

Martin McCallum
Policy Analyst
Workforce Training and Education Coordinating Board

Lisa McCormick
Washington State Employment Security Department
WorkSource Standards and Integration Division

April 8, 2013

Dear Lisa and Martin:

Please find attached the current draft of the Local Integrated Workforce Plan (LIWP) for Workforce Development Area 7, Southwest Washington.

This plan has been developed in partnership with essential WorkSource partners and includes:

- Responses to sections 1 – 5 of the LIWP Guidelines
- Appendices A – E
 - A: Performance Targets
 - B: State Core Measure Results
 - C: SWWDC Public Review Process
 - D: Southwest Washington Strategic Industry Clusters
 - E: SWWDC Strategic Plan crosswalk with *High Skills, High Wages*
- Attachments 1 and 2
 - 1: Current SWWDC Strategic Plan
 - 2: 2012 updates to SWWDC Strategic Plan

The SWWDC strategic plan, Section 1 of the LIWP guidelines, is currently under revision and will come into alignment with the statewide workforce plan on January 1, 2014. The new SWWDC strategic plan will be open to public review during the month of October 2013 and will be presented to the Washington State Workforce Training and Education Coordinating Board for review on November 14, 2013.

We appreciate the flexibility and guidance you have provided throughout this process and look forward to your feedback on this draft.

Deepest regards,



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Local Integrated Workforce Plan 2013 - 2017
Southwest Washington Workforce Development Council
Submitted May 2013

Section I

Strategic Plan

Please find attached, as Appendix 1, the SWWDC’s current strategic plan, and 2012 updates to that plan as Appendix 2.

The updated strategic plan can also be found at: <http://www.swwdc.org/about-swwdc/strategicplan.html>

Section II

Local Area Profile

Workforce Development Area: **Southwest Washington**

County or Counties Served: **Clark, Cowlitz, and Wahkiakum**

Fiscal Agent/Entity Responsible for the disbursement of grant funds: **Southwest Washington Workforce Development Council**

- Local One-stop System

- I. *List One-stop(s) and affiliate site(s). If you have a documented plan that will result in the addition or subtraction of a one-stop or an affiliate site during the course of this plan period, please describe those planned changes.*

Local One-stop centers in Southwest Washington are located at WorkSource Vancouver, and WorkSource Kelso. No plans are in place to add or subtract any one-stop centers or affiliate sites in the immediate future.

- II. *List Operator(s) for each One-stop. If the Operator is a partnership, list all entities in the partnership.*

ResCare Workforce Services operates the One-stop centers in Vancouver and Kelso.

WIA Service Providers (include WDC if applicable):

Dislocated Worker Program	Indicate service(s) provided by each		
Service Provider	Core	Intensive	Training
ResCare Workforce Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Adult Program	Indicate service(s) provided by each		
Service Provider	Core	Intensive	Training
ResCare Workforce Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Youth Program	Indicate service(s) provided by each		
Service Provider	Core	Intensive	Training
Educational Services District #112	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Goodwill Industries of Tacoma	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Section III

WIA and Wagner-Peyser Operations Plan

- Describe your local area's design framework (including the 10 program elements outlined in 20 CFR 664.410 and WIA Sec.129(c)(2)) for WIA Youth activities. Please also describe local initiatives to better serve WIA Youth participants and to align with local multiple pathway strategies around first careers through outreach and integrated service delivery. Please further describe how you will engage employers to create work-integrated learning opportunities.*

Presently, two separate organizations provide Youth WIA services within Southwest Washington: Educational Service District #112, and Longview Goodwill Work Opportunity Center. Both service providers adhere to the strict guidelines for program design and management as set forth in WIA legislation and refined through the SWWDC request for proposal process.

The youth program philosophy, as directed by the youth council, focuses on an individualized, case management approach to address both the intersecting and divergent needs and goals of targeted populations. This is based on the belief, supported by research and local outcomes, that student attainment of these goals happens when the student is presented with an opportunity for meaningful, positive relationships (peer, staff, and, often others). As a result, the program is designed to provide opportunities for staff and participants to develop these relationships.



The Multiple Pathways for First Careers strategies described in *High Skills, High Wages* (HSHW) are woven throughout the Youth WIA program design which addresses all goals outlined therein. Within this framework, specific program activities are tailored to the needs of the individual youth and include:

- An objective assessment of the academic levels, skill levels, and service needs of each participant, including a review of basic skills, occupational skills, prior work experience, employability, interests, aptitudes (including interests and aptitudes for nontraditional jobs), supportive service needs, and developmental needs of such participant;
- Development of an individual service strategy (ISS) for each participant that identifies an employment goal (including, in appropriate circumstances, nontraditional employment), academic goals, appropriate achievement objectives, and appropriate services for the participant;
- Opportunities for leadership, professional, and personal development;
- Assistance with preparation for postsecondary educational opportunities and/or employment, as appropriate;
- Connections to other organizations, resources, or employers that can provide relevant assistance and support to the individual youth, and
- A myriad of activities and opportunities to connect with caring adults who serve as positive role models and cheerleaders for the students' success.

In addition, each participant or applicant who meets the minimum eligibility criteria to be considered an eligible youth shall be provided:

- Information on the full array of applicable or appropriate services that are available through the contracted service provider or other eligible providers or one-stop partners, including those receiving funds under this subtitle; and
- Referral to appropriate training and educational programs that have the capacity to serve the participant or applicant either on a sequential or concurrent basis.

All program providers ensure that eligible applicants who do not meet the enrollment requirements of the particular program or who cannot be served are referred to appropriate programs to meet the basic skills and training needs of the applicant.

Provision of the WIA required program elements

The ten program elements required in 20 CFR 664.410 are provided by current service providers and are described as follows:

Tutoring/Academic Support

Tutoring, study skills training, and instruction prevent drop-out and lead to secondary school completion. Success is measured through test results such as the CASAS, improved grades, and pre and post testing for specific skills such as computer applications. Youth meet regularly with their Workforce Specialist both at school and at program offices to discuss academic needs.

For youth who need credit recovery, the Mobile Technology Instructor offers credit recovery throughout the three county areas through Brigham Young University and school district approved online credit recovery programs (e.g., NovaNet, Apex, and Avista). A partnership with the Clark County Skills Center also offers up to one elective credit to qualifying students who complete a summer work experience. Credit recovery is always arranged through the school counselor and first utilizes currently available resources (such as NovaNet, Apex, and Avista).

A variety of classes provide valuable information and learning opportunities for youth. Classes on computer applications such as Microsoft Word, Excel, and PowerPoint, digital photography, webpage design, First Aid/CPR, personal finances, customer service, résumé writing, and others.

Alternative Secondary School Offerings

Youth who struggle in a traditional high school setting are able to access an alternative program. Most school districts have alternative programs available and youth WIA staff work with the school district staff to ensure that youth are enrolled in the appropriate program. Youth also have access to the Clark and Cowlitz Graduation Alternative Program (GAP), and the Washington State Diploma program offered at Lower Columbia College and Clark College. Once a youth has enrolled in the alternative program, the Workforce Specialists continue to closely monitor the youth's performance to ensure success in the new placement.

Employment Opportunities

Work-Integrated Learning Opportunities: WIA Youth programs run an extensive paid and unpaid youth employment program in the form of occupational training and individual employment placements. Youth attain occupational skills, work readiness and work maturity skills while setting and meeting personal goals. Youth participate in leadership and teambuilding activities throughout their enrollment in the youth program.

WIA youth program staff strives to ensure that a work experience is successful for both the youth and the employer. To that end, a youth must meet several criteria before placement in a work experience. This criterion is determined in partnership with the local employers that have been recruited to participate. Throughout the school year (or as long as the youth has been on program), youth must meet regularly with their Workforce Specialist, complete a résumé, participate in a mock interview, improve their academic standing, participate in the Career Classes and attend a job fair. These activities ensure that the youth is focused and determined and will be an asset for the employer. Additionally, these activities mirror the real world of work, allowing the youth applicable practice.

Staff assesses the hard skills of youth and strives to address those needs (e.g., First Aid or CPR training). Most of the actual training occurs at the work site and under the direction of a professional employee in that field. Programs through Lower Columbia College and Clark College can often act as a bridge between the cost of education and the youth's financial aid. Use of the WorkKeys program assists Workforce Specialists in assessing occupational skills that need to be addressed as a youth becomes ready to transition into the Adult WIA system.

Leadership Development Opportunities

Leadership development opportunities encourage responsibility and preparation for tomorrow's workforce. Youth WIA provides opportunities for youth to test their skills in safe environments and learn from their mistakes. The following opportunities are available to all participants: Clark County Skills Center Challenge Course, True Colors and Dependable Strengths leadership development programs conducted by trained staff. Further, the program offers several educational field trips through which youth can practice their leadership skills.

Supportive Services

Supportive services are available to youth as appropriate and within WIA parameters. Youth WIA staff explores community options for services and ensure that youth enroll in state provided public assistance programs. In the event that those services are not available, the staff uses WIA funding to provide support for childcare, clothing and

transportation to make education and work experience possible. Youth WIA often provides for tools, food, rent, school supplies, and other items, as needed. Non-WIA community resources are tapped before utilizing WIA funds.

Comprehensive Guidance and Counseling

Youth WIA staff encourages youth to develop a strong relationship with their high school guidance counselor and to frequently seek their input. Referrals are made to school psychologists, the Center for Behavioral Solutions, Youth and Family Link, Children's Center, Columbia River Mental health or other mental health providers, as appropriate. Counseling resources also include juvenile probation officers, parents and other concerned adults. The program's Specialists provide a full spectrum of career counseling to each youth participant.

Adult Mentoring

Youth participants have access to adult mentors, both within youth WIA programs and with other community resource providers. Through various activities, youth become familiar with a variety of adults working in the program. While they have a specific Specialist, they will come to know the director, the secretary and instructors as well as other Specialists through events and activities. These staff members each play a mentoring role. Additionally, youth participating in work experiences are assigned a supervisor who acts as a work mentor. These relationships are often ongoing.

Follow-Up Services

Follow-up is a period of 12 months following the youth's exit from the program. The youth exits when they are sufficiently capable of managing their schoolwork and academic future and/or when they have achieved sufficient skills to attain employment, as determined through goal completion, additional testing, and behavioral observation. Youth WIA staff makes every effort to ensure that youth have met their goals and achieved appropriate skills prior to exit and recognizes that the follow up period is critical to performance reporting.

Serving Youth Most In Need

Consistent with WIA legislation, local eligibility criteria requires that youth who are most in need receive priority services. To determine local target populations meeting these criteria, the Youth Council reviews local area demographic, educational attainment, and labor market information on an annual basis to develop recommendations for target populations and what kinds of corresponding strategies should be used to reach and succeed with the identified populations. Program providers then develop specific outreach and recruitment strategies to ensure youth in these target populations are aware of and proactively recruited for, participation in the program. Contracted service providers work with other community-based organizations and/or educational institutions to identify and contact potentially eligible youth.

Strong relationships among these organizations ensure the qualified and most in need youth are identified and provided with the array of services most relevant to their individual needs. In addition, the Youth Council reviews state and federal performance measures to determine whether these measures reflect the priorities of the local area communities. As necessary, recommendations for additional or different performance measures are made to the SWWDC board and/or state and federal agencies as appropriate.

Drop Out Prevention

Drop-outs and students at-risk of dropping out are target populations for the youth program. Current approaches to serving this population involves working closely with school personnel to identify at-risk students and those who have

dropped out. Once identified YWP Workforce Specialist make contact to encourage those who are WIA eligible to enroll in the YWP where they can receive a variety of services and supports to help them complete their education. YWP and school staff assists non-WIA youth in connecting with other non-WIA programs that the school or community may offer to assist them in overcoming their barriers to educational success.

In targeted schools, funds have been used to pay for personnel to call and visit those students who have dropped out. In addition, youth WIA programs work closely with the counties' Truancy Programs to identify youth who are on their way to becoming involved in the juvenile justice system, to provide creative solutions and supports to get the youth back into school as well as enrolled in School District programs designed for this population.

Youth WIA programs are currently and will continue to use the CASAS test to determine basic skills. The test is currently given to all youth entering the WIA Youth Workforce Program and allows the staff to determine academic needs. An individualized plan is developed to assist the youth in making gains as appropriate in the necessary areas.

Basic Skills

The Literacy /Numeracy gain only applies to Out-of-School youth who test basic skills deficient in the initial test. For those youth testing deficient at enrollment, initial test results are then used as the baseline. The Literacy/Numeracy gain requires an increase of one educational functioning level in one calendar year. Students are re-tested at mid-year or before to determine if the academic strategy is working. If a course correction is needed, staff will try a new academic approach and test again. Once the youth has met the Literacy/Numeracy gain, no further basic skills tests will be administered unless youth is on program for another full calendar year; this being the case the youth must then gain an additional one educational functioning level.

2. *Describe your local area's WIA Adult activities (20 CFR 661.350(a)(5) and WIA Sec. 118(b)(4)), including efforts to align with local multiple pathway strategies around first careers and transitioning workers through outreach and integrated service delivery (i.e., coordination with Wagner-Peyser, and other partner programs). Please also address the following sub-populations in your response: Unemployment Insurance claimants, older workers, individuals with disabilities and, as applicable, migrant seasonal farm workers (WDA 3, 8, 9, 10, and 11 only).*
3. *Describe your local area's Dislocated Worker activities (20 CFR 661.350(a)(5)), including efforts to align with multiple pathways strategies around transitioning workers through outreach and integrated service delivery (i.e., coordination with Wagner-Peyser, Trade Adjustment Assistance, and other partner programs).*

****Because of the integrated model utilized by Southwest Washington WorkSource centers, questions #2 and #3 have been answered concurrently.***

Adult and Dislocated Worker Intensive and Training Services

WIA services for eligible adults and dislocated workers are structured to align with the first two goals identified within the High Skills, High Wages plan: Multiple Pathways for First Careers, and Multiple Pathways for Employers and Workers. At the fully integrated one-stop centers in Southwest Washington, customers access the WorkSource system and are triaged to the appropriate service area based on need, eligibility, and/or current program participation. In this way, all programs located within the one-stop center (Adult WIA, Dislocated Worker, Trade Adjustment Act, Veterans, Labor Exchange, Unemployment Insurance Re-Employment, Emergency Unemployment Compensation, Job Search Review,

Workfirst) benefit from the streamlined customer flow activities and services listed below. The goal is to welcome, educate, assess, and direct customers to the programs and staff members that will meet their individual needs.

Intensive Services

Intensive services are available to eligible adults and dislocated workers who are unemployed and are unable to obtain employment through core services; and who have been determined by a one-stop operator to be in need of more intensive services in order to obtain employment; or who are employed, but who are determined by a one-stop operator to be in need of such intensive services in order to obtain or retain employment that allows for self-sufficiency.

Specific intensive services include:

- Comprehensive and specialized assessments of the skill levels and service needs, such as diagnostic testing and use of other assessment tools;
- In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
- Development of an individual employment plan identifying the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the employment goals;
- Individual and group counseling;
- Individual and group career planning;
- Short-term pre-vocational services including development of learning skills
- Job search and work maturity services including: communication skills, interviewing skills, punctuality, personal maintenance and accountability, and professional conduct, to prepare individuals for unsubsidized employment or training;
- General Education Diploma; and
- Literacy (including English as a second language)
- Assessments

Assessments

Applicants who are in need of additional assistance or are unsure of the appropriate career direction to pursue are assessed for general employability, level of need, and program eligibility. The initial assessment includes a review of the job seekers' skills and aptitudes and is meant to help determine appropriate jobs to apply for and to identify other services or assistance that may be helpful. Information is obtained related to The SKIES Initial Assessment Tool including: work history, job search results, transferable skills, educational background, family size and income, eligibility for other public assistance, proof of age, authorization to work, selective service registration, disability, etc.

Job seekers who require intensive and/or training services participate in the creation of an Employment (Service) Plan that will best meet their needs, interest, and aptitudes within the limitations of the current labor market. A comprehensive assessment is provided that includes determining individual strengths, resources, readiness to work, prior training or educational achievements, interests, vocational aptitude and skill level, job match and employment opportunities, earnings potential and more. Much of this information is obtained and assessed through comprehensive interviews with an employment specialist.

The Comprehensive Assessment includes information from the Initial Assessment and any relevant information gathered about the customer's needs. This includes services received at the one-stop and through other service providers and involves a more in-depth look at education, work skills, program eligibility, and establishing an employment/training pathway with one-on-one advising. Some of the comprehensive tools include:

- Key Train: Available to all customers. This assessment can be completed individually or in a group setting, and assesses basic skill levels.
- JobFit: Available to all customers and is often requested by employers for their job order process. JobFit is a web-based assessment tool that determines whether an individual is a good temperament match for a specific occupation. Rather than determining whether an individual “can do the job”, it determines whether or not the person “will do the job”.
- CASAS is the required assessment instrument in WorkSource for all basic skills assessments such as English reading, writing, and arithmetic and is the first step in determining Basic Skills Deficiency.
- As needed, WorkKeys, Compass/Asset Placement Test, and E-skills are also utilized. All assessment activity is entered into SKIES for each applicant.

Training services (Coaching Area)

Training services are provided to adults and dislocated workers who have been unsuccessful in obtaining or retaining employment after receiving intensive services, are in need of training services, and have the skills and qualifications to successfully participate in their chosen training program. JobFit is used as an assessment tool to determine which demand occupations are the best match for the customer’s abilities and interests, as well as the likelihood of completing training successfully.

In addition, the SW Washington Qualifying Occupations List, Labor Market Information, additional individual research and the Washington State Eligible Training Provider List are all utilized to help the individual determine an appropriate training program and a specific training provider.

WIA training funds are intended to supplement other sources of training grants. Prior to issuing an ITA participants complete an application for federal financial aid (FAFSA). Participants also complete a budget worksheet outlining monthly income and expenses. Staff review aid available through training and/or service providers (DVR, L&I, WF, TAA) and create a resource plan which identifies the mix of funds used to pay for training and supportive services. WIA funds are used for participants who are unable to obtain grant assistance from other sources or require assistance beyond what is available from those sources. Co-enrollment with other programs is common to leverage resources.

To further improve training related outcomes, individuals are encouraged to attend Job Club, Networking Groups, and targeted Resume classes at the One Stop Center prior to, or shortly after, the end of training. They are also matched to jobs in the go2worksource.com web site and other internet links where jobs are posted. Finally, the assigned Employment Specialist works closely with the Business Service Unit to make appropriate referrals for those completing training.

On-The-Job Training (OJT)

OJT contracts are written only when the training relates to the introduction of new technologies, new production or service procedures, upgrading skills, workplace literacy or other appropriate purposes identified by local policy. They are used in a variety of ways and each is customized to the skill requirements of the employer and the training needs of the job seeker. OJTs are a highly effective tool for certain occupations and for individuals with multiple barriers to employment including people with disabilities, TANF recipients, those who have been incarcerated, and individuals that have limited, or no, work history. OJTs are tracked by the SWWDC using the same metrics as ITAs.

Self-Sufficiency Calculator

The self-sufficiency calculator, an online financial assessment tool, measures how much income is needed for a family of

a given composition - ranging from a one person household to a large family - to adequately meet its basic needs without any public or private assistance. The Self Sufficiency Calculator can help:

- Plan and develop career goals so an individual can work towards a better paying job.
- Decide if a job will pay enough to meet the family's needs.
- Determine if eligibility for public benefits that can help with expenses like health care or child care.
- Test and compare different work or living options and see how they affect the bottom line.

WorkSource uses the calculator in a variety of ways, including determining an individual's ability to support themselves during the training period, and to work various income and work support scenarios for each customer when reviewing employment and training options. The self-sufficiency calculator is also used to document program impact on participant progress toward self-sufficiency.

Demand-Decline Occupation List

The SWWDC develops a "Qualifying Occupations List" that catalogs occupations and skill sets that are in high demand and those that are declining. The approved Qualifying Occupations are posted online and made available to WorkSource partnership staff and other interested parties. Although one comprehensive list is issued for all three counties, differences in demand and/or decline occupations within the service area may be accommodated through the exception process.

The SWWDC Board has authorized WDC staff and/or a sub-committee of the board to conduct an annual review of the demand and decline list utilizing labor market information and supplemental data as warranted for the development and maintenance of the Qualifying Occupations List. Sources of this information include but are not limited to:

- Information obtained through the Labor Market and Economic Analysis Division of the Washington State Employment Security Department.
- Analysis of occupational projections for the Portland, Oregon tri-county area based on the number of jobs, future job growth/turnover, and mean annual wage.
- Local ranking of occupations based on total number of jobs, average annual growth, retirement and mean annual wage.

Whenever possible, validation of the final occupational determination is sought utilizing input from Skill Panel members, local Economic Development Councils, and members of the Industry Engagement Team. When warranted, additional information or verification of demand will be obtained through Industry Advisory Groups, business organizations, employer surveys, or other analysis conducted by the SWWDC or a designated entity.

In addition to an annual review, revisions to the list are made when there is documented major shifts or changes in the local labor market that result in an occupational cluster being re-designated among the three categories of demand, decline, or "all other". Major shifts usually occur with plant closures, an influx of a new industry, changes due to training capacity, or funding changes to federally funded businesses.

Outreach to specific populations

Unemployment Insurance Claimants

The full scope of one-stop services is described during mandatory Unemployment Insurance orientations conducted at

WorkSource Centers in Southwest Washington. WIA and WorkSource information is reviewed during all mandatory UI orientations. Additionally, UI claimants and Emergency Unemployment Compensation claimants are recruited through direct contact based on information shared with WorkSource staff through the UI system.

Mature Workers

In Southwest Washington WorkSource centers, particular attention is paid to older workers. Older Worker workshops are currently offered at one-stop centers and include information regarding the various supports and programs available within each center and the community. WorkSource centers offer a Mature Workers Job Club and all mature workers are encouraged to participate in ongoing workshops and services.

As an example, WorkSource Kelso has a strong track record for serving older workers and an aggressive campaign to continue helping mature workers re-enter the job market. Approximately 22% of job seekers visiting this office are age 45 and older, and 15% are over the age of 55. WorkSource Kelso advertises its workshops, job orders and other services on local cable television, which traditionally is viewed by older members of the community.

WorkSource Kelso offers a customized “mature worker” workshop twice monthly targeted to older workers wishing to re-enter the labor force. The workshop includes teaching participants how to market their age as a competitive advantage, developing and practicing a 60 second “personal commercial”, and updating customers on modern job search techniques (email and internet). An 85 year old gentleman, who graduated from this class, attained employment and continues to work two years later, is a featured speaker to supplement WorkSource instructors. The mature worker workshop is advertised throughout the community and is very well attended. It is also advertised on the go2worksource website.

Older workers also receive special coaching in resource rooms. They are made to feel comfortable and given extra help in setting up emails and browsing websites as needed. WorkSource centers offer a Computer 101 class that is appropriate for older workers that may be less comfortable with modern technology. Adaptive technology is utilized as necessary, including: large letter keyboards, screen magnifiers and assisted hearing devices.

People with disabilities

The Washington State Department of Vocational Rehabilitation (DVR) is an active partner at WorkSource centers. DVR staff members provide outreach and service weekly to help customers with disabilities and assist them in mapping their necessary rehabilitation needs. WorkSource centers have a referral system for job seekers who disclose disabilities and DVR counselors have an excellent working relationship with WorkSource Specialists. WorkSource Kelso has a Disability Specialist that is called upon to assist seekers with special needs and advocate for their employment services.

WorkSource centers in Southwest Washington have a number of processes in place to ensure equal access to services for people with disabilities. Both one-stop centers are 504 and ADA accessible. Washington Relay services are available and many instructional materials are offered in alternate formats. All centers have undergone accessibility assessments and assistive technology has been acquired and put into service center-wide.

Notices are posted to alert customers that accommodations are available upon request. Various assistive devices are available in Assisted Technologies cases. Posted signs for rest rooms include Braille. The Resource Room includes an Assisted Technology computer with a large type keyboard. Computer classrooms are also equipped with Assisted Technology computers. Staff members are familiar with other local resource agencies to give additional services to

Periodic team meetings are convened between the WorkSource and DVR teams to build relationships and share information. Cross referral is common practice, and clients who might benefit from multiple programs are co-enrolled when appropriate.

The SWWDC is the official Employment Network (EN) for the Ticket To Work (TTW) Program and is responsible for all administrative aspects of the local TTW partnership, including:

- Communicating with Social Security Administration on data and performance reports
- Maintenance of Employment Network status
- Payment of subcontractors delivering TTW services
- Provision of support as needed to partners in all aspects of the program, including determining Ticket availability and Ticket Assignment

4. *Describe your local area's Rapid Response strategy (20 CFR 661.350(a)(6)) and WIA Sec. 118(a)(5), including the coordination of state and local resources and activities.*

The SWWDC has developed a local Rapid Response coordination process which meets the requirements of the State Rapid Response Policy and relevant requirements of the Trade Act Reform of 2002 related to integration with WIA, e.g., rapid response strategies, co-enrollment strategies. The SWWDC coordinates its local activities for dislocated workers in accordance with the state rapid response plan and local needs.

The WorkSource Operators provide leadership and management for the Rapid Response team. This team is comprised of staff from: Employment Security Department, local Community and Technical Colleges, LCCAC and Arbor E&T (WIA Dislocated Worker Program providers), SWWDC staff members, state labor coordinators, local WIA/TAA/program specialists, business services specialist, and appropriate Apprenticeship representatives.

The majority of rapid response activities are provided at employer sites and include: unemployment insurance information, partner information, WorkSource information, job search workshops, and healthcare information. In each case, a lead person is responsible for coordinating communication and action between employers and job seekers, as well as all appropriate partner organizations.

5. *Describe how your local area meets the needs of employers (20 CFR 661.350(a)(1)), including approaches and tactics to connect employers to WorkSource resources and to help employers strengthen and grow their businesses, and how those efforts align with local multiple pathway strategies designed to benefit employers.*

The Southwest Washington Business Services team markets a variety of services to local employers including: job posting, recruiting and screening services, hiring events and Rapid Response services. In addition, efforts are made to connect local businesses to various appropriate target populations, including those eligible for Work Opportunity Tax Credit.

Staff assisted job postings are listed through go2worksource.com; applicants apply in person or through email for referral to these jobs listings. The majority of applicants are referred after applying in person at WorkSource where they are pre-screened by an interviewing team member for minimum qualifications. Applicants that meet the minimum

qualifications are referred to the job order and application materials are provided to Business Services for referral to the company. Applicants that do not meet the minimum qualifications are redirected to other, more appropriate job listings and/or workshops and other services.

Business Services staff utilizes a variety of tools to recruit candidates for businesses. These tools include WA job listings, SKIES reports, utilizing employer access on the WorkSource website, recruiting through community partners and other community based organizations, and WorkSource program participants (WorkFirst, TAA, WIA, Job Club, etc.).

The Business Services team regularly hosts hiring events for local businesses. Hiring events are recommended to businesses that intend to hire several people at once, or over a short period of time. Business Services staff members work with WorkSource center staff and community partners to market these events.

Rapid Response services are coordinated with all applicable partners including WIA, TAA, UI, Labor, and local community colleges. It is typical that Business Services staff takes the lead on coordinating these events/presentations.

Industry Engagement Team (IET)

To maximize employer involvement and input in workforce development/industry outreach initiatives (e.g., advisory groups, Skills Panels, industry focus groups, etc.), an Industry Engagement Team was formed by the SWWDC. The team is comprised of 20 different organizations including: two community colleges, two WorkSource centers, 12-15 school districts, two skill panels, two economic development councils, counties, Ports and nConnect NW.

The team shares information about their organization's employer connections and collaborates on industry engagement activities, as appropriate, to solicit input and feedback from employers. Coordinated by the SWWDC, IET has identified the following goals:

1. Ensure adequate representation of employers in existing industry outreach initiatives.
2. Leverage existing resources and efforts to provide information and other resources as needed across workforce development partners.
3. Encourage employers to provide real world learning opportunities to students and potential workers to better prepare these future workers for career success.
4. Increase employer knowledge, use, and satisfaction with the regional workforce system.
5. Coordinate industry engagement activities to share outreach efforts, needs, gaps, new initiatives, etc., and determine best strategy to accomplish goals.
6. Serves as an advisory to SWWDC in the review and maintenance of the demand/decline list.

The SWWDC has worked in partnership with WorkSource Business Services, local training providers and local economic development partners to provide an integrated approach to delivering business services. By forming strong partnerships with business services associates, connections are made without redundancy, which demonstrates to business partners a clear, unified strategy.

The SWWDC currently funds business service staff FTE at the Columbia River Economic Development Council (CREDC) and the Cowlitz Economic Development Council (CEDC), allowing the SWWDC to garner workforce intelligence and share

WorkSource resources with over 130 existing companies in Southwest Washington each year. WorkSource Business Services works closely with local training providers, the SWWDC and EDCs to meet immediate hiring needs while also helping to build a workforce pipeline through strategic ITAs.

In addition to direct outreach, the SWWDC currently hosts industry skills panels in the fields of Advanced Manufacturing and Healthcare. These industry panels are currently convening and focusing on specific activities that will inform all future effort within these industries - from K-12 initiatives through incumbent worker training.

The SWWDC continues to strengthen and grow businesses through investments in incumbent worker and on-the-job training (OJT). Over the past year, the SWWDC has been awarded over 1.5 million dollars of incumbent worker funds designed to up-skill employed workers, resulting in the retention of jobs and increases in wages and/or skill sets. The SWWDC also utilizes OJTS to help offset the costs of hiring and training new employees for companies that are looking to expand their workforce.

Within each One-stop center, a business service unit comprised of staff members from multiple funding sources operates as a team to ensure that the needs of employers are met. Individual staff members specialize in specific industries and occupational clusters in order to develop expertise.

The focus of the Business Services Unit is primarily to build relationships with target industry sector companies, associations, and leaders with the explicit goal of providing high levels of value and attainment of "trusted advisor/partner" status with business. This strategy is in strong contrast to the transaction orientation that existed prior to the implementation of this demand driven responsive system. Strategies and solutions can now credibly include broad and judicious use of non-traditional workers i.e. disabled and those candidates requiring customized training/skill attainment/support.

Contrary to prior success metrics, merely taking a job order is not a meaningful measure. Today, the workforce system adds value to business by clarifying needs and filling the need with appropriately skilled people who are strong fits for the work situation they are considering. Investments by the workforce system in tools such as JobFit increase the efficiency of the system and provide high value to the businesses we serve. The more rigorous approach to finding and matching the "most" appropriate candidates versus referring the first few who meet the minimum criteria (i.e. a resume/application scan) continues to garner rave reviews from industry.

A continuous improvement/feedback mechanism has been implemented for industry to provide ongoing input to service providers. After each assisted transaction (job order, labor market analysis, and other workforce consultation) the customer is invited to provide suggestions/feedback to the service delivery team for quality assurance and training purposes.

Key industries in the region with which the Business Services units target include:

- Healthcare
- Agricultural Processing
- Transportation, Logistics and Warehousing
- Manufacturing
- Professional and Technical Services

The SWWDC acknowledges that the apprenticeship model is one of the most effective mechanisms in preparing for employment, combining theoretical with hands-on training. Both the SWWDC and the Youth Council include members who are directly involved in apprenticeship programs.

Apprenticeship services are one of the options individuals are encouraged to explore at the One-Stop Centers and within youth programs. Staff members work closely with the Apprenticeship Coordinator for Southwest Washington. The Apprenticeship Coordinator provides updates on open apprenticeship programs and individuals are regularly referred to apprenticeship programs as appropriate. In addition, advertisements about apprenticeship opportunities are included in a monthly newsletter to youth and their families. Information is also included at events such as Family Nights, job fairs and employment conferences. In addition, local rapid response teams works with apprenticeship programs by coordinating information "fairs" with apprenticeship representatives and impacted workers prior to actual lay-off.

Service providers and training institutions will continue to be encouraged to further develop their relationship with the apprenticeship community.

6. Describe your local area's efforts to provide targeted outreach to veterans and eligible spouses, including a description of any special initiatives to serve the veteran population.

The SWWDC is committed to providing services to veterans on a priority basis. Local policy is consistent with the Jobs for Veterans Act (Public Law 107-288) and TEGL 22-04. As such, a veteran "covered person" is entitled to priority of service under all WIA Title I funded programs; e.g. adult, youth, dislocated workers, 10% funded projects, and National Emergency Grant (NEG). Veterans and other covered persons must first meet the WIA program's eligibility requirements.

Within the One-Stop centers, Local Veterans' Employment Representatives work closely with partners to maximize resources, coordinate the delivery of services, and reach out to eligible persons not currently accessing the system. Veterans' staff members also work with the Business Services Unit to identify job opportunities and target outreach efforts to employers.

The Veteran Services representative has presented the Priority of Service training prepared by the state Veterans' Services Program Coordinator to the Front Desk/Interviewing Team at one-stop centers to ensure that veterans accessing WorkSource are appropriately oriented upon entry. In addition, desk aids are in place to remind all Employment Specialists to inquire about veteran status and how to offer priority of service information. The Local Veterans Employment Representative has also presented the Post 9-11 Gold Card Services program to the Front Desk/Interviewing Team.

Staff identifies veterans at the point of entry, or at needs assessment, by asking whether they have served in the military. If the customer indicates military service, they are provided a veterans priority of service handout and are evaluated on how to proceed based on requirements. If the Veteran states the need is to meet specifically with a veterans' representative, he/she is offered direct contact with Veterans' Services staff from the customer service area. Priority of Service for programs and services is regularly discussed among the coaching team and is exercised at all times.

Veterans are encouraged to meet with a Veteran's Representative and Workforce Investment Act staff to further discuss eligibility for different WorkSource programs and initiatives. Resource Room Employment Specialists will either introduce the Veteran clients to a Veterans Representative, or refer them to a Disabled Veterans Outreach Program

Specialist if it is determined they may require intensive services. Disabled Veterans Outreach Program Specialists attend weekly Veterans Retraining and Employment (VR&E) orientations at the VA and discuss WorkSource services offered to Veterans.

Veterans' staff conducts weekly WorkSource Orientations for new customers; over 150 Veterans attended in 2012, many of whom were UI claimants. The following topics are covered during these orientations:

- Unemployment Insurance Job Search Log Requirements video
- Veteran's Priority of Service
- Workforce Investment Act (WIA) training assistance, supportive services and On-the-job training opportunities
- Intensive job search assistance (resume, federal and state employment applications and interviewing) available with the Veteran's staff
- Overview of WorkSource Job Hunter Modules
- Post 9-11 Veterans' Gold Card Services Program
- Community services available to Veterans
- Washington Department of Veterans Affairs Veteran's Innovation Program

Veterans Employment Team staff workstations are clearly identified and accessible to Veterans and the public computer closest to Disabled Veterans Outreach Program Specialist is reserved for Veteran use only. Disabled Veterans Outreach Program Specialist have scheduled appointments to assist Veterans, but also have "Walk – In" hours daily to assist veterans with quick turn-around needs.

Disabled Veterans Outreach Program Specialists connect with other local veteran focused organizations such as: Good Will Job Connections, Share House and Partners in Careers Veterans Job Club and Veterans Women's group, the VA (multiple Offices), Veterans of Foreign Wars Service Officers, Veterans Service Corps at Clark Community College and Washington State University –Vancouver, Community Military Appreciation Committee, Clark County Veterans' Assistance Center, and Clark County Veterans Assistance Program to discuss employment resources available at WorkSource.

In 2012 Southwest Washington WorkSource sponsored a hiring event which was geared toward and attracted 135 Veterans. Another similar hiring event is scheduled in May and over 40 employers have pre-registered.

The Local Veterans Employment Representative and Disabled Veterans Outreach Program Specialist participate in meetings of the Vancouver Military Support Network, which is a branch of Oregon Military Support Network. This is a monthly meeting of community and government partners whose goal is to assist Veterans with employment, housing and medical needs.

The Local Veterans Employment Representative schedules and facilitates the following Veteran workshops from a series prepared by the National Veterans Training Institute titled "The Ultimate Job Search for the 21st Century."

- October – "Skills Assessment & Job Search Preparation"
- November – "Job Search, Networking and Job Fairs"
- November – "Skills Assessment and Job Search Preparation"
- December – "Resume and Cover Letters"

Additional activities targeted at veterans include: workshops conducted by VA human resource staff, resume assistance labs, outreach to wounded warrior groups, and participation in local stand-down events. As new training opportunities

are made available a voluntary email distribution list of over 700 Veterans and service organizations is used to distribute information about programs and opportunities available at the WorkSource center. A Veterans Representative sits on the WIA Scholarship Committee to advocate for Veterans and ensure Priority of Service standards are honored. The Local Veterans Employment Representative attends WIA training investment meeting to represent Veteran clients requesting training assistance to ensure Veterans are receiving Priority of Service.

7. Describe your local area’s plans for American Job Center Network (AJC) branding as informed by WIN 0025.

Employment Security Department staff has led local efforts to update one-stop center operations and marketing materials to align with the goals of the American Job Center branding campaign. In accordance with the Washington State Employment Security Department WorkSource Information Notice (WIN) number 0025, Southwest Washington WorkSource offices have incorporated the American Job Center (AJC) tagline into all printed materials. Efforts are underway to include an AJC icon on all WorkSource resource room computers. All communications with local press and media outlets include information regarding the WorkSource partnership with the AJC network.

Section IV

2013-2017 WIA Title I-B and WorkSource System Assurances

Planning Process and Public Comment		References
<input checked="" type="checkbox"/>	1. The local board has processes and timelines, consistent with WIA Section 118(c)(2) to obtain input into the development of the Local Plan and to give opportunity for comment by representatives of local elected officials, local workforce investment boards, businesses, labor organizations, other primary stakeholders, and the general public for a 30-day period.	WIA Sections 118(b)(7), 118(c)(1), 118(c)(2); 20 CFR 661.345(b)
<input checked="" type="checkbox"/>	2. The local board afforded entities responsible for planning or administering programs and activities covered in the Local Plan opportunities to review and comment on the draft plan.	WIA Sections 118(b)(7), 118(c)(1), 118(c)(2); 20 CFR 661.345(b)
<input checked="" type="checkbox"/>	3. The final local plan is available and accessible to the general public.	20 CFR 661.345(b)(1)
<input checked="" type="checkbox"/>	4. 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.	WIA Section 117(e); 20 CFR 661.307
Required Policies and Procedures		References
<input checked="" type="checkbox"/>	5. The local board makes publicly-available any local requirements for the public workforce system, such as policies, including policies for the use of WIA Title I funds.	WIA Section 118(b)(10); 20 CFR 665.350(a)(13)
<input checked="" type="checkbox"/>	6. 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.	WIA Sections 112(b)(13), 111(f), 117(g); WIA Policy 3420 Revision 1
<input checked="" type="checkbox"/>	7. 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.	WIA Section 121(c), 134(d)(2); 20 CFR 661.120(b), 661.350, 662.310(b)(c), WorkSource System Policy 1013
<input checked="" type="checkbox"/>	8. The local board has written policy or procedures that ensure one-stop operator agreements are reviewed and updated at least every two	WIA Section 118(b)(10); WorkSource System Policy 1008 Revision 1

	years.	
<input checked="" type="checkbox"/>	9. The local board has negotiated and reached agreement on local performance measures with the chief elected official and the governor.	WIA Sections 117(d)(5), 118(b)(3); 20 CFR 665.301(5)
<input checked="" type="checkbox"/>	10. The local board has procurement policies and procedures for selecting one-stop operators, awarding contracts under WIA Title I-B Adult and Dislocated Worker funding provisions, and awarding contracts for Youth service provision under Title I-B in accordance with applicable state and local laws, rules, and regulations, provided no conflict exists with WIA.	WIA Sections 121(d)(2) (A), 123; 20 CFR 662.410; 20 CFR 663.430; 20.CFR 661.310; WIA Policy 3405
<input checked="" type="checkbox"/>	11. The local board has procedures for identifying and determining the eligibility of training providers and their programs to receive WIA Title I-B individual training accounts and to train dislocated workers receiving additional unemployment insurance benefits via the state's Training Benefits Program.	WIA Sections 117(d)(2)(c), 118(b)(2)(A), 122; 20 CFR 663.350(a)(3)(i), 663.500-590; WIA Policy 3635
<input checked="" type="checkbox"/>	12. The local board has written procedures for resolving grievances and complaints alleging violations of WIA Title I regulations, grants, or other agreements under WIA and written policies or procedures for assisting customers who express interest in filing complaints at any point of service, including, at a minimum, a requirement that all partners can identify appropriate staff contacts and refer customers to those contacts.	WIA Section 188; 20 CFR 667.600; WIA Policy 3440, Revision 1; WIA Policy 3445; WIA Policy 3450 Revision 1; WorkSource System Policy 1012
<input checked="" type="checkbox"/>	13. 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"/>	14. The local board has established at least one comprehensive, full-service one-stop center and has a written process for the Chief Local Elected Official and local board to determine that the center conforms to the definition therein.	WIA Section 134(a)(2); 20 CFR 662.100
<input checked="" type="checkbox"/>	15. The local board provides to employers the basic business services outlined in WorkSource System Policy 1014.	WorkSource System Policy 1014
<input checked="" type="checkbox"/>	16. The local board has written processes or procedures and has identified standard assessment objectives and resources to be used to support service delivery strategies at one-stop centers and, as applicable, affiliate sites.	WorkSource System Policies 1016 and 1011; WIA Policy 3685; WIA Title II, SBCTC State Assessment Policy
<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.	WIA 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, partnership development, and numeric goals.	WIA 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.	WIA Section 188; 29 CFR 37.54(a)(1); WIA Policy 3445 and 3450 Revision 1
<input checked="" type="checkbox"/>	20. The local board collects and maintains data necessary to show compliance with nondiscrimination provisions of Section 188.	WIA Section 185; 29 CFR 37.37; WIA Policy 3445 and 3450 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	WorkSource System Policy 1018; 2 CFR Part 225 Appendix B; 2 CFR Part 230 Appendix B; 48 CFR 31.205-22; RCW

	the applicable certification and disclosure requirements.	42.52.180; TEGL 2-12; 29 CFR Part 93.100
n/a <input type="checkbox"/>	22. The local boards in WDAs 3, 8, 9, & 11 negotiate an MOU with the WIA 167 grantee which sets forth their respective responsibilities for making the full range of services available through the One-Stop system available to farmworkers.	WIA Section 167 20 CFR 669.220(a)
<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, WIA, and applicable Departmental regulations.	WIA Sections 136(f)(2), (f)(3), 122, 85(a)(4)(B); 20 USC 1232g; 20 CFR 666.150; 20 CFR part 603
	Administration of Funds	References
<input checked="" type="checkbox"/>	24. The local board has a written policy and procedures to competitively award grants and contracts for WIA 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.	WIA Section 118(b)(9); 20 CFR 661.350(a)(10); WIA Policy 3405; WIA Section 134(d)(4)(G); 20 CFR 663.430(a)
<input checked="" type="checkbox"/>	25. The local board has accounting systems that follow current Generally Accepted Accounting Principles (GAAP) and written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to ensure proper disbursement and accounting of fund allotments made for WIA adult, dislocated worker, and youth programs.	WIA Section 118(b)(8) WIA Policy 3230 Revision 1; WIA Policy 3250
<input checked="" type="checkbox"/>	26. The local board ensures compliance with the uniform administrative requirements in WIA through annual, on-site monitoring of each local sub-recipient.	WIA Section 184(a)(3); 20 CFR 667.200; 20 CFR 667.400; 20 CFR 667.410; WIA Policy 3230 Revision 1
<input checked="" type="checkbox"/>	27. The local board has a local allowable cost and prior approval policy that includes a process for the approval of expenditures of \$5,000 or more for equipment requested by subcontractors.	WIA Policy 3260, Revision 2
<input checked="" type="checkbox"/>	28. The local board has a written debt collection policy and procedures that conforms with state and federal requirements and a process for maintaining a permanent record of all debt collection cases that supports the decisions made and documents the actions taken with respect to debt collection, restoration, or other debt resolution activities.	WIA Section 184; 20 CFR Part 652; 20 CFR 667.410(a), 667.500(a)(2), 667.740; WIA Policy 3265 Revision 1
<input checked="" type="checkbox"/>	29. The local board has a written policy and procedures for ensuring management and inventory of all properties obtained using WIA funds, including property purchased with JTPA funds and transferred to WIA, and that comply with WIA, Washington State Office of Financial Management (OFM) and, in the cases of local government, Local Government Property Acquisition policies.	WIA Section 184(a)(2)(A); 20 CFR Part 652; 29 CFR Part 95; 29 CFR Part 97; OMB Circular A-21; OMB Circular A-87; OMB Circular A-110; OMB Circular A-122; OMB Circular A-133; OMB Circular A-133; Federal Register Vol. 65, No. 124; Generally Accepted Accounting Procedures (GAAP); WIA Policy 3452
<input checked="" type="checkbox"/>	30. The local board will not use funds received under WIA to assist, promote, or deter union organizing.	WIA Section 181(b)(7); 20 CFR 663.730
	Eligibility	References
<input checked="" type="checkbox"/>	31. The local board has a written policy and procedures that ensure adequate and correct determinations of eligibility for WIA-funded core and intensive services and qualifications for enrollment of adults, dislocated workers, and youth in WIA-funded intensive and	WIA Section 134(d)(4)(E); 20 CFR Part 663 Subpart A, B, and C; WIA Policies 3636 Revision 1, 3638, 3920 Revision 1, and 3640 Revision 2

	training services, consistent with state policy on eligibility and priority for service.	
☒	32. The local board has a written policy and procedures for awarding Individual Training Accounts to eligible adults, dislocated workers, and youth receiving WIA Title I-B 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.	WIA Section 134(d)(4)(G); 20 CFR 663.400, 663.410, 663.420, 663.430, 663.440; WIA Policy 3655
☒	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 WIA Title I-B programs.	WIA Sections 129(c)(2)(G), 134(e)(2); 20 CFR Subpart H, 663.800-840; 20 CFR 664.440; WIA Policy 3695 Revision 1
☒	34. The local board has a written policy for priority of service in its WorkSource centers and, as applicable, affiliate sites and for local workforce providers that ensures veterans and eligible spouses are identified at the point of entry so they can take advantage of priority of service, are made aware of their entitlement to priority of service, and provided information on the array of employment, training and placement services and eligibility requirements for those programs or services.	Jobs for Veterans Act; Veterans' Benefits, Health Care, and Information Technology Act; 20 CFR 1010; TEGL 10-09; Veterans Program Letter 07-09; WorkSource System Policy 1009 Revision 1
	Performance	References
☒	35. The local board has a process to annually review the results of the State Core Measures for programs in the workforce development system and a process for considering the State Core Measures results in local planning efforts.	WorkSource System Policy 1017

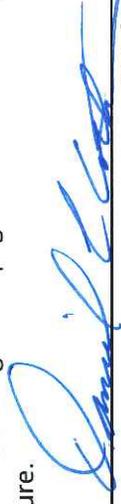
This section of the Local Integrated Workforce Plan is comprised of a form that must be signed by appropriate officials. This form serves as the WDC's certification that it complies with all required components of the Workforce Investment Act Title I-B.

Local Certification

This 2013-2017 Local Integrated Workforce Plan is submitted in accordance with the provisions of the Workforce Investment Act Title I-B and plan development guidelines adopted by the state Workforce Board on November 15, 2012.

The Southwest Washington Workforce Development Council certifies that it complies with all required components of the Workforce Investment Act Title I-B its regulations, written U.S. Department of Labor guidance implementing the laws, and all other applicable federal and state laws, regulations, policies and guidance. The Council also assures that it will exercise oversight over Wagner-Peyser Act activities delivered as part of the one-stop system.

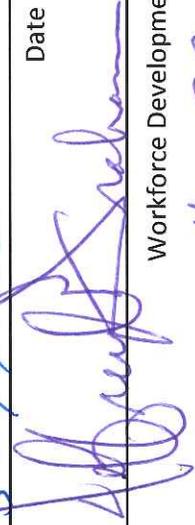
Please customize this signature page to accommodate your CLEO structure; e.g. local areas requiring more than one CLEO signature.



Chief Local Elected Official

5-17-13

Date



Workforce Development Council Chair

May 22, 2013

Date



Local Integrated Workforce Plan
Appendix A

The information requested to be included as Appendix A (performance targets) has not yet been made available to workforce development councils. This information will be included in future drafts of the Local Integrated Workforce Plan once it is distributed by the Washington State Workforce and Education Coordinating Board.

Outcomes observation period ending in 2012 for 2010-11 exit cohorts

ADULTS														
Program	Apprenticeship			CTC Professional Technical			Private Career Schools			WIA Dislocated Worker		Worker Retraining		
	Employment Rate	Credential Rate	Annualized Earnings	Employment Rate	Credential Rate	Annualized Earnings	Employment Rate	Credential Rate	Annualized Earnings	Employment Rate	Annualized Earnings	Employment Rate	Credential Rate	Annualized Earnings
Southwest	69.0%	46.0%	\$60,729	63.1%	54.6%	\$22,600	59.5%	76.3%	\$21,601	50.2%	\$28,756	66.3%	67.1%	\$29,251
Statewide	69.9%	51.6%	\$47,115	64.5%	56.6%	\$26,138	61.8%	78.3%	\$20,812	65.3%	\$33,979	65.6%	56.8%	\$30,331
Max	69.0%	46.0%	\$60,729	63.1%	54.6%	\$22,600	59.5%	76.3%	\$21,601	50.2%	\$28,756	66.3%	67.1%	\$29,251
Min	69.0%	46.0%	\$60,729	63.1%	54.6%	\$22,600	59.5%	76.3%	\$21,601	50.2%	\$28,756	66.3%	67.1%	\$29,251
Range	0.0%	0.0%	\$0	0.0%	0.0%	\$0	0.0%	0.0%	\$0	0.0%	\$0	0.0%	0.0%	\$0
Std Dev (P)	0.0%	0.0%	\$0	0.0%	0.0%	\$0	0.0%	0.0%	\$0	0.0%	\$0	0.0%	0.0%	\$0
Past performance														
09-10 Program Core Measures	66.1%	50.9%	\$48,730	63.0%	55.9%	\$24,974	61.6%	80.5%	\$20,922	68.9%	\$34,649	60.6%	51.2%	\$28,216
08-09 Program Core Measures	61.2%	37.3%	\$40,759	60.5%	55.7%	\$26,268	63.5%	75.9%	\$21,956	70.7%	\$30,789	56.9%	57.1%	\$27,266

ADULTS WITH BARRIERS													
Program	Adult Basic Education			Services for the Blind*			Vocational Rehabilitation			WIA Adult		Work First	
	Employment Rate	Annualized Earnings	Annualized Earnings	Employment Rate	Rehabilitation Rate	Annualized Earnings	Employment Rate	Rehabilitation Rate	Annualized Earnings	Employment Rate	Annualized Earnings	Employment Rate	Annualized Earnings
WDA Name													
Southwest	43.3%	\$14,775	\$10,302	23.5%	70.6%	\$10,302	43.6%	40.5%	\$15,126	65.6%	\$20,462	35.2%	\$12,390
Statewide	47.9%	\$16,808	\$22,802	42.7%	65.6%	\$22,802	46.7%	51.9%	\$14,520	66.7%	\$22,497	39.6%	\$12,426

*WDA level data are not statistically reliable due to very small numbers of participants.

Max	43.3%	\$14,775	\$10,302	23.5%	70.6%	\$10,302	43.6%	40.5%	\$15,126	65.6%	\$20,462	35.2%	\$12,390
Min	43.3%	\$14,775	\$10,302	23.5%	70.6%	\$10,302	43.6%	40.5%	\$15,126	65.6%	\$20,462	35.2%	\$12,390
Range	0.0%	\$0	\$0	0.0%	0.0%	\$0	0.0%	0.0%	\$0	0.0%	\$0	0.0%	\$0
Std Dev (P)	0.0%	\$0	\$0	0.0%	0.0%	\$0	0.0%	0.0%	\$0	0.0%	\$0	0.0%	\$0

Past performance

09-10 Program Core Measures	46.2%	\$16,874	\$24,442	56.5%	63.0%	\$24,442	43.5%	51.6%	\$13,404	62.0%	\$23,552	37.6%	\$13,340
08-09 Program Core Measures	46.3%	\$17,266	\$22,002	46.3%	62.6%	\$22,002	46.0%	55.6%	\$12,341	65.2%	\$22,413	37.1%	\$13,249

Program	YOUTH			
	Secondary CTE		WIA Youth	
WDA Name	Employment / Postsecondary Enrollment Rate	Annualized Earnings (not in school)	Placement Rate	Annualized Earnings
Southwest	78.3%	\$10,434	62.9%	\$10,304
Statewide	83.1%	\$10,959	61.8%	\$10,865
Max	78.3%	\$10,434	62.9%	\$10,304
Min	78.3%	\$10,434	62.9%	\$10,304
Range	0.0%	\$0	0.0%	\$0
Std Dev (P)	0.0%	\$0	0.0%	\$0

Past performance

09-10 Program Core Measures	N/A	N/A	56.2%	\$10,811
08-09 Program Core Measures	72.1%	\$10,815	45.4%	\$10,702

SWWDC Public Review Process

Public announcements are made for the review of Strategic and Operation plans, awards of grants or contracts over \$50,000 (and between \$10,000 and \$50,000 under some circumstances) indicating the availability of funds and location where the RFP may be obtained, and for WIA services and policy changes.

Public announcements are sent to local stakeholders, partners (to inform community and faith-based organizations) board members and service providers as well as are posted on the SWWDC website, and published in legal ads. Public announcements and associated documents are posted for 30 days, allowing for a sufficient amount of public review. Any feedback received will be taken into consideration before a final draft is developed for approval.

Industry Clusters

The industry clusters addressed by the Southwest Washington Workforce Development Council will remain consistent with those outlined by the Workforce Education and Coordinating Board in November 2011. They are listed here:

Southwest Washington WDA Clark, Cowlitz, and Wahkiakum Counties	<ol style="list-style-type: none">1. Health Care2. Manufacturing<ol style="list-style-type: none">2.a. Wood Products2.b. Paper Products2.c. Machinery2.d. Electronics2.e. Food Product Manufacturing3. High Tech/Information Technology<ol style="list-style-type: none">3.a. Electronics3.b. Telecommunications4. Professional & Technical Services5. Utilities6. Construction
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Appendix E
SWWDC Strategic Plan Alignment with High Skills, High Wages
SWWDC Strategic Plan

GOAL A: Expand opportunities to fully prepare Southwest Washington youth and adults for careers in the regional economy.

- **A-1 Reach and serve target populations:**
Outreach and provide services to target populations in the labor force and education system including individuals 16-29 years of age, those with intergenerational poverty, drop-outs, the working poor, youth without post-secondary plans, veterans, people with disabilities, and rural communities.
- **A-2 Provide tools and resources to help youth and adults plan for career success:**
Promote life-long learning through career pathways, enhance career assessment processes, provide teachers, counselors and service providers with opportunities to ensure they have the most accurate and current information regarding careers and occupations, and provide activities where individuals can explore career opportunities.

Goal B: Provide avenues for residents to prepare for careers that lead to self-sufficiency.

- **B-1 Encourage individuals to pursue careers and training in industries and occupations that provide paths to self-sufficiency:**
Promote high demand occupations, and promote entrepreneurship and self-employment as a means of self-sufficiency.
- **B-2 Enhance opportunities for applied and experiential learning, particularly in math and science:**
Facilitate the development of student and teacher internships, increase opportunities to bring business professionals into math and science classrooms to demonstrate real world applications of math and science, support efforts to explicitly integrate mathematics into secondary career and technical education curricula.
- **B-3 Support adult basic skills training within the context of vocational and technical education:**
Support the community colleges in the expansion of programs that combine adult basic education and English language learning within the context of vocational training, provide work experiences and mentoring support for adults in basic education and English language learning programs, and provide mentors to participants in adult basic training.
- **B-4 Expand utilization of apprenticeships:**
Support business in the development of apprenticeships.

Alignment with High Skills, High Wages
2012 - 2022:

A-1: Goal 1, Objective 5, Strategy C
Provide wrap-around and new models of support and employment services including special services for diverse populations with multiple barriers to education and training.

A-2: Goal 1, Objective 1, Strategies A, B
Enhance career guidance for students. Partner with employers to help students explore careers and workplaces.

B-3: Goal 2, Objective 3, Strategy C
Improve training for adult workers with barriers to advancement.

B-4: Goal 2, Objective 1, Strategy C
Increase industry involvement in work-integrated learning.

Appendix E

SWWDC Strategic Plan Alignment with High Skills, High Wages

Goal C: Provide Southwest Washington industries with a skilled workforce.

- *C-1 Develop regional and local strategies for meeting targeted industries' workforce needs:* Develop partnerships between industry clusters and workforce partners to identify training needs, implement training strategies, support education organizations in providing training programs and work with partners to seek out additional resources to fund these efforts. Facilitate conversations with employer groups to understand long-term workforce needs and develop specific strategies to address them.
- *C-2 Work with economic development organizations and businesses to support regional efforts for business recruitment, retention, and innovation:* Support the economic development organizations in their strategic plan implementation; work with them to ensure their workforce development goals are being met through new and existing tools and partnerships. Work with the economic development organizations on developing strategies to foster business innovation and attract employers and talent,
- *C-3 Upgrade skills of incumbent workers to support competitiveness:* Develop strategies, policies, and funding for incumbent worker training and work with employers to fill incumbent worker training needs.

Goal D: Foster a proactive and responsive workforce system that offers services in the time, place and structure required by business and workers.

- *D-1 Operate a responsive, accountable and flexible workforce system*
- *D-2 Fully leverage and optimize resources:* Support WorkSource in maintaining and improving their integrated service delivery model; including making workforce partners aware of available resources to support job seekers, and aligning client services to provide integrated funding and services rather than referrals to multiple programs. Continue efforts to improve collaboration among workforce system and community partners by leveraging additional resources, expanding efforts to market WorkSource services to employers and residents, and exploring joint program delivery strategies with regional partners.
- *D-3 Increase WorkSource and workforce system performance:* Adopt a set of shared performance metrics throughout WorkSource and increase the effectiveness of WorkSource for employers and job seekers while increasing performance outcomes throughout the entire workforce system.

C-1: Goal 2, Objective 1, Strategy A, B
*Improve outreach to employers.
Engage employers in identifying skill standards and develop training programs that meet their standards.*

C-3: Goal 2, Objective 1, Strategy D
Increase employer investment in workforce training.

D-2: Goal 3, Objective 2, Strategy A, B
*Reduce barriers to sharing or splitting funding across funding streams.
Establish cost-sharing practices and policies that stretch public dollars to serve the largest number of participants and attain the highest performance outcome levels.*

D-3: Goal 3, Objective 1, Strategy B
Reduce administrative burdens and improve performance outcomes through a focus on outcome rather than input measures.

Appendix E
SWWDC Strategic Plan Alignment with High Skills, High Wages
SWWDC Strategic Plan

GOAL A: Expand opportunities to fully prepare Southwest Washington youth and adults for careers in the regional economy.

- *A-1 Reach and serve target populations:*
Outreach and provide services to target populations in the labor force and education system including individuals 16-29 years of age, those with intergenerational poverty, drop-outs, the working poor, youth without post-secondary plans, veterans, people with disabilities, and rural communities.
- *A-2 Provide tools and resources to help youth and adults plan for career success:*
Promote life-long learning through career pathways, enhance career assessment processes, provide teachers, counselors and service providers with opportunities to ensure they have the most accurate and current information regarding careers and occupations, and provide activities where individuals can explore career opportunities.

High Skills, High Wages 2008-2018

The SWWDC Strategic Plan Objective A-1 aligns with the following parts of the High Skills, High Wages Plan:

- *Adult Objective 3: Adults with barriers to employment and training enter education and career pathways that lead to self-sufficiency.*
 - Steps To Get Us There: Enhance employment and training options for targeted populations (people of color, people with disabilities and women), ex-offenders, and veterans.
- *Youth Objective 3: All students graduate from high school.*
 - Steps to Get Us There: Collaborate with education and social service partners to develop state-level performance measures and targets for reducing the drop-out rate.
 - Steps to Get Us There: Identify support services for at-risk youth and their parents and implement action steps.

The SWWDC Strategic Plan Objective A-2 aligns with the following parts of the High Skills, High Wages Plan:

- *Youth Goal Objective 1: A K-12 Guidance and Counseling System provides students and their parents with a curriculum to individually plan their pathways and prepare for future education and/or work after high school.*
- *Strategic Opportunities for 2008-2012 1.d.: Ensuring all youth, their parents and caregivers, their teachers and counselors, and the broader community are aware of the full range of career opportunities.*
- *Strategic Opportunities for 2008-2012 1.f.: Reaching out to business and labor to provide career information, mentors, and work-based learning opportunities and experiences.*
- *Adult Goal: Provide Washington adults (including those with barriers to education and employment) with access to lifelong education, training, and employment services.*

SWWDC Strategic Plan

Goal B: Provide avenues for residents to prepare for careers that lead to self-sufficiency.

Appendix E

SWWDC Strategic Plan Alignment with High Skills, High Wages

- *B-1 Encourage individuals to pursue careers and training in industries and occupations that provide paths to self-sufficiency:*
Promote high demand occupations, and promote entrepreneurship and self-employment as a means of self-sufficiency.
- *B-2 Enhance opportunities for applied and experiential learning, particularly in math and science:*
Facilitate the development of student and teacher internships, increase opportunities to bring business professionals into math and science classrooms to demonstrate real world applications of math and science, support efforts to explicitly integrate mathematics into secondary career and technical education curricula.
- *B-3 Support adult basic skills training within the context of vocational and technical education:*
Support the community colleges in the expansion of programs that combine adult basic education and English language learning within the context of vocational training, provide work experiences and mentoring support for adults in basic education and English language learning programs, and provide mentors to participants in adult basic training.

High Skills, High Wages 2008-2018

The SWWDC Strategic Plan Objective B-1 aligns with the following parts of the High Skills, High Wages Plan:

- *Adult Objective 3:* Adults with barriers to employment and training enter education and career pathways that lead to self-sufficiency.
- *Youth Objective 2:* All students leave high school prepared for success in further education and/or work.
 - Steps To Get Us There: Identifying employer demand programs and expanding these offerings in secondary CTE sequences

The SWWDC Strategic Plan Objective B-2 aligns with the following parts of the High Skills, High Wages Plan:

- *Youth Objective 2:* All students leave high school prepared for success in further education and/or work.
 - Steps To Get Us There: Increasing the number of CTE courses that provide credit for math or science.

The SWWDC Strategic Plan Objective B-3 aligns with the following parts of the High Skills, High Wages Plan:

- *Adult Objective 3:* Adults with barriers to employment and training enter education and career pathways that lead to self-sufficiency.
 - Steps To Get Us There: Expand the number of Adult Basic Education programs that integrate occupational skills training through the I-Best model.
 - Steps To Get Us There: Enhance professional development and provide credentials for career coaching, mentoring, and instruction in life skills and employability skills for WorkSource staff, training institutions, CBOs, employers and others.
- *Youth Objective 4:* Reduce unemployment rates among older youth and improve their career prospects.
 - Steps To Get Us There: Develop I-Best programs for older youth

SWWDC Strategic Plan

- *B-4 Expand utilization of apprenticeships:*
Support business in the development of apprenticeships.

Appendix E

SWWDC Strategic Plan Alignment with High Skills, High Wages

Goal C: Provide Southwest Washington industries with a skilled workforce.

- *C-1 Develop regional and local strategies for meeting targeted industries' workforce needs:* Develop partnerships between industry clusters and workforce partners to identify training needs, implement training strategies, support education organizations in providing training programs and work with partners to seek out additional resources to fund these efforts. Facilitate conversations with employer groups to understand long-term workforce needs and develop specific strategies to address them.

High Skills, High Wages 2008-2018

The SWWDC Strategic Plan Objective B-4 aligns with the following parts of the High Skills, High Wages Plan:

- *Youth Objective 4:* Reduce unemployment rates among older youth and improve their career prospects.
 - How We can Reduce Youth Unemployment: Youth apprenticeship
- *Industry Objective 1:* The workforce development system supplies the number of newly prepared workers needed to meet current and emerging employer needs.
 - Steps To Get Us There: Expand apprenticeship training opportunities and recruitment of employers who hire apprentices from traditional and non-traditional programs.

The SWWDC Strategic Plan Objective C-1 aligns with the following parts of the High Skills, High Wages Plan:

- *Industry Objective 2:* The workforce development system strengthens Washington's economy, focusing on strategic industry clusters as a central organizing principle.
 - Steps To Get Us There: Establish Industry Skill Panels that provide information on skill needs in strategic industry clusters in all workforce development areas.
 - Steps To Get Us There: Expand High Employer Demand programs of study at all levels of postsecondary education and target under-represented labor pools to facilitate their entry to high demand occupations.

SWWDC Strategic Plan

- *C-2 Work with economic development organizations and businesses to support regional efforts for business recruitment, retention, and innovation:* Support the economic development organizations in their strategic plan implementation; work with them to ensure their workforce development goals are being met through new and existing tools and partnerships. Work with the economic development organizations on developing strategies to foster business innovation and attract employers and talent.
- *C-3 Upgrade skills of incumbent workers to support competitiveness:* Develop strategies, policies, and funding for incumbent worker training and work with employers to fill incumbent worker training needs.

High Skills, High Wages 2008-2018

Appendix E

SWWDC Strategic Plan Alignment with High Skills, High Wages

The SWWDC Strategic Plan Objective C-2 aligns with the following parts of the High Skills, High Wages Plan:

- **Industry Objective 2:** The workforce development system strengthens Washington's economy, focusing on strategic industry clusters as a central organizing principle.
 - Steps To Get Us There: Coordinate workforce development and economic development planning efforts at the state and local levels, including an emphasis on industry clusters.

The SWWDC Strategic Plan Objective C-3 aligns with the following parts of the High Skills, High Wages Plan:

- **Industry Objective 3:** Current and dislocated workers, and job seekers receive education and training that builds competitive skills and businesses.
 - Steps To Get Us There: Increase the level of public and private support for customized training for current workers including joint labor-management training partnerships, recruit more workers and employers to participate, and improve program design to best suit their needs.
 - Steps To Get Us There: Increase the number of working adults gaining further education and training at the workplace through distance learning and other methods including the integration of Adult Basic English/English language and occupational skills.

SWWDC Strategic Plan

Goal D: Foster a proactive and responsive workforce system that offers services in the time, place and structure required by business and workers.

- *D-1 Operate a responsive, accountable and flexible workforce system*
- *D-2 Fully leverage and optimize resources:*
Support WorkSource in maintaining and improving their integrated service delivery model; including making workforce partners aware of available resources to support job seekers, and aligning client services to provide integrated funding and services rather than referrals to multiple programs. Continue efforts to improve collaboration among workforce system and community partners by leveraging additional resources, expanding efforts to market WorkSource services to employers and residents, and exploring joint program delivery strategies with regional partners.
- *D-3 Increase WorkSource and workforce system performance:*
Adopt a set of shared performance metrics throughout WorkSource and increase the effectiveness of WorkSource for employers and job seekers while increasing performance outcomes throughout the entire workforce system→

High Skills, High Wages 2008-2018

The SWWDC Strategic Plan Objective D-1 aligns with the following parts of the High Skills, High Wages Plan:

- **Industry Objective 1:** The workforce development system supplies the number of newly prepared workers to meet current and emerging employer needs.

The SWWDC Strategic Plan Objective D-2 aligns with the following parts of the High Skills, High Wages Plan:

- **Adult Objective 4:** The WorkSource system provides integrated and effective customer service without barriers associates with separate, individual programs.

Appendix E

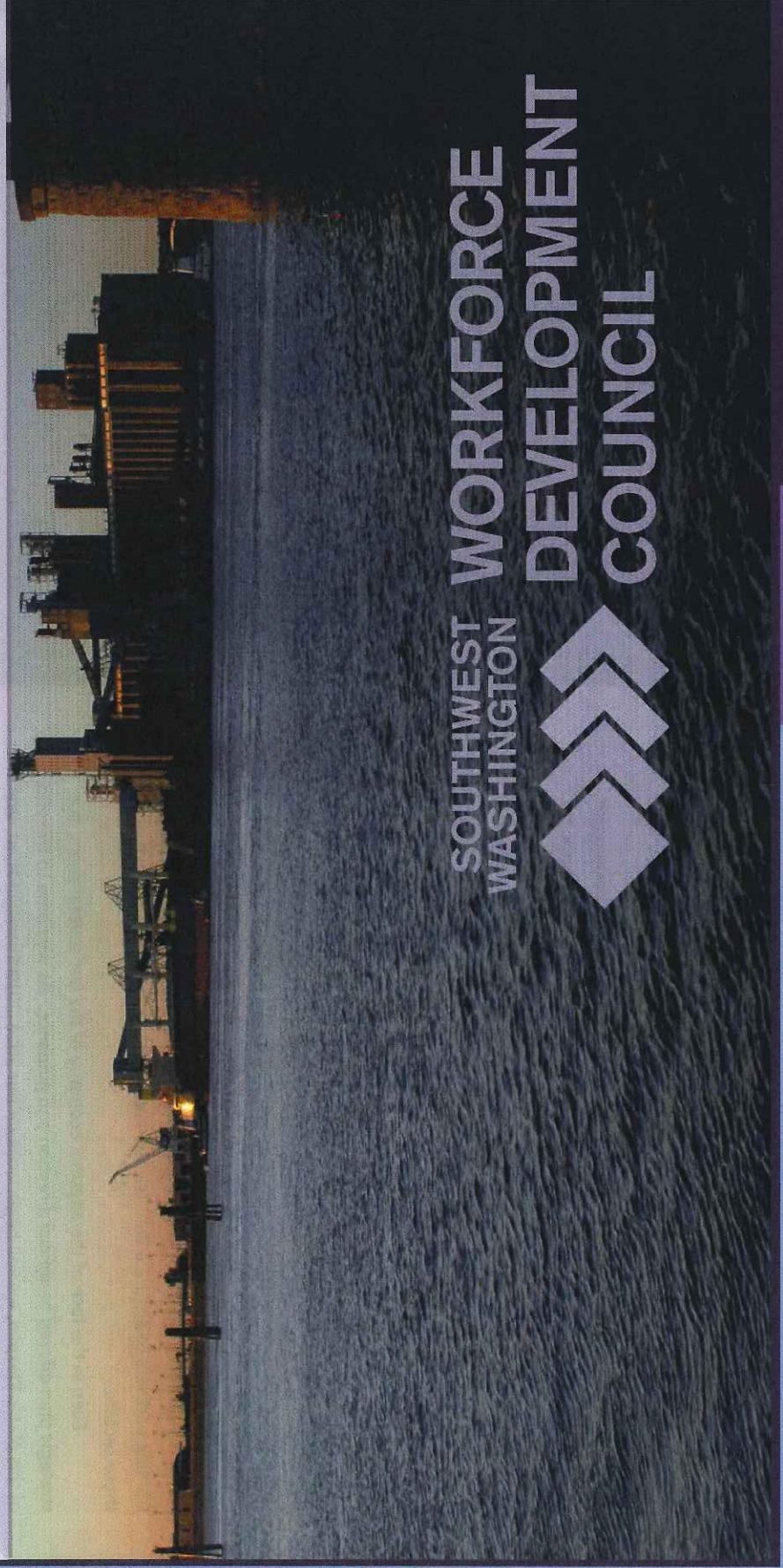
SWWDC Strategic Plan Alignment with High Skills, High Wages

- Steps To Get Us There: Identify barriers to integrated customer service and implement solutions.
- Steps To Get Us There: Increase integration of WorkSource partner programs through methods such as co-enrollments and co-locations among WorkSource partner programs.
- Steps To Get Us There: Improve the integration of assessments, counseling, employment services, and training in the WorkSource system.

The SWWDC Strategic Plan Objective D-3 aligns with the following parts of the High Skills, High Wages Plan:

- *Adult Objective 4:* The WorkSource system provides integrated and effective customer service without barriers associates with separate, individual programs.
 - Steps to Get Us There: Increase the consistent performance measures among WorkSource partner programs.

2011 Strategic Plan Update



SOUTHWEST
WASHINGTON



WORKFORCE
DEVELOPMENT
COUNCIL

Dear Community Members:

We are pleased to present you with the 2011 Southwest Washington Workforce Development update of the 2008-2013 Strategic Plan. Updates to this plan were made through careful consideration and input from the Southwest Washington Workforce Development Council Board of Directors.

Edits to this plan reflect changes in the Southwest Washington economy due to the economic downturn beginning in 2008. Updates were also made to reinforce the increased link with our Portland Metropolitan area workforce partners and with our local economic development partners.

The economic downturn forced us to take stock of our workforce development system and re-evaluate our needs for future training. With our regional partners, we spent the last year evaluating the health care system and have recently released a report to the community (www.swwdc.com). In the coming months, we will continue our work on evaluation of the manufacturing sector's workforce needs. The next steps involve working closely with our training partners to ensure a well-trained and qualified workforce in each of these sectors.

Even in the face of the abysmal economy of the last several years, our strategic plan offered beneficial direction and guidance. As we come to the end of this plan's lifespan, we will begin work on our 2014-2019 Strategic Plan! We know that our strong business, education, and community partnerships will help us create an outstanding plan for the coming years. Stay tuned for the next big developments in the workforce system.

Sincerely,



Jeffrey G. Graham
Board Chair



Jeanne Bennett
Executive Director



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The Southwest Washington Workforce Development Council (SWWDC) provides leadership and resources to increase economic development with a trained and productive workforce in Clark, Cowlitz, and Wahkiakum Counties.

Since its establishment in 2002, the SWWDC has worked with its partners to deliver results-oriented services for employers and residents, and to build a set of strong working relationships to leverage the resources and expertise of the community's workforce development partners. With this foundation in place, the SWWDC will focus on developing an agile and future-focused workforce system that delivers flexible services, is responsive to emerging growth areas, and addresses the growing gap between those engaged and disengaged in the labor force.

Guiding Principles

The success and accountability of the Southwest Washington workforce system depends, in large part, on the values that SWWDC and its partners use to guide their operations. SWWDC and its partners will:

- » Think and act as an integrated system of programs that share common goals, yet are delivered by various partners with the best capabilities.
 - » Create a delivery system that is responsive to employers and prioritize services to respond to high demand occupations and critical job needs of targeted industry clusters.
 - » Focus workforce efforts on outcomes and make investments in programs and services accordingly.
- » Align goals and initiatives with economic development, labor and education partners.
 - » Work with Oregon counterparts to address broader regional workforce needs of the regional economy and leverage resources to provide a higher quality and level of services.
 - » Regularly review program and service performance for quality improvement and adapt them to meet changing needs.

1



Mission

To prepare and promote a highly skilled and adaptive workforce for a healthy, sustainable economy in Southwest Washington.

Goals & Objectives

2

GOAL A: Expand opportunities to fully prepare Southwest Washington youth and adults for careers in the regional economy.

A-1 Reach and serve target populations:

Outreach and provide services to target populations in the labor force and education system including individuals 16-29 years of age, those with intergenerational poverty, drop-outs, the working poor, youth without post-secondary plans, veterans, people with disabilities, and rural communities.

A-2 Provide tools and resources to help youth and adults plan for career success:

Promote life-long learning through career pathways, enhance career assessment processes, provide teachers, counselors and service providers with opportunities to ensure they have the most accurate and current information regarding careers and occupations, and provide activities where individuals can explore career opportunities.

Goal B: Provide avenues for residents to prepare for careers that lead to self-sufficiency.

B-1 Encourage individuals to pursue careers and training in industries and occupations that provide paths to self-sufficiency:

Promote high demand occupations, and promote entrepreneurship and self-employment as a means of self-sufficiency.

B-2 Enhance opportunities for applied and experiential learning, particularly in math and science:

Facilitate the development of student and teacher internships, increase opportunities to bring business professionals into math and science classrooms to demonstrate real world applications of math and science, support efforts to explicitly integrate mathematics into secondary career and technical education curricula.

B-3 Support adult basic skills training within the context of vocational and technical education:

Support the community colleges in the expansion of programs that combine adult basic education and English language learning within the context of vocational training, provide work experiences and mentoring support for adults in basic education and English language learning programs, and provide mentors to participants in adult basic training.

B-4 Expand utilization of apprenticeships:

Support business in the development of apprenticeships.



Youth Welding Bootcamp

2

Goals & Objectives (cont'd)

Goal C: Provide Southwest Washington industries with a skilled workforce.

C-1 Develop regional and local strategies for meeting targeted industries' workforce needs:

Develop partnerships between industry clusters and workforce partners to identify training needs, implement training strategies, support education organizations in providing training programs and work with partners to seek out additional resources to fund these efforts. Facilitate conversations with employer groups to understand long-term workforce needs and develop specific strategies to address them.

C-2 Work with economic development organizations and businesses to support regional efforts for business recruitment, retention, and innovation:

Support the economic development organizations in their strategic plan implementation; work with them to ensure their workforce development goals are being met through new and existing tools and partnerships. Work with the economic development organizations on developing strategies to foster business innovation and attract employers and talent.

C-3 Upgrade skills of incumbent workers to support competitiveness:

Develop strategies, policies, and funding for incumbent worker training and work with employers to fill incumbent worker training needs.

Goal D: Foster a proactive and responsive workforce system that offers services in the time, place and structure required by business and workers.

D-1 Operate a responsive, accountable and flexible workforce system

D-2 Fully leverage and optimize resources:

Support Worksource in maintaining and improving their integrated service delivery model; including making workforce partners aware of available resources to support job seekers, and aligning client services to provide integrated funding and services rather than referrals to multiple programs. Continue efforts to improve collaboration among workforce system and community partners by leveraging additional resources, expanding efforts to market

WorkSource services to employers and residents, and exploring joint program delivery strategies with regional partners.

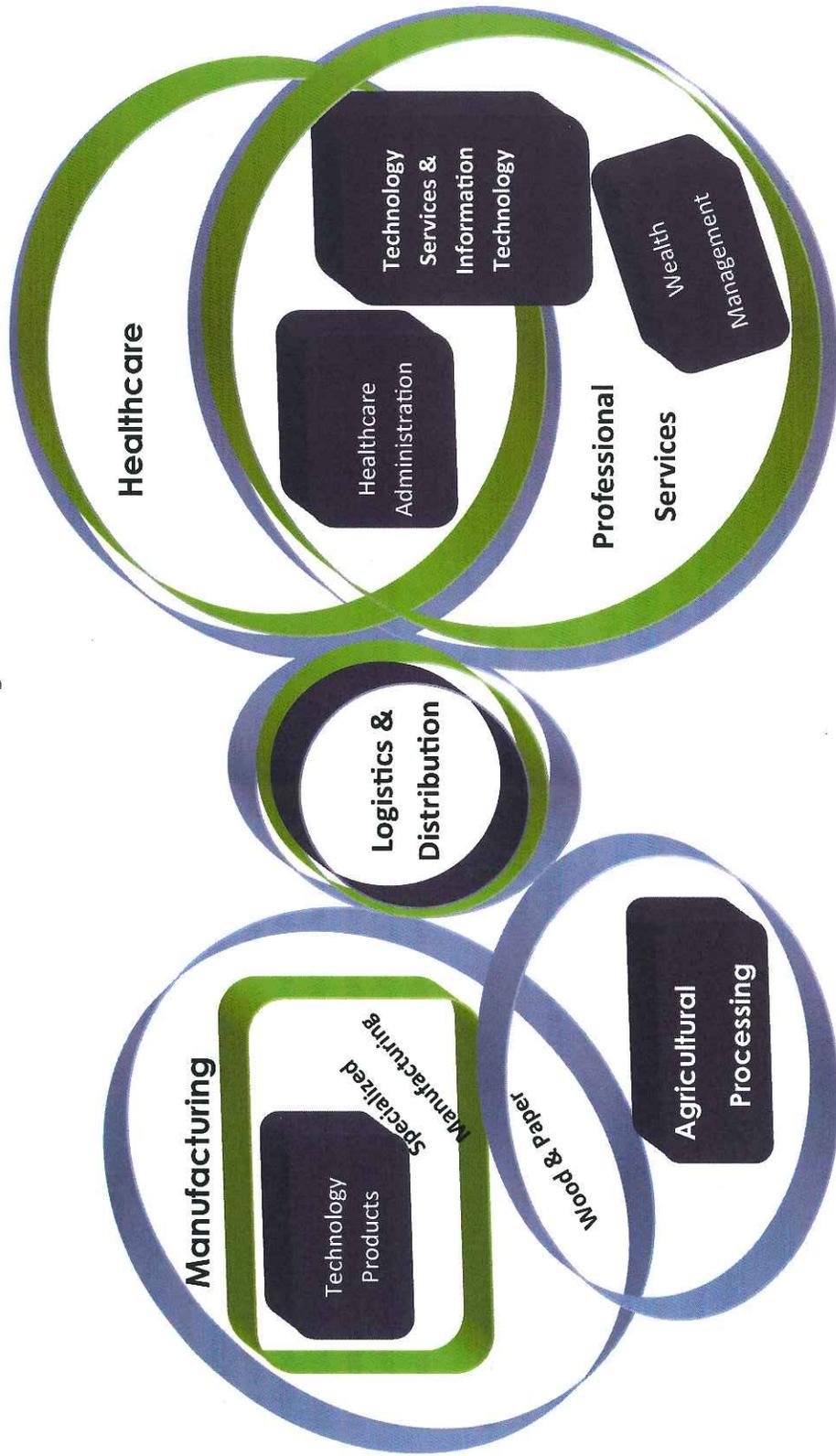
D-3 Increase WorkSource and workforce system performance:

Adopt a set of shared performance metrics throughout WorkSource and increase the effectiveness of WorkSource for employers and job seekers while increasing performance outcomes throughout the entire workforce system.



Women in Trades program

SWWDC Industry Focuses



- SWWDC Industry Focuses
- Cowlitz Economic Development Council Strategic Plan Industry Focuses
- Columbia River Economic Development Council Strategic Plan Industry Focuses

SWWDC Industry Focuses

5

Manufacturing:

The region will continue to have a solid base of companies in advanced manufacturing, light industry, regional supplies and energy equipment assembly. Yet a transition is being seen with manufacturers shifting from large-scale firms to smaller, specialized companies.

Wood & Paper Products: Automation and technology advancements have decreased the number of workers needed in this subsector, but have increased the skill level of workers needed to run the machines, requiring more education for employees. This industry is also facing a huge retirement issue as the average age in the wood and paper product sectors is much higher than other industries.

Technology Products: The Portland-Vancouver Metropolitan Area has tremendous strength in the technology product sector, including the semiconductor industry. From the broad range of semiconductor suppliers in Clark County to other high-tech businesses, the region is one of only a few in the US with a significant employment concentration in this high-wage, high growth sector. Two major economic shocks, the downturn of 2001-2002 and the Great Recession of 2008-2010, have not dimmed the prospects for continued growth in this sector.

Agricultural Processing: Food processing is set to grow in the United States over the next ten years. Southwest Washington has an advantage in food processing as it already has an established sector, and growth in specialty food markets increases the opportunities for export-oriented food production.

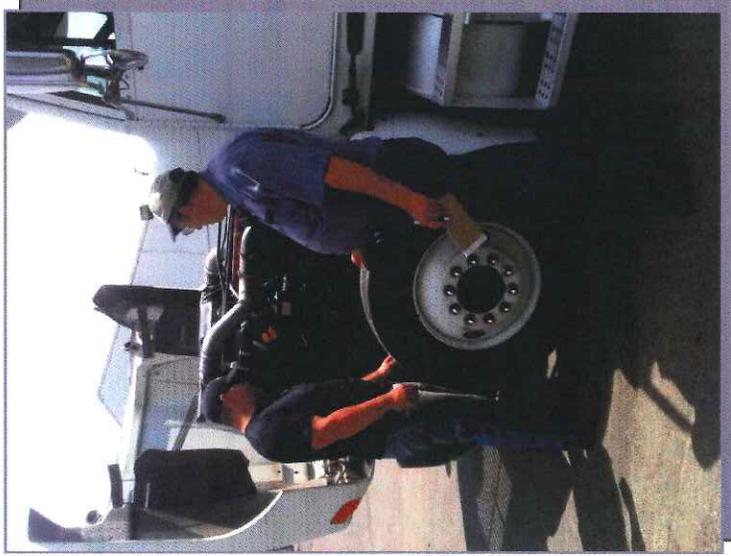
Healthcare: Jobs will continue to grow in almost all aspects of healthcare including healthcare administration. The growth will be fueled by both population increases and the aging of the baby boom generation. Ambulatory health, nursing homes, and home healthcare industries are anticipated to add jobs at rates faster than hospitals. Workforce shortages are expected to continue in nursing, medical technician occupations, dental occupations, and assistant level jobs.



SWWDC Industry Focuses (cont'd)

6

Transportation and Logistics: The region's ports and interstate system, as well as the proximity to large metropolitan regions, will continue to drive growth in transportation and related logistics industries. This sector includes truck transportation, support activities for transportation, warehousing, distribution, and wholesale. Jobs range in all skill levels and have well-paying opportunities for those not seeking four-year college degrees. Over the next ten years, US growth in this industry is expected to increase by 8% with a good deal of this centered on the West Coast as trade expands with the Asia Pacific basin.



CDL Class

Professional & Technical Services: This industry displays some of the healthiest employment and income gains over the last few decades as the US transitions to a service providing economy. Southwest Washington and the Portland area have a quickly developing cluster in this industry.

Wealth Management: Wealth management is expected to grow by 1.3 million jobs nationwide over the next ten years, which makes this a very appealing cluster for Southwest Washington and the region's supply of talented young college students makes this an ideal location for investment banks.

Information Technology: The Portland-Vancouver metropolitan area has tremendous growth potential in the information technology sector, especially in software development, R&D services, and computer engineering. Because of its quality of life, the greater Portland region is one of the nation's magnets for young college graduates. A steady supply of high-skilled labor is one of the region's biggest draws for potential employers, especially in this cluster.

2011 Board of Directors

7

- » Christopher Bailey, Lower Columbia College
- » Susan Barker, Castle Rock School District
- » Robert Bates, Washington State University, Vancouver
- » Del Brown, Sheet Metal Workers Local 16
- » Robert Brown, Employment Security Department
- » Dan Cothren, Commissioner, Wahkiakum County
- » Kay Dalke, Cowlitz Bank (retired)
- » John Deeder, Evergreen Public Schools
- » David Futcher, Futcher-Henry Group
- » Robert Gaffney, Gaffney Counseling & Consulting
- » Jeffrey Graham, United Natural Foods, Inc.
- » Mike Haas, Weyerhaeuser
- » Kristine Hammond, DSHS, Community Service Office
- » Mindy Heuer, Chace & Spurgeon, P.S.
- » Eric Hovee, E.D. Hovee & Associates
- » Mike Karnofski, Commissioner, Cowlitz County
- » Ilona Kerby, Lower Columbia Community Action Council
- » Bob Knight, Clark College
- » Loren E. Lee, Longview Fibre
- » Dale Lemmons, Interstate Wood Products
- » Bob Lewis, Columbia Vista Corp.
- » Keith McPhun, Cornell Pump
- » Diane McWithey, Share Vancouver
- » Cheri Meyerhofer, PeaceHealth SW Medical Center
- » Brad Murphy, Thompson Metal Fab, Inc.
- » Lisa Nisenfeld, Columbia River Economic Development Council
- » Kelly Parker, Greater Vancouver Chamber of Commerce
- » Philip Parker, Clark County Labor Roundtable (retired)
- » Tim Pfeifer, Weyerhaeuser
- » Angela Simmons, IQ Credit Union
- » Ted Sprague, Cowlitz Economic Development Council
- » John Vanderkin, Employers Overload
- » Cindy Williams, Division of Vocational Rehabilitation
- » Rick Winsman, Kelso Longview Chamber of Commerce

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www.swwdc.org



SWWDC Strategic Plan Original 2008-2013

2008

GOAL A: Expand opportunities to fully engage Southwest Washington youth and adults in the regional economy.

- **A-1 Reach and engage target populations:**
Significantly extend outreach and services to those who have become disengaged in the labor force and education system, especially those 16-29 years of age, the working poor, those with intergenerational poverty, drop-outs, and youth without post-secondary plans.
- **A-2 Provide tools and resources to help youth and adults plan for career success:**
Promote life-long learning through career pathways, enhance career assessment processes, provide teachers, counselors and service providers with opportunities to ensure they have the most accurate and current information regarding careers and occupations, and provide activities where individuals can explore career opportunities.

Goal B: Provide avenues for residents to prepare for careers that lead to self-sufficiency.

- **B-1 Encourage individuals to pursue careers and training in industries and occupations that provide paths to self-sufficiency:**
Promote high demand occupations and provide mentors to students in high demand training programs.
- **B-2 Enhance opportunities for applied and experiential learning, particularly in math and science:**
Facilitate the development of student and teacher internships, increase opportunities to bring business professionals into math and science classrooms to demonstrate real world applications of math and science, support efforts to explicitly integrate mathematics into secondary career and technical education curricula.
- **B-3 Provide adult basic skills training within the context of vocational and technical education:**
Facilitate the expansion of programs that combine adult basic education and English language learning within the context of vocational training, provide work experiences and mentoring support for adults in basic education and English language learning programs, and provide mentors to participants in adult basic training.

Goal C: Provide Southwest Washington industries with a skilled workforce.

- **C-1 Develop strategies for meeting targeted industries' workforce needs:**
Develop partnerships between industry clusters and workforce partners to identify training needs, implement training and education strategies and opportunities to support target industries, and support education and training organizations to ensure capacity, varied delivery formats, and enrollment.
- **C-2 Work with economic development organizations and employers to support regional efforts for business recruitment, retention, and innovation:**
Develop a regional workforce marketing strategy, develop strategies to foster business innovation and attract employers and workers, and provide assistance to employer groups to understand long-term workforce needs and to develop specific strategies to address them.

SWWDC Strategic Plan Original 2008-2013

2008

- *C-3 Upgrade skills of incumbent workers:*
Develop strategies, policies, and funding for incumbent worker training and work with employers to fill incumbent worker needs.
- *C-4 Expand utilization of apprenticeships:*
Support Washington State Labor and Industries and businesses in the development of apprenticeships and promote successful pre-apprenticeship programs.

Goal D: Foster a responsive workforce system that offers services in the time, place and structure required by business and workers.

- *D-1 Operate a responsive, accountable, and flexible workforce system:*
Ensure all workforce system partners are aware of available resources to support job seekers, adopt a set of shared performance metrics throughout WorkSource, develop a shared in-take and assessment protocol among workforce partners, and align client services to provide packages of integrated funding and services rather than referrals to multiple programs.
- *D-2 Fully leverage and optimize resources:*
Continue efforts to improve collaboration among workforce system partners to fully leverage resources, expand efforts to market WorkSource services to employers and residents, and explore joint program delivery strategies with Oregon Partners.
- *D-3 Increase WorkSource and workforce system performance:*
Increase the effectiveness of WorkSource for employers and job seekers and increase performance outcomes throughout the entire workforce system.

SWWDC Strategic Plan Proposed Update 2012

January 5, 2012

SWWDC Strategic Plan

GOAL A: Expand opportunities to fully prepare Southwest Washington youth and adults for careers in the regional economy.

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- **B-4 Expand utilization of apprenticeships:**
Support business in the development of apprenticeships.

SWWDC Strategic Plan Proposed Update 2012

January 5, 2012

Goal C: Provide Southwest Washington industries with a skilled workforce.

- *C-1 Develop regional and local strategies for meeting targeted industries' workforce needs:* Develop partnerships between industry clusters and workforce partners to identify training needs, implement training strategies, support education organizations in providing training programs and work with partners to seek out additional resources to fund these efforts. Facilitate conversations with employer groups to understand long-term workforce needs and develop specific strategies to address them.
- *C-2 Work with economic development organizations and businesses to support regional efforts for business recruitment, retention, and innovation:* Support the economic development organizations in their strategic plan implementation; work with them to ensure their workforce development goals are being met through new and existing tools and partnerships. Work with the economic development organizations on developing strategies to foster business innovation and attract employers and talent,
- *C-3 Upgrade skills of incumbent workers to support competitiveness:* Develop strategies, policies, and funding for incumbent worker training and work with employers to fill incumbent worker training needs.

Goal D: Foster a proactive and responsive workforce system that offers services in the time, place and structure required by business and workers.

- *D-1 Operate a responsive, accountable and flexible workforce system*
- *D-2 Fully leverage and optimize resources:* Support WorkSource in maintaining and improving their integrated service delivery model; including making workforce partners aware of available resources to support job seekers, and aligning client services to provide integrated funding and services rather than referrals to multiple programs. Continue efforts to improve collaboration among workforce system and community partners by leveraging additional resources, expanding efforts to market WorkSource services to employers and residents, and exploring joint program delivery strategies with regional partners.
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SWWDC Strategic Plan Proposed Update 2012

January 5, 2012

Industry Cluster Focuses for Southwest Washington:

Manufacturing: The region will continue to have a solid base of companies in advanced manufacturing, light industry, regional supplies and energy equipment assembly yet a transition is being seen with manufacturers shifting from large-scale firms to smaller, specialized companies.

Wood & Paper Products: Automation and technology advancements have decreased the number of workers needed in this subsector, but have increased the skill level of workers needed to run the machines, requiring more education for employees. This industry is also facing a huge retirement issue as the average age in the wood and paper product sectors is much higher than other industries.

Technology Products: The Portland-Vancouver Metropolitan Area has tremendous strength in the technology product sector, including the semi-conductor industry. From the broad range of semiconductor suppliers in Clark County to other high-tech businesses, the region is one of only a few in the US with a significant employment concentration in this high-wage, high growth sector. Two major economic shocks, the downturn of 2001-2002 and the Great Recession of 2008-2010, have not dimmed the prospects for continued growth in this sector.

Agricultural Processing: Food processing is set to grow in the United States over the next ten years. Southwest Washington has an advantage in food processing as it already has an established sector, and growth in specialty food markets increases the opportunities for export-oriented food production.

Healthcare: Jobs will continue to grow in almost all aspects of healthcare including healthcare administration. The growth will be fueled by both population increases and the aging of the baby boom generation. Ambulatory health, nursing homes, and home healthcare industries are anticipated to add jobs at rates faster than hospitals. Workforce shortages are expected to continue in nursing, medical technician occupations, dental occupations, and assistant level jobs.

Transportation and Logistics: The region's ports and interstate system, as well as the proximity to large metropolitan regions, will continue to drive growth in transportation and related logistics industries. This sector includes truck transportation, support activities for transportation, warehousing, distribution, and wholesale. Jobs range in all skill levels and have well-paying opportunities for those not seeking four-year college degrees. Over the next ten years US growth in this industry is expected to increase by 8% with a good deal of this centered on the West Coast as trade expands with the Asia Pacific basin.

SWWDC Strategic Plan Proposed Update 2012

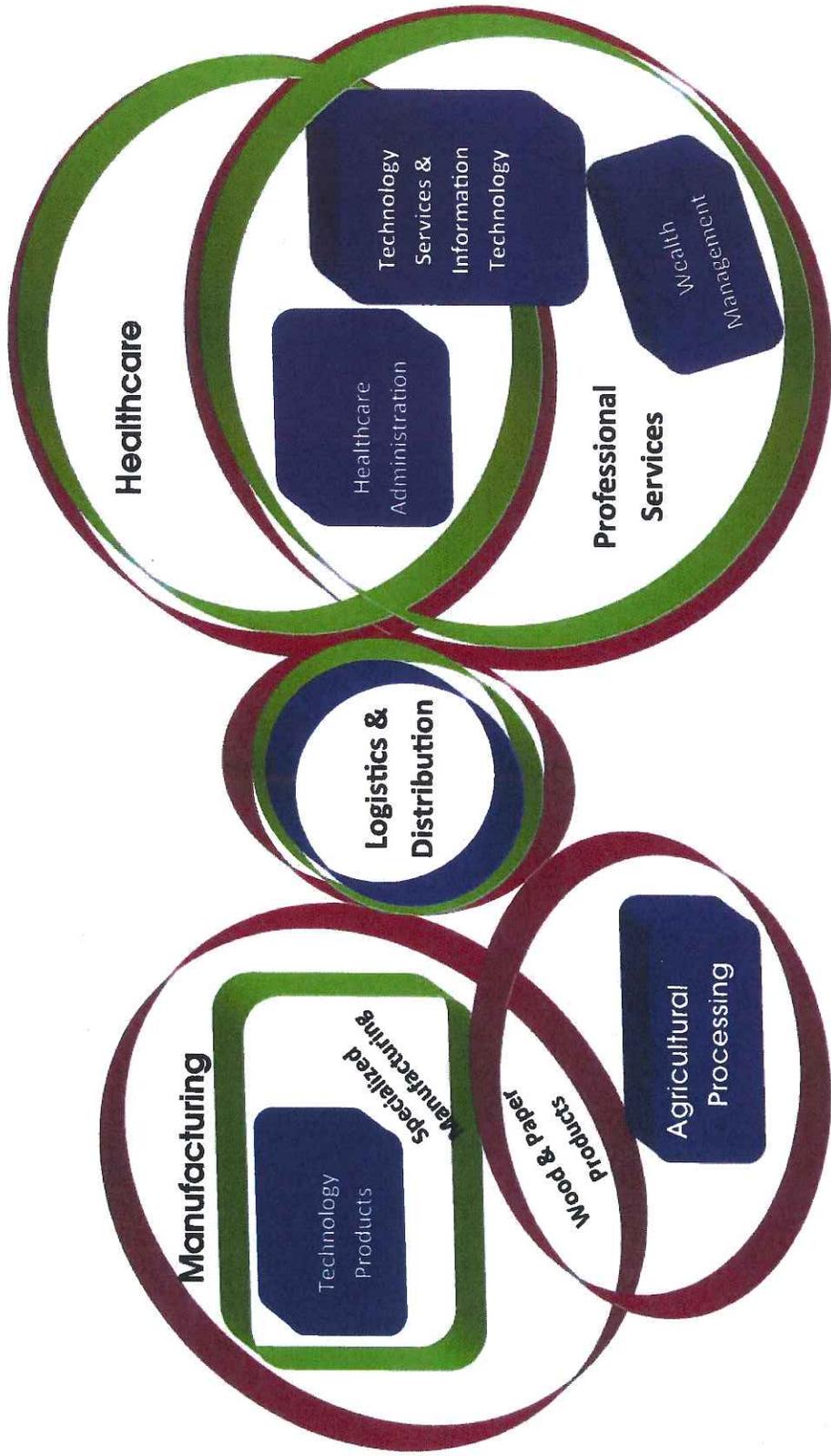
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Professional & Technical Services: This industry displays some of the healthiest employment and income gains over the last few decades as the US transitions to a service providing economy. Southwest Washington and the Portland area have a quickly developing cluster in this industry.

Wealth Management: Wealth management is expected to grow by 1.3 million jobs nationwide over the next ten years, which makes this a very appealing cluster for Southwest Washington and the region's supply of talented young college students makes this an ideal location for investment banks.

Information Technology: The Portland-Vancouver metropolitan area has tremendous growth potential in the information technology sector, especially in software development, R&D services and computer engineering. Because of its quality of life, the greater Portland region is one of the nation's magnets for young college graduates. A steady supply of high-skilled labor is one of the region's biggest draws for potential employers, especially in this cluster.

SWWDC Industry Cluster Focuses



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Cowlitz Economic Development Council Strategic Plan Industry Focuses



Columbia River Economic Development Council Strategic Plan Industry Focuses

