

SPOKANE CITY-COUNTY WORKFORCE INVESTMENT AREA



**Spokane Area
WORKFORCE DEVELOPMENT COUNCIL**

***SPOKANE AREA STRATEGIC PLAN
FOR WORKFORCE DEVELOPMENT***

For the Period July 1, 2009 – June 30, 2011

March 4, 2009

SPOKANE AREA STRATEGIC PLAN FOR WORKFORCE DEVELOPMENT 2009 - 2011

Introduction

The State Workforce Training and Education Coordinating Board (WTECB) adopted guidelines for the development of a 2009-2011 local area strategic plan, based upon language in the Governor's Executive Order 99-02.

Overall Goals for July 2009 – June 2011 Local Area Strategic Plan:

- A. Articulate a vision for the local area's workforce development system.
- B. Develop goals, objectives, and strategies to increase skill levels, employment, earnings, customer satisfaction and return on workforce development investments.
- C. Reach agreement on a blueprint to utilize the area's strategic workforce assets to meet the requirements of the changing economy.
- D. Create a planning process, facilitated by the Spokane Area Workforce Development Council (SAWDC) that assures meaningful opportunities for business, labor, Chief Local Elected Officials (LEOs), program operators, WorkSource partner agencies, and others to communicate their needs, offer their perspectives and expertise and participate in the process. The review and comment process for developing the local strategic plan is dynamic, with opportunities for interested parties to comment as the plan is built.
- E. Create/update a plan that is consistent with *High Skills, High Wages 2008-2018: Washington's Strategic Plan for Workforce Development* and is focused on the unique needs and resources of the local area.
- F. To broadly share goals, objectives, and strategies that:
 - Represent the priorities of the SAWDC and its partners.
 - Reflect stakeholder inputs.
 - Offer guidance and propose approaches that will clearly benefit the customers of the workforce development system (employers, jobseekers, workers, students and out-of-school youth.)
 - Are supported by current and specific economic and demographic data and needs assessment.
 - Take into account existing workforce development programs and services.
 - Are informed by program performance.

These goals create the framework within which the Spokane Area Workforce Development Council Strategic Plan will articulate our community's needs and our system's response through a comprehensive array of services that meet the dynamic needs of our diverse customer base.

Spokane's workforce development system is comprised of stakeholders from the private and public sectors including economic development, education, government, and community-based non-profits. This system is positioned to effectively meet the goals and objectives set forth by the Governor and the WTECB.

To meet these goals, our local workforce development system will:

- Build, strengthen and expand partnerships that identify and meet workforce needs
- Act as the conduit for workforce intelligence to set an agenda for all stakeholders
- Collaborate and leverage all available resources to maximize benefits to our community
- Promote economic prosperity by developing a workforce with the skills necessary to meet business demand
- Be entrepreneurial to increase system capacity and innovation
- Utilize critical evaluation to continuously improve

Our Vision: *Innovate workforce solutions for the Spokane region*

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

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.

The Strategic Plan begins with an explanation of the authorizing mandate and review of Spokane's current economy and the initiatives to strengthen it and an examination of the workforce as it is today.

The Local Strategic Plan is written under EO 99-02 as the local unified plan for the workforce development system. In 2000, the Workforce Investment Act (WIA) changed the local Private Industry Councils (PIC) from organizations primarily charged with the

distribution and oversight of program funds, to Workforce Investment Boards (Workforce Development Councils or WDCs in Washington State) charged with guidance of a broad, encompassing local workforce development system. Within this more expansive role, the SAWDC still has direct authority over a series of funded programs – WIA Title I-B Dislocated Worker, Adult, and Youth Programs. By state statute, the System also includes seven state agencies over whose funding and decision-making the SAWDC does not have control or authority. These include the State Board for Community and Technical Colleges, Office of the Superintendent of Public Instruction, Employment Security Department, Department of Social and Health Services, Department of Services for the Blind, Department of Labor and Industries and Private Career Schools.

The system as it is operationalized in the community is even broader, and includes all of the elements which prepare individuals for work, support them with needed skill development while they are working and offer new skill acquisition through workforce education when they become unemployed so that they can re-enter employment. The SAWDC must guide by partnering, establishing collaborative relationships and encouraging means for reciprocal influence. Representatives from the various system components have joined the Council and are engaged in the planning process.

The need to manage by influence rather than direct authority is both a challenge and an opportunity for creativity. For example, some of the workforce development initiatives described in this report are not directly funded by the SAWDC but have been developed with its encouragement and support. The need to coordinate a broad system over which the SAWDC does not largely have direct control also leads to the need to foster community-wide collaborative relationships between industry and education/training, and between the education and training organizations themselves, so that the workforce that is actively being developed supports the region's long-term prosperity as well as the individual goals and needs of its workforce.

SECTION I. TOMORROW'S ECONOMY

Spokane's economy survived more than three quarters of national recession before a change of employment. The county's economic diversification has helped to soften the impact of the recession and will continue to insulate Spokane. However, Spokane is not an island and will experience negative growth in the first half of 2009. The recession will not last forever and we need to be ready for the bounce of jobs as we put the recession behind us. In looking at tomorrow's economy, this section will analyze economic trends, workforce development opportunities, and a forecast for the five target industry clusters.

Economic Trends to 2011

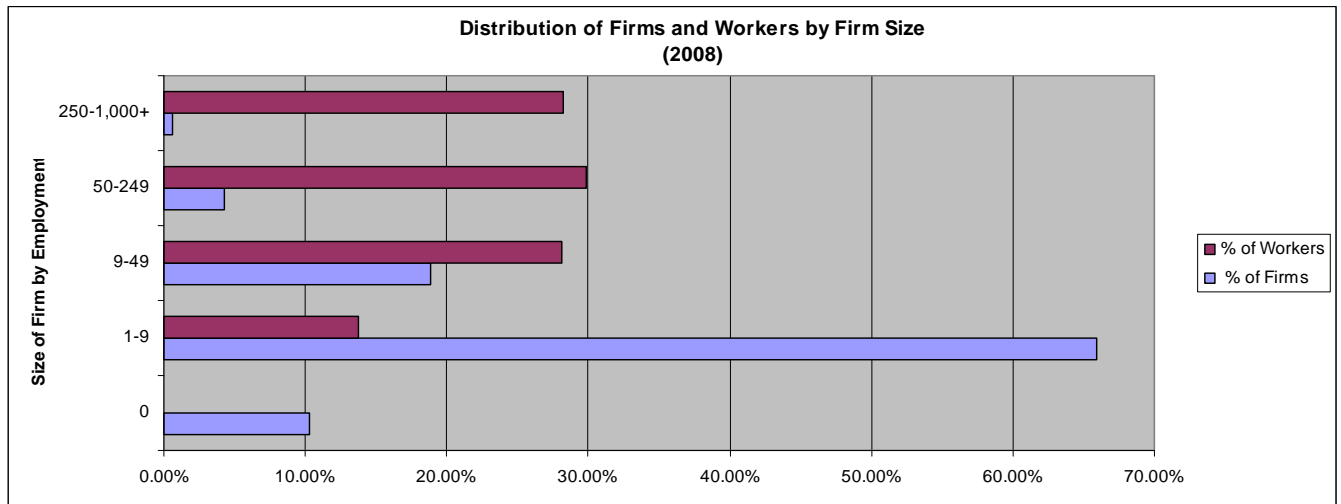
- Slight decrease of jobs in first half of 2009 after 3 years of expansion. Rebounding in the last half of 2009 due principally to national stimulus package.
- New jobs will be created in spite of recession, in a broad range of foundation industries.
- Clean Energy and Green jobs will emerge.
- Structural layoffs in residential construction and financial sectors due to credit/mortgage problems will probably not come back to pre-recession levels.
- Employment in manufacturing, trade, business services, education, and health services 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.

Spokane MSA	2008	2005	
	Annual	Annual	Job Change
Employment by Place of Work (**NAICS Industry Titles, numbers in thousands)	Average	Average	From 2005
Total Nonfarm 1/	218.2	205.8	12.4
Natural Resources and Construction	13.6	12.1	1.5
Manufacturing	18.3	17.6	0.7
Wholesale Trade	10.9	10.2	0.7
Retail Trade	27.0	25.6	1.4
Transportation, Warehousing, and Utilities	6.7	6.2	0.5
Financial Activities	12.6	13.1	-0.5
Professional and Business Services	22.5	21.9	0.6
Education	5.5	4.8	0.7
Health and Social Assistance	32.1	29.0	3.1
Leisure and Hospitality	20.8	19.4	1.4
Other Services	9.3	9.0	0.3
Government	35.7	34.0	1.7

Source: Employment Security Department

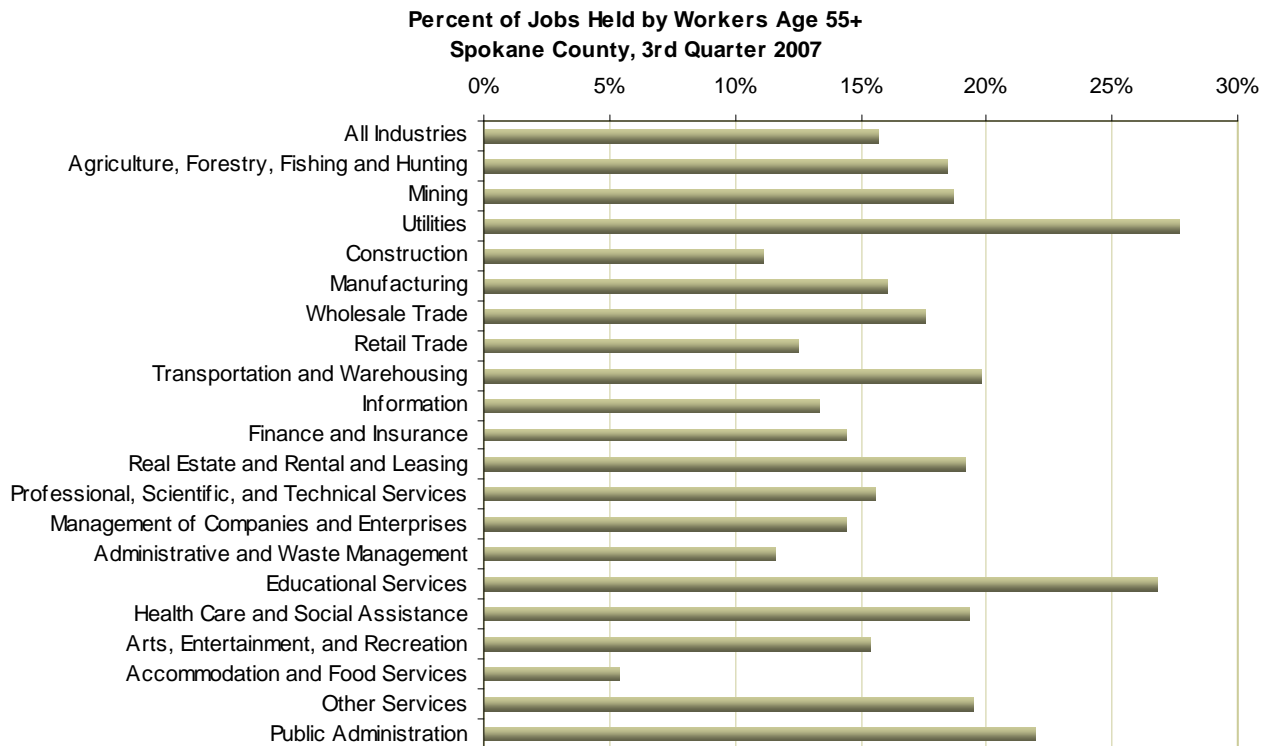
Workforce Development Opportunities

- Greatest job increase will be in medium to small firms due to lean and efficient business models.



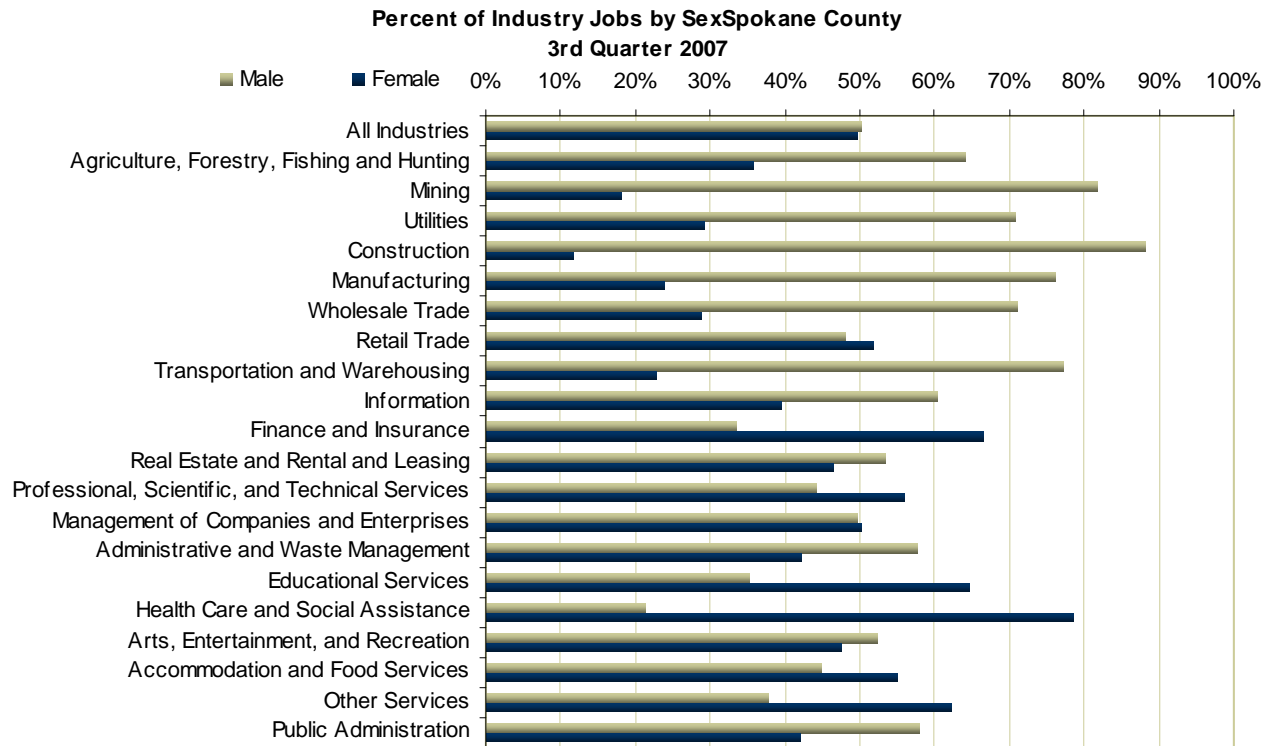
Source: Employment Security Department

- Replacement workers will be needed in all sectors and occupations to fill gaps left as large numbers of baby boomers retire.



Source: Employment Security Department

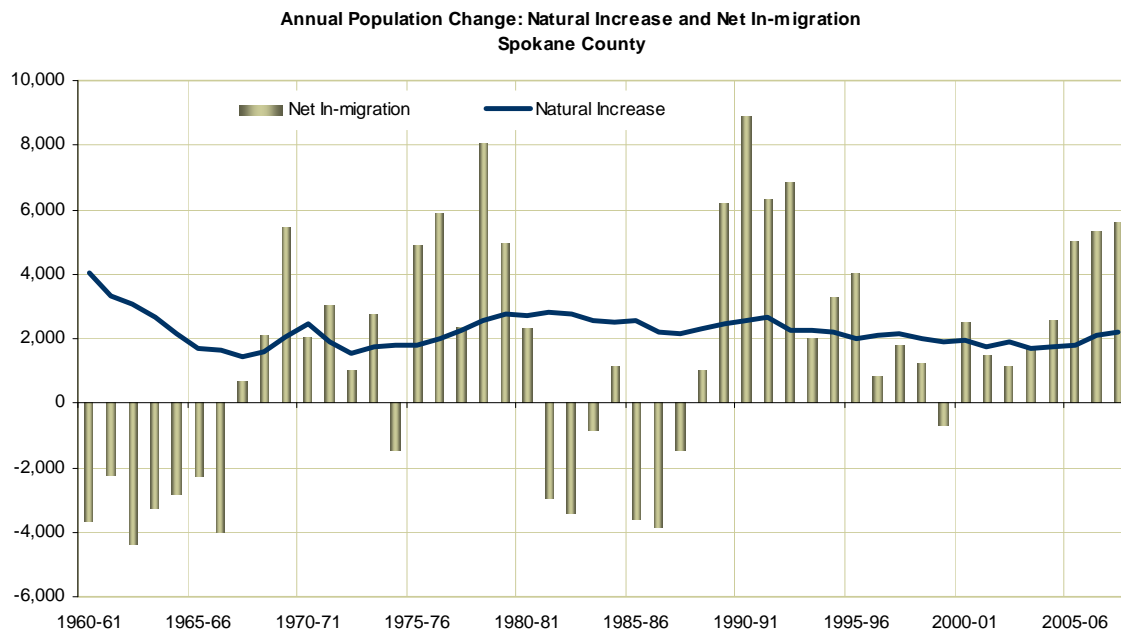
- Gender gaps need to be filled, especially in Healthcare, Construction, Manufacturing and Transportation/Warehousing.



Source: Employment Security Department

In Migration

- Spokane's unemployment rate is increasing at a faster rate than the state because of an *in migration* of unemployed workers. Unemployed workers are moving here from surrounding communities which are being hard hit by the recession. This presents a challenge to workforce development but also an opportunity of a skilled labor pool for the economy.



Impact of the American Recovery and Reinvestment Act of 2009

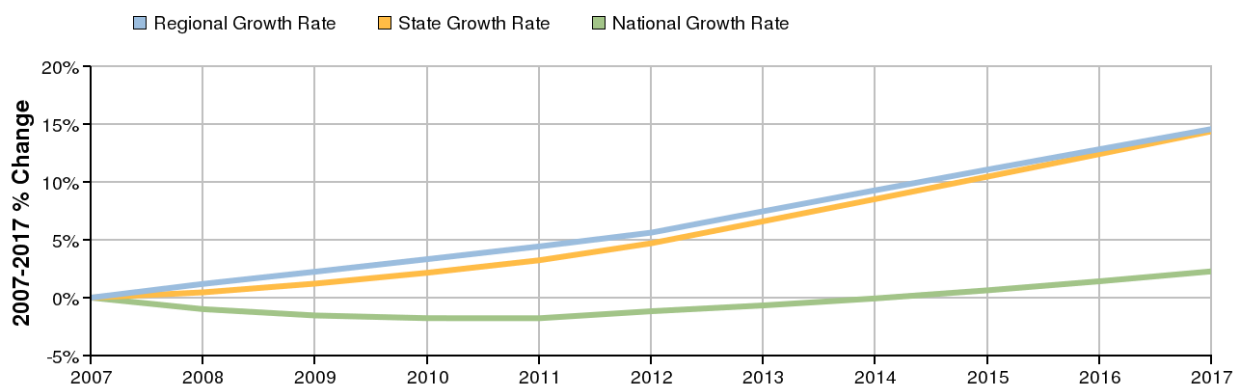
Stimulus packages at the federal and State level will have a significant impact on our economy. Most plans have a common theme of creating jobs and certain industries such as Construction and Manufacturing, two of our vital industry clusters, are likely to experience particularly strong job growth under stimulus packages aimed at infrastructure, energy, and education. Health Care will also benefit, as money will be funneled into new programs such as electronic record keeping and increasing health care insurance coverage to unemployed workers. Education is another that will benefit in wide ranging areas from re-training workers to improving the training of tomorrow's workforce. Even though state and local government are cutting back, they should benefit from the stimulus package especially in the administration, oversight and inspection of infrastructure projects and workforce programs. Overall the stimulus package is expected to create 80,000 jobs in the state of Washington. Spokane county jobs could see an increase of 5,600.

Five Vital Industry Clusters

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. Five vital industry clusters were targeted which contribute to Spokane's economic growth and development. Included in the five clusters are Manufacturing, Health Care, Construction, Business Services and Transportation/Warehousing.

Manufacturing

The strength of Spokane's manufacturing cluster can be attributed to the diversification of 542 companies in 12 sub sectors; this cluster employs over 18,000 workers. Manufacturing is expected to outperform both national and state growth rates.



In the most recent vacancy survey, 106 vacancies were reported for October 2008. Ninety-five percent of these vacancies were for permanent positions, with 17 percent requiring a license or certificate. A challenge in this cluster for workforce development is age and gender. Thirty-two percent of current workers are over the age of 50. As retirements accelerate, replacement of skilled workers is important for maintaining

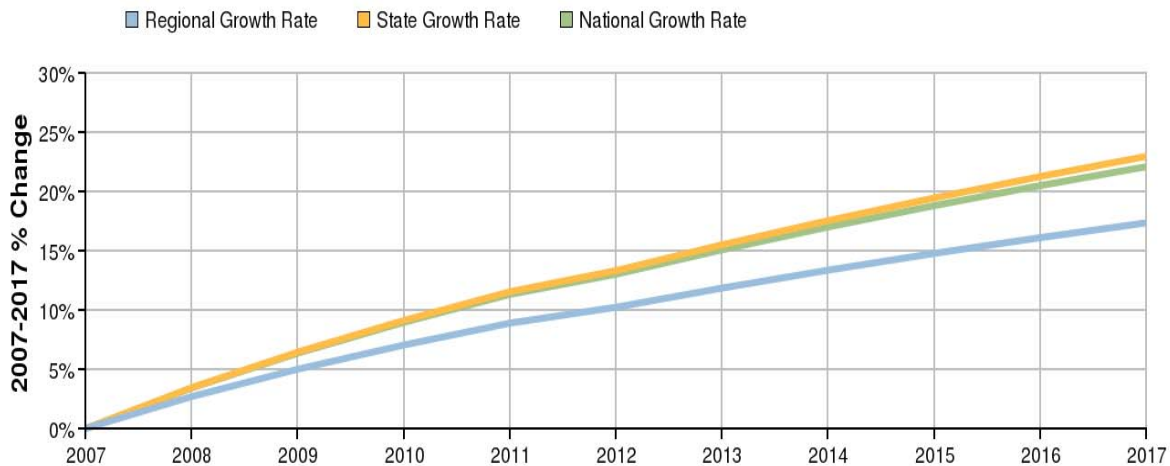
production. The current stock market crisis and loss of retirement wealth may cause some workers to delay retirement, although even this will not close the huge age gap. The other demographic challenge is a gender gap. Females make up only 24 percent of the current workforce.

In looking at specific occupations we evaluate on both high demand and high wage. The Council focuses workforce investments primarily on those jobs requiring more than a high school diploma but less than a baccalaureate degree. The list below is only a sample. A more complete list for this and other occupations can be found on LMEA's web site workforceexplorer.com under the Demand/Decline List by WDA link. The full Demand/Decline list is updated annually but analysis is ongoing as trends develop.

Description	2008 Jobs	2017 Jobs	Change	Hourly Earnings	Education
Maintenance, repair & Assemblers workers	1,747	2,261	514	\$15.44	Moderate-term on-the-job training
First-line supervisors/managers of production and operating workers	984	1,138	154	\$26.21	Work experience in a related field
Welders, cutters, solderers, and brazers	745	924	179	\$17.24	Long-term on-the-job training
Inspectors, testers, sorters, samplers, and weighers	465	526	61	\$15.98	Moderate-term on-the-job training
Sheet metal workers	341	428	87	\$22.42	Long-term on-the-job training
Industrial machinery mechanics	327	414	87	\$20.55	Long-term on-the-job training
Electrical and electronic engineering technicians	308	375	67	\$25.57	Associate's degree
Molding, core making, and casting machine setters, operators, and tenders, metal and plastic	198	236	38	\$11.40	Moderate-term on-the-job training
Extruding and drawing machine setters, operators, and tenders, metal and plastic	98	121	23	\$17.07	Moderate-term on-the-job training
Tool and die makers	86	108	22	\$21.85	Long-term on-the-job training
Industrial engineering technicians	74	99	25	\$27.00	Associate's degree

Health Care

Health Care by far has created the most jobs (3,100) in the last three years. Not only taking care of local residents' health care needs, the industry is a true regional hub for health care in Eastern Washington and Northern Idaho. A diverse cluster with hospitals, research, labs, education and clinics, the cluster has 1,109 companies employing more than 32,500 workers. Future job increases are expected to continue as a gap of need still exists in health care as the population gets older.

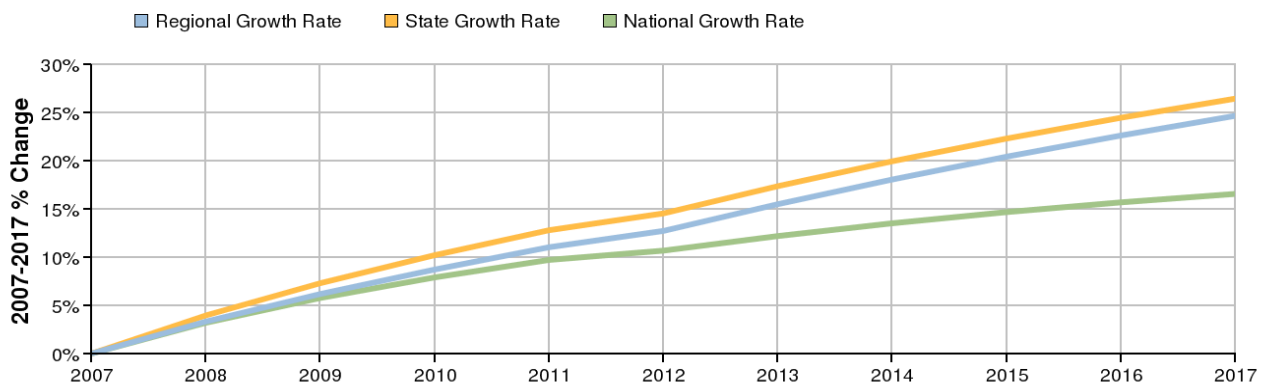


In the most recent vacancy survey, 2,153 vacancies were reported for October 2008. Ninety-nine percent of these vacancies were for permanent positions, with 81 percent requiring a license or certificate. Like manufacturing, a challenge for this cluster in workforce development will be age and gender. Thirty-two percent of current workers are over the age of 50. As retirements accelerate, replacement of skilled workers is important to maintain its regional hub status. Because of the demands and high wages in health care, workers will probably retire at younger age even with the stock market crisis and loss of retirement wealth. A severe shortage of workers is forecasted. The other demographic challenge is a gender gap. Males make up only 21 percent of the current workforce; worker shortages may be alleviated by attracting more males to the industry.

Description	2008 Jobs	2017 Jobs	Change	Hourly Earnings	Education
Registered nurses	5,113	5,705	592	\$25.96	Associate's degree
Nursing aides, orderlies, and attendants	2,387	2,593	206	\$10.70	Postsecondary vocational award
Managers, all other	1,949	2,233	284	\$39.23	Work experience in a related field
Billing and posting clerks and machine operators	1,680	1,834	154	\$12.97	Moderate-term on-the-job training
Medical assistants	881	1,140	259	\$13.02	Moderate-term on-the-job training
Computer support specialists	811	975	164	\$18.65	Associate's degree
Dental assistants	763	941	178	\$14.92	Moderate-term on-the-job training
Pharmacy technicians	492	582	90	\$15.02	Moderate-term on-the-job training
Radiologic technologists and technicians	410	463	53	\$25.70	Associate's degree
Medical records and health information technicians	399	440	41	\$13.58	Associate's degree
Medical and clinical laboratory technicians	371	430	59	\$19.04	Associate's degree

Construction

Construction has lost jobs over the last eighteen months. Almost all of the loss was confined to residential construction. Problems because of the credit/mortgage crunch curtailed residential construction dramatically. However, commercial construction was strong throughout the last three years and did create new jobs. The outlook for commercial construction is good as a national stimulus package is passed. A focus of the package will be infrastructure projects. Spokane will receive a share of the projects and local larger companies may get projects out of the area. With 1,820 companies in four sub sectors, Spokane has a good mix of both large and small construction companies and the industry employs 13,600 workers. Outlook is mixed for the cluster as a whole; however, the industry is expected to grow faster than the national average.



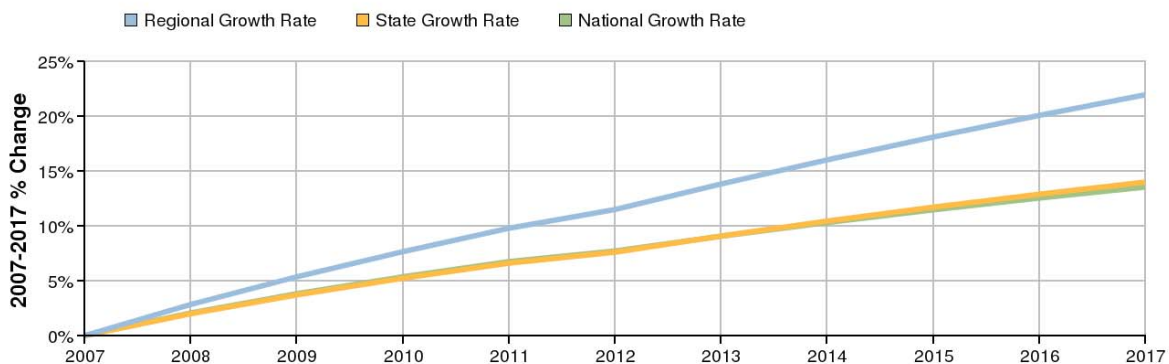
In the most recent vacancy survey, 87 vacancies were reported for October 2008. One hundred percent of these vacancies were for permanent positions, with 63 percent requiring a license or certificate. Like manufacturing and health care a challenge for this cluster in workforce development will be age and gender. Twenty-five percent of current workers are over the age of 50. As retirements accelerate, replacement of skilled workers will be important. The current stock market crisis may have a positive impact on worker retention in this industry as the loss of retirement wealth may cause some workers to not retire as soon as they intended; although even this factor will not close the age gap. The other demographic challenge is the gender gap. Females make up only 12 percent of the current workforce.

Description	2007 Jobs	2017 Jobs	Change	Hourly Earnings	Education
Carpenters	3,105	3,826	721	\$18.99	Long-term on-the-job training
First-line supervisors/managers of construction trades and extraction workers	1,679	2,042	363	\$23.52	Work experience in a related field
Electricians	1,549	2,009	460	\$20.49	Long-term on-the-job training
Painters, construction and maintenance	964	1,199	235	\$18.36	Moderate-term on-the-job training
Sales representatives, wholesale	766	900	134	\$33.17	Moderate-term on-the-job training

Heating, air conditioning, and refrigeration mechanics and installers	634	786	152	\$20.19	Long-term on-the-job training
Plumbers, pipe fitters, and steamfitters	519	641	122	\$24.76	Long-term on-the-job training
Operating engineers and other construction equipment operators	496	583	87	\$21.42	Moderate-term on-the-job training
Cement masons and concrete finishers	442	567	125	\$22.78	Moderate-term on-the-job training
Roofers	412	535	123	\$19.08	Moderate-term on-the-job training
Cost estimators	349	472	123	\$22.10	Work experience in a related field
Structural iron and steel workers	234	298	64	\$17.99	Long-term on-the-job training
Construction and building inspectors	214	253	39	\$23.40	Work experience in a related field

Transportation/Warehousing

Spokane is the largest city between Seattle and Minneapolis/St. Paul and has traditionally served as a major distribution center and east west hub, utilizing three modes of transportation air, rail and road. The industry is diverse with 252 companies in 9 sub sectors, employing over 5,300 workers. Because of Spokane’s geographic location transportation/warehousing should continue to be a strong driving force in the local economy.



In the most recent vacancy survey, 67 vacancies were reported for October 2008. Sixty-two percent of these vacancies were for permanent positions, with 74 percent requiring a license or certificate. Like the previous clusters age and gender needs to be addressed for future workforce development. Twenty-eight percent of current workers are over the age of 50. As retirements accelerate, replacement of skilled workers will be important just to maintain current employment levels. A majority of this work is physical and thus hard for older workers to do so even with the loss of retirement wealth workers may need to transition into less physical jobs. The other demographic challenge is a gender gap as females make up only 23 percent of the current workforce.

Description	2007 Jobs	2017 Jobs	Change	Hourly Earnings	Education
Laborers and freight, stock, and material movers, hand	3,556	3,970	414	\$11.56	Short-term on-the-job training
Truck drivers, heavy and tractor-trailer	3,409	4,142	733	\$17.43	Moderate-term on-the-job training
Billing and posting clerks and machine operators	1,687	1,854	167	\$12.93	Moderate-term on-the-job training
Truck drivers, light or delivery services	1,610	1,922	312	\$13.40	Short-term on-the-job training
Counter and rental clerks	1,531	1,887	356	\$9.46	Short-term on-the-job training
Automotive service technicians and mechanics	1,302	1,517	215	\$17.48	Postsecondary vocational award
Shipping, receiving, and traffic clerks	1,032	1,211	179	\$12.49	Short-term on-the-job training
Bus drivers, school	750	1,015	265	\$14.33	Short-term on-the-job training
Bus and truck mechanics and diesel engine specialists	588	702	114	\$16.97	Postsecondary vocational award
Bus drivers, transit and intercity	391	554	163	\$20.74	Moderate-term on-the-job training
Production, planning, and expediting clerks	367	439	72	\$19.91	Short-term on-the-job training
Dispatchers	301	335	34	\$15.04	Moderate-term on-the-job training
Tire repairers and changers	222	311	89	\$12.40	Short-term on-the-job training
Aircraft mechanics and service technicians	186	266	80	\$24.23	Postsecondary vocational award

Business Services

The business service cluster is very broad covering three industries – information, finance/insurance, management of business and real estate. These industries are diverse covering 16 sub sectors with 1,242 companies employing 12,410 workers. Business services experienced negative growth over 2008. Jobs may not come back to pre-recession level due to credit/mortgage re-structuring and emerging technology. However, even with loss of jobs replacement needs will need to be met. A forecast graph was not submitted due to high degree of unreliability with projected growth rate. This cluster is re-structuring.

Even with a dramatic decrease in jobs the most recent vacancy survey, found 379 vacancies in October 2008. Most of these vacancies were for permanent positions. The driving factor upon demand for the future workforce in this cluster is age, with 23 percent of current workers over the age of 50. However, this group of older workers lost retirement wealth and may stay on the job longer than projected.

Business	2007 Jobs	2017 Jobs	Change	Hourly Earnings	Education
Bookkeeping, accounting, and auditing clerks	4,201	5,080	879	\$15.08	Moderate-term on-the-job training
Customer service representatives	3,980	5,683	1,703	\$12.71	Moderate-term on-the-job training
Sales representatives, wholesale and manufacturing, technical and scientific products	2,826	3,431	605	\$22.74	Moderate-term on-the-job training
First-line supervisors/managers of office and administrative support workers	2,585	2,895	310	\$22.09	Work experience in a related field
Receptionists and information clerks	1,890	2,258	368	\$10.47	Short-term on-the-job training
Billing and posting clerks and machine operators	1,687	1,854	167	\$12.93	Moderate-term on-the-job training
Claims adjusters, examiners, and investigators	486	567	81	\$25.80	Long-term on-the-job training

Finance & Insurance	2007 Jobs	2017 Jobs	Change	Hourly Earnings	Education
Insurance claims and policy processing clerks	1,003	1,133	130	\$15.24	Moderate-term on-the-job training
Computer support specialists	826	984	158	\$18.40	Associate's degree
Bill and account collectors	597	794	197	\$14.88	Short-term on-the-job training
Title examiners, abstractors, and searchers	97	106	9	\$22.24	Moderate-term on-the-job training
Brokerage clerks	84	99	15	\$17.71	Moderate-term on-the-job training

Information Technology	2007 Jobs	2017 Jobs	Change	Hourly Earnings	Education
Computer support specialists	826	984	158	\$18.40	Associate's degree
Computer specialists, all other	283	329	46	\$25.70	Associate's degree
Audio and video equipment technicians	106	144	38	\$11.90	Long-term on-the-job training

Clean Energy/Green Jobs

It is anticipated that the emerging Clean Energy discipline will become a well defined cluster in the future. Washington State Employment Security completed a report (February, 2009) of a survey of private-sector employers. The goal of the survey was 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 in Washington's "green economy". The survey found that 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 & 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 & Technical Services, Waste Management and Remediation, Agriculture and Manufacturing. Spokane is estimated to have 225 jobs in this sector.

The survey was unable to identify new job titles as employers have chosen to retain traditional occupational titles. The top six occupations as a function of the green core areas are: Electricians, Carpenters, Construction Laborers, Architects, Civil engineers, and 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.

Linkages between Workforce Development and Economic Development

Prior to the advent of the Workforce Investment Act of 1998 (WIA), 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.

Workforce development has been acknowledged as the single most important component of economic development in the new economy. Absent a skilled workforce, businesses cannot grow and prosper and efforts to bring new companies to our region will fail.

The business services offered by our system are evolving to become 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.

Common objectives shared by the regional workforce and economic development systems include increasing incomes, support of jobs in high value clusters – manufacturing and advanced manufacturing, healthcare, logistics and distribution – and creation of a seamless service delivery system serving regional workforce development and education needs. These objectives are also in alignment with the Governor's *The Next Washington – Growing Jobs and Income in a Global Economy*, including support for appropriate investments in education and lifelong learning, infrastructure that connects people and markets, and the use of a cluster strategy to guide deployment of our public workforce investment system resources.

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 Governor's Government Management, Accountability, and Performance (GMAP) initiative has introduced processes that utilize measurement of interim indicators in order to influence system business practices to more effectively reach outcomes. These are being utilized by the Spokane Area Workforce Development Council and continue to be refined to ensure delivery of necessary services to customers while achieving defined outcomes. It is anticipated that further development of the GMAP process will incorporate measures that are shared by partners across our community, e.g., economic development, K-12 and post-secondary education, and workforce development. This significant change in measuring success may create synergies between partners and realign resources more efficiently.

The challenges facing the workforce development system are threefold:

- 1) Serve mandated program customers – adults, dislocated workers, youth;
- 2) Link to economic development initiatives – develop comprehensive strategies for the community irrespective of fund sources; and
- 3) Support high skill/high wage job development across key clusters – focusing investments on meeting needs of a limited cross section of the business community

SECTION III. THE CHANGING WORKFORCE IN SPOKANE COUNTY

The Office of Financial Management (OFM) estimated the population of Spokane County in 2008 at 459,000. Births are accelerating from about 5,300 per year to 6,200 in 2008. Deaths are also increasing but at a slower rate. Net in migration has exploded from a yearly average of 1,800 per year to almost 5,600 per year in 2008.

Table 2.1

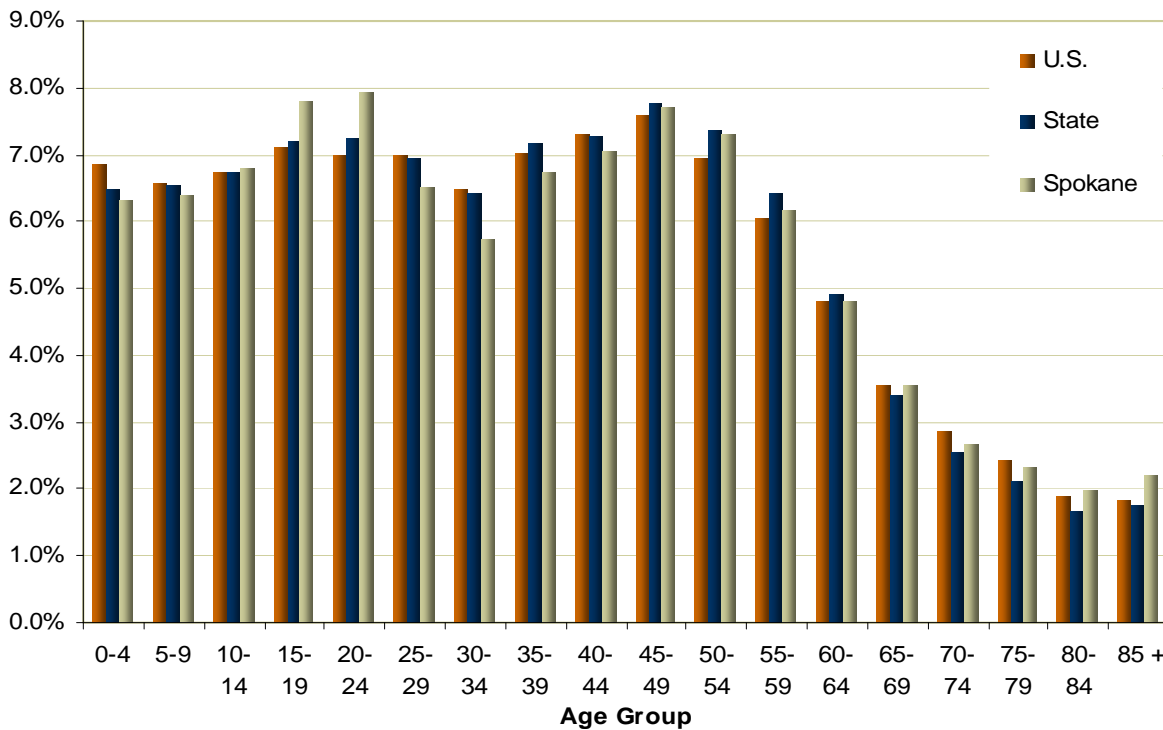
Population and Components of Population change In Spokane County: April 1, 2000 to April 1, 2008

Numeric Change	Percent Change	Births	Deaths	Natural Increase	Net Migration
41,061	9.0	45,484	30,054	15,429	25,632

Source: Office of Financial Management

Table 2.2

Percent of Population by Age Group, 2008



Source: Office of Financial Management

The OFM also estimated that the city of Spokane, which contains about 46% of the county's population, was the second most populous city in Washington but 27 other cities have higher population densities than Spokane.

As seen in the above chart, the "Baby-Boom" generation continues to age and the "Echo" of that generation in the 15-25 year-old age bracket is showing steady growth in Spokane. Spokane added 6 months to its average age of 41 years old with about 8,000 more women than men.

According to OFM estimates, Spokane went from 93.0% of the population claiming "white" as their primary race in 2000 to 92.0% in 2006. While populations of all minority groups increased in number, they increased at a slower rate than among whites.

According to the 2000 census, minorities in Spokane experienced an average unemployment rate of 14.7%, while unemployment for whites was estimated at 7.4%.

About 2.3% of the resident population over the age of 5 responded that they speak English less than “very well” to a survey by the U.S. Census Bureau in 2005. The number of foreign-born residents was 5.6% of the population with the largest non-English-speaking population being immigrants from the former Soviet states and Eastern Europe.

Target Populations for Workforce System Services

Veterans

Among the target populations for rapid integration into the labor force are several populations that have a large presence in Spokane. The *Veterans* population is attracted to Spokane for a variety of reasons including the presence of a Veterans Administration Hospital and the Fairchild Air Force Base. According to the American Community Survey (ACS) of 2005, there are 48,615 veterans living in Spokane County.

Individuals with Disabilities

Another targeted population for workforce development is *individuals with disabilities*. The U.S. Census estimated that 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.

Mature Workers

The “Baby Boomers” represent a population that warrants particular attention as their numbers represent the majority of our 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 also may require income to supplement their savings and pensions. Strategies for retaining the mature workforce must be explored in order to keep these productive and knowledgeable workers engaged in the labor market. Data indicate that continuing education of this population is effective in maintaining a connection to the workplace.

“The Weight of Change,” a Community Colleges of Spokane Environmental Scan (November 2007), projects that the service region’s population will grow by 23,050 persons by 2012, with 63% of that growth (14,529 individuals) occurring in the region’s southern section – primarily Spokane and its environs, the part of our region with easiest access to the majority of our Seniors Program training venues. Total projections indicate that by 2012 the southern part of the SCC region will have well over 100,000 50+ adults of working age 50-69 years, with over half in the 60 to 69 age group.

Local experience shows that significant numbers of baby boomers are electing to remain in the workforce, which is consistent with recent research findings such as those from the Center for Retirement Research (www.be.edu/crt). Baby boomers electing to remain in or re-enter the workforce, and employers difficulty in finding qualified applicants to fill existing job openings, it is clear that workplace skills upgrade training and/or retraining program targeted to 50+ adults will improve the qualifications and increase the size of the viable local job applicant pool, helping regional employers to fill

job vacancies and, at the same time, enabling adults in this age group to remain in or reenter the workforce.

In association with American Association of Community Colleges (AACC), Spokane Community College has been named as a mentor college for the three year 50+ program. Mentor colleges are AACC member colleges that have well-defined programs to the 50+ population. The Spokane Community College Institute for Extended Learning (IEL) Seniors Programs is recognized as the strongest in Washington State.

Mentor colleges have two objectives during the three year period: 1) to expand or refine their existing programs, 2) to provide program guidance and support and collaborate with 2 AACC designed Demonstration Colleges. Luzerne County Community College, Nanticoke, PA and Richland College, part of the Dallas County Community College District, located in Dallas, Texas, are the designated Demonstration Colleges paired with The Community College of Spokane.

The Community Colleges of Spokane assists 50+ workers upgrade or gain new skills and receive re-training to fill regional job vacancies. Course delivery is expanded to rural areas using distance learning, so that 50 + students located farther from campus can participate.

Four populations are served: Group 1 – Those currently engaged in the Seniors Program through Institute for Extended Learning (IEL) that want to maintain the status quo or who might be interested in volunteering; Group 2 – Retired/Unemployed Boomers who want to be engaged; return to employment and be active in retirement; Group 3 – Experienced Workers: Currently working; seeking retirement but need direction; seeking new employment or new directions and Group 4 – Employers: Outreach/Education/Retention

Activities include well-honed educational and personal enrichment courses to Seniors within the Spokane area and expanded delivery to counties in the outlying rural areas via distance learning vehicles such as ITV and online formats. Enrichment presentations are held at regional retirement centers and cover topics such as local historical events and sites; affordable travel destinations and venues; art, literature and music appreciation, including local exhibits, readings and performances, etc. There is also an employment skills training program open to all 50 + Seniors who want to reenter the workforce and/or who are concerned about keeping their jobs because they lack technical and "soft" skills necessary for success in today's rapidly changing workplace. The six-week Seniors course includes: (a) Introduction to Computers and Windows XP, Internet, MS office Word, Excel, and PowerPoint; (b) Business Writing, Team Working, Effective Communication, Dealing with Change and Working in a Multigenerational Workforce with special emphasis on accepting supervision from younger persons; (c) Career and Labor Market Exploration; and (d) Job Search, Resume Writing and Interviewing skills.

Youth

In Spokane County, youth 0-19 years of age equal almost 30% of the total population, with working age youth, ages 15-19, constituting over 15% of the population. The youth demographic profile of the Spokane region presents opportunities for the workforce

development system to position itself and more effectively connect the available workforce to high wage/high skill careers. The “Baby-Boom Echo” represents a cohort of workers who have the potential to play a critical role in the local labor market. Many of these workers have completed certificates and degrees but are underemployed and not yet plugged into high skill/high wage career pathways. Others in this cohort have not yet successfully attained a level of higher education. A third group is comprised of individuals that have not yet earned their secondary education credential. All three groups can benefit from the system by providing them with career information and access to resources, e.g., financial aid and career planning that will connect them with a path toward economic success.

Factors affecting the youth workforce participation rate include that a large number of 16- to 24-year-olds are still in school, and of those not in school, many left not prepared to enter employment, training, or post secondary education. The Washington State Report card issued by the Office of Superintendent of Public Instruction indicates that just 72% of the class of 2007 graduated on-time after four years of high school, and that number dips as low as 57% in Spokane County. While schools place high priority on providing youth with world class education and training, a significant proportion of students did not enter school ready to learn, while many others did not have adequate support to get them through to graduation. The SAWDC is working in partnership with school districts and community and public agencies to explore models for supporting students throughout their school years and to identify resources and best practices that can help our community ensure that students leave high school ready for employment and/or post secondary education and training.

Individuals in Poverty

Finally, Spokane citizens that fall within the federal definition of *poverty* remain a key concern of workforce and social development agencies in Spokane. According to the ACS, 14.5% of all Spokane County residents earned incomes below the poverty level for at least one month during 2005. In the 2000 Census, that statistic represented 12.3% of residents, indicating a higher number of affected residents. Also according to the ACS, 46.5% of single mothers with children under the age of 5 had incomes below the poverty level.

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 barriers include lack of work readiness and basic skills, as well as issues with transportation, childcare, domestic issues or substance abuse. 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.

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
- College administrators and staff develop and deliver curriculum that enables students to compete in the labor market
- High school teachers and staff design courses and articulate career pathways for students that inform their goal setting and class choices
- 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 Spokane Area Workforce Development Council (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.

SECTION III. SPOKANE'S WORKFORCE DEVELOPMENT SYSTEM TODAY

The regional workforce development system infrastructure is comprised of a wide variety of partners that each plays a critical role. Broadly, key partners include education and training providers at the secondary, post secondary, and higher education institutions, the WorkSource system, Employment Security Department, Division of Vocational Rehabilitation, SAWDC, LNI, business and 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.

One lens through which to view workforce development is through the major component groups that make up the workforce, sharing common characteristics and needs, and to which much of the workforce system's financial resources are allocated. These groups include the emerging workforce (youth from K-12 through higher education), the transitional workforce (displaced workers, public assistance recipients, etc.) and incumbent workers.

SERVICES FOR YOUTH

Education

Secondary School Programs – Career and Technical Education

Career and Technical Education (CTE) is a planned program of 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.

Most Career and Technical Education programs in the Spokane area are associated with the Spokane Area Professional-Technical Advisory Consortium (SAPTAC). In 2007, the SAWDC has become the endorsing body for Carl Perkins Act plans submitted by area Career and Technical Education directors. This will greatly improve the linkages between the SAWDC and CTE and give both the opportunity to better understand and influence community-wide strategies and more effectively articulate available career pathways.

Courses offered throughout the Consortium Districts include:

Business, Management and Operations

- Digitools
- Business Computers/Applications
- Finance and Accounting
- Business Communications
- Business Law
- Marketing
- Introduction to Business
- Graphic Web Design

Family and Human Services

- Early Childhood Education
- Fitness and Foods
- Culinary Arts
- Independent Living
- Teaching Academy
- Textiles and Apparel
- Sports Medicine
- Fire Science

Manufacturing and Technology

- Auto
- Drafting
- Metals
- Materials Processing
- Photography
- Exploring Technology
- Sports Medicine

Environmental Science and Natural Resources

- Horticulture
- Natural Resources Health
- Agricultural Mechanics
- Environmental Science

The Spokane Skills Center offers preparatory programs in automotive and collision repair technology, broadcast media production, clinical and scientific investigation/medical laboratory technology, computer information technology, computer programming, construction (pre-apprenticeship), dental occupations, hospitality and culinary arts, medical, nursing, welding, police science, graphic art, and veterinary technology. Qualified students from the Spokane Skills Center participate in internship programs at area businesses as part of their training, and receive community college credit through the “Tech-Prep” program.

Pre-Apprenticeship

In partnership with the SAWDC Construction Industry Skill Panel, local apprenticeship training coordinators, and SAPTAC, the pre-apprenticeship program is available to all 16-21 year old students in the Spokane Region, and includes safety and leadership training, industry information and tours, work experiences, and connections to apprenticeship programs. Additionally, materials are being developed to promote these careers and are part of a larger branding strategy in coordination with Greater Spokane Incorporated and other Skill Panels. Events such as Pizza, Pop, and Power Tools, which focuses upon middle school age girls, and Construction Career Day, which focuses upon high school students, help to inform youth about career options and demonstrate the relevance of coursework in order to succeed in these pathways.

Navigation 101

Navigation 101 is a life skills and planning curriculum for students in grades 6 through 12 that aims to help students make clear, careful, and creative plans for life beyond high school. The program is designed to encourage student engagement by building meaningful relationships between each student and at least one adult at school; enhance student achievement by helping students evaluate their own skills, interests, and accomplishments; successfully make the transition between middle and high school; take more challenging courses; understand the relationship between school and life after graduation; involve parents or guardians by engaging them in students' decisions; and strengthen community within schools and in the neighborhoods in which students and their families live by offering students meaningful service-learning and leadership opportunities.

Students with Special Needs

School systems accommodate students with cognitive and physical disabilities both through special education classes and in the regular classroom; programs such as the Skills Center and Career and Technical Education operated focus on community experiences and work-site training that supports students in a safe, supported environment focusing on leadership and employability skills. Most special education students with significant cognitive delays remain in school until age 21; some opt to leave earlier. Thus, workforce development for young people with disabilities is almost entirely focused around schools. The Department of Social and Health Services, Division of Vocational Rehabilitation (DVR) also maintains a liaison relationship with local educational institutions.

TEConnections

Operated by Spokane Public Schools, TEConnections is designed to offer work experience and leadership training to students interested in technology. Students refurbish computers which are provided to other area students who do not have a home computer. The TEConnections program is creating training and employment opportunities for youth while bridging the digital divide.

Building Bridges

Operated in the West Valley School District in partnership with Central Valley School District, East Valley School District, Freeman School District, Educational Service District 101; Next Generation Zone, Eastern Washington University, Daybreak Youth Services, Spokane Area Workforce Development Council, Northeast Washington Treatment Alternatives, Job Corps, Community Trade and Economic Development, Spokane County Juvenile Court, Children's Home Society of Washington, Spokane Mental Health, Community-Minded Enterprises, Tincan, and the Department of Social and Health Services, the Building Bridges project is creatively working to reduce the number of the students that are falling behind in school.

The project includes the creation of a network of community supports that collectively work to address the problem of those youth who typically fall through the cracks of the educational system. The goal of the project is to create a safety net so that students who are at risk of falling out of the school system, or who have already fallen out, are caught in the network of academic and non-academic efforts and agencies. In partnership with the SAWDC, the Building Bridges project offers a method of connecting

youth to work experiences, paid and unpaid internships, and additional career exploration.

Allied Health Career Academy

Designed to introduce health care careers to talented, at-risk high school youth through hands-on learning and work experiences, the Allied Health Career Academy is one way that workforce development, economic development, industry and education can address both the alarming high school dropout rate and the shortage of health care workers. Participating students undertake intensive career exploration and college preparation activities, complete college courses that count as pre-requisites for multiple nursing and allied health programs, and have the opportunity to become certified nurse assistants.

The project is offered in Havermale High School through a partnership between the Spokane Area Workforce Development Council, Health Work Force Institute, Spokane Public Schools, Spokane Community College, Next Generation Zone, Community Colleges of Spokane, Greater Spokane Inc., and area health care providers. Allied Health Career Academy is a win for both the education and business community, providing free college credits, industry certifications and paid work experiences to the students, while simultaneously providing potential workers to an industry known to be experiencing critical workforce shortages.

Post-Secondary's Connection to High Schools

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 hand-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 transcript. 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 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 their associate degree at the respective college. These credits are free of charge to the students and offerings vary from school to school. Students also have an option through Running Start for the Trades, a program implemented in 2008-09 by

Governor Gregoire, to expand post-graduation apprenticeship opportunities for high school students.

Community Resources

The Next Generation Zone

The Spokane Workforce Consortium, a partnership of Career Path Services, Educational Service District 101 (ESD 101), Goodwill Industries and Employment Security have partnered to provide seamless, wrap around services for at-risk youth and young adults in the Workforce Investment Act (WIA) Title I-B funded program in Spokane's first youth employment center. Located in WorkSource Spokane, the *Next Generation Zone* offers a combination of career counseling, employment and training opportunities including paid work experiences, skills training and support services. It also offers core services which include workshops and job search assistance. The Community Colleges of Spokane's Institute for Extended Learning partnered to offer on site GED remediation and testing. The goal in assisting in the completion of education and employment activities is to have the youth/young adult to be a productive addition to the workforce and to be self sufficient.

Spokane Service Team

Through its Center for School to Work, ESD 101's Spokane Service Team trains at-risk youth for construction careers through affordable housing renovation and construction. The housing is then made available to low-income individuals. ESD 101's Washington Reading Corps recruits college education majors as AmeriCorps members to provide reading tutoring services to students from K-6th grade, an opportunity that provides on-the-job training to future educators.

Communities in Schools

Communities in Schools of Spokane County connects community resources with schools to help young people learn, stay in school, and prepare for life. Although new to Spokane, Communities is the oldest a national dropout prevention organization. Services include site coordinators in targeted schools, assessment needs of schools, identification of community resources, connection with the business community and youth service providers, one-on-one interactions with youth, and academic mentoring.

Spokane Youth Council

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 addition of the Youth Involvement Coordinator to the staff of the SAWDC has improved the ability of the Youth Council to develop and implement initiatives and projects, including allowing the Youth Council to split into the Community Youth Council and the Executive Youth Council committees. The Community Youth Council will focus on issues that directly impact the community as a whole, such educating the community on high school dropout rates and identifying methods to increase the number of youth with state IDs and driver's licenses. The Executive Youth Council is responsible for the general oversight and planning of Spokane's Workforce Investment Act Youth funding, identifying gaps in services; providing youth program funding recommendations to the SAWDC; creating methods for connecting youth to information about programs, services, education, training, internships and work

experience; and identifying high quality dropout prevention, intervention, and reengagement programs.

Mentoring Programs

Many organizations facilitate mentoring programs in Spokane County. These efforts enhance youth services and facilitate school-to-work activities in support of workforce development. Connected through the Inland Northwest Mentoring Partnership, local mentoring programs include the Spokane Regional Chase Youth Commission, Liberty Lake Youth Commission, Cheney Youth Commission, Project MOVE, America's Promise, Big Brothers Big Sisters, Foster Care to College, Camp Fire USA, Mentors and Students Together, Juvenile Rehabilitation Administration, College Success Foundation, Odyssey Youth Center, Communities in Schools, Retired and Senior Volunteer Program, Next Generation Zone, Friends & Servants, Gonzaga University Mentoring Programs, Study Masters, Mentoring Children of Promise, Pony Tails Youth Services, and the Northeast Washington State Rural Mentoring Partnership.

The Spokane Regional Chase Youth Commission empowers youth as leaders and develops resources to improve the health and vitality of families, schools, neighborhoods, and the economy. The Commission also advises the Spokane City Council and Board of County Commissioners on youth issues while pursuing its own agenda of programs and community activities. Since its inception more than 20 years ago, the Commission has developed infrastructures for both youth involvement in local government and community service. Among the most important initiatives of the Commission is its Teen Advisory Council (TAC). TAC provides an opportunity for high-school aged citizens to get involved in community projects and commission initiatives and serves as a conduit for the Commission to interact with local schools and community organizations at a peer-to-peer level.

The Center for Community Action and Service-Learning at Gonzaga University coordinates five mentoring and tutoring programs at twelve Spokane Public Schools. These programs provide opportunities for more than 300 Gonzaga student volunteers to mentor or tutor over 500 Spokane school youth.

The Liberty Lake Youth Commission began in December 2006 and is dedicated to providing, improving, and promoting services and programs for young people in the Liberty Lake and surrounding communities. Currently, there are 30 members representing grades 8 through 12, including a nine-member executive board. The Commission provides a vehicle for kids to learn about government, participate in the process, and represent and communicate the needs, issues, and activities affecting youth.

The Cheney Youth Commission is a 16-member group of teenagers in grades 8 through 12 who sponsors activities to create ways for youth to express themselves while benefiting the community. Activities include initiatives aimed at enhancing the general health and welfare of area youth, promoting open channels of communication between youth and adults and uniting community spirit.

A collaborative effort engaging four partners, Project MOVE is a mentoring program that supports youth with disabilities as they *move* into the workplace and/or post-secondary

education after high school. Youth are matched with community mentors in Spokane County who listen and share experiences of achieving employment and educational goals. The youth-mentor relationship is a place for youth to discover their unique desires and skills while receiving help accessing various community resources.

America's Promise — The Alliance for Youth grew out of the Presidents' Summit for America's Future in 1997 when Presidents Clinton, Bush, Carter and Ford, with Nancy Reagan representing President Reagan, challenged America to make children and youth a national priority by keeping five promises correlated with success to 15 million underserved youth. The promises include access to caring adults, safe places and constructive use of time, a healthy start and healthy development, effective education for marketable skills and lifelong learning, and opportunities to make a difference through helping others. Spokane County is one of five communities in Washington State and 100 communities selected nationwide as a "Best Community for Young People." The 100 Best Communities for Young People competition honors outstanding efforts on behalf of young people by multiple sectors of communities. The annual competition sponsored by America's Promise is leading communities to assess their efforts, work more effectively together for young people and share best practices.

Big Brothers Big Sisters of the Inland Northwest matches school age children in the Inland Northwest area with quality volunteers committed to being positive role models, mentors, and friends. Their mission is to help children reach their potential through professionally supported, one-to-one relationships.

Operated by ESD 101, Mentoring Children of Promise provides services to children of incarcerated parents between the ages of 4-18 who reside in Spokane County. It also supports mentoring services to young people who reside outside of Spokane County, including the Tri-County region of Eastern Washington, and select areas in Central and Western Washington. A major partner, Goodwill Industries of the Inland Northwest, provides the infrastructure to support one-on-one mentoring relationships.

Also operated by ESD 101, the Bi-County Readiness to Learn consortium consists of school-based mentoring programs in seven school districts in Stevens and Ferry Counties. A mentoring site coordinator is selected and trained in each school district by the ESD 101 project coordinator. Mentors are selected from among adult volunteers and high school and middle school students. Mentees are selected from among kindergarten – 5th grade students. Mentors and mentees are recruited, screened, trained, matched, supervised, supported and evaluated by each school site mentor coordinator. Project goals include improvement of student outcomes (grades, attendance and behavior) for students receiving once weekly mentoring for 12 months or more.

Services for Adults

Adult services continue to evolve in response to customer needs. The local system has a broad range of expertise and partners delivering services. The consolidation of all WIA Title I-B funded services under one roof last year created synergies among partner staff and increased efficiencies. The Employment Security Department, Division of Vocational Rehabilitation, Department of Labor and Industries, American Association of

Retired Persons (AARP) and Spokane Community College are co-located at the WorkSource center and have created a successful partnership that is responsive to the unique needs of mutual customers. Low income and TANF recipients, unemployment insurance claimants, veterans, persons with disabilities, mature workers, and our shared universal customers all have access to state of the art career information and programs. Financial aid assistance through the federal system as well as via program services is available, based upon eligibility.

Title I-B dislocated worker and adult program service providers provide one-on-one 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, 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 Employment Security Department (ESD) WorkSource Spokane, along with system partners, will work to reduce operating costs while maintaining a strong partnership, directing more resources to customers, while continuing to provide high-quality services to the public. The focus will be on providing more intensive staff assisted services and less customer self service. The result will be a concentrated focus on those customers who can most benefit from WorkSource services.

Given the current economic crisis, all system partners will respond constructively to economic problems facing the partnership and will examine business practices and services that are duplicative or redundant among programs and/or inefficient. A "Subtraction Team" will be created to look at all processes and services and see what can be eliminated. All WorkSource partners will maintain a close working relationship in developing this effort and in continuing to implement the other requirements of the WorkSource system.

Work was completed last year with an architectural firm that resulted in a plan to remodel the building and reconfigure the location of services in the Center resulting in a more functional integrated service delivery design. Functional integrated areas include such activities as assessment, case management, business services, and job placement. The outcome of this new configuration will result in improved quality of job-matching efforts, increased quality of job referrals and the number of job placements to regional employers in the local area. By redirecting resources we will effectively meet the local workforce needs of targeted local industries.

Low Income Adults

Career Path Services as the Program Operator leads a consortium of service providers that make available employment and training services to WIA Title I-B customers. Employment Security Department and Career Path Services together provide wide ranging transitional employment services to economically disadvantaged adults.

Services include self-directed job search, placement assistance, short term vocational skills training, intensive training, on-the-job training, job retention and follow-up. Job seekers may be those who have lost their job and are seeking re-employment, those entering the workforce for the first time, as well as those who are currently employed who wish to change their employment either to increase their wages or find more amenable working conditions. Job seekers can utilize the comprehensive web sites developed by WorkSource Spokane (www.workspokane.org) as well as the state's www.go2worksource.com to identify potential employment opportunities and training activities. These web sites connect job seekers with both local and national markets. Job seekers can obtain in-person services and referral to training at both the WorkSource Center, affiliate and connection sites.

WorkFirst

The WorkFirst program is a partnership of the Department of Social and Health Services (DSHS), the State Board for Community and Technical Colleges (SBTC), Community Trade and Economic Development (CTED), and the Employment Security Department (ESD). These organizations 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.

DSHS refers TANF parents to the WorkSource Center for a Comprehensive Evaluation. The evaluation consists of three assessment tools: Choices CT, CASAS and an education assessment to determine learning disabilities. ESD conducts Choices CT; the Community Colleges of Spokane (CCS) conducts CASAS and the education assessment. CCS then presents potential training options to the parent. ESD takes the results of this comprehensive assessment into consideration when making a recommendation to DSHS regarding participation pathways. Those not deemed employable are referred to training and other programs which may offer services, such as Workforce Investment Act and Community Jobs. Those recommended for job search meet daily with an Employment Security WorkFirst counselor at WorkSource and utilize the Center's resources, e.g., computer labs, job clubs, Job Hunter Modules, other workshops (soft skills and computer basics), and Employer Hiring Events. A further evaluation is conducted at 4, 8, and 12 week intervals to determine appropriateness of job search. Job retention and support services are provided to employed TANF parents.

WorkFirst Career Services is a new program administered by Employment Security Department which provides Post-WorkFirst services and cash payments (up to \$650.00) for up to six months to parents who are employed 30 hours or more weekly and have exited TANF. These services and payments help them transition from assistance to work. The goal of the program is to help parents stay working and help them to become financially independent.

Adults with Disabilities

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 local educational institutions. DVR has staff in 2 local WorkSource locations including the WorkSource Center and the Spokane Community College affiliate site.

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.

The Department of Social and Health Services Division of Developmental Disabilities provides funding for services including employment, sheltered workshops, work enclaves, and group and individual supported jobs. Group and individual supported jobs have a job coach present at the job site on a continual or intermittent basis, depending upon the need. These services/activities are administered by the Spokane County Community Service Department. Services and are provided by a variety of entities throughout the community.

Community Jobs

The Community Jobs program is operated by Career Path Services in Spokane County. Community Jobs (CJ) is a full-time (40 hours per week) WorkFirst activity that provides participants who have multiple barriers with paid, temporary employment. It is a paid work experience of up to six months, which combines 20 – 30 hours per week in a temporary subsidized job (considered employment) with up to 12 hours per week of training or education and up to 8 hours per week of issue resolution (considered preparing for work). With the Department of Community, Trade and Economic Development's (CTED) approval, a client may participate up to an additional three months in the program. CJ gives these individuals the opportunity to gain experience in an employment setting while increasing their income, skills and self-confidence. CJ is a one-time program. However exceptions may be made through CTED. The program creates a bridge to unsubsidized employment, allows the individual to gain marketable skills while providing support to address barriers, increases a participant's income and gives them access to the Earned Income Tax Credit (EITC), makes training available and addresses skill attainment, helps individuals come to terms with their child support obligations, and provides intensive support, mentoring and engagement.

Underemployed

Income-eligible underemployed workers who seek higher wages and skills may obtain services through Workforce Investment Act Title I-B Adult programs. This has been an underutilized service due to income eligibility requirements. The Spokane Area Workforce Development Council is considering policy changes that may include seeking a federal waiver to the income requirements in order to make this a more relevant service.

In the past, WIA grant-funded programs for incumbent workers have been piloted in Spokane serving manufacturing companies in order to update workforce skills.

Job Skills Program

The State Board for Community & Technical Colleges' Job Skills Program is an economic and workforce development program. The partnership grant 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.

Employer Funded Education

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 under-utilized but offers opportunity for partnering to enhance the skills of incumbent workers and create pipeline capacity.

Services for Industry

Workforce needs are being met by the workforce development system in Spokane under the guidance of a business-led and proactive SAWDC. The SAWDC has rapidly transformed local infrastructure into a demand-driven model with broad community support. Strategies linking program services to economic development initiatives have been established and a community-wide ability to communicate workforce intelligence has resulted in better resource utilization and improved responses for businesses and workers. This mechanism continues to be improved so partners continue to share relevant workforce intelligence among service programs, education programs, and economic development entities concerning worker characteristics, skills, employment, and expansion opportunities. Businesses that would benefit from incumbent worker training are identified; SAWDC and training institutions with access to funding sources then use this information.

The SAWDC and its economic development counterparts have increased the level of collaboration and identified shared goals in support of key industry clusters. These include manufacturing (advanced & aerospace), health care, construction, business and professional services, and trade (transportation & logistics). Current projects include joint grant applications for workforce development programs that will leverage resources from each organization. The SAWDC and Associate Development Organization coordinate workforce proposals to ensure that each is within the context of the community's larger strategic plan. Linkages with the City of Spokane, its Economic

Development Division and Departments, and the SAWDC have been reinforced, resulting in integrated strategic planning and aligned goals and objectives for economic growth within the area.

The Business Solutions Team plays an important role as a vital link between the business community and our system partners. This team is a partnership between the SAWDC and local WorkSource system partners, and includes Wagner/Peyser funded staff, Veteran's funded staff, and WIA Title I-B funded staff from both ESD and Career Path Services. The team coordinates outreach activities to businesses in the key clusters, while businesses inform staff of skill needs and industry trends, learn of available services, access the system services necessary for recruiting from the job seeker customer base, and help shape effective outreach and service strategies. This model engages both business and the job seeker in tailored recruitment strategies and encourages the WorkSource system to organize their operations in line with targeted regional industries.

One of the Business Solutions Team's areas of focus targets improving the quality of job referrals to local employers and increasing job placements for targeted industries in the Spokane area. 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 will utilize available data, such as job seeker inventory and O*Net codes, to customize and concentrate services to business.

Rapid and Expedient Response Services

In conjunction with the Spokane Area Workforce Development Council, the Business Solutions Team at WorkSource Spokane is responsible for coordinating either Rapid or Expedient Response (ER) services to companies and workers experiencing layoffs or plant closures. Rapid Response and Expedient 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 or an Expedient Response is appropriate. Rapid Response services, in coordination with the State's Dislocated Worker Unit, are provided to employers who have 50 or more employees and are covered by the WARN Act. Expedient Response services are provided to employers with less than 50 employees and are not covered by the WARN act. Most activities of ER are the same as Rapid Response, but take place without the assistance of the state's Employment Security Department Dislocated Worker Unit.

Both Rapid Response and Expedient Response services utilize a coordinated and collaborative team that is made up of representatives from the Employment Security Department/Unemployment Insurance Telecenter, 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 or Expedient 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 Basic Health Plan, Health for All, 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.

Due to the ever increasing number of workers impacted by layoffs, since December 2008, 25 employers have benefited from Rapid Response activities for over 1000 affected employees. More than 80% of all Rapid Response services have been provided to workers in the manufacturing industry.

Workforce System Building

Integrated Functional Services is the goal of the SAWDC for the WorkSource Center. A strong foundation was laid in Program Year 2007 when the SAWDC required all WIA Title I-B Adult, Dislocated Worker and Youth funded partners to locate at the WorkSource Center. Since that time additional partners – the Department of Labor and Industries and the Division of Vocational Rehabilitation – have also located in the Center. Currently, over 40% of the staff in the Center is from partner organizations. This has led to significant blending of different corporate cultures and the creation of a new unified culture. In addition to these new partners and the WIA Title I-B programs WorkSource Spokane houses a range of state agency and partner programs – Wagner-Peyser, Veterans, WorkFirst, Unemployment Insurance Reemployment Services, Spokane Community College, Labor Market Economic Analysis, Worker Retraining, AARP, and the District Tax Office.

All of this work created a firm foundation upon which to continue building. We made an investment in developing the system and laid a solid foundation on which to continue building the structure that addresses both current and future needs of the Center. The SAWDC is now in a unique position to elevate our efforts to move the Center to full functional integration.

We are committed to providing more robust staff-assisted services, increasing customers' ability to find employment, identifying their skills and skill deficits, identifying employment barriers and locating resources to address customer needs. Our Business Solutions Team will be the link to employers in order to identify workforce needs in our community. One of our focuses will be services to low-income, low skilled job seekers, develop employment service plans and continuously engage our customers in an effort to move them forward to self-sufficiency.

In order to advance our vision, we will further organize the WorkSource Center into functional integrated teams, coordinate multiple funding streams and workforce development programs in order to effectively provide services for our customers, and establish a process that ensures every staff person has joint responsibility/ownership of every customer that comes into the Center.

In addition to the comprehensive center, the SAWDC administers WorkSource affiliate sites at several locations in the community offering portals to our system. These include

sites at Spokane Community College, Spokane Falls Community College, and Goodwill Industries of the Inland Northwest. A new WorkSource Connection site was established last year at the Northeast Community Center (NECC) help underemployed or unemployed people receive limited WorkSource system services. Youth and older workers are targeted service populations in this very poor neighborhood, although all segments of the population are served. If more in-depth services are identified, customers are referred to the WorkSource Center. The affiliate sites at the community college campuses are housed with the career and employment services departments and assist students in workforce education programs and the general student population.

Assessment

When the Spokane Community College and Goodwill Industries of the Inland Northwest ceased delivering WorkKeys tests for employers as part of their recruitment process, the SAWDC contracted with the ACT organization and filled the void by offering WorkKeys Assessments on a trial basis. After six months of operating a successful pilot, the SAWDC became a WorkKeys Solutions Provider. The SAWDC partners with the WorkSource Center who acts as the proctor to administer the WorkKeys assessment tests. The Employment Security Department is now in the process of piloting a quick up front common assessment tool – KeyTrain – that can be used by all customers. KeyTrain measures three specific skill areas that are included in all jobs in the US that have been profiled by ACT – math, reading for information, and locating information. KeyTrain includes a remediation feature that can be accessed from any computer. The KeyTrain system is structured to mesh with the WorkKeys system.

The SKIES initial assessment is in use and Employment Security Department requires it to be completed for 100% of the veteran, WorkFirst, unemployment insurance and job seeker customers as appropriate. More in-depth assessment and testing are performed by specific programs such as WorkFirst through their Comprehensive Evaluation process, WIA Adult and Dislocated Worker programs, and the Trade Adjustment Assistant (TAA) program.

Workforce Initiatives

The previous Spokane Area WorkSource Operations Committee has been dissolved and replaced by a new group. The Driving Transformation Committee was created as a result of DOL/ETA's Driving Transformation Initiative that supports the workforce investment system to develop innovative solutions to connect workforce and economic development with employers, educators, job seekers to ensure a dynamic pipeline of workers. The role of this group is to oversee transformational change in the local system, address one-stop service delivery coordination issues, identify system problems, and focus on continuous quality improvement.

Members include representatives of the Spokane Area Workforce Development Council's administrative staff, WorkSource system partners, One-Stop Site Operator, SAWDC member/SAWDC Executive Committee member who brings both a labor and private business sector perspective, as well as the Spokane Area Regional Labor Economist. The team meets on a monthly basis and will reconvene its meetings following a study visit to the Gulf Coast Workforce Board in Texas in late February. This study tour is a component of DOL PIT (People Inspiring Transformation) Crew which is

part of the overall Driving Transformation Initiative that was launched in the fall of 2007. The Spokane team was accepted as a PIT Crew member and was matched with the Gulf Coast Workforce Board in a learner/mentor relationship. The focus of this learner/mentor relationship is to learn about new service delivery strategies for one-stop career center and to better understand the economy and the talent pool.

The internal WorkSource Center Partner Leadership Team (PLT) was created to oversee and fully vet the day-to-day business processes and procedures of the Center

- Design and implement recommendations from the SAWDC Operations Committee/Driving Transformation Committee
- Make recommendations to the SAWDC Operations Committee/Driving Transformations Committee
- Resolve any partnership issues using the conflict resolution plan and complaint procedure
- Monitor program performance
- Jointly prepare and participate in GMAP presentations
- Resolve operational issues
- Request unmet needs to the SAWDC Operations Committee/Driving Transformation Committee
- Jointly design and implement a fully integrated one-Stop Center

The Partner Leadership Team is comprised of the following members:

- ESD Operations Manager
- CPS WIA Youth, Adult, and Dislocated Worker Program Operator
- ESD 101 – WIA Youth Program Manager
- ESD WIA Adult and Dislocated Worker Supervisor, Career Planning and Management Services
- DVR Supervisor
- CCS Representative
- LNI Representative
- ESD Employment Services Co-Supervisors
- ESD WorkFirst Supervisor, Career Planning and Management Services
- ESD Business Services Team Supervisor
- ESD Administration Supervisor
- SAWDC/ESD Power User

Ad Hoc Members:

- SAWDC Assistant Director
- SAWDC Youth Program and Development Manager

The Business Solutions Team, comprised of partner representatives from WorkSource which includes Wagner/Peyser funded staff, veterans funded staff, and Career Path Services, provides a branded and unified approach to meeting business' workforce needs. Members of the team are assigned specific targeted industry clusters that are in alignment with the SAWDC targeted industry clusters. Each staff person has become an expert in understanding their specific industry. Staff works closely together to ensure they are identifying the workforce needs of Spokane County businesses and are developing and implementing solutions to meet those needs. In coordination with the

local labor market analyst, they have identified business that not only have current job openings but also pay family wage jobs and have benefits. A business needs assessment is provided to new business customers to determine their needs. If the Business Solutions Team cannot provide the direct services the employer desires, they act as a broker to assist employers to access the services they need.

Another successful partnering between the Business Solutions Team and the local labor market analyst is a project that matches demand occupations in SAWDC targeted industry clusters and with the current job seeker inventory using O*Net codes that the business might use to hire. Workforce intelligence gathered by the Business Solutions Team is shared with Center staff and training partners so that the system has ready access to current and projected labor market information. Additionally, the Business Solutions Team includes two staff members whose primary goal is to develop on-the-job training opportunities. Targeted industry specific job fairs are coordinated by the Business Solutions Team, for employers with current openings.

Relationships among the partners in our system have been further strengthened by the adoption of the Government Management, Accountability, and Performance (GMAP) process. This process established metrics that are shared by different stakeholders and help to drive better customer service and outcomes.

WorkFirst, Trade Adjustment Assistance, and state Worker Retraining program integration continue with co-enrollment into WIA and shared universal core customer resources. The Local Planning Area group is still working to address full integration of WorkFirst customers into the One-Stop environment. The main barrier has been access of partner staff to DSHS electronic data systems. Employment Security has staff that is co-located at both the Spokane Community College and the Spokane Falls Community College campus.

The continuous quality improvement (CQI) process, utilizing quarterly surveys of business and job seeker customers, provides feedback to providers in order to refine business practices and improve services.

The Spokane Area Workforce Development Council's workforce system infrastructure includes three fully certified WorkSource Affiliate sites, Spokane Community College, Spokane Falls Community College, Goodwill Industries of the Inland Northwest, and a WorkSource Connection site at the Northeast Community Center.

Community Empowerment Zone

The Spokane Community Empowerment Zone (CEZ) encompasses 17 census tracts, including most of the West Central, East Central and Hillyard neighborhoods and surrounding areas. The CEZ's goal is to develop family wage jobs for unemployed and underemployed citizens within the core of the city through the use of sales and use tax exemptions and deferrals and business and occupation tax credits to businesses in targeted industries – Manufacturing, Research and Development, or Software Development. This is designed as an economic development tool to encourage investment and redevelopment of low-income neighborhoods.

Skill Panels

Skill Panels have been an instrumental mechanism for business to inform the community of existing and future skill gaps in the labor force and to help shape regional workforce policy and program implementation. Skill Panels or industry committees are currently in place to address the needs of five industry clusters – manufacturing, aerospace, healthcare, business and professional services, and construction trades.

Post Secondary Education

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.

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 manufacturing industry, training students in machine equipment and safety, applied math, mechanical blueprints, employment skills, welding, heavy equipment hydraulics and machine shop. Program completers receive a manufacturing college certificate.

CCS has incorporated soft skills outcomes across the curriculum. All courses must support four core abilities: responsibility, communication, global awareness and problem solving. Some courses also address explicit workplace skills such as appropriate dress.

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.

University District

The University District continues to represent a fundamental shift in the pursuit of economic development for the City of Spokane and the region. The University District Master Plan was developed to address economic development issues, urban growth, environmental restoration, transportation and housing needs. It builds upon and incorporates existing plans, activities and assets, leveraging them into a strong economic engine that lays the foundation for Spokane's growth and a legacy for generations to come. The University District's proximity to downtown, the medical district, mature residential neighborhoods, the Spokane River and an underdeveloped urban business district offers the opportunity to create a vibrant place that can attract a critical mass of top students, staff and faculty, cutting-edge researchers, and creative entrepreneurs – all of which are the catalysts for growth in the technology and health care industry, and overall economic prosperity for the city and the region.

Improved linkages with baccalaureate granting institutions are in progress. Workforce internships are being implemented and articulated pathways between Associate level and bachelor degree granting institutions are being developed and promulgated.

Apprenticeships

Apprenticeships cut across segments of the workforce. The Spokane area has over 15 apprenticeship programs. Most apprenticeship programs locally are a voluntary labor and management effort. 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 Construction Industry Skill Panel, hosted by the Spokane Area Workforce Development Council, is working to more effectively promote apprenticeships as a viable career pathway for youth. Partnerships between the SAWDC, local apprenticeship training coordinators, and career and technical education resulted in a renewed focus on apprenticeships in the Spokane area, including the creation of a full-time Pre-Apprenticeship Coordinator position. The pre-apprenticeship program is available to all 16-21 year old students in the Spokane Region, and includes training through articulated pathways to provide students a foundation of knowledge upon entering the construction industry after graduation. Offering industry information and tours, work experiences, safety and leadership training, and connections to apprenticeship programs, this program has been recognized as a best practice for the State.

SECTION IV. PERFORMANCE ACCOUNTABILITY

The strategy of the Spokane Area Workforce Development Council is to utilize the funds under its direction to make sound investments in our community that realize a return on the taxpayer dollar in the form of a better 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 performance (proxy) measures are tracked and reported monthly and the use of GMAP to track interim indicators across all Wagner-Peyser and WIA programs has proven helpful in this workforce development area. On a monthly basis, all WIA service providers evaluate their performance using the GMAP indicators and processes. WorkSource systems partners participate in GMAP on a monthly basis as well. This has improved understanding through the workforce system of how fund sources differ in better understanding shared outcomes.

The quarterly CQI (continuous quality improvement) employer and job seeker customer satisfaction survey measures customer satisfaction and provides useful data to the system for making improvements. Additional customer satisfaction information, gathered through a contract between the Workforce Education Training and Coordinating Board and the University of Connecticut, is shared with WIA service

providers throughout the Center. 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.

Section V. Agenda for Action

Systemic Solutions

To ensure that Spokane's workforce becomes better educated, better skilled and better paid, the workforce system must offer a more integrated service modality to its customers without regard to individual programs or funding sources. The area's workforce needs as a whole must be considered in the context of current economic conditions and services to businesses and job seeker customers will be consistent, high quality, and demand driven. Businesses' human capital needs will be understood and the workforce system will respond with talent development strategies that quickly and effectively provide the workforce necessary for economic growth and development. Job seekers will have the opportunities to receive in-depth skills assessments, identification and removal of barriers to employment, and access to resources for skill improvement and credential attainment.

To successfully achieve this new future, the Spokane Area Workforce Development Council has aligned its efforts with the Workforce Training and Education Coordinating Board's Strategic Plan – *High Skills, High Wages 2008 – 2018: Washington's Strategic Plan for Workforce Development* – and is focused upon effectively serving three primary customers – Industry, Adults, and Youth – and building a comprehensive workforce system which adapts so that information and resources flow to responsively meet the changing needs of our community.

High Skills, High Wages sets three goals for the state's workforce development system:

1. *Youth*: Ensure all Washington youth receive the education, training, and support they need for success in post-secondary education and/or work.
2. *Adults*: Provide Washington adults (including those with barriers to education and employment) with access to lifelong education, training, and employment services.
3. *Industry*: Meet the workforce needs of industry by preparing students, current workers, and dislocated workers with the skills employers need.

Within the context of these overarching goals, the SAWDC Board has established priorities for the area workforce system to guide service development and delivery:

Our local workforce system will:

- Be employer-focused

- Address the high school drop out problem
- Be accountable and run as a business
- Emphasize services not programs
- Commit to raising the median wage of our residents
- Effectively disseminate information and perform outreach
- Help residents find, keep, and improve jobs to transition into skilled workforce
- Serve wide range of job seekers to meet current and future workforce needs of business
- Focus on results and making a difference in our community

Attributes of an Effective Workforce Development System

A well-integrated and effective workforce development system will have a number of recognizable attributes:

- a balance in the system that acknowledges both new and existing programs, for example, supporting business retention while at the same time fostering the innovation that will create new economic drivers
- regional communication among key stakeholders that captures emerging issues and supports a proactive strategy for addressing them
- flexibility, including the ability to recognize and address changes, take advantage of opportunities, and envision future needs
- seamless service delivery, so that customers entering the system at any point can readily access needed services without having to make multiple contacts to meet their needs

- a clear map of system-wide resources
- a structure that is understandable and user friendly for business, job-seekers, and participating organizations
- a structure that minimizes unneeded duplication and eliminates gaps
- ongoing review of accomplishments toward stated goals
- consistent marketing to business and job seekers

GOALS FOR SPOKANE – WORKFORCE DEVELOPMENT AREA XII

Youth

Youth Goal 1: Ensure Spokane County youth receive the education, training, and support they need for success in employment and/or postsecondary education.

Steps To Get Us There:

- Expand pre-apprenticeship and apprenticeship opportunities for youth.
- Provide opportunities for all youth to connect to the workplace, including mentorships, job shadows, and internships.
- Support the expansion of the Building Bridges Grant Program to build more school/community partnerships that support youth at risk of dropping out and re-engage youth who have dropped out of school.
- Identify support services for at-risk youth and their parents, and implement action steps.

Youth Goal 2: *Reduce unemployment rates among older youth, and improve their career prospects.*

Steps To Get Us There:

- Create summer youth employment programs.
- Connect unemployed youth to expert “navigators” who can guide them to postsecondary resources and work experience opportunities.
- Seek a WIA I-B Youth waiver or WIA Adult 18-24 waiver for the maximum age eligibility and supplement these resources with state funds.
- Develop I-BEST opportunities specifically for older youth that combine basic education and vocational training.
- Connect disadvantaged youth to AmeriCorps and Service Corps opportunities.
- Expand the availability of career pathways that span secondary education and training.

Adult

Adult Goal 1: *Increase the number of adults who have at least one year of postsecondary training.*

Steps to Get Us There:

- Emphasize long term training in targeted industry clusters
- Expand apprenticeship opportunities
- Explore community support services resources to sustain long term training
- Expand the availability of career pathways that span post secondary education and training
- Increase financial aid and support services for workforce education students to provide greater access to training and boost retention and completion

Adult Goal 2: *Adults with barriers to employment and training enter education and career pathways that lead to self-sufficiency.*

Steps To Get Us There:

- Expand the use of the Self-Sufficiency Calculator throughout the workforce development system, and provide training for frontline staff.
- Enhance WorkSource system staff professional development in career coaching, mentoring, and instruction in life and employability skills.
- Enhance employment and training options for targeted populations (people of color, people with disabilities, and women), ex-offenders, and veterans
- Improve workforce development services for individuals with disabilities by:
 - Reaching out to more people with disabilities, and utilize community-based organizations to assist with this.
 - Reassessing the business needs of employers and services to customers with disabilities.
 - Building stronger linkages between workforce development services and programs that provide the essential support services needed by many individuals with disabilities to participate in the workforce.
 - Enhancing partnerships with other state, local, and private organizations that deliver services to individuals with disabilities.
- Develop a system to provide post-employment services to adults to improve work retention and career advancement.
- Use continuous engagement strategies to enable customers to make progress along their employment path.
- Prepare more individuals to work in industry clusters that provide middle-wage and high-wage job opportunities
- Increase adult basic skills and English language instruction that is integrated with occupational skills training to assist illiterate populations, immigrants, low-income workers, and unemployed individuals to improve their employment opportunities.
- Expand the use of customized training, workplace based learning.
- Explore flexible methods of education delivery and new ways of funding employee training.

Adult Goal 3: *The WorkSource system provides integrated and effective customer service without barriers associated with separate, individual programs.*

Steps To Get Us There:

- Identify barriers to integrated customer service and implement solutions
- Increase integration of WorkSource partner programs through methods such as co-enrollments and co-locations among WorkSource partner programs
- Improve the integration of assessments, counseling, employment services, and training in the WorkSource system
- Offer a variety of assessment tools, i.e., CASAS, KeyTrain, WorkKeys, Choices CT, so customers know their skills and can identify skill deficits.
- Improve linkages with community-based organizations, especially those that serve target populations, ex-offenders, and veterans.
- Identify opportunities for partnership that will provide resources to serve more customers in the workforce development system.

Industry

Industry Goal 1: The workforce development system strengthens Washington's economy, focusing on strategic industry clusters as a central organizing principle.

Steps To Get Us There:

- Coordinate workforce development and economic development planning efforts at the local level with an emphasis on industry clusters to increase brand awareness and knowledge of the system
- Establish Industry Skill Panels that provide information on skill needs in strategic industry clusters.
- Prepare more individuals to work in industry clusters that provide middle-wage and high-wage job opportunities.
- Provide the best possible services to support industry clusters by:
 - Identifying and removing barriers to serving industry clusters.
 - Identifying and implementing best practices in industry cluster development.
 - Identifying and implementing best practices in unified business services at WorkSource Centers.
- Improve coordination between workforce and economic development in key economic clusters through initiatives such as Industry Skills Panels and Centers of Excellence.

Industry Goal 2: Current and dislocated workers, and job seekers receive education and training that builds competitive skills and businesses.

Steps to Get Us There:

- Align eligibility criteria for dislocated worker programs.
- Establish a toolbox of work-ready assessments that meets both job seeker and business customer needs and promote their use in a variety of settings.

System Building

System Building Goal 1: Customers receive the services they need without regard to specific program.

Steps to Get Us There:

- Adopt a new philosophy of joint ownership/responsibility of all WorkSource customers without regard to program
- Eliminate programs, services, and processes that are not efficient or successful
- Focus on services not programs
- Mandate a 40% minimum for client-related services for WIA-funded programs
- Consider alternative funding sources when making strategic investments in workforce programs

Planning Process

There have been a number of changes to the workforce development system and to the regional economy since the plan was updated in 2007. While some data was still relevant, there was a desire to insure the latest information available was included. To

improve the relevance, the SAWDC used a dynamic process to provide meaningful opportunities for input so the plan included a variety of perspectives and expertise in the final product.

The Regional Labor Economist contributed updated information outlining the status of the local economy and regional demographics. Groups comprised of the Spokane Area Workforce Development Council and community stakeholders met and reviewed the plan and developed key success factors and system values. Current documents and Web sites were consulted.

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The draft plan was posted on the SAWDC Web site for review and comment period with a legal ad published in the paper announcing its availability. Relevant comments were incorporated in this final version.

<p align="center">SPOKANE AREA WORKFORCE DEVELOPMENT COUNCIL:</p>	
<p>By: _____</p> <p>Title: _____</p> <p>Date: _____</p>	<p>_____</p> <p>Chair, Board of County Commissioners</p> <p>Date: _____</p>
<p>ATTEST:</p> <p>_____</p> <p>City Clerk</p> <p>Date: _____</p>	<p>_____</p> <p>Clerk of the Board</p> <p>Date: _____</p>
<p>APPROVED AS TO FORM: Signature on File Assistant City Attorney, Pat Dalton</p>	<p>Workforce Development Council Chair</p> <p>_____</p> <p>Signature</p> <p><u>Julie Meyer</u></p> <p>Name (printed or typed)</p> <p>Date: _____</p>

