



LOCAL OPERATIONS PLAN

Southwest Washington Workforce Development Council

Serving Clark, Cowlitz and Wahkiakum Counties

PY 2010 – PY 2012

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Section I ADMINISTRATION

Introduction

The Southwest Washington Workforce Development Council (SWWDC) is the workforce investment board for Clark, Cowlitz, and Wahkiakum Counties, administering funds allocated to the region under the federal Workforce Investment Act of 1998 (WIA). The workforce system includes two WorkSource¹ centers, two technical community colleges, two WIA funded youth providers, a host of state and federally funded employment and training programs, a number of local, community based service providers, secondary vocational programs in some 15 school districts, and numerous private career and vocational schools. The SWWDC seeks to focus the attention of all elements of the region's workforce system on the needs of local business, particularly those whose growth is constrained, now or in the future, by workforce issues. The SWWDC seeks to facilitate successful workforce strategies with measurable outcomes and significant business investment.

The mission of the SWWDC is to prepare and promote a highly skilled and adaptive workforce for a healthy, sustainable economy in Southwest Washington. To this end, SWWDC is committed to developing a workforce system that:

- Creates an employer responsive delivery system
- Focuses on outcomes and makes investments accordingly
- Provides readily accessible and flexible services
- Gears training and education for advancement across the employment spectrum
- Closely aligns initiatives with economic development, labor, and educational partners
- Develops effective partnerships and leverages collaborative opportunities to achieve goals/objectives

The need for a skilled and qualified workforce continues to grow, and the gap between the skills required by employers and those found in the workforce continues to widen on a national and local level. As a regional workforce council, SWWDC plays a pivotal role in reducing this gap by assisting people with the development of skills that lead to economic self-sufficiency and by assisting employers to develop a competitive workforce.

Such opportunity requires an outcome and customer based model that connects the workforce to economic development. It must focus training investments on occupations with upward mobility and industries with regional growth. To keep pace with workforce and skills gaps, the focus must be on increasing the number of people completing training in key occupations and increasing the skill level and quality of training.

This Local Operations Plan for the Southwest Washington Workforce Development Council is consistent with the vision, goals, objectives and strategies of the State's "Unified Plan for Washington's Workforce Development System." The process for the development of the Local Operations Plan mirrors the State's process by working in partnership with a variety of community stakeholders. Furthermore, the Plan is intended to assist in implementing the WIA program goals and outcomes described in the local Strategic Plan on the operational level. Although the Plan focuses specifically on the areas that are directly related to WIA Title I-B activities, it is aligned with the goals of the Strategic Plan as follows:

Goal A: Fully engage Southwest Washington youth and adults in the regional economy.

Goal B: Provide avenues for residents to prepare for careers that lead to self sufficiency.

Goal C: Provide Southwest Washington Industries with a skilled workforce.

¹ "WorkSource" is the name given by Washington State to the One-Stop employment centers required under WIA.

Goal D: Foster a responsive workforce system that offers services in the time, place and structure required by business and workers.

Local Area Description

In 2009, the three counties in SWWDC's region had a total population of 534,900. Population in the region has grown by 21 percent since 2000, making it the second-fastest growing region in the state over the decade. However, growth has slowed since the onset of the Recession. The 2009 labor force was estimated at 264,000, and the unemployment rate reached 15.2 percent in March 2010.

Compared to the state and the Portland Metro area, Southwest Washington residents have less education. In the past decade, the number of students receiving college degrees has flattened, and the number of 18-24 year olds with no high school diploma or GED remains at over 20%. Just under 24 percent of residents aged 25 and older had a bachelor's degree or higher, compared with 31 percent of the state and 33 percent for the metro area. About 30 percent of residents aged 18 to 24 were attending college, lower than the metro area (34 percent) and state (36 percent). As a result of low skills, intergenerational poverty remains high, and a growing number of young adults age 16-29 are not fully participating in the labor force.

Residents are more likely to work in construction, transportation, and production occupations, and less likely to work in management or professional occupations. Manufacturing and logistics will continue to be important in Southwest Washington and those jobs will require higher skills. Emerging industries such as alternative energy, biotechnology, and green products and services, along with the already growing health and medical field means a continued emphasis and expansion of K-12 mathematics and science, as well as life science, engineering, and material sciences degrees.

Key industries in the region include manufacturing (especially electronics, paper, and machinery) and transportation & warehousing, due in part to the location of five ports along the Columbia River. Professional and technical services are an important source of higher-wage jobs in the region, as is health care, which has been the only sector to add employment during the recession.

These trends and others will require the workforce system to serve more people (increased scale) and in faster and more flexible ways (increased pace). The need for increased scale and pace means that the traditional "silo-ed" approach to funding or delivering programs will no longer be effective—the workforce system will need to be optimized based on customer needs.

Guiding Themes for Workforce Development in SW Washington

Preparing skilled and adaptive workers to succeed in the regional economy depends on a workforce system that:

- thinks and acts as an integrated system of programs that share common goals, yet are delivered by various partners with the best capabilities.
- is responsive to employers and prioritizes services to respond to high demand occupations and critical job needs of targeted industry clusters.
- focuses workforce efforts on outcomes and invests in programs and services accordingly.
- works with Oregon counterparts to address broader regional workforce needs of the regional economy and leverages resources to provide a higher quality and level of services.
- regularly reviews program and service performance for quality improvement, and adapts them to meet changing needs.

Local Workforce Investment Board

The Southwest Washington Workforce Development Council consists of 36 members aligned with state and federal requirements for the Workforce Investment Act. The SWWDC is a non-profit corporation, with

an Executive Board (elected by the full council) acting as the corporation board of directors. The SWWDC does not provide direct services nor does it function as the One-Stop Operator. Instead, all WIA services are contracted out through a competitive procurement process. SWWDC's role is to provide strategic direction and system design, holding service providers (and SWWDC staff) accountable for results. The Council is appointed by the three counties of the SWWDC region.

The full board meets in odd numbered months on the second Wednesday at 4:00 pm. The meeting sites move between Clark and Cowlitz counties. The Executive Board meets on the third Wednesday of each month at 4:00 pm at the SWWDC offices in Vancouver and the Finance Committee meets on the second Wednesday of the month at 2:30 pm.

Each fall, the Council reviews its work plan, identifies annual priorities and activities, and presents its final recommendations to the SWWDC board. This annual plan provides direction to the SWWDC and its program providers on strategies and priorities for implementing the SWWDC strategic plan. SWWDC meetings are conducted in accordance with the Open Public Meetings Act, and interested parties are provided an opportunity to comment at SWWDC meetings. The SWWDC's Strategic Plan, as well as this Operations Plan, have been widely disseminated and discussed within the three-county service area.

WorkSource Accountability Committee

A WorkSource Accountability Committee chartered by SWWDC meets on the first Tuesday of the second month following the end of the quarter. The committee is responsible for assuring appropriate return on investment of public funds, including WIA funds. Its findings and concerns form the basis for board actions related to WIA adult and dislocated worker investments. The WorkSource Accountability Committee regularly reviews performance data, including WIA programs, making recommendations for improvement; reviews proposals for WIA contracts within WorkSource, recommending service providers to the Executive Board; and certifies WorkSource centers based on state and federal requirements, as well as local needs. The Committee works to ensure continuous improvement and that service providers are meeting the employment needs of local employers and participants.

Youth Council

The SWWDC's Youth Council provides a mechanism for youth service provider agencies and others to have an ongoing role in strategic and operational planning. The Youth Council, established pursuant to the federal Workforce Investment Act, has several responsibilities in conjunction with the SWWDC. The Youth Council assists with development of the strategic plan, selection and oversight of service providers, and establishment of priorities for investment of youth funds.

The Youth Council is comprised of a minimum of nine members (with no maximum limit) including representatives from the following: youth service agencies including juvenile justice and law enforcement, public housing authorities, parents of youth seeking assistance from WIA activities, educational organizations, the private sector, SWWDC board, and individuals including current or former participants who have experience with youth activities. Youth Council members are appointed by the SWWDC in cooperation with county commissioners. The Youth Council chair is elected by the youth council and ensures Youth Council operation is consistent with WIA legislation. The Youth Council provides recommendations to the SWWDC board; it does not act autonomously. The Youth Council meets at least four times per year to carry out its duties. No formal sub-committees exist.

Local Administration and System Oversight

Fiscal Responsibility

The SWWDC acts as the fiscal agent and employs a full time Certified Public Accountant (CPA) to manage and oversee the financial system.

Competitive Procurement Process

The SWWDC currently uses a competitive Request for Proposal (RFP) process for the selection of the Operators and all WIA Title I-B service providers. The SWWDC's ultimate goal in selecting service

providers is to select organizations that will deliver planned outcomes and provide the highest quality services to the greatest number of residents and employers. The selection process is documented to demonstrate compliance with standards established by the Governor, the Workforce Investment Act and the SWWDC's local procurement policy as follows:

- Public Announcement is made indicating the availability of funds and location where the RFP may be obtained. This is done through publication of a legal ad, posting of information on website, and through partner agency channels to inform community and faith-based organizations.
- Agencies expressing an interest in WIA programs are notified of the RFP process.
- A Bidders' Conference is held with interested parties to review the process, RFP criteria, and answer questions.
- SWWDC staff screen all proposals received to assure compliance with regulations, RFP requirements, and any other conditions or stipulations the SWWDC may establish. Staff also conducts a technical review that may include past performance of bidders, audit/monitoring history, cost/price analysis, and areas of concern.
- The Evaluation Team reviews the proposals following the process and evaluation criteria outlined in the specific RFP.
- The Evaluation Team recommendations are made to the SWWDC Executive Committee and to the appropriate subcommittee (e.g. recommendations are made to the WorkSource Accountability Committee for the Adult and Dislocated Worker service provider contracts). The Subcommittee then makes recommendation to the SWWDC Executive Board.
- The Executive Board makes recommendations to full Workforce Development Council for vote and contract awards.

Certification Process for One Stop Centers

Consistent with the State Plan and with the agreement of the Southwest Washington Executive Board of County Commissioners, the Southwest Washington Workforce Development Council is responsible for the designation, certification, or decertification of WorkSource One-Stop Centers and affiliate sites.

The Certification application is one step in the on-going pursuit of growth, quality improvement, and performance excellence. Attainment of certification provides assurance to the public WorkSource has achieved a high standard and consistently maintains that standard.

The following quality standards are the criteria by which the SWWDC certifies One-Stop Operators:

- Programmatic and Functional Integration - It is critical for WorkSource and its partners to think and act as an integrated system and adhere to Lean Thinking Principles throughout the center. WorkSource Operators should ensure that client services are aligned, regardless of funding streams, and that programs share common goals. Each customer is mutually regarded as a shared customer, with all staff and programs operating at the site having a vested stake in that customer's success. Integration of programs and Lean principles should be incorporated into planning, processes, information sharing, resource decisions, actions, results, and analyses.
- Leadership - The leadership of the organization is directly involved in creating and sustaining common values, organizational directions, performance expectations, and customer focus. Leaders empower staff through team assignments and remove barriers which deter innovation and quality improvement. A successful leader will be a Lean Principles Champion and provide the vision for staff in the implementation of lean.
- Performance and Accountability - Results and outcomes for the public investment in WorkSource is essential to the WorkSource system's relevance. The effectiveness of WorkSource for employers and jobseekers must be evident in system performance. Data must be collected and analyzed, then a plan for improvement, enhancement, or adjustment must be established.
- Service provision, including services and outreach to special populations - WorkSource must be able to extend services and outreach not just to individuals who walk in the door, but also to those who have become disengaged in the labor force. Integrated, quality services must be provided to all customers within the center. In addition, widespread use of the Self-Sufficiency Calculator

throughout the WorkSource Center is a necessary component of service provision.

- Customer Satisfaction - Performance and value are ultimately judged by customers, both external and internal. Actions are focused on satisfying customer needs, identifying shortcomings and responding accordingly.
- Staff Proficiency and Staff Training Participation - The investment in staff development is substantial, ongoing, and focused both on cross-training and overall skill development. Every member of the organization has the ability and authority to meet customer needs, either directly or, where appropriate, by helping the customer make the right connections to the expertise he or she seeks. Operators will require WorkSource staff to participate in SWWDC-sponsored training is required.

One Stop Operator

The One Stop Operator function is determined through a competitive bid process (RFP) resulting in a formal contract outlining specific responsibilities. In Clark County, the Operator contract has been awarded to ARBOR E & T. However, ARBOR and Employment Security have developed a strong partnership and common vision. As a result, they have agreed to function as Co-Directors/Co-Operators of WorkSource Vancouver. In Cowlitz/Wahkiakum Counties the Operator contract has been awarded to both the Employment Security Department and Lower Columbia Community Action Program (CAP) as a shared function. They also function as Co-Directors.

Within the One Stop Center, each “operator team” (ESD/ARBOR in Clark County & ESD/CAP in Cowlitz/Wahkiakum Counties) oversees the functional integration and operations of the One Stop Center. As such, they are minimally responsible for the following:

- Implement and carry out one-stop services as described in the Southwest Washington Operations Plan, in compliance with all applicable federal, state and local regulations.
- Work with the SWWDC to design and implement integration of partners’ staff and systems and the coordination of services for the one stop center, including the support of and participation in the value stream mapping and Lean processes.
- Coordinate participation of all one stop partners to jointly serve customers through the one stop service system.
- Monitor and coordinate the provision of quality integrated services to eligible and enrolled participants within the One Stop center.
- Facilitate problem solving and continuous improvement activities for the one stop center, as well as establish a process for on-going quality improvement in one stop center operations.
- Align services to meet the appropriate goals identified in the SWWDC Strategic Plan and ensure that the site operates within the parameters established by SWWDC.
- Provide and exhibit leadership through creating and sustaining common values, organizational directions, performance expectations, customer focus, collaboration and cooperative activities, and vision for staff in the implementation of lean principles.
- Ensure that non-enrolled WIA services are available to all customers and that eligibility is not required, facilitating cross referral and co-enrollment as appropriate.
- Resolve conflicts among partners in alignment with disputes process and respond to complaints of one stop customers.
- Foster partnership within the center to function as a multi-agency team, and promote and participate in collective accountability that recognizes system outcomes, in addition to an individual partner program’s outcomes.
- Ensure that the self-sufficiency calculator is used with the majority of enrolled participants to document program impact on participant progress toward self-sufficiency and to help low-income individuals and jobseekers with career planning and budgeting.
- Develop cross-referral protocols in partnership with community service providers.
- Develop and execute a Resource Sharing Agreement (RSA) between the partners to specify how the broader system costs are being shared, how costs are allocated and which organizations are contributing in-kind services or other resources. The RSAs, including future modifications thereto, are referenced information and shall be considered as part of this MOU.
- Recruit additional partners and/or in-kind or other resources as appropriate.

Public Comment

SWWDC membership meetings shall be conducted in accordance with the Open Public Meetings Act, Chapter 42.30 of the Revised Code of Washington, as amended. The public will be informed of all regular meetings of the SWWDC through publication of a notice in the local newspaper of general circulation within each county. The notice, submitted for publication at least ten (10) days in advance of the meetings, will state the date, time and location of the meeting. Every effort will be made to issue a public notice of special meetings. When issued, the public notice for a special meeting shall specify the purpose of the meeting.

Through membership meetings, information regarding the activities of SWWDC, including the development of local Strategic and Operations Plans, award of grants or contracts for site operation, and WIA services and policy changes, will be made public. Opportunities for public comments by representatives of businesses, labor organizations, and other entities will be provided.

Efficient Use of Resources and Fiscal Accountability

It is the intent of the SWWDC, its Executive Board, Youth Council, and Executive Board of County Commissioners to utilize all of the region's workforce development resources for maximum benefit, using Workforce Investment Act Title I-B dollars and other funding streams to meet the needs of both job-seekers and employers.

All partners share resources through a Resource Sharing Agreement for each WorkSource location in which the partners identify shared costs related to the overall operation and maintenance of the One-Stop Delivery System. These costs are billed and allocated according to each program's Full Time Equivalent (FTE) employee numbers relative to the total FTEs in the One-Stop partnership.

Additionally, both WorkSource locations have an electronic financial tracking system to budget costs for WIA Adult and Dislocated Workers. Information on participant expenses is documented at the time of service and information can be accessed immediately for total expenditures per participant and per program.

Section II OVERVIEW OF THE WORKFORCE SYSTEM

Memorandum of Understanding

A copy of the most current Memorandum of Understanding between the local board and each one-stop partner is attached.

Integration and Service Delivery

Beginning July 1, 2010, Southwest Washington's WorkSource Centers are organized around functional areas (Reception, Interviewing, Coaching, Funding, Business Services, Continuous Engagement, and Quality Assurance) that were developed to meet the needs of the customer by providing the customer greater access to staff and resources.

	Team Name	Services and Function	Supporting Resources (by FTE, approximate)
← Quality Assurance → Identification of system barriers to effective work, and facilitation of solutions	Reception Area, Interviewing Area (core services)	<ul style="list-style-type: none"> • Greet and triage • Registration and initial assessment • Referral to "Green Light Job Orders" • Assessment tools applied (JobFit, WorkKeys, Choices, KeyTrain, Self-Sufficiency Calculator, etc.) • Workshops • Intensive service eligibility • Employment Plan 	Vancouver: WIA -3 ESD - 18 Cowlitz: WIA - 3 ESD - 4 AmeriCorps - 2
	Coaching Area, Funding, Continuous Engagement (intensive services)	<ul style="list-style-type: none"> • Helps customers navigate training and career paths to achieve employment goals • Identify barriers to employment • Package financial resources to assist customers (TAA, WIA, WorkFirst, Veterans, UI, Rapid Response) • Case management tracking • Referral to training • Capture return to work info 	Vancouver: WIA -7.5 ESD -16 Cowlitz: WIA - 2 TAA - 2 ESD -8.0 DVOP - 1
	Business Services	<ul style="list-style-type: none"> • Work with target industry businesses <ul style="list-style-type: none"> ○ connecting them to qualified and skilled job seekers. ○ Assess business needs ○ Establish job orders and referral processes ○ Hiring events ○ Rapid Response • Staff embedded in industry • Job development 	Vancouver: WIA 4 ESD - 2 DSHS DVR - 1 WDC - .5 Cowlitz: ESD - 3

Each team listed above has a Functional Supervisor who is part of the WorkSource Center Leadership Team. The Functional Supervisors meet weekly with Operators to set the direction of the centers, approve business decisions and work through customer flow issues. Leadership Team members take turns at facilitating the meetings and recording outcomes.

Core Services: Businesses

Within each One Stop center, a business service unit comprised of staff members from multiple funding

sources operates as a team to ensure that the needs of employers are met. Individual staff members specialize in specific industries and occupational clusters in order to develop expertise.

The focus of the Business Services Unit is primarily to build relationships with target industry sector companies, associations, and leaders with the explicit goal of providing high levels of value and attainment of "trusted advisor/partner" status with business. This strategy is in strong contrast to the transaction orientation that existed prior to the implementation of our demand driven/responsive system. Strategies and solutions can now credibly include broad and judicious use of non-traditional workers i.e. disabled and those candidates requiring customized training/skill attainment/support.

Contrary to prior success metrics, merely taking a job order is not a meaningful measure. Today, the workforce system adds value to business by clarifying needs and filling the need with appropriately skilled people who are strong fits for the work situation they are considering. Investments by the workforce system in tools such as JobFit increase the efficiency of the system and provide high value to the businesses we serve. The more rigorous approach to finding and matching the "most" appropriate candidates versus referring the first few who meet the minimum criteria (i.e. a resume/application scan) continues to garner rave reviews from industry.

We have also implemented a continuous improvement/feedback mechanism for industry to provide ongoing input to our service providers. After each assisted transaction (job order, labor market analysis, and other workforce consultation) the customer is invited to provide suggestions/feedback to the service delivery team for quality assurance and training purposes.

Key industries in the region with which the Business Services units target include:

- Healthcare – Hospitals, Clinics, Specialty Medical
- Construction Trades and Apprenticeships
- Transportation, Logistics and Warehousing
- Manufacturing
- High Tech Manufacturing

The SWWDC acknowledges that the apprenticeship model is one of the most effective mechanisms in preparing for employment, combining theoretical with hands-on training. Both the SWWDC and the Youth Council include members who are directly involved in apprenticeship programs.

Apprenticeship services are one of the options individuals are encouraged to explore at the One-Stop Centers and within the youth programs. Staff members work closely with the Apprenticeship Coordinator for Southwest Washington. The Apprenticeship Coordinator provides updates on open apprenticeship programs and individuals are regularly referred to apprenticeship programs as appropriate. In addition, advertisements about apprenticeship opportunities are included in a monthly newsletter to youth and their families. Information is also included at events such as Family Nights, job fairs and employment conferences. In addition, local rapid response teams works with apprenticeship programs by coordinating information "fairs" with apprenticeship representatives and impacted workers prior to actual lay-off.

Service providers and training institutions will continue to be encouraged to further develop their relationship with the apprenticeship community.

Core Service: Job Seekers (Reception Area, Interviewing Area)

The SWWDC does not provide any direct services to customers. All WIA adult, dislocated worker and youth program services are contracted out.

The following core services are provided by both ESD and WIA personnel based on client need - not funding source.

Core Services	Description
Outreach/Intake/ Orientation	Dissemination of and orientation to information regarding services available through the WorkSource System, including worker profiling and partner agency programs and services
Eligibility determination	Determination of eligibility for WIA Title I-B
Initial assessment	Initial assessment of skill levels, aptitudes, abilities, and supportive services needs
Job search and placement assistance, Job Club	Also includes career counseling, where appropriate
Labor market information	Provision of employment statistics information, including information relating to local, regional, and national labor market areas, job vacancy rates, information on required job skills, and information on local demand occupations.
Program performance and cost information related to training providers	Customers are provided access to the state list of eligible training providers which includes a description of the specific training program, performance and cost information. In addition, local training performance outcome reports are prepared by occupation and by training provider.
Dissemination of local program performance information	Information on how the local area is performing on the local performance measures and any additional performance information with respect to the one-stop delivery system in the local area
Information and referral to available supportive services and appropriate programs/services	Includes referrals to other partners as well as referral for more intensive services internally. Support funds are provided as needed and include child care and transportation assistance.
Unemployment insurance	Available through the UI kiosk at centers or from any touch tone phone. Printed materials are also available.
Assistance in determining suitability and eligibility for local programs and services	Pre-eligibility assessment tool is utilized in Resource Room and orientations to identify potential program eligibility. Also includes financial aid for training and education programs that are not funded under WIA, and other partner/non-partner programs and services
Follow-up services	Includes counseling regarding the workplace. (For participants in WIA Title I-B activities who are placed in unsubsidized employment, must be for not less than 12 months after the first day of the employment, as appropriate)

Reception area staff greets new customers and provides guidance and referral assistance as appropriate. All individuals are encouraged to attend an orientation session to obtain additional information on available resources. Initial orientations are held on a regular basis and are completely integrated to represent all applicable services. The orientation provides job seeker customers with a “next steps” checklist which may include meeting with staff from the Interviewing or Coaching Area to provide an initial assessment, referral, or schedule a follow-up appointment. When appropriate, co-enrollment is facilitated to ensure that individuals receive comprehensive services. In addition, various skill, aptitude, and career interest assessment tools are available and utilized to assist with providing self-service and staff assisted job search guidance.

The initial assessment includes personal information, education, program eligibility, and work skills review. The Comprehensive Assessment involves a more in-depth look at education, work skills, program eligibility, and establishing an employment/training pathway with one-on-one advising.

Internal quality improvement reviews are in place at both of the region's One Stop Centers. A leadership team meets weekly to assess services and assign staff according to customer needs.

Services to Target Populations

Seamless integration of programs provides universal access to services and allows WorkSource customers to make choices based on individual need and circumstance. Providing a full array of services and expertise further ensures that the One-Stop center is accessible and comfortable to a variety of populations.

Currently, a variety of approaches are utilized to ensure that qualified applicants are identified and referred to appropriate services – no matter what program or programs they may be eligible for. Services are determined based on needs or interests of the applicants. A number of key workshops are shared by various programs from Employment Security, Division of Vocational Rehabilitation, Community Based Organizations, and ARBOR E & T. Rather than marketing specific clients or populations, the Business Services Unit is organized around sectors. Each representative is responsible to secure job orders for the center and to look for opportunities that are appropriate for special populations. This coordinated approach has led to greater efficiencies and understanding of partner eligibility requirements and services, and the functional integration will bring additional enhancements.

Equal Access to Services

The SWWDC, its One-stop Operator(s), and all WIA Title I-B service providers must comply with all applicable laws and may not discriminate in any of the following areas:

- Deciding who will be admitted, or have access, to any WIA Title I-financially assisted program or activity;
- Providing opportunities in, or treating any person in regard to, such a program or activity; or
- Making employment decisions in the administration of, or in connection with, such a program or activity.

All Contractors are required to post the "Equal Opportunity is the Law" notice prominently in reasonable numbers and places; to disseminate the notice in internal memoranda, other written or electronic communications; include the notice in handbooks or manuals; and to make the notice available at orientations and to each participant. A signed copy of the notice is also made a part of the participant's file.

TANF Recipients

WorkFirst is co-located within the region's two One-Stop Centers. Some of the steps taken towards integration include combined orientations and initial assessment, joint staff meetings, collaborative case management services, and co-enrollment to maximize support through job search, placement and follow-up. A strong partnership and coordination of services exists to ensure that customers access a full array of assistance.

UI Claimants

All partners work to meet the needs of UI claimants. Initial registration in the SKIES system, core services, and business services are provided by integrated staff. When appropriate, individuals are co-enrolled in appropriate programs and are provided a full array of core services.

Migrant Seasonal Farm Workers

The Southwest Washington service delivery area is not a designated migrant and seasonal farm worker area, nor does it have significant agricultural employers. However, all WorkSource staff serves this population group (as well as others) with the same broad range of services provided to all customers. Spanish speaking, culturally sensitive staff members are available at each One Stop Center to meet the needs of this population group.

Rapid Response Activities

The SWWDC has developed a local Rapid Response coordination process which meets the requirements of the State Rapid Response Policy and relevant requirements of the Trade Act Reform of 2002 related to integration with WIA, e.g., rapid response strategies, co-enrollment strategies. The SWWDC coordinates its local activities for dislocated workers in accordance with the state rapid response plan and local needs.

The WorkSource Operators provide leadership and management for the Rapid Response team. This team is comprised of staff from: Employment Security Department, local Community and Technical Colleges, LCCAC and Arbor E&T (WIA Dislocated Worker Program providers), SWWDC staff members, state labor coordinators, local WIA/TAA/program specialists, business services specialist, and appropriate Apprenticeship representatives.

The majority of rapid response activities is provided at employer sites and includes: unemployment insurance information, partner information, WorkSource information, job search workshops, and healthcare information. In each case, a lead person is responsible for coordinating communication and action between employers and job seekers, as well as all appropriate partner organizations.

Individuals with disabilities

The SWWDC has identified individuals with disabilities as a priority population group and has developed strong partnerships with local mental health providers and the Division of Vocational Rehabilitation.

In addition to improving services to the job seeker, we have also initiated several activities to better inform employers. Examples include:

- Access to a Division of Vocational Rehabilitation specialist or counselor in the Business Service Unit.
- Providing mentoring and direction to both small and large businesses that have yet to recruit potential employees with disabilities.
- Helping area businesses address the problem of underemployment among individuals with disabilities, and recognize the strong business case for doing so.
- Identifying the technology needs of people with disabilities, with an emphasis on how those technologies can empower disabled people in the workplace.
- Training all BSU Account Representatives to represent to their assigned industry segments the interests of the disabled population.

Veterans

The SWWDC is committed to providing services to veterans on a priority basis. Local policy is consistent with the Jobs for Veterans Act (Public Law 107-288) and TEG 22-04. As such, a veteran "covered person" is entitled to priority of service under all WIA Title I funded programs; e.g. adult, youth, dislocated workers, 10% funded projects, and National Emergency Grant (NEG). Veterans and other covered persons must first meet the WIA program's eligibility requirements. See also the attached policy on Veterans Priority.

Within the One-Stop centers, Local Veterans' Employment Representatives work closely with other partners to maximize resources, coordinate the delivery of services, and reach out to eligible persons not currently accessing the system. Veterans' staff members also work with the Business Services Unit to identify job opportunities and target outreach efforts to employers. The veterans' priority is not intended to displace the core function of the WIA program.

Adult and Dislocated Worker Intensive and Training Services

Intensive Services (Coaching Area, Continuous Engagement)

Intensive services are available to eligible adults (see also "Under-employed and Adult Priority of Service

Policy in attachments) and dislocated workers, who are unemployed and are unable to obtain employment through core services; and who have been determined by a one-stop operator to be in need of more intensive services in order to obtain employment; or who are employed, but who are determined by a one-stop operator to be in need of such intensive services in order to obtain or retain employment that allows for self-sufficiency.

Specific intensive services include:

- Comprehensive and specialized assessments of the skill levels and service needs, such as diagnostic testing and use of other assessment tools;
- In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
- Development of an individual employment plan identifying the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the employment goals;
- Individual and group counseling;
- Individual and group career planning;
- Short-term pre-vocational services including development of learning skills
- Job search and work maturity services including: communication skills, interviewing skills, punctuality, personal maintenance and accountability, and professional conduct, to prepare individuals for unsubsidized employment or training;
- General Education Diploma; and
- Literacy (including English as a second language)
- Assessments

Assessments

Applicants who are in need of additional assistance or are unsure of the appropriate career direction to take are assessed for general employability, level of need, and oftentimes program eligibility. The initial assessment includes a review of the job seekers skills and aptitudes and is meant to help determine what jobs to apply for and what other services or assistance may be indicated. Information is obtained related to The SKIES Initial Assessment Tool including: work history, job search results, transferable skills, educational background, family size and income, eligibility for other public assistance, proof of age, authorization to work, selective service registration, disability, etc.

Job seekers who require intensive and/or training services participate in the creation of an Employment (Service) Plan that will best meet their needs, interest, and aptitudes within the limitations of the current job labor market. A comprehensive assessment is provided that includes determining individual strengths, resources, readiness to work, prior training or educational achievements, interests, vocational aptitude and skill level, job match and employment opportunities, earnings potential and more. Much of this information is obtained and assessed through comprehensive interviews with an employment specialist.

The Comprehensive Assessment includes information from the Initial Assessment and any relevant information gathered about the customer's needs. This includes services received at the one-stop and through other service providers and involves a more in-depth look at education, work skills, program eligibility, and establishing an employment/training pathway with one-on-one advising. Some of the comprehensive tools include:

- CHOICES CT: Available to all customers, but is mandatory for TANF customers. This assessment can be completed individually or in a group setting. This assessment covers aptitude, values, and interests.
- JobFit: Available to all customers and is often requested by employers for their job order process. JobFit is a web-based assessment tool that determines whether an individual is a good temperament match for a specific occupation. Rather than determining whether an individual

- “can do the job”, it determines whether or not the person “will do the job”.
- CASAS is the required assessment instrument in WorkSource for all basic skills assessments such as English reading, writing, and arithmetic and is the first step in determining Basic Skills Deficiency.
 - As needed, WorkKeys, Compass/Asset Placement Test, and E-skills are also utilized. All assessment activity is entered into SKIES for each applicant.

Training services (Coaching Area)

Training services are provided to adults and dislocated workers who have been unsuccessful in obtaining or retaining employment after receiving intensive services, are in need of training services, and have the skills and qualifications to successfully participate in their chosen training program. JobFit is used as an assessment tool to determine which demand occupations are the best match for the customer’s abilities and interests, as well as the likelihood of completing training successfully.

In addition, the SW Washington Qualifying Occupations List (see below), Labor Market Information (Workforce Explorer), additional individual research and the Washington State Eligible training provider list are all utilized to help the individual determine an appropriate training program and a specific training provider.

WIA training funds are intended to supplement other sources of training grants. Prior to issuing an ITA participants complete an application for federal financial aid (FAFSA). Participants also complete a budget worksheet outlining monthly income and expenses. Staff review aid available through training and/or service providers (DVR, L&I, WF, TAA) and create a resource plan which identifies the mix of funds used to pay for training and supportive services. WIA funds are used for participants who are unable to obtain grant assistance from other sources or require assistance beyond what is available from those sources. Co-enrollment with other programs is common to leverage resources.

To further improve training related outcomes, individuals are encouraged to attend Job Club, Networking Groups, and targeted Resume classes at the One Stop Center prior to, or shortly after, the end of training. They are also matched to jobs in the go2worksource.com web site and other internet links where jobs are posted. Finally, the assigned Employment Specialist works closely with the Business Service Unit to make appropriate referrals for those exiting training.

On-The-Job Training (OJT)

OJT contracts are written only when the training relates to the introduction of new technologies, new production or service procedures, upgrading skills, workplace literacy or other appropriate purposes identified by local policy. They are used in a variety of ways and each is customized to the skill requirements of the employer and the training needs of the job seeker. OJTs are a highly effective tool for certain occupations and for individuals with multiple barriers to employment including people with disabilities, TANF recipients, those who have been incarcerated, and individuals that have limited, or no, work history. OJTs are tracked by the SWWDC using the same metrics as ITAs.

WorkSource Business Operating System

WorkSource’s business operating system comprises the standards and principles that drive the centers’ organizational structure, process design, and short and long term decision-making and goal setting. In Clark and Cowlitz WorkSource Centers, this business operating system is based on the principles underlying the Lean approach to business management. The Business Services Plan is outlined in Attachment B.

Self-Sufficiency Calculator

The self-sufficiency calculator, an online financial assessment tool, measures how much income is needed for a family of a given composition - ranging from a one person household to a large family - to adequately meet its basic needs without any public or private assistance. The Self Sufficiency Calculator can help:

- Plan and develop career goals so an individual can work towards a better paying job.
- Decide if a job will pay enough to meet the family's needs.
- Determine if eligibility for public benefits that can help with expenses like health care or child care.
- Test and compare different work or living options and see how they affect the bottom line.

WorkSource uses the calculator in a variety of ways, including determining an individual's ability to support themselves during the training period, and to work various income and work support scenarios for each customer when reviewing employment and training options. The self-sufficiency calculator is also used to document program impact on participant progress toward self-sufficiency.

The SWWDC intends to utilize the data input from the Self-Sufficiency Calculator database as a WorkSource performance metric.

Demand-Decline Occupation List

The SWWDC develops a "Qualifying Occupations List" that catalogs occupations and skill sets that are in high demand and those that are declining. The approved Qualifying Occupations are posted online and made available to WorkSource partnership staff and other interested parties. Although one comprehensive list is issued for all three counties, differences in demand and/or decline occupations within our service area may be accommodated through the exception process.

The SWWDC Board has authorized WDC staff and/or a sub-committee of the board to conduct an annual review of the demand and decline list utilizing labor market information and supplemental data as warranted for the development and maintenance of the Qualifying Occupations List. Sources of this information include but are not limited to:

- Information obtained through the Labor Market and Economic Analysis Division of the Washington State Employment Security Department.
- Analysis of occupational projections for the Portland, Oregon tri-county area based on the number of jobs, future job growth/turnover, and mean annual wage.
- Local ranking of occupations based on total number of jobs, average annual growth, retirement and mean annual wage.

Whenever possible, validation of the final occupational determination is sought utilizing input from Skill Panel members, local Economic Development Councils, and members of the Industry Engagement Team. When warranted, additional information or verification of demand will be obtained through Industry Advisory Groups, business organizations, employer surveys, or other analysis conducted by the SWWDC or a designated entity.

In addition to an annual review, revisions to the list are made when there is documented major shifts or changes in the local labor market that result in an occupational cluster being re-designated among the three categories of demand, decline, or "all other". Major shifts usually occur with plant closures, an influx of a new industry, changes due to training capacity, or funding changes to federally funded businesses.

Industry Engagement Team (IET)

To maximize employer involvement and input in workforce development/industry outreach initiatives (e.g., advisory groups, Skills Panels, industry focus groups, etc), an Industry Engagement Team was formed by the SWWDC. The team is comprised of 20 different organizations including: two community colleges, two WorkSource centers, 12-15 school districts, two skill panels, two economic development councils, counties, Ports and nConnect NW.

The team shares information about their organization's employer connections and collaborates on industry engagement activities, as appropriate, to solicit input and feedback from employers. Coordinated by the SWWDC, IET has identified the following goals:

1. Ensure adequate representation of employers in existing industry outreach initiatives.
2. Leverage existing resources and efforts to provide information and other resources as needed across

workforce development partners.

3. Encourage employers to provide real world learning opportunities to students and potential workers to better prepare these future workers for career success.
4. Increase employer knowledge, use, and satisfaction with the regional workforce system.
5. Coordinate industry engagement activities to share outreach efforts, needs, gaps, new initiatives, etc., and determine best strategy to accomplish goals.
6. Serves as an advisory to SWWDC in the review and maintenance of the demand/decline list.

Services to Youth

The youth program philosophy, as directed by the youth council, focuses on an individualized, case management approach to address both the intersecting and divergent needs and goals of the targeted populations. This is based on the belief, supported by research and local outcomes, that student attainment of these goals happens when the student is presented with an opportunity for meaningful, positive relationships (peer, staff, and, often others). As a result, the program is designed to provide opportunities for staff and participants to develop these relationships.

Within this framework, specific program activities are tailored to the needs of the individual youth and include:

- An objective assessment of the academic levels, skill levels, and service needs of each participant, including a review of basic skills, occupational skills, prior work experience, employability, interests, aptitudes (including interests and aptitudes for nontraditional jobs), supportive service needs, and developmental needs of such participant;
- Development of an individual service strategy (ISS) for each participant that identifies an employment goal (including, in appropriate circumstances, nontraditional employment), academic goals, appropriate achievement objectives, and appropriate services for the participant;
- Opportunities for leadership, professional, and personal development;
- Assistance with preparation for postsecondary educational opportunities and/or employment, as appropriate;
- Connections to other organizations, resources, or employers that can provide relevant assistance and support to the individual youth, and
- A myriad of activities and opportunities to connect with caring adults who serve as positive role models and cheerleaders for the students' success.

In addition, each participant or applicant who meets the minimum income criteria to be considered an eligible youth shall be provided:

- Information on the full array of applicable or appropriate services that are available through the contracted service provider or other eligible providers or one-stop partners, including those receiving funds under this subtitle; and
- Referral to appropriate training and educational programs that have the capacity to serve the participant or applicant either on a sequential or concurrent basis.

All program providers ensure that eligible applicants who do not meet the enrollment requirements of the particular program or who cannot be served are referred to appropriate programs to meet the basic skills and training needs of the applicant.

Provision of the WIA required program elements

The ten program elements required in 20 CFR 664.410 are provided by our current service providers, Educational Service District 112 and Longview Goodwill Work Opportunity Center and are described as follows:

Tutoring/Academic Support

Tutoring, study skills training, and instruction prevent drop-out and lead to secondary school completion. Success is measured through test results such as the CASAS, improved grades, and pre and post testing

for specific skills such as computer applications. Youth meet regularly with their Workforce Specialist both at school and at the Youth Workforce Program (YWP) office to discuss academic needs.

For youth who need credit recovery, the Mobile Technology Instructor offers credit recovery throughout the three county areas through Brigham Young University and school district approved online credit recovery programs (e.g., NovaNet, Apex, and Avista). The YWP, in partnership with the Clark County Skills Center, also offers up to one elective credit to qualifying students who complete a summer work experience. Credit recovery is always arranged through the school counselor and first utilizes currently available resources (such as NovaNet, Apex, and Avista).

A variety of classes provide valuable information and learning opportunities for youth. The YWP has hosted classes on computer applications such as Microsoft Word, Excel, and PowerPoint, digital photography, webpage design, First Aid/CPR, personal finances, customer service, résumé writing, and others.

Alternative Secondary School Offerings

Youth who struggle in a traditional high school setting are able to access an alternative program. Most school districts have alternative programs available and the YWP staff work with the school district staff to ensure that youth are enrolled in the appropriate program. Youth also have access to the Clark and Cowlitz Graduation Alternative Program (GAP) located at ESD 112 and the Clark County Juvenile Justice Center, and the Washington State Diploma program offered at Lower Columbia College and Clark College. Once a youth has enrolled in the alternative program, the Workforce Specialists continue to closely monitor the youth's performance to ensure success in the new placement.

Employment Opportunities

Work Experiences & Occupational Skill Training: The YWP runs an extensive paid and unpaid youth employment program in the form of occupational training academies and individual employment placements. Youth attain occupational skills, work readiness and work maturity skills while setting and meeting personal goals. Youth participate in leadership and teambuilding activities throughout the summer.

The YWP strives to ensure that a work experience is successful for both the youth and the employer. To that end, a youth must meet several criteria before placement in a work experience. Throughout the school year (or as long as the youth has been on program), youth must meet regularly with their Workforce Specialist, complete a résumé, participate in a mock interview, improve their academic standing, participate in the Career Classes and attend the job fair. These activities ensure that the youth is focused and determined and will be an asset for the employer. Additionally, these activities mirror the real world of work, allowing the youth to practice their skills.

The YWP provides occupational skills training through the Academies. YWP staff assesses the hard skills of youth and strive to address those needs (e.g., First Aid or CPR training). Most of the actual training occurs at the work site and under the direction of a professional employee in that field. Programs through Lower Columbia College and Clark College can often act as a bridge between the cost of education and the youth's financial aid. Use of the WorkKeys program assists Workforce Specialists in assessing occupational skills that need to be addressed as a youth becomes ready to transition into the Adult WIA system.

Leadership Development Opportunities

Leadership development opportunities encourage responsibility and preparation for tomorrow's workforce. The YWP provides opportunities for youth to test their skills in safe environments and learn from their mistakes. The following opportunities are available to all participants: Clark County Skills Center Challenge Course, True Colors and Dependable Strengths leadership development programs conducted by trained staff. Further, the program offers several educational field trips through which youth can practice their leadership skills. In the event that misbehavior occurs during a field trip, leadership activity, service project or other YWP event, the YWP staff is swift to provide correction and reiterate appropriate

expectations. This provides youth with a clear understanding of acceptable public and employment behavior.

Supportive Services

Supportive services are available to youth through written request. The YWP staff pays close attention to youth needs that present barriers to achieving performance indicators or employment. YWP staff explores community options for services and ensure that youth enroll in state provided public assistance programs. In the event that those services are not available, the staff uses WIA funding to provide support for childcare, clothing and transportation to make education and work experience possible. The YWP also provides for tools, food, rent, school supplies, and other items, as needed. Non-WIA community resources are tapped before utilizing WIA funds. The YWP has worked with local community partners such as the Vancouver Housing Authority, Children's Center, Columbia River Mental Health Services, ESD 112 Employee Relations Committee, Rotary Clubs, and local and nationwide foundations to provide non-WIA services and funding.

Comprehensive Guidance and Counseling

The YWP staff encourages youth to develop a strong relationship with their high school guidance counselor and to frequently seek their input. Referrals are made to school psychologists, the Center for Behavioral Solutions, Youth and Family Link, Children's Center, Columbia River Mental health or other mental health providers, as appropriate. Counseling resources also include juvenile probation officers, parents and other concerned adults. The program's Specialists provide a full spectrum of career counseling to each youth participant.

Adult Mentoring

Youth participants have access to adult mentors, both within YWP and with other community resource providers. Through the YWP activities, youth become familiar with a variety of adults working in the program. While they have a specific Specialist, they will come to know the director, the secretary and instructors as well as other Specialists through events and activities. These staff members each play a mentoring role. Additionally, youth participating in Career Academies or work experiences are assigned a supervisor who acts as a work mentor. These relationships are often ongoing.

Follow-Up Services

Follow-up is a period of 12 months following the youth's exit from the program. The youth exits when they are sufficiently capable of managing their schoolwork and academic future and/or when they have achieved sufficient skills to attain employment, as determined through goal completion, additional testing, and behavioral observation. The YWP makes every effort to ensure that youth have met their goals and achieved appropriate skills prior to exit. YWP staff recognizes that the follow up period is critical to performance reporting. Youth continue to receive the YWP monthly newsletter advising them of events and activities and are welcome and encouraged to participate in all YWP events, except work experiences.

Serving Youth Most In Need

Consistent with WIA legislation, local eligibility criteria requires that youth who are most in need receive priority services. To determine local target populations meeting these criteria, the Youth Council reviews local area demographic, educational attainment, and labor market information on an annual basis to develop recommendations for target populations and what kinds of corresponding strategies should be used to reach and succeed with the identified populations. Program providers then develop specific outreach and recruitment strategies to ensure youth in these target populations are aware of and proactively recruited for, participation in the program. Contracted service providers work with other community-based organizations and/or educational institutions to identify and contact potentially eligible youth.

Strong relationships among these organizations ensure the qualified and most in need youth are identified and provided with the array of services most relevant to their individual needs. In addition, the

Youth Council reviews state and federal performance measures to determine whether these measures reflect the priorities of the local area communities. As necessary, recommendations for additional or different performance measures are made to the SWWDC board and/or state and federal agencies as appropriate.

Drop Out Prevention

Drop-outs and students at-risk of dropping out are target populations for our youth program. Current approaches to serving this population involves working closely with school personnel to identify at-risk students and those who have dropped out. Once identified YWP Workforce Specialist make contact to encourage those who are WIA eligible to enroll in the YWP where they can receive a variety of services and supports to help them complete their education. YWP and school staff assists non-WIA youth in connecting with other non-WIA programs that the school or community may offer to assist them in overcoming their barriers to educational success.

In targeted schools, funds have been used to pay for personnel to call and visit those students who have dropped out. In addition, the YWP program works closely with the counties' Truancy Programs to identify youth who are on their way to becoming involved in the juvenile justice system, to provide creative solutions and supports to get the youth back into school as well as enrolled in School District programs designed for this population.

The Youth Workforce Program is currently and will continue to use the CASAS test to determine basic skills. The test is currently given to all youth entering the WIA Youth Workforce Program and allows the staff to determine academic needs. An individualized plan is developed to assist the youth in making gains as appropriate in the necessary areas.

Basic Skills

The Literacy /Numeracy gain only applies to Out-of-School youth who test basic skills deficient in the initial test. For those youth testing deficient at enrollment, initial test results are then used as the baseline. The Literacy/Numeracy gain requires an increase of one educational functioning level in one calendar year. Students are re-tested at mid-year or before to determine if the academic strategy is working. If a course correction is needed, staff will try a new academic approach and test again. Once the youth has met the Literacy/Numeracy gain, no further basic skills tests will be administered unless youth is on program for another full calendar year; this being the case the youth must then gain an additional one educational functioning level.

Section III MANAGING PERFORMANCE

SKIES

The SWWDC understands the importance of performance and thorough analysis of outcomes. To ensure that "real time" information is available to assess case management progress and system performance, all providers are required to use SKIES exclusively for registration, service activity tracking, case notes, and documentation of outcomes. This allows the Council to review SKIES and financial data on each contractor on a quarterly basis. These reports detail current status and outcomes for each of the programs, including: enrollments-including breakdown in targeted populations, exits, placements, average cost per placement, ITA utilization, training related placements, certificate attainment (youth only), expenditures, OJT activity, literacy/numeracy (youth only), average wage, average enrollment time, and time-to-employment.

Common Measures and Reporting

Within the SWWDC region, SKIES is used exclusively for all data tracking, documentation and case notes and we will continue to use the system to collect and maintain data for performance accountability on the common measures.

Several steps have been taken to ensure system wide understanding of the measures. Rather than approaching common measures from the perspective of individual programs, all staff members have been trained as a group to ensure an emphasis on integration, center-wide ownership of performance and system success. Specialized training regarding the measures, how outcomes are calculated and data entry guidelines have been provided. A desk aide and manual is currently being developed locally to ensure common data entry across programs and improve data integrity. On a monthly and quarterly basis, feeder measures are also reported to predict whether we are achieving these standards on a real time basis. We are exploring reports currently utilized by other regions to help analyze predictors and are awaiting statewide management reports.

Training has been provided regularly by the WDC staff, the State ESD, and the One-Stop Operators on proper data entry and tracking. State Government Management Accountability & Performance (GMAP) is in effect in both centers and has been practiced at staff level on a monthly basis. Area teams are focused on continuous quality improvement to achieve performance targets. Processes are explored “drilling down” to the root problem where course corrections are made.

SWWDC works with the State and the various performance/reporting/Change Control Board Committees to ensure accurate data entry and reporting. Program staff will work with providers on an ongoing basis to identify and make adjustments necessary to achieve all performance outcomes.

WIA Local Performance Measures

The SWWDC tracks performance outcomes by individual occupation, by program, and by individual training provider. The metrics reviewed include:

- Number and percentage of individuals successfully completing training
- Number and percentage of individuals who are employed at program exit
- Number and percentage of placements that are in a training related occupation
- Average cost of training and supportive services
- Average length of program enrollment
- Average length of training
- Average time from end of training to exit

These metrics are reviewed regularly with key training providers, WorkSource, WIA contractors, and the WorkSource Accountability Committee for on-going quality control, continuous improvement strategies, and problem solving.

The SWWDC prepares and reviews reports on the occupations and industries in which ITA and OJT dollars have been invested to ensure that individuals are trained in areas of high demand and that a significant percentage of individuals secure employment in a job related to the training received. The Executive Board also periodically reviews state and federal performance information.

Section IV OTHER TOPICS

Delivery of Workforce Information

Labor market information is utilized in the development of the SWWDC strategic plan, workforce reports, identification of target industries and occupations and prioritization of training investments. Information is shared with education, training, community and business partners through written plans, reports, website postings, and presentations. These resources are made readily available and are used to inform and guide students, job seekers and others.

The following tools are utilized and made available:

- Workforce Explorer
- Oregon labor market Information System (OLMIS)
- Job Scout, I-Match

- Select Fit
- CHOICES CT

Resources, products and publications include:

- Local performance outcome reports on services and training results
- State of the Workforce reports
- Target industry workforce analysis and plans
- Website publication listing and resource links
- Newspaper editorial column
- Newsletter
- Transportation and healthcare career guides

Other resources include:

- Skill panels and industry groups
- Business recruitment and retention activities
- Economic Development Council input
- Private economists reports and analysis
- Southwest Washington qualifying occupations web site
- Monthly reports from the State of Washington's regional economist
- Industry specific publications/groups
- Human resource and benefits publications/groups

Partnerships

The SWWDC is fortunate to be co-located with the the Economic Development Council and shares staff with both the Columbia River Economic Development Council and the Cowlitz Economic Development Council.

The SWWDC has many members that are specifically familiar with local grassroots faith-based organizations and have a broad range of knowledge regarding other community groups and service providers. The SWWDC includes efforts in its ongoing operations to educate appropriate local faith-based and other community-based organizations about the local workforce investment system, available grants and opportunities for participation and partnership, including posting such information on its website and a regularly published newsletter. In addition, the Lower Columbia Community Action Council is a WIA service provider for Cowlitz and Wahkiakum Counties.

Plan Development Process

SWWDC staff worked together with representatives from WIA adult, dislocated worker, and youth providers, Employment Security, and other key partners to prepare this operations plan.

The draft document was posted to the web site for public comment on Tuesday, May 25, 2010.

Local Contact

Jordana Barclay
 Program Manager, Southwest Washington Workforce Development Council
 360-567-1070
 jbarclay@swwdc.org

Plan Signatures

This Local Operations Plan is submitted for the period of July 1, 2010 through June 30, 2012 in accordance with the provisions of the Workforce Investment Act Title-I-B and the Wagner-Peyser Act (as amended by Title-III of WIA).

We certify that the agencies and officials below have been designated to represent the Workforce Development Area and the Employment Security Department in the capacities indicated for the Workforce Investment Act, Title-I, and Wagner-Peyser Act grant programs. Subsequent changes in the designation of these officials will be provided to the WIA Administrative Section of the Employment Security Department when they occur.

We further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this Plan, the assurances herein, and applicable federal, state and local laws, regulations, and policies.

Workforce Development Council:

Dale Lemmons, Chair
Southwest Washington Workforce Development Council

Date

Chief Elected Official:

Marc Boldt, Chair
Southwest Washington Executive Board of County Commissioners

Date

Local Wagner-Peyser Representative:

Robert Brown, Area Director
Employment Security Department

Date

State Wagner-Peyser Representative

Assistant Commissioner
Employment Security Department

Date

Local Operations Plan Assurances

Signatory officials assure that:

The Local Operations Plan will be consistent with the visions, goals, objectives and strategies of High Skills, High Wages 2006, Washington's Strategic Plan for Workforce Development, and those described in the Local Strategic Plan for Workforce Development.

WorkSource partner organizations as listed in Workforce Investment Act (WIA) Section 121(b), and service provider agencies, community-based organizations, faith-based organizations, and other interested community groups have an ongoing role in the WorkSource service delivery system. (TEGL 17-01)

There is an ongoing role for organizations and providers listed in WIA Section 117(h)(2) in the Youth Council's local strategic and local operations planning activities. (20 CFR 661.340)

The One-Stop operator is designated consistent with Section 121(d)(2)(A) & (B) and Section 118 (d)(2).

One-Stop partners' organizations will have periodic, regular, meaningful opportunities for input into decisions made by the Local Council. (Preamble to 20 CFR 660)

There is a competitive process used to award grants and contracts as required by WIA Section 118(b)(9).

There is adherence to the requirements at 29 CFR 95.42 or 29 CFR 97.36(b)(3), as appropriate, which address codes of conduct and conflict of interest issues as well as state and local conflict of interest requirements.

Exceptions to the use of Individual Training Accounts are justified pursuant to 20 CFR 663.430.

Negotiation of local performance measures as required by WIA Section 136(c) and Department of Labor (DOL) Training and Employment Guidance will be used by the local Workforce Development Council (WDC) for measuring the performance of the fiscal agent, eligible providers, and the WorkSource delivery system.

Continuous improvement of eligible provider services takes place and such providers meet the employment needs of local employers and participants. (WIA Section 118(b)(2)(A))

The veterans services provided with Wagner Peyser funds will be in compliance with 38 USC Chapter 41 and 20 CFR part 1001.

WIA Title-I programs and Wagner Peyser Programs will be in compliance with the Jobs for Veterans Act and applicable DOL regulations and guidance.

Labor exchange activities provided with Wagner-Peyser Act funds will be provided by merit-based public employees in accordance with DOL regulations.

WIA activities required in Sections 129 (c) et al and 134 (b) et al will be available in the local area.

Local activities will be coordinated in conjunction with State Rapid Response activities. (20 CFR 661.350 and State Policy No. 3935 Revision 1)

Funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act and their regulations, written Department of Labor Guidance implementing these laws, and all other applicable Federal and State laws and regulations.

Local Area Profile

Southwest Washington Workforce Development Council (SWWDC)
Counties Served: Clark, Cowlitz, and Wahkiakum

ADMINISTRATIVE STRUCTURE

The Southwest Washington Workforce Development Council is a non-profit corporation, with an Executive Board (elected by the full council) acting as the corporation board of directors. An Interlocal agreement of the County Commissioners representing all of the above counties designated the SWWDC as the grant recipient and fiscal entity for WIA Title I.

The SWWDC is not in the service delivery business. Its role is to provide strategic direction and system design, holding service providers (and SWWDC staff) accountable for results.

ONE-STOP SYSTEM

One-Stop Operator(s)

Clark County

ARBOR E & T*

Roles: Direct service provider (WIA adult and dislocated worker)
Center Coordinator for Business Services and Resource Room
Co-Director

Cowlitz and Wahkiakum Counties

Employment Security Department Kelso & Lower Columbia Community Action Program (CAP) (Co-Operators)

Roles: Both are direct service providers (WIA adult and dislocated worker)
Employment Security is Center Administrator Co-Director

* ARBOR and Employment Security have developed a strong partnership and common vision. As a result, they have agreed to function as Co-Directors/Co-Operators of WorkSource Vancouver.

Site Operator:

Within the One Stop Center, each "operator team" (ESD/ARBOR in Clark County & ESD/CAP in Cowlitz/Wahkiakum County) oversees the functional integration and operations of the One Stop Center. As such, they are minimally responsible for the following:

- Implement and carry out one-stop services as described in the Southwest Washington Operations Plan, in compliance with all applicable federal, state and local regulations.
- Work with the SWWDC to design and implement integration of partners' staff and systems and the coordination of services for the one stop center, including the support of and participation in the value stream mapping and Lean processes.
- Coordinate participation of all one stop partners to jointly serve customers through the one stop service system.
- Monitor and coordinate the provision of quality integrated services to eligible and enrolled participants within the One Stop center.
- Facilitate problem solving and continuous improvement activities for the one stop center, as well as establish a process for on-going quality improvement in one stop center operations.
- Align services to meet the appropriate goals identified in the SWWDC Strategic Plan and ensure that the site operates within the parameters established by SWWDC.
- Provide and exhibit leadership through creating and sustaining common values, organizational directions, performance expectations, customer focus, collaboration and cooperative activities, and vision for staff in the implementation of lean principles.

- Ensure that non-enrolled WIA services are available to all customers and that eligibility is not required, facilitating cross referral and co-enrollment as appropriate.
- Resolve conflicts among partners and respond to complaints of one stop customers.
- Ensure that the self-sufficiency calculator is used with the majority of enrolled participants to document program impact on participant progress toward self-sufficiency and to help low-income individuals and jobseekers with career planning and budgeting.
- Develop cross-referral protocols in partnership with community service providers.
- Develop and execute a Resource Sharing Agreement (RSA) between the partners to specify how the broader system costs are being shared, how costs are allocated and which organizations are contributing in-kind services or other resources. The RSAs, including future modifications thereto, are referenced information and shall be considered as part of this MOU.
- Recruit additional partners and/or in-kind or other resources as appropriate.

Working cooperatively with the SWWDC, the One Stop Operators are also responsible for planning and implementation of policy, process, budget, and performance accountability regionally. This Operator team meets monthly to address system issues and overall quality improvement.

WorkSource Centers:

WorkSource Vancouver
 Co-Directors: ARBOR E & T and ESD
 One Stop Operators (partnership):
 Matt Sneed, Project Director, ARBOR E & T*
 Site Administrator: Terry Redmon

WorkSource Cowlitz (Kelso)
 Co-Directors: ESD and LCCAP
 Jean Marshall, LCCAP
 Site Administrator: Nona Mallicoat, ESD

*Official One Stop Operator is ARBOR, however, ESD and ARBOR function as CO-Operators

Service Providers

Youth

ESD 112 (all counties)
 2500 NE 65th Avenue
 Vancouver, WA 98661
 Contact: Gail Spolar, (360) 750-7500 x146

Longview Goodwill (Cowlitz County)
 1030 15th Avenue
 Longview, WA
 Contact: Ron Blasco, (360) 425-6929

Adult & Dislocated Worker

WorkSource Vancouver
 5411 E. Mill Plain Blvd., Suite 15
 Vancouver, WA 98661-7046
 Phone: (360) 735-5000
 TTY: (360) 735-5089

WorkSource Cowlitz/Wahkiakum

305 South Pacific Ave, Suite A

Kelso, WA 98626

Phone: (360) 577-2250

TTY: (360) 578-4249

PROCUREMENT

At the direction of the Council, SWWDC program staff develops requests for proposals for youth, adult, dislocated worker, and operator functions. Relevant committees evaluate and make recommendations on successful bidders to the SWWDC Executive Director and the SWWDC Executive Board. The Executive Board makes recommendations to full Workforce Development Council for vote and contract awards.

WorkSource Clark County Partner Program Participation Matrix

MOU PARTNER PROGRAM TYPE OF PARTICIPATION IN WORKSOURCE CENTER/SYSTEM													
For Core Services Section: S = if staff are either PT/FT located in a certified facility I = if partner provides core services only through the internet.	MOU Signature Date	In-Center	Affiliate Site	Off-site		WIA Eligibility Determination	Outreach, In-Take, and Orientation	Initial Assessment	Job Search & Placement	Provision of Information	Financial Aid Eligibility	Followup Services	Other Partner Services
	MOU	LOCATION				CORE SERVICES							
<u>EMPLOYMENT SECURITY DEPARTMENT</u>													
CPP		X				S	S	S	S	S	S	S	S
LMI		X		X						S			
LVER/DVOP		X				S	S	S	S	S	S	S	S
MSFW (WP)		N/A											
TRADE ACT		X				S	S	S	S	S	S	S	S
UI		X		X		S	S	S	S	S	S	S	S
Veterans		X				S	S	S	S	S	S	S	X
Wagner Peyser		X				S	S	S	S	S	S	S	S
Washington Service Corps				X									
Worker Profiling		X				S	S	S	S	S	S	S	S
WorkFirst (Employment Services only)		X				S	S	S	S	S	S	S	S
<u>WIA - Federal Grantees</u>													
HUD				X		S	S			S		S	S
JOB CORPS		X				S	S	S	S	S	S	S	S
MSFW (National)		N/A											
Native American Grantees		N/A											
<u>DSHS (or contractors)</u>													
Food Stamps				X				S		S	S	S	S
Senior Comm.Svc.Employ. Program				X		S	S	S	S	S		S	S
Vocational Rehabilitation Title I		X				S	S	S	S	S	S	S	S
<u>SBCTC-Clark College</u>													
Adult Ed. & Literacy		X		X				S		S	S		S
Carl Perkins (Post Secondary)				X				S					
ESL		X		X		S	S			S			S
Post Secondary Education				X		S	S	S	S	S			
Worker Retraining Program				X				S		S			
<u>Service Providers</u>													
WIA I-B Adult: ARBOR E & T		X		X		S	S	S	S	S	S	S	S
WIA I-B Dislocated Worker: ARBOR E & T		X		X		S	S	S	S	S	S	S	S
WIA I-B Youth: ESD 112		X		X		S	S	S	S	S	S	S	S
<u>Other</u>													
Private Vocational Schools				X		S	S			S			
Secondary Vocational Education				X		S	S			S			
Tech. Prep. Consortium				X				S		S			
ES District Tax Office		X											S
Goodwill		X				S	S	S	S	S	S	S	S
Offender Services (ESD)		X				S	S	S	S	S	S	S	S

WorkSource Cowlitz/Wahkiakum Partner Program Participation Matrix

MOU PARTNER PROGRAM TYPE OF PARTICIPATION IN WORKSOURCE CENTER/SYSTEM													
For Core Services Section: S = if staff are either PT/FT located in a certified facility I = if partner provides core services only through the internet.	MOU Signature Date	In-Center	Affiliate Site	Off-site		WIA Eligibility Determination	Outreach, In-Take, and Orientation	Initial Assessment	Job Search & Placement	Provision of Information	Financial Aid Eligibility	Followup Services	Other Partner Services
	MOU	LOCATION				CORE SERVICES							
<u>Employment Security Department</u>		X				S	S	S	S	S		S	S
CPP		X					S	S	S	S		S	
LMI		X					S	S	S	S			
LVER/DVOP		X					S	S	S	S		S	S
MSFW (WP)		NA					NA						
TRADE ACT		X					S	S	S	S	S	S	
UI		X					S	S	S	S			
Veterans		X					S	S	S	S		S	
Wagner Peyser		X					S	S	S	S		S	
Washington Service Corps													
Worker Profiling		X					S	S	S	S		S	
WorkFirst (Employment Services only)		X					S	S	S	S		S	
<u>WIA - Federal Grantees</u>													
HUD*				X				S		S			
JOB CORPS*	X	X					S	S	S	S	S	S	S
MSFW (National)*	NA						NA						
Native American Grantees*								S		S			
<u>DSHS (or contractors)</u>													
Food Stamps				X				S		S			
Lower Columbia Community Action	X	X				S	S	S	S	S	S	S	S
SCSEP	X	X					S	S	S	S		S	S
Vocational Rehabilitation Title I	X	X					S	S	S	S		S	S
<u>SBCTC - Lower Columbia College</u>	X										S		S
Adult Ed. & Literacy				X			S	S		S			S
Carl Perkins (Post Secondary)				X				S		S			
ESL				X			S	S		S			
Post Secondary Education				X				S		S			
Worker Retraining Program				X				S		S			
<u>Service Providers</u>													
WIA I-B Adult & DW:		X				S	S	S	S	S	S	S	S
Employment Security	X	X				S	S	S	S	S	S	S	S
Lower Columbia Community Action	X	X				S	S	S	S	S	S	S	S
WIA I-B Youth:				X		S	S	S	S	S	S	S	S
ESD112	X			X		S	S	S	S	S	S	S	S

