

### Section III – Questions

#### 1. Describe what qualifies your organization to do the work you are proposing

\* Describe your experience in: one-stop operation; system integration; leadership; partnership; consensus building; and working on diverse/divergent issue agendas to reach outcomes.

Employment Security Department (ESD) has been the one-stop operator for Spokane since 2000 and in this role has built and operated Spokane County's Career Development Center. We designed and implemented the original inverted pyramid model of self-service to intensive training service for the job seeker customer as well as the integrated Business Solutions Team for our employer customer. In the role of Operator we formed and lead the local WorkSource Operations Committee which addresses system wide business processes, system integration, performance, and conflict resolution through consensus decision making, working on diverse/divergent issues. Some of the ways we accomplished this work was through the formation of a Technology Committee which helped guide development and implementation of SKIES in our local offices and created the WorkSpokane.org website for the partnership. A CQI committee was established to monitor job-seeker and employer customer satisfaction.

Following are examples of additional integrated systems implemented in the WorkSource Center and the entire Spokane workforce system:

- WorkSource Marketing materials and processes
- Job expos
- Business outreach
- Common business practices for SKIES data entry
- Common state performance measures, including tracking and GMAP reporting

\* Describe your philosophy on creating partnerships and collaborative relationships with a wide range of entities.

Beginning in 1999 our organization was represented at the table for building of both the statewide and local one-stop system. ESD has an organizational culture which requires creating partnership and collaborative relationships. Our strong partnerships include Community Colleges of Spokane, Division of Vocational Rehabilitation, Career Path Services, Educational Services District 101, AARP, Goodwill Industries, Department of Social and Health Services, Labor and apprenticeship organizations, as well as multiple business organizations such as AHANA, Associated Industries and Greater Spokane Incorporated.

To respond to this RFP, a collaborative partnership has been formed, the Spokane Workforce Consortium (SWC). This Consortium includes, ESD as Site Operator, Career Path Services, Educational Services District 101 and Goodwill Industries of the

Inland Northwest. The Spokane Workforce Consortium is represented in this RFP and endorses this proposal.

\* List relevant experience of the organization(s) in the WorkSource system including knowledge and experience with federal funding, WIA regulations, and State and Federal performance indicators.

The ESD has been in the employment and training and workforce development business since 1967 here in Spokane County. We have experienced senior staff that has a vast knowledge of federal funding, WIA regulations and achieving State and Federal performance indicators. ESD in Spokane is considered a high performance office and has been able to achieve consistent performance in all programs.

\* List sources and usage of other funding your agency accesses.

Claimant Placement Program – Reemployment services for UI claimants

Training Benefits – UI CAT paperwork completion

Job Match Initiative – UI claimant job referrals and job match

Trade Adjustment Assistance – Trade certified retraining and re-employment services

Local Veteran’s Employment Representative – Veteran’s employment services

Disabled Veteran’s Outreach Program – Intensive services to disabled veterans

Wagner-Peyser – Public labor exchange

Reemployment Services Grant – Reemployment services for UI claimants

Job Search Review – Required review of UI claimants job search efforts

Direct Unemployment Insurance - Assisting UI claimants connect with UI Tele-Center

WorkFirst – TANF recipients’ employment services

Limited English Program – TANF employment services for limited English clients

Business Outreach – Business services

Co-Location Contract – ESD funded by Community Colleges of Spokane to provide ESD services at the two Spokane campuses.

WIA Title 1-B – Adult, Dislocated Worker and Operator – these contracts end June 30, 2007

\* Describe your experience serving very diverse customers including employers, economically disadvantaged individuals with little or no work experience, and dislocated workers with experience, high skills and salaries.

Our office customer base currently includes business, our number one customer. We also service a variety of job-seekers such as TANF-WorkFirst, WIA Adult and Dislocated Workers, Veterans, Unemployment Insurance claimants, older workers, disabled adults, young job seekers, the limited English speaking, as well as the general population seeking employment and training services. The ESD has been successfully serving these populations for over 40 years. Employment Security is unique in that we bring resources to the table to provide labor market information, connect business

services to the employer community, provides one of the best labor exchange programs in the state, and has highly skilled, qualified, professional staff.

The ESD Spokane WorkSource is the highest performing office in the state. We operate in an ever changing political environment, changing labor market, customer traffic ranging anywhere from 4,500 to 7,300 customers a month, and increasing and decreasing funding. The ESD has been able to operate and be successful because we are adaptable, flexible, and nimble.

\* Describe your success in exceeding performance standards and requirements

Below is an indication of ESD performance outcomes.

**WIA Programs**

<b>PY06</b>	<b>WIA Adult</b>	<b>WIA Dislocated Workers</b>
Total Participants Served	122% of goal	113% of goal
Employment Exits	155% of goal	144% of goal
Wage At Placement	106% of goal	109% of goal
Expenditures	101% of goal	97% of goal

**Employer Measures: March 2007**

<b>Percent of Job Openings Filled</b>		<b>Employer Market Share</b>		<b>Referral To Placement Ratio</b>		<b>Time To Fill Job Opening</b>	
<b>Cumulative</b>		<b>Cumulative</b>		<b>Cumulative</b>		<b>Cumulative</b>	
<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>
28%	32%	12%	11%	17	13	17	11

**Job Seeker Measures: March 2007**

<b>March 2007</b>	<b>% That Received Initial Assessment</b>		<b>% That Received A Key Service</b>		<b>% That Received A Job Match</b>		<b>% That Received A Job Referral</b>	
	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>
<b>All Job Seekers</b>	60%	72%	70%	80%	60%	74%	80%	86%
		9,599		10,720		8,111		9,381
<b>UI Claimants</b>	60%	71%	80%	79%	60%	82%	80%	92%
		3,780		4,237		3,606		4,055
<b>Veterans</b>	60%	86%	70%	88%	70%	83%	70%	78%
		1,543		1,574		1,327		1,262
<b>WorkFirst</b>	90%	98%	85%	84%	75%	81%	85%	85%
		1,270		1,089		900		944

\* How you have ensured a continuous improvement program.

The ESD has implemented an office and WorkSource system wide Continuous Quality Improvement process which includes quarterly surveys of both our business and job

seeker customers. We also provide feedback cards in our lobby and in each of the group activities we facilitate. These cards are gathered weekly, reviewed and any changes that can be implemented are. For those suggestions which require more funds or more extensive work than can be quickly implemented, we incorporate these suggestions in our future improvement plans. Complaints are addressed through a follow up call with any customer who provided contact information. For those things that can not be changed we let all staff know why we can not make the change so they can inform our customers. In addition we encourage our customers to provide feedback on our web-site, WorkSpokane.org.

## 2. Describe the operation you are proposing in this RFP

\* Describe your experience with performance outcomes and your philosophy toward working with multiple partners to achieve outcomes.

The Employment Security Department (ESD) has been a major organization in Employment and Training activities for more than 40 years and has been a leader in local service delivery integration since 1994. WorkSource Spokane, which is operated by the ESD, has successfully administered and operated contractual employment and training programs since 1967.

We believe the success of meeting our employer workforce needs and connecting job seekers with jobs is in the development of strong partnerships with service providers that share the vision of success and the development of a strong economic benefit to both employers and workers.

This office and our partners have a history of successful service delivery where we meet or exceed local, state and federal performance measures (documentation on file with the SAWDC). Relationships among partners in our system have been further strengthened by the adoption of Government Management, Accountability, and Performance (GMAP) process. All partners in our system have adopted GMAP as a process to establish metrics that are shared by different stakeholders and help to drive better customer service and outcomes. Through the leadership of the Spokane WorkSource and Workforce Development partners, WDA 12 is the only WDA in the State to meet and exceed all 24 targets for the Government Management Accountability and Performance (GMAP) job-seekers and employer management indicators. WIA Title 1-B performance measures are tracked and reported monthly. On a quarterly basis, all WIA service providers evaluate their performance using GMAP indicators and processes. As further integration occurs in our One-Stop, this tool will continue to be used by all partners to assist in better understanding shared outcomes and developing strategies to continue our success at meeting and exceeding performance outcomes. We are dedicated to maintaining our high quality of services and believe that by diverting more resources to front line service delivery, and client services we will further increase our performance outcomes.

\* Provide information about your business/organization including vision, mission, current customer base, staffing and service expertise. Highlight your organization's longevity and how this proposal will connect to your mission and organizational goals.

The Spokane WorkSource has been the One-Stop Operator since the inception of the Workforce Investment Act of 1998. The ESD has a strong, positive relationship with all the One-Stop partners in Spokane. Our local One-Stop Operations committee which is made up of partners from Career Path Services, Goodwill Industries, Educational Service District 101, the Community Colleges of Spokane, Senior Employment Programs, and the Department of Vocational Rehabilitation has been in existence since 2001. This committee is responsible for establishing policy, procedures and standards that lead to a responsive and high quality system through out our catchments area. The ESD and system partners respond constructively to fiscal and policy challenges facing the partners and the workforce system as a whole. It is through this partnership that continuous improvements are made to the service delivery throughout Spokane County.

The ESD mission, in part, is to "Help Washington's workers and employers succeed in the global economy by delivering superior employment services." The Vision "is to be recognized for excellent performance, efficiency and value to the public, and to be respected for the quality of its services and information." The consortium partnership in Spokane endorses and practices the delivery of superior employment services and continuous quality improvement. Through this proposal together with our partners we will reduce system operating costs, direct more resources towards expanded services for job seekers and employers, streamline and facilitate faster and more directed services for business and job seeker.

Our current customer base consists of Business, all job seekers, Workforce Investment Act Adult, Dislocated Workers customers, Unemployment Insurance Claimants, Veterans, and WorkFirst TANF recipients.

The program management of this proposal will be the responsibility of ESD. This is a collaborative proposal, which among others includes the Employment Security Department, Career Path Services, and Educational Service District 101. We have agreed to share the Site Operator duties as listed below.

Site-Operator Manager:

Janet Bloom, WorkSource Spokane Center Manager

Ms. Bloom is the WorkSource Center Manager and will be the site-operator for the Center and system operations and will oversee the tasks the Operator has agreed to complete. The site operator will charge .18 of an FTE to this grant. The Spokane WorkSource Center will contribute .32 of an FTE to this role. Therefore 50% of the Site Operator time will be dedicated to these tasks.

Janet was raised in Eastern Washington and has spent the past 24 years working in employment and training programs from the point of service delivery to the development of statewide policy for ESD and the workforce system throughout Washington State.

Prior to returning to Spokane Janet spent eleven years as Deputy Assistant Commissioner for ESD where her duties included statewide management of the Job Training and Partnership Act and the Workforce Investment Act.

As Site Operator the Employment Security Department (ESD) will be responsible for implementing the WorkSource system under guidelines and rules established by the SAWDC and will oversee the management of the One-Stop/WorkSource center. The Site Operator will work in partnership with the WIA Program Operator to accomplish required performance, and will coordinate with the SAWDC to ensure system-wide standards are achieved. To respond to this RFP a collaborative partnership has been formed, the Spokane Workforce Consortium (SWC). The SWC includes the Employment Security Department (ESD), Career Path Services, Educational Services District 101, and Goodwill Industries of the Inland Northwest. The reference to partners throughout this proposal depicts the partnership and members of the SWC.

In addition ESD will design and implement integration of partners' staff and systems and coordinate services for the entire site and facilitate cross referral, co-enrollment, customer flow, and universal core services. Core services will include intake, orientation, initial assessment, job counseling, job search and placement assistance, labor market information, access to job listings, translation services, training and retraining information, information on supportive services, and community resources, information on filing for unemployment compensation, Job Hunter modules and follow up services. All partners in the One-Stop will contribute staff to deliver these core services and will also provide staff to the client reception and basic triage area, employment services, career planning services, career management services, and business services.

We will assist in the development and execution of a Memorandum of Understanding (MOU) and a Resource Sharing Agreement (RSA). The RSA will be developed using an agreed upon methodology with the SAWDC and will include shared costs for facilities and related items among all partners. The MOU and the RSA will be an intricate tool as we recruit additional partners into the One-Stop center. The ESD will manage the allocation of costs and fiscal function contained in the RSA, as well as the physical property of the WorkSource/One-Stop Center.

In cooperation and collaboration with the WIA Program Operator, ESD will facilitate achieving shared outcomes and the movement for improved performance under common measures and Government Management Accountability and Performance (GMAP). Program data and outcomes will be monitored, shared, and reported out in a partnership monthly GMAP session. The GMAP session will be used to evaluate performance and implement required actions to meet One-Stop performance standards. In addition ESD will facilitate the continuation of program evaluation by using a Continuous Quality Improvement Survey each quarter in order to evaluate the effectiveness of services provided to employers and job seekers and to make adjustments to service delivery as appropriate. This process will allow us to continually

assess customer needs, respond to community needs, and make recommendations to the SAWDC.

As the Site Operator, ESD will be responsible for learning the mission and performance standards of all partners and ensuring cross-training among all staff. The ESD will facilitate the WorkSource Operations Committee that is comprised of all system partners. In collaboration with the partners we will establish a mission, vision and strategic goals that encompass the needs of the One-Stop Center, the partners, and the system as a whole. This committee will also participate in defining and providing means to meet common operational needs, customer flow, staff training, technical assistance, IT support, and efficient use of resources. As the Site Operator we will facilitate problem solving and continuous improvement activities. This will include developing a conflict resolution plan and complaint procedure in coordination with the partners.

The ESD Site Operator will act as a liaison between the SAWDC and the WorkSource partnership to ensure the SAWDC policies and procedures are effectively communicated and carried out. The Site Operator will ensure all partners are actively engaged in the development of the Local Operations Plan in order to ensure strategic objectives of SAWDC are clear and that specific action plans are in place to meet the goals and objectives of the SAWDC.

WorkSource is an equal opportunity partnership of organizations that provide employment and training services. As such the ESD will ensure all Equal Employment Opportunity (EEO) requirements are met. On an annual basis all staff, including current and new partners will be required to review EEO policies and complaint procedures. Periodically EEO training will be provided by ESD's EEO Officer. The EEO tag line is required on all publications, and posters are displayed throughout the center.

Administrative staff will charge .15 of an FTE to this grant.

#### Business Services Supervisor and Lead:

One full time WorkSource Specialist 6 will supervise and lead the Business Solutions Team in Spokane County. This team will be employer focused and concentrate services to Key Industry Clusters. This will include the coordination of a system wide effort and focus on business services. The position will coordinate with the SAWDC and system partners to develop marketing materials, system wide common processes, protocols, and strategies designed to best serve the business community. In addition this staff person will coordinate business outreach efforts with the various programs housed in the Spokane WorkSource Center. The position will be an active member of the Washington Workforce Association Statewide Business Services Team and will participate on the State level workforce Marketing Committee.

#### Business Service Team Members:

Three (3) additional staff will serve as team members on the Business Solutions Team. Of these three, one will be a Career Path Services staff and two will be ESD staff. The

positions will be involved in the development of innovative strategies to meet business and job seeker needs and will design services that are fully integrated with system program services. The team will assess business needs, work with targeted industry clusters, develop and monitor On the Job Training (OJT) and Work Experience (WEX) opportunities, and conduct Rapid Response events. The ESD will contribute an additional 2 FTE's to the Business Solutions Team. Each WIA partner will contribute 10% of an FTE to coordinate with the Business Solutions Team.

#### System Management Information:

One half of an FTE (.50) will serve as the "Power User" and provide Spokane's WorkSource System with the management information it needs to evaluate and analyze business trends, program outcomes, and client flow. Data will be extracted from the WorkSource Management System and SKIES. This position will work closely with the Program Operator Power User.

#### Core Service Supervision:

One fifth of an FTE (.20) will supervise core services in the Center. This includes client reception and triage, self service resource areas in the center, and scheduling and development of workshops.

#### Core Services Delivery:

To provide core services 1.00 FTE will provide one on one and staff assisted core services in either the Customer Reception area, the Employment Services Team, or the resource room. This FTE will be Educational Service District 101 staff and will be the bridge between the Youth Zone and employment services in the Center. The ESD will contribute an additional 2 FTE's to this effort.

\*This proposal is requesting 6.03 FTE's to carry out the agreed upon activities in this proposal. ESD will contribute an additional 4.32 FTE's to enhance the positions requested and a minimum of 7 FTE dedicated to core services.

\* Highlight any unique or innovative features of the service delivery plan.

Currently the WorkSource center is configured in a siloed, program specific manner. Each program performs many of the same activities and functions, such as client initial assessment, job match, job referral, referral to other resources, and case management. The ESD in the role of Site Operator will reconfigure the Center into a functional, integrated service delivery design. The four functional teams are 1) Customer Reception, 2) Employment Services, 3) Career Planning Services and 4) Career Management Services. The activities to be performed by each team are listed in the customer flow chart. The Business Solutions Team will be the focal point for all business contacts and services. In addition a Disability Services Team will be staffed by ESD Disability Placement Specialist, Division of Vocational Rehabilitation counselors and disability specialist from Career Path Services will devote time working with this team to expand services to individuals with disabilities. All partners in the Center will be members of functional teams. The outcome of this new configuration will result in better

assessment and referrals to programs and services, improved quality services to regional employers, improved quality of job-matching efforts, increased quality of job referrals, and increased job placements for targeted cluster industries in the Spokane catchments area. The ESD and all WIA funded system partners will be located in the Spokane WorkSource Center. Together we will work to reduce operating costs, directing more resources to customers, provide more intensive staff assisted services, and reduce duplication and redundancy among programs and agencies.

\* Describe how you plan to incorporate employers as a principal customer in the system.

The employer community is a principal customer in the workforce development system. It is our intention to help grow the economy in Spokane County by developing a comprehensive strategy for the provision of high quality services to employers in our community. The WorkSource Business Solutions Team will be the lead in Spokane that determines levels of services to be delivered to employers, coordinating a single point of contact with which businesses will effectively interact with the workforce development system.

The ESD Site Operator will oversee the provision and coordination of Business Solutions for the One-Stop system in Spokane County. Activities for the Business Solutions Team include the implementation of innovative employer services strategies as well as outreach and marketing in order to make employers aware of available services through the One-Stop center. The team will focus on Key Industry Clusters which includes Manufacturing, Construction, Health Care, Transportation, and Business and Professional Services. At a minimum they will provide a personalized and customized service approach by ensuring employers receive a business assessment to determine workforce needs, match our job seeker inventory to employer job openings, recruit workers for employers, referral of qualified job-ready candidates, human resources planning tools such as job skill and ability testing, labor market information, and job recruitment assistance. Through focus groups and other venues the Business Solutions Team will work with employers to develop, expand, and evaluate services to the business community. These efforts will be designed to increase job placements for targeted industries in the Spokane catchments area. The team will work closely with Greater Spokane Inc., and other business and economic development entities in order to identify their unique needs.

The WorkSource will create a Business Service suite and will provide space for employer hiring events, interviewing, testing, and recruitment events.

\* Describe your capacity to implement the required tracking systems: WorkSource Management System (for self-services core) and SKIES.

The WorkSource Management System (for self-service) is fully functional in the Spokane WorkSource Center. SKIES is the overall management information system used to enter and track data and customer services and is fully functional in the

WorkSource Center. All ESD and partner staff are trained on the SKIES system. Each organization has a certified SKIES trainer. The WorkSource's approach to insuring data elements are entered into SKIES is that, "if it isn't in SKIES, it didn't happen." This perspective is embedded in all of the day-to-day operations of the center and with our partners. Contacts with employers, job seekers, and program participants are documented in SKIES.

\* Indicate how you will contribute and/or leverage resources for the benefit of the WorkSource system.

All WIA funded services for Adults, Dislocated Workers, and Youth will be located in the One-Stop Center. Other programs and resources located in the center that are operated by ESD and will contribute to the benefit of the WorkSource system include veteran services, Unemployment Insurance, specialized services for disabled clients, disability assistive technology, interpretation services in 5 languages including American Sign language, WorkFirst (TANF) services, Trade Act, and Wagner/Peyser labor exchange services. In addition other partners (Community Colleges of Spokane, Senior Employment programs, Department of Vocational Rehabilitation, and New Horizons) provide services in the One-Stop center. The Community Colleges will provide testing for WorkFirst clients, and facilitate life skill classes. New Horizons gives free basic computer classes, and Career path services disability specialist will devote time working with the disability team to expand services to individuals with disabilities. All partners receiving WIA funds will contribute resources to business services and core services.

\*Describe how customer service and satisfaction information will be used to provide data for continuous improvement efforts.

Program evaluation is an ongoing process by management with input from employers, job seeker, clients and staff. A Continuous Quality Improvement Survey is conducted each quarter. Both Employers and Job Seekers are included in the survey. Results are analyzed in order to evaluate the effectiveness of services provided and to make adjustments to service delivery as appropriate. We also provide feedback cards in our lobby and in each of the group activities we facilitate. These cards are gathered weekly, reviewed and any changes that can be implemented are. For those suggestions requiring more funds or extensive work than can be quickly implemented, we incorporate these suggestions in our future improvement plans. Complaints are addressed through a follow up call with customers.

In addition the Government Management Accountability and Performance (GMAP) initiative has been fully implemented in the Spokane WorkSource Center in order to evaluate current performance and develop strategies to improve outcomes. The WorkSource Operations Committee, whose partners include the Community Colleges of Spokane, Career Path Services, Educational Service District 101, Goodwill Industries, Department of Vocational Rehabilitation, and the Employment Security Department, have implemented a partnership GMAP in order to evaluate system performance and implement strategies for continuous improvement.

\* Describe how your program will integrate with Rapid Response services and transition Rapid Response customers to WorkSource services. Include your strategy and experience in working with labor organizations.

In the event a business experiences a large layoff that warrants a Rapid Response event the SAWDC initiates a collaborative community response. The Business Solutions Team will take the lead in coordinating with a team of service providers including staff from the WorkSource Center, Community Service Organizations, Unemployment Insurance Tele-Center, Community Colleges of Spokane and local providers of Dislocated Worker services. Together they will work to coordinate interaction with Management and Labor at the affected business in order to inform affected workers of services available in the One-Stop center and the Spokane area.

In addition to Rapid Response services provided to companies and workers experiencing large layoffs the ESD WorkSource staff and partners will provide one-on-one services to dislocated workers. These services include an initial assessment to determine possible barriers to employment, a staff assisted job match, and job referral. In the event a dislocated worker is determined not to be job ready staff make appropriate referrals to other key services, including referrals to education and training.

The Employment Security Department has a long history of working with labor organizations in the Spokane area. The area Director is a member of the Spokane Area Workforce Development Council, we interact with labor at Rapid Response events, our Business Services Team members are currently working with the Electrical Workers Local 73 (IBEW), the Spokane Regional Labor Council, AFL-CIO, The Brick Layers Union #3, Carpenters Local 98, International Union of Operating Engineers Local 370, Pacific NW District of Council of Carpenters, Roofers Local 189, Construction Skills Panel, and Inland NW Apprenticeship Council.

\* Indicate how coordination problems will be handled, including any processes for resolving disputes among partners.

The Site-Operator will work closely with the WIA Program Operator to ensure that all the needs of the Center are met by adequately providing services that meet the needs of our business and job seeker customers. The Site-Operator and WIA Program Operator will co-chair an internal committee comprised of all leadership staff in the WorkSource Center. The Site-Operator will facilitate problem-solving, develop a conflict resolution plan and complaint procedure in coordination with the One-Stop partners. Issues and conflicts will be resolved through this standing committee in accordance with the conflict resolution plan and complaint procedure.

3. How is this program innovative and responsive?

\* Describe how your proposal is innovative. Be specific in providing strategies and services utilized and how they will affect outcomes.

This proposal is both strategic and innovative in that it places a major emphasis on business needs, a redesign of the One-Stop/WorkSource center in order to reduce redundancy among and between programs and partners, directs more resources to clients, and improves customer service. It elevates area workforce development by combining partner organizations with highly regarded track records into a team-based system. Together with our partners we will build an authentically integrated One Stop Center, where partner staff and resources are shared through blended teams, functional job duties and common performance outcomes.

\* Describe the integration of services, collaborate efforts, and other resources that will be utilized. Be specific about how your program will be functionally integrated across all facets of operations.

The current design of the WorkSource center will be completely reconfigured into a functional, integrated service delivery design. Four basic functional teams that provide services to job seekers will be formed. These teams are 1) Customer Reception, 2) Employment Services, 3) Career Planning Services and 4) Career Management. (activities to be performed by each team are listed in the flow chart) The Site Operator will collaborate and communicate with the Program Operator in every aspect of customer flow and service delivery. All partners have committed to measurably increasing the economic prosperity of the greater Spokane region through a team-based service delivery strategy. All partners in the One-Stop will be a member of one or more of the functional teams and will contribute resources to core, intensive, and training services. Non WIA resources contributed by ESD includes funds for services to UI claimants, Trade Adjustment Assistance, Veterans employment services, Wagner-Peyser, WorkFirst (TANF), Limited English Program, and Business Outreach. Career Path Services non-WIA resources include funds from Division of Vocational Rehabilitation and Community, Trade and Economic Development-Community Jobs.

\* Describe how you will respond to emerging needs of employers, target industries, and economic development projects.

An expanded Business Solutions Team made up of our system partners in the One-Stop center will be formed. Activities for the Business Solutions Team include the implementation of innovative employer services strategies as well as outreach and marketing in order to make employers aware of available services through the One-Stop center. The team will focus on Key Industry Clusters, and at a minimum provide a personalized and customized service approach by ensuring employers receive a business assessment to determine workforce needs, referral of qualified job-ready candidates, human resources planning tools such as job skill and ability testing, labor market information, and job recruitment assistance. Through focus groups and other venues the Business Solutions Team will work with employers to develop, expand, and evaluate services to the business community. Additionally the team will develop and monitor OJT and WEX opportunities for job seekers with targeted employers. The efforts of the Business Solutions Team will be designed to increase job placements for

targeted industries in the Spokane catchments area. The team will work closely with Greater Spokane Inc., and other business and economic development entities in order to identify their unique needs.

4. Describe how your program and proposed services address the SAWDC Strategic Plan and High Skills, High Wages, 2006.

\* Explain how your program and the services provided will lead to the successful attainment of SAWDC vision, goals, and objectives.

This proposal addresses and supports the vision, goals, and objectives in SAWDC strategic plan, and High Skills High Wages 2006. At a minimum these include:

- An innovative workforce solution for the Spokane region
- A contribution to a dynamic, demand-driven workforce system
- A comprehensive outreach plan to businesses and job seekers that includes consistent marketing to business and job seekers
- The coordination of demand-driven employment and training services
- The development of expertise that meets the workforce needs of local employers in key industry clusters
- The improvement of coordination between workforce and economic development
- The ability to rapidly link dislocated workers with appropriate employment services and retraining programs
- A seamless service delivery coordination and job placement assistance so that customers can readily access needed services without having to make multiple contacts
- The opportunity to create and take advantage of opportunities to redirect resources to front line services
- An emphasis on minimizing unneeded duplication and eliminate gaps
- The opportunity to implement a structure that is understandable and user friendly for business, job-seekers, and participating organizations

In order to aid in the growth and stability of our local economy we must recognize that workforce development and economic development can not operate independently of each other. This proposal places a positive, intensive focus on our most valued customer, business. The long term residual effects of the interaction between the Business Solutions Team and the employer community will be meeting the employer workforce needs and promoting economic prosperity. Through coordination and collaboration with our partners we will implement a comprehensive outreach pan to businesses and job seekers, improve coordination between workforce and economic development, rapidly link dislocated workers with services, and coordinate and direct resources to demand driven training in order to develop a workforce with the skills necessary to meet business needs.

Under the guidance of a business-led team, businesses needs will be assessed and resources utilized to better respond to improved services to business, job seekers, and

workers. Businesses will inform staff of skill needs and industry trends and access the system services necessary for recruiting workers. The Business Solutions Team will be the vital link and single point of contact between businesses and our system partners in the workforce development system. The focus of the team will be to meet employer workforce needs, thereby strengthening employer's ability to compete in a global economy by having a highly skilled workforce. The team will focus on Key Industry Clusters that are vital to the economic stability of our community. By bringing business and the workforce development system partners together we will shape strategies to best meet local workforce and employer needs.

By consolidating operations, expanding our partner base, and integrating and streamlining our service delivery model we will build, strengthen and expand partnerships that identify and meet workforce needs, as well as improve and broaden access to services for businesses and job seekers thus creating a true one-stop. The integration of services provided by separately funded workforce development programs will allow us to provide the best possible service to our customers and utilize more funds for direct services to clients. More resources will be available to meet the workforce needs of key industries by preparing students, job seekers, current workers, and dislocated workers with the skills employers need.

The Spokane Workforce Consortium is committed to our community and to making any changes necessary to move workforce and economic development ahead forward.