



**SPOKANE
WORKFORCE
COUNCIL**

**Local Integrated Workforce Plan
Program Years 2024-2028**

**Workforce Innovation & Opportunity Act
of 2014
(P.L. 113.128)**

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Introduction

The public workforce system serves as a cornerstone of our nation's economic well-being by providing workers and businesses with an array of resources and services they need to adapt to the fast-changing landscape of careers and shifting industry demands. The COVID-19 pandemic revealed deep disparities that persist in the ability of different members of our communities to obtain the skills and credentials they need to advance into family wage jobs. At the same time, businesses face ongoing workforce shortages across almost all sectors of the economy and struggle to attract and retain their workers. As a local workforce development board, the Spokane Workforce Council (SWC) is charged with actively collaborating with our local elected officials to engage business, labor, and community leaders in designing and implementing effective strategies that connect people to economic opportunities and businesses to the talent pipeline they need to grow and prosper.

We recognize that the environment we work in is complex and requires listening to our stakeholders and customers to ensure our investments and services take into account the dynamic factors impacting the diverse people and businesses of our region. The SWC operates on the principles of human-centered design and integrated service delivery that first seeks to understand our customers' needs and then craft solutions that leverage all system resources to achieve outcomes. The process to develop our Local Integrated Workforce Plan for 2024-2028 over the past six months has afforded us the opportunity to examine our local workforce system and hear from an extensive mix of voices. We will use this vital feedback to drive transformation, fuel innovation, and improve service delivery as we build an infrastructure that leads our workers and our businesses to increasing prosperity and long-term stability.

SECTION I - Regional Designation

- Workforce Region Name: Spokane Area WDA XII
- Workforce Development Area Name and Number: WDA XII
- County or Counties Comprising Service Delivery Area: Spokane County
- Fiscal Agent/Entity Responsible for the disbursement of grant funds: Spokane Workforce Council

SECTION II - Regional Component of Plan

Strategic Vision and Goals

In the role of catalyst, convener, and funder, the Spokane Workforce Council (SWC) is dedicated to creating a demand-driven workforce system. The SWC brings our community together to analyze economic and demographic trends, develop strategies for area services, and prioritize where we make strategic public and private investments to ensure a skilled local workforce that meets the needs of our employers and creates a vibrant economy for the entire region.

Our Vision

A prosperous, enterprising Spokane region, sustained by a diverse network of robust workforce resources

Mission of SWC Board of Directors

We elevate local workforce efforts with critical insights, researched guidance, innovative funding, and strategic partnership— so that we can cultivate a flourishing Spokane economy and job market together.

Our Purpose

Prepare Spokane County's citizens for successful employment and help businesses meet their current and future human capital needs.

In addition to remaining focused on the goals and target sectors as defined below in this plan, the SWC operates under the following guiding principles:

- Think and act as an integrated system of programs that share common goals yet are delivered by various partners with the best capabilities.
- Create a delivery system that is responsive to employers and prioritize services to respond to high-demand occupations and critical job needs of targeted industry sectors.
- Regularly review program and service performance for quality improvement and adapt them to meet changing needs.

The SWC also recognizes that we operate within a larger workforce development ecosystem at both the local and state level. In partnership with the State Workforce Board, we support and clearly align our efforts to the Guiding Principles and Strategic Priorities of the Talent and Prosperity for All Plan:

2024-2028 Guiding Principles

- Close economic disparities for marginalized populations.
- Comprehensive support for individuals with barriers to employment.
- System-wide performance metrics and accountability.

2024-2028 Strategic Priorities

1. **System:** Integrate system services, data, accountability, and resources with clear partners and roles.
2. **Industry:** Support business development and competitiveness by aligning with economic development and growth efforts.
3. **Youth:** Improve opportunities for young people to transition to an economically successful adulthood.
4. **Credentialing:** Explore credential transparency and expansion to improve equitable access, mobility, and long-term economic success.
5. **Job Quality:** Develop a job quality framework to guide decisions and key investments in the delivery of business services.

A decade ago, the board of the SWC worked with our chief elected officials to establish our organization as a 501(c)(3) nonprofit corporation to improve our operational flexibility and increase the revenue available to carry out our mission. The SWC currently manages a total of \$17.8 million in multi-year, formula and competitive grant dollars, and as described throughout this plan, we are committed to actively seeking additional funding sources to ensure our citizens and businesses have access to the best possible employment and training resources.

The board of the SWC has established goals based upon enhancing service delivery across our region to our three primary customers.

Business Customer

Goal: Business Engagement

Tactic: Increase employer engagement with the local workforce system

Outcomes:

- Improve outreach to employers, including small and BIPOC-owned businesses
- Engage employers in identifying skill standards and develop training programs that meet their standards
- Increase industry involvement in work-integrated learning, including the use of apprenticeship as a training modality
- Increase employer investment in workforce training

Goal: Stimulate Job Creation

Tactic: Promote economic development by connecting workforce development with job creation and growth

Outcomes:

- Provide and market business services to employers
- Invest in strategic economic opportunities
- Encourage and support entrepreneurship

Workforce Customer

Goal: Transition to Employment

Tactic: Improve job search and placement services for unemployed and underemployed workers

Outcomes:

- Improve the quality and speed of job matching between job seekers and employers with job openings
- Make job search and placement assistance more widely known and available

Goal: Lifelong Learning

Tactic: Expand and support learning opportunities for workers at all stages of their education or career paths

Outcomes:

- Offer greater career and education guidance for adults
- Increase the accessibility of training programs for adult workers and accelerate education and credential attainment and time to completion
- Improve training for adult workers with barriers to advancement

Youth Customer

Goal: Understand industry needs for young adults and deliver responsive solutions in order to build effective partnerships

Tactic: Utilize labor market data and employer feedback to deliver a personalized approach to engage young adults with opportunities that exist within their industry

Outcomes:

- Create career connections through job shadows, tours, and other opportunities for employer involvement
- Creating a business internship toolkit
- Develop Next Generation Zone Industry Ambassadors to promote and encourage adoption of resources

Goal: Increase youth awareness of getting a job and identifying a career pathway

Tactic: Utilize labor market data and youth feedback to ensure Next Generation Zone programming is meeting the mission of Preparing Tomorrow's Workforce

Outcomes:

- Promote the Passport to Career Success to increase the number of active users
- Increase employer involvement and sustain the 21st Century Career Skills Academy
- Utilize network of YCRN and SWC Board to help meet program needs
- Encourage youth to build a relationship with a business leader in their career pathway
- Continue to partner and share career readiness resources county-wide

Goal: Promote and sustain the Next Generation Zone as the premier career center for Spokane County young adults

Tactic: Develop innovative funding strategies and maintain relationships with existing funders

Outcomes:

- Explore a physical expansion of space in the current building
- Strategic fundraising and grant writing to bring in private grants
- Explore and develop business sponsorship campaign
- Deliver timely and high-quality marketing, social media, and public relations materials
- Explore any additional partnerships that would improve the service delivery model at the Next Generation Zone

Steps to Get Us There

To meet the needs of our region, we have identified five categories of activities that guide our organization's capacity development and inform activities and investments in the workforce system:

1. Provide labor market information and analysis

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

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

- In-depth labor market information and analysis derived from several sources, including Lightcast (subscription data services) and the Employment Security Department's labor market economic analysis division
- Skill gap identification

- Identification of the connection of Industry to Occupations to Training Programs to Providers
- Creation and ongoing development of CareerExploreNW.org platform in partnership with KSPS Public Television to increase career awareness for students, parents, teachers, and other stakeholders

Objectives

- Increase the usage of labor market information in decision making by all stakeholders – businesses, job seekers, workforce professionals, college faculty, staff, and administrators
- Enhance the SWC website to provide more readily available access to labor market information and promote the webpage to partners and area businesses

2. Guide regional training and development strategy

Recognizing that there are many organizations involved in the workforce development system, our role is to view this system in its entirety and to better integrate programs and funding to leverage available resources and improve outcomes. By identifying gaps and redundancies we can help create a system that is efficient in resource utilization and illuminate career pathways for all involved. With this guidance, we can help career seekers of all ages **become work ready, transition to employment**, and place them on **pathways to lifelong career success**.

Examples of how we serve in this capacity include:

- Design and implement Spokane workforce system utilizing Integrated Service Delivery model
- Braid funding to better support partners and customer outcomes
- Cultivate strategic initiatives to ensure customers have tools necessary for the workplace

Objectives

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

3. Cultivate resources and innovative solutions

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

Examples of how we accomplish this include:

- Diversify funding sources
 - Public and private philanthropy grants
- Pioneer initiatives with focus on outcomes and return on investment
- Leverage partnerships

Objectives

- Seek innovative partnerships that leverage resources to reduce costs and improve efficiencies

4. Develop strategic communications tools & tactics

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

Examples of ways to achieve this include:

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

Objectives

- Educate customers about WorkSourceWA.com, Career Quest, Spokane Internship Guide, and available online resources
- Reevaluate all SWC and WorkSource system communications to assure all language is easily understood by all partners
- Develop outreach materials that can be disseminated via social media

5. Seek increased efficiency and effectiveness

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

Examples of ways to do so include:

- Establish appropriate benchmark and measures of success for all WIOA core programs
- Track progress and “course adjust” as necessary
- Communicate to SWC board and ensure accountability by all partners

Objectives

- Redefine SWC success beyond WIOA Title I-B to include four core WIOA programs, TANF, and other partner programs, e.g., RESEA, VETS, etc.

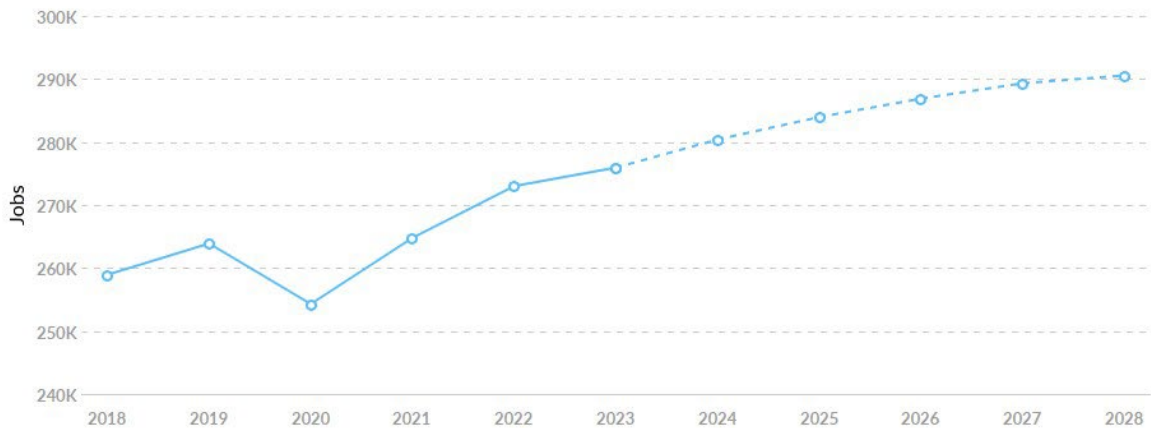
1. Regional Analysis of Economic Conditions – Spokane County

a. In-Demand Sectors and Occupations

Spokane County is the largest labor market in Eastern Washington and Northern Idaho. The local economy has experienced a strong rebound from the COVID-19 pandemic recession. Total employment in Spokane County has increased by 17,006 jobs (6.6%), from 2018 to 2023, specifically looking at QCEW, Non-QCEW, and Self-Employed estimates from Lightcast’s 2024.1 data run. Over the next five years, another 15,000 new jobs are projected to be created in Spokane County. Efforts to grow and maximize labor force utilization, within all populations, will be key to fulfilling the anticipated demand for workers.

Job Trends

From 2018 to 2023, jobs increased by 6.6% in Spokane County, WA from 258,932 to 275,938. This change outpaced the national growth rate of 3.6% by 3.0%.



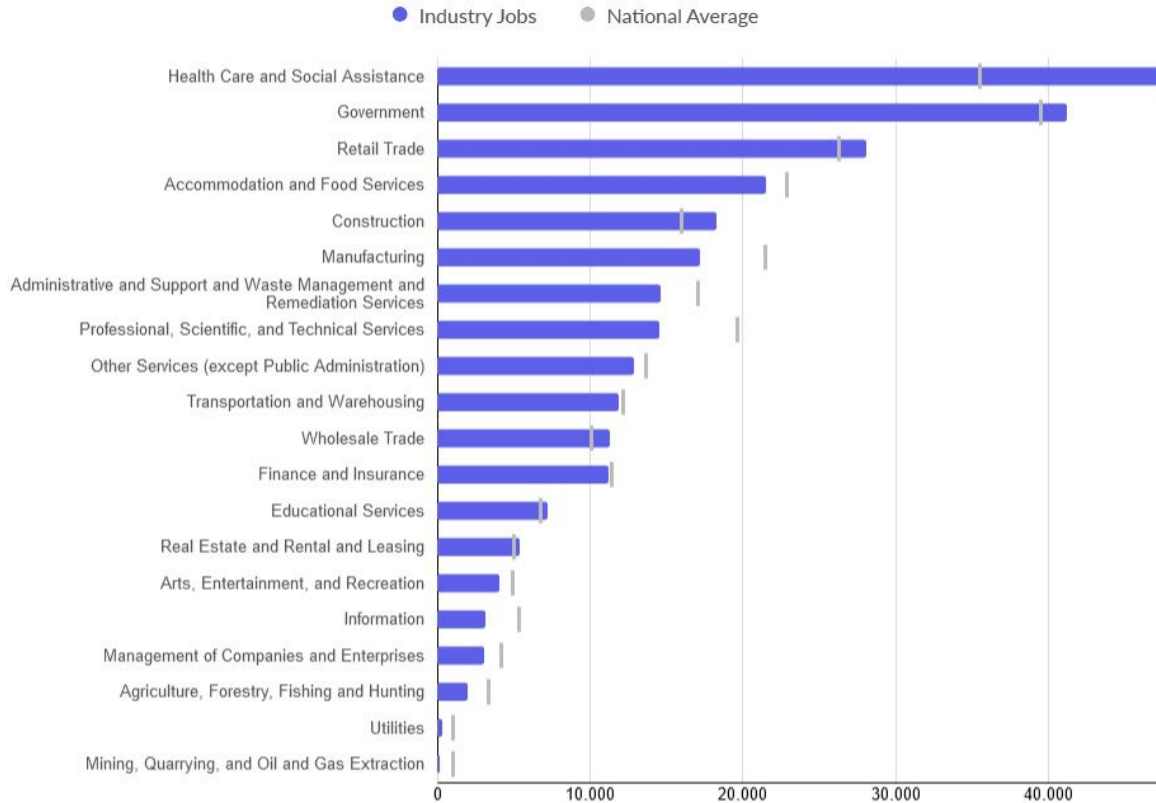
Lightcast 2024.1, QCEW, Non-QCEW, and Self-Employed estimates.

The SWC target industries are selected as industries that have many jobs locally, with strong projected openings, typically pay a living wage, and have numerous career entry points with a certificate or associate degree level of education. The SWC target industries are: transportation and warehousing, manufacturing, healthcare and social assistance, finance and insurance, and professional, scientific, and technical services. Additionally, the construction industry grew by the second-largest percentage growth rate of any industry over the last five years. Not only are higher wage jobs being created but an increasing number of replacement workers are needed for workers who are retiring in these key industries.

Description	2018 Jobs	2023 Jobs	2018 - 2023 Change	2018 - 2023 % Change	2023 Employment Concentration	Current Wages, Salaries, & Proprietor Earnings	Current Supplements	Avg. Earnings Per Job	2023 Payrolled Business Locations
Agriculture, Forestry, Fishing and Hunting	2,034	1,999	-35	-2%	0.62	\$45,769	\$10,214	\$55,982	228
Mining, Quarrying, and Oil and Gas Extraction	280	156	-124	-44%	0.16	\$101,298	\$18,313	\$119,610	13
Utilities	327	339	12	4%	0.37	\$112,023	\$41,046	\$153,069	17
Construction	15,573	18,273	2,700	17%	1.15	\$63,974	\$10,857	\$74,831	2,167
Manufacturing	16,668	17,180	512	3%	0.80	\$66,891	\$15,369	\$82,260	574
Wholesale Trade	10,646	11,301	655	6%	1.13	\$75,776	\$11,780	\$87,556	825
Retail Trade	28,388	28,137	-251	-1%	1.07	\$41,966	\$7,992	\$49,958	1,464
Transportation and Warehousing	7,837	11,883	4,046	52%	0.99	\$57,631	\$9,531	\$67,162	317
Information	2,946	3,143	197	7%	0.60	\$83,768	\$11,766	\$95,534	419
Finance and Insurance	11,146	11,200	54	0%	0.99	\$104,189	\$15,122	\$119,311	833
Real Estate and Rental and Leasing	4,759	5,373	614	13%	1.10	\$66,559	\$5,831	\$72,390	614
Professional, Scientific, and Technical Services	12,493	14,585	2,092	17%	0.74	\$85,367	\$9,673	\$95,040	2,231
Management of Companies and Enterprises	3,399	3,062	-337	-10%	0.75	\$121,115	\$15,512	\$136,628	58
Administrative and Support and Waste Management and Remediation Services	13,298	14,610	1,312	10%	0.86	\$51,740	\$7,219	\$58,959	1,072
Educational Services	7,378	7,237	-141	-2%	1.08	\$36,204	\$8,302	\$44,506	248
Health Care and Social Assistance	43,774	47,670	3,896	9%	1.34	\$62,322	\$12,129	\$74,451	1,759
Arts, Entertainment, and Recreation	3,734	4,097	363	10%	0.85	\$29,225	\$3,724	\$32,949	198
Accommodation and Food Services	20,126	21,531	1,405	7%	0.95	\$28,684	\$3,716	\$32,400	1,134
Other Services (except Public Administration)	13,090	12,863	-227	-2%	0.95	\$37,283	\$3,529	\$40,812	1,156
Government	41,034	41,297	263	1%	1.05	\$70,211	\$23,985	\$94,196	311
Unclassified Industry	0	0	0	0%	0.00	\$0	\$0	\$0	0
	258,932	275,938	17,006	7%		\$60,501	\$11,858	\$72,359	15,636

Lightcast 2024.1, QCEW, Non-QCEW, and Self-Employed estimates.

Largest Industries



Lightcast 2024.1, QCEW, Non-QCEW, and Self-Employed estimates.

Healthcare and Social Assistance continues to be the largest industry in Spokane County with 47,670 total jobs, the industry accounts for nearly one in every five jobs locally. With a location quotient of 1.34, the concentration represents a competitive advantage for the region, which entices further growth and the clustering of business. Washington State University has both a nursing school and medical school located at their downtown Spokane campus, University of Washington and Gonzaga University have jointly built a new medical school, and Eastern Washington University has started up a standalone nursing school. This is on top of a robust community college system in Spokane which produces workers to fill technician to nursing roles in the medical field. The demand for skilled healthcare practitioners and technicians is very strong in Spokane, with Registered Nurse the most posted for occupation in any industry year over year in area online job postings. Demand for service from this industry is anticipated to remain strong, as the baby boom population ages, and as the overall Spokane population continues to expand. To support more workers entering healthcare careers, the SWC was awarded \$2 million under the Good Jobs Challenge grant in Washington state and will be collaborating with Providence Healthcare, CHAS Health, and Eastern State Hospital to improve the have the talent pipeline for in-demand occupations at their enterprises.

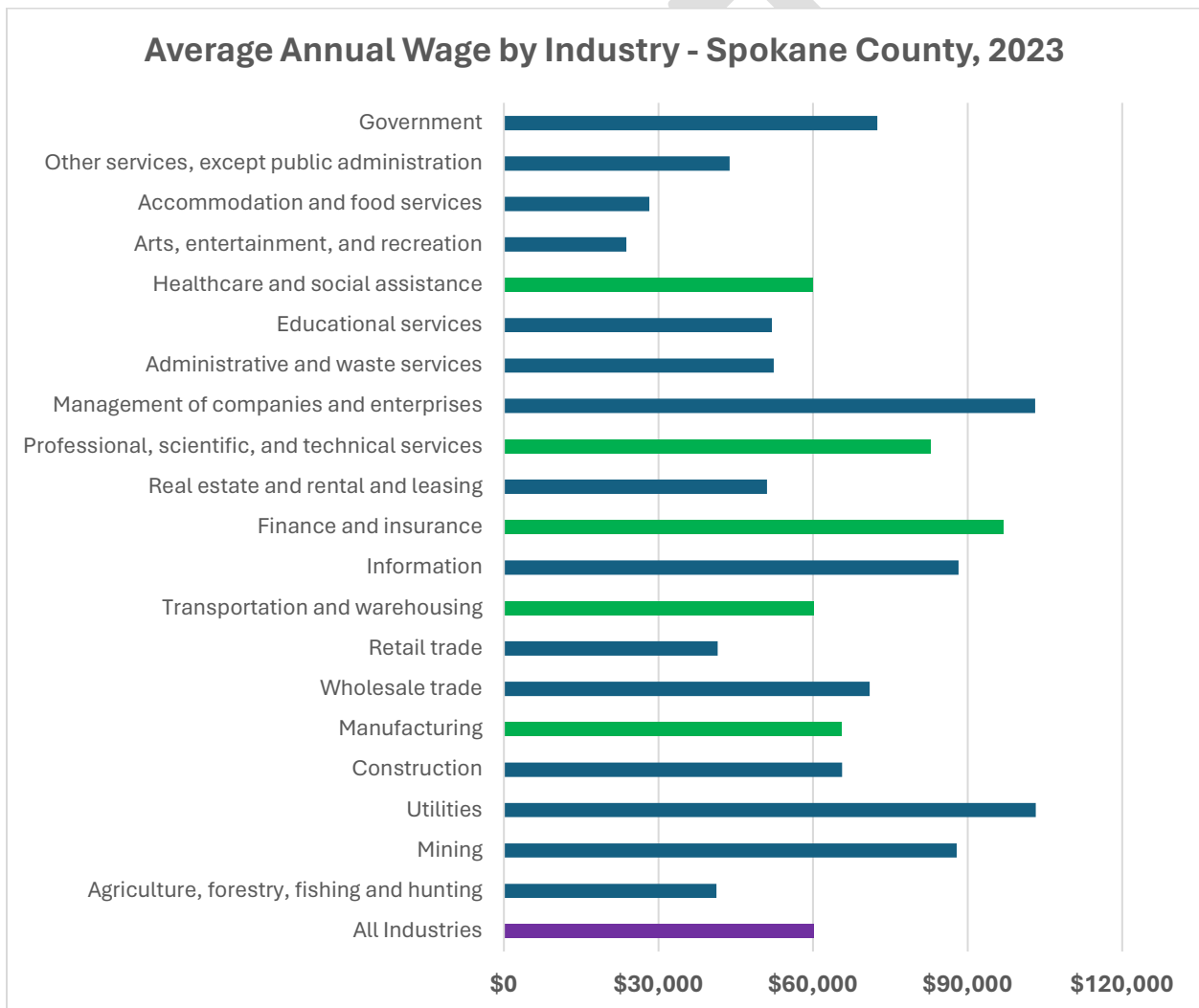
Sectors to Watch

The construction industry experienced the second-largest percentage growth of any industry in Spokane over the last five years. As the economy has rebounded nationally and locally from the pandemic caused recession, demand for skilled trades workers has expanded as well. Spokane continues to attract a growing population and demand for the construction of housing, both single-family and multi-family, and the associated infrastructure remains incredibly high. Local construction businesses have indicated a tight labor market and often have trouble in finding qualified talent in the labor market. The Spokane Workforce Council employs numerous efforts to expand and highlight apprenticeship opportunities for area workers to fill vacancies within the trades, namely the Trade Up 2 Construction effort, in partnership with the Inland Northwest Association of General Contractors. As part of the Good Jobs Challenge grant funded in Washington state, the SWC also received a \$432,000 grant and is partnering with Inland Northwest Associated General Contractors, Laborers' International Union of North America Local 238, Construction Industry Training Council, and Anvil Welding Instruction to support more workers entering the construction trades.

The public education sector, as part of the wider Government industry classification, is another which is showing strong continued workforce demand, as it has experienced higher-than-average retirements over the past five years. Overall, the government industry pays a higher-than-average salary compared to all jobs in Spokane County, as well as the largest average supplements estimate of any industry, which estimates the value of benefits packages including pensions. Spokane and the surrounding region are home to numerous colleges and universities, as well as a large K-12 system, which is expected to grow with the population, and offer tremendous career opportunities for area workers.

Spokane Annual Wages by Industry

The county’s average annual wage for covered employment was approximately \$60,000 in 2023, which ranked 13th among all Washington State counties. The state’s average annual wage was \$84,000, which is primarily driven higher by King County, with the highest average annual wage in the state at \$117,000. Four of the five targeted sectors for Spokane – manufacturing, healthcare, finance/insurance and professional, scientific, and technical – all have higher average wages than Spokane County’s overall average wage, with transportation/warehousing having a lower average wage, primarily due to the massive recent expansion in entry-level warehousing jobs locally. Spokane's regional economy is well-rounded and diversified, with economic development efforts focused on health services and life science, aerospace, advanced manufacturing, logistics, education and research, agribusiness, and professional services.



Employment Security Department DATA

The cost of living in Spokane has increased dramatically over the past five years, and now sits at 111.4 (Base US). This has been primarily driven by the strong population growth observed during the pandemic, which continues to place excess demand on the local housing supply. Spokane Country’s population grew at three times the rate of the United

States overall from 2018 to 2023. Spokane County's average total earnings (wages and supplements) is estimated to be \$72,359, which is less than King County, Washington State, and the United States overall. When adjusting for the local cost of living, Spokane County falls even further behind the comparison regions.

Region	COL Index	Current Average Earnings	COL Adjusted Current Average Earnings	Historical Population Change % (2018 - 2023)
King County, WA	134.8	\$131,296	\$97,401	+2%
Washington	114.9	\$98,833	\$86,016	+4%
Spokane County, WA	111.4	\$72,359	\$64,954	+9%
United States	100.0	\$82,526	\$82,526	+3%

Although the cost of living in Spokane County is relatively inexpensive compared to King and other western Washington counties, many households remain financially constrained. The most recent publication of the ALICE (Asset Limited, Income Constrained, Employed) study, released by United Way, indicated that 36% of all households in Spokane County are experiencing financial hardship. The ALICE study compiled additional cost of living metrics, which go beyond the poverty rate, and found that a family of four with two adults, and two children in care must earn \$73,464 in Spokane County to meet their household survival budget. It is important for the SWC and the workforce system to consider these real costs of living to help ensure we guide our customers into jobs that offer family wages at self-sufficient levels and ultimately have a positive impact upon the number of households living at or near the poverty level in our area. The SWC is utilizing a quality jobs framework that focuses on identifying and promoting jobs that offer adequate compensation and benefits, opportunities for advancement, a supportive culture, and a stable, safe and predictable work environment for all workers. The SWC is participating in the U.S. Department of Labor-led Job Quality Academy designed to assist our workforce system in learning how to apply job quality principles to our work and create action plans to implement them.

Childcare is a Labor Force Constraint

Both the availability and affordability of childcare in Spokane negatively affects the ability to fully utilize our potential labor force. The pandemic accelerated a trend of childcare center closures in Spokane. The sector lost 118 jobs from 2018 to 2023, and now has an employment concentration of 0.81, meaning that Spokane County has about 81% of the expected employment in Child Day Care Services as would be expected of a labor force of our size, if following national averages.

Description	2018 Jobs	2023 Jobs	2018 - 2023 Change	2018 - 2023 % Change	2023 Employment Concentration	2023 Payrolled Business Locations
Child Day Care Services	1,693	1,575	-118	-7%	0.81	120

Lightcast 2024.1, QCEW and Self-Employed estimates.

Every single childcare worker lost represents multiple childcare slots that are unavailable to families in the Spokane community. Childcare has a compounding effect on the available labor force, when slots are either unavailable or unaffordable, many families must decide if having a parent or guardian leave the labor force to provide care for a child is a more economical option. Below are the current staff to child ratios for licensed childcare centers in Washington State.

Note: Many local childcare centers have eliminated infant care, due to the low staffing ratios infant care is often only available as a loss leader used to attract families to stay with one childcare center for their child’s entire preschool needs. With the lack of infant care slots, an acute childcare shortage is placed on new parents, making the return to work after having a child even more complex and difficult to navigate.

Center Early Learning Programs Capacity Chart

No Mixed Age Groups

Reference WAC 110-300-0356

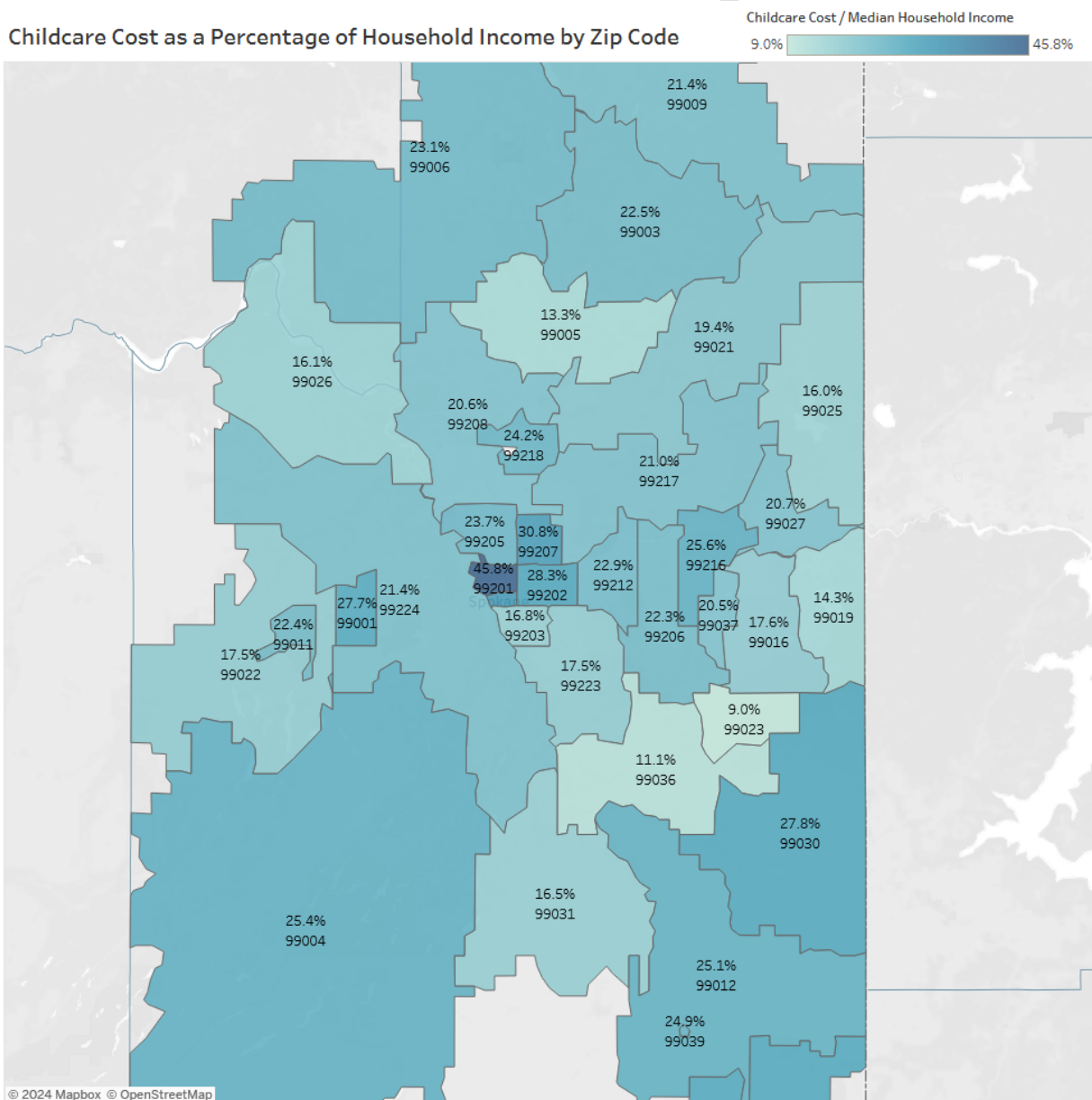
Age Group of Enrolled Children	Maximum Group Size	Maximum Staff-to-Child Ratio
Infants (0-11 months)	8	1:04
Infants (0-11 months)	9	1:03
Toddlers (12-29 months)	14	1:07
Toddlers (12-29 months)	15	1:05
Preschoolers (30 months - 6 years, not enrolled in school)	20	1:10
School-Age Children (5-12 years, enrolled in school)	30	1:15

Preschool teachers are the lowest paying jobs which typically require a higher education degree in our whole economy. This has contributed to incredibly high turnover levels, and extreme difficulty in filling these jobs with qualified workers.

Description	2018 Jobs	2023 Jobs	2018 - 2023 Change	2018 - 2023 % Change	2023 Employment Concentration	Avg. Annual Earnings	Pct. 25 Annual Earnings	Median Annual Earnings	Pct. 75 Annual Earnings	Typical Entry Level Education	2023 Turnover Rate
Education and Childcare Administrators, Preschool and Daycare	71	114	43	61%	1.04	\$54,426.70	\$39,794.65	\$47,931.06	\$58,639.64	Bachelor's degree	61%
Preschool Teachers, Except Special Education	765	758	-7	-1%	1.05	\$37,415.33	\$30,924.62	\$35,270.10	\$38,321.69	Associate's degree	87%
Childcare Workers	988	717	-271	-27%	0.52	\$37,329.02	\$30,140.26	\$32,068.94	\$38,157.25	High school diploma or equivalent	79%
	1,824	1,589	-235	-13%		\$0.00					81%

Lightcast 2024.1, QCEW and Self-Employed estimates.

According to a 2023 report from the Annie E. Casey Foundation, in Washington state the average annual cost for center-based toddler care is \$14,355. The cost of childcare in Washington State is 17% higher than the price of University of Washington undergraduate tuition for three quarters (a standard academic year), which was \$12,242 in 2023. Only five other states — Colorado, Connecticut, Massachusetts, Minnesota, and New York — and Washington, D.C., had a higher average annual cost for this type of care. Below is the percentage of household income that the average cost of childcare would cost in Spokane County by zip code. A \$14,355 annual childcare cost would be about 45.8% of the median household income in the zip code 99201, which is the West Central neighborhood in the City of Spokane.



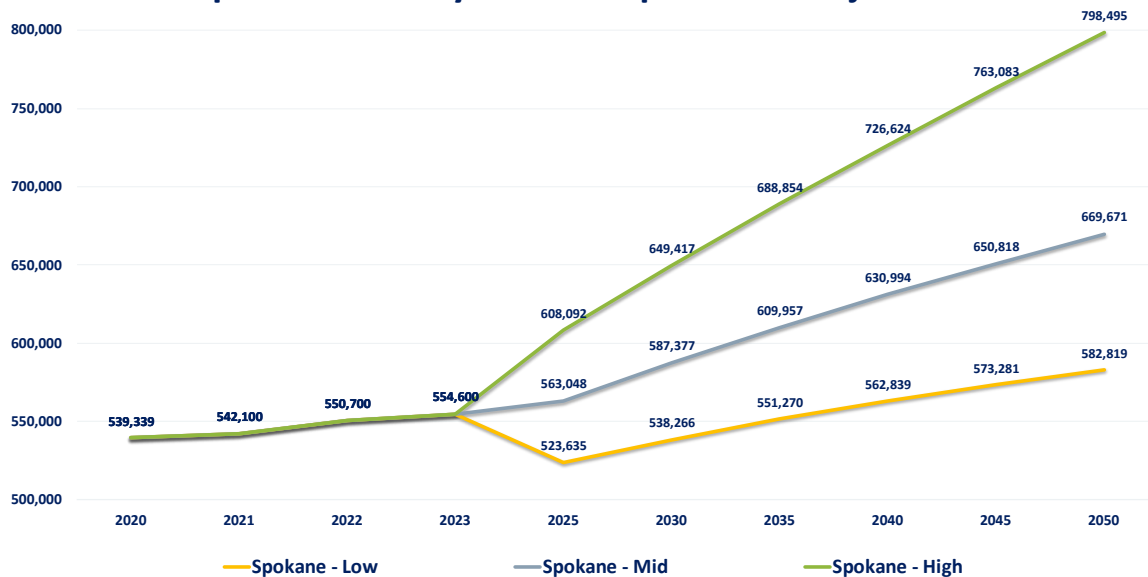
The Spokane Workforce Council is leaning into this workforce issue with its Reconnect2Work initiative program. Currently funded by a \$2 million American Rescue Act Plan (ARPA) grant from the Spokane County Board of Commissioners and \$1.5 million from

a congressionally directed spending request from U.S. Senator Patty Murray, Reconnect2Work aims to both help workforce participants afford childcare while completing education and training programs by covering some or all costs of care, and also to cover the costs to train and onboard new workers who are looking to become childcare workers at a licensed facility in Spokane County. While the childcare availability and affordability crisis is a nation-wide issue, the SWC is working to help alleviate the issue at the local level as a targeted workforce development strategy.

b. Workforce Demographics

Spokane is a regional economic hub and has the largest job base between Seattle and Minneapolis. Spokane’s population is growing faster than the national average, and as of 2023 Spokane County’s population is 554,600. The primary driver of Spokane’s population increase is net in-migration, with more people moving into Spokane than leaving. Since 2020, Spokane County has grown by 15,261 people, with 14,684 of that growth attributed to net in-migration, and the remaining 577 due to natural change (difference between births and deaths). The City of Spokane, with an estimated population of 232,700 in 2023, is the largest municipality in Spokane County and is the second largest city in Washington State. The Office of Financial Management projects High, Mid, and Low growth scenarios for counties across Washington State. Spokane County will likely follow the Mid growth scenario, which will push the county population beyond 600,000 sometime between 2030 and 2035.

Spokane County - OFM Population Projections



Washington State Office of Financial Management population projections.

Age Differences by Race Show Changing Demographics

The racial demographic makeup of Spokane is predominantly white; however, the total white population percentage has been declining steadily year over year. According to the 2022 American Community Survey 1-year estimate, the following is the racial demographics for Spokane County:

Total Population: 549,690

- One Race: 498,473 (90.7% of total population)
 - White: 455,622 (82.9%)
 - Black or African American: 9,191 (1.7%)
 - American Indian and Alaska Native: 6,141 (1.1%)
 - Asian: 13,177 (2.4%)
 - Native Hawaiian and Pacific Islands: 3,259 (0.6%)
 - Some other race: 11,083 (2.0%)
- Two or more races: 51,217 (9.3%)

The racial demographics in the workforce will continue to shift over time to have stronger minority representation in the overall Spokane population, following national trends. The most evident reason for this anticipated shift is the median ages by race, as every single minority population has a lower median age than the white population in Spokane County, for both males and females.

Spokane County Median Age 38.2

Median ages of men and women by Ethnicity in Spokane County

ETHNICITY	MEDIAN AGE - MALE	MEDIAN AGE - FEMALE
American Indian and Alaska Native	31	32
Asian	33	39
Black or African American	31	28
Hispanic or Latino	26	27
White	39	41
Native Hawaiian and Other Pacific Islander	27	29
Some other race	28	29
Multiracial	22	22

In the 2022 calendar year, the workforce development system in Spokane County served minority populations at higher rates than the overall racial population percentages in Spokane County. This trend was most apparent with youth customers. Ensuring workforce development services are fulfilling the needs of all customers, and providing services that are culturally aware is of the highest importance. As mentioned earlier, the board of the SWC is committed to closing wage, employment, and education equity gaps and conducts ongoing analysis of the customers we serve and the outcomes they experience to ensure our local system supports the success of everyone in our community.

Note: workforce development customers have the option to decline to identify their race, and the following racial participant data is based on workforce development customers at WorkSource Spokane and the Next Generation Zone who received WIOA program services in the 2022 calendar year.

WorkSource Spokane

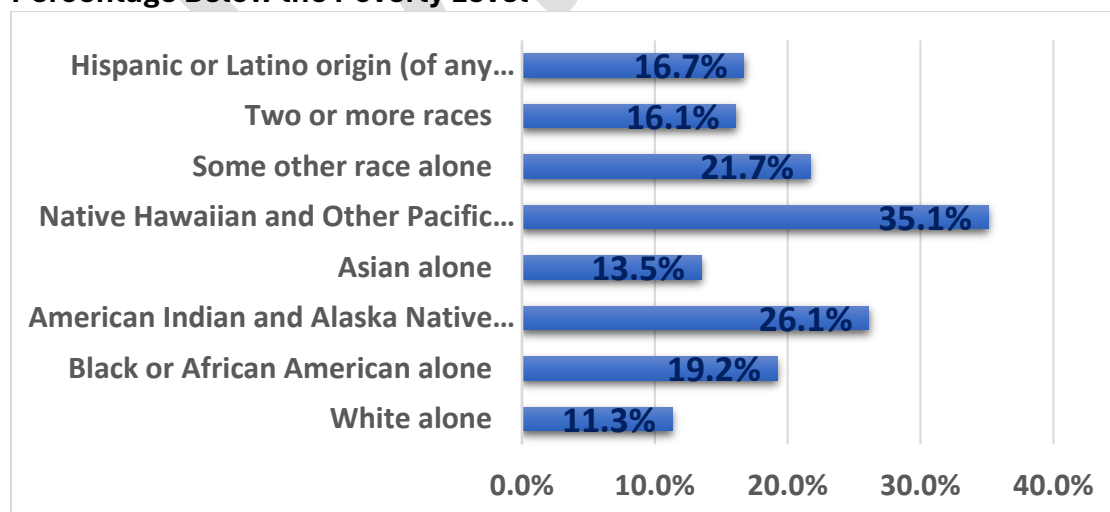
- Of the 3,067 adult customers who self-reported demographic data (3,481 total customers, however 414 customers declined to identify race):
 - Native American (72 customers, 2.4% of customers who reported race)
 - Asian (279 customers, 9.1%)
 - African American (169 customers, 5.5%)
 - Pacific Islander (48 customers, 1.6%)
 - White (2,366 customers, 77.1%)
 - More than one race (133 customers, 4.3%)

Next Generation Zone

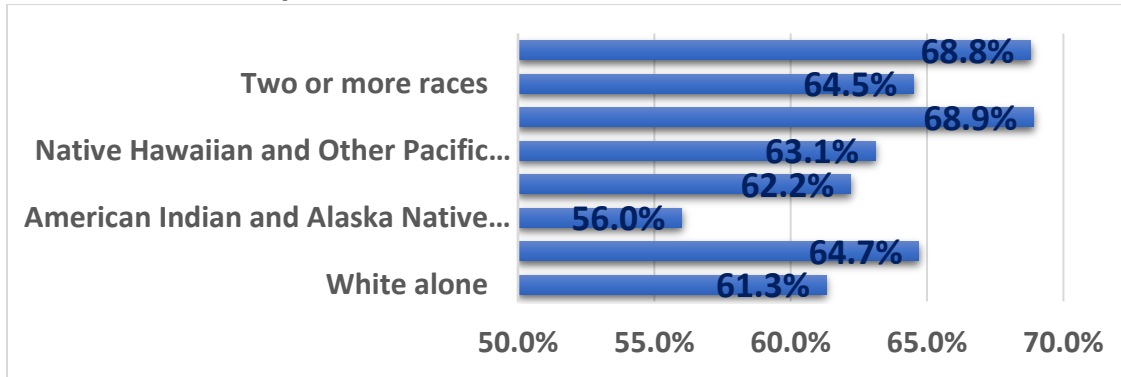
- Of the 259 youth customers who self-reported demographic data (286 total youth customers, however 27 customers declined to identify race):
 - Native American (10 customers, 3.9% of customers who reported race)
 - Asian (26 customers, 10%)
 - African American (19 customers, 7.3%)
 - Pacific Islander (5 customer, 1.9%)
 - White (178 customers, 68.7%)
 - More than one race (21 customers, 8.1%)

The following data is from the 2022 U.S Census Bureau, American Community Survey (ACS) 5-year estimates for Spokane County. It shows a wide disparity in employment and education equity across racial demographics and highlights a need to consciously address the inequalities facing the region. This is also evidenced by occupational segregation where disproportionate numbers of workers from non-white populations are working in low wage, primarily service sector jobs.

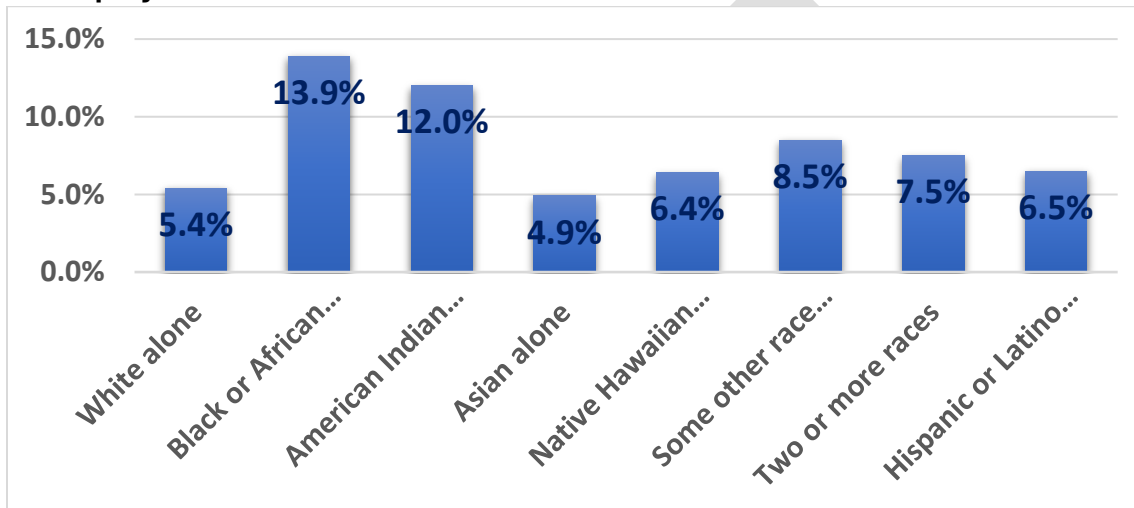
Percentage Below the Poverty Level



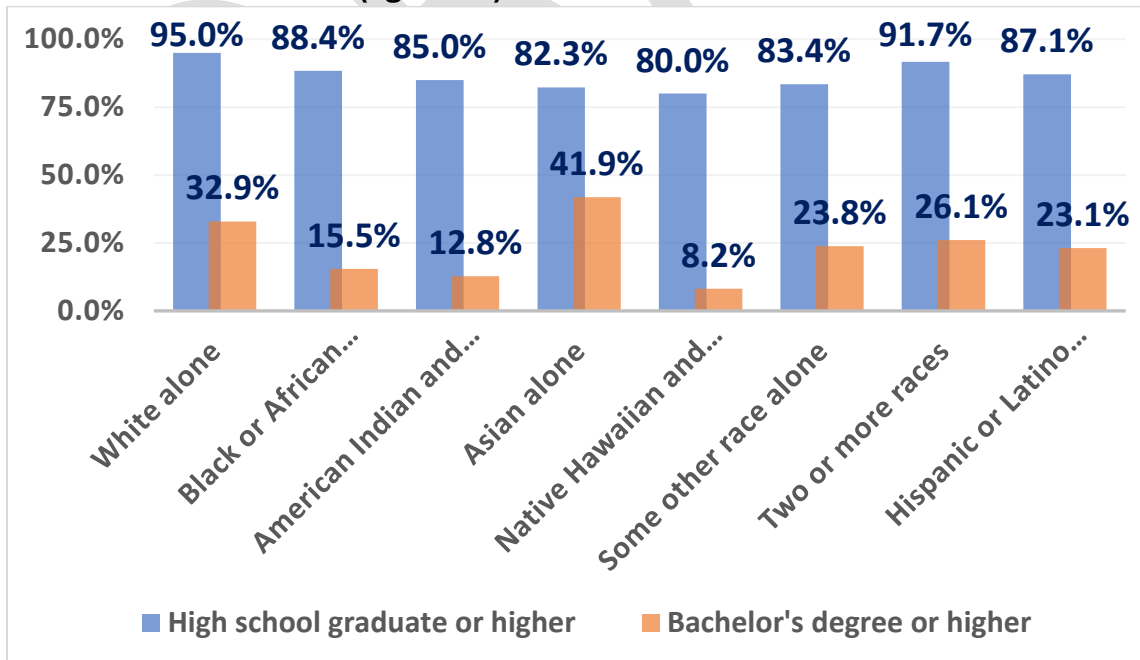
Labor Force Participation



Unemployment Rate



Educational Attainment (ages 25+)



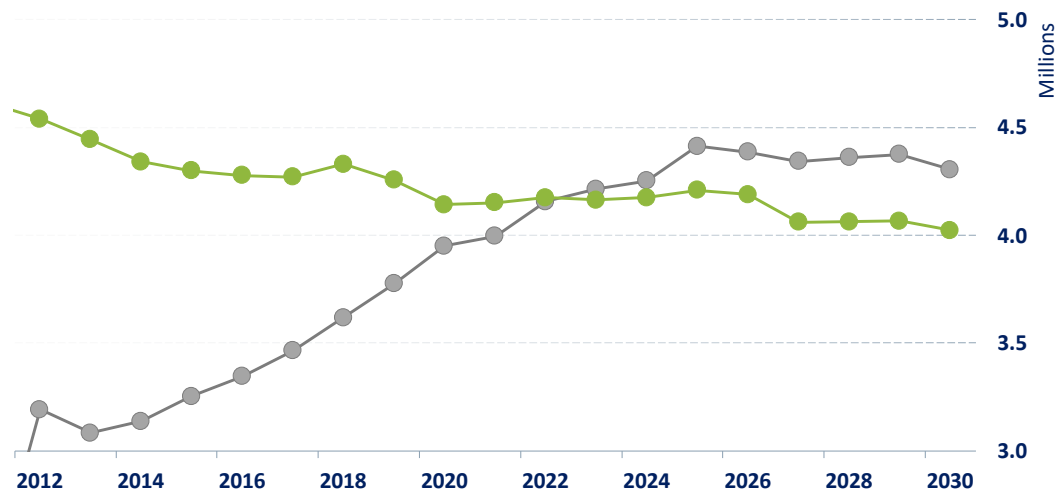
Individuals with Disabilities Experience High Unemployment

According to the US Census Bureau, American Community Survey five-year estimate, the 2022 population for Spokane County included 82,267 individuals with a disability, or 15.5 percent of the total population. The most common disability status is ambulatory difficulty, which affects 37,131 people, or 7.4% of the Spokane County population. Approximately 43,648 working age (18 – 64 years old) individuals have a disability, or 13.5% of the total working age population. The labor force participation rate for individuals with a disability is 50.4% and the unemployment rate for individuals with a disability is 8.9%, which is nearly double the overall unemployment rate for Spokane County.

Retirements in the Workforce

Over the course of the pandemic, the trend of the Baby Boom population retiring out of the workforce expanded significantly. At the national level, approximately 5 million more people are now considered to be not in the labor force (not employed and not looking for work), as compared to pre-pandemic levels. This increase in the population considered not in the labor force can nearly all be attributed to retirements. Demographically, at the national level, for the rest of the decade **more of the population will turn the age 65 than the number of people who turn 18, year after year.**

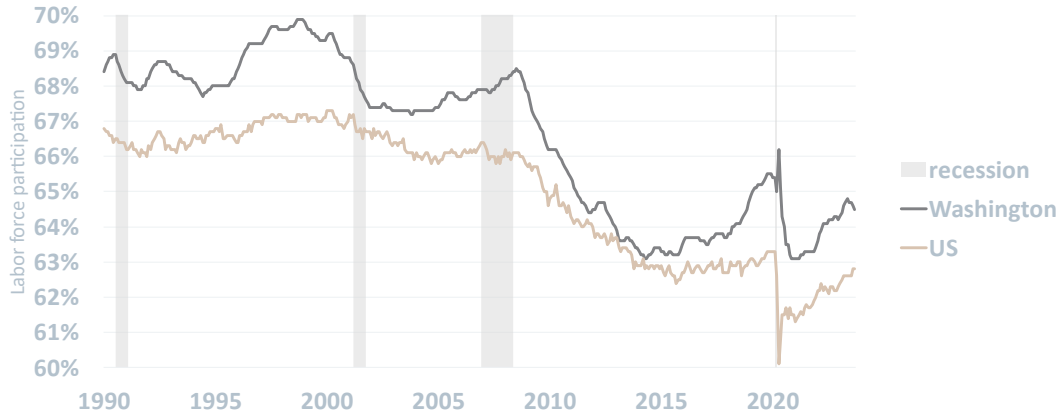
People Turning 65 vs those Turning 18 by year



US Census estimates

While many individuals are working beyond the typical retirement age of 65, engaging harder to reach populations into fully participating in the workforce is especially important, as demographic shifts toward an aging population will occur and the longer-term trend of a declining labor force participation rate will continue.

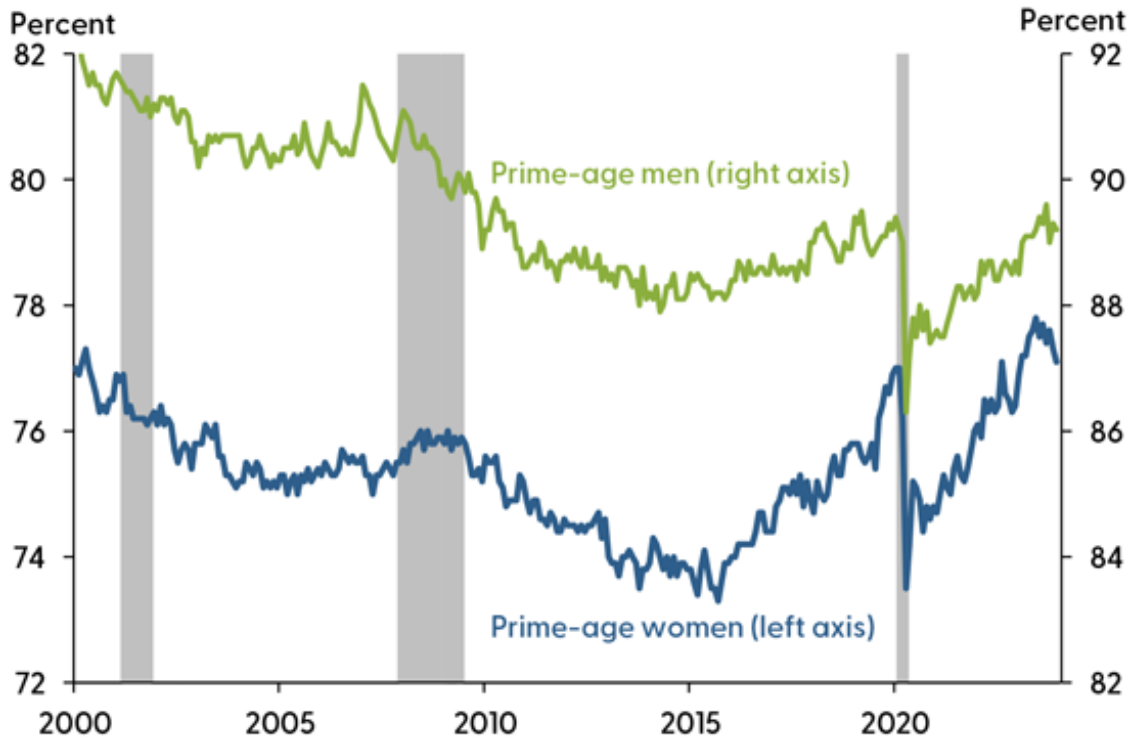
Labor Force Participation Rate, WA vs. U.S.



Employment Security Department DATA

The prevalence of greater workplace flexibility, including hybrid/work from home environments, has helped to improve prime-age (25 – 54) women’s labor force participation rate. Overall, the prime-age labor force participation rate is the highest level it’s been since the early 2000s, which has been led by prime-age women. Prime-age men are back to pre-pandemic labor force participation rates, however prime-age women have greatly exceeded their pre-pandemic labor force participation rate. Creating workplace environments across all industries that engage more workers from different age cohorts, genders, and races will be necessary to improve labor force participation and counter the trend of retiring workers.”

Labor Force Participation Rates of Prime-age men & Prime-age women



Bureau of Labor Statistics

c. Skills and Knowledge to Meet Regional Demand

The Spokane Workforce Council utilizes the Lightcast Analyst tool, which performs in-depth analyses of online job postings data for the region. With this tool the SWC has been able to identify occupations, skills, and certifications most in-demand more accurately from local employers and identify emerging trends. Data is gathered directly from the job postings of local companies. This data is routinely vetted in employer focus groups and in conversations with business to ensure real-time understanding of talent pipeline needs and develop workforce training opportunities. The data is also shared with local educational institutions to inform instructional program curricula and help keep pace with changes to our local business needs.

According to Lightcast, in the full calendar year of 2023, 80,355 de-duplicated online job postings were listed in Spokane County. By industry, Healthcare and Social Assistance posted the most online job postings, with 12,517 unique postings. The following are the ten most frequent industries posting jobs in Spokane County:

Top Industries

Industry	Total/Unique (Jan 2023 - Dec 2023)	Posting Intensity	Median Posting Duration
Health Care and Social Assistance	43,640 / 12,517	3 : 1	28 days
Administrative and Support and Waste Management and Remediation Services	26,200 / 9,021	3 : 1	25 days
Retail Trade	32,066 / 8,992	4 : 1	31 days
Professional, Scientific, and Technical Services	11,238 / 4,869	2 : 1	28 days
Educational Services	12,462 / 4,693	3 : 1	27 days
Manufacturing	11,735 / 4,300	3 : 1	29 days
Accommodation and Food Services	13,615 / 3,570	4 : 1	29 days
Wholesale Trade	9,645 / 2,866	3 : 1	28 days
Finance and Insurance	7,833 / 2,695	3 : 1	29 days
Construction	6,218 / 2,348	3 : 1	28 days

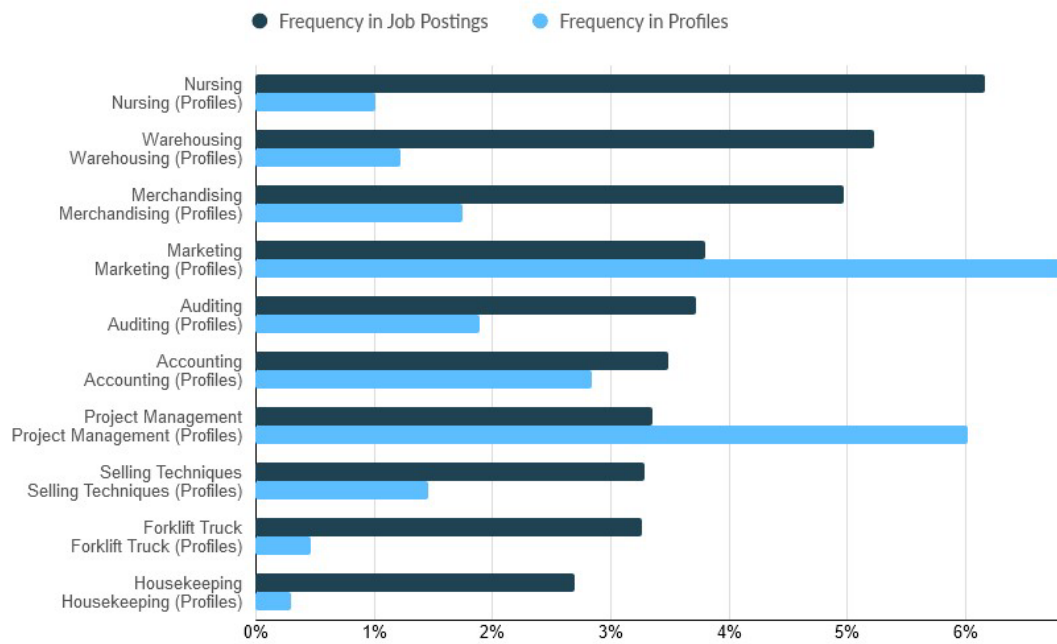
By occupation, Registered / Practical Nurses are the most in-demand occupation group in Spokane County, with 5,536 unique job postings in 2023. The top 20 most frequent job postings were made for these occupation groups:

Top Posted Occupations

Occupation Group	Total/Unique (Jan 2023 - Dec 2023)	Posting Intensity	Median Posting Duration
Registered / Practical Nursing	25,802 / 5,536	5 : 1	26 days
Retail Sales and Service	12,126 / 3,147	4 : 1	29 days
Laborers and Warehouse Workers	8,228 / 2,645	3 : 1	28 days
Maintenance and Repair	6,358 / 2,431	3 : 1	28 days
Administrative Assistants	5,789 / 2,192	3 : 1	27 days
Customer Service Representatives	7,713 / 2,073	4 : 1	27 days
Non-Technical Sales	5,598 / 2,028	3 : 1	29 days
Housekeeping and Cleaning	6,442 / 1,984	3 : 1	28 days
Food and Beverage Service and Support	6,802 / 1,954	3 : 1	28 days
Food and Beverage Preparation	5,005 / 1,552	3 : 1	29 days
Truck and Bus Drivers	5,322 / 1,527	3 : 1	30 days
Delivery Drivers and Messengers	4,634 / 1,340	3 : 1	28 days
Patient Care Technicians	4,179 / 1,293	3 : 1	28 days
Caregiving	4,849 / 1,285	4 : 1	28 days
Healthcare Patient Support	4,004 / 1,285	3 : 1	29 days
Physicians	2,665 / 1,201	2 : 1	25 days
Vehicle Mechanics and Technicians	3,643 / 1,198	3 : 1	31 days
Retail Managers	3,580 / 1,182	3 : 1	28 days
Construction Workers	2,924 / 1,146	3 : 1	28 days
Logistics and Operational Support	3,289 / 1,100	3 : 1	27 days

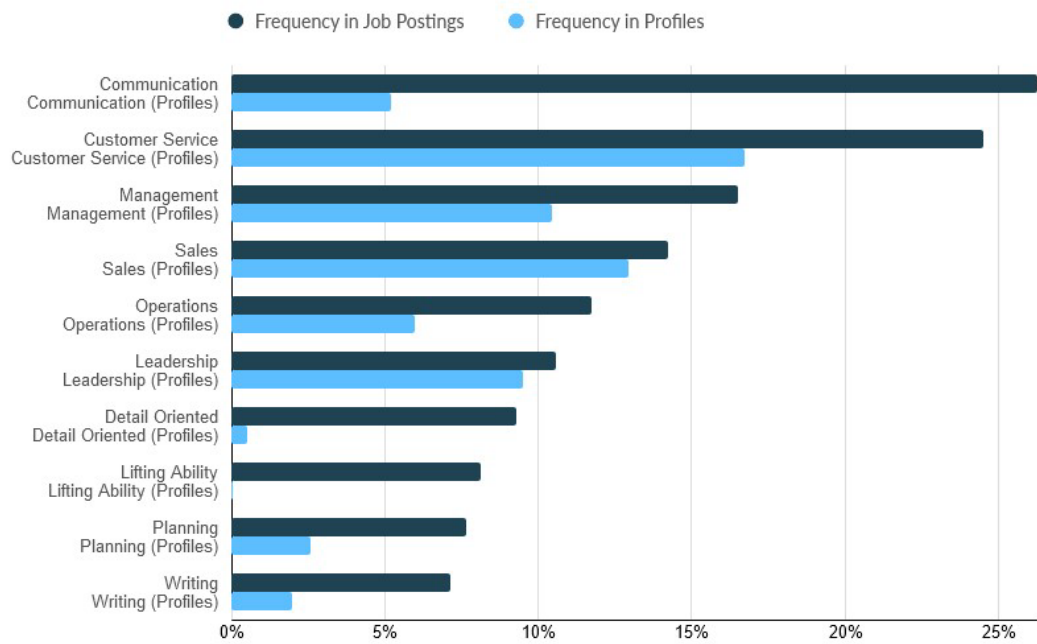
Identifying in-demand skillsets and credentials asked for by local employers is of paramount importance for identifying workforce training opportunities for customers engaging with the workforce development system. The following are the most often asked for specialized skills, common skills, and software skills from online job postings in 2023, in Spokane County. These charts compare how often skills are asked for with Lightcast's estimation of how many local workers currently possess these skills in their available workforce profile repository:

Top Specialized Skills



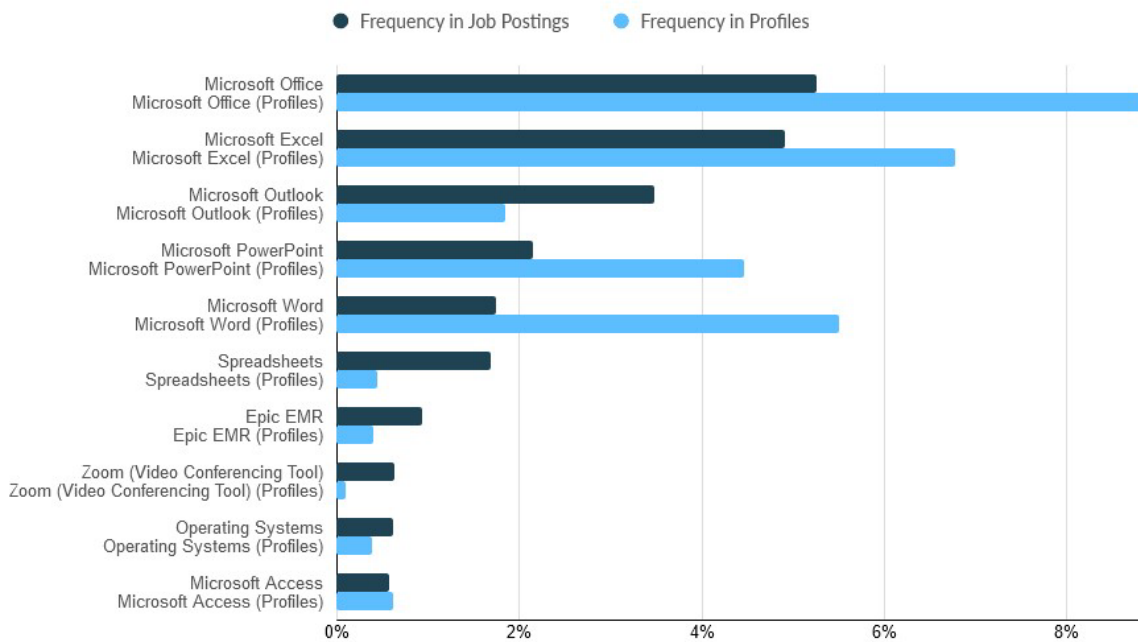
Skills	Postings	% of Total Postings	Profiles	% of Total Profiles	Projected Skill Growth	Skill Growth Relative to Market
Nursing	4,951	6%	1,592	1%	+20%	Growing
Warehousing	4,198	5%	1,922	1%	+13%	Growing
Merchandising	3,998	5%	2,742	2%	+15%	Growing
Marketing	3,058	4%	10,664	7%	+23%	Rapidly Growing
Auditing	2,996	4%	2,972	2%	+22%	Rapidly Growing
Accounting	2,808	3%	4,442	3%	+24%	Rapidly Growing
Project Management	2,695	3%	9,428	6%	+20%	Growing
Selling Techniques	2,641	3%	2,284	1%	-1%	Lagging
Forklift Truck	2,627	3%	734	0%	+6%	Stable
Housekeeping	2,168	3%	474	0%	+13%	Growing

Top Common Skills



Skills	Postings	% of Total Postings	Profiles	% of Total Profiles	Projected Skill Growth	Skill Growth Relative to Market
Communication	21,138	26%	8,172	5%	+4%	Lagging
Customer Service	19,730	25%	26,187	17%	+5%	Stable
Management	13,285	17%	16,378	10%	+5%	Stable
Sales	11,447	14%	20,294	13%	+8%	Stable
Operations	9,453	12%	9,393	6%	+8%	Stable
Leadership	8,524	11%	14,925	10%	+8%	Stable
Detail Oriented	7,463	9%	810	1%	+7%	Stable
Lifting Ability	6,535	8%	66	0%	+11%	Growing
Planning	6,154	8%	4,067	3%	+11%	Growing
Writing	5,751	7%	3,114	2%	+12%	Growing

Top Software Skills



Skills	Postings	% of Total Postings	Profiles	% of Total Profiles	Projected Skill Growth	Skill Growth Relative to Market
Microsoft Office	4,229	5%	13,827	9%	+19%	Growing
Microsoft Excel	3,945	5%	10,604	7%	+18%	Growing
Microsoft Outlook	2,805	3%	2,895	2%	+25%	Rapidly Growing
Microsoft PowerPoint	1,730	2%	6,993	4%	+26%	Rapidly Growing
Microsoft Word	1,401	2%	8,619	6%	+7%	Stable
Spreadsheets	1,356	2%	693	0%	+22%	Rapidly Growing
Epic EMR	751	1%	634	0%	+16%	Growing
Zoom (Video Conferencing Tool)	516	1%	149	0%	+13%	Growing
Operating Systems	504	1%	619	0%	+23%	Rapidly Growing
Microsoft Access	466	1%	983	1%	+4%	Lagging

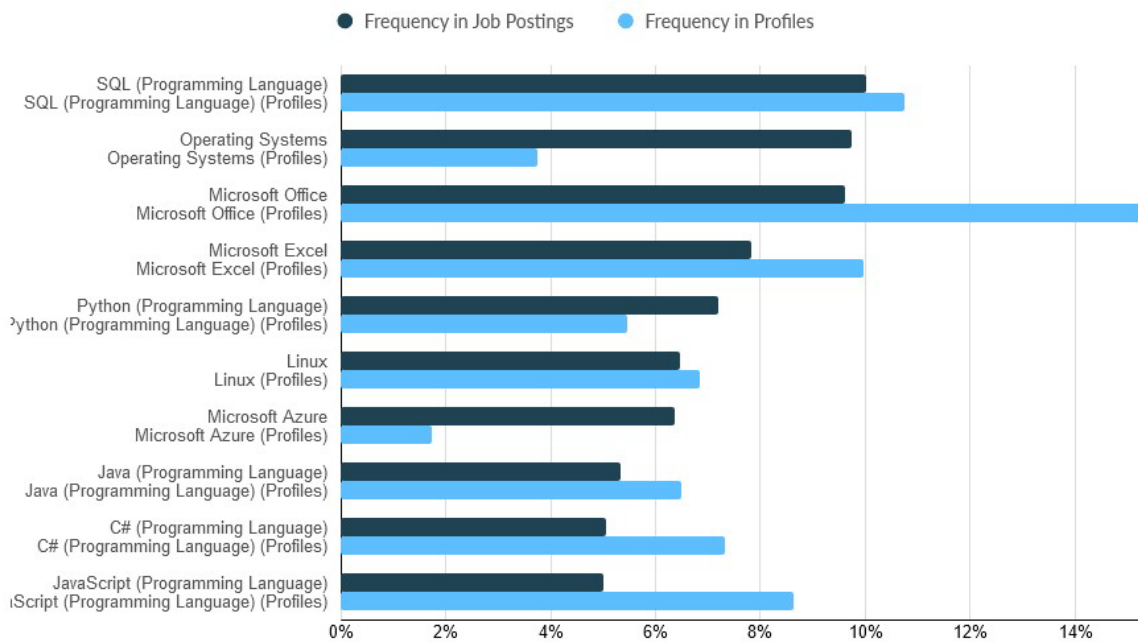
The following are the most often asked for certifications in online job postings in Spokane County:

Top Qualifications

Qualification	Postings with Qualification
Valid Driver's License	11,200
Registered Nurse (RN)	6,569
Basic Life Support (BLS) Certification	4,061
Cardiopulmonary Resuscitation (CPR) Certification	2,566
First Aid Certification	1,452
Food Handler's Card	1,415
Certified Nursing Assistant (CNA)	1,253
Licensed Practical Nurse (LPN)	1,050
Advanced Cardiovascular Life Support (ACLS) Certification	959
Commercial Driver's License (CDL)	951
Nurse Practitioner (APRN-CNP)	939
Licensed Mental Health Counselor (LMHC)	669
Licensed Marriage And Family Therapist (LMFT)	668
Licensed Clinical Social Worker (LCSW)	627
Licensed Independent Clinical Social Worker	620
CDL Class A License	612
Board Certified/Board Eligible	478
Teaching Certificate	417
Pediatric Advanced Life Support (PALS)	388
Automated External Defibrillator (AED) Certification	381

Narrowing in the focus on a specific occupation group of high interest, the following are the most often asked for software skills and most often asked for certifications in online job postings for Information Technology jobs in Spokane County:

Top Software Skills



Skills	Postings	% of Total Postings	Profiles	% of Total Profiles	Projected Skill Growth	Skill Growth Relative to Market
SQL (Programming Language)	178	10%	776	11%	+6%	Stable
Operating Systems	173	10%	271	4%	+23%	Rapidly Growing
Microsoft Office	171	10%	1,110	15%	+19%	Growing
Microsoft Excel	139	8%	720	10%	+18%	Growing
Python (Programming Language)	128	7%	395	5%	+24%	Rapidly Growing
Linux	115	6%	494	7%	+9%	Stable
Microsoft Azure	113	6%	125	2%	+29%	Rapidly Growing
Java (Programming Language)	95	5%	468	6%	+17%	Growing
C# (Programming Language)	90	5%	528	7%	+16%	Growing
JavaScript (Programming Language)	89	5%	624	9%	+19%	Growing

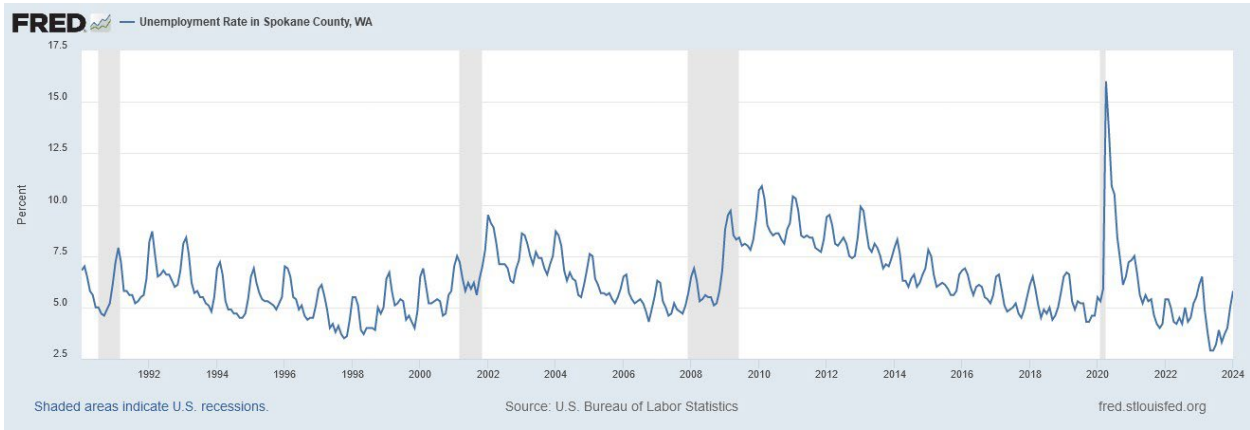
Top Qualifications

Qualification	Postings with Qualification
CompTIA A+	32
Cisco Certified Network Associate	31
Certified Healthcare Access Associate (CHAA)	30
Project Management Professional Certification	24
CompTIA Security+	14
Cisco Certified Network Professional	13
Cardiopulmonary Resuscitation (CPR) Certification	12
Certified Information Systems Security Professional	12
Microsoft Certified Systems Engineer	12
Security Clearance	11
Epic EMR Certification	10
First Aid Certification	10
CompTIA Network+	10
Certified Information System Auditor (CISA)	9
Software Development Engineer in Test	8
ITIL Foundation Certification	8
Microsoft Certified Professional	8
Salesforce Certified Administrator	7
Certified Information Security Manager	7
GIAC Certifications	7

d. Workforce Metrics

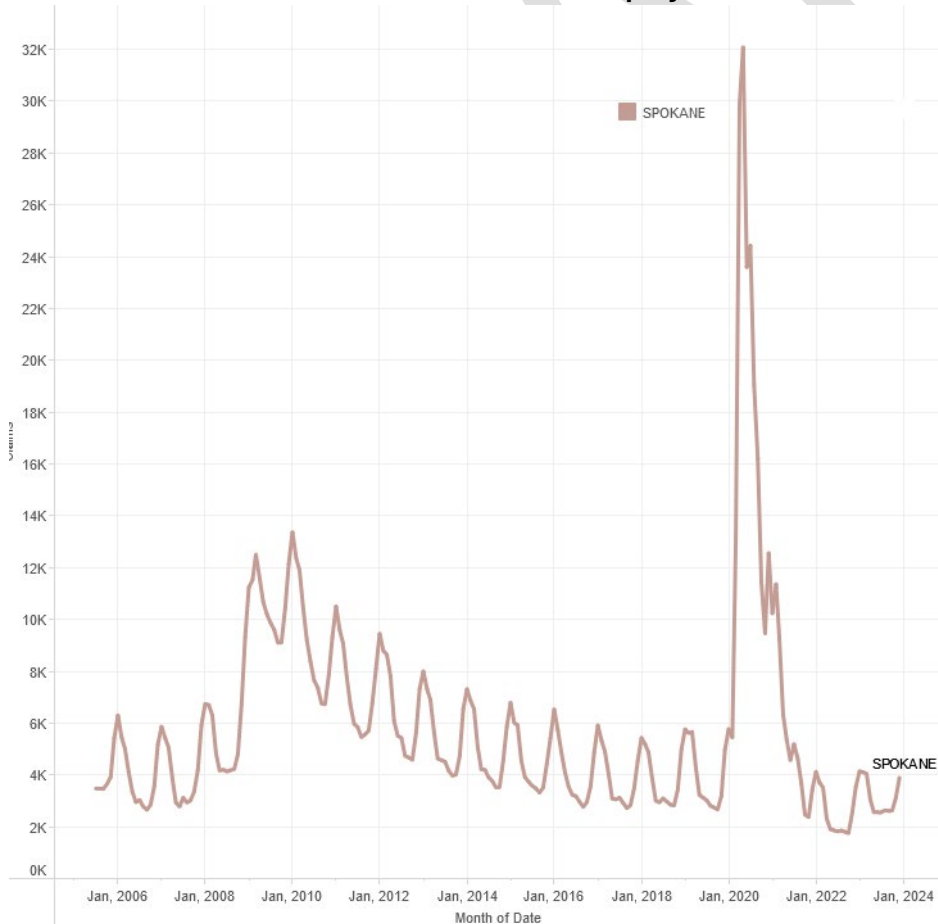
Unemployment in Spokane County

The pandemic caused an historic spike in the unemployment rate both in Spokane and nationally. The unemployment rate in Spokane County peaked at 16% in April 2020. During the ensuing economic recovery, Spokane County reached an historic low unemployment rate of 2.9% in May 2023. The historic low unemployment rate was significantly impacted by the labor market tightness accentuated by retiring workers leaving the labor force. Unemployment rates are expected to remain lower than historic norms as we adjust to the new labor force dynamics.



For the 2023 calendar year, continued claims for unemployment insurance have trended between about 2,500 and 4,000 monthly claims, which varies with seasonality. Pre-pandemic, the seasonal trends were closer to about 3,000 to 5,500 monthly continued claims. The current economic environment has lessened the stress on the unemployment insurance system, which was needed as the COVID-19 pandemic put historic stress on the unemployment trust fund and the unemployment claims system. However, the high numbers of legitimate and fraudulent claims created a backlog that continues to require additional resources to ultimately resolve.

Historical Continued Claims for Unemployment Insurance in Spokane County



Employment Security Department DATA

Educational Levels for Spokane County

Spokane County's population has a higher proportion of High School completers/High School Equivalency earners and is above both the state and national average. The SWC has developed effective strategies to help opportunity youth that have left traditional secondary education complete their high school equivalency through the Next Generation Zone, our youth-focused career development center. Spokane also has a very high concentration of individuals with some college or an associate degree, outpacing both the state and national levels. Spokane is home to one of the largest community college systems in the state with two campuses producing many associate degree and transfer graduates, as well as robust career and technical education program graduates. Spokane County, however, has a lower bachelor's degree than both the statewide and national average.

Educational Attainment

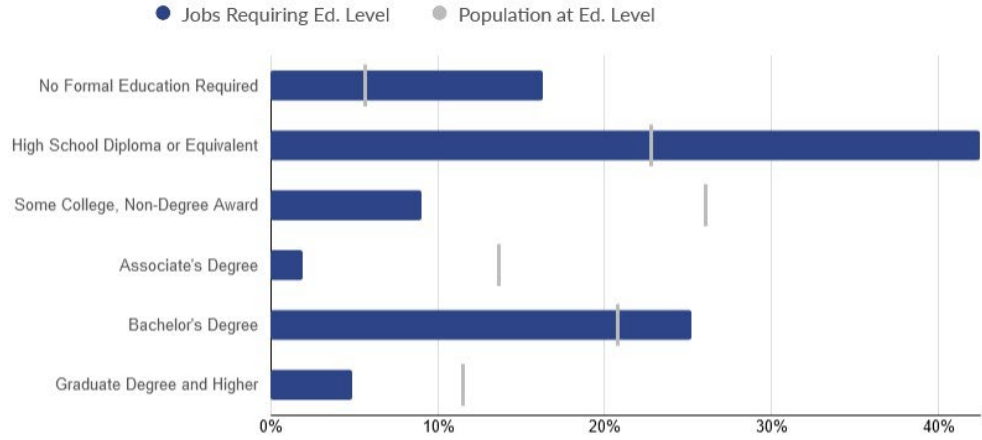
Concerning educational attainment, 20.7% of Spokane County, WA residents possess a Bachelor's Degree (0.4% below the national average), and 13.6% hold an Associate's Degree (4.7% above the national average).



Lightcast 2024.1

Spokane County has a high concentration of jobs that require lower levels of education. Comparing the educational requirements of jobs that make up Spokane's economy, with the population's overall education level, there appears to be an underemployment mismatch for those with a graduate degree or higher, associate degree, and those with some college or a certificate level of education. There are more jobs requiring no formal education, a high school diploma, or a bachelor's degree than what the Spokane population can supply. Workers who are in jobs that require skills and education which are below their own education level can create worker discontent and lower retention rates, and often pay wages that are not up to expectations.

Underemployment

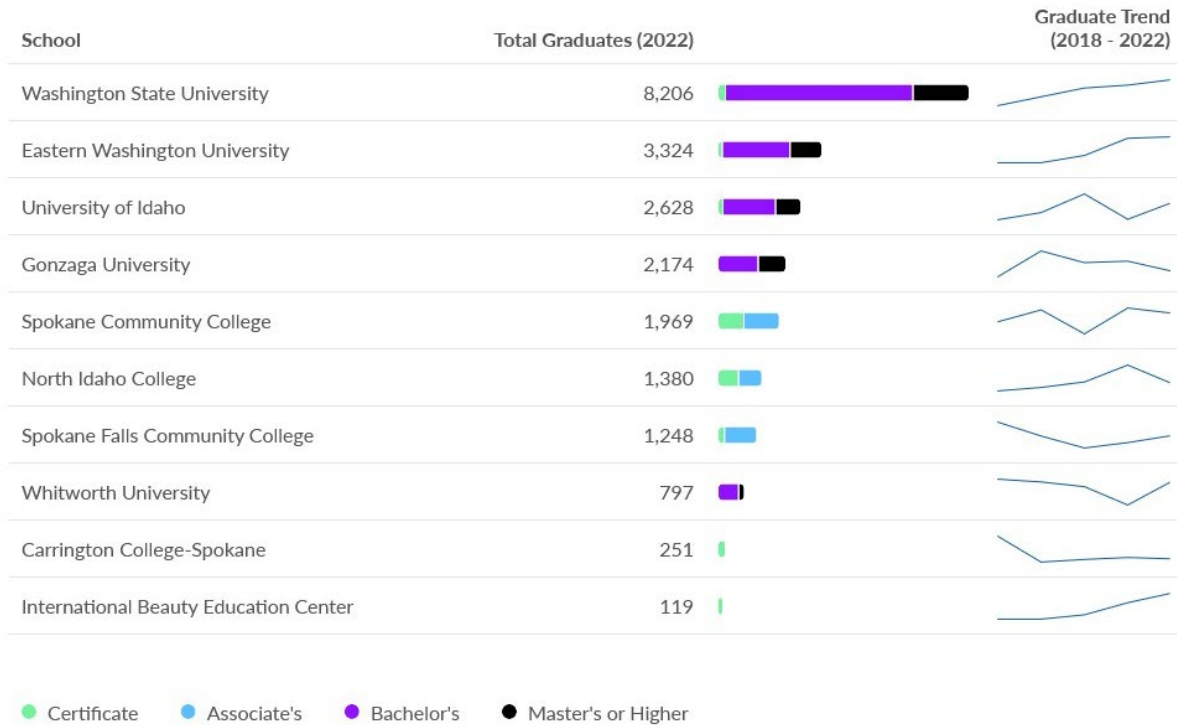


Education Level	Jobs Requiring Ed. Level	Population at Ed. Level	Difference
No Formal Education Required	16%	6%	11%
High School Diploma or Equivalent	43%	23%	20%
Some College, Non-Degree Award	9%	26%	-17%
Associate's Degree	2%	14%	-12%
Bachelor's Degree	25%	21%	5%
Graduate Degree and Higher	5%	11%	-6%

Lightcast 2024.1

Spokane is surrounded by numerous higher education institutions, from community college and trades schools, up to medical and research universities. In the wider region which includes Spokane and Whitman Counties in Washington, and Kootenai and Latah Counties in Idaho, there were 22,510 graduates from all higher educational programs in 2022. This higher education pipeline has grown by 8% over the last five years.

Spokane Region Educational Pipeline



Lightcast 2024.1

From 2018 to 2023, key occupation groups in Spokane County grew at very high rates. Transportation and material moving occupations added the most total jobs, with 3,549 new jobs added in the county. Business and financial, healthcare support, healthcare practitioner, and management occupations rounded out the top five fastest growing occupation groups. The Spokane Workforce Council strategizes workforce development efforts around quality jobs that are growing and pay family-sustaining wages and offer benefits and career advancement opportunities and helping workers to meet the education and skills requirements of associated area employers.

Fastest Growing Occupations



Lightcast 2024.1



e. Strengths and Weaknesses of Services

The local workforce system in WDA XII is robust and offers multiple portals throughout Spokane County where customers can access services. The comprehensive center, WorkSource Spokane, is home to WIOA Title I-B programming as well as Title III Wagner-Peyser, Title IV vocational rehabilitation, unemployment insurance, Veterans Employment and Training Services (VETS), WorkFirst (TANF), Reemployment Services and Eligibility Assessment (RESEA) and Trade Adjustment Assistance. Affiliate and connection sites also

provide additional locations where customers can obtain services and information. Title II Adult Basic Education and the Title I-B Youth program along with Job Corps and YouthBuild are available at the Next Generation Zone on the WorkSource Campus.

The Spokane Workforce Council also hosts the Resource Center of Spokane County on the WorkSource campus. The space is dedicated to help customers alleviate pre-employment barriers – such as housing insecurity, lack of access to physical and behavioral healthcare, and assistance transitioning from incarceration back into the community – before accessing the more traditional workforce development services offered at WorkSource. This center has been in operation since 2019 and has had over a dozen resource providers participate in serving customers on-site.

In 2024, the Resource Center of Spokane County will become more integrated with WorkSource Spokane by directly hosting service providers within the WorkSource Spokane office. Programs anticipated to be integrated at WorkSource Spokane include Employment Security for All (EcSA), Reconnect2Work, the Pioneer Human Services re-entry program, and connecting customers to CHAS healthcare. This further integration is expected to make the WorkSource campus a more seamless one-stop for supported workforce development activities.

The Spokane Workforce Council provides on-demand labor market data to area businesses, education providers, community groups, and government agencies. The SWC produces workforce reports and maintains numerous online data resources on the SWC website, including interactive data visualizations. Talent Solutions by WorkSource Spokane has also developed an employer focused monthly webinar series called Talent Talk, which provides discussions on hot topics for Spokane area businesses, which has included labor market presentations by the Spokane Workforce Council Business and Industry Analyst.

The Spokane Workforce Council interacts with area educators in a variety of ways. SWC representatives regularly attend and present workforce data at community college Career and Technical Education (CTE) advisory boards. The SWC is a member of the Spokane Falls Community College program review team, analyzing CTE programs and their effectiveness in preparing students for area jobs, and is also a member of the Community Colleges of Spokane Institutional Review Board to advise research conducted at all Community Colleges of Spokane campuses. The SWC is a member of the local K-12 CTE directors board and the SWC CEO is the chair of the Spokane Public Schools CTE General Advisory Committee, to help inform K-12 CTE pathways that match with the local economy and to create direct links to local higher education providers to align complete workforce education program pathways leading to quality jobs in our regional economy.

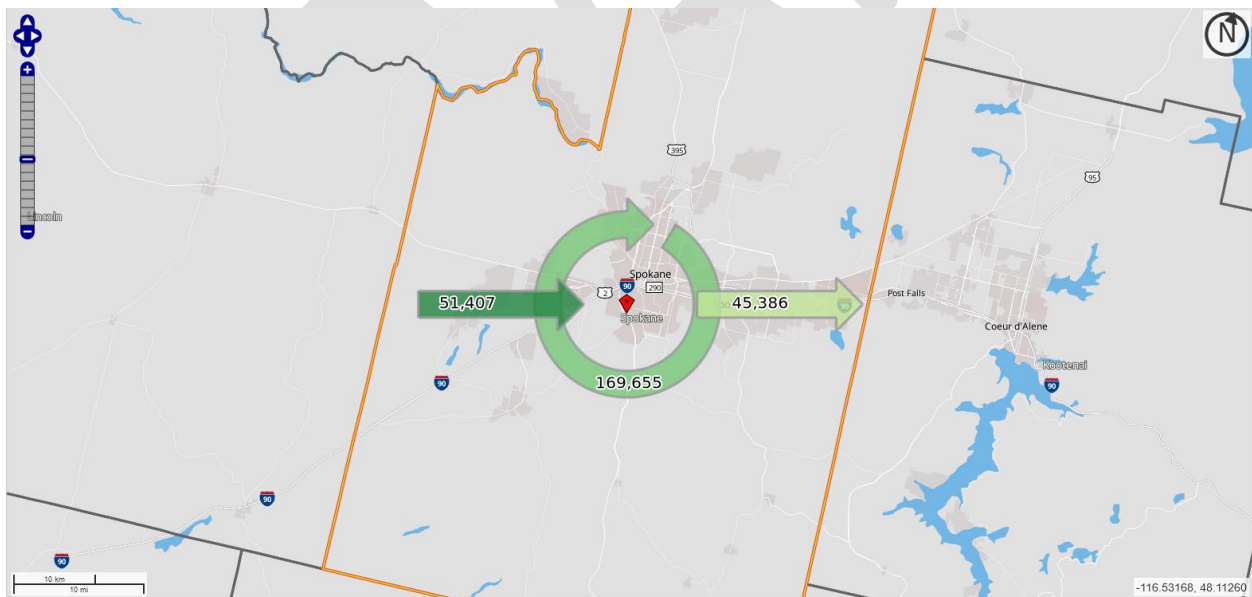
The Spokane Workforce Council has partnered with the local public broadcasting network, KSPS, to develop Career Explore NW: <https://www.careerexploreNW.org/> Designed for young adults, parents, teachers, and job seekers, this website highlights local careers with occupation spotlight videos sponsored by local employers. The Spokane Workforce Council provides all the workforce data found on the site, including wages, skills asked for

in job postings, education required, as well as information on apprenticeship opportunities. The video spotlights not only highlight careers on the website, but Career Explore NW spotlights are also regularly shown on KSPS broadcast television and are available to educators nationally to show in the classroom, through the PBS Learning Media platform. Career Explore NW has also been integrated into SchoolLinks, a career exploration tool that most local K-12 school districts use for career advising to their students.

2. Local/Regional Sector Strategies

a/b. Identification and Prioritization/Collaborative Approaches

The Spokane Workforce Council covers Spokane County, while Workforce Development Area (WDA) X is comprised of all the Washington State counties that share borders with Spokane, among others in Eastern Washington. The Spokane-Spokane Valley MSA officially covers Spokane County, as well as Stevens County to the north, which lies in WDA X. The two workforce development areas share a wide labor shed, with Spokane attracting many workers from outside the area. According to the U.S. Census' On the Map tool, in 2021 approximately 51,407 people live outside of Spokane County, but work inside the county, while another 45,386 people live in Spokane County, but travel outside it to work.



US Census, On the Map, Inflow/Outflow Job Counts in 2021 All Workers

Along with a shared labor shed, the two workforce development areas also share targeted industries, both focused upon Healthcare & Social Assistance as well as Manufacturing as key drivers of our respective areas' economies and we focus our collaborative efforts upon these sectors.

The Spokane Workforce Council and Eastern Washington Partnership Workforce Development Council are partners in our regional effort to be designated by the U.S. Department of Commerce Economic Development Administration as a Tech Hub. The focus of this effort is to create the American Aerospace Materials Manufacturing Center to develop new domestic supply chains to meet the immediate demand for high-rate production of advanced composite aerostructures in defense and commercial markets. Both of our LWDBs will support workers in gaining new skills and credentials to enter this industry, including more women, BIPOC, and rural workers who have traditionally not been proportionately represented in these jobs.

WDA X has also advanced workforce development efforts surrounding Transportation and Warehousing, which is another targeted industry for the Spokane Workforce Council, and this may also be another industry upon which we work to develop deeper shared service strategies.

The SWC has been using a sector partnership approach since the early 2000's to work with each of its targeted industries to understand the workforce needs of related businesses and leverage our combined resources to develop talent pipeline solutions. In the healthcare industry, we have a robust network of industry partners that include all area hospitals, healthcare providers, ambulatory clinics, specialty offices as well as our partners in secondary and postsecondary education and economic development. We meet regularly to share the state of the industry, learn about workforce gaps, and develop strategies to reach potential workers and provide them with the training and credentialing necessary to successfully enter careers in healthcare. This has resulted in new programming focused on connecting young adults to healthcare apprenticeships, helping refugees and immigrants obtain training and employment in this industry, and filling the pipeline with additional workers who are transitioning from other careers. The SWC is also a grantee of the Good Jobs Challenge project funded by the U.S. Department of Commerce Economic Development Administration with a focus on connecting more workers to careers in the healthcare sector in our region. A significant part of this work requires our convening of industry partners as we collaborate to carry out this project, meet our grant outcomes, and sustain the effort beyond the term of the grant.

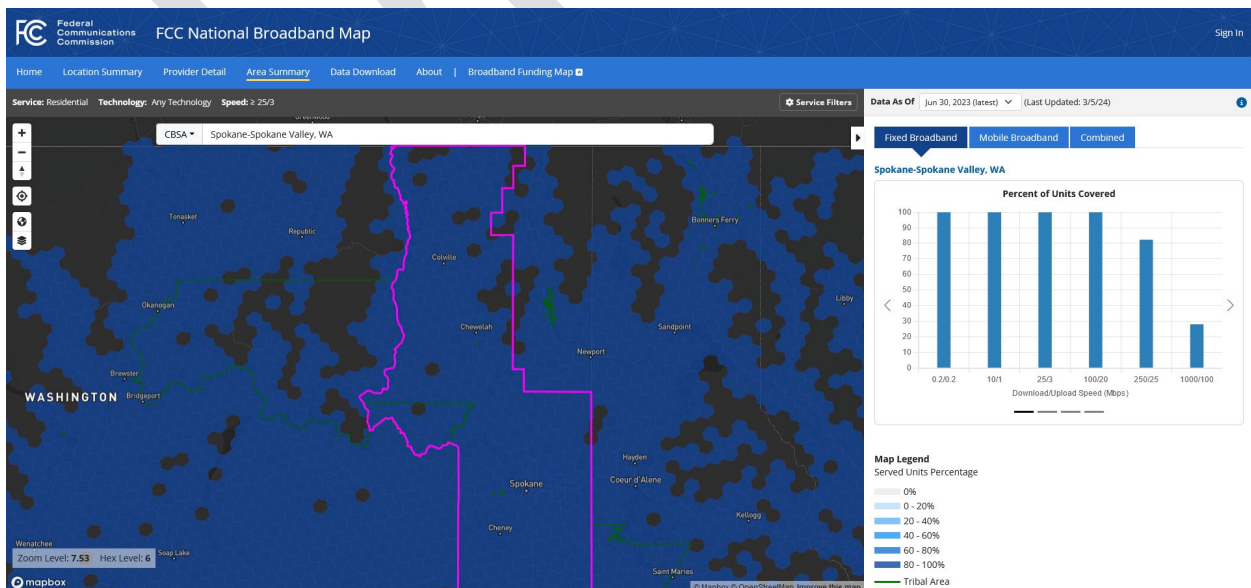
The SWC has also been working with the skilled trades in the construction industry and hosted a Construction Skill Panel that began in 2007. We convene with apprenticeship training coordinators from all the registered apprenticeship programs operating in our area to learn about the opportunities available and the requirements for entry and share that with potential workers to help them navigate their way into these jobs. We staff the Trade Up 2 Construction initiative in partnership with Inland Northwest Associated General Contractors and conduct outreach throughout the area to promote jobs in construction and serve as a navigation resource for individuals interested in joining this workforce. As mentioned elsewhere, we are also a grantee of the Good Jobs Challenge project funded by the U.S. Department of Commerce Economic Development Administration that focuses on getting more workers into the construction industry in our region.

3. Regional Service Strategies

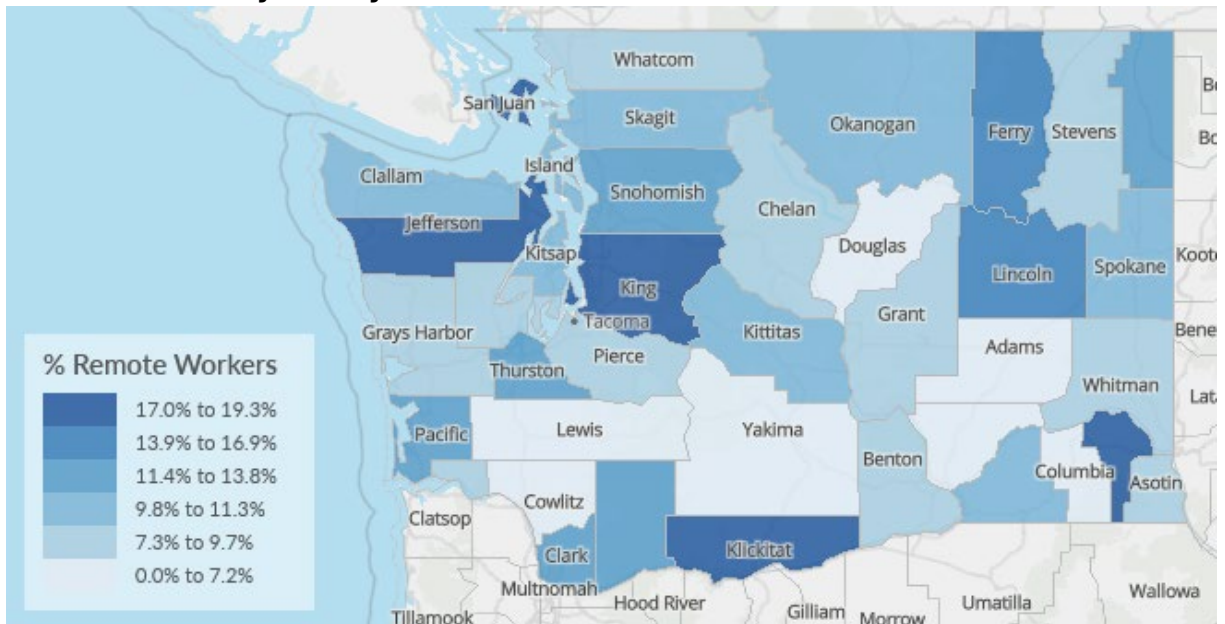
a. Strategic Details and Interventions

Many of our customers face significant transportation challenges which are compounded for customers in rural areas, and as they cross from Spokane into the adjacent counties in Washington and Idaho. The SWC will be working with the Eastern Washington Partnership WDC on a coordinated strategy aimed at better understanding and identifying the transportation barriers facing our customers and working together with service providers, planners, and funders to develop regional solutions that improve access. This includes coordination with Washington State Department of Transportation, city and county transportation departments, Spokane Transit Authority, and the Spokane Regional Transportation Council (SRTC).

One economic change which has lessened some of the transportation issues facing workers is the ability of some workers to work remotely, allowing more people to work from home in rural and urban communities. This substantial change in the work situation has also elevated another potential issue of broadband internet connectivity. According to the latest data on the FCC National Broadband Map, many rural areas surrounding Spokane County still do not have fixed broadband coverage. Efforts to fill in broadband gaps are ongoing, which will help to better connect rural communities with the regional economy. Broadband connectivity also allows rural communities to access vital services such as telehealth. The SWC has participated on the Spokane County Broadband Action Team over the past year to identify underserved and unserved areas of the county and work with employers engaged in providing broadband fiber infrastructure throughout the area. The SWC is also increasing the digital skills of our residents by providing digital literacy skills to our customers and seeks to utilize BEAD and Digital Equity resources to enhance our delivery of these vital services so that more workers have both the skills and access to technology to work in the digital economy.



Remote Workers by County



According to estimates the American Community Survey, 12.6% of Washington workers are remote. Spokane County is slightly below the statewide average at 10.6%, however multiple counties from WDA X have a higher percentage of remote workers than the state average, including Garfield (19.3%), Lincoln (15.3%), and Ferry (13.9%) Counties. The broadband connectivity issues can have a dramatic effect on the remote workers populations of rural counties.

Another critical issue facing both WDA X and WDA XII is poverty. The 2022 American Community Survey 5-year estimate indicates that Washington State poverty of all people is 9.9% and 11.1% of households receive food assistance. Across the Spokane-Spokane Valley MSA – which includes counties in both workforce development regions – the overall poverty rate of all people is 12.4%, and 15.7% of households receive food assistance. Specifically, the poverty rate in Spokane County is 12.3% with 15.8% of households receiving food assistance, and in Stevens County the poverty rate is 13.3% with 14.9% of households receiving food assistance.

The SWC is utilizing a range of federal and state resources, including Economic Security for All funding and Community Reinvestment Fund resources to serve low-income individuals and connect them to training and family-sustaining jobs and support their long-term economic viability.

b. See Attachment B for Regional Service Strategies Framework.

4. Coordination with Regional Economic Development Organizations

Economic Development, PDAs, and Local Chambers

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

Absent a skilled workforce, businesses cannot grow and prosper and efforts to expand existing companies and bring new ones to our region will fall short. Common objectives shared by the regional workforce and economic development systems include increasing incomes, support of jobs in high value sectors, and creation of a seamless service delivery system serving regional workforce development and education needs. The federal and state performance and accountability measures for the workforce development system focus on job placement, retention, earnings, and credential and skills attainment. To successfully support economic development strategies, shared measures must be agreed upon by stakeholders and integrated strategies to achieve them must be pursued. The SWC works closely with economic development programs and agencies to both garner information as well as to provide workforce data and analysis. Spokane International Airport and S3R3, the adjacent Public Development Authority (PDA), regularly utilize SWC business intelligence as they engage with companies interested in relocating or expanding in our market. Additionally, the SWC contributed as a Steering Committee member and partner in crafting the Comprehensive Economic Development Strategy (CEDS) with our local associate development organization (ADO), Greater Spokane Incorporated (GSI).

The SWC and GSI have established a strong collaborative relationship and a track record of successful results from many shared activities and initiatives that have benefitted the Spokane region and contributed to its economic development. Both organizations recognize the synergy between workforce and economic development and seek to achieve greater efficiency by working together to leverage resources in support of common goals. Strategic planning efforts involve staff and principals from both organizations who contribute to the alignment of their respective plans. GSI and the SWC each utilize a comprehensive industry sector approach to guide their resource deployment and outreach strategies and there are robust linkages between efforts to serve businesses in these sectors.

Workforce development has been acknowledged as the single most important component of economic development in the 21st century, and the business services offered by our system are evolving to become even more responsive to the full range of employer needs. Assisting a specific business in finding a particular worker with the right talents remains an essential service provided. However, the system also focuses on training the workforce of the future and developing a communication pipeline to ensure appropriate responses to changes in skill needs. The reciprocal communication link between economic development and the business community and the Spokane Workforce Council continues to be strengthened and provides vital information necessary to adjust services and investment strategies that yield results in the short and long term. Economic development and workforce development entities will continue working in partnership to ensure that the full range of system tools is available to support recruitment, growth, and retention strategies.

The SWC responds to economic development inquiries with data reports and local workforce analysis for companies interested in the Spokane region through GSI and provides data directly to the three Public Development Authorities (PDAs) in Spokane (S3R3 Solutions (formerly known as West Plains/Airport Area PDA), University District, and Northeast Spokane), which all work to actively recruit new businesses to key high growth potential areas of Spokane. The SWC customizes reports to address specific questions posed by businesses and highlights workforce and training opportunities. Each PDA is geared to attract different types of businesses and industries, and tailoring reports on a short timeline to support these economic development activities is a valued service from the SWC. The SWC has also been invited to present and take part in business recruitment events.

The SWC works with the regional chambers of commerce, Greater Spokane Valley Chamber, West Plains Chamber, and GSI serves as the chamber for the City of Spokane. The SWC regularly attends chamber meetings, as do members of the WorkSource Spokane's business services team, called Talent Solutions. These chamber meetings provide a space to interact with local businesses, strengthen relationships, and promote the services we offer to business. The SWC also provides workforce data and analysis to the chamber organizations on-demand.

Regional Technology and Innovation Hubs (Tech Hubs)

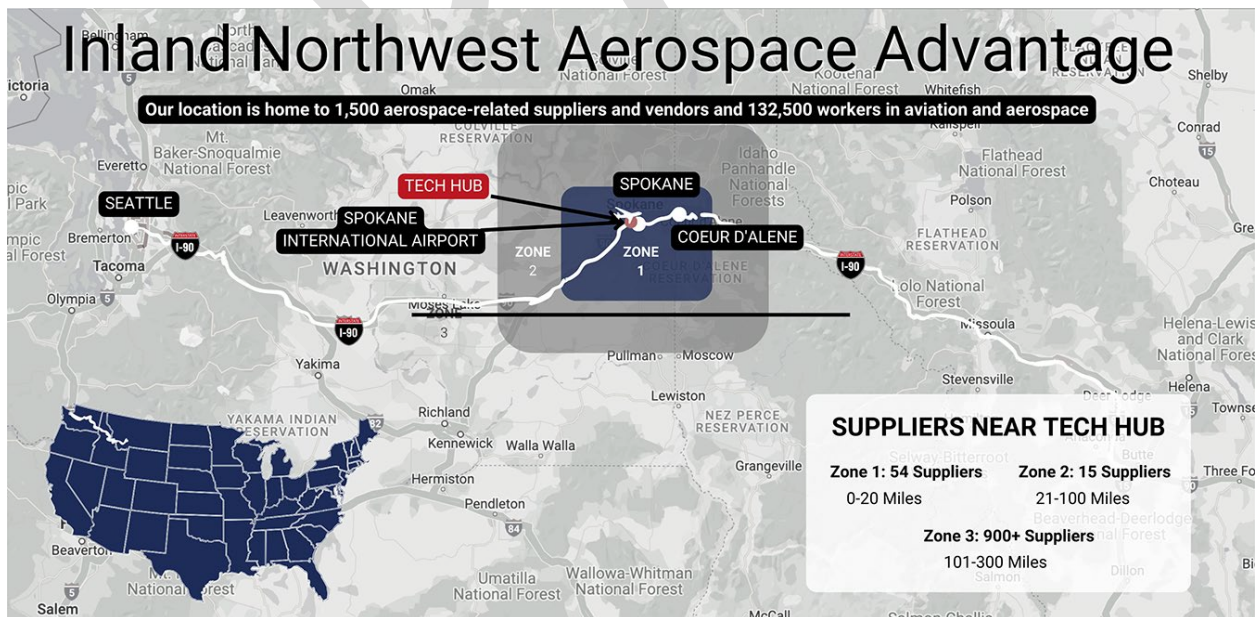
The Spokane Workforce Council was a consortium member and active partner in two separate Tech Hub proposals submitted to the U.S. Economic Development Administration (EDA). The Tech Hub program was created as part of the CHIPS and Science Act of 2022, which authorizes \$10 billion to be invested into local economies to drive technological innovation and strengthen domestic manufacturing. As part of the FY 2023 Consolidated Appropriations Act, Congress appropriated EDA \$500 million to launch the Tech Hub program. This program invests in U.S. regions that are focused on key technology areas.

One of the two Spokane-based Tech Hub proposals was among the 31 Tech Hub proposals selected for second round consideration. Between five and ten of those 31 proposals will be given an official Tech Hub designation, and the American Aerospace Materials Manufacturing Center (AAMMC) has submitted a Phase 2 application requesting a \$72 million grant, plus \$8 million in matching funds. Tech Hub designations and awards are anticipated to be announced by EDA in Summer 2024.

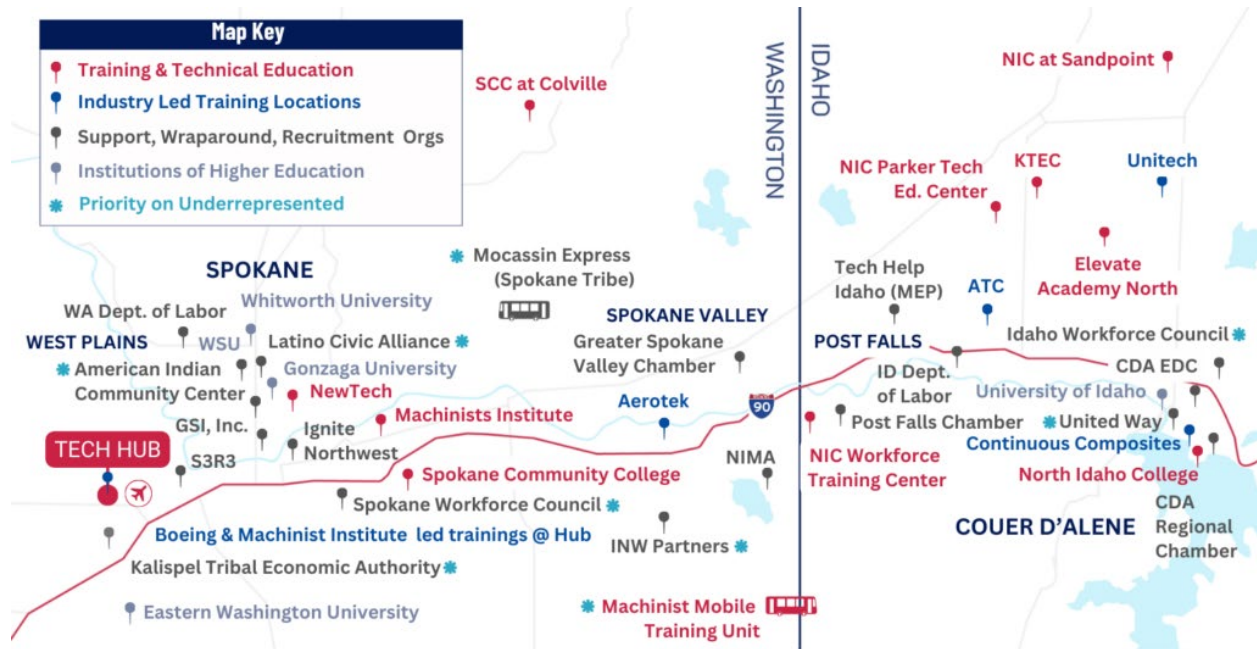
American Aerospace Materials Manufacturing Center

The AAMMC Tech Hub would create a world-class testbed for advancing high-rate manufacturing techniques for next generation aerospace materials and parts. The AAMMC will be in Spokane at the former Triumph Composites Systems manufacturing facility near Spokane International Airport and is critical to advancing U.S. economic and national security by onshoring and upscaling manufacturing technologies that support our domestic aircraft supply chain. Global demand for advanced aerospace composites is surging, with Europe and Asia ahead of the U.S. in research, development, and manufacturing. The center is crucial for the U.S. to regain its position as the world’s top aerospace component supplier.

The AAMMC Tech Hub will unite education, workforce, industry partners, global aerospace leaders, and advanced research institutions to expand the knowledge and expertise in advanced composite materials. The Pacific Northwest is the center of the famous I-90 aerospace supply chain, with hundreds of aerospace suppliers already located in the region. In addition, many of the key composites suppliers are already located in the great Spokane area, making it an ideal place to build a consortium focused on advanced materials manufacturing.



AAMMC Consortium Partners Map



If awarded funding, the AAMMC Tech Hub will become a unique and valuable workforce development resource, training workers skills necessary to work in a critical industry. The Tech Hub fully aligns with the Spokane Workforce Council’s target industries strategy and would be an economic boon for the Spokane economy.

More information can be found here: <https://aerospacetechhub.com/>

Evergreen Biosciences Innovation Cluster

The Spokane Workforce Council also partnered on Spokane’s other Tech Hub proposal, the Evergreen biosciences Innovation Cluster. While this proposal was not advanced to second round consideration, the efforts and partnerships around a biosciences cluster in Spokane is invaluable and will continue going forward as a Greater Spokane Inc. economic development initiative. Evergreen Biosciences aims to make the Inland Northwest a magnet to attract life science companies to the region. Spokane County has an incredibly high concentration of jobs in the Biological Product Manufacturing sector (NAICS 325414), anchored by multiple pharmaceutical manufacturing companies.

Description	2018 Jobs	2023 Jobs	2018 - 2023 Change	2018 - 2023 % Change	2023 Employment Concentration	Current Wages, Salaries, & Proprietor Earnings	Current Supplements	Avg. Earnings Per Job	2023 Payrolled Business Locations	2023 Separations	2023 Hires	2023 Turnover Rate
Biological Product (except Diagnostic) Manufacturing	596	685	89	15%	9.62	\$98,681	\$30,581	\$129,262	2	173	188	25%

Lightcast 2024.1, QCEW and Self-Employed estimates.

Efforts to build workforce development tracks into this sector, including for high demand jobs like Sterile Processing Technicians, will continue and the Spokane Workforce Council remains an active member of the Evergreen Bioscience working group.

More information can be found here: <https://evergreenbioinnovation.com/>

INTENT (the Inland Northwest Center for Energy and Decarbonization)

The Spokane Workforce Council is also a partner and the SWC CEO is on the board of the INTENT (the Inland Northwest Center for Energy and Decarbonization) project. INTENT was awarded just under \$1 million from the U.S. National Science Foundation's Regional Innovation Engines program. The funded two-year project is: Advancing energy and decarbonization technologies in the Inland Northwest (WA, ID). The INTENT team is among more than 40 unique teams to receive one of the first-ever NSF Engines Development Awards, which aim to help partners collaborate to create economic, societal, and technological opportunities for their regions.

This Regional Innovation Engines Development Award is focused on accelerating the equitable decarbonization of the power grid and energy systems in the Inland Northwest region by establishing INTENT, a cross-sector public-private collaboration. INTENT aims to address the social, economic, and environmental impacts of the power grid and lead the transition to clean energy. INTENT's impact will be measured through economic growth and investment, sustainability, resource stewardship, environmental equity, sustained workforce opportunity, and ability to scale to other regions.

More information can be found here: <https://intent.urbanova.org/>

5. Transportation and Support Services

Transportation continues to present a major barrier to our customers seeking access to employment and other services in our community. Many employers are not serviced by existing public transportation routes, or the number and frequency of available buses does not match start and end times for work shifts. Spokane Transit Authority (STA) offers public transportation service throughout the greater Spokane metro area, or Public Transportation Benefit Area, and is operating under its 10-year "Moving Forward" plan. A key enhancement to the available service under this plan is the new City Line, running from Browne's Addition, west of downtown, to Spokane Community College with a 7.5-minute frequency during weekday peak hours (7 – 9 am, 3 – 6 pm); 15-minute midday frequency, six days a week except in early morning and late-night hours; and 30-minute frequency on Sundays. As businesses continue to change their footprint in our area and workforce needs in areas not served by existing routes are identified, the SWC provides feedback to STA to guide their ongoing decision-making and resource deployment. Paratransit services are available in the same service area and conform to the Americans with Disabilities Act.

Transportation challenges are compounded for customers in rural areas and as they cross from Spokane into the adjacent counties in Washington and Idaho. The SWC will be working with the Eastern Washington Partnership WDC on a coordinated strategy aimed at better understanding and identifying the transportation barriers facing our customers and working together with service providers, planners, and funders to develop regional solutions that improve access. This will include coordination with Washington State Department of Transportation, city and county transportation departments, STA, and the Spokane Regional Transportation Council (SRTC).

Other support services are coordinated through the Title I-B providers and our workforce system partners, wherever possible. This is underpinned by our integrated service strategy that is designed to leverage all available resources from partners and providers to support eliminating barriers and customers achieving their employment and training goals.

6. Regional Cost Arrangements

We have no plans at this time to formally share or pool costs between the SWC and Eastern Washington Partnership WDC. However, one primary area where leveraging of resources has occurred in the past and will continue is in the development and utilization of labor market intelligence for the sectors that we are working on together to improve our service delivery strategies and outcomes. The SWC has a Business and Industry Analyst dedicated to research and publication of LMI and we are a licensed user of proprietary software tools that gives us access to data for both WDAs. The SWC and Eastern Washington Partnership WDC also share the same ESD regional labor economist and extensively utilize his expertise and the tools and data available through the Data Architecture, Transformation & Analytics (DATA) division of ESD to aid in our planning. Combined, these staff, systems, and technology assets provide robust data and analysis that informs the development of both of our investment and services strategies.

7. Performance Negotiation and Evaluation

The SWC participates on the statewide WIOA Performance work group that each year is tasked with analyzing Title I-B program performance and negotiating the setting of targets for our local area. We work closely with other LWDBs throughout this process to help ensure that the final numbers agreed to by the state are equitable and help the state reach its goals of continuous improvement while tempered with the realities of serving populations of individuals with multiple barriers to success. The measures themselves have changed under WIOA and this is coupled with changes in the delivery of services and the infrastructure of local systems – e.g., integrated service delivery – as well as the lack of accurate data from the state MIS, resulting in much uncertainty in programmatic outcomes over the past few years. In the future, we will also seek to work with other WIOA Title II, III, and IV partners to develop targets across all WIOA programs and improve shared accountability as a system.

SECTION III

Local Component of Plan

1. Strategic Vision and Goals:

In addition to the vision and goals laid out above in Section II, Regional Component of the Plan, the SWC board has identified a number of recommendations for the local system to implement in the coming year(s). There will result in more responsive services that positively impact more of the customers we serve.

1. **Enhance Collaboration:** Continue to foster stronger collaboration with local businesses, educational institutions, and government agencies to ensure alignment of workforce development efforts with evolving industry needs.
2. **Innovative Workforce Models:** Explore innovative approaches that go beyond traditional regional boundaries (Example, explore supporting skills-based approaches that allow workers to live in Spokane and work remotely for companies elsewhere)
3. **Engage with Youth:** Invest in targeted outreach and engagement strategies to connect with and support young adults. Consider flexible service hours, mentorship programs, and tailored communication (i.e., through social media channels).
4. **Skills Development:** Develop and promote skills-based hiring approaches to bridge the gap between degrees and skills required by businesses.
5. **Mentorship Programs:** Expand investment in and support for mentorship programs to provide guidance and support to individuals in their career journeys (particularly across generations).
6. **Awareness and Outreach:** Continue to increase awareness of workforce investment dollars and services among businesses, utilizing business associations, groups, and chambers for assistance.
7. **Diversify Revenue:** Explore opportunities to diversify revenue sources, including new fundraising, sponsorship, and fee-for-service options.
8. **Partnerships:** Strengthen strategic partnerships to address the unique needs of vulnerable populations and support mental health, wellness, stable housing and childcare investments and policies.

2. High Performing Board Objectives

The board of the SWC is an active and responsible participant in the design, implementation, and oversight of the local workforce system. Business members have been appointed with intention from the targeted sectors of our regional economy to ensure the voice of large and small businesses with employment opportunities are heard in the development of our policies and strategies. We also have representation from our K-12 and higher education partners, labor, community-based organizations, government agencies – including the Washington State Employment Security Department, Division of Vocational Rehabilitation, and Department of Social and Health Services – and our chief elected officials from the City and County of Spokane. The SWC board made the decision to

remain as an “alternative entity” as we value our very engaged members from local government, K-12 education, and DSHS on our roster of members and changing to a different composition would reduce, rather than enhance, our effectiveness as a board serving our community.

We have a robust committee structure wherein members have the opportunity to work in-depth on activities that are central to the Council’s mission. These committees include Executive, Services and Oversight, Policy, and Youth Career Readiness Network. These groups are tasked with the development and administration of various operational aspects of the local workforce system, e.g., fiscal, program, and system design and service delivery. Other ad hoc committees are the Membership, Development, and Communications committees whose responsibilities are focused upon executing related tasks as needed throughout the year.

Our chief elected officials are very engaged in the work of the SWC. They are ex officio members of both the Full Council and the Executive Committee and participate in all aspects of administering the system in addition to their statutory role of appointing board members and approving the WIOA budget and local WIOA plan. Further, the Mayor of Spokane, a Spokane County Commissioner, and a designee appointed by Spokane County comprise the Spokane Area Consortium. This group has responsibility under the interlocal agreement for reviewing and concurring on the SWC’s annual WIOA budget as passed by the board.

On an annual basis, the board conducts a retreat where the focus is upon key elements of the workforce system and board development. Recent retreat activities have been used to enhance the board’s understanding of how sector partnerships function under WIOA, learn to more effectively represent the SWC as a board member to their individual constituencies and in the community, examine the footprint of our workforce system portals and make recommendations on their locations, and understand the role of core program partners in the local system as they prepare for the crafting of our strategic and local integrated workforce plans.

3. Regional Alignment and Strategy

a. Please see attachment D

b. Partner programs and Initiatives

As described all throughout this plan, the regional workforce development system infrastructure is comprised of a wide variety of partners, and each plays a critical role in the system’s success. Key partners include education and training providers at secondary and postsecondary higher education institutions, including Community Colleges of Spokane, Eastern Washington University, and our regional K-12 school districts. State government agencies with direct program supports are the Employment Security

Department, Division of Vocational Rehabilitation, Department of Services for the Blind, and Division of Social and Health Services. Other partners that provide direct services and form the foundation of our infrastructure are Career Path Services, Northeast Washington Educational Services District 101, and Goodwill Industries of the Inland Northwest. In addition, our network of community partners include AARP, veterans' service organizations; economic development, organized labor, and many community-based organizations. Each is focused upon delivering the highest quality services to meet its customers' needs and to work as a responsible partner in our community to advance our shared economic goals. All partners bring their wide array of expertise and different resources to support the diverse customers seeking assistance from our workforce system.

Initiatives

Since starting the new fiscal year on July 1, 2023, the SWC has obtained an additional \$7.1 million in grant funding. This has been the result of staff work to craft successful proposals from competitive fund sources as well as additions to several existing grants focused on serving different industries and populations. Highlights include:

- **Washington Jobs Initiative** – \$2.423M from the Washington Student Achievement Council, designed to serve the healthcare and construction industries by further developing talent pipelines into in-demand occupations. Partners include CHAS Health, Providence, Eastern State Hospital, and Community Colleges of Spokane.
- **Community Reinvestment Funds** – \$1.35M from the WA Dept. of Commerce for a Poverty Reduction initiative that provides incentive payments to participants receiving services under our State Economic Security for All program. Individuals who are engaged and making progress in their career plan, working toward training completion, and taking steps to achieve career and self-sufficiency goals. Partners include our Spokane Workforce Consortium and the Resource Center of Spokane County. We also launching a grant program for BIPOC-owned businesses designed to help them further develop through investments in capacity, staff training, new equipment purchases, and other means.
- **Opioid Disaster Recovery National Dislocated Worker Grant** – \$879K from U.S. Department of Labor to support people in recovery with wraparound case management, peer navigation, job training and support services. Partners include Pioneer Human Services and our Spokane Workforce Consortium.

Adult Services

The SWC contracts with high-quality service providers for the operation of Workforce Innovation and Opportunity Act (WIOA) programs. Together with our consortium of partners, we operate WorkSource Spokane and established the first and only youth career and employment center in Spokane in 2010, called the Next Generation Zone. In 2019, we launched the Spokane Resource Center on the second floor of WorkSource Spokane, a HUD EnVision Center that connects vulnerable populations to services and resources to help them achieve a path to self-sufficiency. These three sites comprise the Spokane

WorkSource Campus. Our providers ensure that more than 80% of individuals receiving services through our WIOA programs become employed each year, and over 50% of individuals accessing Basic Career services become employed. Between Wagner-Peyser and WIOA, staff provides services to nearly 1,700 area businesses annually, which includes recruiting assistance, job postings, employee training assistance, labor market information and more. The following highlights and describes our commitment to integration and continuous improvement strategies.

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

The Adult and Dislocated Worker (DW) programs are operated within WorkSource Spokane and integrating staff throughout the building. WIOA services flow through the system of Universal Access/Basic Career Services, Individualized Career Services, and Training Services. Basic Career Services are available to the general population without regard to income, may be facilitated by all consortium and/or partner service providers. Training services may be provided to an Adult or a Dislocated Worker who has received services and has a documentable need for additional services to become employed or to retain employment at or above the self-sufficiency standard. Training services are either offered through customized services that address an industry-based labor need or may be procured on an individual referral basis through the use of Individual Training Accounts (ITAs) for industry sectors with documented demand. ITAs may be used to pay for tuition, tools, books, supplies, as needed for a participant to achieve her/his employment and self-sufficiency goals. Entry into training is based on employer demand and the participant's willingness and ability to successfully pursue training in a demand occupation as defined by the SWC. At least 75% of all participants who enter into training will receive training in a targeted industry sector.

Non-WIOA resources provided through the Washington State Employment Security Department enhance Adult and Dislocated Worker WIOA services, from both the employer and job seeker perspective. These include Wagner-Peyser labor exchange, Business Services, Trade Act Assistance, Veterans services, WorkFirst, specialized services for

disabled clients, disability assistive technology, interpretation services including American Sign Language, and Unemployment Insurance.

The SWC has been a proponent of career pathways for over 20 years and, as such, has focused much effort on assuring the entire local workforce system has a plan that works for all citizens. The WIOA Adult and DW programs play a critical role in this strategy by utilizing program staff expertise in working with individuals with barriers to employment, the long-term unemployed, employers, and a variety of service providers.

Our service delivery strategy facilitates job seekers taking charge of their job search and creating a customized plan for gaining reemployment. Based on proven career coaching techniques, this strategy and associated tools, e.g., Career Quest, help job seekers focus their job search; assemble high-quality marketing materials; effectively promote themselves to employers; and ace the interview. This four-phased approach enables job seekers to become more competitive and increase their opportunities to become employed.

We are identifying and connecting unemployment insurance claimants with available services within the WorkSource system and working to more effectively integrate and leverage the Re-employment Services and Eligibility Assessments (RESEA) program at WorkSource Spokane. Co-enrollments between WIOA and Trade Adjustment Act (TAA) are coordinated when appropriate. TAA staff are also part of the Rapid Response Team and present services available at Rapid Response events when trade impacted businesses are served.

Mature workers are served through a variety of services. Customer referrals are made to the AARP program. WorkSource Spokane continues to be a host site for AARP program participants seeking to gain experience with basic skills found in a professional work environment.

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

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

Youth Services

The SWC works to lead an excellent youth program that strives for excellence and professionalism in service delivery, performance, community involvement, and above all for connecting young adults to meaningful opportunities and career pathways.

The SWC established the Next Generation Zone, a youth career development center which houses the WIOA Youth program in Spokane. A core value of the Next Generation Zone is creative and innovative youth programming that meets youth where they are. The Next Generation Zone is made up of staff from the Spokane Workforce Consortium, our WIOA Title I-B service providers that consists of Career Path Services, Educational Service District 101 (ESD 101), Goodwill Industries and Employment Security. In addition, other onsite partners include the Community Colleges of Spokane, YouthBuild, AmeriCorps, and the Open Doors Re-Engagement Program, and we connect with local representatives of YouthBuild and Job Corps. This team works together to bring an array of programs and private and public funding streams and provides seamless, wraparound services for at-risk youth and young adults and move beyond serving only WIOA Title I-B eligible youth to all youth seeking services in our area.

Youth seeking assistance to achieve academic and employment success receive effective and comprehensive services which include a variety of options to gain educational and skill competencies and provide effective connections to employers.

Located a few steps away from WorkSource Spokane, the Next Generation Zone offers a combination of career counseling, employment and training opportunities including paid work experience, skills training, and support services. It also offers services which include workshops and job search assistance. All youth may receive work readiness training during program participation. At a minimum, this includes résumé development, financial literacy, and interview training.

Education

- GED classes
- High school completion
- Tutoring and test preparation
- Assessments and testing

Training

- Job Shadows
- Internships
- Postsecondary career training and education
- Financial literacy training
- Mentoring

Career

- 21st century career skills classes
- Career assessments and coaching
- Career skills workshops

21st Century Career Skills Classes

These classes provide fundamental skills training structured around regional in-demand industries in a cohort setting. Young adults explore their career interests and goals while gaining foundational skills for employment and career progression. In these classes, groups of students:

- Create resumes
- Practice interviewing skills
- Meet with employers and local business leaders
- Learn what skills help them get and keep jobs
- Learn about budgeting
- Hear from college staff about the admission and financial aid processes

Each of the WIOA-required program elements are offered to youth participants at the Next Generation Zone.

- A. Tutoring is offered in the GED classroom as well as individually by volunteers.
- B. Alternative education is crucial for the population served by the Next Generation Zone. When a young adult has determined that a GED is the best educational option, they are referred to GED classroom, a Spokane Community College on site educational option. GED testing is proctored on site at the Next Generation Zone on a regular basis to ensure our students have access and can progress when ready.
- C. The Next Generation Zone focuses efforts to connect all WIOA youth with internships, paid and unpaid work experiences, job shadows and employer mentoring opportunities. These opportunities allow the participants to explore multiple occupational settings and career paths. Young adults are often not sure of what career they want to pursue, and exposure to new opportunities can become the transformational experience so desired and needed.
 - All staff continue to develop employer sites and collaborate with the Talent Solutions Team at WorkSource Spokane to implement targeted career sector employer contact strategies. Short term internships and job shadows are an excellent way to connect with employers who are not able to host a work experience but are willing to have a youth observe their business for a day or two. Pre-apprenticeship and on-the-job training opportunities are also developed for WIOA youth.
 - Enhanced efforts on connecting all WIOA youth with internships, paid and unpaid work experiences, job shadow and employer mentoring opportunities has allowed our WIOA programs to transform the lives of the youth and we will work to exceed the WIOA common measures. Matching participant skills and interests with employer opportunities, identifying future employer needs, and gathering information regarding workforce trends is crucial to the success of the program.

- D. Young adults enrolled in WIOA youth services explore different career pathways which may require occupational skills training. As participants navigate educational pathways, WIOA funds may be able to pay for training. Staff work with participants to assist them in linking resources together to ensure continuation of training and understanding the importance of occupational training to building a career.
- E. The Next Generation Zone partners with Job Corps and YouthBuild to offer young people vocational skill development while working towards earning their high school diploma or GED. I-BEST programming at the Community Colleges of Spokane also provides contextualized learning in a variety of pathways that lead to credential attainment and marketable skills.
- F. Leadership opportunities are available to young adults through the Next Gen Zone through the WIOA Youth program.
- G. Support Services help to stabilize often turbulent youth situations. Youth seek support for transportation, GED funding, identification, and work/interview clothing. The Next Generation Zone has been successful in obtaining additional non-WIOA funds to assist all youth who need this resource to achieve their goals.
- H. Mentoring opportunities are promoted and offered through the Next Generation Zone thanks to the business and employer connections made by participants and staff. Mentoring can be a transformational experience for the participant and the first-hand knowledge received about the industry can break-down myths and perceptions. Staff are working to expand mentorship and develop more intensive opportunities with an increased number of participants.
- I. Follow-up services are available to WIOA Youth as staff ensure participants remain successful after they exit the program. Realizing there may be obstacles that lead to job loss or the need to leave postsecondary training, follow-up services are made available.
- J. Comprehensive guidance and referrals are made to assist youth who are in need of additional services. It is important to know each individual's dreams, barriers, and struggles to be able to best help them reach their goals they have established in their plan. Staff are trained and knowledgeable about community resources to make appropriate referrals as needed. Building relationships within the community is critical to leveraging multiple services.
- K. Through a grant from Spokane County United Way and the Financial Industry Regulatory Authority (FINRA), financial literacy curriculum has been developed and is now embedded within the programming delivered at the Next Generation Zone.
- L. The Next Generation Zone is helping youth understand the opportunities created by self-employment and is partnering with Community Colleges of Spokane to offer entrepreneurial training through a "boot camp" style course where youth will learn

the basics of developing a business plan, marketing, and what it takes to be successful when starting your own enterprise.

- M. The Next Generation Zone exists to make it easier for youth to navigate career pathways to employment and postsecondary education. The SWC works to define in-demand sectors and the skills and credentials necessary for youth to successfully enter the workforce. A new online tool, the Passport to Career Success, was created in partnership with area educators and business that guides youth as they plan, and track activities related to career exploration and then aids in their navigation to successfully transition to the next step on their career journey.

The SWC Youth Career Readiness Network (YCRN) continues to move ahead with initiatives to better connect youth, businesses, school districts, colleges, government, and community-based organizations in our area. The innovative program and services designs highlighted above have been the result of sound planning and creative partnerships. In addition, a number of successful initiatives have been launched and sustained over the past few years, including Career Connect activities such as a Medical Assistant Apprenticeship program developed in collaboration with Providence Health Services and numerous partnership opportunities with organizations such as Spokane County United Way, the Peace Corps, Greater Spokane Incorporated, Career Connect NE, Priority Spokane, and the Washington College Access Network.

This solid foundation will continue to be built upon and our local team of community leaders and service providers takes advantage of new opportunities to create a system of youth services that performs at higher levels and offers access for more customers. The YCRN is preparing for the next stage of implementation guided by the goals outlined in the first section of this plan.

Our local workforce system is positioned to effectively meet the goals and objectives set forth by the Governor, Workforce Training and Education Coordinating Board, and Employment Security Department, as described in the 2024-2028 Integrated Workforce Plan Guidelines for Regional and Local Plans; and WA State Workforce Plan Talent and Prosperity for All.

4. Expanding Access

a. Targeted Outreach

We work with a variety of partners to ensure targeted outreach reaches a wide variety of individuals with barriers to employment. Partnerships to connect with individuals with disabilities includes having on-site representatives from the Division of Vocational Rehabilitation, Labor & Industries L&I, and the Disabled Veteran Outreach Program (DVOP), as well as active participation in a wide range of community events and committees. Specialists outreach to various Veterans centered activities/events, for example Spokane County Veteran's Court Forum, Inland NW Hiring Heroes event, and

have made additional connections to transitioning service members through our staff presence at Fairchild Air Force Base. Our center is an active participant in the Inland Northwest Veterans Task Force, which joins other community resource partners that provide additional services to the Vets. Our Local Veteran Employment Representative (LVER) connects with area employers through direct contacts of Federal contractors, various outreach/networking events; Chamber meetings, GSI events, Manufacturers Roundtable, Regional Transportation Committee, etc., to identify hiring opportunities for employers to connect with Veterans.

Adults receiving TANF are referred to our Center by DSHS and are provided intensive case management services in our WorkFirst program. Community partners come together to provide WorkFirst participants and other customers with information on accessing additional resources regarding financial management, legal services, formal education and training, and various other family resource supports.

WorkSource Spokane has developed relationships with the local state and federal work release facilities, who refer their customers reentering our community from incarceration to our Center for employment services. We also have Pioneer Human Services' reentry peer navigators program located in the WorkSource Center. Our staff has received specialized training on understanding the multiple barriers this population faces when reentering the workforce and how to use specialized tools, such as the "Affirmation Speech," as additional elements of a justice-involved customer's marketing portfolio.

The past several years have seen a rapid influx of large numbers of refugees and immigrants from other countries, including Ukraine, Afghanistan, and the Marshall Islands. Our workforce system has responded by forming close partnerships with community partners responsible for assisting new arrivals in our community. These trusted advisors, World Relief, Thrive International, and Refugee and Immigrant Connections Spokane, help connect their clients to our system when they are ready and able to seek employment and training. We work closely with the BEdA/ESL program at Spokane Community College to refer customers to their classes to gain the necessary language skills before moving on to more training or entering the workforce. We also work with area employers like Providence Health who hire cohorts of non-native speakers and offer training programs and ESD on site at the workplace. Further, the SWC was successful in obtaining a Food Assistance Program Employment & Training grant from the DSHS Office of Refugee and Immigrant Assistance to provide assistance to those who are not yet eligible for the federally-funded Supplemental Nutrition Assistance Program (SNAP) program and help prepare them for employment when they are approved by the U.S. State Department.

WorkSource Spokane collaborates with other community partners that provide additional wrap around services to individuals with disabilities through the Community Partnership for Transition Services. Further, these efforts are enhanced through the SWC board's Local Access Committee, which researches existing efforts and partnerships to plan their efforts and strategies. WorkSource Spokane has had a services and accessibility committee that the board committee partners closely with, as well as partnering with the existing committee Access 4 All, a local group committed to encouraging accessible and disability

friendly places, services and events. This group serves as a subcommittee of the county's Accessible Community Advisory Committee, which the board also works with, which advises the Spokane County Board of Commissioners on issues such as the needs of persons with disabilities in emergency plans; access to programs, services and activities; new construction and renovation projects; and developing local initiatives and activities to promote greater awareness of disability and issues.

The addition of the Resource Center of Spokane (RCSC) to our WorkSource Campus has also enhanced the outreach capabilities of our local workforce system. Partners at the RCSC bring expertise, resources, and staff dedicated to serving diverse populations, including justice involved/re-entry, homeless and housing insecure, SNAP (food stamp) recipients, individuals seeking financial stability, and other basic needs. These partners are actively engaged in outreach to their customers, bringing them into the RCSC and then connecting to the services of the workforce system to help them reach self-sufficiency.

New demands in the labor market and our ability to serve diverse customers require strategic investment and responsiveness to ensure our businesses have a quality workforce. The Spokane Workforce Council (SWC) has a number of locally driven initiatives which are innovative and responsive to our local area, supporting efforts to reach barriered populations and connect them to career services and employment opportunities. These initiatives came from strong Council leadership and partnerships at the local, regional, state, and federal levels. The collaborative efforts outlined below are important to the work of the Spokane Workforce Council. It is through these relationships that the SWC and its partners will continue to align our work and have a positive impact upon our community.

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

Industry Skill Panels – Spokane has a history of utilizing strong Industry Skill Panels and they continue to thrive and grow. The SWC participates in a Construction Industry Task Force currently focusing on recruiting a more diverse workforce and pipeline development to ensure our region has a skilled workforce in the trades for years to come. Additionally, the SWC participates in other skill panels including the Aerospace Workforce Task Force, Health Industry Development Group, and the area Health Care Committee. These mechanisms for communicating with business and education have been instrumental in identifying existing and future skill gaps in the labor force and helping shape regional workforce policy and program implementation.

Veterans Initiatives – Spokane and the Inland Northwest take pride in being veteran friendly as is evidenced by strong partnerships among Fairchild Air Force Base and a multitude of veteran service organizations. The SWC has staff stationed at Fairchild Air Force Base who work directly with transitioning active-duty service members, military spouses, and their

families to connect them to training opportunities and employment upon separation from the U.S. Air Force. The SWC and FAFB work together to support the Military Spouse Economic Empowerment Zone (MSEEZ) that identifies employment challenges faced by military spouses having to transition frequently from base to base and develops solutions to help them transfer their existing credentials, acquire skills and credentials needed on our labor market, and connect to employment opportunities while they are stationed at FAFB.

Career Connect/Opportunity Internship/Partnership Initiatives – Work experience and mentoring opportunities in high-growth industries and careers has proven to be one of the most beneficial approaches to landing a good job. Even in the current economic climate, gaining work experience through internships or mentoring has proven to be successful because employers are requiring previous work experience. The SWC is successfully implementing these programs for both youth and adults.. We are also working to scale existing registered apprenticeship opportunities to meet industry demand for skilled machinists.

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

The Spokane workforce system has been recognized for several best practices and has received a number of awards, including the International Association of Workforce Professionals Best One-Stop in the Nation, Governor’s Best Practice Awards for Work Ready Spokane, an initiative to measure the strengths of our region’s workforce and match those strengths with the needs of employers, and one for Pizza, Pop, and Power Tools, a regional event that connects young women to career exploration in construction industry occupations. In 2020, the SWC received the National Association of Workforce Boards Trailblazer Award. This recognizes a workforce development board that has been a leader in adopting the system changes envisioned in the Workforce Innovation and Opportunity Act (WIOA) and expanding its ability to develop comprehensive workforce solutions for its community.

5. Education Coordination

The SWC works closely with both K-12 and postsecondary partners to ensure alignment of instructional programs with regional industry needs and that resources and services support students of all ages in obtaining the skills and credentials they need to be successful in their chosen career pathways.

Postsecondary Education

The SWC and its workforce system partners have a strong relationship with the Community Colleges of Spokane (CCS), and we have a well-developed infrastructure that helps align our services and efficiently utilize training programs available at both Spokane Community College and Spokane Falls Community College campuses. Over 200 career and technical education (CTE) certificates and degree programs are offered by the two colleges. Each program has an Advisory Committee comprised of representatives from industry and faculty who work together to ensure curriculum adapts to the changing demands of the private sector. CCS also offers noncredit programming and is able to quickly respond with customized training solutions through its Center for Workforce and Continuing Education.

SWC and WorkSource staff regularly interact with CCS faculty and administrators to inform each other of training programs and opportunities and students' needs, and also look for ways to ensure training pathways are illuminated for both workers and businesses.

CCS funds a full-time staff who is located at WorkSource Spokane and works directly with job seeker customers may be in need of training to re-enter the workforce by providing information about instructional programs, financial aid, and how to apply. This staff also helps other WorkSource partner staff to understand the training programs available at CCS, so they are better able to guide their individual customers as they seek guidance on training and credentials.

Both Spokane Community College and Spokane Falls Community College have WorkSource Connection sites located on their campuses. As a portal to the WorkSource system, this allows students at each campus to readily access services to support their completion and transition to employment.

The SWC also works closely with Eastern Washington University, whose president is a member of the board. We offer detailed labor market data to inform their for-credit and noncredit programming and are collaborating to support student internships/work-based learning opportunities in our community. We also collaborate to identify instructional programs which align with in-demand occupations in our area and help our customers connect to them.

Carl D. Perkins Career and Technical Education

Perkins V and its required Comprehensive Local Needs Assessment (CLNA) has provided an excellent opportunity for the SWC to engage with local career and technical education (CTE) stakeholders at both the secondary and postsecondary levels. We play an active role in informing the development of the Perkins plans by providing labor market data customized to each school's CTE programs and the industries that each one is aligned with. All of our local school districts have access to this information and we are working with the Community Colleges of Spokane via their CTE Advisory Committees.

6. Career Pathways, Credentials, and Co-enrollment

As discussed above, Integrated Service Delivery (ISD) has been implemented in our local workforce system and co-enrollment between Title I Adult and Title III Wagner-Peyser has become a foundational element of our service delivery.

Career pathways are also a key facet of how we currently guide our customers into training decision-making. For a decade, the focus of our investment strategies has been upon occupations within industries that drive our regional economy and we have worked closely with our partners in K-12 and postsecondary education to illuminate training pathways that result in credentialing leading to jobs within in-demand industries and lifelong career advancement opportunities. Our labor market information provides in-depth analysis of the skills and credentials and gaps that exist in our area so that educators at all levels and staff and customers of the WorkSource system have the most up to date information upon which to base their decision-making. We have also worked to map career pathways to good paying jobs in our region and the CareerExploreNW.org online platform provides an accessible and easy to use tool for these stakeholders.

The partnership between the SWC, education partners like the Community Colleges of Spokane, Eastern Washington University, and area K-12 educators also offers opportunities to enhance our ability to develop and deliver instructional programming that is responsive to industry needs and articulates to higher levels of educational attainment. We recognize that our customers cannot always take the time to earn a higher level of certificate or degree and that the ability to stack credentials – and earn credit, when possible – is essential to a strategy of lifelong learning that is becoming a requirement for success in today’s economy. Prior Learning Assessment (PLA) capacity has been the subject of much work at CCS over the past few years, resulting in an array of opportunities for students seeking certificates and degrees to leverage their life experience and other credentials in order to accelerate their degree and certificate completion in vital career pathways. We are collaborating with our partners to determine the various steps on viable career pathways and how to break down competencies and skills into parts that individuals can achieve over their careers.

As we seek to provide funding to support individuals’ training and development, our staff and partners help navigate complex program requirements in order to access funding from Pell, Worker Retraining, Basic Food Employment and Training (BFET), WorkFirst, Washington College Grant, Opportunity Grant, Washington State Opportunity Scholarship, WIOA, and others to help bring as many resources to bear and earn needed credentials.

7. Employer Engagement, Coordination, and Linkages

We are committed to increasing employer engagement with the workforce system and have spent much time improving outreach to employers by:

1. Training and Certifying Talent Solutions Team staff with the tools to effectively engage with employers

At our Talent Solutions Center, WorkSource professionals offer a comprehensive suite of services to assist employers with their recruiting and hiring needs. These services are provided at no or low cost. Each Talent Solutions Specialist is focused upon a targeted sector and their role is to facilitate the exchange of information from their sector and share information, discuss trends, and identify hiring/training needs, potential job development and/or OJT opportunities amongst their specific sector employers. These subject matter experts take back the larger picture of their sector to the Talent Solutions Team and WorkSource and by gathering and sharing this employer information across sectors, we are better equipped to provide current, specific information to our system and will ensure the employer/job seeker connections are of highest quality. Specific strategies include:

Talent Acquisition Services

- Outplacement Assistance
- Assistance Crafting Effective Job Postings
- Free Listing on Statewide Job Seeker Website www.Worksourcewa.com
- Matching Candidates to Openings Based on Business Needs
- Low- Or No-Cost Workshops & Trainings, Like Behavioral-Based Interviewing & Succession Planning
- Layoff Response Services
- Candidate Screening
- Increasing employer investment in workforce training

Hiring Events & Job Fairs

- Large-Scale Community-Wide Job Fairs
- Featured Employer and Company-Specific Hiring Events
- Industry-Specific and Targeted Job Fairs (Including Assistance Meeting EEOC Requirements)

Talent Pipeline Development

- Industry Navigators Help Recruit Individuals into In-Demand Sectors by Guiding Them Through Appropriate Education and Training Programs
- On-The-Job Training (OJT) Provides Funding to Offset the Cost of Training New Hires.
- Work Experience (WEX) Provides Funding for Temporary Job Placements, Which Function as a Working Interview, Allowing You to "Try Before You Buy."
- Access to Other Tax Credits, Helping to Offset the Cost of New Hires.

2. Increasing employer investment in workforce training

A key element of reemployment involves matching the job seeker's skills with the real needs of the employer. While formal training and certification programs remain a mainstay of the WIOA efforts, skill training specific to employers' direct needs enables

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

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

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

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

Business Services Strategies to Meet Employer Needs

Our local Talent Solutions Team is responsible for offering a variety of services for employers including providing labor market information, job listings, applicant referral, business assessment, access to employee training and retraining, tax incentive information, recruiting assistance, and employer workshops. All available business services are designed to help employers strengthen and grow their businesses. The Talent Solutions Team continuously looks for ways to improve outreach to employers, and the Services and Oversight Committee of the SWC meets with the team to discuss tactics. The language they use is employer-friendly, and they have researched and implemented services employers find of value, such as behavioral interviewing workshops and

assessment testing. In the post-pandemic economy, employers have to compete for scarce human capital and adapt their hiring and workplace to ensure they can attract and retain talent. Depending on the target audience, a business needs to consider how best to position themselves to be an employer of choice. Our Talent Solutions Team consults with businesses to ensure they are aware of the most competitive compensation strategies, the use of different benefits packages and professional development pathways, flexible workplaces, and how to create a welcoming company culture.

As indicated above, the SWC has made significant investments and directed its service delivery strategies to ensure business services are provided that meet the changing needs of our employers. As challenges are identified, we work across the workforce system to develop flexible and customized solutions and leverage a variety of fund sources. These solutions have included customized training, on-the-job training, and incumbent worker training and our partnership with the Community Colleges of Spokane has helped to bring their expertise in both the delivery of instruction as well as the use of funding to support training expenses.

We have also been successful in working with our local ADO, Greater Spokane, Incorporated, to put together proposals that have brought state economic development funds to our community. The SWC will continue to look for innovative ways to respond to business needs and we anticipate that as the sector partnerships in healthcare, manufacturing and other areas bring talent development needs to light, that we will be able to collaborate and offer timely and effective solutions.

8. One-Stop System

a. Continuous Improvement

On an ongoing basis, the SWC reviews available data on the performance of our WIOA Title I-B contractors and required quarterly reports provide data and detail for analysis. The SWC Division Executives for Finance, Programs, and Systems Advancement and their teams conduct any follow up work indicated by the reports to ensure performance targets will be met by year end. The board of the SWC is provided information regarding program and fiscal performance and Executive Committee, Youth Career Readiness Network, and Services and Oversight Committee have regular opportunities to review and ask questions.

On a quarterly basis, WorkSource conducts a Continuous Quality Improvement process where both job seeker and business customers who have accessed services in the past three months are surveyed to determine their level of satisfaction. The results are then shared with all WorkSource staff and leadership who work to determine the root cause of any low ratings and may address deficiencies with changes to services or staff training.

b. Technology and Remote Access to Services

The move to fully remote services in early 202 and subsequent transition to more hybrid services has helped bring the workforce system into the 21st century. Adoption had been occurring slowly in the years before, but the crisis of the pandemic forced a reckoning as

staff and customers had to learn new ways to engage in order to deliver and obtain our services. Since then, most workforce services, e.g., workshops, one-on-one career coaching, and business engagement, have been made available both virtually and in person. This is of benefit for customers who would otherwise have had to travel to a physical location to access our system. For those who prefer using our Centers, we have wireless internet access at the WorkSource Center and the affiliated and connection sites. By making this available for our job seeker customers we allow them to use their own devices to search for work, craft documents like résumés and cover letters, and even take online training. This increases the capacity of the workforce system by freeing up hardware in our resource rooms for others to use. It also facilitates the utilization of WorkSource services by individuals who may be disabled or otherwise need assistive technologies to help them access our services and materials.

The SWC seeks to continue to expand the reach of workforce system services beyond the traditional bricks and mortar of the one-stop center. We recognize that transportation costs and other barriers may prevent customers from being able to come into an office and technology allows customers to access our services from anywhere and at any time. We continue to look for partners throughout WDA XII and across our region who offer improved access to our customers and to explore how we can place more and more of our workshops and other content online and in both real-time and asynchronous formats.

c. Linkages to UI

Unemployment Insurance claimants are one of the most frequent customers of the workforce system. Our Rapid Response team meets workers as they are being laid off from their jobs, our WIOA Title I staff work directly with claimants as they qualify as Dislocated Workers, and claimants utilize the workforce system to obtain information about how to claim benefits, the status of their claim, and how to become reemployed. There are a number of touchpoints between the Title I programs and UI claimant-focused programs like Reemployment Services and Eligibility Assessment Grants and Trade Adjustment Assistance. Our staff and leadership continue to look for more effective service models that leverage the strengths and resources of all available programs and achieve better outcomes for these customers.

d. Access for Individuals with Disabilities

As a public building, WorkSource Spokane ensures all requirements have been reviewed and met through assessment by Employment Security Department facilities staff and cooperation from building owner/management. Equal Opportunity (EO) monitoring is conducted by the SWC EO Officer, which includes review of the Elements of Universal Access. Partners in the center also conduct facility surveys in conjunction with CARF that addresses ADA requirements and accessibility.

We have a variety of ADA equipment available for job seekers to utilize with the computer resource computers. We are experiencing customers with disabilities who already possess the equipment they need and do not require the use of ours. We utilize audio looping in two

of our workshop rooms and also have portable audio looping equipment that can be used for one-on-one interactions.

Information is available at the front desk, as well as from all staff, for customers with disabilities which describes our accommodations and resources available for customers with disabilities, including available Assistive Technology. Staff has also received training to ensure customers of disability receive equal access and we will be obtaining additional training from DRV and DSB and other partners in our system to help ensure our staff has the information they need to provide high quality services to all of our customers. The Equal Opportunity notice is provided through posters, in English and Spanish, is available in Braille or can be read to a customer with their permission. All materials that are distributed or are communicated in oral or electronic form to applicants, staff and the general public include the appropriate tagline, such as brochures, pamphlets, and flyers all contain the proper tagline.

The Services and Oversight Committee of the board works with the state Access and Barrier Solutions Committee to determine where our local workforce system has barriers to providing universal access and identifying ways to mitigate them. It is notable that WorkSource Spokane was named as the most disability friendly building in Spokane by Access 4 All.

e. Aligned Roles and Resource Contributions of One-Stop Partners

The SWC believes that the success and accountability of Washington’s one-stop delivery system – WorkSource – depends on the following values that Local Workforce Development Boards and their partners use to guide their planning and operations:

- **Integrated** – Think and act as an integrated system of partners that share common goals with services delivered by various organizations with the best capabilities for a seamless customer experience.
- **Accountable** – Committed to high quality customer services with regular program performance review based on shared data and actions that enhance outcomes.
- **Universal Access** – Meet the needs of customers by ensuring universal access to programs, services, and activities for all eligible individuals.
- **Continuous Improvement** – Create a delivery system that utilizes feedback from employers and job seekers to challenge the status quo and innovates to drive measurable improvements.
- **Partnership** – Align goals, resources, and initiatives with economic development, business, labor, and education partners.

- **Regional Strategy** - Work with counterparts to address broader workforce needs of the regional economy and leverage resources to provide a higher quality and level of services.

The Spokane workforce system regularly adapts to meet the needs of our community. We offer consolidated service delivery on a WorkSource campus. We have also built our network of partners using WorkSource Connections Sites. Today's workforce system is also more responsive, lean, and strategic.

The SWC has been pursuing a local workforce service model based upon the paradigm of "integrated service delivery" since 2007" and began leading the local system partners through the process of envisioning new service delivery strategies for one-stop career centers based upon functional integration of the programs, funding streams, and staffing. Early efforts brought together leadership from the key local partners – SWC board and staff members, Employment Security Department operations, business services, and WorkFirst, Community Colleges of Spokane, and program providers Career Path Services, Educational Services District 101, and Goodwill Industries of the Inland Northwest. They worked to identify common goals and areas of interest for collaboration and also barriers such as policies or business practices that might hinder these efforts. This group continued working at the leadership and staff levels through the WorkSource Integration Team to plan and develop multi-year strategies and create a new customer flow model and make progress toward functional integration. Lean principles were also adopted and the use of daily huddles, viz boards and other lean tools helped to change the culture and bring customer outcomes more into focus on an everyday basis.

Progress toward implementing this model has not been without its challenges and setbacks due to the economic volatility that is at the heart of our work. The Great Recession and American Recovery and Reinvestment Act greatly impacted the workforce system with customer counts doubling and an influx of resources to serve them. Then, as the economic recovery gained steam, a concomitant reduction in funds and in staffing levels again changed the composition of the system. Throughout these ongoing changes, integrated service delivery remained the guiding principle for our local system and RFPs and grants issued and applied for by the SWC supported this design. Our WIOA service providers work together to deliver Adult, Dislocated Worker, and Youth services and have been required to bid as a consortium and be co-located in the Spokane WorkSource Center (for adults) and the Next Generation Zone (for youth) since 2007. This emphasis on partnership and leveraging of multiple agencies' expertise and resources is a cornerstone of how we do business in the Spokane workforce system.

In early 2014, our local partnership decided to shift in earnest to a service model where functional supervision of staff in the WorkSource Center was standard and where co-enrollment between Wagner-Peyser and WIA Title I-B would occur for all customers. We had researched other states that had moved to this model, including California and Oregon, and were determined to adopt it to better serve our shared customers and more efficiently utilize our increasingly scarce resources. ESD was engaged in developing policies that would allow this to occur and the performance implications were discussed

with the Workforce Training and Education Coordinating Board. In the midst of this work, Congress decided to take action and reauthorized WIA by passing the Workforce Innovation and Opportunity Act of 2014. WIOA reinforces the concepts of integrated service delivery by directing collaboration among the core partners from Adult, Dislocated Worker, and Youth programs, Adult Basic Education and Family Literacy, Wagner-Peyser employment services, and Vocational Rehabilitation along with Temporary Assistance for Needy Families who are to work together as a system under a comprehensive strategy to achieve common outcomes for our customers. Other programs that are also included as partners are SCSEP, Perkins funded education, Veterans, Second Change Act, and several others. Our local workforce system staff applied themselves to learning how to operate in this new authorizing environment and added to their skills sets the principles of human-centered design that places the needs of our customers at the center of our work. With this in mind, we undertook to redesign our local service delivery models and our physical work environment in the one-stop center. Then the pandemic hit, and we shifted to 100% remote services and had to learn new skills to ensure our customers the access they needed to obtain much-needed services during that period.

We are now in the post-pandemic economy and continuing to innovate to best support our diverse customers, whether via in-person or virtually, and apply the lessons learned from the pandemic and changes engendered by WIOA as we move toward a more fully integrated workforce system.

During the past few years, other LWDBs around the state have pursued their interest in the integrated service delivery (ISD) model and ESD has convened these entities and supported its development and implementation. The WTECB has also assisted in analyzing the performance targets under WIOA and how they may be impacted when areas begin operating under ISD.

At this time, the components of integrated service delivery include:

- Co-enrollment of all job seekers accessing WorkSource Services and braiding/directing resources to provide appropriate services, regardless of categorical eligibility.
- Organizing staff and services around functions rather than programs or agencies
- Meeting a common set of outcome measures for all customers.
- Providing a robust menu of services that result in labor market outcomes, increasing the focus on skill development and certification based on labor market requirements, and work-based experiences.
- Developing a process to gather customer input and using customer input (job seeker and business) to continuously improve services.

The SWC continues to build upon these components and bring together WIOA partners and others in our community to design and implement in our local workforce system.

In our local system, we support a network of portals where our partners are located, and customers can access information and direct services. These sites fall under the following three categories and the board of the SWC has certified sites under each.

Comprehensive

- Accessible to the general public during regular business days, as well as physically and programmatically accessible to individuals with disabilities
- Portal site for electronic access
- Provider of **basic and individualized career services, and training services**
- **Provider of business services**
- Representation of **five** mandated partners (WIOA Titles I-IV, TANF)
- Additional related employment and training resources

Certified Site (1):

WorkSource Spokane - At WorkSource Spokane job seekers can receive personal assistance with job search and training needs, attend workshops and job fairs, use the computer resource center, and receive community resource information. Businesses can receive assistance as well, including personalized recruiting assistance, information about local labor market and hiring trends, and other services based on business needs

Affiliated

- Accessible to the general public and physically and programmatically accessible to individuals with disabilities
- Portal site for electronic access
- Provider of **basic career services**
- Representation of **one** or more mandated partners
- Additional related employment and training resources
- Established working relationship as part of an integrated system of WorkSource sites

Certified Sites (1):

Next Generation Zone – The Next Generation Zone offers services specifically designed for young adults. The Next Generation Zone is housed on the “WorkSource Campus,” and is uniquely designed to serve at-risk, low-income youth. It provides core services to any young person interested in attending a wide variety of employment-related workshops.

Connection

- Accessible to the general public
- Portal site for electronic access
- Provider of **basic career services**
- Additional related employment and training resources

- Established working relationship as part of an integrated system of WorkSource sites

Certified Sites (20):

Resource Center of Spokane County – located on the WorkSource Campus on second floor of WorkSource Spokane, this site offers an array of social and pre-employment services designed to help vulnerable populations address barriers and stabilize their lives so that they can access and benefit from the employment and training services available in the local workforce system and achieve self-sufficiency.

Goodwill Industries of the Inland Northwest – Located in downtown Spokane, Goodwill Industries offers employment assistance in addition to their retail services. A variety of programs (eligibility often required) are offered through this location, and all job seekers are able to access the Goodwill WorkSource Affiliate Site, which provides one-on-one job search assistance and more.

Spokane Community College – Housed on the Spokane Community College campus in the Career Services Office, this site is specifically designed to meet the needs of students.

Spokane Falls Community College – Located on the Spokane Falls Community College campus in the Career Services Office, this site is specifically designed to meet the needs of students.

Spokane Public Library – Downtown, Hillyard, and Shadle Branches – Both sites provide after-hours and weekend services for job seekers. Computers are available to job seekers for their job search efforts, and the sites provide employment and résumé writing assistance two evenings each week and on Saturday. Both sites will provide general information to its customers for accessing resources in the Spokane WorkSource service delivery system.

YWCA – the YWCA brings expertise in serving women and children, especially domestic violence survivors. They are the only WorkSource service site to offer on-site childcare services to job seekers and can provide women with professional attire and assistance dressing for success.

Spokane County Library District - The libraries offer after-hour and weekend access as well as seek to become the only service sites available to job seekers in rural Spokane County. A librarian is available at each site for one-on-one job search assistance. The library system applied to provide services at the following locations, none of which currently have WorkSource service sites:

- Airway Heights
- Argonne
- Bookie
- Cheney

- Deer Park
- Fairfield
- Medical Lake
- Moran Prairie
- North Spokane
- Otis Orchards
- Spokane Valley

Fairchild Airman & Family Readiness Center – located on Fairchild Air Force Base, this site offers career development services to transitioning service members, military spouses, and their dependents.

9. Title I-B Activities – see attachment D

10. Rapid Response

The Talent Solutions Team is a vital link between the business community and our workforce system and serves in the coordinating role for Rapid Response services. Services to businesses are a partnership between the SWC, Employment Security Department, and Career Path Services and involve multiple funding streams including, but not limited to WIOA, Wagner-Peyser and veterans’ services. The Talent Solutions Team coordinates outreach activities to businesses in the key sectors and assists the entire WorkSource center with learning how to best communicate with employers. They also learn of skill needs and industry trends, and provide business with information about available services, recruiting, and labor market information. WorkSource staff utilize available data, such as job seeker inventory and O*Net codes, to customize and concentrate services to business.

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

Currently, the Rapid Response team utilizes a streamlined delivery models that is led by Talent Solutions Team representatives who coordinate and collaborate model with other service providers to ensure each event meets the needs of the business and affected workers. Event staff may include representatives from the Employment Security Department/Unemployment Insurance Claims Center, WorkSource Spokane, Community Colleges of Spokane, the local service providers of the Dislocated Workers Program, Community-Minded Enterprises, and United Way of Spokane County. Representatives of

the locally administered Trade Act Program also participate in the events when appropriate. When possible, the Rapid Response team surveys the affected workers in advance to determine what they may be most interested in learning about and preparing accordingly. The team provides on-site information that may address filing unemployment insurance claims, employment and training services and programs at WorkSource Spokane, training benefits available through Community Colleges of Spokane, information about the state's health plan, community health plan information, as well as other specifically requested information such as consumer credit counseling. Informational packets are also prepared and delivered, upon request, to those employers who want to provide all the above information for their affected workers but do not wish to have an on-site meeting.

The local Rapid Response Team is always working to ensure its presentations are of high value for the workers and businesses and to aid them in a positive transition into training or employment, so they have the resources they need to quickly get on with their lives. Our local team also coordinates with the Statewide Rapid Response Team led by the Washington Workforce Association, sharing best practices, information, and updates to help them remain current on events occurring in our area and learn about trends and events occurring elsewhere that may impact our businesses and workers.

11. Supportive Services

Supportive services for our customers are a vital part of their successful transition into family-sustaining employment. Many customers enter the workforce system facing a multitude of barriers – lack of stable housing, lack of access to affordable childcare, food insecurity, low income, physical or cognitive disabilities, and transportation, to name a few. Without resources to remove these barriers, their goals of learning new skills, earning credentials, and ultimate long-term economic viability are unlikely to be achieved. An important role of our workforce professionals is to identify the barriers, locate and connect individuals to solutions, and assist them on their path. Our staff develop deep knowledge of the resources available in our community at any given time and build relationships across different networks so that we can effectively leverage and support our shared customers' needs.

Transportation is also a vital component to a worker's success and often shows up as a barrier for our customers that can prevent them from obtaining or holding a job. Our WIOA Title I-B service providers work closely with our participants to develop strategies that address transportation issues. While enrolled in Title I-B programs, participants can access supportive services such as bus passes or funding for gas that enables them to travel to WorkSource for basic and individualized career services, their training institution while in training services, to job interviews and related activities, and upon employment there is also funding available for a period of time to get them started.

12. Wagner-Peyser Coordination

Partnerships in the one-stop between Title I and Title III have been in effect for the past 23 years in our local system and are a foundational component of the services strategy for Spokane. The SWC and Washington State Employment Security Department (ESD) have worked together to align the delivery of services for Wagner-Peyser and Adult and Dislocated Worker customers who enter and access WorkSource Spokane. This has also served to create strong linkages between the Trade Adjustment Assistance, Veterans Employment and Training Services (VETS), RESEA, and unemployment insurance programs located in the WorkSource Spokane Center. These relationships will continue to be leveraged and reinforced as we further evolve the integrated service delivery model as described above.

13. Title II Coordination – Adult Education and Family Literacy

Called Basic Education for Adults (BEa) in Washington state, these programs serve individuals in need of high school completion, GED, and English as a Second Language (ESL) and are operated locally by the Community Colleges of Spokane. With the passage of WIOA, the State Board for Community and Technical Colleges (SBCTC) authored changes to their program guidance to improve the alignment of BEa programs with WIOA. These guidelines require the development and implementation of effective and accessible college and career pathways, that employability skills be taught in every class at every level, reinforce support for I-BEST- or integrated, co-enrolled workforce and training programs that accelerate the transition to postsecondary certificates & degrees for both ABE and ESL, includes math, reading, listening, and speaking strategies be taught at all levels for both ABE and ESL, expands the provision for technology, and supports one-stop centers with in-kind support/services or funding.

The SBCTC also set of goals for the Basic Education System that dovetail with those of the one-stop system:

- Implement and scale comprehensive, innovative college and career pathways to accelerate student completion and foster economic growth.
- Guide and support transformational instructional practices that accelerate student completion to certificates, the Tipping Point, and AA/BA degrees leading to family sustaining employment.
- Contextualize adult education courses to support transition to high school completion & equivalency certification, postsecondary education, and employment.
- Strengthen and maintain a culture of rigorous instruction and evidence of increased performance.
- Create and maintain strategic alliances to leverage local resources and increase navigational support to students.
- Foster student self-efficacy.

In Spokane, BEdA programs are offered at multiple locations to serve a range of student needs, including English as a Second Language, GED preparation, High School Completion and High School 21+, Integrated Basic Education and Skills Training (IBEST), Aerospace Manufacturing Preparation (AMP), and Skilled Trades Preparation (STP). These programs operate under a guided pathways structure with financial aid available at each step of the way from several different sources.



Multiple partnerships between the SWC, one-stop system, and BEdA programs currently exist, and we work with many of the same service providers across our community, e.g., DSHS, Career Path Services, DVR, and NorthEast Washington ESD101. This connectivity provides a framework for new collaborative efforts aimed at increasing access for shared customers, a large number of whom will benefit from having basic education, vocational training, and employment services made more readily available to them. Opportunities for co-location and delivery of instruction at one-stop centers – including the Spokane Resource Center and Next Generation Zone – common assessments and improved referrals to streamline the customers experience, and combined intake processes are under discussion and will be incorporated into the service delivery design moving forward.

14. Cooperative Agreements

Currently the SWC does not have any formal cooperative agreements with DVR or DSB. Our Memorandum of Understanding and IFA contain the details of how we work together to improve services to individuals with disabilities, including our efforts to coordinate and deliver services within the one-stop center.

The Division of Vocational Rehabilitation of the Washington State Department of Social and Health Services has long been a partner in the local workforce system and again is providing staffing resources at WorkSource Spokane in addition to being a referral resource for customers in need of their services. DVR offers training, retraining of individuals with disabilities, identification and support for the implementation of assistive technologies for jobseekers and businesses, job placement, and job development. As order of selection was implemented over the past couple of years, we have worked to better understand the needs of DVR customers now seeking services in the workforce system to provide the higher and most effective levels of service for them. The partnership with Division of Services for the Blind (DSB) is also strengthened under WIOA to ensure that

the local one-stop system and its services and resources are accessible to customers served by this agency. Both DVR and DSB are called upon to aid in the evaluation and improvement of accessibility of our system to individuals with disabilities and to help cross-train staff so that we can better address our diverse customers' needs. DVR has successfully worked with the Washington Workforce Association to craft a "Principles of Collaboration" agreement that outlines how LWDBs and DVR engages with each other in the one-stop system, and this also informs the development of the Memorandum of Understanding.

15. Procurement

The SWC does not deliver direct program services but works through the board's Services and Oversight Committee (SOC) to develop Request for Proposals (RFP) to competitively procure all WIOA Title I-B service providers and the one-stop operator. The final RFPs are approved by the Executive Committee of the SWC and released to the public. Notices are placed in the Spokesman-Review newspaper, on our website, and to our list of interested parties that is maintained by our office and updated regularly. A bidders' conference is held for each RFP where potential bidders may ask questions directly of the SWC to help inform their proposals. A call-in option is available for the bidders' conferences. All questions and responses that are generated at these events and via online are published on our website for review.

Request for Proposal Process

All RFPs shall include a clear and accurate description of the technical requirements for services needed, acceptable quality standards and application submission details. All RFPs shall also include, as applicable: the preference for ecologically sound and/or energy efficient products; the allowance for specific features of "brand-name or equal" descriptions; and for certain goods or services, the acceptability of metric measurements. A list of interested organizations is maintained and periodically updated for solicitation announcements distribution.

The SWC may cancel or reject any and all RFPs in whole or in part at its sole discretion and option before the actual order is made or contract signed. The official RFP file including all proposals, background information, review materials, individual rating forms and SWC meeting minutes will be maintained per the SWC Record Retention Policy. Any proposer dissatisfied with its award may utilize the appeal process.

Requests proposals for employment and training programs will be in accordance with Washington State provisions and applicable regulations. The RFP announcement and selection process will generally fall under the same procedures as Level 4: Large Procurements.

For contracts with providers of client services within the workforce system, profit will be negotiated.

Evaluation Criteria

In addition to demonstrated ability to perform successfully under the terms of the specific RFP, the following general criteria may be used to evaluate responses to RFP's and ultimately award funding:

1. The ability to meet the design specifications at a reasonable cost, as well as the ability to meet performance goals, if applicable.
2. Effectiveness of proposed use of funds, and reasonableness of stated objectives and budget figures.
3. A satisfactory record of past performance (for client-serving organizations).
4. Comprehensiveness of services offered.
5. A satisfactory record of integrity, business ethics, and fiscal accountability.
6. Demonstrated ability to provide the organizational, managerial, and fiscal expertise necessary to manage grant funds.
7. Technical skills to perform the work.

For RFPs designed to identify an agency to deliver workforce development services, consideration will be given to:

1. Program designs that provide for long-range improvement in participant employability and elimination of barriers to employment rather than short-term temporary solutions.
2. Freedom from duplication of services available elsewhere in the community, unless it is demonstrated that an alternative would be more effective.
3. Organizations with demonstrated effectiveness in delivery of employment and training services.
4. Appropriate educational agencies capable of providing training services.
5. Program designs, which provide for adequate training to enable disadvantaged adults to obtain and retain productive employment.
6. For special targeted funding (older worker, youth, dislocated worker, etc.), knowledge of and successful experience in providing employment and training programs for the designated group(s).

Funding will be awarded to the best applicants based upon the criteria specified above and in the RFP. Under no circumstances will an award be made to an agency/business that has been debarred or suspended.

Selection and Award

SWC staff will screen all proposals received, conduct a technical review, and prepare the information for SWC board members, when appropriate. Incomplete and other non-responsive proposals may be removed from further consideration. SWC staff and board members, as determined, will participate in the proposal evaluation process. Proposals will be rated in accordance with the published criteria in the RFP. The SWC Youth Career Readiness Network will review, evaluate, and make recommendations on youth programs.

As soon as possible, in advance of award hearings, each SWC board member deemed to be ineligible to vote because of an affiliation with any of the proposers, as defined in SWC Conflicts of Interest Policy, will be so notified.

The SWC Board or designated committee may meet in open session to hear presentations by selected agencies who responded to the RFP. This session will include the opportunity to question the proposers.

Anyone in attendance from the general public will have the opportunity to comment following the formal presentation and questions from the SWC Board. The SWC Board may meet in executive session to review proposals. After which, they will reconvene in open session to make final determinations of agencies funded and funding levels.

Agencies or individuals submitting written proposals or quotes shall be notified in writing of the acceptance or denial of their proposal or quote. The content of the accepted proposal will become the basis for the negotiation of a final subgrant agreement or contract. SWC staff have the authorization to negotiate budget adjustments, final performance goals, and elements of program design. Any profit, program income and fee-for-service strategy identified will be negotiated at this time. No contract award shall be considered final until a written agreement or purchase order is signed by an authorized SWC employee/officer.

16. Training Services

As indicated above throughout the plan, training services for adults and dislocated workers are delivered by Title I-B staff at the WorkSource Center. Professional staff assess each individual participant to determine their skills and competencies and their likelihood of returning to work without additional skill development or credentialing. If found to be in need of training to obtain competitive employment, a training plan is created that is informed by regional labor market information. Entry into training is based on employer demand and the participant's willingness and ability to successfully pursue training in a demand occupation as defined by the SWC. At least 75% of all participants who enter training will receive training in a targeted industry sector. A budget is developed for the participant that takes into account the availability of financial resources and anticipated costs of training. Training services may be either offered through customized services that address an industry-based labor need or may be procured on an individual referral basis through the use of Individual Training Accounts (ITAs) for industry sectors with documented demand. ITAs may be used to pay for tuition, tools, books, supplies, etc., as needed for a participant to achieve her/his employment and self-sufficiency goals.

17. MIS

Washington state transitioned in May of 2016 to a new MIS that was intended to integrate both case management and job matching functions. The new case management system, called Efforts to Outcomes (ETO) was not a success and will need to be replaced. Much work and resources went into the development of the new platform and countless hours of

training among all WorkSource staff, but the end result was a system that did not accurately record participant data did not provide the necessary reporting for program and participant management. A new system will be easier to use than either of its predecessors and offer improved functionality as we move into an environment of integrated service delivery.

Washington still lacks a single MIS and silos around data access often prevent or make more difficult our collaboration at times. Once it has been implemented, the new MIS solution may provide a technology platform that other programs can readily utilize to track and report their customers' activities and outcomes and better support true system integration.

18. Equity

The Spokane Workforce Council and its governing board are committed to closing wage, employment, and education equity gaps. We acknowledge and accept that we have been a part of the ecosystem that has created racial inequities, and we commit to being a larger force to evolve the system and serve as a catalyst for positive change. The SWC has embraced the need to take on the difficult conversations about diversity, equity, inclusion, and justice within the context of workforce development. By engaging with our customer base and business community, we acknowledge our past missteps and are taking action to be more inclusive to our diverse customers. The board has agreed that racism and privilege are systemic issues that must be addressed at a cultural and organization level. It has become increasingly clear that this work is not only a moral imperative, but there is individual, societal, and economic good that flows from closing equity gaps.

We acknowledge that this work is never done. To reach our goals, we will normalize conversations about systemic racism and all inequities, foster equitable workplace culture for our business and system partners, and support our partners with education and resources. We will continue to use assessments and other tools to embed the work in our system. Success will be measured through a variety of community-based metrics that demonstrate progress and achievement of outcomes.

Equitable practices will create a more diverse set of customers whose feedback will inform our service delivery and lead to better community outcomes. Our community will be strengthened when all members have a meaningful voice and increased access and will be elevated by creating a culture of hope and prosperity for all people.

The SWC board has taken steps to further support these commitments:

BUDGETING & CONTRACTING

- Reviewed procurement templates to ensure that they included our updated language on racial equity for our subcontractors and their partners.
- Actively promoting open RFP's to BIPOC owned businesses.
- Added language to monitoring tools.

COMMUNICATIONS

- We reviewed and surveyed our marketing materials and are creating materials that more fully reflect the populations we serve.
- We are committed to ensuring that communications materials are available on multiple platforms to ensure access to people of varying abilities.

DATA COLLECTION & EVALUATION

- Collected diversity, inclusion and equity data on staff and board members, and customer data (comprehensive effort utilizing multiple databases, including the state MIS, and partner agency information).
- We commit to updating data on a quarterly basis for our system/ customers and annually for board and staff.

19. Board Composition

Attachment E lists the current members of the Spokane Workforce Council and complies with the WIOA and State membership requirements for an alternative entity. The SWC actively recruits members from the targeted industry sectors of our area to ensure we have the voice of these key constituents at our table. As vacancies occur, the SWC works with our chief elected officials, local chambers of commerce, economic development councils, and our current members, to recruit new members that have an interest in workforce development in our area and will contribute to the work of this Council.

Section IV

Performance Accountability

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

As available, WIOA Title I-B Common Measure and State Core Measures are tracked and reported by the state, and interim tools are used to assure performance is continually on-track. This data is used to guide system programs, investments, and strategic planning. WIOA Spokane utilizes a performance-tracking database to help ensure data accuracy, report, and identify performance trends at the unit level. This allows for real-time feedback for staff. This information increases our effectiveness and efficiency in short-term and long-term planning.

The SWC receives and utilizes the WorkSource System Performance Dashboard and other performance reports to measure and track all customers. In addition to tracking employment performance data, we also measure quality through a variety of methods. Efforts continue to be focused on standardizing and stabilizing processes across the center and enable further service integration within WorkSource Spokane.

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

We look forward to the development of a reliable and accurate state MIS and a system-wide “dashboard” that includes the other WIOA title programs so that we can all be cognizant of the outcomes each program is seeking to attain and work to align our services and successfully reach these goals.

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 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	July 1, 2024 to June 30, 2025	Make contact with key individuals and organizations in the healthcare industry. Leverage partnerships and committee memberships to identify key stakeholders for future healthcare panels.	Apprise prospective partners of intent and gather data	Data gathered, partners engaged
Phase II: Investigate Goal: determine target industries	July 1, 2024 to Oct. 30, 2024	Share labor market information with hospitals, care facilities, clinics, and other prospective partners. Interview employers.	Data shared and analysis begins	Information distributed to partners
Phase III: Inventory and Analyze Goal: build baseline knowledge of industry	July 1, 2024 to October 30, 2024	Assess occupational data for various healthcare occupations which are growing, and analyze emerging subsectors within the industry	Analysis completed	Data from Lightcast, ESD used to inform activities
Phase IV: Convene Goal: build industry partnership, prioritize activities	July 1, 2024 to ongoing	Meet with key participants, build partnerships, prioritize activities, and identify regional initiatives.	Successful meeting with key industry representatives	Ongoing meetings with strong attendance
Phase V: Act Goal: Implement initiatives	Jan 2025 to Dec 2025	Determine feasibility of chosen options. Utilizing regional education partners, including the community colleges, develop activities, e.g., formal training, career fairs, incumbent worker training, etc.	Framework for progress	Prioritize initiatives and implement
Phase VI: Sustain and evolve Goal: grow the partnership	July 2025 to ongoing	Continue to meet a group and develop new initiatives as needs arise. Carry out previously identified activities. Possible activities include new training plans, youth career fairs, etc.	Group remains active	Strong attendance, initiatives implemented

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	Ongoing	Continue to expand relationships with regional economic development organizations, including Public Development Authorities, Greater Spokane Inc., and regional chambers of commerce. GSI as SWC board member.	Continued partnership on regional development projects	Completion of projects and development of new initiatives
Phase II: Investigate Goal: determine options for coordinated service delivery	Ongoing	Gather data on potential labor gaps in the regional economy for select targeted and emerging industries, such as healthcare and information.	Identification of labor gaps for specific occupations	Successfully identify existing labor gaps
Phase III: Inventory and Analyze Goal: build baseline knowledge	Ongoing	Coordinate efforts with economic development organizations, including GSI, to study workforce needs and share industry knowledge.	Inform employers of workforce development activities	Matching workforce development efforts to employer needs
Phase IV: Convene Goal: build partnership, prioritize activities	Ongoing	Utilize business partnerships to meet and identify employers to reach out to, so that labor shortages and labor gaps can be analyzed, and mitigation efforts can be developed. Conduct surveys and/or industry panels	Identify employers experiencing labor gaps	Successful development of labor gap strategies
Phase V: Act Goal: Implement initiatives	Ongoing	Continue to share knowledge between partners, and develop actionable strategies for addressing workforce needs, including the development of workforce training programs.	Prioritized development activities	Successful implementation of initiatives
Phase VI: Sustain and evolve Goal: grow the partnership	Ongoing	Continued communication and strategy development with regional economic development organizations, to address the workforce needs in high priority and emerging sectors.	New and continued initiatives for economic growth	Continued active participation with partners. Customer satisfaction with programs

Attachment D: Local Area Profile

Please complete the following three sections for each Local Area in the Region and submit the information as part of the plan.

1. Local One-Stop System

List all comprehensive, affiliate, and connection one-stop sites in the local area, along with the site operator. If the operator is a partnership, list all entities comprising the partnership.

Site	Type of Site (Comprehensive, Affiliate, or Connection)	Site Operator(s)
WorkSource Spokane	Comprehensive	Career Path Services
Next Generation Zone	Affiliated	Spokane Workforce Council
Resource Center of Spokane	Connection	Career Path Services
Goodwill Industries of the Inland Northwest	Connection	Goodwill Industries of the Inland Northwest
Spokane Community College	Connection	Spokane Community College
Spokane Falls Community College	Connection	Spokane Falls Community College
Spokane Public Library Downtown branch Shadle branch Hillyard branch	Connection	Spokane Public Library
YWCA	Connection	YWCA
Spokane County Library District Locations: Airway Heights Argonne Bookie Cheney Deer Park Fairfield Medical Lake Moran Prairie North Spokane Otis Orchards Spokane Valley	Connection	Spokane County Library District
Fairchild Airman & Family Readiness Center	Satellite	Fairchild Air Force Base

WIOA Title I Service Providers

Dislocated Worker Program List all current and potential service providers in the area	Indicate service(s) provided by each			WIOA funded?
	Basic	Individualized	Training	
Career Path Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Employment Security Department	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Comments regarding the adequacy and quality of Dislocated Worker Services available:

As indicated above in the narrative throughout the plan, we have a robust partnership of service providers operating in our sites throughout WDA XII. Those listed here and below are our primary WIOA-funded ones, but we also leverage the capacity and expertise of many other organizations who serve a diverse array of adults, dislocated workers, and youth customers. We are always seeking to improve our system and broaden the accessibility of our services and are actively building our local system to better meet the needs of our customer base.

Adult Program List all current and potential service providers in the area	Indicate service(s) provided by each			WIOA funded?
	Basic	Individualized	Training	
Career Path Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Employment Security Department	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Comments regarding the adequacy and quality of Adult Services available:

Please see above comments for details.

Youth Program List all current and potential service providers in the area	Indicate service(s) provided by each			WIOA funded ?	Services for youth with disabilities ?
	Basic	Individualized	Training		
Career Path Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
NorthEast Educational Services District 101	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Goodwill Industries of the Inland Northwest	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Comments regarding the adequacy and quality of Youth Services available:

Please see above comments for details.

Attachment E

Local Workforce Development Board Membership and Certification

LWDBs must complete one of the two tables below. The LWDB must be composed of the required membership, as outlined in WIOA Sec. 107(b) and 20 CFR 679.320 or indicate how the membership of the board meets the requirements for an alternative entity. Alternative entities must show that they have filled their membership categories, and that the categories are substantially similar to those in WIOA. Describe your efforts to broadly recruit new and replacement board members from across the local area. The information in the appropriate table will be used to certify LWDBs pursuant to WIOA Sec. 107(c)(2), and for subsequent certifications pursuant to Sec. 106(e) and 20 CFR 679.250-260. Data regarding performance and fiscal integrity will be added at the time of certification. The labels in the first column represent minimum criteria for certification. Please add lines as needed.

Official Name of Local Board: Spokane Area Workforce Development Council
Fiscal Agent: Spokane Area Workforce Development Council
Contact Name and Title: Mark Mattke, Chief Executive Officer

Complete this table if your LWDB qualifies as an alternative entity. The table should identify how an alternative entity serving as a Local Workforce Development Board is substantially similar to the local entity described in WIOA Section 107(b)(2), by indicating membership in each of the 4 categories listed above.

Categories	Name/Title/Organization* (please list one per line and add lines as needed)	Nominated by
Business majority (>50%) - Please indicate the total number of seats available for this category: <u>13</u>		
	Christina Vigil Gross , Market Manager, Manpower West	Greater Spokane Incorporated
	Kimberly Watkins , Senior Rewards and Relations Partner, Gesa Credit Union	Greater Spokane Incorporated
	Kelley Charvet , Chief Administrative Officer, CHAS Health	Greater Spokane Incorporated
	Robert Duron , Principal/Owner, Bottom Line Prophets/Pet Vittles and Wild Bird West	Greater Spokane Incorporated
	Diana Wilhite Owner, Wilhite Enterprises	Greater Spokane Incorporated
	Julie Orchards , Human Resources Director, Providence Health & Services	Greater Spokane Incorporated
	Dr. Wade Larson , Chief Human Resources Officer, Wagstaff, Inc.	Greater Spokane Incorporated

	Jeff Bosma , President/Owner, Fast Way Freight	Greater Spokane Incorporated
	Diane Quincy , HR Director: Leadership and Organization Development, Avista Corporation	Greater Spokane Incorporated
	Tracy Ballard , Vice President, Human Resources, STCU	Greater Spokane Incorporated
	Toby Broemmeling , Vice President State Programs, Skills'kin	Greater Spokane Incorporated
	Patti Borchardt , Senior Vice President/Regional Manager, Umpqua Bank	
	Derek Tyree , Organizational Development Strategist, STCU	Greater Spokane Incorporated
Workforce/Labor - Please indicate the total number of seats available for this category: <u> 3 </u>		
	Tina Morrison , Executive Secretary, Spokane Regional Labor Council	Spokane Regional Labor Council
	Rebecca Cook , Vice President, International Alliance of Theatrical Stage Employees - Local 93	Spokane Regional Labor Council
	Scott Holstrom , Business Manager/ Secretary-Treasurer, Northwest Laborers Employers Training Trust Local 238	Spokane Regional Labor Council
Education - Please indicate the total number of seats avail Please indicate the total number of seats available for this category: <u> 4 </u>		
	Dr. Kevin Brockbank , Chancellor, Community Colleges of Spokane	Community Colleges of Spokane
	Dr. Shari McMahan , President, Eastern Washington University	Eastern Washington University
	Doug Edmondson , Director, Career and Technical Education, East Valley School District	Spokane Area Professional Technical Advisory Consortium
	vacant	
Government/workforce programs (may include		

economic development) - Please indicate the total number of seats available for this category: <u> 5 </u>		
	Mary Crago , Deputy Regional Administrator, Division of Vocational Rehabilitation	
	Lori Hunley , Administrator - Community Services Office, Washington State Department of Social and Health Services	
	John Dickson , Eastern Regional Director, Employment Security Department	
	Gary Ballew , Vice President, Economic Development, Greater Spokane Incorporated	
	Joel White , Executive Officer, Spokane Home Builders Association	Greater Spokane Incorporated
	The Honorable Lisa Brown , Mayor, City of Spokane (ex officio non-voting)	
	The Honorable Josh Kerns , Commissioner, Board of Spokane County Commissioners, Spokane County) (ex officio non-voting)	

*** LWDBs must provide evidence of active recruitment for any unfilled seats on the board.**

We are actively recruiting a member representing Secondary Education for our board and have spoken with one of our school district superintendents regarding the opportunity. We anticipate filling the vacancy by July 1, 2024.

Attachment F

Local Integrated Workforce Plan Assurances Instructions

This section of the plan is a "check-the-box" table of assurance statements, including the legal reference(s) corresponding to each assurance. Note: Boxes can be electronically populated by double-clicking the check box and selecting "checked" as the default value.

By checking each assurance and signing and dating the certification page at the end of the Local Integrated Workforce Plan, the LWDB and local chief elected official(s) certify that (1) the information provided to the State in the following table is accurate, complete, and meets all legal and guidance requirements and (2) the local area meets all of the legal planning requirements outlined in WIOA law and regulations and in corresponding State guidance. By checking each box and signing the certification page, the LWDB and local chief elected official(s) also assure the State that supporting documentation is available for review upon request (e.g., state or federal compliance monitoring visits).

If a local board is unable to provide assurance for a specific requirement, it must promptly notify the staff contact in ESD's Employment System Administration and Policy Unit to provide the reason for non-compliance and describe specific actions and timetables for achieving compliance. Identified deficiencies within the assurances may result in additional technical assistance and/or a written corrective action request as part of the State's conditional approval of the Local Integrated Workforce Plan.

2024-2028 Regional/Local Workforce Plan Assurances

Planning Process and Public Comment		References
☒	1. The local board has processes and timelines, consistent with WIOA Section 108(d), to seek input for the local plan's development. This includes providing representatives of businesses, labor organizations, education, other pivotal stakeholders, and the general public an opportunity to comment for a period not exceeding 30 days.	WIOA Sections 108(d); proposed 20 CFR 679.550(b)
☒	2. The final local plan, and modification, is available and accessible to the public on a regular basis through electronic means and open meetings.	WIOA Sec. 107(e); 20 CFR 679.550(b)(5)
☒	3. The local board has established procedures ensuring public access, including people with disabilities, to board meetings and information regarding board activities, such as board membership, meeting minutes, the appointment of one-stop operators, awarding of grants or contracts to service providers, and the local board's by-laws.	WIOA Section 107(e); 20 CFR 679.390 and 679.310
Required Policies and Procedures		References
☒	4. A written policy is established by the LWDB outlining potential conflicts of interest and resolutions. Entities with multiple roles under the LWDB have documented agreements with the LWDB and chief elected official (CEO), ensuring compliance with WIOA, pertinent OMB guidelines, and the State's conflict of interest policies.	WIOA Sec. 107(h); 20 CFR 679.430; WIOA Title I Policy 5405; WorkSource System Policies 1012 and 1025
☒	5. The LWDB affirms that required one-stop partners actively provide access to their programs through the one-stop delivery system, contribute to its maintenance, and participate consistently with local memoranda of understanding (MOU).	WIOA Sec. 121(b); 20 CFR 678.400
☒	6. The LWDB confirms the execution of MOUs with each one-stop partner detailing service provisions, costs and funding arrangements, referral methods, accessibility measures, especially for those with barriers, and periodic reviews at a minimum of every 3 years; and has provided the State with the latest version(s) of its MOU.	WIOA Sec. 121(c); 20 CFR 678.500; WorkSource System Policy 1013
☒	7. The LWDB, aligned with the CEO, affirms its selection of one-stop operators through a competitive process, ensuring their eligibility, transparency, and adherence to all WIOA regulations, including conflict of interest, service coordination, and stakeholder engagement, with full operational functionality achieved by July 1, 2017.	WIOA Sec. 121(d); 20 CFR 678.600; WorkSource System Policy 5404
☒	8. The LWDB has or will negotiate and reach agreement on local performance measures with the local chief elected official(s) and Governor before the start of the program year, using the required objective statistical model.	WIOA Sec. 107(d)(9) and 116(c); 20 CFR 679.370(j) and 677.210
☒	9. The LWDB has procurement policies and procedures for selecting one-stop operators and awarding contracts for youth, training, and career services under WIOA Title I-B, ensuring coordination with local educational entities, budgeting, accessibility compliance, and consumer choice in line with state, local, and WIOA mandates.	WIOA Sec. 107(d)(10); 121(d) and 123; 20 CFR 679.720(l-m); 679.410; 678.600-625 and 681.400; WIOA Title I 5404
☒	10. The LWDB has policies and procedures for identifying and determining the eligibility of training providers and their programs to receive WIOA Title I-B 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; 20 CFR 679.720(l-m) and 679.380; WIOA Title I Policy 5611

☒	11. The LWDB has written procedures for resolving grievances and complaints alleging violations of WIOA Title I-B regulations, grants, or other agreements under WIOA and written policies or procedures for assisting customers who express interest in filing complaints at any point of service, including, at a minimum, a requirement that all partners can identify appropriate staff contacts and refer customers to those contacts. All parties will be informed of these procedures, ensuring clarity and accessibility, especially for limited-English speaking individuals.	WIOA Sec. 181(c); 20 CFR 683.600; WorkSource System Policy 1012, Rev. 2 and 1025.
☒	12. The LWDB 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
☒	13. The local area has established at least one physical, comprehensive, full-service one-stop center ensuring access to specified career, training, employment services, and programs, including those from mandated one-stop partners with at least one Title I-B staff member present, access during regular business days, accommodations for alternative hours where needed, and facilitates direct technological linkages where program staff isn't physically present.	WIOA Sec. 121(e)(2)(A); 20 CFR 678.305; WorkSource System Policy 1016
☒	14. The LWDB ensures all one-stop centers, and Title I-B programs or activities are accessible both physically and programmatically to individuals with disabilities in accordance with 29 CFR part 38 and WIOA sec. 188 to include accessibility of facilities, services, technology and materials.	WIOA Section 188; 29 CFR Part 38; 20 CFR 652.8(j)
☒	15. The one-stop centers undergo certification at least once every three years, based on objective criteria set by the State board in consultation with chief elected officials and local boards. This certification process assesses the centers' effectiveness, physical and programmatic accessibility, and commitment to continuous improvement, in alignment with WIOA Section 121(g) and the requisite standards related to service coordination.	WIOA Sec.121(g); 20 CFR 678.800; WorkSource System Policy 1016
☒	16. The local board certifies that in all determinations, including facility locations, related to WIOA Title I-B financially assisted programs or activities, it neither employs standards nor procedures that lead to discrimination on prohibited grounds, nor does it take actions, directly or through other arrangements, that impair the objectives of the WIOA nondiscrimination and equal opportunity provisions. The board ensures all individuals have equitable access and benefits from one-stop services, without any form of discrimination.	WIOA Section 188; 29 CFR Part 38
☒	17. The LWDB provides to employers the business services outlined in WorkSource System Policy 1014.	WorkSource System Policy 1014
☒	18. 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 38; WIOA Policy 5402, Rev. 3; WorkSource System Policy 1012, Rev. 2
☒	19. The local board collects and maintains data necessary to show compliance with nondiscrimination provisions of Section 188.	WIOA Section 185; 29 CFR 38; WIOA Policy 5402, Rev. 3; WorkSource System Policy

		1012, Rev. 2
<input checked="" type="checkbox"/>	20. 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
<input checked="" type="checkbox"/>	21. 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 Sec. 167; MSFW Services Handbook
<input checked="" type="checkbox"/>	22. The LWDB 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; 20 CFR 677.175 and 20 CFR part 603
	Administration of Funds	References
<input checked="" type="checkbox"/>	23. 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 Sec. 108(b)(16); 20 CFR 679.560(a)(15); WIOA Title I Policy 5601; WIOA Sec. 134(c)(3)(G); 20 CFR 680.300-310
<input checked="" type="checkbox"/>	24. 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 and the Wagner-Peyser Act funds.	WIOA Section 108(b)(15), WIOA Title I Policy 5230; WIOA Title I Policy 5250
<input checked="" type="checkbox"/>	25. The local board ensures compliance with the uniform administrative requirements under WIOA through annual, on-site monitoring of each local sub-recipient.	WIOA Sec. 184(a)(3); 20 CFR 683.200, 683.300, and 683.400- 410; WIOA Policy 5230
	26. 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.	2 CR Part 200; 20 CFR 683.200; WIOA Title I Policy 5260, Rev. 4
<input checked="" type="checkbox"/>	27. 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; 20 CFR 683.410(a), 683.420(a), 683.750; WIOA Title I Policy 5265
<input checked="" type="checkbox"/>	28. 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 Sec.184(a)(2)(A); 20 CFR 683.200 and 683.220; OMB Uniform Admin. Guidance; (GAAP); WIOA Title I Policy 5407

<input checked="" type="checkbox"/>	29. The local board will not use funds received under WIOA to assist, promote, or deter union organizing.	WIOA Sec. 181(b)(7); 20 CFR 680.830-840
	Eligibility	References
<input checked="" type="checkbox"/>	30. 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.	20 CFR Part 680 Subparts A and B; proposed 20 CFR Part 681 Subpart A; WorkSource System Policy 1019, Rev. 8
<input checked="" type="checkbox"/>	31. 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 Sec. 134(c)(3)(G); 20 CFR 680.300-330; WIOA Title I Policy 5601, Rev. 2
<input checked="" type="checkbox"/>	32. 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 Sec. 129(c)(2)(G) and 134(d)(2); 20 CFR 680.900-970; 20 CFR 681.570; WorkSource System Policy 1019, Rev. 8
<input checked="" type="checkbox"/>	33. 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, Rev. 3

Attachment G

Local Integrated 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 Workforce Development Area XII, 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.

Chief Elected Official

Chief Elected Official

Lisa Brown, Mayor, City of Spokane

Josh Kerns, Commissioner, Board of Spokane
County Commissioners

Date:

Date:

Workforce Development Council Chair

Workforce Development Council Executive

Christina Vigil Gross, Chair, Workforce
Development Council

Mark Mattke, CEO

Date:

Date:

Attachment H

Public Comment

The SWC developed its plan and sought input over a five-month period (October 2023 through April 2024) from a broad array of workforce system and community stakeholders. A comprehensive online survey was sent to over 400 community stakeholders representing SWC board members, business, education, labor, economic development, government, transportation, and other partners. Public meetings were held in March and April of 2024, where the survey results were discussed and additional feedback obtained. Notes were captured at each meeting and suggestions incorporated into the Draft Plan. In addition, the Local Plan was discussed at open public meetings of the SWC board in October and December 2023, and February 2024, and at the monthly SWC Executive Committee meetings during the same period. On April 1, 2024, the Draft Plan was published on our website with an invitation to contribute feedback through our public comment process to ensure the plan addresses the needs of our diverse customers.

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Attachment I

Performance Targets

This page is intentionally left blank pending the results of state board negotiations with chief local elected officials.

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