



# Spokane Area WORKFORCE DEVELOPMENT COUNCIL

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## SAWDC MEETING JANUARY 14, 2009 SPOKANE SKILLS CENTER 4141 N REGAL

Estimated Time	Tab		
7:30 am		Call to Order/Introduction of Guests	<i>Julie Meyer</i>
7:35	1	Review of November 12 and December 10, 2008 Meeting Minutes <b>Action Item - Vote on approval</b>	<i>Julie Meyer</i>
7:40		SAWDC Tactical and Strategic Planning	
		Standing Committee Reports:	<i>Julie Meyer</i>
		• Executive Committee	<i>Julie Meyer</i>
		• Membership Committee	<i>Rich Hadley</i>
		• Youth Council	<i>John Serben</i>
		• Policy	<i>Alethea McCann</i>
		• Services and Oversight	<i>Joe Tortorelli</i>
		• Public Relations	<i>Hugh Severs</i>
8:00	2	2009-2011 Strategic Plan – Outline and Process	<i>Mark Mattke</i>
8:40		Study Session: <i>Business Services</i> in Workforce Development System	<i>Julie Meyer</i>
9:25		Other Business	<i>Julie Meyer</i>
9:30 a.m.		Adjourn	
Encl.		Minutes Selected Background Materials	

# TAB 1

**SUBJECT**

Review of November 12 and December 10, 2008 Meeting Minutes.

**BACKGROUND**

See attached minutes.

**DISCUSSION**

Changes or corrections.

**EXECUTIVE COMMITTEE ACTION**

None.

**FINANCIAL IMPACT**

None.

**REQUESTED COUNCIL ACTION**

Vote to approve.



## Spokane Area WORKFORCE DEVELOPMENT COUNCIL

### MINUTES

SPOKANE AREA WORKFORCE DEVELOPMENT COUNCIL  
Wednesday, November 12, 2008, 7:36 a.m. – 9:08 am  
Spokane Skills Center  
*Anne Lockwood – Note Taker*  
*Mark Mattke - Editor*

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#### **MEMBERS PRESENT:**

Peter Casimir	Polly Crowley	Ron Dalla	Donna Dalzell	Robert Duron
Rich Hadley	Kevin Managhan	Julie Meyer	Nancy Nelson	John Serben
Hugh Severs	Dixie Simmons	Beth Thew	Lisa White	

#### **MEMBERS ABSENT:**

Frankie Arteaga	Jeff Benesch	Ben Cabildo	Steve Dahlstrom	Craig Dias
Tom Fritz	Steve Jurich	Paul Milliken	Mike Senske	Diana Wilhite

#### **OTHERS PRESENT:**

Janet Bloom-WS	Judy Cash-WS	Scott Friedman-Nine Mile Falls Scholl District	Cami Hanson-WS	Christi Harter-SPS
Don Howell-Spokane Skills Center	George Iranon-CPS	Matt Miller-Mead School District	Trina Miller-CCS	Terry Murphy-WS
Scott Oakshott-Spokane Skills Center	Heidi Peterson- WS/NGZ	Jen Ranney-WS	Tracy Struble-SCC	Jon Swett-Spokane Schools
Doug Tweedy-LMEA	Rebecca Vargas-WS			

#### **STAFF PRESENT:**

Mark Mattke- Workforce Strategy & Planning Director	Peg Waldron- Assistant Director Workforce Operations	Dawn Karber-Youth Program & Development Manager	Anne Lockwood-Secretary
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The Council welcomed Heidi Peterson as the new Youth Services Manager at the Next Generation Zone. She replaces Anne Millane who retired earlier this year.

# TAB 1

## **TAB #1 – REVIEW SEPTEMBER 10, 2008 MEETING MINUTES:**

***On a motion and a second, to approve September 10, 2008 Meeting Minutes. Approved unanimously.***

### **SAWDC TACTICAL AND STRATEGIC PLANNING:**

#### **STANDING COMMITTEE REPORTS:**

#### **TAB #2 – EXECUTIVE COMMITTEE:**

##### **REVIEW OF PROPOSED COMMITTEE STRUCTURES AND MEMBER SIGN UP:**

The issue of creating a Policy Committee and an Oversight Committee has been discussed in several meetings. The SAWDC investigated questions that arose in these meetings and returned with the determination to the most recent questions, which concluded the committee discussion. The inquiries with the decisions are below:

- a) Are people who are not a SAWDC member able to serve on the SAWDC Committees?  
It was determined a member of the SAWDC can appoint someone from their organization to sit on the SAWDC Committees. The member of the SAWDC will manage the appointee.
- b) Will the Chair of each Committee be a SAWDC member?  
The Chair of each committee will be a SAWDC member appointed by the SAWDC Chair.

***A motion and a second to approve creating the Policy Committee and the Oversight Committee. Approved unanimously.***

There will be a committee sign up at the December 10, 2008 WDC Retreat.

#### **TAB #3 – MEMBERSHIP COMMITTEE:**

##### **NOMINATIONS OF NEW MEMBERS:**

The Membership Committee has been on a search to fill the four open positions on the Council. Nominations were received in from SAWDC members and Mark and Rich interviewed several people and the following individual's area recommended for membership:

- a) Joe Tortorelli to fill Liz Collier's open position. Joe is the Chair of the Washington Economic Development Associate and a business consultant.
- b) Brian Read will claim Bill Kalivas' available position. Brian is employed by Sterling Savings Bank and in charge of retail sales.
- c) Alethea McCann supersedes Craig Lee. Alethea owns several small businesses in the area.

***On a Motion and a second to approve these nominations to the SAWDC and bring Alethea, Joe, and Brian's name to the LEOs for appointment to membership on the SAWDC. Approved unanimously.***

SAWDC members, who have ideas for candidates that have an aerospace background and may be willing to fill open WDC business position, please contact Rich Hadley.

[rhadley@greaterspokane.org](mailto:rhadley@greaterspokane.org)

# TAB 1

## **YOUTH COUNCIL:**

The Youth Council has started alternating the meetings of the Youth Council Executive Committee and the Youth Council Community Meeting.

The Youth Council Executive Committee's concentration is geared towards youth performance goals and oversight of the Next Generation Zone, which is stated in the statutes.

Last week the Youth Council Community Meeting was held at the IEL Hillyard Center and were fortunate to have a large group participating. There is great interest in developing a Community Matrix for youth services to help guide youth to services.

A plaque was presented to Donna Dalzell for the years of service as Chair of the Youth Council. The Youth Council and SAWDC members want to thank Donna Dalzell for all her hard work.

## **TAB #4 – SKILLS2COMPETE CAMPAIGN:**

There is a nationwide campaign to support jobs that require less than a baccalaureate degree but more than a high school diploma – Middle Skills.

The majority of new jobs being created in the US economy are now and will continue to be in the middle skills area. The SAWDC adoption of this program will demonstrate support of middle skill attainment, as well as the four year degree. The Skills2Compete campaign will be used at the state and federal level to support legislation and funding for middle skill education. This effort is on course with the State's High Skills/High Wages Strategic Plan and the SAWDC's Strategic Plan.

***A Motion and a second to endorse the Skills2Compete campaign. Approved unanimously.***

## **TAB #5 – NATIONAL ASSOCIATION OF WORKFORCE BOARDS CONFERENCE (NAWB):**

The NAWB conference is from March 8<sup>th</sup> through March 10<sup>th</sup>, 2009, with some pre-conference sessions available on March 7, as well.

The NAWB conference is a great place to learn about best practices in workforce development implemented across the country. SAWDC members that have gone to the NAWB conference have stated it is very useful and helps give perspective to the work of our board. Members will hopefully come back to the SAWDC with new ideas, inspiration, and an enhanced understanding of the workforce development system.

If an SAWDC member has a desire to go there may be funds available from the Council to help pay for this cost. However, if a member's organization can help pay for cost of attendance, it would be appreciated.

***An e-mail reminder will be sent out about the NAWB so staff can proceed with the registration process and hotel reservations.***

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## **ANNUAL PLANNING RETREAT:**

The WDC Annual Planning Retreat will be December 10, 2008, from 8:00 am to 1:30 pm. Lunch included.

The Annual Retreat is an important meeting for the SAWDC. The focus now is creating the future vision, development of the community agenda and presenting new ideas. The Retreat will help set this vision and guide where the focus of the Council's efforts will be in the coming year. This event is also a good opportunity to review past experience and take stock of progress being made.

The Spokane WDC is taking part in a USDOL-sponsored partnership called "Driving Transformation" wherein Spokane has been teamed up with the Gulf Coast Workforce Board (GCWB) from Houston, Texas. The GCWB has achieved a number of successes in their region and the Spokane team will learn firsthand about how these have been accomplished and how they may be replicated in our area. Moreover, the Spokane Area WDC will have the opportunity at the Retreat to hear about the GCWB's vision and how it was implemented.

## **503 INCENTIVE GRANT:**

The purpose of this program is to provide outreach and assistance to help IEL students successfully make the bridge from adult basic education to post secondary education and a better career pathway. This program provides a range of supportive services, e.g., emergency childcare funding, emergency housing, and tutoring, and faculty mentoring programs. The supportive service piece is the cornerstone of the grant as many students need either financial or academic assistance to ensure they make the transition to college.

This is a difficult population to effectively serve and this program is needed to create a bridge for students so they do not simply end their education after completing the GED. Also, if students are not ready for college, they are referred back to a college prep program that helps the student more adequately prepare.

The SAWDC, IEL, and Spokane Community College are looking for ways to continue supporting this program when the funding ends in June, 2009.

Ron Dalla also reported that the Washington Achieves Program at EWU is designed to mentor students in high school then transition to EWU and continue mentoring. This program results in the highest 4 year completion rate of any students at EWU. Mentoring can have a huge impact on student outcomes and should be supported by the SAWDC where possible.

***The SAWDC will dedicate a meeting toward examining the drop out issue, how to help students through college, and perhaps look at healthcare mentoring.***

***There is an opportunity to ask questions of the Texas speakers at the SAWDC Retreat. Members are asked to think of pertinent questions and bring them to the Retreat or send to staff to compile.***

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## **TAB #6 – WORKSOURCE SITE OPERATOR PY08 FIRST QUARTER REPORT:**

The Site Operator Report is done on a quarterly basis and sent to the SAWDC. The Site Operator has the responsibility to direct operator resources to provide the necessary core services and provide access to intensive services within the Center. This provision of services will include management of the day-to-day functions of the local One-Stop system.”

There has been an influx of customers in the Center because of the downturn in the economy. Spokane has been somewhat insulated from the brunt of the economic slowing but there has still been a measureable impact.

- 27% increase of new customers in WorkSource Center – the Computer Resource Room is very busy
  - More than 2000 people attended workshops in first quarter
  - 37% of customers signing in for self services
  - 54% are involved in job search activities
  - There are still 1231 jobs listed in Go2worksource.com at this time
  - Most of the customers listed above are using the resource center, e.g., copiers, computer etc.
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- The Business Solutions Team has been working on the healthcare cluster and over 84% of businesses expressed interest in hosting On-The-Job Training (OJT) experiences.
  - Construction, transportation and business services are on the rise. ***Mollie will report on this in future***
  - The WorkSource Center has volunteered to be a pilot for the KeyTrain tool. This is a work skills assessment and training service. KeyTrain includes a remediation piece to help the person improve their skills in areas relevant for employers.
  - The Center is reworking the front end client flow processes with a statewide work group whose goal is to create a standard customer experience in every WorkSource center in the state.
  - The Center is learning about Lean principles, practices, and tools. Implementation has occurred throughout the Center and in the WIA, WorkFirst, and administrative support units. The Coeur D’Alene One-Stop staff shared their Lean experience with staff from Spokane.
  - The Center is updating the workspokane.org website.
  - CQI is consistently being developed. This week happens to be job seeker and employer survey week. ***Peg will bring the CQI results to the WDC next quarter.***

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## OTHER BUSINESS

1. Part of the second federal economic stimulus package might include workforce funding and at this time the amount of \$1.5B is being discussed. Spokane will probably not see an increase in formula funds for next year because the unemployment rate during the period upon which the allocation is based was rather low. If members have the opportunity to talk to the legislature, be sure to advise them about the need our public workforce system is experiencing and the increased customers being served.

## **NEXT MEETING:**

The next WDC Meeting will be Wednesday, December 10, 2008 from 8:00 a.m. to 1:30 p.m., Location TBD.



## Spokane Area WORKFORCE DEVELOPMENT COUNCIL

### MINUTES

SPOKANE AREA WORKFORCE DEVELOPMENT COUNCIL  
Wednesday, December 10, 2008, 8:15 a.m. – 12:30 pm  
The Davenport Hotel  
*Anne Lockwood – Note Taker*  
*Mark Mattke - Editor*

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#### **MEMBERS PRESENT:**

Frankie Arteaga	Jeff Benesch	Peter Casimir	Polly Crowley	Steve Dahlstrom
Ron Dalla	Robert Duron	Tom Fritz	Rich Hadley	Kevin Managhan
Alethea McCann	Julie Meyer	Nancy Nelson	Brian Read	John Serben
Hugh Severs	Dixie Simmons	Beth Thew	Joe Tortorelli	Lisa White
Diana Wilhite				

#### **MEMBERS ABSENT:**

Ben Cabildo	Donna Dalzell	Craig Dias	Steve Jurich	Paul Milliken
Mike Senske				

#### **OTHERS PRESENT:**

Rodney Bradshaw- Gulf Coast Workforce Board	Mike Temple- Gulf Coast Workforce Board	Doug Tweedy- LEMA/WorkSource
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#### **STAFF PRESENT:**

Mark Mattke- Workforce Strategy & Planning Director	Peg Waldron- Assistant Director Workforce Operations	Gordon Gutterud – Accountant	Dawn Karber-Youth Program & Development Manager	Anne Lockwood- Secretary
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City of Spokane Mayor Mary Verner led off the meeting with opening remarks, thanking the Council members for their leadership in helping to create partnerships that improve the living standards of our citizens and build a stronger community for sustained long term economic development.

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## **WELCOME AND INTRODUCTIONS:**

The theme of this year's annual planning retreat was *Ownership, Involvement, and Investment*. The SAWDC's Annual Retreat focused upon setting the scene and prioritizing efforts in order to guide development of the 2009-2011 Strategic Plan. The Strategic Plan ensures that WIA funds are spent effectively and that Spokane's workforce needs are met.

## **CELEBRATE SUCCESS - REVIEW OF PRIOR YEAR'S ACCOMPLISHMENTS:**

Over the past year, the SAWDC was recognized in our community as an asset that brings value and contributes to a better standard of living. Awards bestowed to the Council included Best One-Stop in the Nation, Jim Chase Asset Builder for the Next Generation Zone, and a Governor's Best Practice for the Pizza, Pop & Power Tools event. Great things are occurring in our One-Stop system due to a strong commitment to partnering in our community and building programs and initiatives that make a difference for our citizens.

In June, a Regional Cluster Academy was held that brought together diverse organizations from around greater Eastern Washington to discuss how industry clusters are identified and supported to enhance economic growth.

The SAWDC applied for and received a \$100,000 grant from the Governor to pilot a program - the Allied Health Careers Academy – at Havermale High School that helps high school students earn college credit, industry credentials, and work experience and provides a pathway to careers in the healthcare cluster.

## **PEOPLE INSPIRING TRANSFORMATION - NATIONAL MENTOR/LEARNER PROJECT:**

The project uses a peer-to-peer learning and coaching model with 15 teams across the USA. Earlier this year the participants launched the project by matching teams with similar interests to one another. The US Department of Labor has provided ongoing support with conference calls, webinars, a blog, and two planned onsite visits for the matched teams. The guest speakers at the Retreat represent the first leg of that exchange and the Spokane Team is going to Texas in January or February.

Peg Waldron is the point person from the Spokane team and Spokane's partners are from the Gulf Coast Workforce Board in Texas. Our team picked the topics of focus – Understanding the Economy & Talent Pool and New Service Delivery Strategies for One-Stop Centers – for their year long learning experience.

## **RODNEY BRADSHAW AND MIKE TEMPLE – GULF COAST WORKFORCE BOARD (GCWB IN HOUSTON/ GALVESTON AREA OF TEXAS:**

The Gulf Coast Workforce Board (GCWB) has a \$180 Million budget, 3.1 million workers, and serves a 13 county area. Recently, the Gulf Coast Workforce Board has been directly involved in expanding the employer service division to ensure business needs are met. The GCWB formed themselves around the labor market and the region and created a workforce system that is effective in encouraging employers and individuals to use the workforce system.

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When the GCWB developed their strategic plan and set a clear vision, the GCW Board changed almost instantly. The Board moved away from ownership of programs and built their agenda around the strategic plan. Staff report to the GCW Board when they are not meeting the standards of the State and Feds, but the real measures of success are set by the GCW Board themselves.

Summary of lessons they learned - Keep it simple, keep it fresh, measure what matters. By keeping it short, sweet and simple, the people with whom the system interacts – staff and business and job seeker customers - can keep it in their heads.

The GCWB's Mission Statement is critical to the heart of the system and employers are their primary customers.

To achieve success, the GCWB engaged in collaboration and partnership with those already working with employers, getting close to someone also serving those organizations and offering services to employers that weren't already offered. The GCWB recognized that the broader partnership was necessary to be effective in the community.

## **QUESTIONS AND ANSWERS FROM THE SAWDC:**

Q: Interested in how to stay abreast of real time employer needs?

A: The GCWB reorganized their system into 2 parts – employers and job seekers. The GCWB hired business consultants and assigned them to work with key employers. These consultants spend every day talking to key employers and getting information. The customer focus is to go where your customer takes you, serving the employer where they are and giving them what they need. Insights to share: "If it isn't broken fix it anyway. Service not programs. People not numbers."

Q: What are you doing with your youth programs?

A: The GCWB developed a relationship with most schools districts and the foster care system so that the GCWB can be available when needed. The GCWB puts money into special projects for youth. A very popular program at this time is assisting youth wanting to know how to get that first job. Most kids who come to the GCWB are looking for part time or summer jobs. Career information efforts push out as much good information as possible.

The GCW Board started looking at how many kids are being lost from the school system. A Report Card was created for their website and this hit the dropout issue between the eyes. The GCWB created an education committee to approach how to keep younger people in schools. They began distributing better information about what jobs require for an education. The students were asked "how well do you want to live, and what kind of jobs do you need to have to be able to afford a certain car." These real world examples helped show youth the connection between work, education, and their quality of life.

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Q: It seems that a lot of entities are engaging businesses. How do you deal with another agency already pulling at the employer? Did you collaborate with that agency or create your own connections?

A: Attach yourself to someone that the employer finds value with already. If you are lucky to have that connection it is better to keep a pretty narrow group. Get employers alone as much as possible. Articulate the problems and possible solutions. Once the group has done initial work, then bring in the other entities.

Q: How do you go about marketing your resources and programs to communities?

A: Try to set it up like public library and sell that to the community, where anyone can come in and get some level of services. The word will get out there in the community. The GCWB changed their name, sponsored a public campaign, and talked in terms of people not services.

## **STRATEGIC PLANNING:**

### **- STATE GUIDANCE**

The Workforce Investment Act (WIA) was initially supposed to be on a 5 year planning cycle, but has been a 2 year cycle because WIA has not been reauthorized. The Workforce Board's new High Skills, High Wages Strategic Plan for Workforce Development in the State of Washington will go out to 2018.

### **- LOCAL PRIORITIES – TOP 10**

1. Employer-focused
2. Education Committee-focus on drop outs/Ratio of drop outs to grads
  - o Youth Council to take on leadership in Drop Out issues
3. Run as a business
  - o Run efficiently or drop off of service side
  - o Consistent benchmarks
  - o Accountability
4. Raising wage/income of area
  - o Raise Median Income
5. PR committee
  - o Our goals, what we offer, reinforce what we do, positive message
  - o Info to stakeholders – City, County, State – tell folks what we are doing
6. Services not Programs
  - o Compliance is staff work, discuss by exception (if out of compliance) – otherwise not important
  - o Use services as lens – not individual programs – tt customer, moving toward results
7. Getting job, Keeping job, Getting better job
8. One-Stop has a wide range of employees that meet current and future workforce needs of business.
9. Results – the difference we will make
10. Transition of under employed/educated to skilled workforce.

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## **OTHER PRIORITIES**

- Creative funding and partnerships.
  - Bring all funding streams together and look at different ways to structure how the dollars flow
- Service from any entity
- Veterans
- Individuals with disabilities
- Youth dropouts
- Individuals in poverty
- Mature workers
- TANF recipients
- Incumbent Workers

## **LOCAL ECONOMY/LOCAL DEMOGRAPHICS – DOUG TWEEDY:**

Recession started in December 2007 and if we were following trends from past we should have started recession in Spokane area in June of 2008 – but we did not. We usually “get to party late, leave early”. Strong employment growth over 2 years resulted in 18,000 jobs created, and in 2008 Qtr 3 – 20,000 new hires in Spokane. As we look to the future, the recovery will be led by certain industries – Manufacturing, Healthcare, Transportation, Education, Energy, and Environment.

Request from Council members to Doug that data from Spokane be combined with Kootenai County to give more regional perspective since we share a regional labor market.

## **WHAT MATTERS MOST TO OUR AREA?:**

Spokane has a higher than average poverty rate and is plagued by 46.5% of single mothers with children living in poverty. There are 14, 000 people unemployed at this time.

As a system do not do a lot of incumbent worker training and businesses report the need to upskill workers. Nationally, \$250M in workforce funds were rescinded last year. Funds needed for Dislocated Worker services are a very high priority right now.

A Board member reported that there is a drastic increase in the number of citizens seeking public assistance over the same time last year, and a need to connect these customers with the information and resources provided by the SAWDC and the workforce system. Also, there are many workers to whom a single incident or setback occurs in their lives and it precludes making it to work. Childcare is most often the most critical need a worker has that presents a barrier to job stability. Many employees need help in some manner so they would have time for education and remaining on the job. The major issues seem to come down to transportation and childcare.

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## **SHAPE WHERE TO FOCUS OUR EFFORTS AND INVESTMENTS FOR THE MAXIMUM RETURN:**

- ✓ Go out to employers and guide partners towards the needs of business.
- ✓ Be the convener of services businesses need.
- ✓ Find ways to bring educators into the fold.
- ✓ Connecting better to employer services by delivering non-duplicated services
- ✓ Youth council should address the dropout/ratio of dropouts to graduate.
- ✓ Run WIA as a business. Funding as a business is not only fiscally responsible it has more consistent benchmarks to make more accountable. Provide the service piece, but tie in the business aspect.
- ✓ Benchmarking to measure our success - we need to figure out what is important to us, what success looks like and then hold our selves accountable.
- ✓ PR committee - People need to know what our goals are and our focus is.
- ✓ Services not programs
- ✓ Getting job keeping job getting better job - Helping folks that are under educated.

## **PLANNING PROCESS FOR 2009-2011:**

- ✓ 3/15/09 - Draft plan due in response to state deadlines.
  - The Strategic plan will be brought to the March 11<sup>th</sup> SAWDC meeting so it can be approved and sent out for public comments.
- ✓ The Final Strategic Plan has to be submitted to the State by April 30, 2008.

## **BOARD ENGAGEMENT FOR RESULTS:**

### **- COMMITTEES & ACTIVITIES - WHERE TO PLUG IN**

#### **Services and Oversight Committee**

Joe Tortorelli  
Kevin Managhan  
Frankie Arteaga

#### **Policy Committee**

Alethea McCann  
Diana Wilhite  
Beth Thew  
Polly Crowley  
Ron Dalla  
Dixie Simmons

#### **Youth Council**

John Serben  
Nancy Nelson  
Jeff Benesch  
Kevin Managhan  
Mike Senske  
Lisa White

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The Committees, Staff, and Board will each have roles in completing the Strategic Plan over the course of the next 3 months. Specific pieces of the Plan will be assigned to each entity and a timeline for performing the work established.

**DISCUSSION OF NEXT STEPS/ACTION ITEMS:**

In the next 12 months, the SAWDC will renew its emphasis upon defining and meeting business customer needs, ensuring that high school students graduate on time and have access to post secondary education, and creating opportunities for people to advance upward along career pathways.

**NEXT MEETING:**

The next SAWDC Meeting will be Wednesday, January 14, 2009 from 7:30 a.m. to 9:30 a.m., Location TBD.

# TAB 2

## **SUBJECT**

2009-2011 Strategic Plan – Outline and Process

## **BACKGROUND**

See attached.

## **DISCUSSION**

State guidelines and priorities identified by the Council as areas of focus for planning, role of Council members, committees, and timeline for completion.

## **EXECUTIVE COMMITTEE ACTION**

None.

## **FINANCIAL IMPACT**

None.

## **REQUESTED COUNCIL ACTION**

No action required at this time.

# TAB 2

## **Workforce Development Council Guidelines for Updating Local 2009-2011 Workforce Development Strategic Plans**

Washington's Workforce Development Councils (WDCs) have Governor approved two-year local area strategic plans for their area's workforce development system. The Workforce Board requests that the WDCs, in coordination with Chief Local Elected Officials, update their strategic plans for a new two-year period beginning on July 1, 2009. The WDCs are asked to submit updated draft strategic plans to the Workforce Board by March 31, 2009, for initial review and comment. WDCs should deliver the final 2009-2011 strategic plan to the Workforce Board by no later than April 30, 2009.

### **Review and Update Context**

The Workforce Board asks that WDC members and staff review information on the local economy, area demographics, and delivery system contained in the current strategic plan. With an aim to maintain a contemporary regional guide, WDCs should amend their plan to the level necessary to satisfy local plan developers. For example, relevant demographic shifts or new service providers should be noted in the 2009-2011 plan.

### **Reflect High Skills, High Wages 2008-2018**

The 2007-2009 local area strategic plans present goals, objectives and strategies to increase skill levels, employment, earnings, customer satisfaction and return on workforce development investments. The strategies are focused on the unique needs, priorities, and resources of the local area. While developed in the recent past, many of the local area strategies are still consistent with youth, adult, and industry action steps presented in *High Skills, High Wages 2008-2018* and such strategies may not need to be replaced or revised. Yet, WDCs should ensure that action steps presented in the amended strategic plan represent: 1) today's local area priorities; and 2) a present day alignment with the youth, adult, and industry action steps in *High Skills, High Wages 2008-2018*. The new state strategic plan outlines a 10-year horizon that goes beyond getting participants into an entry-level job and emphasizes long term economic success and wage progression for system participants. Attachment A provides a summary of the three goals and eight strategic opportunities in *High Skills, High Wages 2008-2018*. The attachment also lists a number of "Steps to Get Us There" actions. The WDCs should give particular attention to action steps where they are listed as the implementing lead or sharing a lead in implementation. The Workforce Board does not expect that WDCs will address each of the action steps of its 10-year plan in the next 2 to 4 years. However, the WDCs should incorporate those actions that are relevant for their planning horizon and are not currently reflected in the 2007-2009 local strategic plan. The Workforce Board is particularly interested in how their strategies will affect long-term gains for system participants and encourage career pathways and lifelong learning.

### **Economic & Workforce Development Section**

*High Skills, High Wages 2008-2018* places new emphasis on strengthening connections between workforce and economic development (see Industry Objective 2 in Attachment A). The Workforce Board asks that Workforce Development Council members and Council staff add or update a clearly noted section to their local area plan devoted to the discussion of economic development and workforce development coordination and planned industry initiatives, including an emphasis on industry clusters. The WDCs are encouraged to indicate how their

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plans will aid the development of targeted clusters in their region, including an analysis based on local research and/or the 2008 Sommers data. (See: <http://www.wtb.wa.gov/ClusterAnalysis.asp>) If a local cluster analysis has not been conducted prior to March 2009, the plan should describe the WDC's future cluster analysis plans.

## **Public Input for the Updated Strategic Plan**

The public review and comment period on the draft plan should extend for a minimum of 45 calendar days. The review and comment process for developing the local strategic plan should be dynamic, with opportunities for interested parties to comment on the plan update. The WDCs should assure meaningful opportunities for business, labor, Chief Local Elected Officials, program operators, WorkSource partner agencies, economic development councils/associate development organizations, and others to communicate their needs, offer their perspectives and expertise, and participate in the process.

A list of the WDC's strategic planning team(s) and a description of the public review and comment process should be included in the plan or in the plan's appendix.

## **Format**

When submitting the updated plan to the Workforce Board office by its draft due date of March 31, 2009, please include a cover letter addressed to the Chair of the Workforce Board. This letter should detail how the local strategic plan was updated and how the plan is newly aligned with *High Skills, High Wages 2008-2018*. If the draft plan is an update from the previous plan, the letter should itemize the specific changes and additions. A WDC may provide, as an alternative to itemizing the changes in the cover letter, a document that tracks the changes for the benefit of the public review process and when submitting the draft plan to the Workforce Board.

The WDCs may update their plan by amending their 2007-2009 plans as long the WDCs submit a complete draft plan for review. A chart with the adjusted levels of performance for WIA Title I-B programs for the most recent program must be included in the plan's appendix. The Workforce Board will provide information for this chart after annual targets are negotiated with the U.S. Department of Labor in April 2009.

WDCs and their community partners may choose their own publication styles, content organization, and formats.

## **Plan Approval**

The Workforce Board plan approval process will be open and inclusive. Workforce Board staff will keep the Board informed of the WDCs' strategic plan development progress. Workforce Board and ESD staff will review local area draft plans as they become available and will offer comment on any missed opportunities for state and local plan alignment or connection with other state initiatives that could advance the local area's goals. If Workforce Board staff, and Interagency Committee members and the staff of a WDC disagree regarding state strategic and local strategic plan alignment and are unable to reach agreement, the review of the local strategic plan will be elevated to the Board level.

The Workforce Board will meet on May 6, 2009, to take action on a resolution to recommend Governor approval of local area strategic plans. The Governor will take action on local strategic plans by June 30, 2009.

## *High Skills, High Wages 2008-2018: Washington's Strategic Plan for Workforce Development A Selected Summary*

*High Skills, High Wages 2008-2018: Washington's Strategic Plan for Workforce Development* (HSHW 2008) provides a comprehensive agenda of 3 goals and 12 objectives. All the goals, objectives, and action steps are important, and responsible entities are committed to implementing the strategies during the next two years and beyond. At the same time, the Workforce Board has identified eight Strategic Opportunities intended as guidance for focusing the agenda for the next two to four years:

1. Increase high school graduation rates and ensure youth are prepared for further education and/or work.
2. Expand the availability of career pathways that span secondary and postsecondary education and training.
3. Increase postsecondary education and training capacity to close the gap between the need of employers for skilled workers and the supply of Washington residents prepared to meet that need.
4. Increase financial aid and support services for workforce education students to provide greater access to training and boost retention and completion.
5. Increase adult basic skills and English language instruction that is integrated with occupational skills training to assist illiterate populations, immigrants, low-income workers, and unemployed individuals to improve their employment opportunities.
6. Improve coordination between workforce and economic development in key economic clusters through initiatives such as Industry Skill Panels and Centers of Excellence.
7. Meet employee education and training needs through customized training, workplace based learning, flexible methods of education delivery, and new ways of funding employee training.
8. Identify barriers for improving and expanding employment, education, and training services and remove those barriers.

Our state's goals:

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

Each Youth, Adult, and Industry objective statement in HSHW 2008 is followed by the objective's rationale and "Steps to Get Us There." When developing the local area strategic plan, it will be important to review HSHW 2008's "Steps to Get Us There" for youth, adult, and industry objectives. Each action step in HSHW 2008 identifies the lead agency or agencies

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responsible for implementing the education and training strategy. Many steps recognize that there will be many responsible implementation partners.

The state plan lists a number of “Steps To Get Us There” actions where the WDCs are identified as the implementing lead or sharing a lead role in implementation. The WDCs should give particular attention to these action steps:

**Youth Objective 2:** All Students leave high school prepared for success in further education and/or work. Steps To Get Us There:

- Expand pre-apprenticeship and apprenticeship opportunities for youth. *Lead(s): OSPI, Association of Washington Business, labor organizations, WDCs, Workforce Board, with other partners.*
- Provide opportunities for all youth to connect to the workplace, including mentorships, job shadows, internships and a variety of other strategies including:
  - Building upon the mentorship component of the In-Demand Scholars program. *Lead(s): OSPI, Association of Washington Business, labor organizations, WDCs, Workforce Board, with other partners. Requires the support of Governor and Legislature and General Fund – state appropriations.*

**Youth Objective 3:** All students graduate from high school. Steps To Get Us There:

- Expand the Building Bridges Grant Program to build more school/community partnerships that support youth at risk of dropping out and re-engage youth who have dropped out of school. *Lead(s): OSPI, Workforce Board, with other partners. Requires the support of the Governor and Legislature and General Fund – state appropriations.*
- Identify and make recommendations to reduce the fiscal, legal and regulatory barriers that prevent coordination of program resources across agencies and community-based organizations to support the development of sustainable dropout prevention, intervention and retrieval partnerships. *Lead(s): OSPI, Workforce Board, WDCs, with other partners. Requires the support of Governor and Legislature.*
- Identify support services for at-risk youth and their parents, and implement action steps. *Lead(s): OSPI, ESD, WDCs, with other partners. Requires the support of Governor and Legislature – state appropriations.*

**Youth Objective 4:** Reduce unemployment rates among older youth, and improve their career prospects. Steps To Get Us There:

- Create summer youth employment programs. *Lead(s): WDCs, Workforce Board, OSPI, with other partners.*
- Connect unemployed youth to expert “navigators” who can guide them to postsecondary resources and work experience opportunities. *Lead(s): WDCs, OSPI, SBCTC, with other partners.*

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- Seek a WIA I-B Youth waiver or WIA Adult 18-24 waiver for the maximum age eligibility and supplement these resources with state funds. *Lead(s): ESD, Workforce Board, WDCs, with other partners.*
- Develop I-BEST opportunities specifically for older youth. *Lead(s): OSPI working with Skills Centers, SBCTC, Workforce Board and other partners. Requires the support of Governor and Legislature and General Fund – state appropriations.*
- Connect disadvantaged youth to AmeriCorps and Service Corps opportunities. *Lead(s): ESD, OSPI, WDCs, with other partners.*

**Adult Objective 1:** Increase the number of adults who have at least one year of postsecondary training. Steps to Get Us There:

- Conduct an ongoing marketing campaign to inform the general public about the employment and earnings benefits of postsecondary training, especially in high employer demand programs of study. *Lead(s): Workforce Board, OSPI, SBCTC, ESD, Department of Labor and Industries – Apprenticeship Training Council, HECB, private career schools, business and labor organizations, WDCs, with other partners.*

**Adult Objective 2:** Postsecondary education and training provides effective opportunities for going in and out of training over the course of life-long learning. Steps To Get Us There:

- Identify and implement best practice models for working adults to gain further education further education and training at the workplace, including online learning. *Lead(s): Governor and Legislature. Workforce Board working with SBCTC, business and labor organizations, joint labor-management training partnerships with other partners.*

**Adult Objective 3:** Adults with barriers to employment and training enter education and career pathways that lead to self-sufficiency. Steps To Get Us There:

- Expand the use of the self-sufficiency calculator to all workforce development councils, and provide training for frontline staff. *Lead(s): WDCs, ESD, with other partners.*
- Enhance professional development and provide credentials for career coaching, mentoring, and instruction in life skills and employability skills for WorkSource staff, training institutions, community-based organizations, employers, and others. *Lead(s): ESD, WDC, working with SBCTC, business and labor organizations, with other partners.*
- Enhance employment and training options for targeted populations (people of color, people with disabilities, and women), ex-offenders, and veterans. *Lead(s): ESD, WDCs working with SBCTC, business and labor organizations, with other partners.*
- Improve workforce development services for individuals with disabilities by:
  - Reaching out to more people with disabilities, and utilize community-based organizations to assist with this.
  - Reassessing the business needs of employers and services to customers with disabilities.

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- Building stronger linkages between workforce development services and programs that provide the essential support services needed by many individuals with disabilities to participate in the workforce.
- Enhancing partnerships with other state, local, and private organizations that deliver services to individuals with disabilities. *Lead(s): ESD, WDCs, DSHS – DVR, with other partners.*
- Develop a system to provide post-employment services to adults to improve work retention and career advancement. *Lead(s): ESD, WDCs, business and labor organizations, with other partners.*

**Adult Objective 4:** The WorkSource system provides integrated and effective customer service without barriers associated with separate, individual programs. Steps To Get Us There:

- Identify barriers to integrated customer service and implement solutions. *Lead(s): All organizations represented on the Workforce Board with other partners.* (Note: Kris Stadelman represents local government on the Workforce Board)
- Increase integration of WorkSource partner programs through methods such as co-enrollments and co-locations among WorkSource partner programs. *Lead(s): ESD, WDCs, with other partners.*

Note: The 2009-2011 Local Strategic Plan should summarize regional WorkSource integration initiatives—including activities planned under the PY 2008 WIA 10 percent grant for WorkSource integration, if appropriate.

- Improve the integration of assessments, counseling, employment services, and training in the WorkSource system. *Lead(s): ESD, WDCs working with SBCTC, private career schools with other partners.*
- Improve linkages with community-based organizations, especially those that serve target populations, ex-offenders, and veterans. *Lead(s): ESD, WDCs, Workforce Board with other partners.*
- Identify opportunities for partnership that will provide resources to serve more customers in the workforce development system. *Lead(s): All organizations represented on the Workforce Board.*

**Industry Objective 2:** The workforce development system strengthens Washington's economy, focusing on strategic industry clusters as a central organizing principle. Steps To Get Us There:

- Coordinate workforce development and economic development planning efforts at the state and local levels, including emphasis on industry clusters. *Lead(s): Workforce Board, WDCs, CTED, EDCs, ADOs.*
- Establish Industry Skill Panels that provide information on skill needs in strategic industry clusters in all workforce development areas. *Lead(s) Workforce Board, CTED, WDCs, and other partners.*

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- Prepare more individuals to work in industry clusters that provide middle-wage and high-wage job opportunities. *Lead(s) SBCTC, private career schools, Department of Labor and Industries- Apprenticeship Training Council, Workforce Board, WDCs, with other partners.*
- Provide the best possible services to support industry clusters by
  - Identifying and removing barriers to serving industry clusters.
  - Identifying and implementing best practices in industry cluster development.
  - Identifying and implementing best practices in unified business services at WorkSource Centers.
  - Providing incentives to regions and local areas to convene and support industry clusters through programs and resources.*Lead(s): Workforce Board, ESD, EDC, CTED, WDCs, with other partners.*
- Establish a state initiative modeled after the WIRED grant program. *Lead(s): Workforce Board, CTED, WDCs, ADOs, with other partners.*
- Convene an annual conference for workforce and economic development. *Lead(s): Workforce Board and CTED, with other partners.*

**Industry Objective 3:** Current and dislocated workers, and job seekers receive education and training that builds competitive skills and businesses. Steps to Get Us There:

- Align eligibility criteria for dislocated worker programs. *Lead(s): Workforce Board, ESD, SBCTC, WDCs, with other partners.*
- Establish a toolbox of work-ready assessments and promote their use in a variety of settings. *Lead(s): Association of Washington Business, Workforce Board, ESD, WDCs, WorkSource Center partners agencies.*

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## How is “Local Workforce Development System” Defined?

The “Workforce Development System” means programs that use private and/or public (local, state, and federal) funds to prepare workers for employment, upgrade worker skills, retrain workers, or provide employment or retention services for workers or employers.

The “Workforce Development System” includes, but is not limited to:

- Secondary vocational education, including activities funded under the federal Carl D. Perkins Career and Technical Education Improvement Act of 2006.
- Community and technical college vocational education programs, including activities funded under the federal Carl D. Perkins Career and Technical Education Improvement Act of 2006.
- Private career schools and private college vocational programs.
- Employer-sponsored training.
- Youth, adult, and dislocated worker programs funded by Title I-B of the Workforce Investment Act (WIA) of 1998.
- Work-related adult basic education and literacy programs, including programs funded under the federal Adult Education and Family Literacy Act (WIA Title II).
- Activities funded under the federal Wagner-Peyser Act (WIA Title III).
- Apprenticeships.
- The One-Stop System [as described in WIA Sec.121(b)].
- The state Job Skills Program.
- The state Customized Employment Program.
- Training Benefits Program.
- Work-related components of the vocational rehabilitation program (WIA Title IV).
- Services provided by the Department of Services for the Blind.
- Programs offered by private and public nonprofit organizations that provide job training or work-related adult literacy services.
- May include other local, state, and federally funded workforce development programs.
- May include other privately funded workforce development programs and initiatives.

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