal will have specific outcomes	Outcomes tracked and achieved
<b>Phase VI: Sustain and evolve</b> <i>Goal: grow the partnership</i>	December, 2017	Process begins again for Manufacturing Plan 3.0	Analysis of plan outcomes	Evaluation report complete

## Attachment A: Sector Partnership

**Sector to be served:** Technology

**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>	Done	Each LWDB with the CWWC identifies a staff person to be on the sector team. Those three staff members then identify a lead with the intention of sharing leadership throughout the sector strategies. For Technology, the Lead is Greg Goloborodko of Clackamas Workforce Partnership.	Quarterly meetings for planning and implementing	Plan created
<b>Phase II: Investigate</b> <i>Goal: determine target industries</i>	In progress	The team has begun gather information and data to build a plan	Data obtained	Data obtained
<b>Phase III: Inventory and Analyze</b> <i>Goal: build baseline knowledge of industry</i>	June, 2016	The team will analyze all data obtained and develop a draft plan	Analysis of current data; Determination of need; Compilation of training available;	Analysis completed; Draft plan completed.
<b>Phase IV: Convene</b> <i>Goal: build industry partnership, prioritize activities</i>	Summer, 2016	The team will convene industry leaders and will present the data and analysis. Industry leaders provide feedback and commitments to the plan.  May return to Phase II or III in iterations as needed until industry leaders are satisfied with the information.	Industry Convenings; Feedback obtained	Plan completed and published
<b>Phase V: Act</b> <i>Goal: Implement initiatives</i>	September, 2016	Report will be complete and team will begin working towards outcomes.	Each goal will have specific outcomes	Outcomes tracked and achieved
<b>Phase VI: Sustain and evolve</b> <i>Goal: grow the partnership</i>	December, 2018	Process begins again for Technology Plan 2.0	Analysis of plan outcomes	Evaluation report complete

## Attachment B: Regional Cooperative Service Delivery Agreement

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate in a cross-regional plan.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
<b>Phase I: Prepare your team</b> <i>Goal: build buy-in &amp; support</i>	Ongoing	Identify local area CORE partner leads at DSHS-DVR, DSB, DSHS, WP, Title I, ABE and others.  Signing state and local Memorandums of Understanding surrounding partnerships, shared resources, leveraging of customer services and integrated services delivery.	Support and commitment from all partners in improving the workforce system and structure and streamlining services	Signed MOU's from each workforce system partner including but not limited to DSHS-DVR and DSB, WP, ABE, Title I, and DSHS) with each partners commitments outlined.
<b>Phase II: Investigate</b> <i>Goal: determine options for coordinated service deliver</i>	Ongoing	Understand WIOA partner customers and associated barriers and needs through a series of facilitated conversations at the LWDB level with agency leaders and on the front line to engage key program staff.  Establishment of a continuous improvement process to gain insight into service delivery and customer experience.	Agency leadership and front end service staff develop a shared vision  Valuable and ongoing feedback that leads to systems improvements and best practices over time	A coordinated service delivery process is developed and documented with all partners  Continuous improvement surveys, processes and procedures are developed
<b>Phase III: Inventory and Analyze</b> <i>Goal: build baseline knowledge</i>	Ongoing	Bring together WIOA required partners (DSHS-DVR, DSB, WP, ABE, Title I, and DSHS) and others for a series of facilitate convenings hosted by WSW to create awareness and education on services as well as to build a shared framework for customer centered designed services highlighting job seeker accessibility, mobility and flexibility.	Increased awareness and knowledge of partner programs, service offerings and areas of expertise Jointly developed customer flow models that integrate the needs of all partners through the	Shared program documents that serve as desk aids for local program staff about services  A shared customer flow outline that is understood and implemented by all partners

			workforce system	
<b>Phase IV: Convene Goal: build partnership, prioritize activities</b>	Established Late Summer 2016 and Ongoing After That	Create taskforces to address multiple aspects of the Workforce service delivery system including but not limited to the following 1) Co-Enrollment/Front End Services 2) Business Solutions 3) Training and Support Services and 4) Accessibility of Services	Workgroup calendars and members are identified  Processes are created to get buy-in and feedback from direct service staff at all partner agencies	Workgroups establish agreed and documented processes and procedures for targeted service delivery items.
<b>Phase V: Act Goal: Implement initiatives</b>	Fall/Winter 2016	Develop initial pilots to test models of customer service flow, cooperative agreements, resource sharing, business solutions efforts and more	Results and data from pilots working with customers inform a continuous improvement process to procedures and partner conversations	Pilot project outlines and shared outcomes
<b>Phase VI: Sustain and evolve Goal: grow the partnership</b>	Spring 2017	Establishment of a continuous improvement process with all key partners to gain insight into service delivery at WorkSource, system partner sites and youth provider sites about the customer experience.	Valuable and ongoing feedback that leads to systems improvements and best practices over time	Continuous improvement surveys, processes and procedures are developed

### Attachment C: Regional Economic Development Coordination Plan

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate in a cross-regional plan.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
<b>Phase I: Prepare your team</b> <i>Goal: build buy-in &amp; support</i>	Done	WSW has created two local Economic Development Teams consisting of WSW Employer Services Managers (2), WorkSource Business Services Leads, Representatives from specific County EDCs, and local community college CTE representatives.	Monthly to quarterly meetings	Address business needs for training and employees
<b>Phase II: Investigate</b> <i>Goal: determine options for coordinated service deliver</i>	Done	We have created long term contracts between WSW and two EDCs to ensure that we are well-aligned and providing clear and appropriate services to employers	Annual contract	EDCs documents business visits and needs identified
<b>Phase III: Inventory and Analyze</b> <i>Goal: build baseline knowledge</i>	N/A	Ongoing alignment occurs as we gather and share information	Shared reports	Staff express and convey shared messages about industry needs
<b>Phase IV: Convene</b> <i>Goal: build partnership, prioritize activities</i>	Done	As sector plans are being developed, the EDCs are instrumental in supporting employer engagement	Support for convenings as needed	Employers attend convenings and provide feedback on sector plans
<b>Phase V: Act</b> <i>Goal: Implement initiatives</i>	Ongoing	In practice, we work together regularly and seamlessly to ensure that common goals are achieved.	Employers get the employees they need	Employers are satisfied with our services.
<b>Phase VI: Sustain and evolve</b> <i>Goal: grow the partnership</i>	Ongoing	We regularly discuss activities seeking continuous improvement	Employers get the employees they need	Employers are increasingly satisfied with our services

### Attachment C: Regional Economic Development Coordination Plan

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate in a cross-regional plan.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
<b>Phase I: Prepare your team</b> <i>Goal: build buy-in &amp; support</i>	Done	WSW has assigned the CEO to participate in Greater Portland Inc. activities and meetings.	Quarterly board meetings	SW Washington is included in regional economic development discussions
<b>Phase II: Investigate</b> <i>Goal: determine options for coordinated service deliver</i>	Done	GPI 2020 plan was published in Fall, 2015 and includes a section entitled “People” which refers to workforce development activities regionally.	CWWC staff participated in the process	Investigation complete
<b>Phase III: Inventory and Analyze</b> <i>Goal: build baseline knowledge</i>	Done	GPI 2020 plan was published in Fall, 2015 and includes a section entitled “People” which refers to workforce development activities regionally.	CWWC staff participated in the process	Analysis complete
<b>Phase IV: Convene</b> <i>Goal: build partnership, prioritize activities</i>	Done	GPI 2020 convened multiple partners included workforce development to gain commitment to their plan.	CWWC staff participated in the process	Convenings completed
<b>Phase V: Act</b> <i>Goal: Implement initiatives</i>	In progress	CWWC has accepted the challenge of addressing the “People” goals and outcomes.	CWWC will address the needs of workforce in the region via sector strategies	Sector Goals are achieved
<b>Phase VI: Sustain and evolve</b> <i>Goal: grow the partnership</i>	To be determined	This will be established by the GPI board and the CWWC (members of the Board) will advise.	GPI manages plan to finish	GPI achieves the outcomes of its plan.

**Attachment D: Local Area Profile**

**1. Local One-Stop System**

Site	Type of Site (Comprehensive, Affiliate, or Connection)	Site Operator(s)
WorkSource Vancouver	Comprehensive	ResCare Workforce Services
WorkSource Kelso	Comprehensive	ResCare Workforce Services

**2. WIOA Title I Service Providers**

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

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

Youth Program List all current and potential service providers in the area	Indicate service(s) provided by each			WIOA funded?	Services for youth with disabilities?
	Basic	Individualized	Training		
Educational Service District 112	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Goodwill Olympics and Rainier Region	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Partners In Careers	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Attachment E: Local Workforce Development Board Membership and Certification**

Required categories	Name/Title/Organization*	Nominated by
Business majority (greater than 50% of all members)		
1. Business	Robert Gaffney, Owner, Gaffney Counseling and Consulting	With the exception of the Central Labor Councils, prior to implementation of Board Nomination Procedure in 2016, WSW did not track nominators. Current Board Procedure requires all new members of the Board to be officially nominated and approved by a nominating committee, then referred to the full Board for confirmation.
2. Business	Keith McPhun, VP of Operations, Cornell Pump	
3. Business	Angela Simmons, Owner, Aligned Lifestyle Concierge	
4. Business	Ben Bagherpour, VP of Operations, SEH America	
5. Business	Kelley Foy, HR Manager, Columbia Machine	
6. Business	John Vanderkin, President, Employers Overload	
7. Business	Bill Skidmore, Senior Account Executive, McKinstry	
8. Business	James Lucey, Controller, Linear Technology Corporation	
9. Business	Paige Spratt, Attorney, Schwabe, Williamson & Wyatt	
10. Business	Denise Smith, Chief Operating Officer, Rebound Sports and Orthopedic Medicine	
11. Business	Debbie Luchau, Director Human Resources, PeaceHealth	
12. Business	Eddie Martin, Human Resource Manager, NORPAC/Weyerhaeuser	
13. Business	Lydia Work, Chief Executive Officer, American Paper Converting	
14. Business	Keath Huff, Systems Engineer/Owner, Utilize IT	
15. Business	Darcy Altizer, CEO, SW Washington Contractors Associations	
16. Business	Paige Lake, Director, Wahkiakum Chamber of Commerce	

Workforce (20% of members. Majority must be nominated by organized labor)		
1. Labor	Kathy Jennings, Washington Federation of State Employees	Central Labor Council
2. Labor	Bob Carroll, Business Representative, IBEW Local 48	Central Labor Council
3. Apprenticeship	Mike Bridges, Labor Representative, Cowlitz Wahkiakum Central Labor Council, IBEW #48	Central Labor Council
4. Other workforce	Ilona Kerby, Executive Director, Lower Columbia Community Action Council	
5. Other workforce	Diane McWithey, Executive Director, SHARE	
6. Other workforce	To be filled	
Education		
1. Title II Adult Ed	Chris Bailey, President, Lower Columbia College	
2. Title II Adult Ed	Robert Knight, President, Clark College	
1. Higher Education	Renny Christopher, Vice Chancellor for Academic Affairs, Washington State University Vancouver	
Government		
1. Wagner-Peyser	Anne Goranson, Regional Director, Employment Security Department	
1. Vocational Rehabilitation	Tina Ailinger, Regional Director, Department of Vocational Rehabilitation/Department of Services to the Blind	
1. Social and Health Services	Kristine Hammond, CSO Director, Columbia River Community Services	
1. Economic Development	Ted Sprague, President, Cowlitz Economic Development Council	
2. Economic Development	Mike Bomar, President, Columbia River Economic Development Council	

\* WSW has one “workforce” seat open at this writing. To recruit candidates, WSW has followed its Board Recruitment Policy which includes announcements via email blast, newsletter, news release and website publication. Under our policy, all potential candidates must be officially nominated. The Nominating Committee will review all potential candidates and recommend selections to the Executive Committee and then to the full Council. See attached documents for evidence of the procedure and compliance.

## Attachment F: Local Assurances

### 2016-2020 Regional/Local Workforce Plan Assurances

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)
☒	2. The final local plan is available and accessible to the general public.	Proposed 20 CFR 679.550(b)(5)
☒	3. The local board has established procedures to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.	WIOA Section 107(e); proposed 20 CFR 679.390 and 679.550
Required Policies and Procedures		References
☒	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
☒	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
☒	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
☒	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
☒	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)
☒	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
☒	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
☒	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	WIOA Section 181(c); proposed 20 CFR 683.600; WIOA Title I Policy 5410; WorkSource System Policy 1012, Revision 1

	point of service, including, at a minimum, a requirement that all partners can identify appropriate staff contacts and refer customers to those contacts.	
<input checked="" type="checkbox"/>	12. The local board has assurances from its one-stop operator that all one-stop centers and, as applicable, affiliate sites have front-end services consistent with the state's integrated front-end service policy and their local plan.	WorkSource System Policy 1010 Revision 1
<input checked="" type="checkbox"/>	13. The local board has established at least one comprehensive, full-service one-stop center and has a written process for the local Chief Elected Official and local board to determine that the center conforms to the definition therein.	WIOA Section 121(e)(2)(A); proposed 20 CFR 678.305; WIOA Title I Policy 5612
<input checked="" type="checkbox"/>	14. The local board provides to employers the basic business services outlined in WorkSource System Policy 1014.	WorkSource System Policy 1014
<input checked="" type="checkbox"/>	15. The local board has written processes or procedures and has identified standard assessment objectives and resources to support service delivery strategies at one-stop centers and, as applicable, affiliate sites.	WorkSource System Policies 1011 and 1016; WTECB State Assessment Policy
<input checked="" type="checkbox"/>	16. All partners in the local workforce and education system described in this plan ensure the physical, programmatic and communications accessibility of facilities, programs, services, technology and materials in one-stop centers for individuals with disabilities.	WIOA Section 188; 29 CFR parts 37.7-37.9; 20 CFR 652.8(j)
<input checked="" type="checkbox"/>	17. The local board ensures that outreach is provided to populations and sub-populations who can benefit from one-stop services.	WIOA Section 188; 29 CFR 37.42
<input checked="" type="checkbox"/>	18. The local board implements universal access to programs and activities to individuals through reasonable recruitment targeting, outreach efforts, assessments, service delivery, partner development, and numeric goals.	WIOA Section 188; 29 CFR 37.42
<input checked="" type="checkbox"/>	19. The local board complies with the nondiscrimination provisions of Section 188, and assures that Methods of Administration were developed and implemented.	WIOA Section 188; 29 CFR 37.54(a)(1); WIOA Policy 5402, Revision 1; WorkSource System Policy 1012, Revision 1
<input checked="" type="checkbox"/>	20. The local board collects and maintains data necessary to show compliance with nondiscrimination provisions of Section 188.	WIOA Section 185; 29 CFR 37.37; WIOA Policy 5402, Revision 1; WorkSource System Policy 1012, Revision 1
<input checked="" type="checkbox"/>	21. The local board complies with restrictions governing the use of federal funds for political activities, the use of the one-stop environment for political activities, and the local board complies with the applicable certification and disclosure requirements	WorkSource System Policy 1018; 2 CFR Part 225 Appendix B; 2 CFR Part 230 Appendix B; 48 CFR 31.205-22; RCW 42.52.180; TEGL 2-12; 29 CFR Part 93.100
n/a <input type="checkbox"/>	22. The local board ensures that one-stop MSFW and business services staff, along with the Migrant and Seasonal Farm Worker program partner agency, will continue to provide services to agricultural employers and MSFWs that are demand-driven and consistent with ESD's mission.	WIOA Section 167
<input checked="" type="checkbox"/>	23. The local board follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIOA, and applicable Departmental regulations.	WIOA Sections 116(i)(3) and 185(a)(4); 20 USC 1232g; proposed 20 CFR 677.175 and 20 CFR part 603
<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
☒	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 funds.	WIOA Section 108(b)(15), WIOA Title I Policy 5230; WIOA Title I Policy 5250
☒	26. The local board ensures compliance with the uniform administrative requirements under WIOA through annual, on-site monitoring of each local sub-recipient.	WIOA Section 184(a)(3); proposed 20 CFR 683.200, 683.300, and 683.400-410; WIOA Policy 5230
☒	27. The local board has a local allowable cost and prior approval policy that includes a process for the approval of expenditures of \$5,000 or more for equipment requested by subcontractors.	WIOA Title I Policy 5260
☒	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
☒	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
☒	30. The local board will not use funds received under WIOA to assist, promote, or deter union organizing.	WIOA Section 181(b)(7); proposed 20 CFR 680.850
	<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
☒	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
☒	33. The local board has a written policy and procedures that establish internal controls, documentation requirements, and leveraging and coordination of other community resources when providing supportive services and, as applicable, needs-related payments to eligible adult, dislocated workers, and youth enrolled in WIOA Title I programs.	WIOA Sections 129(c)(2)(G) and 134(d)(2); proposed 20 CFR 680.900-970; proposed 20 CFR 681.570; WorkSource System Policy 1019, Revision 1
☒	34. The local board has a written policy for priority of service at its WorkSource centers and, as applicable, affiliate sites and for local	Jobs for Veterans Act; Veterans' Benefits, Health Care, and Information

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.

Technology Act; 20 CFR 1010; TEG  
10-09; Veterans Program Letter 07-09;  
WorkSource System Policy 1009  
Revision 1

**Attachment G: Chief Local Elected Official (CLEO) Signature**

**Regional/Local Workforce Plan Certification**

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

The Local Workforce Development Board for SW Washington 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.

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Local Chief Elected Official(s)

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Date

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Local Workforce Development Board Chair

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Date

## Attachment H: Public Comment Process

### Public Comment

Workforce Southwest Washington (WSW) is committed to engaging partners and community members and organizations whenever possible. In the months leading up to this plan's release, WSW has convened with the Emerging Workforce Committee (youth organizations) and the Community Workforce Partnership Committee (Adult system organizations) and has created the WIOA partners group which has met on multiple occasions to gain understanding of the One Stop, system programs, and to support integration of clients, programs, services and business outreach to serve all clients.

The Workforce Board met in October 2015 to review and revise the organization's strategic plan. With the help of a consultant, this group updated our strategic plan (which had been in effect for just 10 months) and aligned it with WIOA.

We also hosted a Partners' convening on December 10, 2015 to discuss the regional workforce plan and establish stronger ties to our regional partners. Attended by over 75 people, this convening kicked on a more robust approach to regional partnerships.

During the month of May, the public is invited to comment on both WSW's Local Plan and the A3 version of the Strategic Plan.

WSW publishes notification of public comment opportunities in multiple ways:

- Press Releases – to all major newspapers including the Columbian, the Longview Daily News, the Wahkiakum Eagle, the Battle Ground Reflector, the Vancouver Business Journal and other local papers
- Website – the notice is posted on the website with links to the plan and directions to submit comments to [info@swwdc.org](mailto:info@swwdc.org)
- Newsletter – announced in the last newsletter with directions on how to comment
- Email Blast – announcement via email to list of all community members and organizations, businesses, labor unions, and agencies in our database
- Strategic Emails – to the most connected partners and all board members and committee members

Two public meetings were conducted to share the plan and its components:

- Clark County – May 23, 2016, 2:00 pm to 5:00 pm
- Cowlitz/Wahkiakum County – May 24, 2016, 2:00 pm to 5:00 pm

**Attachment I: Performance Targets PY16**

**Title 1 Adult**

Measure 1: 2nd Quarter Employment	
Year and quarter totals	
	Proposed
<b>Southwest Washington</b>	<b>79.4%</b>

Measure 2: 2nd Quarter Median Earnings	
Year and quarter totals	
	Proposed
<b>Southwest Washington</b>	<b>\$5,871</b>

Measure 3: 4th Quarter Employment	
Year and quarter totals	
	Proposed
<b>Southwest Washington</b>	<b>79.4%</b>

Measure 4b: Credential of those with training	
Year and quarter totals	
	Proposed
<b>Southwest Washington</b>	<b>70.9%</b>

**Title 1 Dislocated Worker**

Measure 1: 2nd Quarter Employment	
Year and quarter totals	
	Proposed
<b>Southwest Washington</b>	<b>77.3%</b>

Measure 2: 2nd Quarter Median Earnings	
Year and quarter totals	
	Proposed
<b>Southwest Washington</b>	<b>\$7,971</b>

Measure 3: 4th Quarter Employment	
Year and quarter totals	
by WDA	Proposed
<b>Southwest Washington</b>	<b>78.0%</b>

Measure 4b: Credential of those with training	
Year and quarter totals	
by WDA	Proposed
<b>Southwest Washington</b>	<b>72.1%</b>

**Title 1 Youth**

Measure 1: 2nd Quarter Employment	
Year and quarter totals	
	Proposed
<b>Southwest Washington</b>	<b>67.4%</b>

Measure 2: 2nd Quarter Median Earnings	
Year and quarter totals	
	Proposed
<b>Southwest Washington</b>	<b>\$2,919</b>

Measure 3: 4th Quarter Employment	
Year and quarter totals	
	Proposed
<b>Southwest Washington</b>	<b>70.1%</b>

Measure 4a: Credential of all participants	
Year and quarter totals	
	Proposed
<b>Southwest Washington</b>	<b>76.3%</b>

## BOARD NOMINATION PROCEDURES

7/1/2015

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### Procedures:

In order to seat a suitable Workforce Development Board that meets the requirements of the WIOA, the Executive Committee will follow this process:

- A. For Terms Ending June 30:
  - a. Each year in March, the Executive Committee will form a Nomination Committee which will be responsible for nominating suitable members for each open position.
    - The Nomination Committee, in consultation with the Executive Committee decides whether to ask current members whose terms are expiring to continue in their positions.
    - Members who wish to remain on the Council will be considered by the Nomination Committee to determine their suitability for continued service.
  - b. To openly recruit for any remaining open seats, the Nomination Committee will **post a request for nominations** on WSW website, via press release, via WSW's newsletter and through personal contacts with organizations such as:
    - Economic Development Councils
    - Chambers of Commerce
    - Labor Councils
    - Current WSW members
    - Elected Officials such as Mayors, City Council Members and School Board Members
    - Non-profit Networks/Support Organizations
    - Professional Associations
  - c. Nominations will be accepted from any of the above listed organizations as well as from any other organization and from individuals. Nominations should be received by the last business day of April and must include:
    - A letter of nomination or a completed nomination form, and
    - Nominee's resume.
  - d. The Nomination Committee will review nominees and arrange personal meetings with WSW's Chief Executive Officer, Chief Local Elected Official or Local Elected Officials, or Executive Committee members. If possible, the nominee may attend a WSW meeting as a public guest.
  - e. No later than the last business day of May, the Nomination Committee will make recommendations for nomination to the appropriate County Commissioner. The County Commissioner has the right to reject or accept that nominee. If accepted, the County Commissioner will proceed accordingly with a letter to the Governor requesting appointment. If rejected, the nominee will be notified by the CEO.
  - f. The newly appointed member will be seated at the next regularly scheduled WSW meeting and will begin a three year term.

**B. Mid-Term Vacancies:**

- a. If a business seat becomes vacant mid-term, the Executive Committee will decide if the seat will remain unfilled until the annual process can fill the seat or if they will recommend a nominee from the previously nominated pool or open a nomination process. If they choose to fill the seat with a previously nominated person, they will follow the process listed above beginning at A(d). If they choose to open a process, they will follow the process listed above beginning at A(b).
- b. If a non-business seat becomes vacant mid-term, the Executive Committee will immediately seek a new nomination from the appropriate organizations and submit the name(s) of nominee(s) to the appropriate LEO for nomination. The person will be seated at the next regularly scheduled WSW meeting. The nominations will be made from organizations as follows:
  - Labor Council nominates Labor representative(s)
  - Agency Leads nominate Agency representative
  - Some seats are filled based on the position rather than the person, for example, the Community College President, the Economic Development Council President, or the Chamber of Commerce President. In the event that one of these seats is vacant, the position will remain vacant until a new representative is hired and the appointment process can be followed.

**Inquiries:**

Please contact Jeanne Bennett at [jbennett@swwdc.org](mailto:jbennett@swwdc.org) or (360) 567-1073 for questions.

## STRATEGIC PLAN 2016 – 2020

Mission: *To prepare and promote a skilled and adaptive workforce for a thriving economy in Southwest Washington.*

Vision: *Jobs people want. Workers businesses need.*

Guiding Principles:

*Collaborative*

*Efficient*

*Proactive*

*Accountable*

*Flexible*

*Outcome-Focused*

<b><i>Employers</i></b>	<b><i>Job Candidates</i></b>	<b><i>Workforce System</i></b>	<b><i>Funding</i></b>
Employers get the right workers at the right time	Youth and adults develop professional and technical skills and find jobs that meet career and employer needs	The system is coordinated, easily accessible, leverages resources from multiple partners, and produces results	Funding is robust and diversified to support workforce needs and promote business growth
<b>Success Measures</b>			
<b><i>Employers</i></b>	<b><i>Job Candidates</i></b>	<b><i>Workforce System</i></b>	<b><i>Funding</i></b>
# of qualified referrals	# of credentials/certificates obtained	# of people obtaining services	Establish annual funding goals at: 40% WIOA 45% Non-WIOA Federal 15% Non-Federal
# job orders filled within employer's time frame	# of training-related placements	# of job placements	Increase % of leverage funds by 10% annually
# of incumbent workers trained	# of internships, OJTs and apprenticeships	# of qualified applicants referred to businesses (% of job referrals to placement?)	Increase # of applications annually to state and non-federal sources by 20%. Begin with 5 proposals in year one.
# of repeat employer customers	Increased retention rates	# of employers using WorkSource	Quarterly Legislator Reports
90% Satisfaction rate among employers	Increased number of opportunities for mentorship, internship and work-based learning	# of engaged/satisfied partners	Annual Legislator Meeting
Reduction in unfilled positions	# wanted a job and got a job	# of co-enrolled youth	
		# of employee positions retained	

<b>Current State Assessment</b>		
<i>Goal</i>	<i>Strengths</i>	<i>Challenges</i>
Employer	<ul style="list-style-type: none"> <li>• Strong business engagement</li> <li>• Increasing opportunity for well-paying jobs and career paths</li> <li>• Committed workforce partners</li> <li>• Attractive region</li> </ul>	<ul style="list-style-type: none"> <li>• Difficult to match right workers at right time</li> <li>• Unqualified workers</li> <li>• Some training programs are not reflecting realities</li> <li>• Existing workers need adaptive skills</li> <li>• Inconsistent referrals</li> </ul>
Job Candidates	<ul style="list-style-type: none"> <li>• Incumbent worker funding at 20% under the Workforce Innovation and Opportunity Act</li> <li>• More robust technology</li> <li>• WSW youth programs are focused on out-of-school youth</li> </ul>	<ul style="list-style-type: none"> <li>• Need stronger relationships with staffing/private employment companies</li> <li>• Time lag between business needs and finding right candidate</li> <li>• Inconsistent or limited Career and Technical Education program options at grades 7-12</li> </ul>
Workforce System	<ul style="list-style-type: none"> <li>• Strong base of committed partners</li> <li>• History of good performance</li> <li>• Track record of leveraging funds</li> <li>• Strong relationships with regional partners</li> <li>• Results-driven</li> </ul>	<ul style="list-style-type: none"> <li>• System is overly complicated</li> <li>• Communication and marketing tools are limited</li> <li>• Data sharing among partners is difficult</li> <li>• Clients have to apply multiple times for different services</li> <li>• Sharing and coordinating outcomes and results with partners</li> </ul>
Funding	<ul style="list-style-type: none"> <li>• Successful at obtaining, administering, and performing on federal, non-WIOA grants</li> <li>• Reputation for being proactive</li> <li>• Willingness to work with partners to secure funding</li> </ul>	<ul style="list-style-type: none"> <li>• Lacking focused staff time to obtain non-federal foundation grants</li> <li>• State's policies and budgets do not adequately support workforce development</li> </ul>
<b>Root Cause</b>		
<i>Goal</i>	<i>Strengths</i>	<i>Challenges</i>
Employer	<ul style="list-style-type: none"> <li>• Strong business community</li> <li>• Increasing base of well-paying jobs</li> <li>• Workforce partners committed to working together to meeting business needs</li> </ul>	<ul style="list-style-type: none"> <li>• Unable to find the right workers at the right time</li> <li>• Many job candidates are not qualified for available jobs</li> <li>• Training programs do not always reflect workplace realities</li> <li>• Existing workers need new skills</li> <li>• Quality of referrals inconsistent</li> </ul>

Job Candidate	<ul style="list-style-type: none"> <li>• More on-the-job training available</li> <li>• K-12 improving its focus on workforce readiness and workplace skills</li> <li>• Candidates appear more ready for work</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of knowledge about career pathways</li> <li>• Inconsistent quality of training programs</li> <li>• Insufficient internships and on the job training opportunities</li> <li>• Reluctance to enter targeted fields</li> </ul>
Workforce System	<ul style="list-style-type: none"> <li>• Strong base of committed, high-performing partners</li> <li>• Partners increasingly work to leverage funds</li> <li>• Strong and increasingly better regional relationships and partnerships</li> <li>• New opportunities to work with government agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of understanding of the workforce system by employers and job candidates</li> <li>• Employers and job candidates do not use the workforce system</li> <li>• Services are duplicated without leveraging funds</li> <li>• Complexity without clear authority or direction</li> </ul>
Funding	<ul style="list-style-type: none"> <li>• Some workforce system budget restored</li> <li>• Strong track record for securing, administering and delivering on large grants</li> <li>• Willingness of partners to work together to raise and leverage funding</li> </ul>	<ul style="list-style-type: none"> <li>• Reliant on a few sources of government funding</li> <li>• Limited employer contributions</li> <li>• State’s policies, legislation, and budget do not adequately support workforce preparation or expansion</li> </ul>

Action Items							
<i>Employers</i>		<i>Job Candidates</i>		<i>Workforce System</i>		<i>Funding</i>	
Action	Date	Action	Date	Action	Date	Action	Date
Create satisfied employer customers who return to the system		Define professionalism skills, identify metrics, and create training guidelines that can be leveraged by partners		Coordinate marketing and outreach to establish strong brand awareness		Increase non-WIOA funding	2017-2020
Create and implement a plan for training incumbent workers		Create and communicate career pathways		Coordinate, standardize, and leverage programs and services		Align fund sources to maximize leverage	“
		Expand services in rural communities		Create standard systems for referring job candidates to		Research funding sources and apply	“

				ensure quality			
		Focus on retention and follow-up services		Ensure a professional atmosphere at WorkSource and with youth providers		Educate legislators	“
				Increase access to mentors, internships, and work-based learning opportunities			

<b>Issues, Risks, Mitigations</b>	
<i>Issue/Risks</i>	<i>Mitigations</i>
Budget instability	Increase and leverage non-federal resources, use Lean principles to eliminate non-value-added activities, and maximize use of technology
Alignment of workforce partners is time-consuming and constrained by institutional policies and funding	Engage with partners on multiple levels to ensure clear and consistent messaging about workforce involvement and priorities
Education and training programs don't change quickly enough to meet employers' needs	Educate legislators and others to remove barriers that inhibit flexibility and nimbleness
Employers don't participate in the programs	Clearly communicate the return on investment
Unable to correctly forecast future training and employment needs	Continue to engage with and listen to employers to validate available data and encourage employers to think critically about future needs
Newly-trained workers leave the area	Leverage economic development partners to retain and recruit businesses with jobs that encourage retention of local job seekers and attract new workers
Time required to pursue new funding sources	Target resource investment, leverage partner resources, and work with partners to apply for critical and valuable funding