



Spokane Area
Workforce Development Council

Local Integrated Workforce Plan 2013 - 2017

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Section I: Strategic Plan

Introduction

The Spokane workforce development system is comprised of stakeholders from the private and public sectors including business, education, economic development, government, and community-based non-profits throughout Spokane County. This system is positioned to effectively meet the goals and objectives set forth by the Governor, Workforce Training and Education Coordinating Board, and Employment Security Department, as described in the 2013-2017 Local Integrated Workforce Plan Guidelines; *High Skills, High Wages 2012-2022: Washington's Strategic Plan for Workforce Development*; and 2012-2016 State Integrated Workforce Plan.

The Spokane Area Workforce Development Council (SAWDC) is dedicated to creating a demand-driven workforce system. We make strategic public and private investments to ensure a skilled local workforce that meets the needs of our employers and creates a vibrant economy for the entire region. The SAWDC currently manages a total of \$6.7 million in multi-year, competitive grant dollars, and as described throughout this plan, we are committed to actively seeking additional funding sources in order to ensure our citizens and businesses have access to the best possible employment and training resources.

We have a single comprehensive one-stop center in Spokane County, called WorkSource Spokane, which serves more than 25,000 job seekers every year, and received over 60,000 individual visits in 2012. We created the first and only youth career and education center in Spokane in 2010, called the Next Generation Zone, which now serves more than 2,000 young adults each year. In addition to these two service sites, we have strategically partnered with various organizations to offer employment and career services at 17 other locations throughout Spokane County, including at community-based organizations and libraries, with the intent of reaching all corners of our jurisdiction.

The SAWDC partners with high-quality service providers for the operation of our Workforce Investment Act (WIA) programs. These providers ensure that more than 80% of individuals receiving services through our WIA programs become employed each year. Additionally, as a WorkSource system, we provide services to nearly 1,700 area businesses, which include recruiting assistance, job postings, WorkKeys testing, employee training assistance, labor market information and more.

The Spokane workforce system has been recognized for several best practices and has received a number of awards, including the 2008 International Association of Workforce Professionals Best One-Stop in the Nation, and the 2011 Governor's Best Practice Award for *Work Ready Spokane*, an initiative to measure the strengths of our region's workforce and match those strengths with the needs of employers.

The intent of this strategic plan is to build on our past successes and to create a unified strategy for ensuring continued success for our citizens and businesses. As you will see, this plan was created in partnership with a variety of private businesses, government, labor, economic development, K-12 and higher education, and community-based organizations. Additionally, we are actively working with our strategic partners to align our planning process with theirs so that we can affect the most change possible in our community.

Recognizing that the SAWDC and Community Colleges of Spokane share common goals of identifying skill gaps and ensuring regional businesses have access to a talent pool that adapts to the changing economy, in 2012 our leadership forged a truly innovative partnership. The first steps of creating an integrated structure and co-location of staff has helped to leverage assets and resources for both organizations and resulted in increased efficiencies benefiting our community. Workforce intelligence focused upon in-demand skill sets is utilized by educational professionals to develop new curricula and individuals seeking to advance in their career pathways.

Other local initiatives that underpin a stronger alignment of planning and service delivery are the Cradle to Career (C2C) Network and the Spokane STEM (Science, Technology, Engineering and Mathematics) Network in Spokane. Both networks are comprised of leadership from business, education, government, and community-based organizations that have come together to more effectively plan and respond to the needs of our community. Cradle to Career is being spearheaded by Spokane County United Way and is aimed at creating large-scale, lasting change through what is termed “collective impact.” Partner organizations are working together to set a common agenda with goals and measurements and engage in mutually reinforcing activities. Also, as more good paying careers in the 21st century economy in Spokane are tied to STEM learning, it is vital that our workforce is prepared with these skill sets. Spokane STEM is dedicated to transforming STEM learning across the region and increasing the number of students who successfully pursue STEM certificates and degrees.

The collaborative efforts outlined in the initiatives above are at the heart of the work of the Spokane Area Workforce Development Council. It is through these relationships that the SAWDC and its partners will continue to align our work and have a positive impact upon our community.

SAWDC Vision, Mission, Goals, Objectives and Strategies

The Spokane Area Workforce Development Council is a business-led board that works to identify and fill gaps in our local workforce. We bring together businesses, government, labor, education, economic development and community-based organizations to create a workforce that meets the needs of our region to ensure a vibrant economy. Below is a summary of our Vision and Mission:

Our Vision: Innovate workforce solutions for the Spokane region.

Our Mission: Lead a dynamic, demand-driven workforce system.

In preparation for this 2013 – 2017 Local Integrated Workforce Plan, an effort was made to define the overall purpose of the organization in simple terms. This was done to ensure that the various stakeholders participating in the strategic planning process had a clear understanding of this purpose and how it would lead to the above vision and mission.

Our Purpose: Prepare Spokane County’s citizens for successful employment and help businesses meet their current and future employment needs.

Several meetings were held to review not only the purpose statement, but also to identify broad categories of activities necessary in order to meet the goals and objectives that would be specified as part of this plan.

Five such categories were identified as follows:

1. Provide labor market information and analysis
2. Guide regional training and development strategy
3. Cultivate resources and innovative solutions
4. Develop strategic communications tools & tactics
5. Seek increased efficiency and effectiveness

The above activities will serve as a guide to ensure that specific day-to-day activities are consistent with our purpose.

The “Local Workforce Development System,” as described in *High Skills, High Wages* is dynamic. Changes in the population, the economic and political climates, and in the availability of resources constantly create challenges to implementation of strategic and operations plans. While players may come and go and expand or decline, the goal of Spokane’s economic growth continues. Resolution of ongoing workforce issues will provide the foundation of long term economic prosperity.

Workforce development and economic development are now recognized to be interwoven and interdependent. To survive and grow, business needs appropriately skilled workers. At the same time, the workforce requires thriving businesses capable of utilizing their skills and paying wages that are sufficient to provide a good standard of living. The challenge of this plan is to address this complex relationship and the myriad policy implications.

Multiple Pathways

If the “Great Recession” has taught us nothing else, it has made abundantly clear the need for flexibility, efficiency and creativity. This is true at all levels of the workforce system – employers, the workforce, and those involved in service delivery within it.

To respond to this reality, the Spokane Area Workforce Development Council has aligned its efforts with the Workforce Training and Education Coordinating Board’s 2012 Strategic Plan – High Skills, High Wages: Washington’s 10-Year Strategic Plan for Workforce Development. Specifically, this plan promotes the notion of Multiple Pathways to achieving higher skills and wages. Rather than focusing on individual populations, defining their needs, and outlining solutions; it looks at the workforce system as a whole, then pulls apart key pieces to focus on in the coming years. By viewing the workforce system as a series of interconnected pathways, with multiple options for workers and students to advance, we are able to outline strategies to strengthen these pathways so more Washington residents move ahead in their education, work experience, job skills, and lives.

The goals, objectives, and strategies defined in Multiple Pathways are:

Multiple Pathways for First Careers: Establish multiple pathways for youth to connect to living-wage careers. The multiple pathways approach expands beyond the traditional education experience to heighten a student’s understanding of career opportunities, as well as the student’s perception of how classroom learning relates to the world of work.

1. **Plan for the Future:** Improve availability and quality of career and education guidance for students in middle school, high school and postsecondary institutions.

- A. Enhance career guidance for students.
- B. Partner with employers to help students explore careers and workplaces.
- 2. **Clear Pathways:** Identify, assess, and certify skills for successful careers.
 - A. Increase workplace and life skills development for students.
 - B. Increase the use of industry-based skill standards, assessments, and credentials.
- 3. **Work Ready:** Expand Programs of Study that bring together a sequence of career-focused courses that start in high school and extend through college.
 - A. Expand the use of Programs of Study.
 - B. Improve the transfer of credits earned in a student's Program of Study.
- 4. **Link Learning to Work:** Increase work-integrated learning.
 - A. Increase the number and types of workplace experiences available to students and out-of-school youth.
 - B. Bring more work experiences into the classroom by engaging employers and workers.
- 5. **Completion Matters:** Improve student access and retention.
 - A. Expand high school dropout prevention and retrieval programs.
 - B. Increase non-traditional opportunities to obtain postsecondary certificates and degrees.
 - 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.
- 6. **Transition to Employment:** Job search and placement for people into first careers.
 - A. Help students locate and land jobs.

Employers and Workers: Develop multiple pathways that increase employer engagement in education and workforce training, and better connect workers with high-wage careers and life-long learning.

- 1. **Employer Engagement:** Increase employer engagement with the workforce development system.
 - A. Improve outreach to employers.
 - B. Engage employers in identifying skill standards and develop training programs that meet their standards.
 - C. Increase industry involvement in work-integrated learning.
 - D. Increase employer investment in workforce training.
- 2. **Stimulate Job Creation:** Promote economic development by connecting workforce development with job creation and growth.
 - A. Provide and market business services to employers.
 - B. Invest in strategic economic opportunities.
 - C. Encourage and support entrepreneurship.
- 3. **Lifelong Learning:** Expand and support learning opportunities for workers at all stages of their education or career paths.
 - A. Offer greater career and education guidance for adults.
 - B. Increase the accessibility of training programs for adult workers and reduce the time it takes to complete training.
 - C. Improve training for adult workers with barriers to advancement.

4. **Jobless Back to Work:** Improve job search and placement services for unemployed and underemployed workers.
 - A. Improve the quality and speed of job matching and referrals between job seekers and employers with job openings.
 - B. Make job search and placement assistance more widely known and available.

Washington's Workforce Development System is a Model of Accountability and Efficient Co-Investment: To improve the efficiency, transparency, and performance of Washington's workforce system and to ensure that all aspects and components of the system work together effectively to meet the needs of both jobseekers and employers.

1. **Performance Accountability:** Strengthen performance accountability across all workforce development partners, by focusing on employment and earnings outcomes.
 - A. The Workforce Board will lead a full-scale review in collaboration with all workforce partners to reconsider core measures for Washington's workforce system.
 - B. Reduce administrative burdens and improve performance outcomes through a focus on outcome rather than input measures.
 - C. Develop a unified plan for multiple federal workforce development programs.
2. **Co-ownership / True Partnership:** Establish cost-effective co-investment models, across government funding streams and across the tri-partite spectrum (employer, worker, and government).
 - A. Reduce barriers to sharing or splitting funding across funding streams.
 - B. Establish cost-sharing practices and policies that stretch public dollars to serve the largest number of participants and attain the highest performance outcome levels.

Steps to Get Us There

In an effort to achieve the above Multiple Pathways goals and objectives while maintaining consistency in the activities of the organization that include, but are not limited to these areas, the SAWDC Board has established priorities for the area workforce system to guide service development and delivery. Our local workforce system will focus on the following areas of activity:

Goal 1: Provide Labor Market Information and Analysis for the Spokane Region

We recognize that information gathering from the vast array of sources at our disposal and, more importantly, the analysis of that information is a key capability and responsibility. This information serves as the basis for first career seekers' ability to **plan for their future**, identify **clear pathways**, **link learning to work**, and realize that **completion matters**. It serves as a valuable resource to employers to increase **employer engagement** and **stimulate job creation**.

Some examples of the information/analysis we are able to provide include:

- EMSI labor market data (subscription data service)
- Employment Security Department labor market analysis
- Skill gap identification
- Identification of the connection of Industry to Occupation to Training Programs to Providers

Objectives

- A. Increase the usage of labor market information in decision making. As no baseline exists, begin tracking the number of request for labor market information in order to determine targets.
- B. Enhance the SAWDC website to provide more readily available access to labor market information. Create a labor market information page, track the number of users, and promote the webpage to partners and area businesses.

Goal 2: Guide Regional Training and Development Strategy

Recognizing that there are many organizations involved in the workforce development system, our role is to view this system in its entirety instead of any single piece. By identifying gaps and redundancies we can help illuminate the multiple pathways for all involved. With this guidance, we can help by putting **jobless back to work**; helping career seekers **transition to employment** and be **work ready**; and ensure that they pursue a path of **lifelong learning**.

Examples of how we serve in this capacity include:

- Oversee Spokane workforce system
- Fund services provided by other partners
- Strategic initiatives, e.g. Inspire Washington and *Work Ready* Spokane

Objectives

- A. Educate partners and businesses about the umbrella of workforce development in order to guide the regional training and development strategy.
- B. Create and/or promote initiatives that guide the regional training and development strategy. Assure we are not duplicating efforts; evaluate when to take lead and when to partner.

Goal 3: Cultivate Resources and Innovative Solutions

It is recognized that only through leveraging a variety of resources and strategic partnerships can we truly be successful. Partnerships with economic development entities will **stimulate job creation**. Collaboration with education partners will promote **lifelong learning**, **link learning to work**, and ensure that the workforce is **work ready**. We realize that in order to be successful, these relationships must and will be built on a foundation of **co-ownership / true partnership**.

Examples of how we accomplish this include:

- Diversify funding sources
 - Grants
 - Provide “for fee” services
- Pioneer initiatives with focus on return on investment
- Leverage partnerships

Objectives

- A. Establish a 501(c)3 organization in order to have access to diversified funding opportunities.
- B. Establish a fee-for-service model that is self-supporting.
- C. Leverage partnerships in order to reduce administrative, overhead, and program costs.

Goal 4: Develop Strategic Communications Tools and Tactics

At the center of all of our activities is the need to increase the awareness of our mission, objectives, capabilities, and progress. If successful in this regard, we can improve **employer engagement** and establish relationships that will facilitate achieving our other goals.

Examples of ways to achieve this include:

- Promote SAWDC mission and activities
- Define our brand and messaging
- Provide clear, concise information free of jargon
- Be a community resource
- Educate employers on workforce issues
- Gather and share personalized stories of impact
- Provide council members with messaging and materials to become brand ambassadors

Objectives

- A. Reconvene the SAWDC communications committee.
- B. Reevaluate all SAWDC and WorkSource system communications in order to assure all language is easily understood by all partners.
- C. Develop outreach materials that can be understood in 60 seconds or less.

Goal 5: Increase Efficiency and Effectiveness

Ultimate success in achieving goals depends in large part on having measurable goals and tracking progress. We will ensure **performance accountability** by identifying and targeting the activities that, based on current circumstances and opportunities, are critical to making progress.

Examples of ways to do so include:

- Establish appropriate benchmark and measures of success
- Track progress and “course adjust” as necessary
- Ensure accountability

Objectives

- A. Redefine SAWDC success beyond Federal Common Measures or State Core Measures, as these are specific to WIA program success.

Planned Initiatives

Demands from the marketplace in the 21st century require strategic investment and responsiveness to ensure our businesses have a quality workforce. The Spokane Area Workforce Development Council (SAWDC) is proud to share our locally planned initiatives which we feel are innovative and responsive to our local area. These initiatives came from strong Council leadership and partnerships at the local, regional, state and federal levels. Our current and planned initiatives include:

Work Ready Spokane – In April 2011, the SAWDC and WorkSource system launched the *Work Ready Spokane* initiative which serves to advance the competitive position of our region by better aligning the needs of employers, educators, job seekers, and economic and workforce developers through the use of WorkKeys testing. This initiative is designed to create a sustainable pool of work-ready job candidates for each of our region's industry clusters. Since launching the initiative, the SAWDC has

helped over 15 community colleges and high schools from around the state to create their own *Work Ready* programs. Locally, over 20 local businesses have formally started accepting the WorkKeys National Career Readiness Certificate.

Inspire Washington– In 2012, the SAWDC and WorkSource system partners launched the Inspire Washington initiative with the mission of engaging youth and adult job seekers, and connecting them with professionals and volunteers who are interested in helping individuals build their career pathway. It is designed to improve workforce education, community relationships, and career seekers' knowledge about our region's employers and their workforce needs through company profiles and work-based learning activities.

Work 101 – Created through a partnership with Greater Spokane Incorporated, Riverpoint Academy, Spokane Valley Tech, and the SAWDC, Work 101 is designed to connect high school students with meaningful workforce experience. The program focuses on internship development in high-growth, high-demand industries in the Spokane Region.

On-the-Job Training Initiatives - Through a partnership between WorkSource Spokane, SAWDC, Career Path Services, the Employment Security Department, and employers, adult, dislocated worker and veteran job seekers have the opportunity to connect to employment utilizing on-the-job training. The initiative has proven to be extremely successful in getting targeted populations back to work.

Industry Skill Panels – Spokane is known for having strong Industry Skill Panels, which will continue to thrive and grow. The SAWDC hosts the Skilled Trades Skill Panel, which was previously named the Construction Skill Panel. This group is currently focusing on recruiting a more diverse workforce and pipeline development to ensure our region has a skilled workforce in the trades for years to come. Additionally, the SAWDC participates in other skill panels including the Inland Northwest Aerospace Consortium, Manufacturers' Roundtable, and the Health Care Committee. This method of communicating with business and education has been instrumental in identifying existing and future skill gaps in the labor force and to help shape regional workforce policy and program implementation.

Veterans Initiatives – Spokane and the Inland Northwest prides itself as being veteran friendly as is evidenced by strong partnerships among Fairchild Air Force Base and a multitude of veteran service organizations. The SAWDC recruits veterans for on-the-job training under a veteran grant. The SAWDC also meets monthly with all veteran service organizations as part of the Eastern Washington Veterans Task Force, which has led to opportunities such as supporting workshops for vets interested in energy careers, veteran only job-clubs and communicating the need to local, state, and national leaders for assistance with translating military occupations and prior experience to the civilian workforce.

Opportunity Internship/Partnership Initiatives – Work experience and mentoring opportunities in high-growth industries and careers has proven to be one of the most beneficial approaches to landing a good job. Even in the current economic climate, gaining work experience through internships or mentoring has proven to be successful because employers are requiring previous work experience. The SAWDC is successfully implementing these programs for both youth and adults.

Pilot Projects:

Get into Energy Careers Pathway Project – The SAWDC is responsive to industry need by trying new and innovative projects to determine if a best practice can be found. One particular project is run by the Center for Energy Workforce Development (CEWD) organization, funded by the Gates Foundation. In

partnership with the Center of Excellence for Clean Energy and Avista, the SAWDC launched this pilot project to test the 'Get Into Energy Careers' pathway model. Thorough analysis throughout the project is assisting CEWD with valuable information regarding the model.

Financial Education in Your Community Project – In an on-going effort to raise the financial literacy levels in our young adults, the SAWDC has partnered with the Spokane County United Way and Northeast Washington Educational Services District 101 to provide additional financial training opportunities.

Spokane County Economy: Assessment, Projections, and Skill Needs

Spokane County Description

Spokane's economy survived "The Great Recession" and emerged more diversified with steady growth forecasted for the future. However, the recovery will continue to be uneven with not all industries participating. In particular, construction was hard hit in the down cycle and will probably not rebound to peak levels until well into the future.

Spokane's recovery is being led by several key industries and developments. One key development is the new Medical School located in the University District. This development is still in the construction phase but is attracting interest from companies in Health Research, BioTechnology and Pharmaceuticals wanting to locate near the school. High tech companies in Manufacturing, Scientific and Technical industries have been by far the industries creating the majority of new jobs in the last half of 2012.

An issue for the future is the age of the workforce. As wealth returns older workers will be retiring in key industries at alarming rates. Replacement employment and succession planning will be *critical* to Spokane's continued recovery.

Wages are increasing because the mix of occupations is changing. Jobs are decreasing in traditional low-paying industries such as retail and leisure/ hospitality, and increasing in higher paying industries such as advanced manufacturing, health services, professional, scientific and technical, transportation, finance and insurance.

Employment/unemployment 2013 to 2015

- Steady increase in new jobs across five industries.
- Replacement employments will accelerate due to retirements.
- Structural layoffs in construction, retail trade and leisure and hospitality will probably not come back to pre-recession levels.
- Employment in advanced manufacturing; health services; professional, scientific and technical; transportation; and finance and insurance will continue to dominate employment in number and percentage of the labor force.
- Economic development will recruit health science & services; advanced manufacturing & Materials; energy products and services; IT & digital services; and logistics & distribution employers.

As the following chart indicates, Spokane has trailed the nation and the rest of the state in the recovery with slow and unspectacular employment growth since the trough of the recession. Industries particularly hard-hit were goods producing – construction and manufacturing – as well as wholesale trade, leisure and hospitality, and education. On the positive side, manufacturing has begun rebounding as inventories were depleted; aerospace demand increased with a modest growth of 3.2% in 2011; and professional and business services is another bright spot at 4.9% growth. Decreased investments in the public sector continue to negatively impact employment growth, particularly given the number of government agencies and related jobs located in Spokane.

Annual Growth of Employment by Industry

NAICS Industry Title	2009	2010	2011
U.S.	-4.4%	-0.7%	1.1%
State	-4.6%	-1.3%	1.3%
Spokane	-4.5%	-2.2%	0.1%
Total Nonfarm	-4.5%	-2.2%	0.1%
Total Private	-5.6%	-2.6%	0.4%
Goods Producing	-16.5%	-9.2%	0.3%
Nat. Resources & Construction	-17.0%	-14.8%	-4.0%
Manufacturing	-16.2%	-5.0%	3.2%
Services Providing	-2.5%	-1.1%	0.1%
Trade, Transportation, And Util.	-6.3%	-2.1%	0.0%
Wholesale Trade	-9.2%	-3.9%	-1.7%
Retail Trade	-5.1%	-1.4%	0.0%
Food And Beverage Stores	4.5%	-3.0%	-3.3%
General Merchandise Stores	-0.3%	-3.0%	0.9%
Transportation, Warehousing, And Utilities	-6.6%	-2.3%	2.2%
Information	-8.1%	-0.3%	-2.4%
Financial Activities	-3.1%	-2.2%	0.6%
Finance And Insurance	-2.1%	-1.8%	1.2%
Professional And Business Services	-6.3%	-0.4%	4.9%
Education And Health Services	-9.0%	-100.0%	NA
Health And Social Assistance	3.6%	-0.4%	-1.8%
Ambulatory Health Care Services	5.2%	2.1%	-5.1%
Hospitals	1.8%	-2.3%	1.5%
Leisure And Hospitality	-6.9%	-3.0%	1.2%
Food Services And Drinking Places	-5.8%	-2.3%	2.1%
Other Services	-1.1%	-0.3%	1.3%
Government	1.1%	-0.3%	-1.3%
Federal Government	1.4%	-2.2%	-2.0%
Total State Government	-0.4%	-1.4%	-3.3%
State Government Educational Services	-0.2%	0.6%	-3.5%
Total Local Government	1.8%	0.8%	-0.1%
Local Government Educational Services	0.9%	-0.4%	0.4%

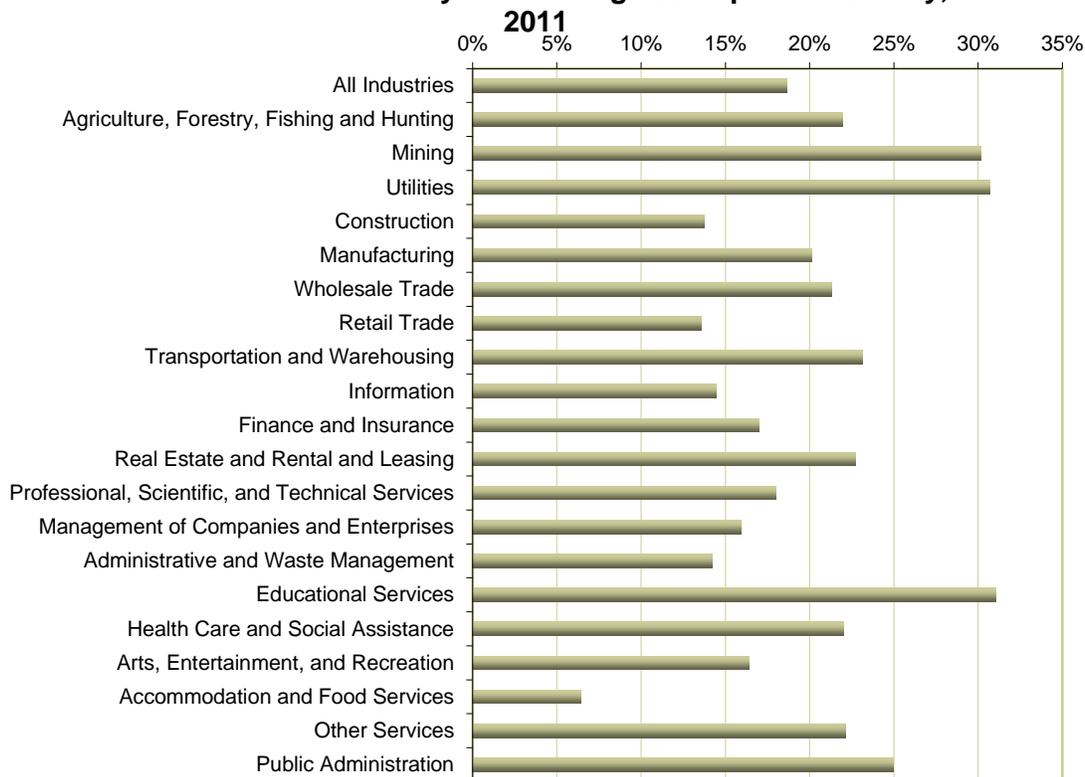
Spokane has long benefited from an experienced workforce consisting of a large number of baby boomers. This generation of workers born in era between the end of World War II and the mid-1960s

provided a stable base of employees as the Spokane economy expanded and diversified from its original dependency upon agriculture and extractive and natural resources. The emphasis within our local labor force upon baby boomers is now heralding a weakness as the effects of these demographics are being felt across many industries with a wave of retirements that will only accelerate over time.

Workforce Development Opportunities

Replacement workers will be needed in all sectors and occupations to fill gaps left as large numbers of baby boomers retire. With high levels of youth unemployment and anemic growth in the number of jobs in the post-recession economy, the silver lining to the “silver tsunami” of retirements is that it will provide opportunities for both new entrants to the labor force and those seeking to advance up the career ladder. Succession planning and targeted training within the various industries will help to mitigate the loss of experienced workers over the next decade. Initiatives are underway to help young people and underemployed individuals explore careers and access the training they need to enter key industries such as energy and utilities, advanced manufacturing and aerospace, and healthcare. Many of the careers that will continue to be in demand and vital to our economic growth include science, technology, engineering and mathematics (STEM) disciplines. Much work in our region is currently focused upon developing pathways and educational opportunities to delivery foundational and specialized skills leading to STEM careers.

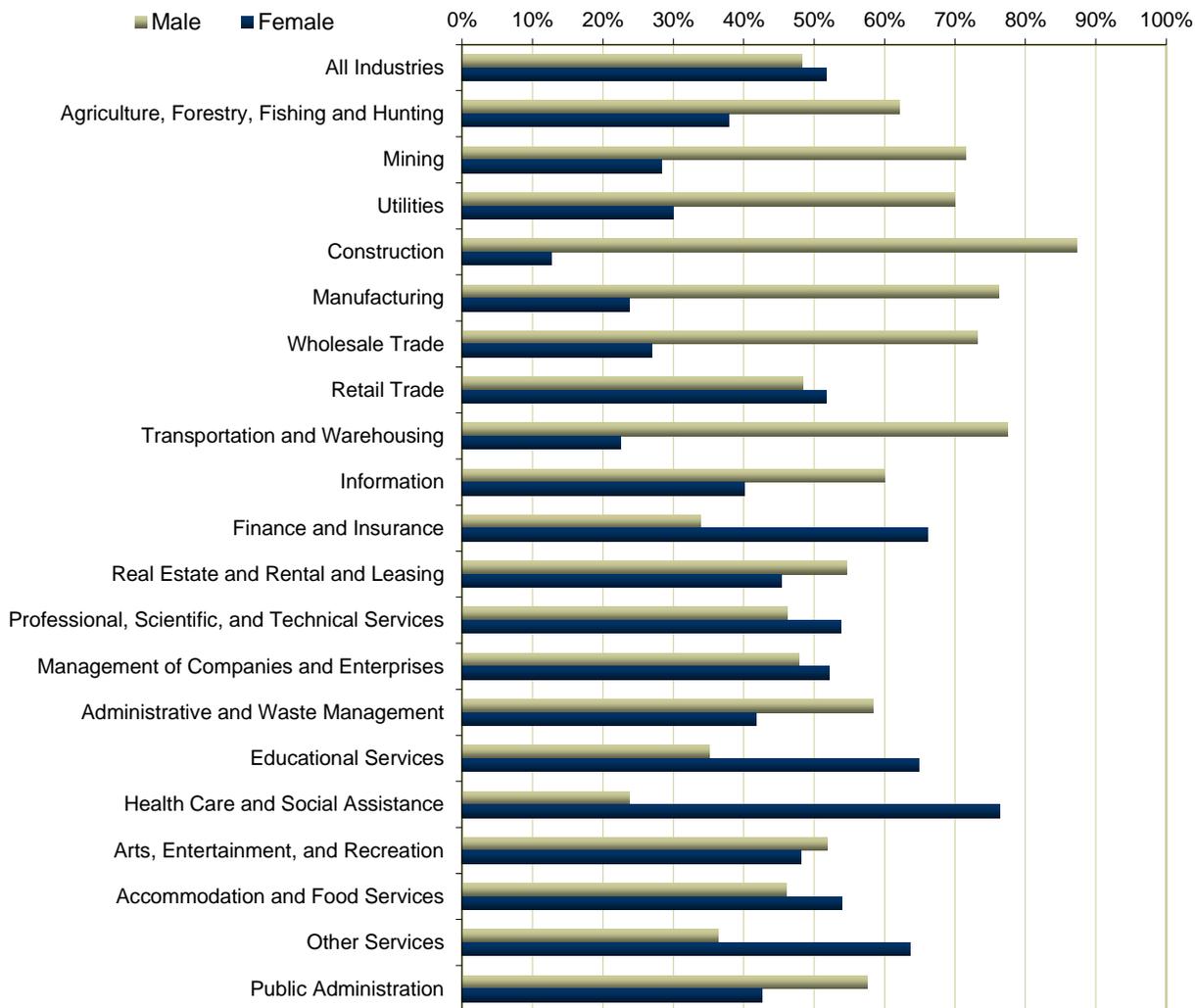
Percent of Jobs Held by Workers Age 55+ Spokane County,



In addition to having a mature workforce, many industries are characterized by having a disproportionate number of men in the workplace. This over-representation is particularly evident in several sectors including agriculture, mining, utilities, construction, manufacturing, wholesale trade, and transportation and warehousing. As these industries seek to remain viable and robust, they will need to

diversify and attract larger numbers of women into their operations. At the same time, finance and insurance, educational services, and healthcare will be better served by working to bring into balance the under-representation of men in their respective workforces. There is ample opportunity to help businesses across the economic spectrum to more effectively promote their careers with both genders and bring in a new blend of workers.

**Percent of Industry Jobs by Sex, Spokane County
2010**



Amidst the sluggish employment growth rates lies positive news that bears highlighting. During the recession, our economy sloughed off 4,700 jobs in construction, 3,500 in retail trade, and 1,700 in leisure/hospitality. While this has had a significant and deleterious effect, we have since gained 1,500 jobs in the professional, scientific & technical services sector, 200 in financial services, 700 in manufacturing, and 300 in healthcare. These job gains have offered higher wages and better benefits to the workers who now occupy them than the type of jobs that were lost. Further, a majority of these new jobs require some postsecondary education but less than a baccalaureate degree. These “middle

skill” jobs offer excellent long term prospects for employment and additional pathways to higher earnings through additional education.

Industries with JOB LOSS

Construction	\$44,389
Retail trade	\$27,076
Leisure/hospitality	\$15,738

Industries with JOB GAIN

Professional, Scientific & Technical	\$48,754
Financial services	\$56,150
Manufacturing	\$48,601
Healthcare	\$42,499

*Wages are annual averages for 2011

Workforce Development and Economic Development

Prior to the advent of the Workforce Investment Act of 1998, the focus of workforce development had traditionally been one of reaching out to those at the bottom of the employment/wage scale, and providing them with the resources to move out of poverty. Thus, a great deal of workforce development activity was focused upon providing services to dislocated workers, school dropouts, public assistance recipients, and other disadvantaged populations. While WIA requirements continue to direct funds to serve these populations, the paradigm of service delivery has shifted to one that places the priority upon identifying and serving the needs of the business customer by developing human capital with the skills necessary to contribute to economic growth and prosperity. This fundamental system change recognizes that jobs are created by businesses. Through understanding and meeting business workforce needs, the system will more effectively serve regional economic development needs. Under WIA, the Spokane Area Workforce Development Council is responsible for regional strategic workforce leadership as well as a broad workforce development system that goes beyond WIA-funded programs.

Absent a skilled workforce, businesses cannot grow and prosper and efforts to bring new companies to our region will fail. Common objectives shared by the regional workforce and economic development systems include increasing incomes, support of jobs in high value clusters, and creation of a seamless service delivery system serving regional workforce development and education needs. Current federal and state performance and accountability measures for the workforce development system focuses on job placement, retention, and earnings. To successfully support economic development strategies, shared measures must be agreed upon by stakeholders and integrated strategies to achieve them must be pursued. The SAWDC works closely with economic development programs and agencies to both garner information as well as to provide workforce data and analysis. Currently, the SAWDC has two members representing economic development, and recently the SAWDC board approved business services funding to Greater Spokane Incorporated to more closely align the two organizations through internship development.

The SAWDC and GSI have established a strong collaborative relationship and a track record of successful results from a large number of shared activities and initiatives that have benefitted the Spokane region and contributed to its economic development. Both organizations recognize the synergy between workforce and economic development and seek to achieve greater efficiency by

working together to leverage resources in support of common goals. Strategic planning efforts involve staff and principals from both organizations who contribute to the alignment of their respective plans. GSI and the SAWDC each utilize a comprehensive industry cluster approach to guide their resource deployment and outreach strategies and there are robust linkages between efforts to serve businesses in these clusters.

In the health sciences, manufacturing, aerospace, and clean technology sectors, both entities work closely together to identify the needs of industry and provide solutions that facilitate their growth and expansion. Industry “skill panels” support each of these key sectors and leverage resources from both GSI and the SAWDC to involve businesses and partners from across the spectrum of economic and workforce development, as well as postsecondary and secondary education, to ensure that industry has a forum to communicate its needs and that resources are brought to bear in a timely and effective manner. In addition, key stakeholders meet to discuss workforce issues facing the community, share information from their various agencies, and to plan for responding to grant solicitations that assist in bringing resources to our region.

Each cluster has seen a number of initiatives that have borne fruit over the past few years and contributed to business growth. The Manufacturers’ Roundtable has spearheaded efforts to develop additional training capacity in manufacturing at the community college and increase utilization of the Community Empowerment Zone. The Inland Northwest Aerospace Consortium has helped to connect regional aerospace businesses to one another, and a study of the workforce needs has guided development of new training programs for this sector. The Healthcare Committee helped guide the deployment of over a quarter million dollars to fund cohort training at Spokane Community College in in-demand allied health occupations.

Workforce development has been acknowledged as the single most important component of economic development in the new economy, and the business services offered by our system are evolving to become even more responsive to the full range of employer needs. Assisting a specific business in finding a particular worker with the right talents remains an essential service provided. However, the system also needs to focus on training the workforce of the future and developing a communication pipeline to ensure appropriate responses to changes in skill needs. The reciprocal communication link between the economic development and the business community and the Spokane Area Workforce Development Council continues to be strengthened and provides vital information necessary to make adjustments to services and investment strategies that yield results in the short and long term. Economic development and workforce development entities need to work in partnership to ensure that the full range of system tools is available to support recruitment, growth and retention strategies.

Regional Strategic Industry Cluster List

As described in the Washington State Workforce Training and Education Coordinating Board (Workforce Board) Meeting No. 158, November 17, 2011, and enacted in Substitute House Bill 1323, strategic clusters are the organizing framework for coordinating state and local workforce and economic development planning and service delivery.

To analyze tomorrow's workforce we look first at our foundation industries and the expectations of their markets. Then we turn our attention to what we believe the future job market will look like – a challenging task because of recent structural economic changes nationally.

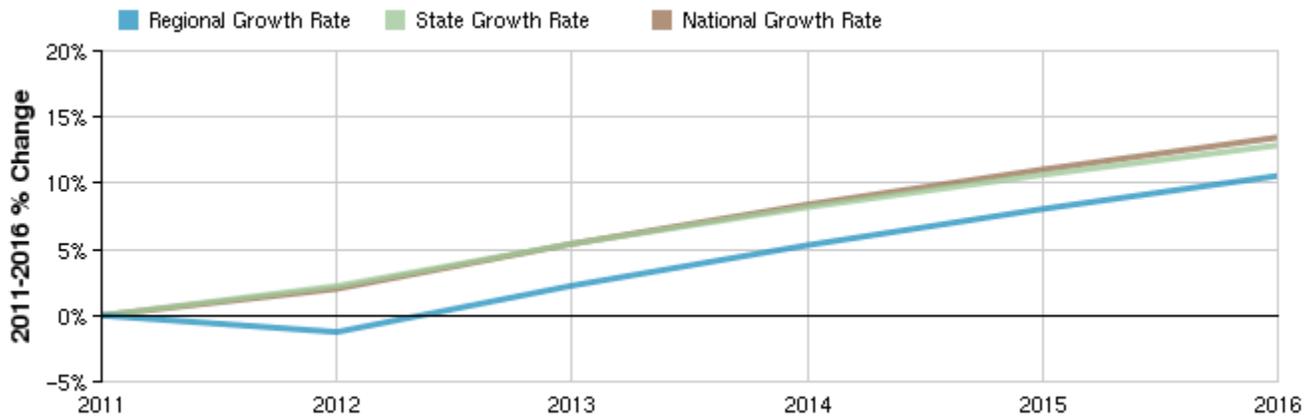
The following industry clusters were targeted which contribute to Spokane's economic growth and development.

- Health Services
- Aerospace and Advanced Manufacturing
- Professional and Technical Services
- Transportation and Warehousing
- Finance and Insurance
- Energy, Waste Management, and Remediation

Health Services

Healthcare has created the most jobs in the last three years. Not only taking care of local residents' healthcare needs, the industry is a true regional hub for healthcare in Eastern Washington and Northern Idaho. A diverse cluster with hospitals, research, labs, education and clinics, the cluster has 1,110 companies. In addition, a new medical school is under construction, attracting even more companies in the health field. Future job increases are expected to continue as a gap of need still exists in health care as the population gets older.

2011 Industry Jobs	37,145
2016 Industry Jobs	41,066
Total Change	3,921
Total % Change	10.56%
2012 Average Earnings per Worker	\$54,229



Source: EMSI Complete Employment - 2012.4

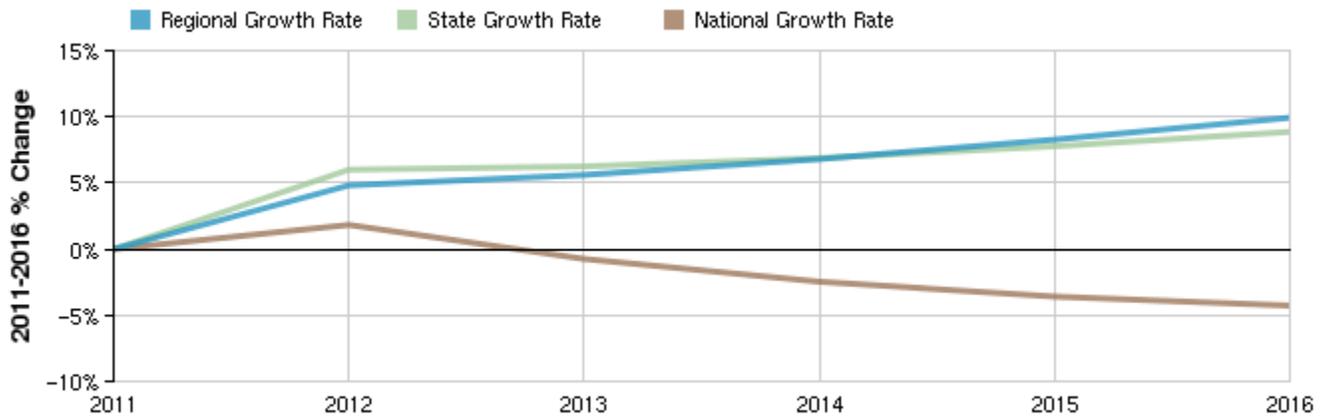
Top Occupations:

Registered Nurses	Home Health Aides
Nursing Aides, Orderlies, and Attendants	Receptionists and Information Clerks
Personal and Home Care Aides	Dental Assistants
Medical Secretaries	Medical Assistants
Child Care Workers	Social and Human Service Assistants

Aerospace and Advanced Manufacturing

The manufacturing industry is strong in Washington State and throughout Spokane County. Approximately 16,000 jobs are held at 600 manufacturing businesses in the Spokane Region, including companies focused on aluminum casting, metal products for the semiconductor industry, pharmaceutical products and devices for the medical industry. One growing manufacturing sector, the aerospace industry, is well represented in Spokane, with more than 80 manufacturers, suppliers, distributors, and service organizations providing products to the industry. The strength of Spokane's manufacturing cluster can be attributed to the diversification of 540 companies in 12 sub sectors. Manufacturing is expected to outperform both national and state growth rates.

2011 Industry Jobs	15,755
2016 Industry Jobs	17,320
Total Change	1,565
Total % Change	9.93%
2012 Average Earnings per Worker	\$61,729



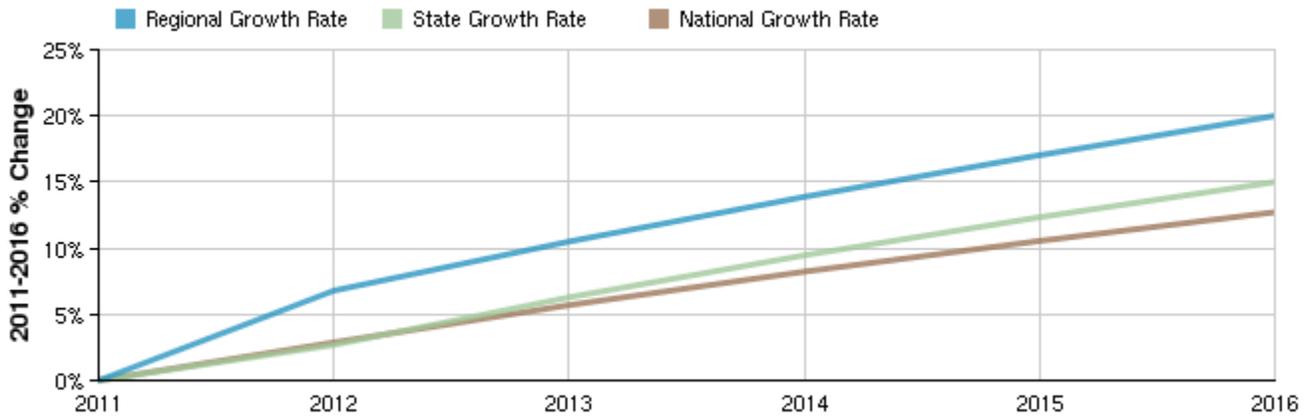
Source: EMSI Complete Employment - 2012.4

Top Occupations:	
Team Assemblers	Bookkeeping, Accounting, and Auditing Clerks
Production Workers	Electrical and Electronic Equipment Assemblers
Computer-Controlled Machine Operators,	Shipping, Receiving, and Traffic Clerks
First-Line Supervisors	Machinists
Sales Representatives, Manufacturing	Bookkeeping, Accounting, and Auditing Clerks

Professional and Technical Services

The business and professional services sector and its professional, scientific, and technical services subsector is another vital and growing component of the Spokane area economy. It is the 8th largest sector as measured by GDP and over the past several years has grown at a faster rate than the total Spokane metro GDP. In addition, wages are the third highest of all sectors. This sector contains many of the knowledge industries and offers good career opportunities to young people and other graduates of our regional educational institutions. Firms engage in diverse work including architectural, scientific and research services, legal and accounting, and computer and the concomitant occupations are thriving with demand forecasted to continue.

2011 Industry Jobs	14,661
2016 Industry Jobs	17,592
Total Change	2,931
Total % Change	19.99%
2012 Average Earnings per Worker	\$46,076



Source: EMSI Complete Employment - 2012.4

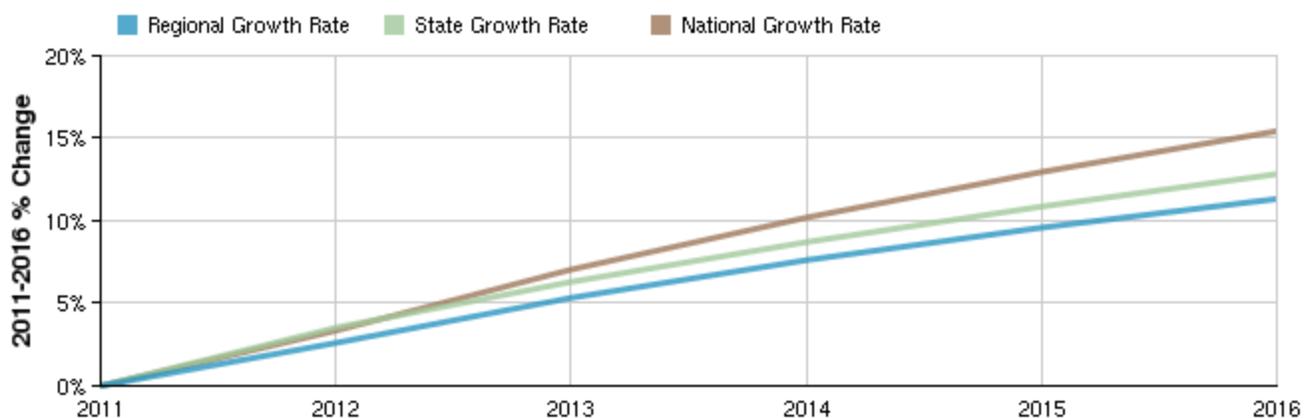
Top Occupations:

Accountants and Auditors	Sales Representatives
Lawyers	Secretaries
Office Clerks	Machine Operators
Paralegal and Legal Assistants	Computer Software Engineers
Bookkeeping, Accounting, and Auditing Clerks	Truck Mechanics and Diesel Engine Specialists

Finance and Insurance

The local finance and insurance sector has emerged from the economic downturn with its close to 700 local establishments positioned for growth. Central to this are carriers and brokerage firms engaged in direct life and health insurance, banks and credit unions, and securities brokerage firms. As changes in the regulatory environment engendered by the new healthcare law take effect, insurance firms will see an increased demand for their services. At the same time, a robust financial sector with a more fluid credit market and continued low interest rates will likely contribute to added employment across the banking industry.

2011 Industry Jobs	15,137
2016 Industry Jobs	16,852
Total Change	1,715
Total % Change	11.33%
2012 Average Earnings per Worker	\$58,011



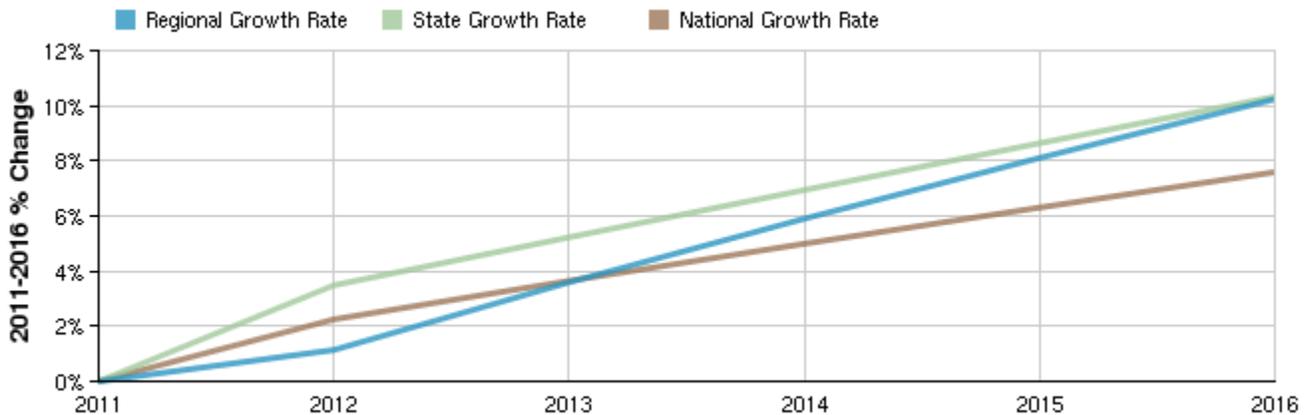
Source: EMSI Complete Employment - 2012.4

Top Occupations:	
Insurance Claims Clerks	Securities/ Commodities Clerks
Tellers	Loan Interviewers
Loan Officers	Claims Adjusters
Customer Service Representatives	Investigators
Insurance Sales Agents	

Transportation and Warehousing

Key businesses such as the Spokane international Airport (SIA) and Spokane Business & Industrial Park continue to foster growth in this sector through the development of commercial property and bring in new companies to take advantage of connectivity to the availability of multimodal transportation. Recent decisions by companies such as Caterpillar, Inc., to locate a new 500,000 square foot logistics and distribution center in Spokane and the continued growth of our aviation and related transportation cluster as evidenced by Horizon Airlines' new maintenance hangar the SIA demonstrate ongoing new investment and job creation for this sector. With 255 companies in 9 sub sectors, more than 7,000 people are employed in this industry at approximately 250 businesses throughout the Spokane Region. The transportation industry offers great family-wage jobs and is high-growth field. According to Washington State Employment Security Department, there were 1,065 new hires throughout Spokane County in this sector between April and June 2012. Workers earn \$50,000 per year on average, and in-demand occupations include truck drivers; laborers, freight, and material movers; bus drivers; first-line supervisors; and bus, truck mechanics and diesel engine specialists.

2011 Industry Jobs	6,987
2016 Industry Jobs	7,702
Total Change	715
Total % Change	10.23%
2012 Average Earnings per Worker	\$50,860



Source: EMSI Complete Employment - 2012.4

Top Occupations:	
Truck Drivers, Heavy and Tractor-Trailer	Couriers and Messengers
Laborers and Freight, Stock, and Material Movers	Bookkeeping, Accounting, and Auditing Clerks
Delivery Services	Taxi Drivers and Chauffeurs
Bus Drivers	First-Line Supervisors/ Managers of Transportation

Energy, Waste Management, and Remediation

As the nation was entering into recession, there was hope that an emphasis on development of “green jobs” would offset the reductions that were increasing dramatically in nearly every sector. In an effort to capitalize on this, most economic and workforce development organizations attempted to treat the “green economy” or “clean-tech” as a traditional industry cluster. The Washington State Employment Security department conducted a series of surveys of private sector employers to identify the number and type of jobs in the state’s emerging green economy and to establish a baseline measure that can be used to track industry and job growth. What they concluded along with nearly every other attempt around the nation to do the same is there is not necessarily such a thing as a green job, but there is instead a significant trend toward “greening” of existing occupations. This is certainly the case in the Spokane Region where the green economy is rooted in the development and use of products and services that promote environmental protection and energy security. It is comprised of industries and businesses engaged in:

- **Energy efficiency:** Fifty-four percent of all green jobs. Main industry construction. Spokane is estimated to have 1,516 jobs in this sector
- **Preventing and reducing pollution:** Thirty percent of all green jobs. Main industries agriculture, construction, waste management and remediation. Spokane is estimated to have 305 jobs in this sector
- **Mitigating or cleaning up pollution:** nine percent of all green jobs. Main Industries professional and Technical Services and waste management and remediation. Spokane is estimated to have 259 jobs in this sector
- **Renewable energy:** Four percent of all green jobs. Main Industries construction, professional and technical services, waste management and remediation, agriculture, and manufacturing. Spokane is estimated to have 225 jobs in this sector

The top six occupations as a function of the green core areas are:

- Electricians
- Carpenters
- Construction Laborers
- Architects
- Civil Engineers
- HAC Mechanics and Installers

A more complete list can be found on workforceexplorer.com. Occupations are sorted by wage, education/skills and by core section. The list will be revised as new data becomes available.

So, although it is not necessarily possible to track this sector of the economy in traditional terms, it nevertheless is and will continue to be a critical area of emphasis. Perhaps more so than traditional industries, the companies that participate in this arena need a workforce that is flexible, innovative, capable of thinking systemically, can process and analyze a large volume of information, and able to communicate all of the above with customers – both external and internal. Ensuring that the current and future workforce is capable of meeting these needs is essential.

Changing Workforce in Spokane Workforce Development Area

21st Century Skills

The SAWDC received a U.S. Department of Labor grant in 2011 to develop a local “clean-tech” industry cluster. This involved building relationships with the employers in the region who operated in that arena and identifying the skills necessary to ensure their success that would lead to job growth. As was mentioned above with respect to the “green jobs”, there were common needs identified by nearly everyone who participated. These needs were presented as part of a culminating workforce summit and described as “Sustainable Skills”. The intentional play on words demonstrated that sustainability and the business practices associated with it were common among companies involved. Similarly, the skillset necessary to sustain their success were also common among them. Included in these skills were those mentioned in the above section, including communication, flexibility, innovation, teamwork, and project management.

Ultimately, it was concluded that these and several other related skills have been identified as critical to most high-growth industries. These include the industry clusters identified as targets for the Spokane Workforce Development Area. As it turns out, this skillset has gained widespread recognition throughout the nation and are often described using the term “21st Century Skills.” The following is an outline from a national organization (Partnership for 21st Century Skills - Used with permission www.P21.org) working to promote and support efforts to promote emphasis on the ability to:

Think Creatively

- Use a wide range of idea creation techniques (such as brainstorming).
- Create new and worthwhile ideas (both incremental and radical concepts).
- Elaborate, refine, analyze, and evaluate their own ideas in order to improve and maximize creative efforts.

Work Creatively with Others

- Develop, implement, and communicate new ideas to others effectively.
- Be open and responsive to new and diverse perspectives; incorporate group input and feedback into the work.
- Demonstrate originality and inventiveness in work and understand the real world limits to adopting new ideas.
- View failure as an opportunity to learn; understand that creativity and innovation is a long-term, cyclical process of small successes and frequent mistakes.

Implement Innovations

- Act on creative ideas to make a tangible and useful contribution to the field in which the innovation will occur.

Reason Effectively

- Use various types of reasoning (inductive, deductive, etc.) as appropriate to the situation.

Use Systems Thinking

- Analyze how parts of a whole interact with each other to produce overall outcomes in complex systems.

Make Judgments and Decisions

- Effectively analyze and evaluate evidence, arguments, claims, and beliefs.
- Analyze and evaluate major alternative points of view.
- Synthesize and make connections between information and arguments.
- Interpret information and draw conclusions based on the best analysis.
- Reflect critically on learning experiences and processes.

Solve Problems

- Solve different kinds of non-familiar problems in both conventional and innovative ways.
- Identify and ask significant questions that clarify various points of view and lead to better solutions.

Communicate Clearly

- Articulate thoughts and ideas effectively using oral, written and nonverbal communication skills in a variety of forms and contexts.
- Listen effectively to decipher meaning, including knowledge, values, attitudes, and intentions.
- Use communication for a range of purposes (e.g. to inform, instruct, motivate, and persuade).
- Utilize multiple media and technologies, and know how to judge their effectiveness a priori as well as assess their impact.
- Communicate effectively in diverse environments (including multi-lingual).

Collaborate with Others

- Demonstrate ability to work effectively and respectfully with diverse teams.
- Exercise flexibility and willingness to be helpful in making necessary compromises to accomplish a common goal.
- Assume shared responsibility for collaborative work, and value the individual contributions made by each team member.

Consistent with this effort, the SAWDC will seek ways to promote the development of 21st Century Skills in the regional workforce.

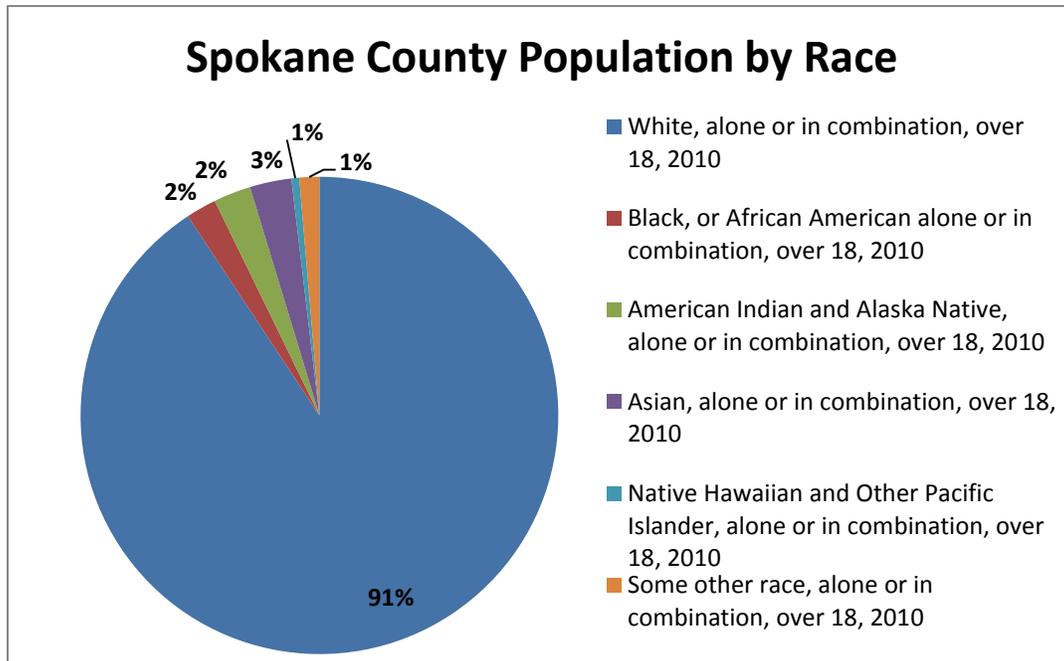
Demographics of Current Workforce

The Office of Financial Management (OFM) estimated the population of Spokane County in 2012 at 475,600. The changes in the overall population of the county are about equal to the average since the new millennium. Births and deaths are about the same as the average. Although net in-migration has dropped from a yearly average of 2,860 to 1,252 per year in 2012, this reduction is not significant compared to the total population.

Population and Components of Population change In Spokane County:

Years	Annual Change	Percent Change	Births	Deaths	Natural Increase	Net Migration
Avg. since 2000	4,805	1.08	5,738	3,793	1,945	2,860
2012	2,950	.62	5,683	3,984	1,698	1,252

Source: Office of Financial Management



Spokane currently has a civilian labor force of 230,500 and 17,700 counted as unemployed. The preliminary unemployment rate for Spokane County sits at 8.6%.

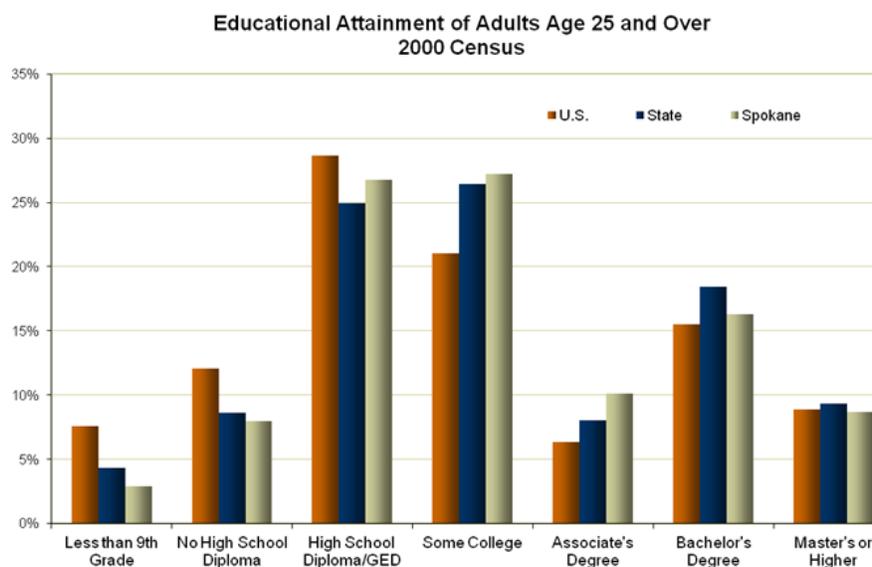
Age Group	2012 Population	% of Population
Under 5 years	30,454	6.4%
5 to 9 years	30,028	6.3%
10 to 14 years	30,432	6.4%
15 to 19 years	32,323	6.8%
20 to 24 years	38,777	8.1%
25 to 29 years	34,483	7.2%
30 to 34 years	30,759	6.4%
35 to 39 years	27,115	5.7%
40 to 44 years	29,860	6.2%

Age Group	2012 Population	% of Population
45 to 49 years	31,172	6.5%
50 to 54 years	34,266	7.2%
55 to 59 years	33,471	7.0%
60 to 64 years	29,228	6.1%
65 to 69 years	21,555	4.5%
70 to 74 years	14,911	3.1%
75 to 79 years	10,957	2.3%
80 to 84 years	8,672	1.8%
85 years and over	9,741	2.0%

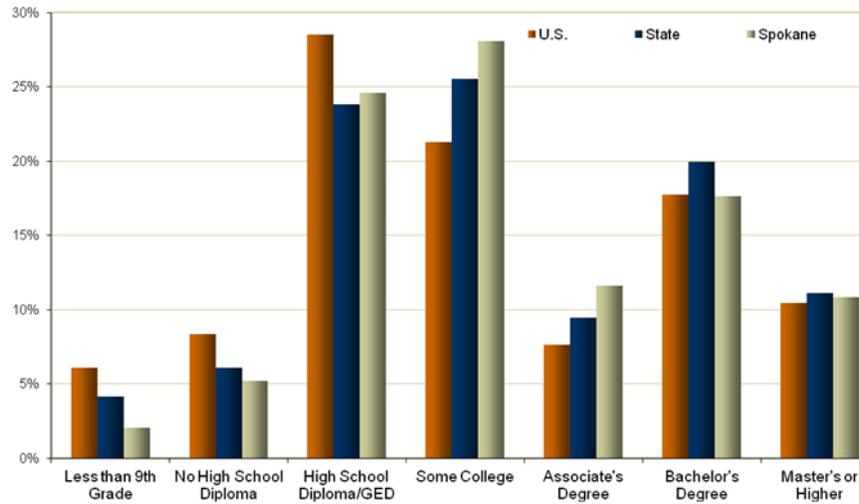
Educational levels

Spokane County has historically had fewer bachelors', masters' and higher degrees than the state average, but about the same as the national average. The opposite has been true for associates' degrees and some college where Spokane County has been higher than both. This still holds true in the most recent (2010) survey, although there have been gains in the baccalaureate and above degrees along with a reduction in those with no high school diploma.

Projections point to 70% of all new jobs being created will require education beyond high school but less than a baccalaureate degree. The current educational attainment levels and trends for Spokane's population would seem to align with the careers that will grow over the next decade.



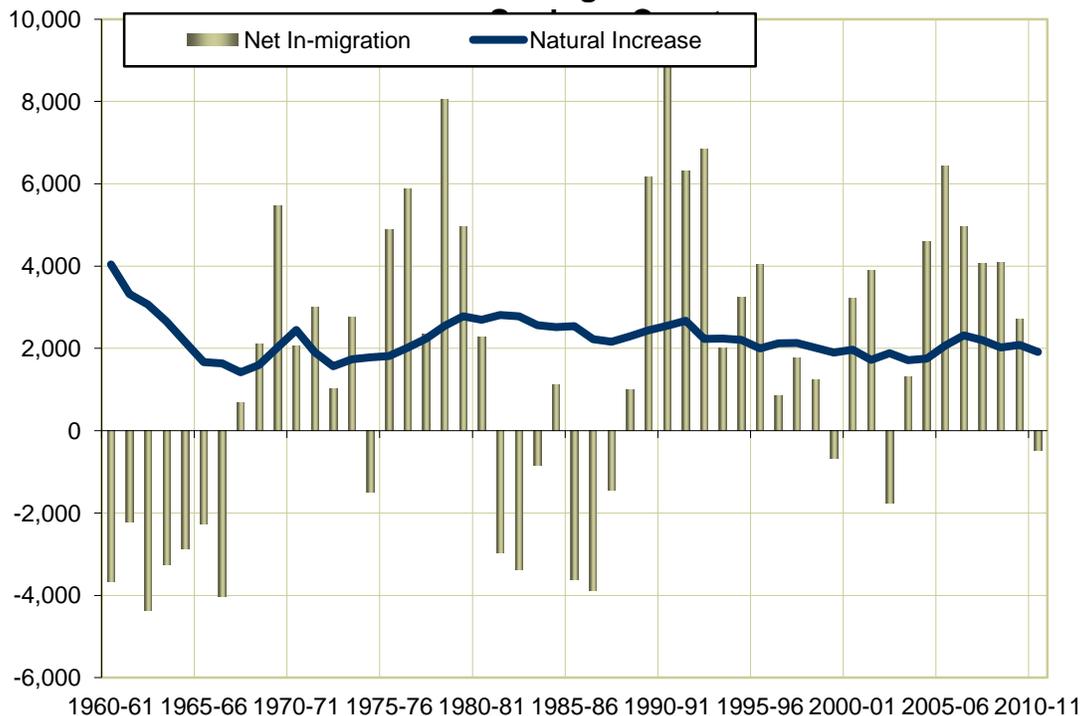
**Educational Attainment of Adults Age 25 and Over
2010 American Community Survey**



In-migration and Out-migration

Spokane's unemployment rate increased at a faster rate than the state because of an in-migration of unemployed workers. During the down cycle unemployed workers moved here in large numbers from surrounding communities which were being hard hit by the recession. Over 7,000 new workers entered Spokane's labor force. Some of those workers who moved to Spokane during the recession are now moving away. However over 6,000 new workers have remained. This presents a challenge to workforce development but also an opportunity of a skilled labor pool for the economy.

Annual Population Change: Natural Increase and Net In-migration



Individuals with Barriers to Employment

Special needs of individuals with barriers to employment include personal, financial, emotional, physical, career decision making and planning, job-seeking knowledge, and training and education obstacles. The SAWDC and our partners work constantly to help individuals with the resources they need to overcome their barriers to enter and retain employment. Using the assessment model John Liptak implemented entitled Barriers to Employment Success, we concur with the following areas of special needs:

Personal and Financial – This comes down to stability in the job-seekers life. Issues could include housing, transportation, work/interview clothing, healthcare, child care, overcoming a criminal record, and other personal issues.

Emotional and Physical – Emotional intelligence is a major factor in obtaining and even more importantly, retaining a job. Physical barriers are also present for many. Identified barriers could include attitude, anger management, depression, alcohol or drug problems, stress management, taking responsibility for your actions, and physical or psychological handicaps.

Career Decision-Making and Planning – This barrier that faces many youth, young adults, and transitioning adults has led to our local Inspire Washington initiative. These barriers could include not knowing your skill sets or abilities, not knowing which direction or pathway to go in for education or employment, exposure to multiple pathways, and the lack of local labor market information. Our goal in Spokane is to raise the awareness of multiple pathways to great careers that tie into our targeted growth industries.

Job Seeking Knowledge – Many people today do not conduct effective job searches for various reasons. We know that a large percentage of the job-openings are never posted or are in what we call the “hidden job market.” This presents a significant barrier to employment if 90% of all job-seekers are applying for only 15% of the jobs that are advertised. Additional barriers to overcome include presenting yourself well in person, during an interview, on an application, through a cover letter and through your network.

Training and Education – Life-long learning is an essential requirement to succeed in the workplace. Gaining access to and completing the right training and educational program can be a barrier for many. Multiple pathways into training and education will be promoted to ensure barriers are overcome. This could include getting On-the-Job Training, obtaining a high school diploma or GED, apprenticeship, joining the military, certificate programs, and 2-year and 4-year+ degrees.

With an understanding of some of the key barriers to employment, we have identified specific populations who may have increased barriers to employment. They include but are not limited to:

Individuals with Disabilities

The U.S. Census estimated that 1 in 5 Americans has some kind of disability. In 2005, 65,436 non-institutionalized people in Spokane County had some sort of disability. Of those, 39,701 were between 16 and 64 years old and therefore potentially part of the labor force. According to the office of development disability at Spokane County, close to 7,000 people have developmental disabilities.

Individuals in Poverty

Spokane County currently has 14.4% of the population living below poverty level. Residents that fall within the federal definition of poverty remain a key concern of workforce and social development agencies in Spokane.

Veterans

There are currently 48,176 veterans living in Spokane County according to the U.S. Census Bureau. Some veterans have multiple barriers to employment due to traumatic brain injuries (TBI) or post-related stress (PTS). Many recently returned veterans who do not have TBI or PTS find it difficult to translate their military careers and specific job duties to the civilian workforce. Our area, region, state and country as a whole need to do a better job of assisting recently separated veterans into the workplace. Excellent work through the workforce system and many of the veteran service organizations in the community are addressing these barriers and assisting our veterans with employment.

Youth

In Spokane County, youth 0-19 years of age equal almost 23% of the total population. Youth have been hard hit by the recession but more startling evidence is the trend that youth are entering the workforce at a much later time in their lives compared to previous generations. According to the Multiple Pathways Report by the Workforce Training & Education Coordinating Board, one in six recent high school graduates is neither working nor in school. Disconnected youth face multiple barriers to employment, leading local economists fearful of a “scarred” generation. Led by the SAWDC and the Next Generation Zone, initiatives like Inspire Washington, Opportunity Internship/Partnership Programs and Work Ready Spokane are working to address youth barriers to employment.

Mature Workers

Mature workers, some of whom are baby boomers, face barriers when confronted with dislocation or find themselves in need of re-entering the workforce. As life spans continue to lengthen due to breakthroughs in medical science and improved access to healthcare, people are able and willing to work until later in life, and they also may require income to supplement their savings and pensions. Strategies for re-entering the workforce, as well as retaining the mature workforce, must be explored in order to keep these productive and knowledgeable workers engaged in the labor market.

Long-Term Unemployed

As of November, 2012, 116,000 people in Washington have run out of unemployment benefits. In Spokane County alone, 8,089 people have exhausted their unemployment insurance as of December, 2012. Currently, 300 people a month in Spokane County are exhausting their benefits. This population faces barriers to gain employment as technology and practices in the workplace are constantly updated and implemented. There is an unspoken stigma that these individuals encounter as they seek employment since they have been out of work for an extended period of time. Our system is committed to working with these and all people looking for work.

Many of the individuals in the above mentioned populations have barriers to employment that must be mitigated before they can successfully join the labor force. These needs are addressed through system partners holding extensive expertise in the assessment of barriers and leveraging all available resources to meet the needs of the client and help them achieve self-sufficiency.

Planning Implications

The SAWDC is fully engaged in the planning stages to prepare the workforce of tomorrow. Tomorrow's workforce will include four generations of people contributing at once. A "cradle to career" approach is needed to meet the evolving employer needs to make a collective impact in our local area. To remain competitive in a global marketplace, the workforce of tomorrow will need to:

- Retain skilled employees beyond the typical retirement age.
- Continually train employees to adapt and evolve with the advances in technology.
- Become more entrepreneurial, which will lead to greater innovation.
- Complete educational pathways in high-growth industries.
- Demonstrate and showcase core competencies in math, reading, writing, critical thinking, and communication.
- Be a life-long learner.
- Overcome personal barriers to employment.

Spokane County is not immune to the expected wave of retirements that will hit most sectors in our economy. Some employers are already experiencing a difficult time in finding skilled workers. As previous graphs have shown, we expect a demonstrable need for qualified employees in manufacturing, energy, education, public administration, and the skilled trades over the next few years.

Current planned projects increasing the diversity in certain sectors and promoting non-traditional careers will strengthen our workforce of today and tomorrow. More planning needs to be done to ensure effective approaches to non-traditional careers are implemented.

Workforce succession planning is currently being done by many local employers. The SAWDC, through strong partnerships with many organizations and connectivity with the Community Colleges of Spokane is positioned to respond to employee replacement needs businesses may have. This is already evidenced by the Get Into Energy Careers Pathway Project that is currently in place.

Promoting entrepreneurship throughout all aspects of the workforce development system will continue in an attempt to off-set the advances in technology that require fewer employees. Twenty-first century skills such as STEM basics, critical thinking, communication, adaptability, and flexibility in the workplace will become a required outcome of the K-12 and higher education systems. Having 21st century skills supports innovation and creativity which lead to job-creating companies.

Engaging with our business, K-12, higher education, civic, and community leaders about the next generation workforce and implementing projects in response to local needs will lead to opportunities for all involved.

The Needs and Uses of Workforce Intelligence

A recurring theme throughout the strategic planning process has been the ongoing need for accurate, timely, and useful information about the workforce and the local economy. Workforce intelligence plays a key role across the system in cultivating a workforce with the skills needed to succeed in today's economy:

- Workforce system staff provide counseling to job seekers that guides career decision making.
- High school teachers and staff design courses and articulate career pathways for students that inform their goal setting and class choices.

- Faculty and college administrators develop and deliver curriculum that enables students to compete in the labor market.
- Businesses can better locate the skilled workforce they need and help all stakeholders understand the dynamic 21st century economy.

The Employment Security Department's Regional Labor Economist has proven to be an exceptional asset to the SAWDC, providing data and analysis on the regional economy and emerging trends. In order to ascertain a more comprehensive picture of the economy and facilitate decision making, the SAWDC acts as the forum where a reciprocal exchange of information occurs between members and stakeholders. In this discussion the data from state and federal agencies is validated and discussed in the context of real-time reporting and expertise offered by SAWDC members. The resulting synthesis guides policy development to ensure the best return on investment of WIA dollars.

Workforce Development System Today

As described throughout this plan, the regional workforce development system infrastructure is comprised of a wide variety of partners that each plays a critical role in the system's success. Broadly, key partners include education and training providers at the secondary, postsecondary, and higher education institutions; WorkSource; Employment Security Department; Division of Vocational Rehabilitation; SAWDC; Labor & Industries; AARP; veterans' service organizations; government; economic development; organized labor; and community-based organizations. Each is focused upon delivering the highest quality services to meet its mandates and to work as a responsible partner in our community to advance our shared economic goals.

The Spokane workforce system routinely changes to meet the needs of our community. For example, just a few years ago we offered Workforce Investment Act services at four locations throughout Spokane County, and now we offer consolidated service delivery on a WorkSource campus. We have also added a new level of partnering with the workforce system, called WorkSource Connections Sites, which became available county-wide (16 locations) beginning in 2012. Today's workforce system is also more responsive, lean, and strategic. New partnerships like the alignment of staff between the Community Colleges of Spokane and the SAWDC assures that businesses and job seekers have access to the highest quality education and training services available.

How Programs Fit into Workforce Development System

Each agency offers programs that fit into the area's workforce development system to meet a specific need. For example, staff at WorkSource Spokane are not experts in youth employment, so they partner with the Next Generation Zone to ensure they are meeting the needs of job seekers under the age of 25. Another example of partnership is the Pathway to Employment model, which was implemented in WorkSource Spokane in 2011-2012 as a way to provide a consistent experience for job seekers. The model is supported throughout the entire workforce system and partners both attend the workshops as well as can present them at their respective agencies. See Appendix F for more information on the Pathway to Employment model, and Appendixes D and E for information on regarding how each partner agency fits into the area's workforce development system.

The [Spokane WDA Memorandum of Understanding](#) (hyperlink) describes how all partners and programs fit into the area's workforce development system. Signatory partners include AARP

Foundation, Career Path Services, Community Colleges of Spokane, Washington State Department of Social and Health Services Division of Vocational Rehabilitation, Washington State Department of Social and Health Services Division of Community Services, NorthEast Washington Educational Service District 101, Washington State Employment Security Department, Goodwill Industries of the Inland Northwest, Greater Spokane Incorporated, Job Corps, Spokane Public Library – Downtown Branch, Spokane Area Workforce Development Council, Chase Youth Commission, Spokane Regional Labor Council, and Washington State Department of Labor and Industries. All partners have a clearly defined role and have agreed to participate in the system as specific levels. The MOU will be updated again in 2013 to include new Connections Sites and other partners, and their roles will also be clearly defined. Please review that document for information on the role of each WorkSource system partner.

Services to Youth, Adults in Transition, Incumbent Workers and Apprentices

Youth

A variety of programs exist to meet the workforce needs for youth, and the SAWDC is committed to providing a structure by which all programs can be coordinated to best serve the young adults of Spokane County. The first way this is accomplished is through the SAWDC's Youth Council, which looks at issues that impact the community as a whole, such as graduation rates and identifying methods to increase the number of youth with state IDs and driver's licenses. The Services and Oversight Committee of the Youth Council is responsible for the planning of Spokane's Workforce Investment Act youth funding, identifying gaps in services, and providing youth program funding recommendations to the SAWDC.

The primary workforce service delivery point for young adults is at the Next Generation Zone, which is a youth one-stop housing the following agencies: Career Path Services, NorthEast Washington Educational Service District 101 (ESD 101), Goodwill Industries of the Inland Northwest, Community Colleges of Spokane, and Chase Youth Commission. Career and education services are delivered by partners in a seamless manner and include leadership training, GED preparation and testing, supportive services, volunteer opportunities, paid and unpaid work experiences and internships, and career counseling.

In addition to community-based services, the Spokane regional Career and Technical Education (CTE) system is designed to provide courses and learning experiences that begins with exploration of career options, supports basic academic and life skills, and enables achievement of high academic standards, leadership, preparation for industry-defined work, and advanced and continuing education. Many Career and Technical Education programs in the Spokane area are associated with the Spokane Area Professional-Technical Advisory Consortium (SAPTAC), of which the SAWDC is a member. In 2007, the SAWDC became the endorsing body for Carl Perkins Act plans submitted by Spokane Public Schools, which has greatly improved the link between the SAWDC and CTE and give both agencies the opportunity to better understand and influence community-wide strategies and more effectively articulate available career pathways. The SAWDC also works very closely with area skill centers and industry academies to assure they have access to the labor market information they need to design classes and curriculum.

With increased emphasis being placed on economic competitiveness and the importance of improving academic and career technical education in elementary, secondary, and postsecondary schools, several programs provide opportunities for students to earn college credit while still in high school. The Community Colleges of Spokane (CCS) continues its partnership with the secondary schools to provide

a variety of opportunities for high school students to earn college credit in pursuit of high wage, high demand careers. The creation of career pathways allows students to gain relevant education and hands-on experience while they engage in project-based learning to develop practical labor market skills. Regardless of a student's area of interest, CCS offers many opportunities for students to earn college credit before they graduate high school. Advanced Placement (AP) programs offer college-level courses in high school which are frequently more rigorous than the general course offerings. AP students test for college credit, and most two-and-four year colleges accept these credits. The Running Start program allows students in their junior and senior year of high school to take classes at the community college which become part of their permanent academic transcripts. There are a wide variety of classes to choose from, many of which are not offered at local area high schools. In support of career technical programs, CCS's Tech Prep program continues to develop ongoing articulation agreements that enable 9th-12th graders the opportunity to earn college credit for competency-based coursework completed in high school. Students can apply these credits toward short-term training, one-year certificate programs and/or an associate's degree at the respective college. These credits are free of charge to the students and offerings vary from school to school.

Other community-based programs are delivering workforce programming, including NEWESD 101's Spokane Service Team, which trains at-risk youth for construction careers through affordable housing renovation and construction. The housing is then made available to low-income individuals. Another related service is offered by Communities in Schools of Spokane County, which connects community resources with schools to help young people learn, stay in school, and prepare for life.

Adults in Transition

The Spokane workforce system serves adults in transition through the WorkSource center, WorkSource Connection Sites and other partners, and on community college campuses. The following is an example of the workforce system's services and partner programs.

WorkSource Spokane – Many services are available at WorkSource Spokane, including high-quality workshops through the Pathway to Employment model (see Appendix F); WIA Title I-B Adult and Dislocated Worker programs; Wagner-Peyser labor exchange services, referrals to

Division of Vocational Rehabilitation; on-site access to the Department of Labor and Industries; work experience placement through the American Association of Retired Persons (AARP); on-site access to Community Colleges of Spokane staff; TANF employment services; access to knowledgeable unemployment insurance staff; veterans employment programs; ex-offender services, assistance for individuals with disabilities; and more.

Title I-B Dislocated Worker and Adult program staff provide one-on-one and group services to affected individuals. These services include an initial assessment to determine possible barriers to employment, and when appropriate, a staff assisted job match and job referral. In the event an individual is determined not to be job ready, staff makes appropriate referrals to other key services, including referrals to education and training. Resources are made available to ensure that individuals needing financial assistance can access WIA funds that support their career goals. These funds may take the form of tuition assistance, support services while in school, On-the-Job Training, and help to maintain their jobs once placed in unsubsidized employment. WIA staff also helps individuals connect to other community agencies and make maximum use of a variety of financial resources.

The WorkFirst program is operated by a network of organizations that work together to serve Temporary Assistance to Needy Families (TANF) recipients parents. The goal is to reduce the TANF

caseload through moving parents into employment. The philosophy of WorkFirst is for parents to obtain not just any job, but a job that is linked to their skills sets, interests, and work values thus increasing the likelihood of job retention and wage progression.

Adults with disabilities have access to an extensive system of assistance. Services are administered by governmental agencies and delivered to a large extent by a network of for-profit and non-profit community-based providers. The Department of Social and Health Services Division of Vocational Rehabilitation (DVR) offers services to persons with disabilities and assists them in entering the workforce by providing a variety of services that enhance customer employability and reduce disability related barriers to employment. DVR also maintains a liaison relationship with WorkSource and local educational institutions. DVR has contracted with the Employment Security Department to provide a service delivery model of collaboration between DSHS/DVR and ESD to place DSHS/DVR customers into permanent employment through various job placement activities, which includes the use of On-the-Job Training (OJT) Agreements with the employers. DSHS/DVR and ESD have designated respective liaisons responsible for maintaining overall coordination and communication for the model. DVR also maintains a liaison relationship with WorkSource and local educational institutions.

As a partner with WorkSource, the Washington Department of Labor & Industries maintains a presence at the WorkSource Center to coordinate return-to-work opportunities with injured workers and their employers, conduct assessments for determining injured workers' eligibility for vocational services through the Industrial Insurance act, develop and monitor plans designed to provide skills to injured workers to enable their employability, and act as a resource for claimants, employers, WorkSource partners and staff to assist injured workers seeking work. Injured workers are introduced to the resources available through WorkSource and to individuals and programs that can help them in their efforts to return to work. Their most important role is in enabling an injured worker to maintain employment or to be able to rejoin the labor market. Labor and Industries does this by educating injured workers, employers, and WorkSource partners/staff understand workers compensation claims process, benefits available, and how to successfully interact with Labor & Industries.

Incumbent Workers

Advances in technology, products and processes have highlighted a need for incumbent worker training. We have offered incumbent worker training through our State Energy Sector Partnership grant as well as through PyroTek and Caterpillar.

The demand for incumbent worker training is expected to grow due to the wave of retirements to senior-level staff. Training for incumbent workers eligible for WIA also is available. Many of these participants are under-employed and need assistance with training and job search.

Some employers offer education as part of their benefits package. Some offer their employees funding for training for long-term employability as well as job-related skills. While others narrow the focus of training. This resource is traditionally underutilized but offers opportunity for partnering to enhance the skills of incumbent workers and create pipeline capacity.

The Community Colleges of Spokane (CCS) continues to be a leader in delivering workforce education programs to this region that are responsive to the needs of business. Both for-credit and non-credit offerings are available to teach individuals the skills necessary to succeed in today's marketplace. An increasing number of courses incorporate industry skill standards. Several community college programs have been modularized, and a student earns a certificate for each section. This creates an opportunity

for students to work toward a degree while taking advantage of training that may enhance their current employment.

CCS has incorporated soft skills outcomes across the curriculum. All career and technical education courses also address explicit workplace skills such as self-analysis, goal setting, personal appearance and grooming, communicating ideas through individual and group presentations, resume writing, application cover letter writing, and interviewing practice.

Through its Institute for Extended Learning, CCS operates an Adult Basic Education program, providing educational opportunities on a continuous enrollment basis, days and evenings, four quarters a year. Programming includes a number of wide ranged classes designed to meet the employment and pre-college educational needs of adults 19 years or older regardless of previous educational background or ability.

The Integrated Basic Education and Skills Training, or I-BEST model is designed to deliver workplace skills to students in a two-quarter program. The current model supports the business and professional services industry, training students in entry-level positions in medical, legal or general administrative office. Students develop effective written communication, oral communication, customer service, keyboarding, document formatting, office procedures, telephone, scheduling and calendaring, and job preparation skills. Students who select the introduction to medical office track gain an understanding of basic medical terminology; students who select the introduction to legal office track gain an understanding of basic legal terminology; and students who select the administrative track receive additional grammar, editing, and proofreading experience. Program completers receive a short-term certificate in medical, legal or general administrative office.

The Job Skills Program provides short-term, job-specific employee training to eligible businesses that are upgrading employee skills or retraining employees to avoid dislocation. Training is job and organizational specific.

Apprenticeships

One of the multiple pathways discussed is into apprenticeship. The workforce development system supports apprenticeship by referring potential applicants to the various programs locally, educates the general public about apprenticeship as an educational model and responds to apprenticeship programs' needs, such as diversifying their applicant pool.

The apprenticeship programs provide on-the-job training, and some provide placement. Apprenticeship programs that also lead to an A.A.S. degree are run through a contracted program with Spokane Community College. Other recognized certifications are also available. Students get classroom training, but also work in a supervised setting where they are paid for their labor.

The SAWDC, in partnership with many of the skilled trades' apprenticeship programs, has implemented a pre-apprenticeship program for women and men of color who may be interested in the skilled trades. Offering industry information and tours, work experiences, safety and leadership training, and connections to apprenticeship programs, this program has been well received. This was in direct response to the needs of the programs addressed at the skilled trades panel, hosted by the SAWDC. Partnerships between the SAWDC, local apprenticeship training coordinators, and career and technical education have resulted in a renewed focus on apprenticeships in the Spokane area.

Public and Private Workforce Initiatives

The Spokane community is committed to growing jobs as well as a trained workforce, and as such, there are many public and private workforce initiatives underway, more than can be named. A few examples are described in the *Planned Initiatives* section of this plan and are also highlighted below.

Work Ready Spokane – An initiative designed to advance the competitive position of our region by better aligning the needs of employers, educators, job seekers, and economic and workforce developers through the use of WorkKeys testing. The initiative creates a sustainable pool of work-ready job candidates for each of our region's industry clusters. To date, over 20 local businesses have formally started accepting the WorkKeys National Career Readiness Certificate.

Inspire Washington and Access2Experience – In 2012, the SAWDC and WorkSource system partners launched the Inspire Washington initiative with the mission of engaging youth and adult job seekers and connecting them with professionals and volunteers who are interested in helping individuals build their career pathways. In 2013, Access2Experience, a program similar to Inspire Washington is expected to be launched by a local entrepreneur. The SAWDC is exploring partnership ideas and will work to ensure the success of the community's investment in connecting employers with potential job seekers

Work 101 – Created through a partnership with Greater Spokane Incorporated, Riverpoint Academy, Spokane Valley Tech, and the SAWDC, Work 101 is designed to connect high school students with meaningful workforce experience. The program focuses on internship development in high-growth, high-demand industries in the Spokane Region.

On-the-Job Training Initiatives - Through a partnership between WorkSource Spokane, SAWDC, Career Path Services, the Employment Security Department, and employers, adult, dislocated worker and veteran job seekers have the opportunity to connect to employment utilizing on-the-job training. The initiative has proven to be extremely successful in getting targeted population back to work.

Get into Energy Careers Pathway Project – The SAWDC is responsive to industry need by trying new and innovative projects to determine if a best practice can be found. One particular project is run by the Center for Energy Workforce Development (CEWD) organization, funded by the Gates Foundation. In partnership with the Center of Excellence for Clean Energy and Avista, the SAWDC launched this pilot project to test the Get Into Energy Careers pathway model. Thorough analysis throughout the project is assisting CEWD with valuable information regarding the model.

Performance Accountability

The Spokane Area Workforce Development Council is committed to utilizing funds under its direction in the most efficient and transparent fashion possible while assuring a return on investment. Sound investments in our community mean deploying taxpayer dollars in order to provide a trained, competitive workforce that contributes to business growth and a diverse and robust economy. To this end, programs are designed to deliver high quality career services focused on meeting employer needs and which result in meaningful outcomes, e.g., long term employment, skill attainment, and wage progression.

WIA Title I-B Common Measure and State Core Measures are tracked and reported, and interim tools are used to assure performance is continually on-track. This data is used to guide system programs, investments, and strategic planning. WIA Spokane utilizes a performance-tracking database to ensure

data accuracy, report, and identify performance trends at the unit level. This allows for real-time feedback for staff. This information increases our effectiveness and efficiency in short-term and long-term planning.

The SAWDC receives and utilizes the WorkSource System Performance Dashboard and other performance reports to measure and track all customers, from Core Only through specific programs (see Appendixes A and B for more information on performance measures). In addition to tracking employment performance data, we also measure quality through a variety of methods. Utilizing the quality management system (QMS), WorkSource Spokane is defining process standards and measuring subsequent quality performance weekly across the center in order to stabilize and improve processes with the goal of serving the unemployed effectively and encourage their timely return to work in the best job possible. The employee led team, called the Q2 Team, which stands for quality and quantity, was instrumental in developing our innovative QMS. Each week, the Q2 team and all managers across the center review and score staff performance on processes associated with customer assessment, engagement, and employment. Each manager then provides feedback to staff on their performance in a learning environment, discussing the importance of accurate, timely documentation within our system.

To further assure integration discussions each day, all WorkSource Spokane managers have a visibility board for their unit(s) that is updated daily with their performance measures and indicators. Every morning from 8:00-8:30 a.m., the entire management team visits these boards where a staff member from each unit reviews their performance metrics. Integration opportunities are frequently discussed during these daily management visibility walks. All these efforts continue to be focused on standardizing and stabilizing processes across the center and enable further service integration within WorkSource Spokane.

The quarterly continuous quality improvement (CQI) employer and job seeker customer satisfaction survey measures customer satisfaction and provides useful data to the system for making improvements. The results of these surveys are widely disseminated throughout the WorkSource system, and service delivery processes are analyzed to determine where changes to business practices may be made to improve outcomes.

The SAWDC has a [Core Measures Policy](#) (hyperlink) that articulates the process for an annual review and discussion at the board level. Based upon that analysis, the SAWDC will update strategic planning activities as appropriate.

Appendix B lists the most recent State Core Measure Results for the following 12 programs in our local area workforce development system:

- Secondary Career and technical Education
- Community and Technical College Professional-Technical Education
- Worker Retraining Program
- Adult Basic Education
- Division of Vocational Rehabilitation
- Department of Services for the Blind
- Workforce Investment Act Title I-B Youth
- Workforce Investment Act Title I-B Adult
- Workforce Investment Act Title I-B Dislocated Workers

- Private Career Schools
- WorkFirst
- Apprenticeship

The SAWDC will review the program outcome numbers and consider them while finalizing the 2013-2017 Local Integrated Workforce Plan. As per State WorkSource System Policy #1017 the SAWDC will also, annually, examine the results for the 12 programs to review how programs in the workforce development system are performing and consider the program results in the Council's ongoing strategic planning process.



Spokane Area Workforce Development Council

Local Integrated Workforce Plan 2013 – 2017

Section II: Local Area Profile

Workforce Development Area:

WDA 12

County or Counties Served:

Spokane County

Fiscal Agent/Entity Responsible for the
disbursal of grant funds:

City of Spokane anticipated through 6/30/13 then
Spokane Area Workforce Development Council

Local One-stop System

- I. List One-stop(s) and affiliate site(s): See Appendix D

The Spokane Workforce Consortium serves as the One-Stop Operator, which consists of Employment Security Department, Career Path Services, Northeast Washington Educational Service District 101, and Goodwill Industries of the Inland Northwest.

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



Spokane Area Workforce Development Council

Local Integrated Workforce Plan 2013 – 2017

Section III: WIA and Wagner-Peyser Operations Plan

WIA and Wagner-Peyser Operations Plan

The SAWDC partners with high-quality service providers for the operation of Workforce Investment Act (WIA) programs. Together with Wagner-Peyser, they are able to operate WorkSource which serves more than 25,000 job seekers every year. Also, together we created the first and only youth career and employment center in Spokane in 2010, called the Next Generation Zone, which now serves more than 2,000 youth every year. These two sites comprise the Spokane WorkSource Campus, which received more than 60,000 individual visits in 2012.

These providers ensure that more than 80% of individuals receiving services through our WIA programs become employed each year, and over 50% of individuals accessing Core-only services become employed. Between Wagner-Peyser and WIA, staff provides services to nearly 1,700 area businesses annually, which includes recruiting assistance, job postings, WorkKeys testing, employee training assistance, labor market information and more. The following highlights each program and describes our commitment to integration and multiple pathways strategies. Please see Section I: SAWDC Strategic Plan for more information on our multiple pathways strategies.

WIA Youth Activities

1. 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.

The SAWDC established the Next Generation Zone, a youth career development center which houses the WIA Youth program in Spokane. The Next Generation Zone is made up of staff from the Spokane Workforce Consortium, a partnership of Career Path Services, Educational Service District 101 (ESD 101), Goodwill Industries and Employment Security. The consortium has partnered to provide seamless, wraparound services for at-risk youth and young adults in the Workforce Investment Act (WIA) Title I-B funded programs in Spokane's first youth employment center. The Community Colleges of Spokane's Institute for Extended Learning has partnered to offer on-site GED remediation and testing.

Eligible youth seeking assistance to achieve academic and employment success will receive effective and comprehensive activities which include a variety of options to gain educational and skill

competencies and provide effective connections to employers. Located across from WorkSource Spokane and Job Corps office, the Next Generation Zone offers a combination of career counseling, employment and training opportunities including paid work experiences, skills training and support services. It also offers core services which include workshops and job search assistance. All youth will receive work readiness training during program participation. At a minimum, this includes résumé development, financial literacy, and interview training.

Each of the ten WIA-required program elements are offered to participants as described below:

1. Tutoring is offered in the GED classroom as well as individually by volunteers. Next Generation Zone also partners with the 21st Century Learning program within the Spokane Public Schools to offer afterschool tutoring. Next Generation Zone participants attending high schools that take part in this program are encouraged to take advantage of the expertise offered within that program.
2. Alternative education is crucial for the population served by the Next Generation Zone. Members of WIA staff at the Next Generation Zone are assigned to high schools throughout the county and provide a variety of services such as speaking to classes on job readiness skills, attending career fairs and parent nights, as well as speaking individually to students. Staff stress the importance of staying in school and how it is linked to their future earning potential. When a young adult has determined that a GED is the best educational option, they are referred to GED classroom, an Institute for Extended Learning (IEL) on site educational option. A proctor comes to the Next Generation Zone on a regular basis for GED testing.
3. The Next Generation Zone offers summer employment opportunities for young adults that tie into academic and occupational learning. This is implemented throughout the year and not just during the summer.

In the summer of 2009, the Next Generation Zone ran a very successful summer youth program for over 450 low income young adults ages 14-24. Funded through the American Reinvestment and Recovery Act (ARRA) of 2009, the Next Generation Zone had a short amount of time to design and implement a much needed program for Spokane County. Staff worked with over 120 employers in the public, private and non-profit sectors to place young adults in paid internships for a minimum of 120 hours to gain valuable work skills and explore a career pathway that was of interest to them.

4. There is an added focus on efforts to connect all WIA youth with internships, paid and unpaid work experiences, job shadows and employer mentoring opportunities. These opportunities allow the participants to explore multiple occupational settings and career paths. Many times, young adults are not sure of what career they want to pursue, and exposure to a new opportunities can become the transformational experience so desired and needed.

The Next Generation Zone exists to make it easier for youth to navigate multiple pathways to employment success. For this to occur, there are some basic tools and knowledge needed. There are many helpful workshops available to all youth. However, as part of enrollment in the WIA program, participants are required to develop a resume, financial literacy, and interview training. Having this knowledge becomes part of the participants' tool box.

5. Young adults enrolled in WIA youth services explore multiple career pathways which may require occupational skills training. As participants navigate educational pathways, WIA funds may be able to pay for training. Staff work with participants to assist them in linking resources together to

ensure continuation of training and understanding the importance of occupational training to building a career.

Youth enrolled in the WIA program are faced with multiple barriers. Services provided by the Next Generation Zone assist in removing these barriers. One barrier that many young adults face is not having a driver's license. Lack of a driver's license not only keeps them from obtaining employment when driving is involved in the job, but also can keep them from securing a job because of the documentation an employer needs for the completion of the I-9. Not all employers are willing to take different forms of ID and may only want a state photo ID or driver's license. Part of the enrollment process for WIA is determining if the young adult has a valid driver's license. If they do not, the reason is determined, and if they are interested in assistance with obtaining one, it becomes part of their goals included in their Individual Service Strategy (ISS). There are financial supportive services available to WIA program participants to assist with overcoming a barrier such as paying for an ID. For non-WIA youth, this remains a significant barrier.

6. Leadership opportunities are available to young adults through the Next Gen Zone through the WIA Youth program as well as through the Chase Youth Commission, another partner organization with their office located at the center.
7. Support Services help to stabilize often turbulent youth situations. WIA youth seek support for transportation, GED funding, identification and work/interview clothing. Supportive services are a key element of the WIA program.
8. Mentoring opportunities are promoted and offered through the Next Generation Zone thanks to the business and employer connections made by participants and staff. Mentoring can be a transformational experience for the participant and the first-hand knowledge received about the industry can break-down myths and perceptions.
9. Follow-up services are available to WIA Youth as staff ensure participants remain successful after they exit the program. Realizing there may be obstacles that lead to job loss or the need to leave postsecondary training, follow-up services are made available.
10. Comprehensive guidance and referrals are made to assist youth who are in need of additional services. It is important to know each individual's dreams, barriers, and struggles to be able to best help them reach their goals they have established in the ISS. Staff are trained and knowledgeable about community resources to make appropriate referrals as needed. Building relationships within the community is critical to leveraging multiple services.

Enhanced efforts on connecting all WIA youth with internships, paid and unpaid work experiences, job shadow and employer mentoring opportunities has allowed our WIA programs to transform the lives of the youth and exceed the WIA common measures. Matching participant skills and interests with employer opportunities, identifying future employer needs, and gathering information regarding workforce trends is crucial to the success of the program.

All staff continue to develop employer sites, and list them on the Inspire Washington tool. Staff collaborate with the Business Services team at WorkSource Spokane to implement targeted career sector employer contact strategies. Short term internships and job shadows are an excellent way to connect with employers who are not able to host a work experience but are willing to have a youth observe their business for a day or two.

The SAWDC Youth Council is moving ahead with initiatives to better connect youth, businesses, school districts, colleges, government, and community-based organizations in our community. The youth council has implemented a strategic plan of their own which has the following goals:

1. Confirm the needs of a youth one-stop
2. Create volunteer opportunities for youth
3. Sustain the Next Generation Zone
4. Encourage postsecondary pathways

From these goals came the Inspire Washington initiative; healthcare, energy, and volunteer navigators at the Next Generation Zone; and numerous partnership opportunities with organizations like the Chase Youth Commission, the Peace Corps, United Way of Spokane County, Greater Spokane Incorporated, the Spokane STEM Learning Network, Priority Spokane, and the Washington College Access Network.

At this time, the SAWDC does not intend to use the youth waiver for ITAs, but we reserve the right to access this option in the future.

WIA Adult, Dislocated Worker, and Wagner-Peyser Programs

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).

The [Spokane WDA Memorandum of Understanding](#) (hyperlink) describes the activities to be provided to eligible participants.

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).

The SAWDC and its partners have taken the intent of WIA very seriously and have spent significant time integrating our local workforce system. Currently, the Spokane Workforce Consortium (consortium) is responsible for operating, staffing and delivering WIA and Wagner-Peyser programs and services in Spokane County. The consortium consists of four agencies: Career Path Services, Employment Security Department, NorthEast Washington Educational Services District 101, and Goodwill Industries of the Inland Northwest. Together, they are responsible for managing WorkSource Spokane, coordinating and/or delivering direct programs and services, operating the Next Generation Zone (youth employment center), delivering employer services, managing program performance, providing process analysis and improvement, and inventory management. The consortium works together to functionally supervise staff, continuously improve services, and design a unified governance structure for WorkSource Spokane and the Next Generation Zone. Both the Next Generation Zone and WorkSource Spokane operate with a variety of partners and funding streams integrated throughout the building.

The Adult and Dislocated Worker (DW) programs are operated within one unit in WorkSource Spokane; however, WorkSource management continuously seeks opportunities to further integrate staff throughout the building. WIA services flow through the required tiered system of Universal Access/Core Services, Intensive, Training, and Follow-up/Retention. Core services are available to the general

population without regard to income, may be facilitated by all consortium and/or partner service providers. Training services may be provided to an Adult or a Dislocated Worker who has received Intensive services and has a documentable need for additional services to become employed or to retain employment at or above the self-sufficiency standard. Training services are either offered through customized services that address an industry-based labor need or may be procured on an individual referral basis through the use of Individual Training Accounts (ITAs) for industry clusters with documented demand. ITAs may be used to pay for tuition, tools, books, supplies, as needed for a participant to achieve her/his employment and self-sufficiency goals. Entry into training is based on employer demand and the participant's willingness and ability to successfully pursue training in a demand occupation as defined by the SAWDC. At least 75% of all participants who enter into training will receive training in a targeted industry cluster.

Many non-WIA resources provided through the Washington State Employment Security Department enhance Adult and Dislocated Worker WIA services, from both the employer and job seeker perspective. These include Wagner-Peyser labor exchange, Business Solutions, Trade Act Assistance, Veterans services, WorkFirst, specialized services for disabled clients, disability assistive technology, interpretation services in five languages including American Sign Language, and Unemployment Insurance.

The SAWDC has been a proponent of multiple pathways for many years and, as such, has focused much effort on assuring the entire local workforce system has a plan that works for all citizens. The WIA Adult and DW programs play a critical role in this strategy by utilizing program staff expertise in working with individuals with barriers to employment, the long-term unemployed, employers, and a variety of service providers. We are committed to increasing employer engagement with the workforce system and have spent much time improving outreach to employers by:

1. Training all WorkSource staff how to effectively engage with employers

WorkSource began the development of center-wide approach to employer services through the creation of sector teams. The primary purpose of the sector teams is to facilitate the exchange of information within their sector team for purposes of compiling pertinent information as well as to take back additional information to their respective units. The sector teams have been meeting to share information, discuss trends, and identify hiring/training needs, potential job development and/or OJT opportunities amongst their specific sector employers. As each sector team meets, the unit subject matter experts take back the larger picture of their sector to their unit meetings for sharing with all staff. By gathering and sharing this employer information across sectors, we will be better equipped to provide current, specific information to our system and will ensure the employer/job seeker connections are of highest quality. Specific strategies include:

- Provide and market business services to employers
- Recruitment and assessment of job applicant
- Job match and placement services
- Early intervention for layoffs or closures, employment retention services
- Identifying products and services that are of high value to employers
- Develop more opportunities for job seekers to learn at workplaces (e.g. OJTs, apprenticeships, and internships).

- Improve the quality of job matching and referrals between job seekers and employers with job openings

2. Increasing employer investment in workforce training

A key element of reemployment involves matching the job seeker's skills with the real needs of the employer. While formal training and certification programs remain a mainstay of the WIA efforts, skill training specific to employers' direct needs enables the employer to consider candidates with barriers and/or who are changing occupations. On-the-Job Training is an excellent format for facilitating such hires. WIA has addressed the three major challenges to engaging the employer in these programs. The first and foremost involves the additional costs incurred by the employer when engaging in such training. In addition to the time of the trainee, there is an incremental cost associated with the subject matter expert (SME) who must conduct the training. These costs are offset by the wage reimbursement element of the formal OJT programs. The second challenge often faced by the employer is the lack of training expertise on the part of the SME, who while undoubtedly is an expert in the material to be learned, may not have any formal expertise in building and executing on a training plan. WIA has developed tools for developing and implementing such training plans and works directly with the employer's SME to implement them.

The real advantage of the OJT is that by having the capability to deliver needed skill training to candidates, the employer can broaden their search to find candidates with working skills but lacking in some of the specific task related skills which will be trained for. This facilitates the consideration of many dislocated workers who would otherwise fail to be considered. The third critical challenge, arising out of this approach is that many employers lack the interviewing skills to effectively assess a candidate's work (performance or soft skills). The WIA group has addressed this challenge through the development and implementation of a three-hour behavioral interviewing workshop which is provided to employers, greatly enhancing their ability to better assess candidates and predict success on the job.

Finally, the incorporation of ACT WorkKeys National Career Readiness Certificate assessment testing into the WIA program provides the employer with real evidence that the candidate possesses the foundational skills necessary to satisfactorily complete the OJT and achieve the required level of competency in the occupation.

In addition to providing tools to the employer to assist them in utilizing OJT to generate better hiring, advanced job seeker workshops have also been introduced to help the job seekers more effectively communicate with the employer. The emphasis of the advanced job seeker training is to help them become more adept at demonstrating how they can utilize existing skills to produce significant positive net value for the hiring organization. As the job seeker becomes more fluent in the language of skills, accomplishments, and values, the hiring manager benefits by being able to better determine if there is real potential which can be enhanced by OJT, and thus predict a positive return on investment.

This integrated approach will continue to enable us to produce OJT projects which achieve success for the job seekers as well as the employers.

The [Spokane WDA Memorandum of Understanding](#) (hyperlink) further describes planned outreach to potential WIA Dislocated Worker Program eligible individuals and appropriate partner referrals.

Hire Achievers

The members of the Hire Achievers, in order to transition from unemployed to employed, work together to gain and develop job seeking skills, provide networking and emotional support, and facilitate positive interactions and entrepreneurial spirit. This group will contact and build relationships with organizations/companies for the purpose of employment opportunities and maintain ongoing communications with Hire Achievers alumni who have reentered employment in order to facilitate active participation in networking and information sharing initiatives.

Pathways to Employment

Pathway to Employment is a program that allows job seekers to take charge of their job search and create a customized plan for gaining reemployment. Based on proven techniques, the Pathway to Employment helps job seekers focus their job search; assemble high-quality marketing materials; effectively promote themselves to employers; and ace the interview. This four-phased approach enables job seekers to become more competitive and increase their opportunities to become employed.

We are identifying and connecting unemployment insurance claimants with available services within the WorkSource system through mini Workforce Investment Act (WIA) program presentations and immediate staff availability for questions in conjunction with the Introduction to WorkSource Services workshop. Co-enrollments between WIA and Trade Adjustment Act (TAA) are coordinated when appropriate. TAA staff are also part of the Rapid Response Team and present services available at Rapid Response events.

Mature workers are served through a variety of services, individually through the Pathway to Employment, which includes the Job Hunter series and Advanced Job Hunter series, and through the group format of the Hire U job club. Customer referrals are made to the AARP program, although they no longer provide direct customer employment services within the center. WorkSource Spokane continues to be a host site for AARP program participants seeking to gain experience with basic skills found in a professional work environment.

WorkSource Spokane offers individuals with disabilities a variety of assistive technology options, specialized computer software and workshop rooms equipped with audio induction looping. Additional accommodations are available upon request. Trained disability specialists are available to provide core services and intensive services in partnership with DSHS/DVR staff.

Utilizing our 16+ funding contracts/funding streams increases our flexibility in coordinating client service. We are not limited to one program design for all and can design individual goal plans to better serve the Adult and Dislocated Worker clients. This collective approach allows us to develop best options for the client by moving within multiple contract services using existing eligibility guidelines.

Business Services and Rapid Response

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.
5. Describe how your local area meets the needs of employers (20 CFR 661.350(a)(i)), 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 Business Solutions Team is a vital link between the business community and our workforce system and serves in the coordinating role for Rapid Response services. Services to businesses are ultimately a partnership between the SAWDC, Employment Security Department, and Career Path Services and involve multiple funding streams including, but not limited to WIA, Wagner-Peyser and veterans' services. The Business Services Team coordinates outreach activities to businesses in the key clusters and assists the entire WorkSource center with learning how to best communicate with employers. They also learn of skill needs and industry trends, and provide business with information about available services, recruiting, and labor market information. The Employment Security Department plays a lead role in implementing standards for quality job orders and identifying steps to meet industry recruiting and placement needs. WorkSource staff utilize available data, such as job seeker inventory and O*Net codes, to customize and concentrate services to business.

In conjunction with the Spokane Area Workforce Development Council, the Business Solutions Team at WorkSource is responsible for coordinating Rapid Response services to companies and workers experiencing layoffs or plant closures. Rapid Response services are coordinated with the business management and labor organizations, if appropriate. The nature and size of the lay off or plant closure determines whether a Rapid Response is appropriate. While Rapid Response services, in coordination with the state's Dislocated Worker Unit, are typically provided to employers who have 50 or more employees and are covered by the WARN Act, any business or worker can request assistance.

Currently, the Rapid Response team utilizes a coordinated and collaborative model that is made up of representatives from the Employment Security Department/Unemployment Insurance Claims Center, WorkSource Spokane, Community Colleges of Spokane, the local service providers of the Dislocated Workers Program, Community-Minded Enterprises, and United Way of Spokane County.

Representatives of the locally administered Trade Act Program also participate in the events as appropriate. The Rapid Response team provides on-site information about filing unemployment insurance claims, employment and training services and programs at WorkSource Spokane, training benefits available through Community Colleges of Spokane, information about the state's health plan, community health plan information, as well as other specifically requested information such as consumer credit counseling. Informational packets are also prepared and delivered, upon request, to those employers who want to provide all of the above information for their affected workers but do not wish to have an on-site meeting. A committee has formed to redesign the Rapid Response model, and they are working on projects such as survey tracking, data management, presentation effectiveness, and web-based options.

In addition to coordinating Rapid Response, the Business Services Team is also responsible for offering a variety of other services for employers including providing labor market information, job listings, applicant referral, business assessment, access to employee training and retraining, tax incentive information, WorkKeys profiling and testing, recruiting assistance, and employer workshops. All available business services are designed to help employers strengthen and grow their businesses. The Business Service Team continuously looks for ways to improve outreach to employers, and the Services and Oversight Committee of the SAWDC meets with the team quarterly to discuss tactics. They have changed the language they use to be employer-friendly, and they have researched and implemented services employers find of value, such as behavioral interviewing workshops and assessment testing.

Veteran Services

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 veterans population is attracted to Spokane for a variety of reasons including the presence of a Veterans Administration Hospital and Fairchild Air Force Base. According to the American Community Survey (ACS) of 2005, there are 48,176 veterans living in Spokane County, and the Spokane region prides itself as being veteran friendly. Strong partnerships among Fairchild Air Force Base and a multitude of veteran service organizations have led to increased services to our veteran population. A concerted effort to move veterans from unemployment to employment is occurring throughout the local system. The Eastern Washington Veterans Task Force comprises over 70 veteran service organizations and leaders in the community who meet monthly to address various approaches to serving veterans. Multiple pathway approaches to employment have been presented to these organizations which have helped veterans connect to local employment and training resources.

Some veterans face barriers to employment. A strong network and referral system is needed to ensure the veteran can overcome these barriers. The workforce system in Spokane, thanks in part to the local task force, is serving vets at a high level. More needs to be done, however, as an increase in vets returning from active duty is expected. Realizing that many vets have strong skill sets as they separate from the military, short-term training and On-the-Job Training programs have proved successful in getting veterans employed. We are currently serving many veterans through our regular WIA dislocated worker program in addition to the special veterans OJT program funded by Governor's 10% funds.

The local veterans coordinator serves as member of Representative Cathy McMorris Roger's Veterans Advisory Committee and currently serves as Chair of Eastern Washington Veterans Task Force. Approximately 180 members belong to the task force group which consists of federal, state, and county veteran agencies, WorkSource Spokane, VA Medical Center, and local area colleges.

Spokane Community College, upon request, provides input to Washington State Board for Community and Technical Colleges regarding issues such as the development of a State Tuition Waiver Bill and the creation of a new veterans section for the State's Student Services in Community and Technical Colleges: A Practitioner's Guide publication.

The Employment Security Department Local Veterans Employment Representative (LVER) and Disabled Veterans Outreach Program (DVOP) representatives conduct regular outreach efforts to locate veterans with barriers to employment, not limited to Veterans Administration supported Vocational Rehabilitation and Employment Program participants, recently exited service members, returning wounded or injured veterans, older or under-employed veterans, homeless veterans, veterans with service connected disabilities, incarcerated veterans, or eligible persons who are spouses of veterans. The LVER conducts monthly Transition Assistance Program (TAP) briefings at Fairchild AFB, as well as participates in the monthly meetings of the Spokane Inland Northwest Veterans Task Force. Veteran staff attends various employer networking events, to identify employer needs that veteran job seekers can meet and provide insight to legislators regarding issues that have been identified in our veteran community. Veteran service staff provides application assistance for various veteran programs, such as Veterans Retraining Assistance Program (VRAP), Veterans Innovation Program (VIP) and Homeless Veteran Reintegration Program (HVRP) grants.

American Job Center Network

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

SAWDC

The SAWDC has adopted the guidelines set forth in WIN 0025 regarding the American Job Center Network (AJC) branding. The guidance has been distributed to WorkSource staff along with the revised logo files that includes the AJC tagline.

The SAWDC has included the AJC tagline in the footer of the www.wdcspokane.com website. It appears on every page and is an active link to <http://jobcenter.usa.gov/>. As materials with the previous WorkSource logo are created or revised, the new logo with the AJC tagline is being used.

WorkSource

The federal guidance allows for a co-branded system, so adding a tagline that identifies WorkSource as "A partner of the American Job Center network" is being applied. The Employment Security Department has added the AJC tagline to printed materials as they are revised and/or reprinted. In news releases about WorkSource, ESD will mention that WorkSource is a partner of the AJC network. ESD will also include it in unemployment insurance materials that talk about WorkSource Services.

Appendix A

Federal Common Measures
State Core Measures

This is a placeholder for future attachment of performance targets which will be provided by the Washington State Workforce Training and Education Coordinating Board at a later date.

Appendix B

Core Measure Results

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

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	Credential Rate	Annualized Earnings	Employment Rate	Credential Rate	Annualized Earnings
WDA Name															
Olympic	77.7%	68.0%	\$81,587	68.9%	63.2%	\$40,396	59.9%	76.2%	\$20,203	60.5%	\$32,628	65.6%	51.0%	\$26,936	
Pacific Mountain	66.7%	57.8%	\$43,142	62.4%	53.6%	\$22,616	58.5%	80.4%	\$20,017	66.1%	\$34,947	64.7%	64.5%	\$28,330	
Northwest	75.7%	54.9%	\$51,814	65.9%	50.0%	\$22,916	65.9%	80.8%	\$23,256	65.5%	\$31,849	63.3%	50.6%	\$27,436	
Snohomish	73.8%	49.6%	\$47,477	60.3%	51.6%	\$30,270	70.6%	82.0%	\$21,395	73.2%	\$42,256	63.9%	62.0%	\$34,491	
Seattle - King County	66.4%	49.4%	\$45,810	66.3%	58.9%	\$29,263	64.2%	74.9%	\$21,145	68.8%	\$39,271	65.6%	59.7%	\$32,185	
Tacoma - Pierce	66.9%	47.8%	\$43,009	61.9%	55.9%	\$24,410	59.2%	78.0%	\$20,366	77.8%	\$33,098	60.8%	56.8%	\$31,729	
Southwest	60.0%	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	
North Central	76.2%	55.2%	\$46,592	69.8%	55.3%	\$23,179	70.2%	85.2%	\$19,029	63.0%	\$28,800	74.3%	60.0%	\$28,059	
South Central	74.6%	46.5%	\$34,585	68.0%	57.7%	\$22,642	76.1%	77.0%	\$21,640	67.3%	\$30,477	70.6%	72.2%	\$26,458	
Eastern Washington	68.8%	56.3%	\$48,458	64.1%	67.0%	\$21,769	54.0%	87.6%	\$22,565	57.3%	\$30,384	69.8%	59.8%	\$25,573	
Benton / Franklin	74.9%	53.6%	\$46,753	72.5%	45.4%	\$31,635	74.5%	81.5%	\$22,800	70.0%	\$27,173	69.3%	46.3%	\$28,362	
Spokane	66.5%	48.9%	\$44,395	62.2%	63.3%	\$21,959	66.2%	88.8%	\$20,469	66.5%	\$31,209	70.3%	32.8%	\$29,998	
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%	\$30,351	
Max	77.7%	68.0%	\$81,587	72.5%	67.0%	\$40,396	76.1%	88.8%	\$23,256	77.8%	\$42,256	74.3%	72.2%	\$34,491	
Min	66.4%	46.0%	\$34,585	60.3%	45.4%	\$21,769	54.0%	74.9%	\$19,029	50.2%	\$27,173	60.8%	32.8%	\$25,573	
Range	11.3%	22.0%	\$47,002	12.2%	21.6%	\$18,627	22.0%	13.9%	\$4,229	27.6%	\$15,085	13.5%	39.4%	\$8,918	
Std Dev (P)	4.1%	6.0%	\$11,280	3.6%	5.9%	\$5,448	6.6%	4.4%	\$1,204	7.0%	\$4,224	3.7%	10.1%	\$2,507	
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%	\$30,769	56.9%	57.1%	\$27,266	

ADULTS WITH BARRIERS													
Program	Adult Basic Education		Services for the Blind ²			Vocational Rehabilitation			WIA Adult		Work First		
	WDA Name	Employment Rate	Annualized Earnings	Employment Rate	Rehabilitation Rate	Annualized Earnings	Employment Rate	Rehabilitation Rate	Annualized Earnings	Employment Rate	Annualized Earnings		
Olympic		42.9%	\$12,378	44.4%	77.8%	\$22,597	41.2%	47.9%	\$13,720	60.4%	\$20,856	36.5%	\$12,519
Pacific Mountain		42.5%	\$13,647	33.3%	54.2%	\$18,663	52.8%	57.3%	\$11,379	61.1%	\$20,286	39.5%	\$12,175
Northwest		54.4%	\$16,904	18.8%	43.8%	\$21,901	50.5%	63.1%	\$13,855	74.0%	\$30,626	41.2%	\$11,979
Snohomish		51.0%	\$18,439	48.0%	68.0%	\$32,490	47.4%	57.4%	\$16,404	56.9%	\$28,713	39.8%	\$13,160
Seattle - King County		53.8%	\$17,718	51.9%	70.4%	\$37,876	46.4%	52.3%	\$13,023	71.5%	\$26,969	41.6%	\$13,286
Tacoma - Pierce		41.9%	\$14,496	52.6%	63.2%	\$22,193	47.0%	52.4%	\$15,955	71.6%	\$24,941	38.0%	\$12,495
Southwest		43.3%	\$14,775	23.5%	70.6%	\$10,302	43.6%	40.5%	\$15,126	65.6%	\$20,462	35.2%	\$12,390
North Central		53.3%	\$17,349	44.4%	77.8%	\$13,099	45.7%	53.4%	\$14,584	67.8%	\$19,430	41.1%	\$10,395
South Central		51.1%	\$15,032	66.7%	75.0%	\$22,933	43.0%	47.0%	\$15,482	63.1%	\$20,771	42.8%	\$11,073
Eastern Washington		46.6%	\$12,919	14.3%	42.9%	*	45.1%	44.2%	\$14,188	67.7%	\$20,073	34.4%	\$11,553
Benton / Franklin		59.3%	\$16,687	50.0%	83.3%	*	53.4%	61.8%	\$14,949	75.0%	\$19,250	47.5%	\$13,530
Spokane		39.2%	\$13,939	40.0%	65.0%	\$14,303	50.3%	43.4%	\$17,800	72.4%	\$22,138	37.8%	\$12,075
Statewide		47.9%	\$16,808	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	59.3%	\$18,439	66.7%	83.3%	\$37,876	53.4%	63.1%	\$17,800	75.0%	\$30,626	47.5%	\$13,530
	Min	39.2%	\$12,378	14.3%	42.9%	\$10,302	41.2%	40.5%	\$11,379	56.9%	\$19,250	34.4%	\$10,395
	Range	20.1%	\$6,061	52.4%	40.5%	\$27,575	12.2%	22.6%	\$6,420	18.1%	\$11,376	13.1%	\$3,135
	Std Dev (p)	6.1%	\$1,918	14.8%	12.5%	\$8,053	3.7%	7.0%	\$1,600	5.6%	\$3,760	3.5%	\$871
Past performance													
09-10 Program Core Measures		46.2%	\$16,874	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	46.3%	62.6%	\$22,002	46.0%	55.6%	\$12,341	65.2%	\$22,413	37.1%	\$13,249

YOUTH				
Program	Secondary CTE		WIA Youth	
WDA Name	Employment / Postsecondary Enrollment Rate	Annualized Earnings (not in school)	Placement Rate	Annualized Earnings
Olympic	80.0%	\$10,057	58.6%	\$9,452
Pacific Mountain	79.9%	\$10,183	67.5%	\$12,238
Northwest	80.6%	\$11,262	70.2%	\$12,459
Snohomish	85.5%	\$11,446	43.4%	\$7,770
Seattle - King County	88.4%	\$10,812	66.7%	\$8,732
Tacoma - Pierce	86.9%	\$11,570	66.1%	\$10,770
Southwest	78.3%	\$10,434	62.9%	\$10,304
North Central	78.4%	\$10,243	55.0%	\$9,652
South Central	76.4%	\$10,048	50.8%	\$16,112
Eastern Washington	78.5%	\$12,384	65.3%	\$13,018
Benton / Franklin	82.6%	\$11,184	67.1%	\$12,862
Spokane	87.4%	\$11,029	62.7%	\$10,488
Statewide	83.1%	\$10,959	61.8%	\$10,865
Max	88.4%	\$12,384	70.2%	\$16,112
Min	76.4%	\$10,048	43.4%	\$7,770
Range	12.1%	\$2,336	26.8%	\$8,342
Std Dev (P)	4.0%	\$694	7.6%	\$2,191

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

Appendix C

Public Review and Comment Process

Public Review and Comment Process

The design process for this plan included five formal workgroup sessions and several additional individual meetings. These sessions were held to design the goals and plan as well as to review the staffs' work and make edits based on the broad experience of the diverse participants. Additionally, several other partners provided information and other input which has been incorporated in the plan. This includes our Regional Labor Economist who contributed updated information outlining the status of the local economy and regional demographics.

The public comment period was from March 1, 2013 through March 29, 2013. The community was notified of their opportunity to comment through the SAWDC newsletter, which was distributed to over 450 people, and emails specifically announcing the release of the draft plan which was available on the SAWDC website at www.wdcspokane.com (hyperlink). There were no adverse comments received.

The final version will be available at <http://www.wdcspokane.com/plans-mous> (hyperlink).

Below is a list of individuals and agencies that participated in the strategic planning process.

Name	Business/Agency
Brian Read, Board Chair	Sterling Savings Bank
Joe Tortorelli, Board Vice Chair	Economic Development Northwest
Mark Mattke, CEO	SAWDC
Ben Stuckart, Council President	Spokane City Council
Craig Dias, Board member	Haskins Steel Company, Inc.
John Dickson, Board member	Employment Security Department
Robert Duron, Board member	Coffee Systems, Inc.
Rob Goranson, Board member	Hotstart, Inc.
Machelle Johnson, Board member	Pearson Packaging Systems
Nancy Nelson, Board member	Humanix Staffing Services
Diane Quincy, Board member	Avista Corporation
Rebecca Rhodes, Board member	Spokane Community College
Michael Schelstrate, Board member	Triumph Composite Systems, Inc.
Hugh Severs, Board member	American Cancer Society, Great West Division, Inc.
Derek Tyree, Board member	Washington Trust Bank
Lisa White, Board member	Spokane Public Schools
Aaron Wilson, Board member	Community Health Assoc. of Spokane

Beth Thew, Board member	Spokane Regional Labor Council/ AFL-CIO
Diana Wilhite, Board member	Safeguard Business Systems
Ben Small, Board member	Central Valley School District
Andrew Arganbright	Kemper Insurance
Bridget Cannon	Volunteers of America
Dennis Conger	NewTech Skills Center
Lynn Jonckers	Parent
Martin Kolodrub	Spokane County Juvenile Court
Travis Merrigan	College Success Foundation
Cleve Penberthy	Gateway to College
Stacey Goddard	Spokane County Libraries
Jean Dart	Spokane City Libraries
Jamie Borgman	Women's Transition / New Leaf Bakery
Kim Choat	YWCA
Linda Kraus-Perez	SFCC
Sue Welberry	WorkSource
Bob Everett	WorkSource
Heidi Peterson	Next Generation Zone
Dawn Karber	SAWDC staff
Annie Gannon	SAWDC staff
Lori Meakin	SAWDC staff
Seth Dyson	SAWDC staff
Rob Crow	SAWDC staff

Appendix D

One-Stop(s) and Affiliate Site(s)



Spokane Area Workforce Development Council

WDA 12 Certified WorkSource Service Sites *As of February 2013*

Comprehensive One-Stop Center

- WorkSource Spokane

Affiliate Sites

- Next Generation Zone
- Goodwill Industries of the Inland Northwest

Connection Sites

- Spokane YWCA
- Transitions – New Leaf Bakery
- Salvation Army (pending)
- Spokane Library – Downtown Branch (pending)
- Spokane Falls Community College (pending)
- Spokane Community College (pending)
- Spokane County Library District, sites:
 - Airway Heights
 - Argonne
 - Cheney
 - Deer Park
 - Fairfield
 - Medical Lake
 - Moran Prairie
 - North Spokane
 - Otis Orchards
 - Spokane Valley

Appendix E

WIA Service Providers



Spokane Area Workforce Development Council

Workforce Investment Act Service Providers *As of February 2013*

Dislocated Worker Program	Indicate service(s) provided by each		
Service Provider	Core	Intensive	Training
Career Path Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Employment Security Department	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Greater Spokane Incorporated	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Adult Program	Indicate service(s) provided by each		
Service Provider	Core	Intensive	Training
Career Path Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Employment Security Department	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Greater Spokane Incorporated	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Youth Program	Indicate service(s) provided by each		
Service Provider	Core	Intensive	Training
Career Path Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
NorthEast Washington ESD 101	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Goodwill Industries of the Inland Northwest	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Greater Spokane Incorporated	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Appendix F

WorkSource Spokane Pathway to Employment



Spokane Area Workforce Development Council

WorkSource Spokane Pathway to Employment model
As of February 2013



Your Pathway to Employment!

Your process...



How we can help you succeed...

<p>Workshops</p> <ul style="list-style-type: none"> • KeyTrain/NCRC • Career Cruising Lab • Job Club <p>Tools</p> <ul style="list-style-type: none"> • Workforce Explorer • Skillssoft e-Learning • Self-Sufficiency Calculator • Go2WorkSource.com • careercruising.com 	<p>Workshops</p> <ul style="list-style-type: none"> • Skills & Abilities • Perfecting Applications • Effective Resumes • Cover Letters • Job Club <p>Tools</p> <ul style="list-style-type: none"> • Workforce Explorer • KeyTrain- NCRC • Go2WorkSource.com • careercruising.com 	<p>Workshops</p> <ul style="list-style-type: none"> • Job Search Strategies • LinkedIn I & II • Meet the Employer • Advanced Job Hunter Series • Job Club • WS Spokane ProMatch <p>Tools</p> <ul style="list-style-type: none"> • Workforce Explorer • Go2WorkSource.com • careercruising.com 	<p>Workshops</p> <ul style="list-style-type: none"> • Interviewing Techniques • Success on the Job • Advanced Job Hunter Series • Job Club • WS Spokane ProMatch <p>Tools</p> <ul style="list-style-type: none"> • Interview Stream (SCC/SFCC) • Go2WorkSource.com • careercruising.com
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10/24/12

WorkSource is an equal-opportunity partnership of organizations that provides employment and training services. Auxiliary aids and services are available upon request to people with disabilities. TTY (509) 532-3084



Spokane Area Workforce Development Council

Local Integrated Workforce Plan 2013 – 2017

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

☒	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
☒	8. The local board has written policy or procedures that ensure one-stop operator agreements are reviewed and updated at least every two years.	WIA Section 118(b)(10); WorkSource System Policy 1008 Revision 1
☒	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)
☒	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
☒	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
☒	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
☒	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

☒	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
☒	15. The local board provides to employers the basic business services outlined in WorkSource System Policy 1014.	WorkSource System Policy 1014
☒	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
☒	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
☒	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
☒	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
☒	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
☒	21. The local board complies with restrictions governing the use of federal funds for political activities, the use of the one-stop environment for political activities, and the local board complies with the applicable certification and disclosure requirements.	WorkSource System Policy 1018; 2 CFR Part 225 Appendix B; 2 CFR Part 230 Appendix B; 48 CFR 31.205-22; RCW 42.52.180; TEGE 2-12; 29 CFR Part 93.100
	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)

☒	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
☒	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)
☒	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
☒	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
☒	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
☒	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
☒	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

☒	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
☒	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 training services, consistent with state policy on eligibility and priority for service.	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
☒	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

