workforce
SOUTHWEST WASHINGTON

2020 – 2024 Regional Strategic Workforce Plan

Workforce Southwest Washington

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Introduction

Workforce Southwest Washington (WSW)[1] is pleased to present our local Strategic Plan for 2020-2024. This strategic plan will guide our investments in regional solutions for workforce and industry challenges. This plan incorporates the thought leadership of industry, labor, non-profits and government agencies and is meant to be a broad vision that effectively serves SW Washington and the Portland Metropolitan region.

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

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

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

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

[1] The SW Washington Workforce Development Council is doing business as (dba) Workforce Southwest Washington. The new dba went into effect July 1, 2016.

legislation. We remain committed to continued education and engagement to ensure the federal and state plans are implemented effectively.

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

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

Goals

WSW Strategic Plan will:

- **For Employers** – Develop innovative approaches to meet the human capital needs of our regional industries.
- **For Job Candidates** – Empower individuals to realize their full potential through meaningful education, training, and work.
- **For the Workforce System** – Create a world-class opportunity engine for Southwest Washington through sustaining a public-private partnership of business, education, government and community-based partners.
- **For Financial Stability** – Invest in, evaluate & advocate for what works as entrusted stewards of public resources.

Approach – How We Will Achieve our Goals

- Establish diverse Board membership that strategically represents industry clusters, geographies and stakeholders
- Collaborate regionally to use data to fully understand economic and labor needs
- Engage with economic development to recruit and retain local businesses
- Establish regular industry engagement and communication to ensure clear understanding of needs
- Create a Pre-Qualified Talent pool based on high growth, high demand industry needs
- Implement a real-time business tracking, customer satisfaction & reporting system
- Launch a new Regional Business Talent Service, matching regional talent with unfilled in-demand jobs
- Develop employment and training opportunities for all with special attention to youth and adults with barriers to employment
- Launch Summer Works (a paid private sector internship & work experience initiative) for Opportunity Youth and Young Adults with IEP/504 Plans across Southwest Washington
- Expand our support for & investment in Pre-Apprenticeship, Apprenticeship & Career Exposure
- Integrate services across the WIOA partners to ensure all clients have full access to system services

- Fully incorporate our CWWC Sector Strategies within our regional Service Delivery System
- Launch new platform for system data reporting, research & analysis

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

Board and Committee Composition

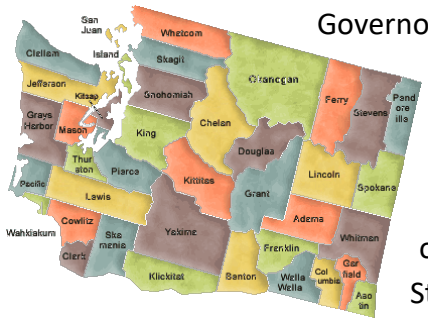
Our Board is comprised of 16 representatives of local industries including manufacturing, health care, information technology, construction, and entrepreneurship. These members are nominated by their professional associations, local business affiliates, colleagues, or the public. Another 14 members of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

WSW also seats several standing and ad hoc committees:

- **The Executive Committee** is comprised of eight members of the Board and one representative from the Executive Board of County Commissioners.
- **The Finance Committee** includes up to five Board members and meets multiple times during the year to review and approve budgets and financial systems, and review spending and audits.
- **The Business Committee** focuses on business engagement and insuring workforce investments align with business needs. This committee also works to identify industry demands in high-growth, in-demand sectors in order to inform talent development through workforce investments.
- **The People Committee** drives program development, implementation, oversight and evaluation for youth and adult job seekers. This committee is informed by business and system partners to ensure program development aligns with industry and community needs.
- **The System Committee** focuses on aligning system partners within the one-stop service delivery system and the broader local system to ensure that workforce development efforts across the region are complimentary to regional demand. This committee reinforces sector strategies and program development to support people entering high-growth, in-demand occupations. This committee is also charged with finding data and reporting solutions that will help us better understand the people, businesses and communities we serve.
- **Regional Collaborative Committee (RCC)** – As detailed in Section II, WSW is engaged in a formal regional collaboration with two contiguous workforce boards and has established a common committee to guide the work. Each of the three Workforce Boards designates two to four Board members to represent their workforce area in the collaborative work.

Section I: Regional Designation

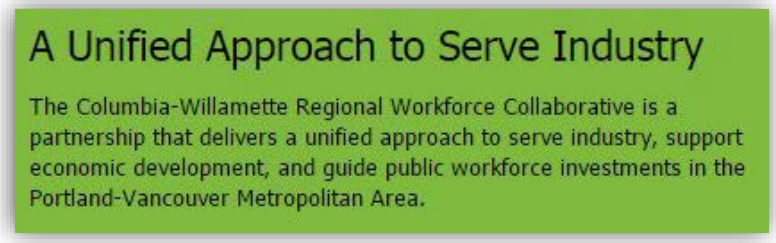
Southwest Washington region (WDA 7) includes the counties of Clark, Cowlitz and Wahkiakum. The fiscal agent for the area is the Southwest Washington Workforce Development Council (SWWDC), doing business as Workforce Southwest Washington (WSW).



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

Section II: Regional Components of the Plan

Regional Collaborative



Workforce Southwest Washington has been engaged in a bi-state, six-county workforce collaborative for more than 15 years. The Columbia Willamette Workforce Collaborative (CWWC) was formed to address regional industry needs and has matured to include cross-team planning, common grant applications that address regional needs, and shared Board responsibility. The CWWC includes three local workforce development boards: Worksystems, representing Multnomah and Washington Counties in Oregon; Clackamas Workforce Partnership (CWP), representing Clackamas County, Oregon; and Workforce Southwest Washington (WSW) representing Clark, Cowlitz and Wahkiakum counties in Washington.

The CWWC manages its work by creating two descending levels of authority. The first level is the consists of the CEO's of the three workforce boards. This group is responsible for implementing their vision, and the visions of each region's board of directors, and providing oversight of the staff. The second level is made up of the staff teams, which consist of one staff member from each of the three workforce boards. This team is responsible for business engagement, sector strategies, and delivering on the workforce goals as identified by industry partners. Currently, the CWWC has four sector teams focusing on Manufacturing, Healthcare, Construction and Tech.

Regional strategies are critical to SW Washington due to our proximity to and dependence on the Portland Metro area. Approximately 50,000 SW Washington residents work in Oregon, while approximately 9,000 workers from Oregon travel to SW Washington for employment.

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

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

In early 2020, the CWWC leadership decided to focus specifically on the development of shared collaborative funding strategies with other investors in the Portland metro region, as well as with employers in our key targeted sectors. The shared funding development model is centered with the goal of increasing economic opportunities for the local workforce, as well as increasing the investment from industry partners to grow and train their workforce.

The SW Washington Regional Analysis and Regional Data and Demand

The Washington Workforce System's goal is to help supply the appropriately skilled and able workforce that allows business to thrive, grow and compete in the global economy.[2] To do this effectively, WIOA calls for a data-driven, employer-focused approach to workforce development, planning, service delivery, implementation and continuous improvement. Workforce Southwest Washington (WSW) utilizes our extensive partnerships with local labor market analysts, economic development partners, industry panels and "real-time" labor information tools such as JobsEQ (an online access point to local labor market data) to determine the employment, wages, demographic data, and occupational projections to forecast, adjust and predict workforce and economic changes in our area. WSW uses information gained from all sources to compare target industry positions to training available in the community, and to then compare those against local employer demand to determine training and outcome

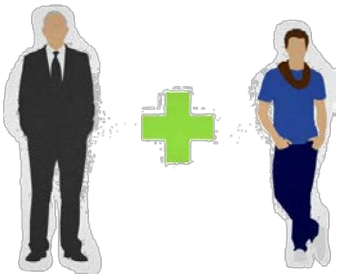
[2] Washington State Workforce Training and Education Coordinating Board, 12, Dec., 2015, "Talent and Prosperity for All: The Strategic Plan for Unlocking Washington's Workforce Potential," < http://www.wtb.wa.gov/Documents/TAPPlanStrategicandOperational2016.pdf>

targets. Projected outcomes are then shared with service providers, colleges and workforce development partners to incorporate individual area variations.

Demographic Profile

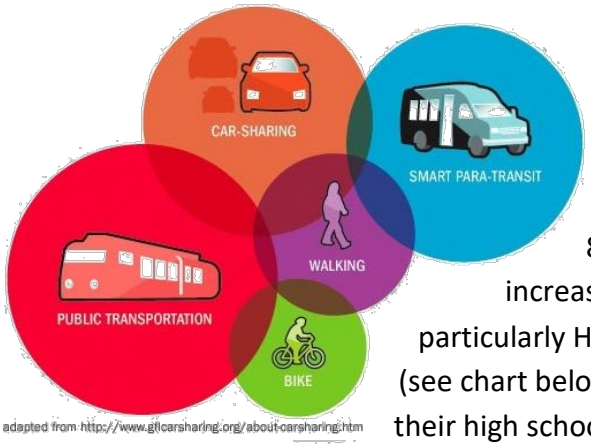
In 2018, the population in the Southwest Washington WDA was 578,615. Between 2014 and 2018, our region's population grew at an annual average rate of 1.0% across all three service area counties. Annually, individual counties have also experienced continued population growth, with Clark growing by 1.5% in 2018, Cowlitz growing by 0.7%, and Wahkiakum growing by 0.9%.[3] Access to pure water, inexpensive and reliable power, a skilled workforce, great schools, hundreds of miles of hiking and bike lanes and proximity to a major international airport continue to make Southwest Washington a desirable place to live, grow and thrive for many individuals and families.[4]

The region has a civilian labor force of 284,593, with a participation rate of 62.6%. This echoes the national labor force participation rate of 63% as of 2018.[5] The civilian labor force is described as the number of people working or looking for work. This population has gone through substantial changes in size and demographic composition over the last several decades. In the 1970s and 1980s, many areas across the nation watched as labor force participation rates increased and many more women entered the workplace. It was a time comprised of extensive baby-boomer generation participation coupled with economic opportunity. However, the labor force participation rate of women, which peaked in the late '90s, has been on a declining trend ever since, and it is further strained by the large number of baby boomers now retiring and exiting the workforce without a significant backfill entry of youth and young adults workers as the prime age group to fill existing and new positions.[6] Many of these challenges are related to the limited cultural adaptation of the workforce system to support and engage younger workers and employers differently to support culture shifts. Recent studies indicate current and future workforce requires more flexible work schedules where they can work any time, any place, and on any device to drive results and blaze their own career paths.[7] The strategy of bringing together the foundation of good work principles and the knowledge and wisdom of past generations, as well as the ideas and technology-minded characteristics of the emerging workforce, can assist Southwest Washington employers in developing well-rounded companies. Many current employers, however, are not seeing this diversity in their talent pool. There are many factors that may prevent individuals from entering the labor force, including access to training and employment opportunities, knowledge and awareness of these opportunities, education levels, transportation, childcare, established familial cultures of working, citizenship, and other basic and social needs, as well as cyclical and structural changes in the economy, among other factors.



[3] JobsEQ, Demographics Report, Chumura Economics 18 Marchl, 2018
[4] CREDC, Data and Demographics, 20, March, 2018 < http://www.credc.org/data/>
[5] Bureau of Labor Statistics, Databases, Tables, & Calculators by Subject, "Labor Force Statistics for the Current Population Survey," <http://data.bls.gov/timeseries/LNS11300000>
[6] Mitra Toossi, Bureau of Labor Statistics, "Labor force projections to 2022: the labor force participation rate continues to fall," < http://www.bls.gov/opub/mlr/2013/article/labor-force-projections-to-2022-the-labor-force-participation-rate-continues-to-fall.htm>
[7] Worker Evolution, 1, May 2015. < http://blog.dynamicwork.co.uk/2015/05/01/worker-evolution/>

In addition to all these reasons, our country has experienced two severe economic recessions, with one in 2001 and the second in 2008-2009. Southwest Washington is not immune to these labor force factors of participation, with 18.5% of individuals ages 25 to 64 in the Southwest Washington WDA having a bachelor's degree or higher, a median household income of $69,051, and a median house value of $285,734.[8] The Southwest Washington area continues to be predominantly white with 85.5% of the population; but every year, we have seen an increase in a variety of different cultures, ethnicity and races, particularly Hispanic or Latino populations (9.2%) and Russian populations (see chart below). At least half of the population across the region either has their high school diploma or equivalent (24.8%) and some college but no degree (28.1%). In more rural areas, we see higher high school graduation rates, with 35.2% of Wahkiakum's population and 30.5% of Cowlitz County residents receiving a high school diploma or its equivalent, compared to 23.4% in Clark County. Currently, 10.5% of the population or 60,152 individuals live in poverty, with the highest poverty rate in Cowlitz County at 16.0%.



Another growing population in the area is adults in transition. This includes veterans, the long-term unemployed, and individuals with disabilities. Veteran populations ages 18 to 64 are present throughout the region with approximately 22,732 individuals residing in the tri-county region. We are also beginning to see a large increase in younger veterans entering the workforce system and accessing services at both our youth programs and our American Job Centers. In addition to veterans, the percentage of individuals ages 18 to 64 experiencing a disability is at 11.8 % of the area population, with the highest percentage in Cowlitz at 18.8%, Wahkiakum at 18.2%, and Clark at 10.2% of the overall population. High levels of poverty, coupled with varying education levels and high disability populations, demand immediate strategies and plans to support and serve disadvantaged populations differently moving forward.

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

[8] JobsEQ, Demographics Report, Chumura Economics 16 February, 2018

Demographic Profile[1]

	Percent			Value		
	SW Washington	Washington	USA	SW Washington	Washington	USA
Demographics						
Population (ACS)	—	—	—	574,685	7,294,336	322,903,030
Male	49.4%	50.0%	49.2%	284,029	3,645,665	158,984,190
Female	50.6%	50.0%	50.8%	290,656	3,648,671	163,918,840
Median Age[2]	—	—	—	38.9	37.6	37.9
Under 18 Years	24.3%	22.4%	22.8%	139,459	1,632,875	73,553,240
18 to 24 Years	8.1%	9.0%	9.6%	46,400	659,518	30,903,719
25 to 34 Years	12.7%	14.9%	13.8%	72,933	1,086,195	44,567,976
35 to 44 Years	13.0%	13.1%	12.6%	74,926	956,356	40,763,210
45 to 54 Years	13.4%	12.9%	13.2%	76,854	944,254	42,589,573
55 to 64 Years	13.2%	12.9%	12.8%	75,593	941,639	41,286,731
65 to 74 Years	9.6%	8.9%	8.8%	54,970	650,487	28,535,419
75 Years, and Over	5.8%	5.8%	6.4%	33,550	423,012	20,703,162
Race: White	85.4%	76.0%	72.7%	490,910	5,545,997	234,904,818
Race: Black or African American	1.5%	3.7%	12.7%	8,743	269,854	40,916,113
Race: American Indian and Alaska Native	0.8%	1.3%	0.8%	4,338	95,048	2,699,073
Race: Asian	3.9%	8.3%	5.4%	22,211	607,429	17,574,550
Race: Native Hawaiian and Other Pacific Islander	0.7%	0.7%	0.2%	3,939	48,043	582,718
Race: Some Other Race	2.7%	4.3%	4.9%	15,555	311,170	15,789,961
Race: Two or More Races	5.0%	5.7%	3.2%	28,989	416,795	10,435,797
Hispanic or Latino (of any race)	9.2%	12.5%	17.8%	52,859	911,573	57,517,935
Population Growth						
Population (Pop Estimates)[4]	—	—	—	595,270	7,535,591	327,167,434
Population Annual Average Growth[4]	1.3%	1.4%	0.7%	7,427	97,336	2,307,347
People per Square Mile	—	—	—	292.9	113.4	92.6
Economic						
Labor Force Participation Rate and Size (civilian population 16 years and over)	62.6%	64.1%	63.2%	282,706	3,712,186	162,248,196
Prime-Age Labor Force Participation Rate and Size (civilian population 25-54)	81.4%	81.9%	81.8%	182,611	2,421,567	104,136,254
Armed Forces Labor Force	0.1%	0.8%	0.4%	451	48,850	1,028,133
Veterans, Age 18-64	6.5%	6.5%	4.7%	22,413	295,545	9,398,789
Veterans Labor Force Participation Rate and Size, Age 18-64	78.4%	77.5%	76.3%	17,568	228,954	7,168,168
Median Household Income[2]	—	—	—	$67,653	$70,116	$60,293
Per Capita Income	—	—	—	$32,867	$36,888	$32,621
Mean Commute Time (minutes)	—	—	—	26.5	27.6	26.6
Commute via Public Transportation	1.9%	6.5%	5.0%	4,888	225,913	7,602,145
Educational Attainment, Age 25-64						
No High School Diploma	8.1%	8.6%	11.2%	24,309	339,391	18,885,967

Demographic Profile[1]

	Percent			Value		
	SW Washington	Washington	USA	SW Washington	Washington	USA
High School Graduate	24.8%	21.4%	25.8%	74,383	838,747	43,699,272
Some College, No Degree	28.1%	23.3%	21.0%	84,409	917,288	35,525,113
Associate's Degree	11.7%	10.6%	9.1%	35,144	417,611	15,389,737
Bachelor's Degree	18.5%	23.0%	20.8%	55,514	905,443	35,261,652
Postgraduate Degree	8.8%	13.0%	12.1%	26,547	509,964	20,445,749
Housing						
Total Housing Units	—	—	—	226,089	3,064,381	136,384,292
Median House Value (of owner-occupied units)[2]	—	—	—	$276,729	$311,700	$204,900
Homeowner Vacancy	1.0%	1.3%	1.7%	1,493	22,884	1,304,850
Rental Vacancy	2.9%	3.7%	6.0%	2,133	40,339	2,822,053
Renter-Occupied Housing Units (% of Occupied Units)	33.4%	37.3%	36.2%	71,746	1,043,871	43,285,318
Occupied Housing Units with No Vehicle Available (% of Occupied Units)	5.0%	6.9%	8.7%	10,840	192,165	10,424,934
Social						
Poverty Level (of all people)	10.5%	11.5%	14.1%	59,828	821,621	44,257,979
Households Receiving Food Stamps/SNAP	15.2%	12.5%	12.2%	32,573	350,611	14,635,287
Enrolled in Grade 12 (% of total population)	1.5%	1.3%	1.4%	8,430	94,316	4,442,295
Disconnected Youth[3]	3.1%	2.9%	2.6%	902	10,405	438,452
Children in Single Parent Families (% of all children)	27.5%	28.7%	34.3%	36,511	446,969	23,973,249
Uninsured	6.2%	6.8%	9.4%	35,297	487,856	29,752,767
With a Disability, Age 18-64	11.8%	10.6%	10.3%	40,635	477,237	20,240,504
With a Disability, Age 18-64, Labor Force Participation Rate and Size	43.1%	44.6%	41.6%	17,520	212,872	8,421,018
Foreign Born	9.2%	14.0%	13.5%	52,904	1,020,981	43,539,499
Speak English Less Than Very Well (population 5 yrs. and over)	5.2%	7.6%	8.5%	27,772	518,084	25,647,781

Demographic Profile[1]

	Percent			Value		
	Southwest Washington WDA	Washington	USA	Southwest Washington WDA	Washington	USA
Demographics						
Population (ACS)	—	—	—	557,798	7,073,146	318,558,162
Population (Pop Estimates)[5]	—	—	—	576,317	7,288,000	323,127,513
Population Annual Average Growth[5]	1.3%	1.4%	0.8%	7,152	91,725	2,474,760
Median Age[2]	—	—	—	38.6	37.6	37.7
Male	49.4%	49.9%	49.2%	275,394	3,529,431	156,765,322
Female	50.6%	50.1%	50.8%	282,404	3,543,715	161,792,840
Under 18 Years	24.7%	22.7%	23.1%	138,047	1,604,595	73,612,438
18 to 24 Years	8.2%	9.4%	9.8%	45,917	664,327	31,296,577

Demographic Profile[1]

	Percent			Value		
	SW Washington	Washington	USA	SW Washington	Washington	USA
25 to 34 Years	12.4%	14.4%	13.6%	69,285	1,020,046	43,397,907
35 to 44 Years	13.1%	13.1%	12.7%	73,217	923,126	40,548,400
45 to 54 Years	13.7%	13.5%	13.6%	76,491	952,858	43,460,466
55 to 64 Years	13.1%	12.9%	12.6%	73,176	915,352	40,061,742
65 to 74 Years	9.0%	8.3%	8.3%	50,095	590,229	26,355,308
75 Years, and Over	5.7%	5.7%	6.2%	31,570	402,613	19,825,324
Race: White	85.8%	77.3%	73.3%	478,673	5,470,566	233,657,078
Race: Black or African American	1.6%	3.6%	12.6%	9,125	256,990	40,241,818
Race: American Indian and Alaska Native	0.7%	1.3%	0.8%	4,151	94,026	2,597,817
Race: Asian	3.7%	7.8%	5.2%	20,670	552,032	16,614,625
Race: Native Hawaiian and Other Pacific Islander	0.7%	0.6%	0.2%	3,797	44,870	560,021
Race: Some Other Race	2.9%	3.9%	4.8%	15,984	276,959	15,133,856
Race: Two or More Races	4.6%	5.3%	3.1%	25,398	377,703	9,752,947
Hispanic or Latino (of any race)	8.6%	12.1%	17.3%	47,870	854,275	55,199,107
Economic						
Labor Force Participation Rate and Size (civilian population 16 years and over)	62.1%	63.9%	63.3%	270,384	3,576,013	159,807,099
Armed Forces Labor Force	0.1%	0.8%	0.4%	526	47,291	1,011,641
Veterans, Age 18-64	7.1%	7.0%	5.1%	23,980	311,365	10,165,671
Median Household Income[2]	—	—	—	$60,100	$62,848	$55,322
Per Capita Income	—	—	—	$29,183	$32,999	$29,829
Poverty Level (of all people)	11.5%	12.7%	15.1%	63,405	883,256	46,932,225
Households Receiving Food Stamps	16.6%	13.9%	13.0%	34,160	374,145	15,360,951
Mean Commute Time (minutes)	—	—	—	25.7	26.7	26.1
Commute via Public Transportation	2.0%	6.2%	5.1%	4,905	204,595	7,476,312
Union Membership[3]	15.7%	16.7%	10.7%	—	—	—
Educational Attainment, Age 25-64						
No High School Diploma	8.5%	9.0%	11.6%	24,949	342,328	19,478,050
High School Graduate	25.6%	21.9%	26.1%	74,782	835,866	43,788,541
Some College, No Degree	28.6%	24.3%	21.5%	83,608	925,629	36,025,193
Associate's Degree	11.4%	10.5%	8.9%	33,320	400,716	14,962,488
Bachelor's Degree	17.5%	22.2%	20.2%	51,070	845,570	33,845,524
Postgraduate Degree	8.4%	12.1%	11.6%	24,440	461,273	19,368,719
Housing						
Total Housing Units	—	—	—	218,480	2,966,814	134,054,899
Median House Value (of owner-occupied units)[2]	—	—	—	$235,301	$269,300	$184,700
Homeowner Vacancy	1.4%	1.6%	1.8%	1,874	27,211	1,395,797
Rental Vacancy	3.2%	4.1%	6.2%	2,386	44,119	2,855,844

Demographic Profile[1]

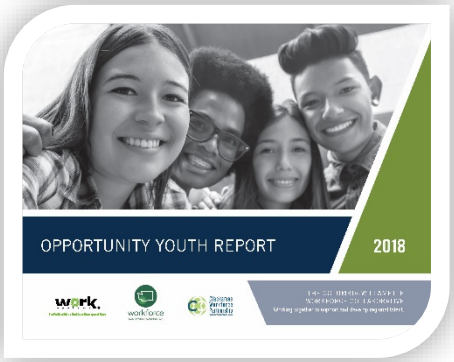
	Percent			Value		
	SW Washington	Washington	USA	SW Washington	Washington	USA
Renter-Occupied Housing Units (% of Occupied Units)	35.0%	37.6%	36.4%	71,944	1,013,225	42,835,169
Occupied Housing Units with No Vehicle Available (% of Occupied Units)	5.2%	7.0%	9.0%	10,625	188,807	10,562,847
Social						
Enrolled in Grade 12 (% of total population)	1.6%	1.3%	1.4%	8,765	95,027	4,433,703
Disconnected Youth[4]	3.1%	2.9%	2.8%	916	10,199	485,589
Children in Single Parent Families (% of all children)	28.3%	29.3%	34.7%	37,236	448,808	24,318,038
With a Disability, Age 18-64	12.3%	10.8%	10.3%	41,439	476,199	20,188,257
With a Disability, Age 18-64, Labor Force Participation Rate and Size	41.4%	43.8%	41.0%	17,137	208,358	8,278,834
Foreign Born	9.3%	13.5%	13.2%	51,605	957,185	42,194,354
Speak English Less Than Very Well (population 5 yrs. and over)	5.4%	7.6%	8.5%	28,318	504,082	25,440,956

Source: JobsEQ®

1. American Community Survey 2014-2018, unless noted otherwise
2. Median values for certain aggregate regions (such as MSAs) may be estimated as the weighted averages of the median values from the composing counties.
3. Disconnected Youth are 16-19 year olds who are (1) not in school, (2) not high school graduates, and (3) either unemployed or not in the labor force.
4. Census 2018, annual average growth rate since 2008

Opportunity Youth

In April 2018, WSW, in partnership with the CWWC, released an Opportunity Youth Report to understand our bi-state, six-county (Clackamas, Clark, Cowlitz, Multnomah, Wahkiakum, and Washington) Opportunity Youth population. As described in the report, youth in transition from traditional K-12 education to either workforce or further education represent some of the greatest opportunities for growing and strengthening the local workforce and talent pipeline. Not all youth are fully prepared to make the transition into the workforce, and those who do struggle are an important focus for local workforce development efforts.



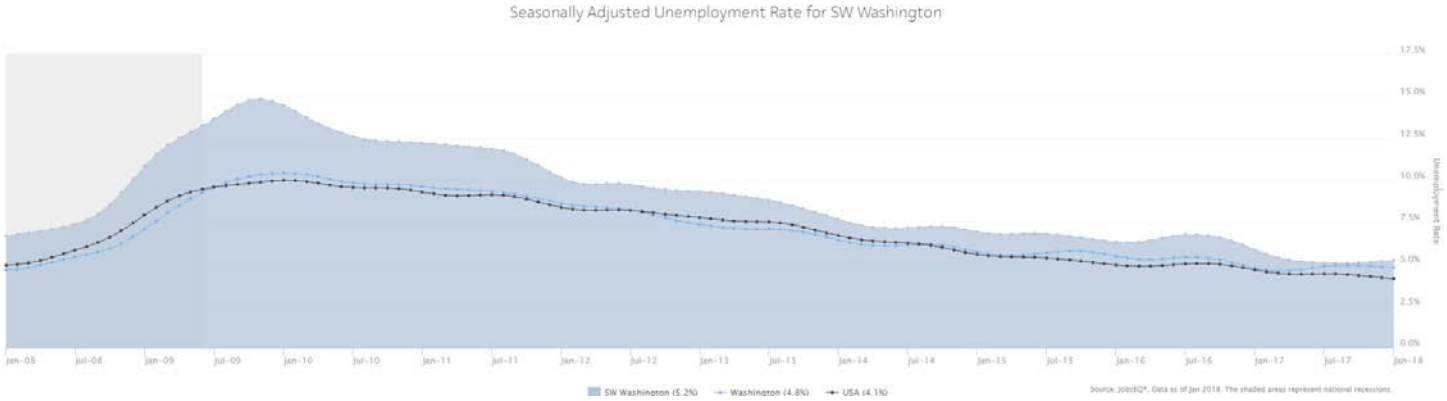
The report finds more than 29,000 youth ages 16 to 24 are not in school or working. Referred to as Opportunity Youth, these individuals represent 26% of youth not enrolled in school in our six-county area. In addition, the report outlines key demographic data and barriers facing youth and young adults today. It has assisted in informing our local workforce development board of potential program components or service delivery items that service providers and partners could integrate to better address the needs and challenges of these populations. Knowing who may be falling through the cracks enables us to create innovative

strategies to serve these young adults and reconnect them to post-secondary education and/or career-track employment.

The Opportunity Youth report continues to guide WSW's investments in the SW WA region. In September 2018, WSW opened up the first and only youth employment and training center, branded as Next, in Clark County. Further, WSW continues to invest and partner in a myriad of organizations in Cowlitz and Wahkiakum Counties to ensure that the services for Opportunity Youth are accessible in a more rural environment. The next Opportunity Youth Report, slated to be complete in mid-2020 will provide us with additional data to ensure that the service delivery and investment model is relevant.

Employment Trends

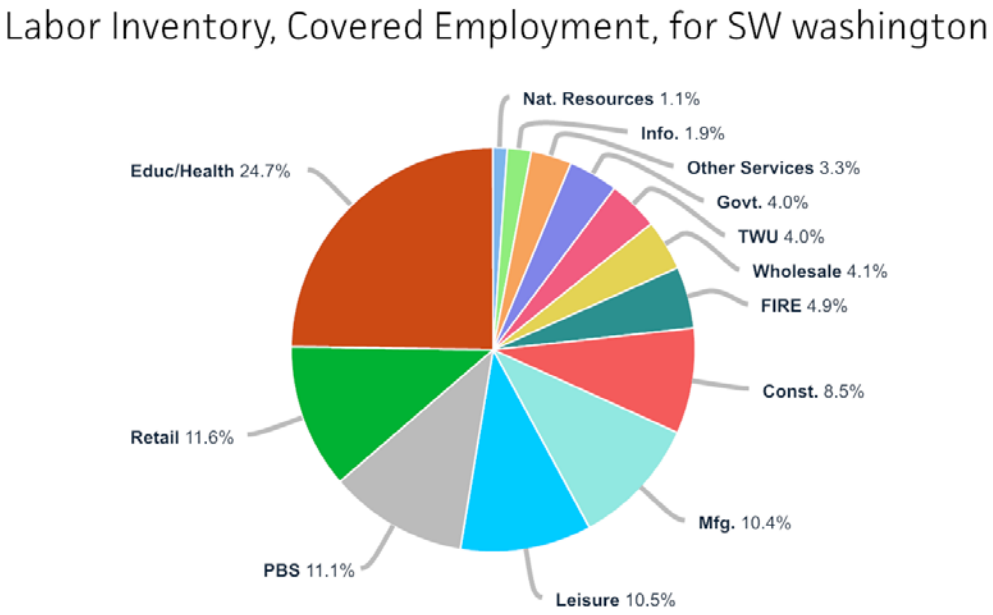
Major industry sectors in Clark County include Health Care and Social Assistance (27,131 employed), Construction (15,759 employed), Retail Trade (19,901 employed), Educational Services (16,512employed), and Manufacturing (14,721 employed). The largest sectors in Cowlitz County are manufacturing, employing 6,775 workers, followed closely by Health Care and Social Assistance (6,645 workers) and Retail Trade (4,940). In Wahkiakum County, the largest sector is Agriculture, Forestry, Fishing and Hunting, employing 210 workers. The next largest sectors in the region are Utilities (132 workers) followed by Educational Services (130 workers) and Public Administration (69 workers).



Employment has increased across the Southwest region overall by 4% in 2015 and is expected to continue to grow. As of the end of 2015, the SW WDA had over 198,932 individuals employed in the region. The adjusted unemployment rate for the three-county region is 5.8% as of January 2018, which is .03% lower than February 2016, when the region was at 6.1%. The regional unemployment rate is higher than the national rate of 4.1%. Employee turnover rate is at 8.6%, with an average of 23,000 new hires occurring every quarter.[9] Most sectors are continuing to add jobs, while other industries such as Manufacturing are experiencing a significant need to replace retiring workers through training methods such as an upskill and backfill approach.

[9] JobsEQ, Demographics Report, Chumura Economics 2 February, 2020

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



Industry Snapshot

This regional strength in advanced manufacturing is predicted to result in growth of 20% through 2020, with the need to replace more than 30,000 workers.[10] Even in rural areas, the absolute number of young adults has risen, resulting in a pool of potential workers to fill the pipeline for in-demand advanced manufacturing jobs. The largest sector in the Southwest Washington WDA is Health Care and Social Assistance, employing 33,834 workers. The next largest sectors in the region are Retail Trade (24,903 workers) and Manufacturing (21,562). High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region are Utilities (LQ = 1.95), Construction (1.48), and Manufacturing (1.19).

Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics. Sectors in the Southwest Washington WDA with the highest average wages per

[10] http://www.workforcecollaborative.org/manufacturing/

worker are Utilities ($128,252), Management of Companies and Enterprises ($101,496), and Finance and Insurance ($85,645). Regional sectors with the best job growth (or most moderate job losses) over the last five years are Health Care and Social Assistance (+6,958 jobs), Retail Trade (+2,815), and Construction (+2,291).

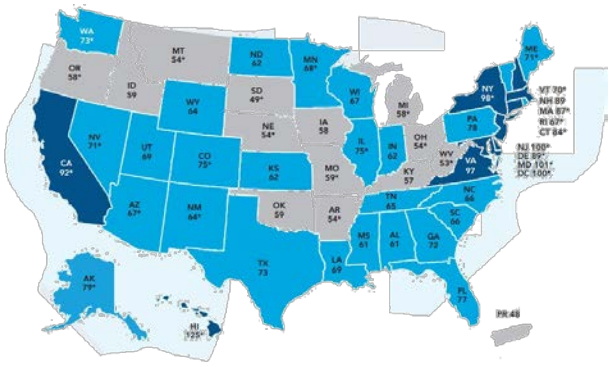
Over the next ten years, employment in the Southwest Washington WDA is projected to expand by 27,410jobs. The fastest growing sector in the region is expected to be Health Care and Social Assistance with a +2.3% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+8,827 jobs), Construction (+3,309), and Accommodations and Food Services (+3,079).

Wage Trends and Cost of Living

The average worker in the Southwest Washington WDA earned annual wages of $53,051 as of October 2019. Average annual wages per worker increased 4.2% in the region over the last year. For comparison purposes, annual average wages were $57,681 in the nation as of October 2019. Although wages are on the rise, the cost of living throughout the region remains behind what could be considered truly self-sufficient for individuals and families. The Cost of Living Index estimates the relative price levels for consumer goods and services. When applied to wages and salaries, the result is a measure of relative purchasing power. The cost of living is 29.3% higher in Southwest Washington WDA than the U.S. average.

Cost of Living Information			
	Annual Average Salary	**Cost of Living Index (Base US)**	**US Purchasing Power**
Southwest Washington WDA	$53,051	129.3	$41,015
Washington	$67,573	130.5	$51,773
USA	$57,681	100.0	$57,681

Source: JobsEQ®, Data as of 2019Q3, The Cost of Living Index is developed by Chmura Economics & Analytics and is updated quarterly.



According to the National Low Income Housing Coalition (NLIHC), Washington State has the seventh highest wage required to obtain housing across the nation, with an hourly wage of $27.78 per hour to rent a two-bedroom unit, which translates to $19.96 per hour required to afford renting here in Southwest Washington. In another analysis, the NLIHC reported that in no state in the United States can a minimum-wage worker afford a one-bedroom rental unit at Fair Market Rent, working a standard 40-hour work week, without paying more than 30% of their income. In Southwest Washington, Fair Market Rent on a one-bedroom apartment is around $840 a month. In fact, an individual in Washington would need to work 75 hours at our state's minimum wage, $9.47 an hour, to afford a one-bedroom unit. With over 35% of households renting in our area, addressing the wage gap between minimum and self-sufficient wages is critical. WSW is committed to working with local employers to grow high-wage, high-demand

occupations that promote family independence and assist in decreasing the number of families experiencing poverty and even homelessness in our community that directly impacts their ability to gain or maintain access to a job and stable employment.

Occupation Snapshot

The largest major occupation group in the Southwest Washington WDA is Office and Administrative Support Occupations, employing 27,854 workers. The next-largest occupation groups in the region are Sales and Related Occupations (22,212 workers) and Food Preparation and Serving Related Occupations (19,058). High location quotients (LQs) indicate occupation groups in which a region has high concentrations of employment compared to the national average. The major groups with the largest LQs in the region are Construction and Extraction Occupations (1.39), and Education, Training, and Library Occupations (1.20), and Installation, Maintenance, and Repair Occupations (1.16).

Occupation groups in the Southwest Washington WDA with the highest average wages per worker are Management Occupations ($109,000), Legal Occupations ($90,300), and Health Care Practitioners and Technical Occupations ($88,200). The unemployment rate in the region varied among the major groups from 1.9% among Healthcare Practioners & Technical Occupations to 9.8% among Farming, Fishing, and Forestry Occupations.

Over the next ten years, the fastest growing occupation group in the Southwest Washington WDA is expected to be Personal Care and Services Occupations, with a +2.6% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Food Preparation and Serving Related Occupations (+3,378 jobs) and Personal Care and Service Occupations (+3,033). Over the same period, the highest replacement demand (occupation demand due to retirements and workers moving from one occupation to another) is expected in Food Preparation and Serving Related Occupations (3,378 jobs) and Personal Care and Service Occupations (3,033 jobs).

Summary[1]

	Percent			Value		
	SW Washington	Washington	USA	SW Washington	Washington	USA
Demographics						
Population (ACS)	—	—	—	574,685	7,294,336	322,903,030
Male	49.4%	50.0%	49.2%	284,029	3,645,665	158,984,190
Female	50.6%	50.0%	50.8%	290,656	3,648,671	163,918,840
Median Age[2]	—	—	—	38.9	37.6	37.9
Under 18 Years	24.3%	22.4%	22.8%	139,459	1,632,875	73,553,240
18 to 24 Years	8.1%	9.0%	9.6%	46,400	659,518	30,903,719

Summary[1]

	Percent			Value		
	SW Washington	Washington	USA	SW Washington	Washington	USA
25 to 34 Years	12.7%	14.9%	13.8%	72,933	1,086,195	44,567,976
35 to 44 Years	13.0%	13.1%	12.6%	74,926	956,356	40,763,210
45 to 54 Years	13.4%	12.9%	13.2%	76,854	944,254	42,589,573
55 to 64 Years	13.2%	12.9%	12.8%	75,593	941,639	41,286,731
65 to 74 Years	9.6%	8.9%	8.8%	54,970	650,487	28,535,419
75 Years, and Over	5.8%	5.8%	6.4%	33,550	423,012	20,703,162
Race: White	85.4%	76.0%	72.7%	490,910	5,545,997	234,904,818
Race: Black or African American	1.5%	3.7%	12.7%	8,743	269,854	40,916,113
Race: American Indian and Alaska Native	0.8%	1.3%	0.8%	4,338	95,048	2,699,073
Race: Asian	3.9%	8.3%	5.4%	22,211	607,429	17,574,550
Race: Native Hawaiian and Other Pacific Islander	0.7%	0.7%	0.2%	3,939	48,043	582,718
Race: Some Other Race	2.7%	4.3%	4.9%	15,555	311,170	15,789,961
Race: Two or More Races	5.0%	5.7%	3.2%	28,989	416,795	10,435,797
Hispanic or Latino (of any race)	9.2%	12.5%	17.8%	52,859	911,573	57,517,935
Population Growth						
Population (Pop Estimates)[4]	—	—	—	595,270	7,535,591	327,167,434
Population Annual Average Growth[4]	1.3%	1.4%	0.7%	7,427	97,336	2,307,347
People per Square Mile	—	—	—	292.9	113.4	92.6
Economic						
Labor Force Participation Rate and Size (civilian population 16 years and over)	62.6%	64.1%	63.2%	282,706	3,712,186	162,248,196
Prime-Age Labor Force Participation Rate and Size (civilian population 25-54)	81.4%	81.9%	81.8%	182,611	2,421,567	104,136,254
Armed Forces Labor Force	0.1%	0.8%	0.4%	451	48,850	1,028,133
Veterans, Age 18-64	6.5%	6.5%	4.7%	22,413	295,545	9,398,789
Veterans Labor Force Participation Rate and Size, Age 18-64	78.4%	77.5%	76.3%	17,568	228,954	7,168,168
Median Household Income[2]	—	—	—	$67,653	$70,116	$60,293
Per Capita Income	—	—	—	$32,867	$36,888	$32,621
Mean Commute Time (minutes)	—	—	—	26.5	27.6	26.6
Commute via Public Transportation	1.9%	6.5%	5.0%	4,888	225,913	7,602,145
Educational Attainment, Age 25-64						
No High School Diploma	8.1%	8.6%	11.2%	24,309	339,391	18,885,967
High School Graduate	24.8%	21.4%	25.8%	74,383	838,747	43,699,272
Some College, No Degree	28.1%	23.3%	21.0%	84,409	917,288	35,525,113
Associate's Degree	11.7%	10.6%	9.1%	35,144	417,611	15,389,737
Bachelor's Degree	18.5%	23.0%	20.8%	55,514	905,443	35,261,652
Postgraduate Degree	8.8%	13.0%	12.1%	26,547	509,964	20,445,749
Housing						
Total Housing Units	—	—	—	226,089	3,064,381	136,384,292
Median House Value (of owner-occupied units)[2]	—	—	—	$276,729	$311,700	$204,900

Summary[1]

	Percent			Value		
	SW Washington	Washington	USA	SW Washington	Washington	USA
Homeowner Vacancy	1.0%	1.3%	1.7%	1,493	22,884	1,304,850
Rental Vacancy	2.9%	3.7%	6.0%	2,133	40,339	2,822,053
Renter-Occupied Housing Units (% of Occupied Units)	33.4%	37.3%	36.2%	71,746	1,043,871	43,285,318
Occupied Housing Units with No Vehicle Available (% of Occupied Units)	5.0%	6.9%	8.7%	10,840	192,165	10,424,934
Social						
Poverty Level (of all people)	10.5%	11.5%	14.1%	59,828	821,621	44,257,979
Households Receiving Food Stamps/SNAP	15.2%	12.5%	12.2%	32,573	350,611	14,635,287
Enrolled in Grade 12 (% of total population)	1.5%	1.3%	1.4%	8,430	94,316	4,442,295
Disconnected Youth[3]	3.1%	2.9%	2.6%	902	10,405	438,452
Children in Single Parent Families (% of all children)	27.5%	28.7%	34.3%	36,511	446,969	23,973,249
Uninsured	6.2%	6.8%	9.4%	35,297	487,856	29,752,767
With a Disability, Age 18-64	11.8%	10.6%	10.3%	40,635	477,237	20,240,504
With a Disability, Age 18-64, Labor Force Participation Rate and Size	43.1%	44.6%	41.6%	17,520	212,872	8,421,018
Foreign Born	9.2%	14.0%	13.5%	52,904	1,020,981	43,539,499
Speak English Less Than Very Well (population 5 yrs. and over)	5.2%	7.6%	8.5%	27,772	518,084	25,647,781

Source: JobsEQ®

1. American Community Survey 2014-2018, unless noted otherwise
2. Median values for certain aggregate regions (such as MSAs) may be estimated as the weighted averages of the median values from the composing counties.
3. Disconnected Youth are 16-19 year olds who are (1) not in school, (2) not high school graduates, and (3) either unemployed or not in the labor force.
4. Census 2018, annual average growth rate since 2008

Industry Clusters

A cluster is a geographic concentration of interrelated industries or occupations. If a regional cluster has a location quotient of 1.25 or greater, the region is considered to possess a *competitive advantage* in that cluster. The industry cluster in the Southwest Washington WDA with the highest relative concentration is Wood/Paper with a location quotient of 3.19. This cluster employs 5,652 workers in the region with an average wage of $77,076. Employment in the Wood/Paper cluster is projected to contract in the region about 0.88% per year over the next ten years.

Regional Skill Demand

Over the years, WSW has seen an increase in the demand not only for technical skills (i.e., computer skills, equipment knowledge, etc.) but also for soft skills, 21st Century skills, or what we commonly refer to as *essential skills*. A 2019 focus group conducted by WSW with key employer stakeholders from across our target industries reinforces the need for a highly skilled workforce. Essential skills are the backbone of what employers need. These skills quickly separate average workers from great workers. It's what one sees in an employee that shows up to work on time every day, who can work independently and in a team, and in an employee who effectively manages timelines and projects. Essential skills are the skills that are not always taught in school or in family systems, but often are the skills employers struggle to find in workers, leading to higher turnover rates and lower employee retention rates. Many local employers are bullish about the current upturn in the regional and global economy but remain concerned they'll be unable to grow at a comparable pace due to the lack of highly skilled workers in the local talent pool. The workforce system plays a key role in addressing this "skills gap." Employers want well-rounded employees, and the workforce system wants to help individuals get jobs and become self-sufficient. Well-rounded employees that are truly ready to go to work and have all the necessary skills are not always easy to come by, but WSW, along with other workforce partners (community colleges, providers, economic development councils, WIOA core partners and others), is continually working towards developing a regionally vetted talent pool that would meet the needs of employers outlined above.

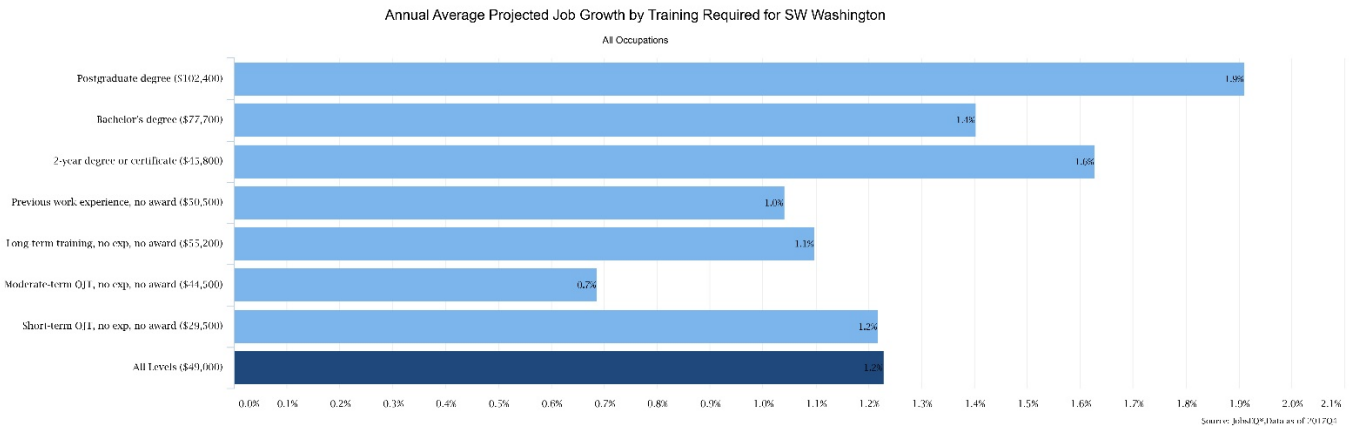
Several factors limit this transformation in skill sets. All too often, the importance of people management and development outweighs that of corporate strategy and profit, leaving a very small window for businesses to get the right worker in the positions they have available when they need them. This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

In 2019 WSW and Employment Security Dept (ESD) partnered to pilot an effort called Recruit, Train, Place. This pilot overlapped with Integrated Service Delivery efforts in the WorkSource centers, and provided capacity for a Workshop team across the programs and initiatives. This Workshop team worked closely with 8

employers representative from our high growth and in demand sectors in the development of a shared Essential Skills curriculum. This curriculum then was utilized to craft 6 new workshops that were employer vetted: Introduction to Essential Skills, Work Ethic Workshop, Customer Service Workshop, Teamwork Workshop, Leadership Workshop, Culture Workshop. Individuals who participated in a workshop were then followed up with to compare their employment placement to individuals who did not participate in an RTP workshop. Lastly, the RTP effort allowed for the analysis of all WorkSource workshops to ensure that they all were leading to the ultimate goal of employment placement.

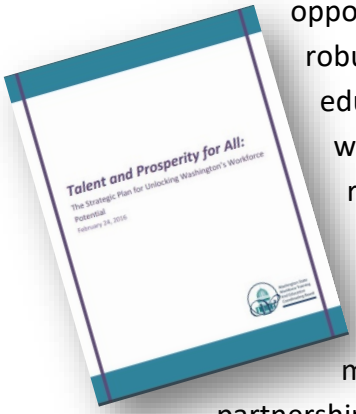
Education Levels

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



Training Program Availability

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

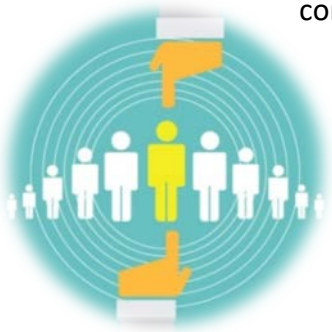


WSW invests and works alongside local providers to provide the following training opportunities for job seekers: 1) On-the-Job (OJT) trainings, 2) Incumbent Worker trainings, 3) Entrepreneur trainings, 4) Individual Training Accounts (ITAs), 5) Paid/Unpaid Work Experiences, 6) Paid/Unpaid Internships, 7) Accelerated trainings, 8) Customized Cohort trainings, 9) Transitional Job trainings, and 10) Pre-Apprenticeship, Apprenticeship or Non-Registered Apprenticeship, and other customized trainings or pilots deemed appropriate or necessary for employers. These are described in detail in Section III below. WSW partners closely with our local community colleges (Clark College and Lower Columbia College) as well as with our four-year institution (Washington State University Vancouver) and other training providers to ensure that job seekers have access to the training and education required of the positions they are pursing and the needs of regional employers. It is our goal that by partnering closely with education and training providers, we can provide all job seekers with transferable skills that will allow them to adapt quickly to economic downturns and find readily available employment in sectors that they may not have originally considered but because of their training, they are now competitive to pursue.

ENTREPRENEUR TRAINING

Regional Response

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

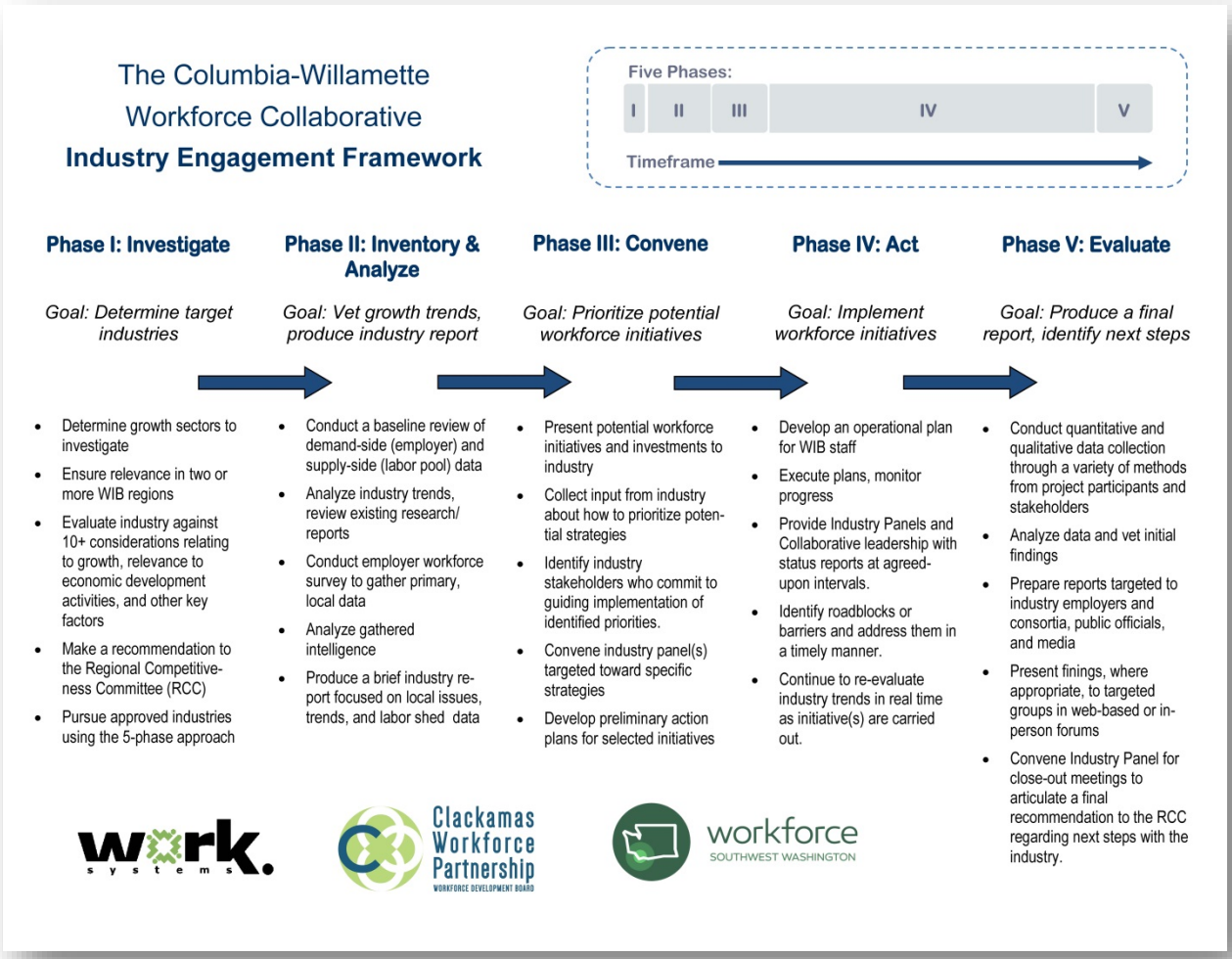


While “unlocking talent” and addressing the “skills gap” require us to prepare job seekers for the future of work in our region, they also require us to put an emphasis on those experiencing significant barriers. Southwest Washington, as described above and included in the demographic tables above, continues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

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

Regional Sector Strategies

The Columbia Willamette Workforce Collaborative has maintained their focus on four common sectors to continue to support and invest in during the next four years: Manufacturing, Healthcare, Technology, and Construction. In each case, we have obtained and analyzed labor market data which indicates these four areas are most likely to provide employment at living wage levels and to continued growth and development in our six-county region. Sector strategies include five steps: Investigate, Analyze, Convene, Act, and Evaluate.



Manufacturing

In 2012, the CWWC hosted inaugural efforts to create a common, regional workforce plan by addressing the needs of manufacturing in our community. We conducted the first three steps of our Industry Engagement Framework and created the first Manufacturing plan based on shared knowledge and commitment. Launched in July 2013, that plan has achieved its goals and the 2019-2021 Manufacturing Plan is now in affect.

Under the auspices of the 2016-2018 plan, the manufacturing community experienced many successes including: built stronger relationships with community training partners; increased collaboration with the regional workforce boards; assisted numerous manufacturing employers with training of new workers and a new approach to incumbent worker training began to take shape. Through data gathered throughout the 2016-2018 Manufacturing Plan, WSW was able to point to higher quality participant outcomes as our investments more closely matched that of our employer partners. WSW measures quality outcomes as pay increases, promotions and industry recognized credentials. Today's incumbent worker training program assists companies in creating clear career pathways for new and incumbent workers to aid in recruitment and retention by clearly demonstrating a pathway to higher wages and more job responsibility.

The current Manufacturing plan has continued with many of the same goals as the first and second iterations, with a concerted focus on making manufacturing a career of choice for the emerging workforce and connecting manufacturers to the right candidates now. Manufacturers invested heavily in the development of a collateral and website campaign, www.careersnw.org, which launched in late 2017 and highlights Southwest Washington's four target sectors.

Performance and Course Corrections

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

Funding

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

Cross Regional Partnership Evaluation

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

PLAN GOALS

Under the guidance of local companies, training providers and economic development partners, the Collaborative developed a three-point plan to address manufacturing workforce challenges.

1 MAKE MANUFACTURING A CAREER OF CHOICE FOR THE EMERGING WORKFORCE

Outcomes

- Expose young people to manufacturing employment opportunities through 150 manufacturing internships
- Create access to 4,500 career-related learning experiences (CRLE's)
- Continue our industry co-invested messaging campaign via the www.CareersNW.org online platform to raise awareness of existing programs and opportunities
- Connect more than 300 manufacturers to youth programs, K-12 system, and other local training and education providers for opportunities around summer work experience
- Connect at least 30 educators to manufacturing worksite externships in the region to provide hands-on experience in the manufacturing sector

2 CONNECT MANUFACTURERS TO THE RIGHT CANDIDATES NOW (RECRUITMENT AND TRAINING)

Outcomes

- 800 WorkSource job seekers receive career exploration supports to pursue manufacturing careers through training or job placement services. After which, 700 are connected to manufacturing employment
- 225 manufacturers hire and train WorkSource customers using workplace-based training tools such as apprenticeship, OJT and/or internships
- 70 companies co-invest and support cohort trainings and/or customized trainings to develop the workforce
- Increase the number of non-traditional candidates pursuing manufacturing careers through career exploration activities and opportunities, in order to diversify the workforce

3 STRENGTHEN THE MANUFACTURING INDUSTRY

Outcomes

- 150 manufacturing workers completing interpersonal, skill-development training
- 75 workers completing leadership/supervisory training
- 25 manufacturers increase collaboration between industry organizations, industry partners, economic development, community colleges and other training providers in the region

See Attachment A: Manufacturing

Healthcare

Following the same processes and procedures identified for Manufacturing, the CWWC Healthcare team developed a plan for supporting Long Term Care (LTC) businesses. Given that many employees in LTC are young and at the start of their health care careers, the team decided to focus a plan entirely on LTC. This two-year plan wrapped up in 2017, after development that included a messaging campaign to connect job seekers with Long Term Care, a focus on providing job seekers with information about and access to Long Term Care jobs, and an industry-endorsed vetting system that helped employers find the right candidates for their open positions.

The CWWC has a major focus on promoting career opportunities that will allow residents to earn wages that support their families, and because of this, has expanded our Long Term Care work to incorporate the healthcare industry as a whole. The CWWC has been actively working with all of the major hospitals, clinics, acute care, specialty clinics, and long-term/home care organizations throughout the 6-county region since 2017. The 2018-2021 Healthcare Plan has goals around recruitment and retention, building the pipeline, and advancing equity, diversity and inclusion in healthcare.

The CWWC's healthcare industry partners dedicated to advancing equity, diversity and inclusion in their industry. Because of this dedication, our industry partners are working on several strategies to increase nontraditional candidates in healthcare:

1. Medical Assistants are one of the highest demand occupations in healthcare, but due to the nature of this licensed clinical role, local training providers are challenged to produce the volume of candidates need by the industry. In Southwest Washington, for many, a Medical Assistant program takes upwards of two years of full time education to complete and over $10,000 in tuition. Our employer partners have explored several Medical Assistant Apprenticeship programs and have selected one that offers the most flexibility to aid in attracting candidates who may not otherwise be able to enter this career. Our shared goal is to create cost-effective opportunity, 100% funded by our employer partners, that allows candidates to work full time as a Medical Assistant while pursuing minimal related supplemental online instruction. We aim to have our program approved in the summer of 2020.

2. The healthcare industry offers many different entry-level administrative roles which are also in demand in our region. With no shortage of applicants for these positions, our employer partners are focusing on effective ways to identify the right applicants for these positions that will provide the best opportunity to infuse diverse workers into their workforce. In addition to the Medical Assistant Apprenticeship program, WSW and our employer partners are also piloting CareerWork$ Medical. This 8-week course, informed by industry and developed by The Biller Foundation, aims to support DEI

strategies and goals, generates broader interest in health careers, and improves retention efforts, patient satisfaction and employee engagement. We will be targeting diverse candidates between the ages of 18 and 27 to participate in the summer of 2020. In addition, these candidates will be earmarked for continued follow up and support in career advancement.

PLAN GOALS

Under the guidance of employers, education partners and other stakeholders, we developed a three-point plan to address the healthcare industry's workforce challenges.

1 RECRUIT AND RETAIN HEALTHCARE PROFESSIONALS

- Expand on existing recruitment efforts, such as CareersNW.org, to attract talent to the healthcare industry.
- Enhance industry engagement during education and training to increase employment of local candidates.
- Convene a committee to research and develop a co-investment training model for new and incumbent workers that meets the needs of healthcare employers.
- Evaluate existing incumbent worker programs for successful outcomes and identify additional opportunities for program sustainability.

2 BUILD A HEALTHCARE PIPELINE THROUGH EMPLOYER AND EDUCATION PARTNERSHIPS

- Convene healthcare industry leaders to review existing job readiness programs to recommend industry-supported standards for healthcare.
- Build increased training capacity, enrollment and graduation rate in identified healthcare programs in partnership with education and training providers and employers.
- Coordinate regional clinical and preceptor processes in partnership with employers and education and training providers.

3 ADVANCE DIVERSITY, EQUITY AND INCLUSION IN HEALTHCARE

- Expand existing outreach efforts to engage marginalized and under-served populations in their communities.
- Partner with high school and youth healthcare programs to connect and expose participants to healthcare job and training opportunities.
- Increase the number of marginalized and under-served participants in education and training programs that lead to healthcare careers.

See Attachment A: Healthcare

Tech

Technological advances have cut through all industries. As a result, all industries need technological workers whether they are in high-technology manufacturing, industrial manufacturing, health care, finance, education, government or any other field. The CWWC began the investigative process into the Tech sector in mid-2016. The TechTown Talent Strategy Plan was launched in June 2017. The CWWC is in the process of working with industry partners to extend the duration of this plan. The goals included in the workforce plan are around cultivating and attracting under-represented candidates to increase diversity, developing tools and resources to increase access to information and training to help under-represented populations break into tech careers, and to develop and share working models to increase hiring, retention and advancement of women and people of color.

Computer Occupations in CWWC Region (Cowlitz/Wahkiakum/Clark/Washington/Multnomah), 2019q3[1]

EXPORT

			CURRENT						5-YEAR HISTORY			10-YEAR FORECAST				
	SOC	Occupation	Empl	Avg Ann Wages[2]	LQ	Unempl	Unempl Rate	Online Job Ads[3]	Empl Change	Ann %	Ann % - Southwest Washington	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
	15-1000	Computer Occupations	36,608	$89,500	1.20	831	2.2%	4,485	6,817	4.2%	5.5%	32,818	6,617	19,125	7,076	1.8%
		Total - All Occupations	1,080,455	$55,400	1.00	43,183	4.0%	61,178	126,049	2.5%	2.9%	1,360,108	523,221	709,739	127,148	1.1%

Source: JobsEQ®
Data as of 2019Q3 unless noted otherwise
Note: Figures may not sum due to rounding.
1. Data based on a four-quarter moving average unless noted otherwise.
2. Wage data are as of 2018 and represent the average for all Covered Employment
3. Data represent found online ads active within the last thirty days in the selected region; data represents a sampling rather than the complete universe of postings. Ads lacking zip code information but designating a place (city, town, etc.) may be assigned to the zip code with greatest employment in that place for queries in this analytic. Due to alternative county-assignment algorithms, ad counts in this analytic may not match that shown in RTI (nor in the popup window ad list).

An interesting discovery through the investigative process is learning there is a difference between the technology sector and technology occupations, which will require a combined approach to gathering data. In analysis of other industries, the occupations fall exclusively within the sector. However, the high demand for technological workers across multiple industries will require development of unique workforce strategies to address both occupational and industry needs. Unique to the Southwest Washington region from our partners across the river, an overwhelming majority of our tech workforce resides in non-tech industries such as finance, education, and corporate headquarters.

Innovation Partnership Zone

The cities of Vancouver and Camas in Clark County joined forces to apply for and were awarded the Innovation Partnership Zone designation. Together, they are working to grow and support the burgeoning tech cluster in the Greater Vancouver area. One strategy is to support the complementary businesses including coffee shops, bars, breweries, restaurants, food trucks and vibrant public spaces that attract tech workers and help businesses recruit and retain top tech talent. Downtown Vancouver is home to more than 45 digital technology firms which, though small, is a growing cluster.

In the two years since the IPZ was designated, more than 300 new positions have been created. Companies, both small and large, are hiring staff and working to ensure that well-paid jobs continue in SW Washington. [11] Washington State University Vancouver (WSUV) is a major contributor of talent to the tech scene through the Creative Media and Digital Culture Program. Over 22 new employees, all of whom studied at WSUV, are working in SW Washington. Further, the IPZ supported additional math curriculum at Clark College and works in conjunction with the SW Washington STEM Network to support professional development for more than 100 teachers in 16 school districts.

[11] www.IPZgetin.com, Accomplishments Report

PLAN GOALS

Under the guidance of local companies, we have developed a three-point plan to address the tech industry workforce challenges of diversity, equity of access and inclusion.

1 PEOPLE: Attract and cultivate more local, under-represented candidates in order to increase numbers and levels of diversity.

Strategies

- Target outreach to and cultivate partnerships with diverse communities and organizations.
- Create intentional opportunities for professional/ skill-based organizations and diversity/affinity groups to interact, plan and implement collective ideas.
- Foster an inclusive environment through a cohort-based, diversity and inclusion training program.

2 ACCESS: Develop tools and resources to increase access to information and training to help under-represented populations pursue careers in tech.

Strategies

- Develop a web portal for candidates and companies to learn about and apply to training and hiring onramps.
- Create a Diversity Scholarship Fund to offset training costs for under-represented populations, including but not limited to women and people of color.
- Promote a common platform to facilitate connections between educators and industry to engage and inspire students to pursue careers in tech.
- Convene a centralized curriculum advisement group to share needed skills and better align with industry demand.

3 JOBS: Develop and share working models to increase hiring, retention and advancement of women and people of color.

Strategies

- Expand opportunities for people in the early part of their careers by broadening the number of entry-level opportunities and communicating career pathways into technical roles.
- Launch a vocational-focused internship program including a common set of processes and resources.
- Advocate for and implement apprenticeship as an alternative path to a tech occupation.
- Coach, mentor and upskill under-represented employees into more technical roles or leadership positions.

Construction

The Construction team spent much of early 2017 convening employers and drafting a workforce plan that was launched in July 2017. After convening employers and drafting the plan, the Construction team put together a plan that focused on bringing youth into the industry, creating a more diverse workforce, and improving the retention of existing workers. To date, the majority of the work done with the plan has been with youth, as this is where employers see the most need. According to the CWWC's most recent labor market analysis, more than one-fifth of our construction workforce is at or near retirement age and young people are not entering the construction trades at the rate needed to support this demand or to support the overall growth

of the industry. In late 2019, the CWWC construction industry partners chose to extend the 2017-2019 plan for one more year as the goals are still relevant for them and there's still more work to be done in these areas of focus.

WSW's annual Youth Employment Summit, launched in 2016, aims to support the construction trades by exposing 500+ of our region's high school students to explore careers in construction. The event focuses on hands on activities for students to engage with and since 2016, as expanded to include all four of our target sectors.

PRIORITY AREA #1

CONNECT YOUTH TO JOBS AND TRAINING OPPORTUNITIES IN CONSTRUCTION

Increase opportunities for industry exposure and awareness for both youth and the individuals who influence their career decisions. Strategies will help bridge the gap that so often exists between youth, businesses and these various influencers. This will include the development of tools to help businesses connect with their future workforce.

- Build a visual roadmap to successful construction careers that highlights current programs and resources
- Promote events to support employment in construction trades
- Educate influencers with data-driven outlooks for careers in construction
- Connect industry and education through internships and career-related learning experiences
- Align education and legislation

PRIORITY AREA #2

ADVANCE EQUITY AND DIVERSITY IN THE CONSTRUCTION INDUSTRY

Strategies are designed to help contractors attract new workers to the industry, increase diversity of skilled workers and lead to more positive jobsite culture.

- Create trusted relationships with industry partners that promote success for diverse workers
- Develop robust marketing strategy highlighting diversity
- Allocate resources for pre-apprenticeship, training and screening capacity to increase the number of women and people of color entering the industry
- Incorporate best practices that institutionalize diversity

PRIORITY AREA #3

IMPROVE RETENTION OF EXISTING APPRENTICES AND WORKERS

Help contractors to retain workers, develop their skills and advance them into higher-skilled positions that will increasingly be made available in the years ahead.

- Promote and provide standardized tools for jobsite culture success
- Create a formal mentorship program for building relationships, teaching and problem solving
- Provide life skills training and resources
- Identify worker aptitude early using current best practices

Regional Service Strategies

Regional Economic Development Coordination

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

WSW is also closely aligned with the two major economic development organizations in its three-county area: The Columbia River Economic Development Council and the Cowlitz Economic Development Council. The WSW CEO is a board member for each of these organizations and their CEOs are Workforce Development Board members. Additionally, the CEO of the Cowlitz Economic Development Council is a long-term member of WSW's Executive Committee. WSW contracts with the EDCs to provide streamlined access and workforce intelligence directly to and from businesses. We have created strong teams of staff members who work together to accomplish communication, services, access, and information for business, while using the EDCs as the main contact for business recruitment, relocation and expansion projects. Lastly, WSW engages with a wide variety of city and county economic development staff as well as Chambers of Commerce, all of whom represent specific business interests.

See Attachments C: Economic Development and GPI

Cross Regional Cost Arrangements

The CWWC has been engaged in services to businesses and job seekers for over 15 years. Together, we have successfully competed for more than $30 million in federal funding to provide training and education services designed to meet specific business needs. Throughout this time, the CWWC has shared costs by dividing the funding based on the federal workforce formula for our areas. When comparing our current allotments of federal workforce funding, our split is 16% to Clackamas, 24% for SW Washington, and 60% for Worksystems. Following these same percentages, we divide common grants and share the costs of mutual activities such as research, facilitation, sector forums and other common efforts. Further, the three LWDBs provide staff to work on sector strategies.

Regional Performance Negotiation and Evaluation

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

Building Tomorrow's Workforce: A Regional Strategy

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

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

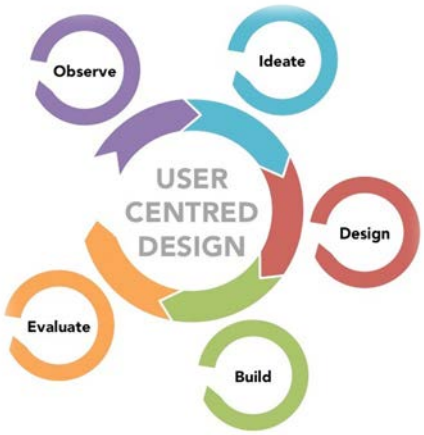
Role of WSW in Regional Strategies:

1. Identify workforce development and workforce system issues, needs and skill gaps.
2. Convene regional partners to cultivate strategies to address the issues, needs and skill gaps of our workforce.
3. Build and grow bi-state and cross-county business solutions partnerships and streamline business solution services.
4. Pursue funding and resources to support local workforce development strategies.
5. Create a business-to-business best practice culture amongst industries where sharing resources, learning from effective programming, and implementing culture change is at the core of business operations.
6. Promote equal access and opportunity for all customers with our youth and adult services throughout the Southwest Washington region and Regional Collaborative.
7. Promote bi-state, bi-county youth education, awareness and career exploration opportunities.
8. Develop the regional talent pool with shared job seekers available to all employers.
9. Leverage local and state resources and funding to improve and enhance workforce system services.
10. Integrate sector strategies throughout our organization, including the ways in which we request for proposals, execute contracts, align teams at our WorkSource centers, and build program strategies within adult and young adult initiatives.

Section III: Local Workforce Development Board Plan

Workforce Southwest's Strategic Vision

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



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

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

High Board Engagement

Workforce Southwest Washington has reorganized to meet WIOA's requirements for Board Composition. To that end, the new Board consists of 30 members: sixteen from business, six from labor and workforce

organizations, three from education, including adult basic education representatives, two from economic development, and three representing government agencies.

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

As we transitioned from the WIA to the WIOA Board, we were careful to maintain the qualities that make this group into a high functioning Board of Directors. According to Frank Martinelli, Center for Public Skills Training, a high-functioning board has effective committees, is an appropriate size, has consistent processes for nominating, seating, orienting, and removing members, and has and follows their strategic plan.
WSW was formed in 2002 in response to the changing needs of SW Washington. At this time, Workforce Southwest Washington replaced the Private Industry Council (PIC) as the local provider of workforce services. At the same time, the organization became a 501(c)3 non-profit corporation. Many of the members of the PIC remained with the organization through the transition and, in the case of one Board member, still serves today. In fact, five of the current Board members have been serving in their roles for more than ten years. Our Board recognizes the benefits of longevity in the membership but also that changing workforce opportunities, industries, and demographics make rotation on the board a desirable and beneficial outcome.

WSW functions with a strong committee structure. The Executive Committee serves as the Board of Directors for the non-profit and has authority to oversee the Chief Executive Officer. The Executive Committee also considers budget, strategic planning, and policy prior to recommending these items to the full Board. Other standing committees include the Community Workforce Partnership Committee, the Finance Committee and the Emerging Workforce Committee. Over the last three years, these committees have gained in stature and responsibility and are now critical to the function of the Board.

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

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

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

Alignment of Resources

WSW began a series of forums with local partners to foster a culture of cooperation and partnership. These conversations centered around the interest to increase services to participants, leverage resources, align goals, and align system measurements across all service providers. The result was the development and implementation of a Systems MOU and Infrastructure Funding Agreement (IFA), which took affect in 2017 and governs how partners work together to fund and operate within the system, in an effective and efficient way. WIOA allows us the chance to think outside the box and clarify our "workforce system" in a way that capitalizes on key partner areas of expertise and decreases duplication of services. WSW will focus both at the service provider level and regional partner level to design, pilot and implement innovative strategies to meet our economic and workforce needs. Currently, our LWDB provides monthly and quarterly provider meetings to ensure appropriate participant services, ensure policy compliance, hone in on outcomes and metrics and to provide any technical assistance. With one comprehensive One-Stop and two affiliate site with a robust menu of services in the region and three local non-profits offering youth provider services at Next, the span and breadth of services touches all areas of the tri-county region. Over the next several years, the Southwest Washington area will add additional affiliate and connection site locations for services to meet system partner and client needs. The overarching goal is to begin to encourage partners both in and out of the One-Stop system to see services as mobile for participants. This means providing access to services outside of the traditional One-Stop Center and onsite at partner facilities and through online training platforms. For more information on the specific providers, reference Attachment D. In addition, WSW is also providing bi-monthly regional partner meetings and one-on-one meetings to understand alternative service delivery models, best practices, and regional strategy interests.

In 2020, WSW will analyze the possibility and justification for operating a one-stop model for Opportunity Youth in Cowlitz County in partnership with various local community based organizations.

Southwest Washington Partnerships

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

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

Partner	Nature of Collaboration
Carl D. Perkins Vocational and Technical Education Act	K-12 Partnerships focused on aligning In-School program offerings with demands of industries. Collaboration includes attendance and engagement in local and regional Career and Technical Education Advisory Boards in addition to the development and coordination of work-based learning, internship, and teacher externship opportunities. In addition, WSW provides consistent and high quality labor market information via flyers/posters/website to K-12 partners specific to the regions high-growth and in-demand sectors.
Behavioral Health Providers	Local partnerships exist with and without federal funding between Title I service providers and Regional Service Networks (RSN's) and Behavioral Health providers to assist individuals on program with in-patient, out-patient, on-call, 24hour hotline, and intensive counseling services in addition to drug and alcohol treatment groups. Some of these services are in partnership with the VA Hospital, Columbia Wellness, Southwest Washington Accountable Community of Health, and the SW WA Children's Home Society
Chambers	Small business strategies support and outreach as well as sector specific project engagement and investment in local communities. Works directly with LWDC and local One-Stop Business Solutions team members to provide services and coordination including

	training, entrepreneur engagement, rapid response and workshop services.
City Government	Strong partnerships between city, economic development and workforce to support business growth and development in the region to build and maintain employment opportunities. Strategic initiatives also include potential summer employment youth pilots, investment analysis for specific communities in the region, and creation of policy that is inclusive and equitable.
Community Based Organizations	WSW works closely with Community Based Organizations in the development of community specific investments and programs. Further, the CBOs across our regions are consistently engaged in a number of our initiatives to ensure that the services provided in the community are accessible to all.
County Government and Departments	Coordination of service delivery and program responsiveness to population needs in the community including pilot projects to support multi-barrier populations. Location of the CLEO with overall LWDB guidance and oversight.
Division of Social and Health Services (DSHS)	Intensive case management and employment services including connection to services such as Temporary Assistance to Needy Families (TANF), SNAP, E&T, and additional DSHS programs. Services include food stamps, assessment, education and training, job search, job search skill development, support services, work study and more. In late 2019, WSW worked closely with the DSHS Basic Food and Employment Training department to open an additional program offering specific to young adults served in Clark and Cowlitz Counties. This program will allow for the BFET program to reach the growing opportunity youth population in our region in a more intentional way, and also have an integrated approach towards employment and post-secondary placement.
Economic Development (CREDC/CEDC)	Partnerships exist between WSW and both Columbia River Economic Development Council (CREDC) and Cowlitz Economic Development Council (CEDC) to engage and connection employer to workforce services, trained job seekers, business solutions team members, and promote participation in section and regional work to inform the workforce system of employer needs. WSW and CREDC are collocated to ensure consistent shared strategy to the business community specific to Clark County.
Employers	Employers are convened regularly through local and regional panels specific to the regions high-growth and in-demand sectors to provide input, guidance and direction to training programs and regional strategies. Employers are also engaged in K-12 advisory councils and events promoting work-based learning, internships, teacher externships and multi-generational mentoring opportunities. Further, WSW continues to expand the co-investment offerings with companies across the region to ensure

	employer buy-in, successful training outcomes, and the diversification of our investment portfolio.
Higher Education (Clark College/Lower Columbia College/Washington State University Vancouver)	Community College partners work closely with WSW to determine appropriate Worker Retraining program offerings and to communicate current student needs. Economic and Community Development Departments work closely with One-Stop centers to provide customized short-term trainings for varying populations. Washington State University works with the WSC to promote high-growth; high-demand advanced training programs and is partnering closely with the community college system to ease the transition of transfer students and to build out career pathway programs. The additional of Career Talent Navigators through Employment Security Departments are being utilized to formalize and streamline college partnership with local One-Stop, Next, and Youth providers and will promote the engagement of high skilled workers in the regions competitive talent pool. In 2020, WSW will pilot an initiative known as the Future Leaders Project with WSUV and CREDC focused on unlocking opportunity for social capital growth specifically for WSUV students of color in Vancouver WA.
Housing- Vancouver Housing Authority/Second Step Housing	Development and sustainability of a WorkSource Liaison position located at the local housing authority (Vancouver Housing Authority/Bridgeview) has promoted Section 3 and Section 8 housing participant engagement in job skills development workshops, job search activities, and job placement. In addition, the understanding of Section 3 union employment partnerships situated in the housing departments at local housing authorities provides opportunities to promote low income employment of individuals engaged in workforce services. Partnerships are being utilized to pilot projects to rebuild and rehabilitate community housing in urban and rural areas.
Job Corps	Currently Job Corps team members are collocated and working closely with other Opportunity Youth providers at Next in Clark County and Goodwill of the Olympic Rainier Region in Cowlitz County. With over three different Job Corps programs located in Washington state or the boarding states of Oregon and Idaho, youth participants needing additional structure guidance and support such as housing, meals, basic health care at no cost have found this program and our partnership beneficial. In 2018, Job Corps partners moved their operations into the newly developed Youth One-Stop in Clark County, Next. In Cowlitz County, Job Corps operates out of another WSW funded partner office, Goodwill of the Olympic and Rainier Region.
Pre-Apprenticeship and Apprenticeship (Department of Labor and Industries)	Focus on protecting the health and safety of workers, LNI is integral in assisting with local union and employer partnerships. In addition, LNI also informs WSW of current labor market and industry trends that may fall out of traditional data reports. LNI locally has been

	focusing on partnership pilots of several pre-apprenticeship programs that would drive larger non-registered and registered apprenticeship programs to the region instead of requiring job seekers to travel upstate or across the river to Oregon to receive services. Beginning January 2018, a SW WA representative has been actively engaged, and working closely with WSW in our apprenticeship initiatives. In 2020, discussions have started to potentially kick off having an LNI representative collocated at WorkSource in Vancouver.
Title I Youth, Adult and Dislocated Worker Programs	As of September 2018, ESD 112, ResCare Arbor Services, WorkSource and Partners in Careers begin operating out of the newly established youth one-stop in Clark County. This space, known as Next, houses many other partners and diversifies the programming that is established for Clark County opportunity youth. ResCare provides all Title I Adult and Dislocated Worker services throughout the tri-county area. Services include workforce orientation and job readiness workshops, assessment and career guidance, resources for worker retraining, on-the-job training, business solutions services, rapid response services, incumbent worker training and support services.
Title II Adult Literacy Programs (Community and Technical Colleges)	Partnerships at local community and technical colleges promote services available in Transitional Studies Departments including Adult Basic Education, English as a Second Language, High School 21+ programs, I-Best, Pathways to career support and tutoring. Title I, Title II, and Title III providers have found efficiencies in discussing services, co-serving participants and sharing resources. This work will continue to grow in the next several years as the IFA and MOU is renegotiated. .
Title III Wagner-Peyser (Employment Security Department)	Employment Security Department (ESD) is a partner in our One-Stop center. Key programs offered by ESD is the Temporary Assistance to Needy Families (TANF) Program, Trade Adjustment Assistance Program, Veteran Service Program, and Unemployment Insurance Assistance Program. Services include job seeker assessment, business solutions services, Washington labor market information, unemployment insurance support and facilitation, support services and more. ESD leadership and local administrators meet regularly with WSW to coordinate larger One-Stop services and activities.
Title IV Vocational Rehabilitation Services (DSHS, Division of Vocational Rehabilitation; and DSB, Department of Services for the Blind)	The Department of Services for the Blind (DSB) and DSHS, Division of Vocational Rehabilitation (DSHS-DVR) have been long-time partners of the workforce system. The new legislation has promoted an increased understanding of referral and communication processes across different departments and services at One-Stops and other agencies. Current DSHS-DVR and DSB services provided include intensive wrap-around support services and intensive case management and job coaching, worker

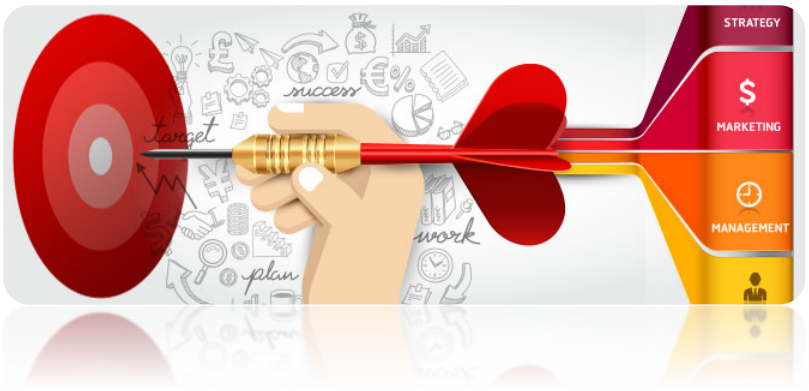
	job skills training, retraining of individuals with disabilities, identification of the need for assistive technologies for jobseekers and businesses, support in providing access to assistive technologies for youth providers and the one-stop, job placement, job development, and community rehabilitation services. Further, WSW is partnering very closely with DVR the ensure the non-duplication of services related to in school youth programming focused on internship opportunities during the summer – SummerWorks.

WIOA Populations with Barriers to Employment

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

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

Targeted Population Efforts and Outreach



The Southwest Washington region has seen a significant increase in the number of Hispanic and Russian immigrant families, ex-offenders returning to the community, and unemployed youth over the last few years. Our recent study on Opportunity Youth shows that of the 8000+ Opportunity Youth in SW Washington, over 25% have physical or cognitive disabilities. Many of these populations also face barriers to transportation, limited work experience, housing instability and limited understanding of the current labor market and where job exists. Through capitalizing on population strengths, WSW has been able to work with partners to design and apply for innovative programs that would bring WorkSource services into the County jail to work with inmates post-release and partner with the local Hispanic Chamber of Commerce, economic development councils, and the Health Living Collaborative (HLC) to begin discussion of developing a Cultural Corridor that promotes entrepreneur training of individuals that focuses on their particular skill sets and cultural background (i.e. assistance with opening a Hispanic bakery in the cultural corridor). The HLC is also piloting a Community Health Worker program, where individuals located in the most vulnerable neighborhoods would be identified and employed to assist community members with connecting to resources and services such as support services, workforce training and education. These Community Health Workers are key in assisting our workforce providers in locating hard-to-reach populations and to engage populations differently based on the community, individual and family needs. In addition, WSW has also been intentional around building contract deliverables with current youth service providers that allot specific amounts of time spent on outreach and engagement per population. These relationships will ultimately be built to continually develop training strategies that incorporate the strength of populations as the core fundamental for program growth you build a mutual relationship between providers and customers that enhance program outcomes and community investment. The examples above are just some of the efforts occurring throughout the Southwest Washington region to service populations with barriers.

To serve populations better, WSW has honed in on outreach and recruitment strategies that will reach youth, adults, dislocated workers and other populations with barriers to training and employment through partners with existing connections to these diverse populations. Multiple community partners will provide outreach to access a broad and diverse candidate pool for WorkSource and workforce system services. These outreach and recruitment strategies are listed below.

Sector Marketing Campaigns: WSW will recast and reshape generational perceptions of and interest in manufacturing and other sector jobs. As a part of a regional strategy, WSW will work with other LWDBs to create media campaigns as necessary and appropriate to highlight advanced manufacturing and other industries as a viable career field with good jobs. The campaign will leverage existing videos and materials through NIMS, MSCC, and other manufacturing partners. Campaigns will also highlight the strengths of Southwest Washington and why individuals should work and live here. WSW will use social media avenues

(Meet-up, LinkedIn, Twitter, etc.) and in-person avenues for outreach and connection to participants to help break down barriers. In partnership with our CWWC teams, we've launched http://www.CareersNW.org to market the impact and value of our four key regional sectors. Along with print and poster media, we plan to distribute knowledge about the high-quality career employment opportunities that exist within each of our key sectors.

Community College Recruitment: Each of the college sites has recruiter/student success coordinators who can assist students in connecting with WorkSource and youth services, especially for students in nontraditional college training programs such as ABE/GED programs or ESL programs. WSW will work closely with the local community colleges to create more accessible programming for all the youth that the partners serve, specifically around flexible schedules and curriculum development.

WorkSource Programs: The WorkSource comprehensive, affiliate, and connection sites will recruit participants, including from the WorkFirst programs, DSHS-DVR and DSB programs, DSHS programs, college programs, youth provider programs and more. All WorkSource staff will be trained on the variety of services available in the workforce system, including partner services, and will be encouraged to refer participants amongst all partners. New sector focused teams have been formed inside of WorkSource. These teams are comprised of Title I and Title III staff members who are dedicated to developing talent for our target sectors based on the needs of businesses. They work closely with WSW's business engagement staff to become experts on the workforce needs of their sector of focus and are responsible for recruiting qualified talent based on job openings, creating a vetted talent pool, educating their WorkSource colleagues on talent needs, determining the types of training programs that WorkSource will invest in, and providing employers with access to on-the-job and incumbent worker training opportunities.

Youth Providers and K-12 schools: Current WIOA youth providers and other non-profits serving participants ages 16 to 24 and K-12 schools will help reach older youth who are not actively transitioning out of the youth system, to avoid a gap when they "age out" of youth services, ensure they connect to adult services, and become employed. Throughout the system, staff is trained to serve individuals with disabilities and work closely with the School for the Blind. Lastly, Next offers a resource to young adults graduating from high school in the region who need further support to ensure success in their post-secondary planning.

Employer Driven Engagement: WSW's business engagement team is responsible for all business engagement in Southwest Washington. The sector teams, and WorkSource as a whole, are now expressly responsible for, and focused on, talent development and delivery based on business needs. We see an elevated need to have a business-driven talent delivery system and are implementing this new approach in an effort to ensure that talent is developed based on industry needs rather than by program requirements or funding streams.

Mobile and Self-Service Options: Through partnership in the community, WSW will continue to develop opportunities for job seekers to connect to services via online utilization of WorkSourceWA self-service or via

mobile phone. WSW will train partners on how to use the WorkSourceWA website and will provide staffing to assist with questions that occur in self-service options as well as material to direct job seekers to these virtual options.

Access to Services

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

Regional Workforce Development Activities & Services

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

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

Exploration Services

At the core of all WorkSource services available onsite is our front-end service team or our team responsible for welcoming and greeting our customers. These positions are some of the most important positions in the center, as they are the first point of contact for job seekers as they begin their journey through WorkSource

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

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

WorkSource Workshops

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

Career Services

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

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

- Job search and placement assistance, and where appropriate, career counseling
- Consumer information regarding local performance, supportive services and how to file unemployment insurance claims
- Assistance in establishing eligibility for programs of financial aid assistance
- Follow-up and retention services, including counseling regarding the workplace, for participants in WIOA activities who are placed in unsubsidized employment, for no fewer than 12 months after the first day of employment as appropriate
- Comprehensive and specialized assessments of skill levels and service needs, such as diagnostic testing and use of other assessment tools; and in-depth interviewing and an in-depth evaluation to identify employment barriers and appropriate employment goals
- Development of an individual employment plan to identify employment goals, achievement objectives, and an appropriate combination of services for the customer to achieve the employment goals
- Employment guidance and counseling provided in a group setting
- Individual counseling and career planning
- Case management for participants seeking WIOA training services
- Short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training
- Connection to Business Internships
- Job retention and wage progression services after placement
- Out-of-area job search assistance and relocation assistance (guidance, not financial assistance unless prior approval is received by WSW)

Customers' assessments and initial intake responses will be available to all partners and will be streamlined to reduce multiple requests for the same information. Initial interviews with customers will determine their immediate needs, resource connections, barriers to employment, ability to access services, work and job history, and career interests. Additional screening will be utilized for those pursuing training through specific grants or programs to ensure eligibility is met as well as to assess if there are credits for prior learning that can be assigned. Career planning services will be available for participants, including career exploration, interest and skill assessments, and the provision of occupational and training information that informs current trends in the local job market. Partners will be utilized where possible to provide wrap-around comprehensive support and follow up.

Training Services

Training services are critical to the employment success of many job seeking customers. In WSW, training services are considered a unit or functional team that consists of a combination of staff from the WorkSource center with particular expertise in financial aid service navigation, individual employment plan application, and other services that are groups to serve as onramps to training or that assist with persistence of customers. At any point in time, a customer may be referred to and enrolled in training services if they meet eligibility. Individuals determined to need training to obtain or retain employment will receive assistance with locating and determining the best training program for the customer, online training and tools, individual training accounts, customized employment plans, and support services. WSW prioritizes trainings provided by providers on the Washington State Education and Training Board's Career Bridge website, but can work with providers not on this list on a case-by-case basis, based on the availability of other training programs and the client's need for the training.

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

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

Triage and Follow Up Services

Once customers complete training services, the goal is to place them in employment or additional educational programs requiring advanced degrees if that aligns with their Employment and Career Pathway Plan. Once placement occurs, customers will be provided follow-up services to determine if they are still currently in employment or engaged in additional educational training and if additional support services are needed. In order to do this more consistently across the system, WSW will be partnering with the ESD to pilot a shared RESEA initiative that would allow non-merit staff to provide those services. The emphasis of the initiative will be follow up services and job placement into one of the regions high-growth, in-demand sectors.

Youth-Specific Services

WSW's Youth Investments serve youth ages 16 to 24 and blend educational achievement with development, training activities and employment opportunities. The region's youth providers partner with WorkSource service providers when overlap in service ages occurs with youth ages 18 to 24 and when transition to adult services is deemed appropriate. Services are available for predominantly Out-of-School youth. Each youth participant receiving program services receives an initial comprehensive assessment known as the Individual Service Strategy (ISS). The ISS determines the basic skills level, educational completion level, career and occupational interest and the support service needs of the participant. Services are led by the youth, and the ISS is reviewed regularly to reassess and determine career pathways goals and progress. All youth providers promote access for participants to the 14 required WIOA youth elements listed below:

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

Many services listed above can be provided on a group and individual basis as needed. Paid and unpaid work experiences are provided during the summer and throughout the school year on an ongoing basis. WEXs are

focused on high-growth, high-demand industries where possible, and all include a training plan to ensure youth receive both academic and occupational benefits of participating in the program. Youth providers also facilitate several cohort training modules in health care, manufacturing, and construction to foster group learning environments and promote positive teambuilding. These cohorts are typically four to six weeks in duration and are paid internships.

Several community partnerships have been leveraged to teach youth about financial management and self-sufficiency. Of particular interest and use in Next is the partnership with HAPO Community Credit Union and Columbia Bank. In addition to teaching financial leadership skills, adult mentoring programs have been used to hone interviewing skills in person, on a panel and on the phone.

In 2020, WSW is partnering with DSHS to provide Basic Food and Employment Training services to young adults enrolled in WSW youth investments. This partnership will allow for young adults to receive the maximum support necessary for the progression of their careers and post-secondary training.

Career Connect Washington

As we strive to create a regional career-connected learning system, our Career Connect Southwest Washington team's approach will capitalize on the unique expertise of different local partners and will result in a diverse set of pathways that reflect the needs, interests, and life circumstances of all youth in our SW Washington region.

For example, given that financial needs sometimes must take priority over academic goals, our team will ensure flexibility and integrated options to "earn and learn" across the reengagement system. In addition, our team is committed to coordinating resources and program implementation to ensure a robust and diverse system for youth and adults to connect education and their career exploration.

We will continue to address gaps in the supply of the various pathways for youth and adults to access careers by working with school district, college, and community-based organizations to support the various efforts that already exist and name those that are lacking, all the while supporting the quality of pathways and addressing regulatory barriers.

Our Career Connect SW WA team's collective wisdom and historical knowledge of meaningful and measurable engagement around career-connected learning will ultimately lead our region to an equitable implementation of economically relevant career exposure and experiences.

Lastly, promoting the value of apprenticeship and career launch is important to our Career Connect SW Washington team, as we understand the necessity for specific career pathways and the need to see them grow in Southwest Washington. Our team has already designed a culminating regional event that will tackle myth-busting around apprenticeship. Our work with the schools will consist of conversations with parents and guidance counselors about apprenticeship and why it is a positive experience. Our team will empower

successful youth apprentices to act as apprenticeship ambassadors to help us spread a positive message about apprenticeship to parents, youth, and community members. In addition, WSW in partnership with local healthcare organizations, is currently pursuing a Medical Assistant Apprenticeship program and the expansion of a Semiconductor and Electronics Manufacturing Career Launch through Career Connect Washington efforts in 2020.

Division of Vocational Rehabilitation "SummerWorks" Programming

In 2020, WSW received the second iteration of SummerWorks funding through the Division of Vocational Rehabilitation to fund summer work experiences in SW Washington. This program will engage with students who have an Individualized Education Plan or a 504 Plan and are in their 10th-12th year of high school (ages 15 to 18). This engagement will create effective and innovative pathways for young adults experiencing disabilities to connect to worksite learning and ultimately promote confidence and 21st Century skill development. Students will participate in five activities, a professional development career series comprised of the following: resume building and interviewing skills, 21st Century skill development, financial literacy, leadership development, and a partially paid three-week, 120-hour intensive internship placement during the summer months. Further, moving into 2020 and beyond, WSW will work diligently in attracting additional private revenue to continue to growth the numbers of students served.

This program is defined by the following goals:

1. To provide quality summer employment opportunities for 150 young adults with Individual Education Plans (IEPs) and 504 Plans over the next two years, leading to increased skills attainment and exposure to the world of work.
2. To provide an intensive career series that will ultimately lead to enhanced confidence, a heightened capacity for leadership, and awareness of career and education pathways in their local communities.
3. A localized approach to program implementation in the Southwest Washington counties of Clark, Cowlitz, and Wahkiakum.
4. A relevant and strongly supported program that will be leveraged by our existing career-connected learning system partners and resources.

Career Pathway Development

WSW believes a well-educated, highly skilled workforce is the most important ingredient to strengthen our local economy and ensure a high quality of life in our region. Education and training not only builds a skilled workforce, it also provides social, civic and personal development and engagement. We want people to work, live and thrive in Southwest Washington. Inequitable access to high-quality education contributes to achievement gaps across racial, ethnic, and economic lines and to the decline of student achievement across the U.S. compared to other industrialized nations. Creating skilled workers for an economy that is constantly changing will require strategic investments and better education and workforce development programs, which must be coordinated and aligned with employers' needs.

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

As the economy and technology rapidly evolve, the need for more frequent retraining of employees and workers will increase. Many workers will need to learn new skills and match those skills to jobs. It is natural for individuals to have several different careers in their lives. WSW is committed to assisting individuals to explore the diverse career pathway opportunities available locally within the college system and within internal training programs with employers. With this commitment comes the need to address the immense complexity of the workforce development system. The system is often difficult for workers to navigate with its exponential number of programs, ever growing initiatives, and multiple funding sources. In 2017, WSW worked with system partners to design system efficiencies and streamline career-pathway intake, assessment and onboarding processes to promote youth-centered service delivery. In July of 2018, many Opportunity Youth partners came together to operate a program branded as Next on the WorkSource campus in Clark County. There is common intake, mental health provision, food accessibility, common branding, and an overall shared mission and vision.

Throughout 2020 and beyond, WSW will continue to lead the development of Next programming to ensure continuous improvement. In addition, new partners and additional funding will be developed to continue to build on the system.

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

- ***Coordinate Education with Employers***: Assess current efforts to building career pathways and streamline outreach, recruitment and intake procedures to improve coordination and expand programs that are proven to be successful and in-demand by industry. This includes engaging partners and stakeholders to

analyze and better understand employer needs and projected job openings and job replacement efforts within multiple sectors.

- ***Utilize Data to Inform System Practices:*** Collect data from current workforce system and pilot projects to determine what is working and areas of improvement, with the goal of creating regional indicators of the talent market. Work with employers to understand the high-performing staff benchmarks that could be built in to existing and new training programs at the colleges or other training institutions. This would be known to employers as the creation of a regionally vetted talent pool.
- ***Continually Improve Workforce Services:*** Analyze funding streams across the board with WIOA and non-WIOA partners to understand where inflexible funding streams are causing the most barriers to "true" partnership and an improvement of the workforce system. Utilize the information to create service flexibility to help ensure responsiveness to the needs of workers and employers equally in paying and assisting with career pathways development. This response includes the impact of the addition of new programs as well.

Employer Engagement

Employer engagement has become a primary focal point of WIOA programming. Historically, business engagement has been a function of WorkSource and funded primarily through WIOA Title I in WSW's region. The relationships cultivated with the business community were largely transactional in nature and often the result of a program or funding requirement or outcome. WSW sees an elevated need to promote a business driven talent delivery system where talent development is driven by the demand and focused on industries offering the greatest opportunities for workers to earn family sustaining wages and advance in their careers. In mid-2019, WSW chose to promote WorkSource as our region's talent development and delivery system and moved business outreach and engagement in-house. Today, and over the course of the next four years, WSW will continue to fine-tune and perfect this model to meet business needs.

With the increased youth awareness of training pathways and in-demand industry sectors' needs, youth service providers will align training pathways and work-based learning opportunities to create a youth workforce system that ensures youth are able to get the jobs they want and employers get the workers they need.

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

Coordinate with Economic Development

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

Due to workforce development programs' ability to train and shape the workforce, partnership with economic development becomes paramount. Workforce development programs drive the region economy by creating a workforce that increases business interest in the region. Youth programs expand growth by building up the workforce of tomorrow, demonstrating stability of the workforce and the regions' commitment to getting youth the job they want and employers the workers they need. Strong youth programs are the foundation of a strong regional economy, and training pathways must be developed with the insight and expertise of local economic professionals. WSW will expand and sustain current relationships with economic development agencies under WIOA services to create a region with talent and prosperity for all.

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

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

training plans and shared costs of training between workforce development partners and employers all partners are engaged in the earn and learn process. As a result, many employers in the region receive the benefits of program reimbursement if they hire program participants once they are done with their earn-and-learn training.

Up-skill and Backfill Training efforts are being utilized in the Southwest Washington area to advance current workers needing additional skills and training to increase their wages or to move into high positions with a company. These training strategies are often called Incumbent Worker Trainings and are utilized to retain talent, decrease the cost to employers to grow their workforce, increase organizational capacity and create efficient operations. WSW uses incumbent worker training models to assist employers with peer-to-peer mentoring models and multi-generational trainings that highlight alternative learning styles and promote team collaboration.

Retention services (follow-up services) are offered post-employment and are expected to assist employers in maintaining their current employees and job seekers in succeeding in their jobs, as well as increasing wages to achieve self-sufficiency. Retention services are a staple of our program and provider offerings. WSW will work with local area partners to leverage resources to provide robust retention and follow-up services. These services include assisting participants with filling additional support service needs, career planning support, work-related conversation support, peer support network development, information and resource referral, education connections, and other services as necessary and deemed appropriate by the job seeker and employer. Southwest Washington employers find retention services particularly helpful if their company is struggling to maintain workers, is having an issue with a recently placed job seeker, or cannot find the right talent locally. During retention services, Business Solutions team members determine the approaches and strategies necessary to help employers maintain or gain the talent they are looking for. This could include working with our regional partners across state line as well as working within the workforce system to identify available resources to best serve the employer as well as providing onsite consultation to make sure that workplace solutions are offered to blend the needs of the job seeker and employer. In 2020, WSW will explore possible technologies to deploy at WorkSource to ensure consistent and high quality placement data across programs.

Continuous Improvement Processes

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

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

Coordinated Education and Workforce Investment Activities

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

CWWC Career Pathways Posters

Together with our collaborative partners, WSW developed career pathways posters that were distributed to secondary and post-secondary schools throughout SW Washington and the Portland Metropolitan area. Targeted to Career and Technical programs, these posters provide information about career availability, wages, education requirements, and career ladders in Manufacturing, Health Care, Construction/Infrastructure, and IT/Technology/Software. These posters were a success with our education partners and the CWWC is currently updating them with more specific information about regional employers, necessary skills, training pathway options and timeframes, and expected earnings. The new posters should be available in the summer of 2020.

Opportunity Partnership Program

Aimed at low-income college students, this Workforce Training and Education Coordinating Board-funded project allows WSW staff to support students as they transition to work by engaging them in an internship in

their field. In addition to providing on-the-job experience, the student also gains valuable experience and contacts in their chosen career.

Career and Technical Education programs

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

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

WIOA Youth Programming

WIOA youth funding is the common underpinning of all our youth programming. Since 2013, WSW has been shifting toward 100% of WIOA Title I youth funds being spent on out-of-school youth. While this creates some difficulty in flexibility, the Board is convinced that out-of-school youth require more services and more financial support. This investment potentially turns youth from perpetual tax users to contributing tax payers.

As of 2018, all WIOA Title 1 youth providers came together as Next and are now are working in an integrated and fully functional manner across programs.

Next: Clark County – Educational Service District 112, Job Corps, Partners in Careers, ResCare Workforce Services, WorkSource, Division of Vocational Rehabilitation, Children and Family Home Society, Washington State University – Vancouver, have taken leadership roles in the transition of their separate programs and locations into one location on the WorkSource campus. Next brings many community partners into one space to provide services for Out-of-School and In-School Youth.

Next: Cowlitz County – Educational Service District 112, Goodwill of the Olympic Rainier Region, Lower Columbia College, Job Corps, Columbia Wellness will begin operating programming in one location beginning in 2020.

Next: Wahkiakum County – In 2020, new providers will provide services for Opportunity Youth in Wahkiakum County. The Wahkiakum Highschool will continue to ensure high graduation rates of students, and the new provider will ensure success in their steps post-secondary.

Accessibility for Customers with Disabilities

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

Section 188 of the Workforce Innovation and Opportunity Act (WIOA) prohibits discrimination against people who apply to, participate in, work for, or come into contact with programs and activities of the workforce development system. Section 188 prohibits discrimination based on race, color, religion, sex, national origin, age, disability, sexual orientation, or political affiliation or beliefs. However, new guidance expands these protections further, requiring that American Job Centers be fully accessible and offer necessary accommodations to provide job seekers with disabilities effective and meaningful participation in the use of skills training and career pathways. WSW is responsible for ensuring compliance of the U.S. Department of Labor nondiscrimination requirements of WIOA Equal Opportunity Policies in Section 188 of WIOA.
In 2019, a local community based organization, Community Voices are Born (CVAB) began convening our local Barriers and Access Solutions Committee (BASC). The focus is on all facets of the workforce system specific to the 14 populations listed under WIOA, and the committee is comprised of a myriad of community partners. Since meeting in 2019, the group has come up with long lists of solutions for customers specific to their potential barrier under WIOA. WSW will continue to work with the partners on the BASC to ensure access to workforce services for all.

Universal Access

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

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

Access to Services

A requirement of all WSW Comprehensive, Affiliate, and Connection sites is accessibility. A staple of accessibility is mobility and wireless connections. WSW currently negotiates all Resource Sharing Agreements for space utilization with Employment Security Department. This allows for direct communication and support regarding setup and maintenance of wireless access and services in WorkSource and comprehensive One-Stop locations. Currently the Southwest Washington region has wireless internet access in all centers and spaces where customers can bring their own equipment, utilize WorkSource equipment, or utilize their mobile device to connect. It is our goal that, as we continue to expand affiliate sites and connection sites over the next few years, we assess all sites for accessibility and the standards required for connection site or affiliate site

certification, including wireless connections. Much of our effort will be targeted at reaching rural or remote areas for service delivery. Where wireless access is available, our workforce system can utilize online platforms such as ResCare Academy, offering a large database of virtual trainings and workshops for job seekers. In addition, current One-Stop partners are also exploring the idea of providing pre-recorded orientations and workshops to promote self-paced learning environment access to services, regardless of internet. WSW is also having discussions with local colleges about mobile training units that would allow trainings to expand beyond the walls of the college into the community to reach those who are currently underserved. For a list of adult, dislocated worker and youth services, see *core components* noted earlier.

Staff Training and Supports

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

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

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

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

Rapid Response Services

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

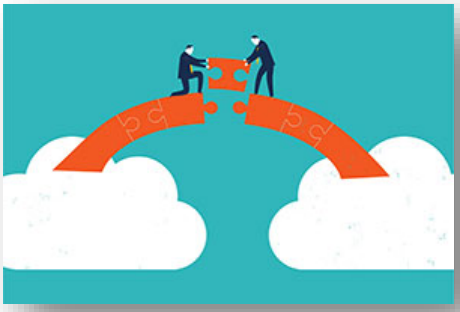
regular basis. WSW also works with our Regional Collaborative partners on the CWWC to address large employer layoff and to disperse employment connections throughout the region when appropriate. Each layoff is unique and services are highly customizable, but regardless of the uniqueness, WSW's focus is rapid re-employment. Making connections to related employment opportunities with comparable wages is our first priority.

Support Services

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

Maximizing and Coordinating Partnerships (Integrated Service Delivery)

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



We've begun implementing an operating model in all WorkSource centers known in Washington State as Integrated Service Delivery (ISD). In Southwest Washington, we have been working for several years towards ISD; however, the additional requirements in the legislation will move us towards **Integration PLUS** model. In this new model, co-enrollment will occur for all Wagner-Peyser and WIOA Adult customers, as well as the alignment/braiding of resources to seamlessly address the training and employment needs of system customers.

Integrated Service Delivery reduces duplicative and administrative activities that add little value in favor of a positive customer experience (both employers and job seekers). ISD services in Southwest Washington will allow WorkSource staff to provide customers higher value services including screening, assessment, skill development and skill certification related to the needs of local and regional economies and the resources of

participating programs. Staff working in an integrated environment will be organized into functional teams to meet the needs of customers, rather than to administer specific programs. The goal is for more people to get jobs, keep jobs, and earn better wages, and for businesses to find the talent they need to succeed and grow. An outcome of functional teams is that staff at all WorkSource centers become experts in a variety of different programs and are aware of all resources available to all customers, further promoting the "no wrong door" approach for customers and better utilization of all funds available through WorkSource and partners.

*The components of WSW **Integration Service Delivery model** include:*

1. Co-enrollment of job seekers in WP and Adult/DW WIOA funds at minimum and braiding/directing resources to provide appropriate services, regardless of specific funding stream limitations is implemented and occurring across the region
2. Organizing staff and services around functions and skill sets rather than programs or agencies. Breaking down internal WorkSource barriers to service provisions. Functional teams are based on industry sectors and the customer flow process.
3. Using a common set of outcome measures for all customers that drive increased performance and display enhanced successes for WorkSource centers. WSW aligned outcomes for all investments and contracts starting in PY 19
4. Providing a robust and adaptable menu of services that improve outcomes and actively engage employers, job seekers and partnering agencies.
5. A greater focus on skill development and certification based on labor market requirements and that promote on-and-off ramps between employment and education as necessary for participants.
6. Investment and planning to promote WorkSource staff professional growth and learning individually and in cross-functional teams including a focus on WorkSource culture.
7. Using customer input (job seeker and business) to continuously improve services early and often in-service delivery models.
8. Use ISD philosophy at Next to ensure an integrated youth service delivery system.

WSW and local partners have agreed to work toward a functionally-integrated environment at WorkSource centers, affiliate sites and connection sites in Southwest Washington. This will include a redesign of WorkSource from its current design of primarily ESD-funded staff delivering Career Services, WorkFirst as a separate and distinct unit, and WIOA as a separate and distinct unit, etc. Staff will be re-organized by functions that benefit the customer, such as Greeting/Intake/Triage, Preparing for Job Search, Training and Placement. WSW, in partnership with the One-Stop and Employment Security Administrators, will lead the redesign process. Integration PLUS will include WIOA-required partners immediately and may expand to additional community partners in the future. The functional Integration PLUS design will likely be the result of significant training, design and continuous improvement process including components of human-centered design and customer-centered design theory over the next few years.

Procurement Processes

WSW's Procurement Policy #1033 is aligned with WIOA requirements. The policy provides guidance regarding our competitive procurement and bidding processes. Specifically, the policy addresses federal state laws and regulations, WSW's local authority to award, withdraw or assign contracts, and WSW's commitment to maintain a consistent, fair and supportive procurement process for all bidders. All bids for Adult, Dislocated, and Youth services are reviewed internally to make sure they meet minimum requirements of submission. Bids meeting minimum requirements are then reviewed by a subcommittee comprised of our WSW Board, staff, and community members. Applications are scored individually and decided upon by the group for recommendation to the Executive Committee and then to the full board. WSW methods of procurement for specific goods, not services, vary by the size, type and cost of purchase. At a minimum, all purchases will be reviewed internally and, depending on the scope of cost/price, by the Executive Committee or the board for cost reasonableness.

Section IV: Performance Accountability

Performance Accountability Plan

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

PERFORMANCE METRICS – ADULT AND DISLOCATED WORKER	
2nd Quarter Employment *"Unsubsidized Employment"*	Percentage of program participants who are in unsubsidized employment during the second quarter (Q2) after exit from the program
4th Quarter Employment *"Employment Retention Rate"*	Percentage of program participants who are in unsubsidized employment during the fourth quarter (Q4) after exit from the program
Median Earnings	Median earnings of program participants who are in unsubsidized employment during the second quarter (Q2) after exit from the program.
Recognized Post-Secondary Credential Rate	• Participants obtaining a post-secondary credential during participation or within 1 year of exit; *OR* • Obtaining a secondary school diploma/equivalent during participation or within 1 year of exit from the program *AND* is enrolled in an education or training program leading to a recognized post-secondary credential that will be earned within 1 year after exit from the program.

Measurable Skills Gained	Percentage of program participants, who during the program year, are in an education or training program that leads to a recognized post-secondary credential or employment and who achieve measurable skill gains toward such as a credential or employment. Measured in real time.
PERFORMANCE METRICS – YOUTH	
Placed in Employment/Education/Training (Q2)	Percentage of program participants who are placed in employment, education or training during the second quarter (Q2) after exit from the program
Placed in Employment/Education/Training (Q4)	Percentage of program participants who are in placed in employment, education or training during the fourth quarter (Q4) after exit from the program
Median Earnings	Median earnings of program participants who are in unsubsidized employment during the second quarter (Q2) after exit from the program.
Recognized Post-Secondary Credential Rate	1. Participants obtaining a post-secondary credential during participation or within 1 year of exit; *OR* 2. Obtaining a secondary school diploma/equivalent during participation or within 1 year of exit from the program *AND* is enrolled in an education or training program leading to a recognized post-secondary credential that will be earned within 1 year after exit from the program.
Measurable Skills Gained	Percentage of program participants, who during the program year, are in an education or training program that leads to a recognized post-secondary credential or employment and who achieve measurable skill gains toward such as a credential or employment. Measured in real time.

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

WSW reviews performance targets and actuals with providers on a monthly and quarterly basis during program meetings. In addition, the Community Workforce Partnership Committee and the Emerging Workforce Committee also review quarterly performance metrics and provide system level guidance and oversight to direct improvements and provide systems connections.

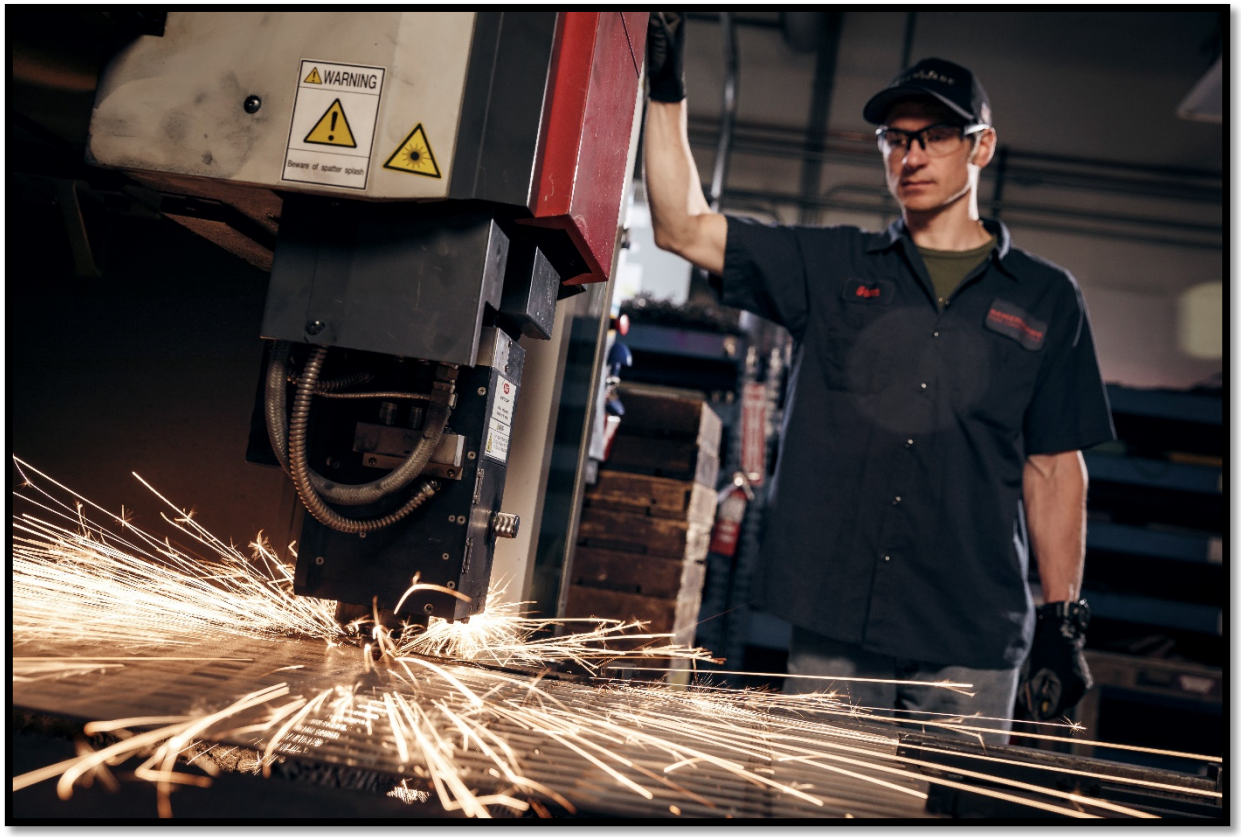
Performance Accountability Goals

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

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

1. *Local Planning and Continuous Improvement*: On an annual basis, WSW holds a series of local and regional strategic planning sessions to allow our board, partners and employers to guide the direction of activities, goals, and outcomes to pursue in the next few years. A large strategic plan re-draft occurs every three years with modifications occurring annually. A key discussion during strategic planning sessions is performance trends of providers and our system over the past several years. Individual contracts are reviewed by WSW team and assessed for compliance. This information is shared with the board for planning and for problem-solving related to program activities.

2. *WorkSource and Title I Services*: All WIOA Title I service providers are reviewed for performance on a monthly and quarterly basis. Providers are brought together quarterly to learn best practices and to receive technical assistance on how to strategize performance improvement. In addition, all providers receive onsite technical support as necessary. If providers do not meet performance and have been given technical assistance and little to no improvement occurs, then corrective action is required. When providers meet or exceed performance targets, these events are celebrated and highlighted throughout the system.



Attachments

Workforce Southwest Washington

Attachment A: Sector Partnership

Sector to be served: Construction

Check one: __X__Regional _____Local

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate for sectors that will be served in a cross-regional plan.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team ***Goal: Build buy-in & support***	Complete	Each LWDB with the CWWC identifies a staff person to be on the sector team. Those three staff members then identify a lead with the intention of sharing leadership throughout the sector strategies. This process has not yet been completed for Construction as a Regional Sector strategy.	Quarterly meetings for planning and implementing	Plan created
Phase II: Investigate ***Goal: Determine target industries***	Complete	The team gathered information and data for their plan in 2016.	Data obtained	Data obtained
Phase III: Inventory and Analyze ***Goal: Build baseline knowledge of industry***	Complete	The team analyzed data and developed a draft plan.	Analysis of current data; determination of need; compilation of training available	Analysis completed; draft plan completed.
Phase IV: Convene ***Goal: Build industry partnership, prioritize activities***	Complete	The team convened industry leaders from October 2016 to May 2017 and developed a three-tiered plan which launched in July 2017.	Industry convenings; feedback obtained	Plan completed and published
Phase V: Act ***Goal: Implement initiatives***	In Progress	The report has been completed and the team currently meets with industry stakeholders and experts quarterly to track progress and develop project plans.	Each goal will have specific outcomes	Outcomes tracked and achieved
Phase VI: Sustain and evolve ***Goal: Grow the partnership***	December, 2019	Process begins again for Construction Plan 2.0.	Analysis of plan outcomes	Evaluation report complete

Attachment A: Sector Partnership

Sector to be served: Health Care

Check one: _X_Regional _____Local

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate for sectors that will be served in a cross-regional plan.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team ***Goal: build buy-in & support***	Complete	Each LWDB in the CWWC identified a staff person to serve on the Health Care Team. The Team then chooses a leader and, in this case, it is Melissa Boles, WSW employee.	Quarterly meetings for planning and implementation	Plan created
Phase II: Investigate ***Goal: determine target industries***	Complete	The team chose to expand Long Term Care work to encompass all of Health Care as the field is high growth and high demand.	Data obtained	Data obtained
Phase III: Inventory and Analyze ***Goal: build baseline knowledge of industry***	In Progress	The team is currently working with employers and doing research to determine which areas of the industry are most in need.	Analysis of current data; Determination of need; Compilation of training available	Analysis completed. Draft plan completed.
Phase IV: Convene ***Goal: build industry partnership, prioritize activities***	In Progress	The Health Care team began convening employers in January 2018.	Industry Convenings; Feedback obtained	Plan completed and published
Phase V: Act ***Goal: Implement initiatives***	July 2018	Report will be complete and team will begin working towards outcome.	Each goal has specific outcomes	Outcomes tracked and achieved.
Phase VI: Sustain and evolve ***Goal: grow the partnership***	December 2019	Process begins again for Long Term Care Plan 2.0	Analysis of plan outcomes	Evaluation report complete

Attachment A: Sector Partnership

Sector to be served: Manufacturing

Check one: __X__Regional _____Local

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

Attachment A: Sector Partnership

Sector to be served: Technology

Check one: __X__Regional _____Local

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

Attachment B: Regional Cooperative Service Delivery Agreement

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

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

Attachment C: Regional Economic Development Coordination Plan

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

Attachment C: Regional Economic Development Coordination Plan

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

Attachment D: Local Area Profile

3. **Local One-Stop System**

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

4. **WIOA Title I Service Providers**

Dislocated Worker Program List all current and potential service providers in the area	**Indicate service(s) provided by each** Basic	Individualized	Training	**WIOA funded?**
ResCare Workforce Services	☒	☒	☒	☒
	☐	☐	☐	☐

Adult Program List all current and potential service providers in the area	**Indicate service(s) provided by each** Basic	Individualized	Training	**WIOA funded?**
ResCare Workforce Services	☒	☒	☒	☒
	☐	☐	☐	☐

Youth Program List all current and potential service providers in the area	**Indicate service(s) provided by each** Basic	Individualized	Training	**WIOA funded?**	**Services for youth with disabilities?**
ResCare Workforce Services	☒	☒	☒	☒	☒
Goodwill Olympics and Rainier Region	☒	☒	☒	☒	☒
Partners In Careers	☒	☒	☒	☒	☒
Educational Service District 112	☒	☒	☒	☒	☒

Attachment E: Local Workforce Development Board Membership and Certification

Required categories	Name/Title/Organization*	Nominated by
Business majority (greater than 50% of all members)		
3. Business	Robert Gaffney, Owner, Gaffney Counseling and Consulting	With the exception of the Central Labor Councils, prior to implementation of Board Nomination Procedure in 2016, WSW did not track nominators. Current Board Procedure requires all new members of the Board to be officially nominated and approved by a nominating committee, then referred to the full Board for confirmation.
4. Business	, VP Human Resources, NW Region, Kaiser Permanente	
5. Business	A.D. Simmons, Owner, Aligned Lifestyle Concierge	
6. Business	Ben Bagherpour, VP of Operations, SEH America	
7. Business	Kelley Foy, HR Business Partner, Lifeport	
8. Business	John Vanderkin, President, Employers Overload	
9. Business	Bill Skidmore, Senior Account Executive, Cornerstone Engineering	
10. Business	James Lucey, Controller, Analog Devices	
11. Business	Paige Spratt, Attorney, Schwabe, Williamson & Wyatt	
12. Business	Denise Smith, Chief Operating Officer, Rebound Orthopedics & Neurosurgery	
13. Business	Rob Harris, Vice President, JH Kelly	Cowlitz Economic Development Council
14. Business	Eddie Martin, Human Resource Manager, NORPAC	
15. Business	Bob Gustainis, District Manager, Walgreens Tacoma-Vancouver	American Paper Converting, Inc.
16. Business	Ralph Clark, Owner, Cowlitz Container and Diecutting	Washington Small Business Development Center (WSBDC)
17. Business	Darcy Altizer, Director of Innovation, Matrix Roofing & Home Solutions	
18. Business	To be filled (Wahkiakum)	
Workforce (20% of members. Majority must be nominated by organized labor)		

1. Labor	Shannon Stull, Business Manager, LiUNA 335	Central Labor Council
2. Labor	Bob Carroll, Business Representative, IBEW Local 48	Central Labor Council
3. Apprenticeship	Mike Bridges, Labor Representative, Cowlitz Wahkiakum Central Labor Council, IBEW #48	Central Labor Council
4. Other workforce	Ilona Kerby, Executive Director, Lower Columbia Community Action Program	
5. Other workforce	Diane McWithey, Executive Director, SHARE	
6. Other workforce	To be filled	
Education		
1. Title II Adult Ed	Chris Bailey, President, Lower Columbia College	
2. Title II Adult Ed	Karin Edwards, President, Clark College	
• Higher Education	Renny Christopher, Vice Chancellor for Academic Affairs, Washington State University Vancouver	
Government		
• Wagner-Peyser	Scott Haas , Regional Director, Employment Security Department	
A. Vocational Rehabilitation	Michele Mulhern, Vocational Rehabilitation Supervisor, Department of Vocational Rehabilitation (DVR)	
1. Social and Health Services	, CSO Director, Columbia River Community Services	
• Economic Development	Ted Sprague, President, Cowlitz Economic Development Council	
• Economic Development	Jennifer Baker, President, Columbia River Economic Development Council	

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

Attachment F: Local Assurances

2020-2024 Regional/Local Workforce Plan Assurances

	Planning Process and Public Comment	References
☒	• The local board has processes and timelines, consistent with WIOA Section 108(d), to obtain input into the development of the local plan and provide the opportunity for comment by representatives of business, labor organizations, education, other key stakeholders, and the general public for a period that is no less than 30 days.	WIOA Sections 108(d); proposed 20 CFR 679.550(b)
☒	• The final local plan is available and accessible to the general public.	Proposed 20 CFR 679.550(b)(5)
☒	• The local board has established procedures to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.	WIOA Section 107(e); proposed 20 CFR 679.390 and 679.550
	Required Policies and Procedures	**References**
☒	• The local board makes publicly-available any local requirements for the public workforce system, such as policies, including policies for the use of WIOA Title I funds.	Proposed 20 CFR 679.390
☒	• The local board has established a written policy or procedure that identifies circumstances that might present conflict of interest for any local workforce investment board or entity that they represent, and provides for the resolution of conflicts.	WIOA Section 107(h); proposed 20 CFR 679.410(a)-(c); WIOA Title I Policy 5405; WIOA Title I Policy 5410
☒	• The local board has copies of memoranda of understanding between the local board and each one-stop partner concerning the operation of the one-stop delivery system in the local area, and has provided the State with the latest versions of its memoranda of understanding.	WIOA Section 121(c); proposed 20 CFR 678.500-510; WorkSource System Policy 1013
☒	• The local board has written policy or procedures that ensure one-stop operator agreements are reviewed and updated no less than once every three years.	WIOA Section 121(c)(v); WorkSource System Policy 1008 Revision 1
☒	• The local board has negotiated and reached agreement on local performance measures with the local chief elected official(s) and Governor.	WIOA Sections 107(d)(9) and 116(c); proposed 20 CFR 679.390(k) and 677.210(b)
☒	• The local board has procurement policies and procedures for selecting One-Stop operators, awarding contracts under WIOA Title I Adult and Dislocated Worker funding provisions, and awarding contracts for Youth service provision under WIOA Title I in accordance with applicable state and local laws, rules, and regulations, provided no conflict exists with WIOA.	WIOA Sections 121(d) and 123; proposed 20 CFR 678.600-615 and 681.400; WIOA Title I 5404; WIOA Title I Policy 5613
☒	• The local board has procedures for identifying and determining the eligibility of training providers and their programs to receive WIOA Title I individual training accounts and to train dislocated workers receiving additional unemployment insurance benefits via the state's Training Benefits Program.	WIOA Sections 107(d)(10), 122(b)(3), and 123; Proposed 20 CFR 679.370(l)-(m) and 680.410-430; WIOA Title I Policy 5611
☒	• The local board has written procedures for resolving grievances and complaints alleging violations of WIOA Title I regulations, grants, or other agreements under WIOA and written policies or procedures for assisting customers who express interest in filing complaints at any	WIOA Section 181(c); proposed 20 CFR 683.600; WIOA Title I Policy 5410; WorkSource System Policy 1012, Revision 1

	point of service, including, at a minimum, a requirement that all partners can identify appropriate staff contacts and refer customers to those contacts.	
☒	• The local board has assurances from its one-stop operator that all one-stop centers and, as applicable, affiliate sites have front-end services consistent with the state's integrated front-end service policy and their local plan.	WorkSource System Policy 1010 Revision 1
☒	• The local board has established at least one comprehensive, full-service one-stop center and has a written process for the local Chief Elected Official and local board to determine that the center conforms to the definition therein.	WIOA Section 121(e)(2)(A); proposed 20 CFR 678.305; WIOA Title I Policy 5612
☒	• The local board provides to employers the basic business services outlined in WorkSource System Policy 1014.	WorkSource System Policy 1014
☒	• The local board has written processes or procedures and has identified standard assessment objectives and resources to support service delivery strategies at one-stop centers and, as applicable, affiliate sites.	WorkSource System Policies 1011 and 1016; WTECB State Assessment Policy
☒	• All partners in the local workforce and education system described in this plan ensure the physical, programmatic and communications accessibility of facilities, programs, services, technology and materials in one-stop centers for individuals with disabilities.	WIOA Section 188; 29 CFR parts 37.7-37.9; 20 CFR 652.8(j)
☒	• The local board ensures that outreach is provided to populations and sub-populations who can benefit from one-stop services.	WIOA Section 188; 29 CFR 37.42
☒	• The local board implements universal access to programs and activities to individuals through reasonable recruitment targeting, outreach efforts, assessments, service delivery, partner development, and numeric goals.	WIOA Section 188; 29 CFR 37.42
☒	• The local board complies with the nondiscrimination provisions of Section 188, and assures that Methods of Administration were developed and implemented.	WIOA Section 188; 29 CFR 37.54(a)(1); WIOA Policy 5402, Revision 1; WorkSource System Policy 1012, Revision 1
☒	• The local board collects and maintains data necessary to show compliance with nondiscrimination provisions of Section 188.	WIOA Section 185; 29 CFR 37.37; WIOA Policy 5402, Revision 1; WorkSource System Policy 1012, Revision 1
☒	• The local board complies with restrictions governing the use of federal funds for political activities, the use of the one-stop environment for political activities, and the local board complies with the applicable certification and disclosure requirements	WorkSource System Policy 1018; 2 CFR Part 225 Appendix B; 2 CFR Part 230 Appendix B; 48 CFR 31.205-22; RCW 42.52.180; TEGL 2-12; 29 CFR Part 93.100
n/a ☐	• The local board ensures that one-stop MSFW and business services staff, along with the Migrant and Seasonal Farm Worker program partner agency, will continue to provide services to agricultural employers and MSFWs that are demand-driven and consistent with ESD's mission.	WIOA Section 167
☒	• The local board follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIOA, and applicable Departmental regulations.	WIOA Sections 116(i)(3) and 185(a)(4); 20 USC 1232g; proposed 20 CFR 677.175 and 20 CFR part 603
	Administration of Funds	**References**

☒	• The local board has a written policy and procedures to competitively award grants and contracts for WIOA Title I activities (or applicable federal waiver), including a process to be used to procure training services made as exceptions to the Individual Training Account process.	WIOA Section 108(b)(16); proposed 20 CFR 679.560(a)(15); WIOA Title I Policy 5601; WIOA Section 134(c)(3)(G); proposed 20 CFR 680.300-310
☒	• The local board has accounting systems that follow current Generally Accepted Accounting Principles (GAAP) and written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to insure proper disbursement and accounting of WIOA adult, dislocated worker, and youth program funds.	WIOA Section 108(b)(15), WIOA Title I Policy 5230; WIOA Title I Policy 5250
☒	• The local board ensures compliance with the uniform administrative requirements under WIOA through annual, on-site monitoring of each local sub-recipient.	WIOA Section 184(a)(3); proposed 20 CFR 683.200, 683.300, and 683.400-410; WIOA Policy 5230
☒	• The local board has a local allowable cost and prior approval policy that includes a process for the approval of expenditures of $5,000 or more for equipment requested by subcontractors.	WIOA Title I Policy 5260
☒	• The local board has a written debt collection policy and procedures that conforms with state and federal requirements and a process for maintaining a permanent record of all debt collection cases that supports the decisions made and documents the actions taken with respect to debt collection, restoration, or other debt resolution activities.	WIOA Section 184(c); 20 CFR Part 652; proposed 20 CFR 683.410(a), 683.420(a), 683.750; WIOA Title I Policy 5265
☒	• The local board has a written policy and procedures for ensuring management and inventory of all properties obtained using WIOA funds, including property purchased with JTPA or WIA funds and transferred to WIOA, and that comply with WIOA, Washington State Office of Financial Management (OFM) and, in the cases of local government, Local Government Property Acquisition policies.	WIOA Section 184(a)(2)(A); proposed 20 CFR 683.200 and 683.220; OMB Uniform Administrative Guidance; Generally Accepted Accounting Procedures (GAAP); WIOA Title I Policy 5407
☒	• The local board will not use funds received under WIOA to assist, promote, or deter union organizing.	WIOA Section 181(b)(7); proposed 20 CFR 680.850
	Eligibility	**References**
☒	• The local board has a written policy and procedures that ensure adequate and correct determinations of eligibility for WIOA-funded basic career services and qualifications for enrollment of adults, dislocated workers, and youth in WIOA-funded individualized career services and training services, consistent with state policy on eligibility and priority of service.	Proposed 20 CFR Part 680 Subparts A and B; proposed 20 CFR Part 681 Subpart A; WorkSource System Policy 1019, Revision 1
☒	• The local board has a written policy and procedures for awarding Individual Training Accounts to eligible adults, dislocated workers, and youth receiving WIOA Title I training services, including dollar and/or duration limit(s), limits on the number of times an individual may modify an ITA, and how ITAs will be obligated and authorized.	WIOA Section 134(c)(3)(G); Proposed 20 CFR 680.300-320; WIOA Title I Policy 5601
☒	• The local board has a written policy and procedures that establish internal controls, documentation requirements, and leveraging and coordination of other community resources when providing supportive services and, as applicable, needs-related payments to eligible adult, dislocated workers, and youth enrolled in WIOA Title I programs.	WIOA Sections 129(c)(2)(G) and 134(d)(2); proposed 20 CFR 680.900-970; proposed 20 CFR 681.570; WorkSource System Policy 1019, Revision 1

☒	• The local board has a written policy for priority of service at its WorkSource centers and, as applicable, affiliate sites and for local workforce providers that ensures veterans and eligible spouses are identified at the point of entry, made aware of their entitlement to priority of service, and provided information on the array of employment, training and placement services and eligibility requirements for those programs or services.	Jobs for Veterans Act; Veterans' Benefits, Health Care, and Information Technology Act; 20 CFR 1010; TEGL 10-09; Veterans Program Letter 07-09; WorkSource System Policy 1009 Revision 1

Attachment G: Chief Local Elected Official (CLEO) Signature

Regional/Local Workforce Plan Certification

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

The Local Workforce Development Board for SW Washington certifies that it complies with all required components of Title I of the Workforce Innovation and Opportunity Act and Wagner-Peyser Act and plan development guidelines adopted by the State Workforce Development Board. The LWDB also assures that funds will be spent in accordance with the Workforce Innovation and Opportunity Act, Wagner-Peyser Act, and their regulations, written U.S. Department of Labor guidance implementing these laws, Office of Management and Budget circulars, and all other applicable federal and state laws and regulations.

_____

Local Chief Elected Official(s)

_____

Date

_____

Local Workforce Development Board Chair

_____

Date

Attachment H: Public Comment Process

Public Comment

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

The Workforce Board met in October 2018 to review and revise the organization's strategic plan. With the help of a consultant, this group updated our strategic plan to better align it with WIOA and better reflect the needs of the local system.

During the month of May 2018, the public was invited to comment on both WSW's Local Plan and the A3 version of the Strategic Plan.

For the Local Plan 2018 update, the following process has occurred:

- January to March 2018 – Staff revised the local plan content
- March 2020 – Plan open for public comment for 30 days via the WSW website. At the end of the comment period, feedback will be incorporated as necessary.
- April 10, 2020 –2020 Updated Local Plan sent to State Workforce Board for review
- May 15, 2020 – Signature of Chief Local Elected Official Obtained on final edit of the plan
- June 30, 2020 – Final document provided to the State Workforce Board and posted on the WSW website.

WSW publishes notification of public comment opportunities in multiple ways:

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

Attachment I: Performance Targets PY19

Title 1 Adult

Measure 1: 2nd Quarter Employment	
Year and quarter totals	Proposed
Southwest Washington	**75%**

Measure 2: 2nd Quarter Median Earnings	
Year and quarter totals	Proposed
Southwest Washington	**$6,126**

Measure 3: 4th Quarter Employment	
Year and quarter totals	Proposed
Southwest Washington	**74.2%**

Measure 4b: Credential of those with training	
Year and quarter totals	Proposed
Southwest Washington	**63.4%**

Title 1 Dislocated Worker

Measure 1: 2nd Quarter Employment	
Year and quarter totals	Proposed
Southwest Washington	**79.8%**

Measure 2: 2nd Quarter Median Earnings	
Year and quarter totals	Proposed
Southwest Washington	**$8,849**

Measure 3: 4th Quarter Employment	
Year and quarter totals by WDA	Proposed
Southwest Washington	**76.5%**

Measure 4b: Credential of those with training	
Year and quarter totals by WDA	Proposed
Southwest Washington	**66.8%**

Title 1 Youth

Measure 1: 2nd Quarter Employment	
Year and quarter totals	Proposed
Southwest Washington	**67.4%**

Measure 2: 2nd Quarter Median Earnings	
Year and quarter totals	Proposed
Southwest Washington	**$2,919**

Measure 3: 4th Quarter Employment	
Year and quarter totals	Proposed
Southwest Washington	**70.1%**

Measure 4a: Credential of all participants	
Year and quarter totals	Proposed
Southwest Washington	**76.3%**

BOARD NOMINATION PROCEDURES

7/1/2015

Procedures:

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

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

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

Inquiries:

Please contact Kevin Perkey kperkey@workforcesw.org or (360) 567-1066 with questions.

workforce
SOUTHWEST WASHINGTON

STRATEGIC PLAN 2019-2020

MISSION

Invest in human potential, driving the growth and development of our Southwest Washington economy.

VISION

A region where the opportunity for prosperity and growth exists for all.

GOALS

Business

Develop innovative approaches to meeting the human capital needs of our regional industries.

People

Empower individuals to realize their full potential through meaningful education, training and work.

System

Create a world-class opportunity engine for Southwest Washington by sustaining a public-private partnership of business, education, government and community-based partners.

Funding

Invest in, evaluate and advocate for what works as entrusted stewards of public resources.

KEY INITIATIVES

Business	• Create a Pre-Qualified Talent pool based on high growth, high demand industry needs • Implement a real-time business tracking, customer satisfaction and reporting system • Launch a new Regional Business Talent Service, matching regional talent with unfilled in-demand jobs • Implement a new Rural Jobs Initiative aimed at supporting economic opportunity throughout our rural communities
People	• Launch Summer Works (a paid private sector internship and work experience initiative) for Opportunity Youth and young adults with IEP/504 Plans across Southwest Washington • Expand our support for and investment in Pre-Apprenticeship, Apprenticeship and Career Exposure • Develop a "New Start" initiative for specific populations of opportunity in our community
System	• Implement Integrated Service Delivery (ISD) across WorkSource partners • Elevate Workforce Southwest Washington by expanding our communication and outreach efforts • Fully incorporate our CWWC Sector Strategies within our regional Service Delivery System • Launch new platform for system data reporting, research and analysis
Funding	• Design and implement new development function for WSW to diversify revenue and investment resources • Fully implement and expand our Infrastructure Funding Agreement (IFA) • Refine our financial, contracting and QA reporting tools to better understand the impact of our investments

SUCCESS MEASURES

Business

- 75% of all job orders filled
- 95% of job orders have qualified referrals within five days
- 30% increase in # of incumbent workers trained
- Minimum 95% customer satisfaction rate
- 75% of cohort trainees placed in employment
- 200 job seekers vetted as Pre-Qualified Talent

People

- 1,500 Opportunity Youth served
- 700 Opportunity Youth and Adults employed
- 60 SummerWorks Placements
- 90% of job placements are in family-sustaining wage jobs
- 85% of individuals trained are done through cohorts
- Minimum 95% customer satisfaction rate

System

- 25% increase in # of job placements
- 50% increase in the # of employers using system
- 30% increase in retention rate of qualified job seekers
- 85% co-enrolled adults across system
- 35% increase in the number of media hits
- WSW brand is well understood across region

Funding

- Year 1: 70% Public / 30% Non-public
- Year 2: 60% Public / 40% Non-public
- 15% increase in leveraged funds
- 20% increase in number of private grant applications
- New contract and financial dashboard implemented
- All IFA partners contribute to system investment

Workforce Southwest Washington is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Washington Relay 711.

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