



## Workforce Development Area (WDA) 11

### Regional and Local Workforce Plan

7.1.20 - 6.30.24



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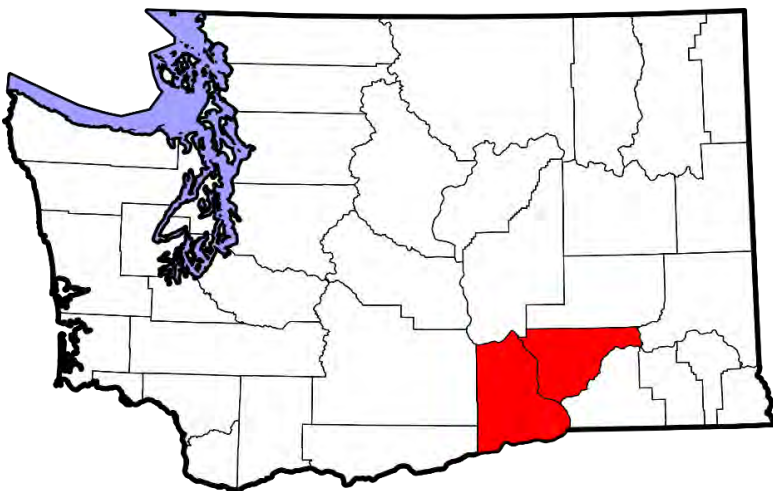


## INTRODUCTION

### Executive Summary

The Workforce Innovation and Opportunity Act (WIOA) authorized One-Stop American Job Centers (AJC) to help businesses find qualified workers and assist job seekers obtain employment and training services to enhance their careers. In the state of Washington, we call our centers WorkSource. The service delivery system is comprised of six core programs which consists of: WIOA Title I (Adult, Dislocated Worker, Youth) administered by the Department of Labor (DOL), WIOA Title II (Adult Education and Literacy) administered by the Department of Education, WIOA Title III (Wagner-Peyser) administered by the Department of Labor and, Title IV (Rehabilitation) administered by the Department of Education.

WIOA requires Local Workforce Development Boards, known in Benton and Franklin counties as the Benton-Franklin Workforce Development Council (BFWDC), to engage partners and stakeholders in the completion of a local, multi-year, regional workforce plan, to be revised after the first two years. Our BFWDC plan focuses on the broad workforce system in Workforce Development Area (WDA) 11.



Washington State's workforce development system is an integrated network of services, programs and investments with a shared goal of improving the skills of the state workforce. The system strives to create the workforce needed by industry and business. It also helps job seekers overcome obstacles to successfully obtain employment. The services for job seekers and businesses are delivered locally at WorkSource Columbia Basin (WSCB) and TC Futures. Primary funding for WSCB is through WIOA Titles I-IV.

The BFWDC oversees WSCB and TC Futures. These centers are a focal point for developing community prosperity, one business and one job seeker at a time. The BFWDC staff and board are a team of professionals and volunteers dedicated to the development of a strong workforce system that supports business, industry, and all levels of employment for job seekers.

The BFWDC considers this to be a “living” document as our workforce system partners consult it often, revise it when necessary and mark accomplishments when shared vision is realized. Our plan assesses the talent needs of local businesses and sets strategies for the region and local workforce delivery system. This is consistent with the state’s workforce system goals articulated in the “Talent and Prosperity for All (TAP)” plan.



## SECTION I

### Regional Designation

Workforce Region Name:

Benton - Franklin Workforce Development Council

Workforce Development Area (WDA) Name and Number:

Benton - Franklin Workforce Development Council, WDA 11

County or Counties Comprising Service Delivery Area:

Benton and Franklin Counties

Fiscal Agent/Entity Responsible for the Disbursal of Grant Funds:

Benton - Franklin Workforce Development Council





## SECTION II

### Regional Component of Plan

#### Regional Analysis

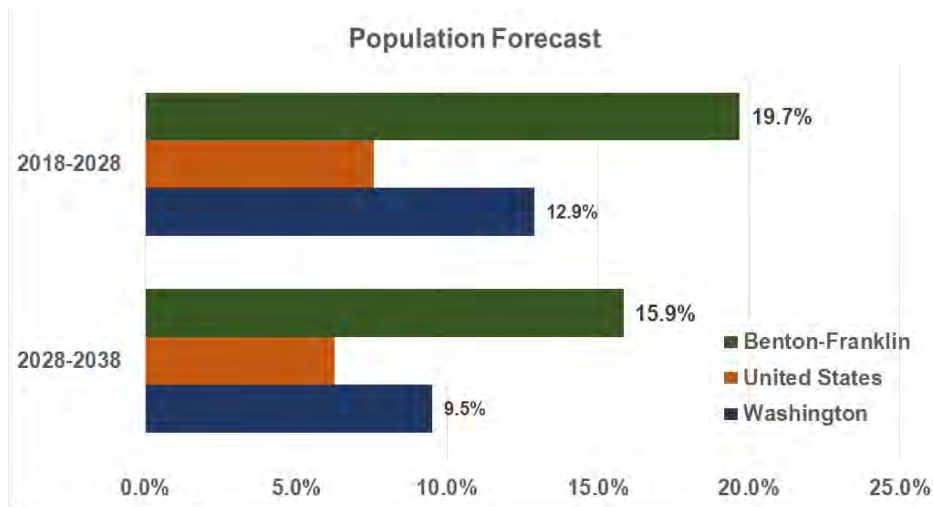
Benton and Franklin Counties is a unique place, located 225 miles from Seattle and 136 miles from Spokane in southeastern Washington. The counties are situated at the confluence of the Columbia, Snake and Yakima Rivers. The Metropolitan Statistical Area (MSA) known as The Tri-Cities or The TRI for short represents Kennewick, Pasco, Richland and West Richland. Each city comprising The Tri-Cities is a standalone municipality. The region is known for 300 sun filled days and for rightfully being called the “Heart of Washington Wine County” with 200 wineries within a 50-mile radius.

The population of Benton and Franklin Counties is 289,960 and it is anticipated that the next United States Census will bring our region to the coveted 300,000 mark. Benton county has a population of 197,420 and Franklin County 92,540. Benton County includes Kennewick (population 81,850), Richland (population 55,320) and West Richland (population 15,320). Franklin County includes Pasco (population 73,590). There are an additional 44,930 residents in Benton County and 18,950 residents in Franklin County which are also important to our region. The BFWDC is intentional in conducting outreach and offering services to all.

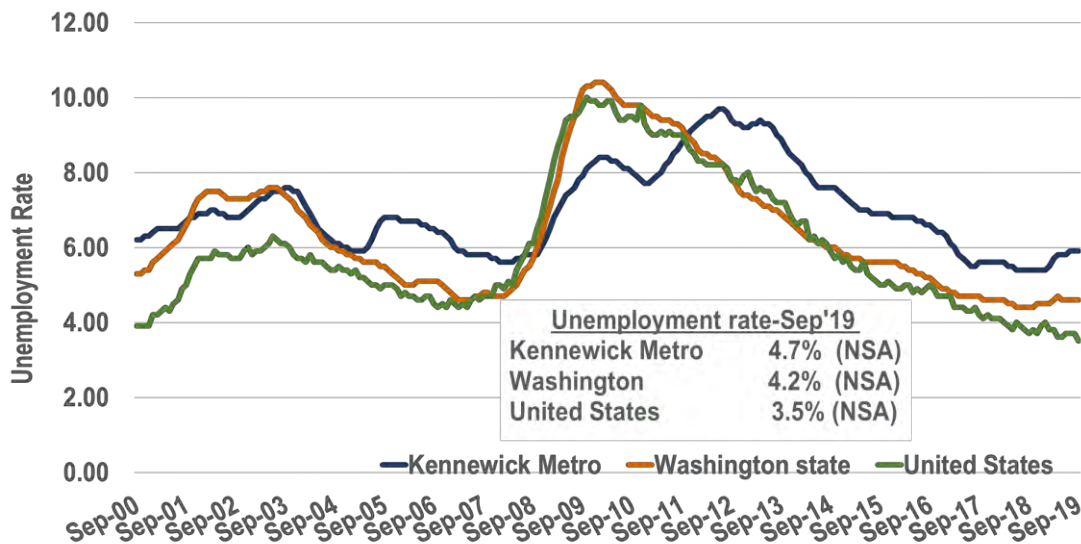
What does the future hold for our region regarding population growth? Below is a visual reference painting the picture of the forecasted growth for Benton and Franklin Counties by percentage in comparison to our state and nation. We are forecasted to grow at a pace of approximately 2% a year for the next 10 years. This and additional similar charts used throughout this plan have been developed by our Local Regional Labor Economist, Ajsa Suljic.







The Benton - Franklin region has a labor force of 147,318 of which 139,354 are employed and 7,964 are not. Our unemployment rate is 5.4% which is 1.4% higher than the Washington State unemployment rate. This data comes from the November 2019 Washington State Employment Security Department (ESD) report. The fall and winter months tend to reflect a higher unemployment rate in our region due to the impact weather has on agriculture and construction. Below is a visual of year over year unemployment trends during the month of September utilizing data from the Bureau of Labor Statistics comparing our metro area with Washington State and the United States.



When looking at the top 15 employers in the region, the varied industries indicate the health of our workforce development area. These industries include research and development, health care, education, food processing, environmental remediation, engineering, construction, and utilities. The top employers in our area include: Battelle/Pacific Northwest National Laboratory (4,500 employees); Kadlec Regional Medical Center (3,800 employees); Pasco School District (3,000 employees); Kennewick School District

(3,000 employees); Lamb Weston (3,000 employees); Washington River Protection (2,971 employees); Mission Support Alliance (2,240 employees); Richland School District (1,800 employees); CH2M (1,550 employees); Tyson Foods (1,375 employees); Bechtel National (1,300 employees); First Fruits Farms (1,200 employees); Energy Northwest (1,175 employees); Trios Health (1,100 employees); and Lourdes Health Network (1,000 employees). Below is a listing of the top on-line help wanted occupations in our region.

SOC	Title	All job post.	Avg Annu.wg.	Med. Ann.wag.
412031	Retail Salespersons	155	\$ 32,167	\$ 26,169
411011	First-Line Supervisors of Retail Sales Workers	133	\$ 49,606	\$ 38,816
533032	Heavy and Tractor-Trailer Truck Drivers	125	\$ 46,284	\$ 46,195
291141	Registered Nurses	107	\$ 76,616	\$ 73,287
259041	Teacher Assistants	92	\$ 31,716	\$ 28,993
291069	Physicians and Surgeons, All Other	91	\$ 213,553	\$ 189,885
435081	Stock Clerks and Order Fillers	82	\$ 32,092	\$ 28,732
434051	Customer Service Representatives	78	\$ 36,055	\$ 35,277
499071	Maintenance and Repair Workers, General	69	\$ 43,463	\$ 36,530
533033	Light Truck or Delivery Services Drivers	67	\$ 43,743	\$ 37,023
491011	First-Line Super. of Mechanics, Install., & Repairers	65	\$ 74,308	\$ 73,354
291062	Family and General Practitioners	64	N/A	N/A
431011	First-Line Super. of Office and Admini. Supp. Work.	54	\$ 61,463	\$ 58,069
131199	Business Operations Specialists, All Other	44	\$ 93,916	\$ 93,401
172071	Electrical Engineers	41	\$ 109,055	\$ 109,210
151151	Computer User Support Specialists	41	\$ 59,351	\$ 56,775
151132	Software Developers, Applications	40	\$ 96,821	\$ 95,417
151122	Information Security Analysts	36	N/A	N/A
291171	Nurse Practitioners	35	\$ 111,293	\$ 94,655

SOC	Title	All job post.	Avg Annu.wg.	Med. Ann.wag.
351012	First-Line Superv. of Food Prepar. and Serving Workers	34	\$ 33,976	\$ 28,613
412011	Cashiers	33	\$ 25,724	\$ 23,357
151199	Computer Occupations, All Other	33	\$ 91,327	\$ 74,879
399021	Personal Care Aides	32	\$ 28,321	\$ 27,919
172081	Environmental Engineers	32	\$ 114,328	\$ 117,489
414012	Sales Reps.,Wholes&Manu., Except Tech. &Sciw.Pro.	32	\$ 46,284	\$ 59,222
311014	Nursing Assistants	31	\$ 28,935	\$ 28,371
493031	Bus and Truck Mechanics and Diesel Engine Speci.	23	\$ 65,420	\$ 47,217
531031	First-Line Supervisors of Transportation and Material-Mc	17	\$ 43,743	N/A
537062	Laborers and Freight, Stock, and Mate. Movers, Hand	16	\$ 43,463	\$ 28,752
339032	Security Guards	16	\$ 32,092	\$ 49,477
537051	Industrial Truck and Tractor Operators	15	\$ 36,055	\$ 37,498
372011	Janitors and Cleaners, Except Maids and Housekeeping	15	\$ 76,616	\$ 30,130
291066	Psychiatrists	14	\$ 51,622	N/A
511011	First-Line Supervisors of Production and Operating Work	14	\$ 49,606	\$ 72,671
472061	Construction Laborers	13	N/A	\$ 37,034
519198	Helpers--Production Workers	13	N/A	\$ 33,133
412022	Parts Salespersons	13	\$ 30,836	\$ 29,359
519199	Production Workers, All Other	12	\$ 32,167	N/A

The types of employment in the region represent our diverse interests in the workforce such as Professional and Business Services (22,800 employees); Trade, Transportation and Utilities (20,500 employees); Government (19,700 employees); Education and Health Services (18,500 employees); Retail (13,700 employees); Leisure and Hospitality (12,100 employees); Construction (10,500 employees); Manufacturing (7,700 employees); and Financial Activities (4,200 employees).

Having an education is a vital contributor to employment. Let’s look at the educational attainment for the region covering those age 25 years and above. In Benton County, 24% of the population graduated from high school while 26% graduated in Franklin County. In Benton County, 24% of the population has some college with no degree while Franklin County has 22%. In Benton County, 10% of the population has an associate degree while Franklin County has 9%. In Benton County, 19% of the population has a bachelor’s degree while Franklin County has 11%. In Benton County, 11% of the population has a graduate degree while Franklin County has 6%. Our region is fortunate to have two post-secondary institutions providing educational opportunities to those in Benton and Franklin Counties. Washington State University Tri-Cities currently has 1,600 students enrolled and CBC currently has 7,275 students enrolled.

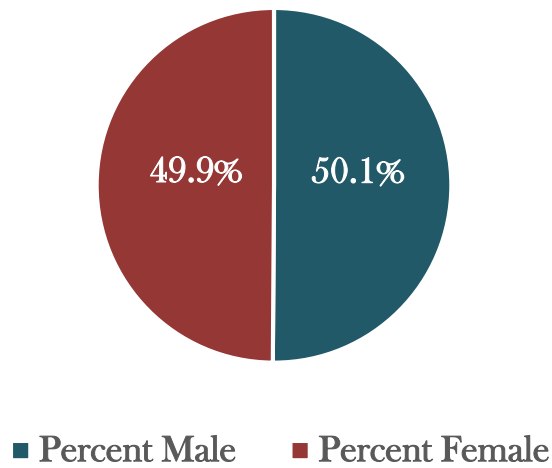
Household income is crucial for stability. The median household income for those living in Franklin County is \$66,735. For those that make Benton County their home, the median household income is \$78,279. In Benton and Franklin Counties the median price of a house sold during November of 2019 was \$301,500. The average cost to rent a 2-bedroom, 2-bathroom apartment during that same timeframe

was \$958 per month. According to Smart Asset’s 2017 Report, Washington State is one of the Top 10 Healthiest Housing Markets in the Nation with the Tri-Cities Ranking #1.

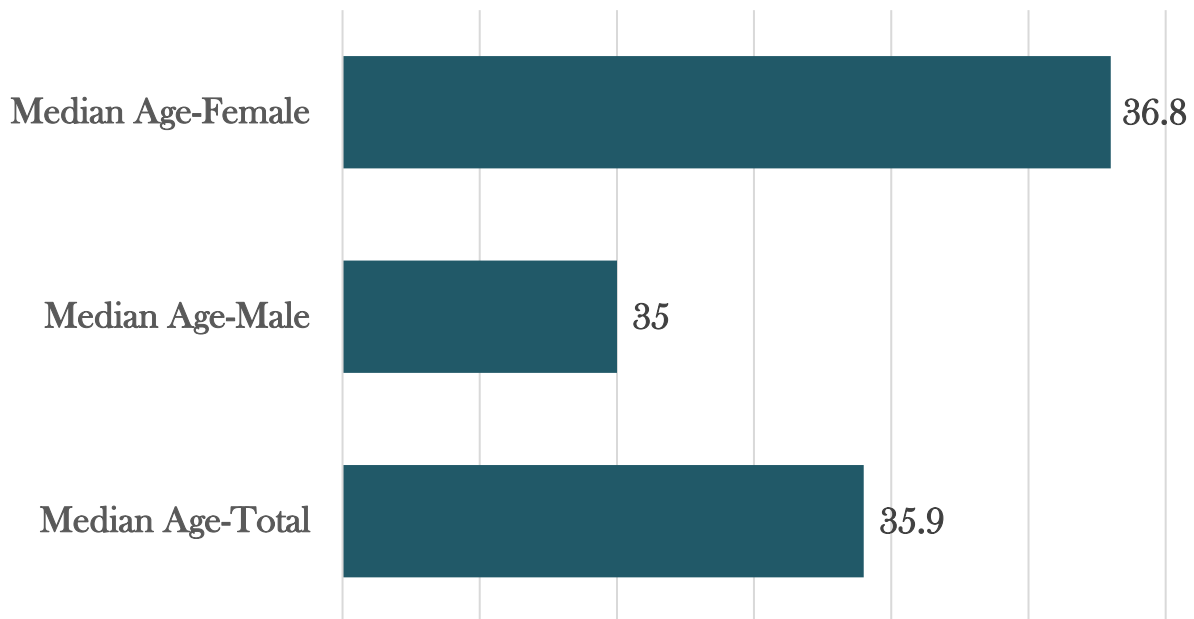
### Demographics and Workforce Data

The charts below represent various information regarding our workforce development area.

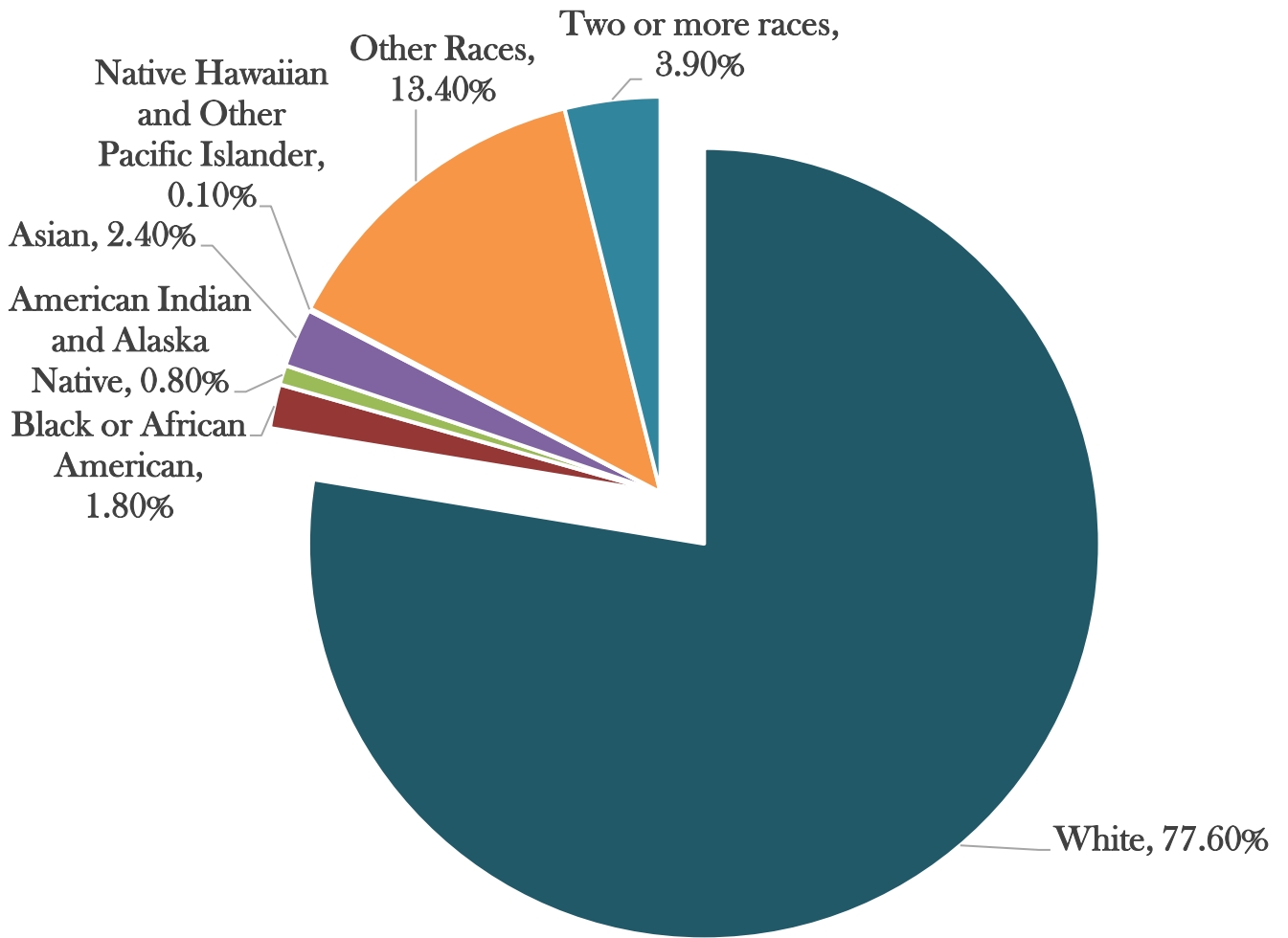
#### Population Gender in Benton-Franklin Region



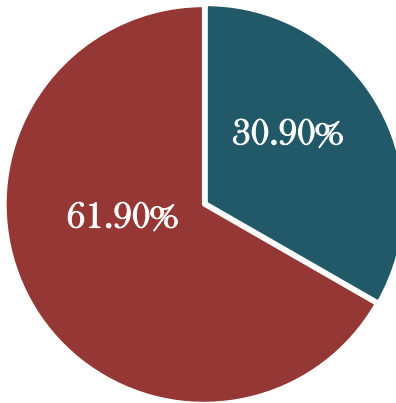
#### Median Age by Gender



## Race in Benton-Franklin Region

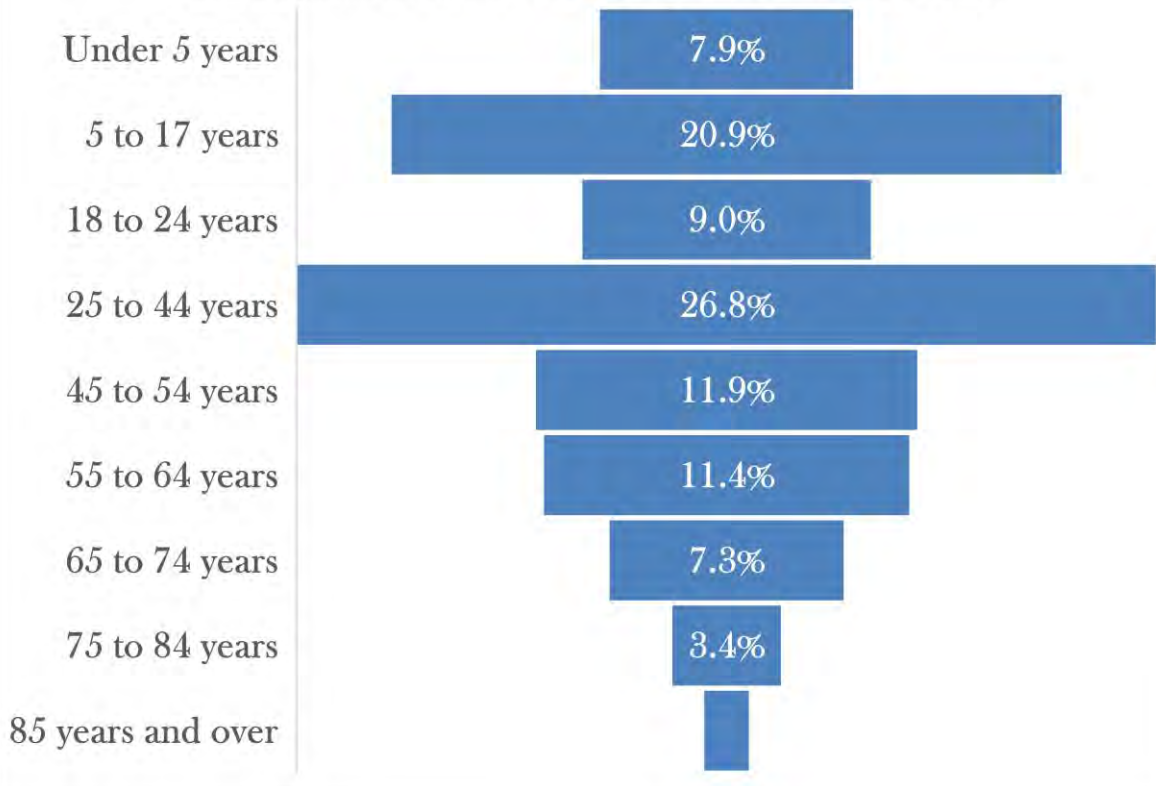


## Population Origin in Benton-Franklin Region

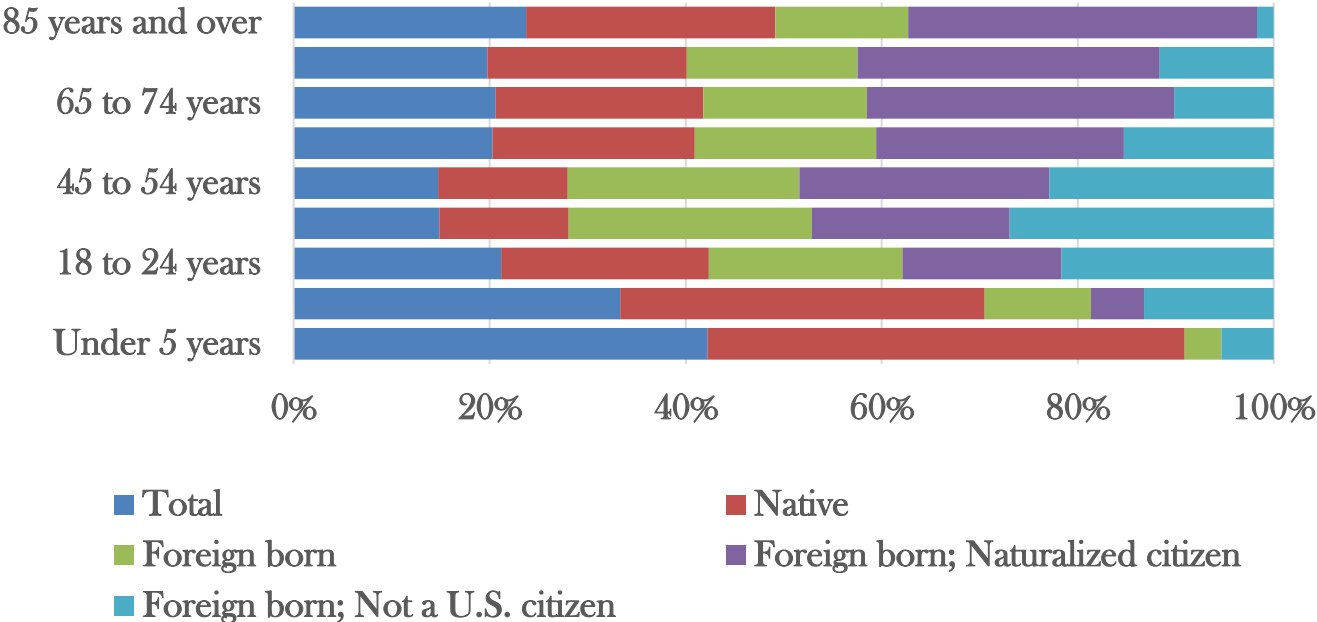


- Hispanic or Latino origin (of any race)
- White alone, not Hispanic or Latino

### Total Population by Age Group Benton-Franklin Region



## Age Characteristics of Native and Foreign-Born Population Benton-Franklin Region

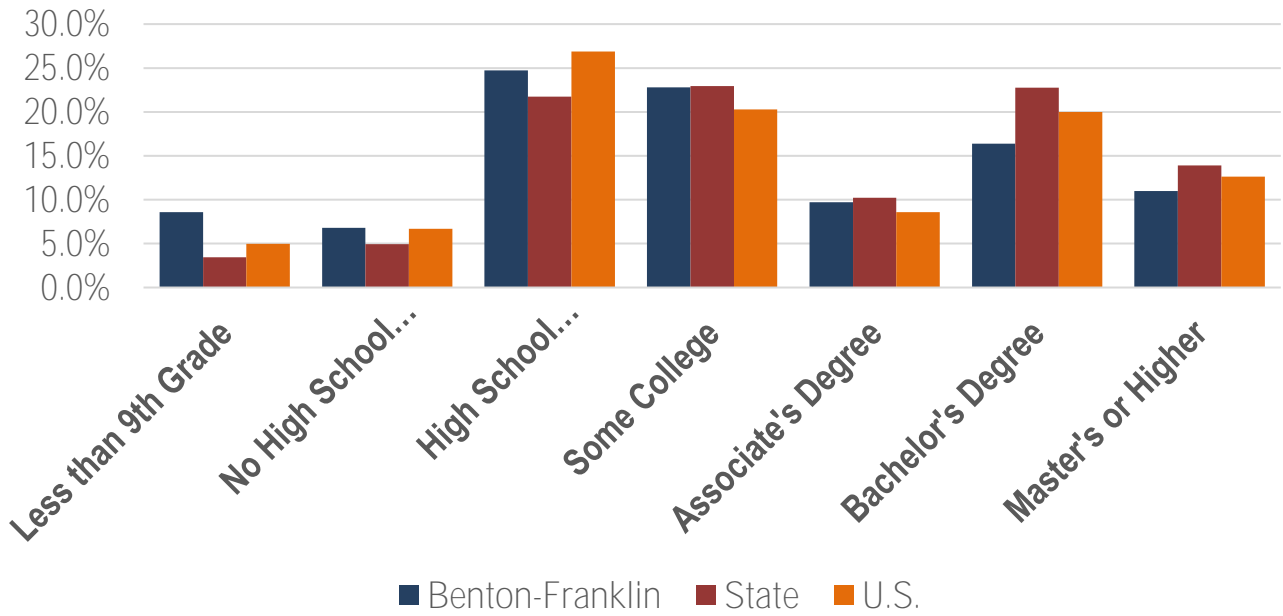


Labor Force	Benton County, Washington	Franklin County, Washington	Kennewick- Richland, WA Metro Area
	Estimate	Estimate	Estimate
<b>Total:</b>	109,455	47,673	157,128
<b>In the labor force:</b>	83,657	37,310	120,967
<b>Employed:</b>	77,330	34,127	111,457
<b>With a disability:</b>	4,169	1,524	5,693
With a hearing difficulty	1,384	581	1,965
With a vision difficulty	425	459	884
With a cognitive difficulty	1,130	304	1,434
With an ambulatory difficulty	1,493	552	2,045
With a self-care difficulty	261	144	405
With an independent living difficulty	665	189	854
No disability	73,161	32,603	105,764
<b>Unemployed:</b>	6,327	3,183	9,510
<b>With a disability:</b>	662	270	932
With a hearing difficulty	170	49	219
With a vision difficulty	124	24	148
With a cognitive difficulty	237	210	447
With an ambulatory difficulty	183	134	317
With a self-care difficulty	0	12	12
With an independent living difficulty	109	109	218
No disability	5,665	2,913	8,578
<b>Not in labor force:</b>	25,798	10,363	36,161
<b>With a disability:</b>	6,669	1,929	8,598
With a hearing difficulty	926	392	1,318
With a vision difficulty	452	418	870
With a cognitive difficulty	3,615	946	4,561
With an ambulatory difficulty	3,569	1,315	4,884
With a self-care difficulty	1,159	704	1,863
With an independent living difficulty	2,995	1,073	4,068
No disability	19,129	8,434	27,563

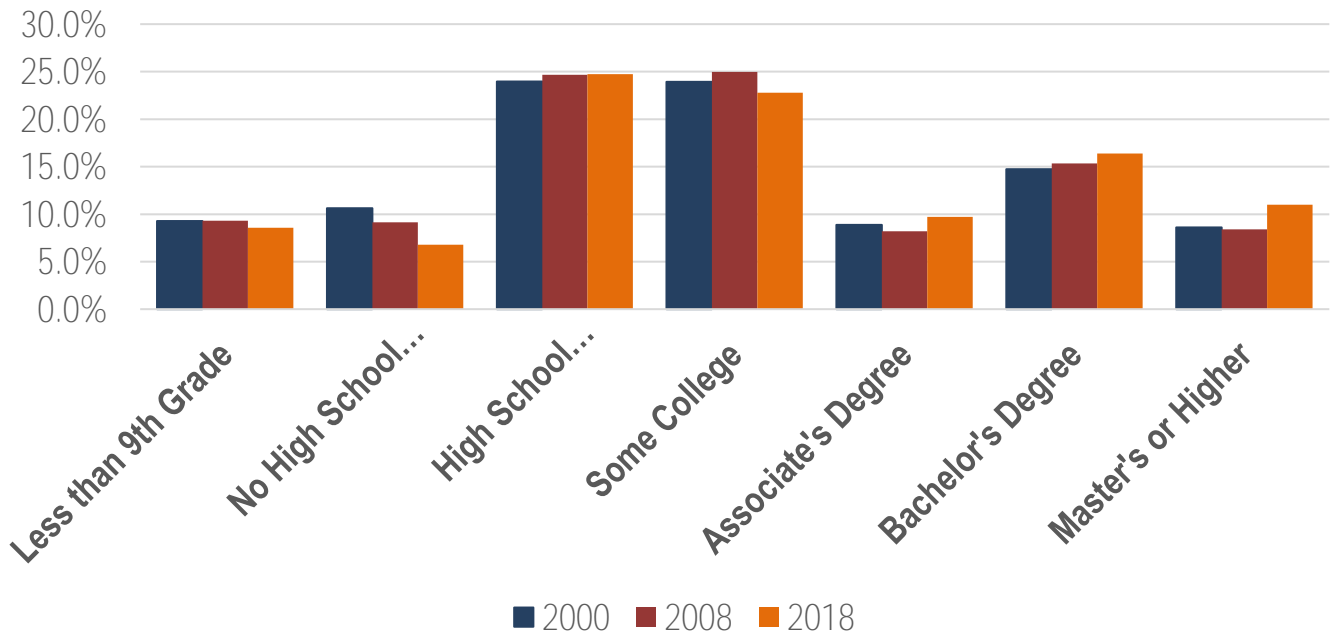


Below is the most current information available to our Regional Economist on the topic of education and literacy.

Educational Attainment of Adults Age 25 and over  
2014-18 American Community Survey



Educational Attainment of Adults Age 25 and over  
2014-18 American Community Survey



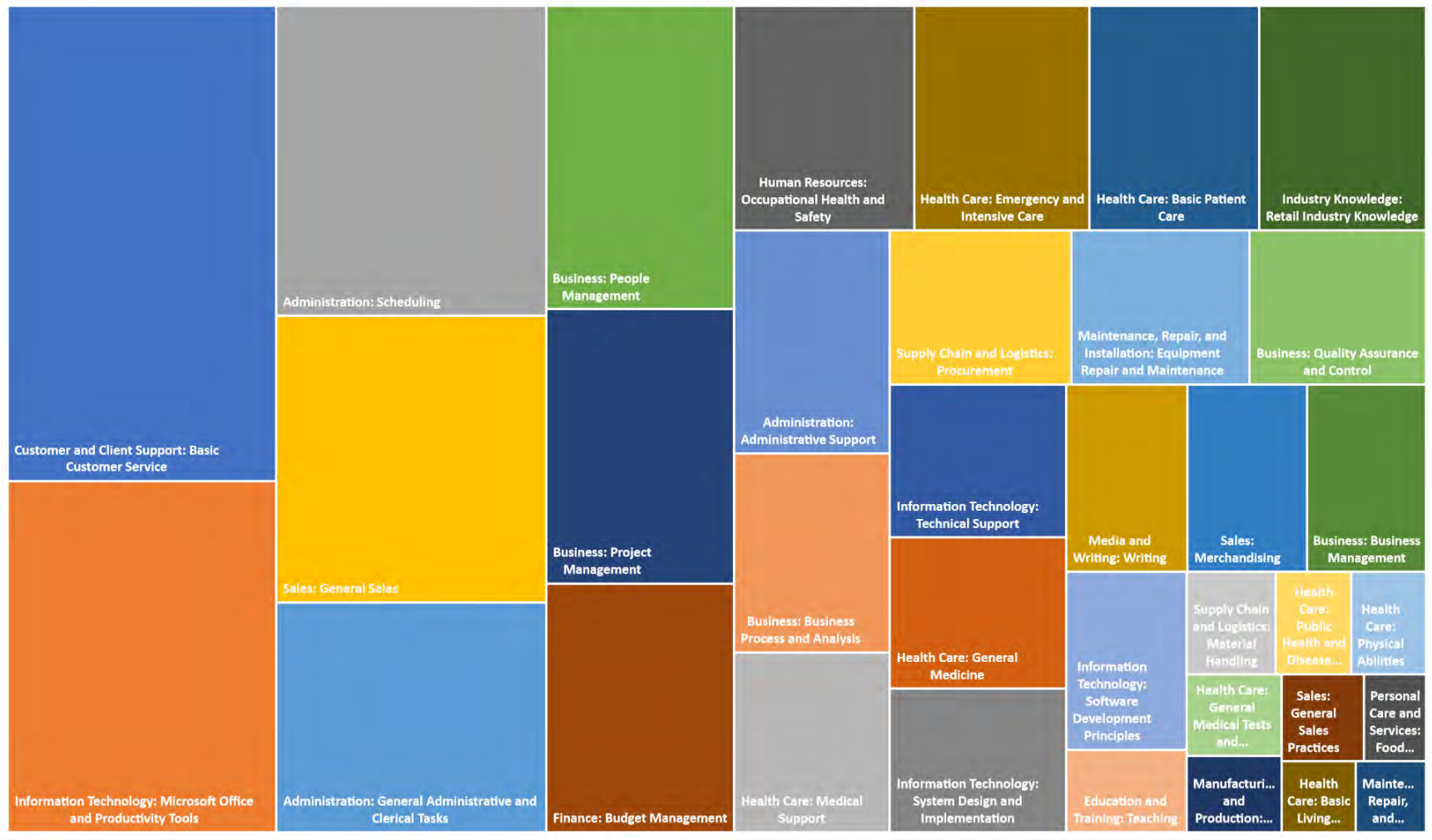
## Top 25 Skill Clusters from Online Advertisements

Benton-Franklin Region, October 2019 through January 2020

Source: Employment Security Department/LMEA; The Conference Board® Burning Glass® Help Wanted Online™

Rank	Skill clusters	Number
1	Customer and Client Support: Basic Customer Service	1,113
2	Information Technology: Microsoft Office and Productivity Tools	822
3	Administration: Scheduling	729
4	Sales: General Sales	674
5	Administration: General Administrative and Clerical Tasks	539
6	Business: People Management	497
7	Business: Project Management	449
8	Finance: Budget Management	407
9	Human Resources: Occupational Health and Safety	352
10	Health Care: Emergency and Intensive Care	343
11	Health Care: Basic Patient Care	332
12	Industry Knowledge: Retail Industry Knowledge	326
13	Administration: Administrative Support	303
14	Business: Business Process and Analysis	270
15	Health Care: Medical Support	244
16	Supply Chain and Logistics: Procurement	243
17	Maintenance, Repair, and Installation: Equipment Repair and Maintenance	239
18	Business: Quality Assurance and Control	237
19	Information Technology: Technical Support	235
20	Health Care: General Medicine	233
21	Information Technology: System Design and Implementation	220
22	Media and Writing: Writing	198
23	Sales: Merchandising	195
24	Business: Business Management	194
25	Information Technology: Software Development Principles	186
26	Education and Training: Teaching	86
27	Supply Chain and Logistics: Material Handling	80
28	Health Care: Public Health and Disease Prevention	67
29	Health Care: Physical Abilities	67
30	Health Care: General Medical Tests and Procedures	67
31	Manufacturing and Production: Machinery	63
32	Sales: General Sales Practices	62
33	Personal Care and Services: Food and Beverage Service	47
34	Health Care: Basic Living Activities Support	46
35	Maintenance, Repair, and Installation: Vehicle Repair and Maintenance	43

### Top Skill Cluster for the Benton-Franklin Region

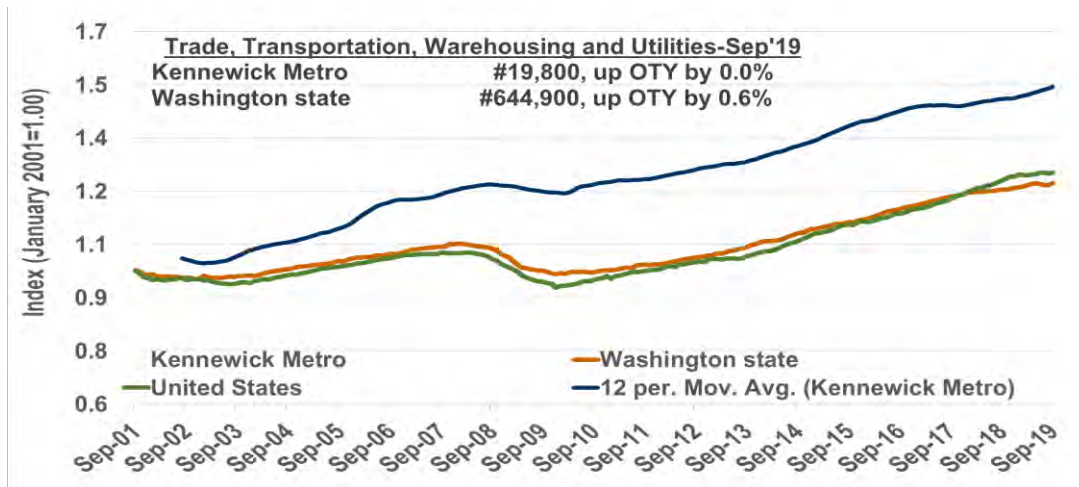


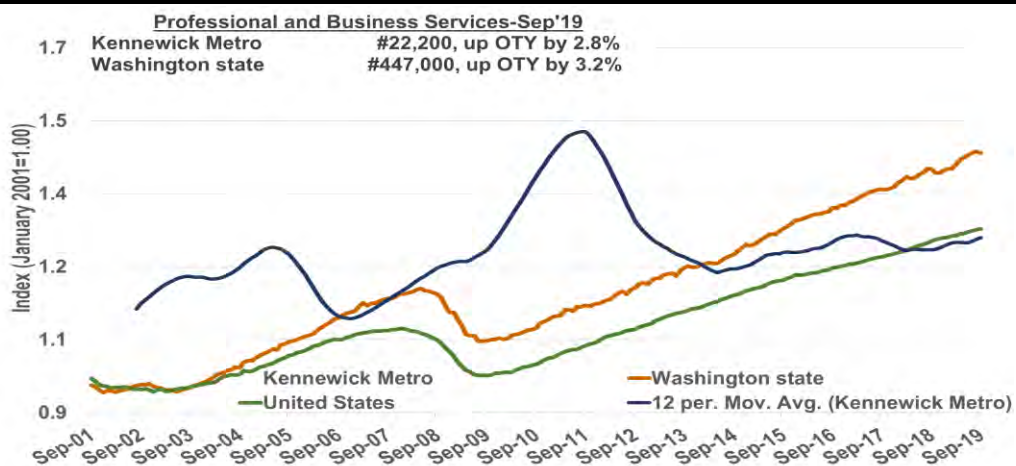
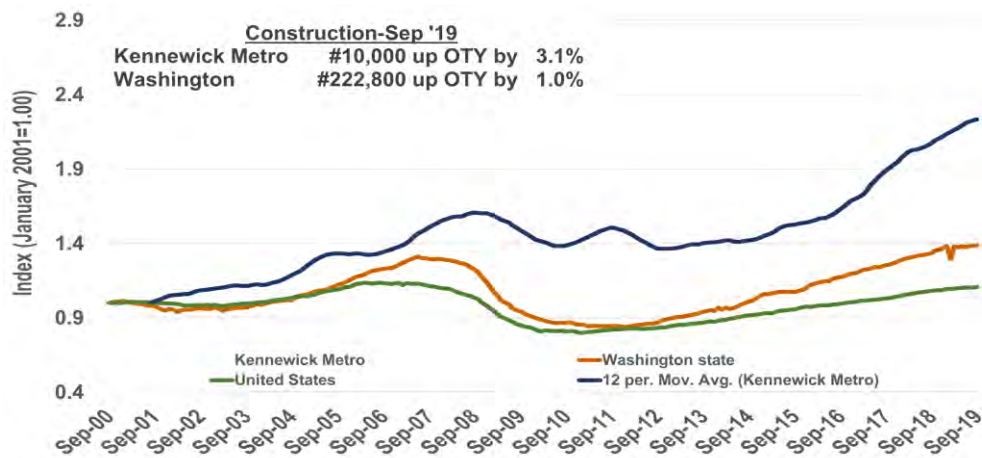
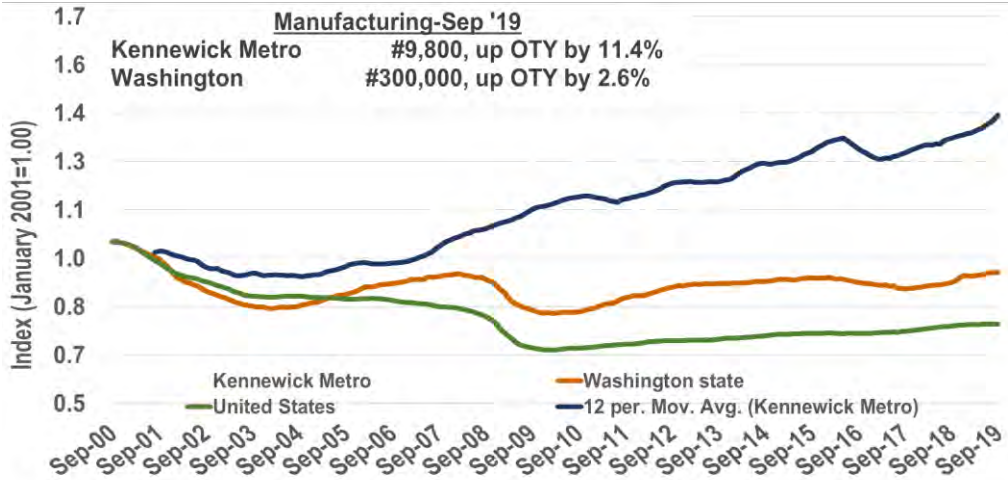
## Regional Sector Strategies

The Workforce Innovation and Opportunity Act requires that each region and local area be responsible for ensuring the workforce system meets the needs of businesses, workers, and job seekers. Through planning and commitment our area is

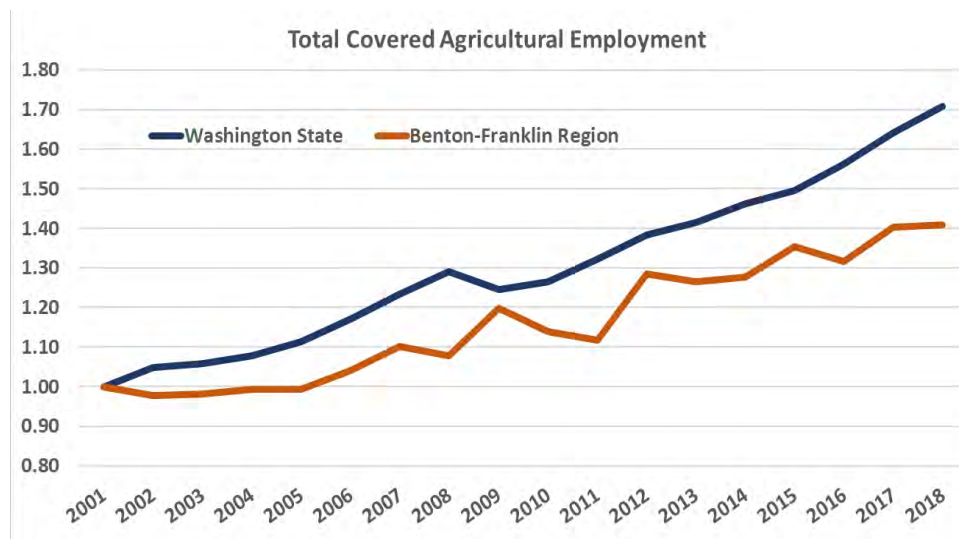
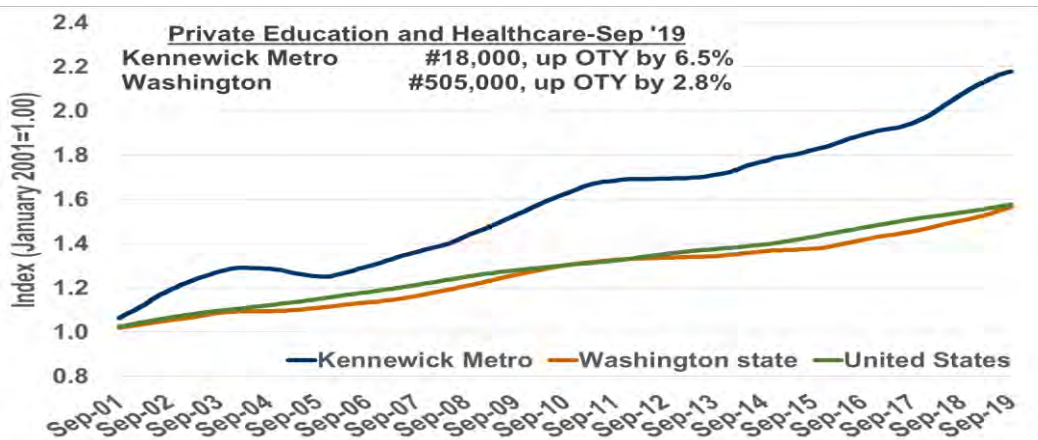


positioned to boost economic growth by implementing strategies that support the sectors which can be impacted the most. The criteria used to select key industry sectors were those with high growth projections, a widening skill gap and those that offer entry level positions with little training requirements. The six sectors selected and vetted by regional leadership and the BFWDC Board of Directors include transportation and warehousing, manufacturing, construction, professional and technical services, health care, food processing and agriculture. Below are visual trends for each identified sector.









The established strategies supporting these sectors include, but are not limited to, the following:

1. Our region will continuously keep a pulse on workforce needs by creating industry focus groups leading to employer driven initiatives.
2. We will be the bridge between employers and education providers to ensure employer recognized credentialing.
3. The Occupations in Demand (OID) data will be consistently referenced so that critical occupations are kept front and center.
4. As sector engagement commences, a business needs assessment will be completed.
5. The local/regional workforce team will be both responsive and supportive to business regarding the impact of Artificial Intelligence (AI) on their incumbent and future workers.
6. During the next 4 years of sector strategy deployment, Human Centered Design (HCD) techniques will be utilized to identify what is working well, what needs to be adjusted and what needs to be overhauled.

The established objectives supporting the strategies associated with our six regional sectors include, but are not limited to, the following:

1. Determining the top clusters within each sector.
2. Quarterly economic climate training for regional partners and stakeholders.
3. Establish quarterly meetings with TRIDEC.
4. Create bi-annual focus group meetings per sector.
5. Develop 50 new business relationships within each sector. (Reference Attachment A – Sector Partnership Framework to see additional detail on each prioritized sector.)

## **Regional Service Strategies**

For a description of the Regional Service Strategies, please see Attachment B

## **Coordination with Regional Economic Development Organizations**

The BFWDC has a partnership responsibility to assist and support its economic development partners by providing a unified training system that will increase the employment, retention, and earnings of our workforce while achieving our region’s economic development goals.

The Benton-Franklin Economic Development District is the duly constituted and recognized Economic Development (EDD) Planning Organization for Benton and Franklin Counties. As the organizational component of the Benton-Franklin Council of Governments (BFCG), the EDD annually adopts a Benton-Franklin Comprehensive Economic Development Strategy (CEDS) report. The BFWDC is actively involved in the Benton-Franklin Council of Governments and our CEO sits on the EDD board of directors. The BFCG is federally designated as the Metropolitan Planning Organization (MPO)/Transportation Management Area (TMA) for the Tri-Cities Metropolitan Area. The BFCG provides a regional forum and planning entity for the development of jurisdictional programs and decision making.

The BFWDC is engaged in MyTRI 2030. MyTRI 2030 is a regional visioning initiative led by the Tri-City Regional Chamber (TCRC) based on the belief that the collective future of the Tri-Cities is enhanced through collaboration. The BFWDC was one of 28 Big Vision Stakeholders that participated in a two-day workshop to establish opportunity areas for the community. The workshop identified six established areas for opportunity which included: agriculture, education, energy, inclusion, life and prosperity. Following a community-wide survey with over 4,500 respondents, the BFWDC was identified as experts in prosperity and education.

The BFWDC is proud to have worked on mission development for these areas and will continue in the years to come to fuel our local economy through supporting entrepreneurial and business opportunities, as well as support transformative educational experiences for all Tri-Citians.

The Tri-Cities Economic Development Council (TRIDEC) is an economic development partner with the BFWDC. TRIDEC is a non-profit organization responsible for attracting job-creating investments into

Benton and Franklin Counties. It provides integrated consulting services to businesses considering southeast Washington locations or business sites and coordinates the site selection process. Services include land/facilities identification, incentives analysis, financing information, regulatory agency assistance, and employee recruitment and training.

In consideration of these priorities, the BFWDC has set the following goals by which to measure and achieve success: Support a workforce system that is employer driven and responsive to the need of the labor market, coordinate workforce training and education resources towards developing skills that meet target industries, assist transitioning adults for successful participation in the workforce that leads to employment retention and wage progression, coordinate service strategies for at risk youth and connect programs to integrated learning opportunities, and provide access to quality workforce services for all customers in the region.



The Tri-Cities Research District has been designated as an Innovation Partnership Zone (IPZ) for over 1600 acres located in north Richland. Our Chief Executive Officer (CEO) is an Ex-Officio member of the board of directors. The goals of the IPZ are to create a physical and intellectual

environment where businesses and workers can interrelate and learn, where technology transfer and product commercialization can happen, where education and training opportunities are available for professionals, and be a focal point for technology-related community outreach activities throughout the Tri-Cities.

To support the IPZ the BFWDC will participate in the following activities as funds are available:

- Provide tuition assistance for students to attend Washington State University (WSU) Tri-Cities and CBC programs that lead to employment with employers in the IPZ.
- Explore the potential of On-the-Job Training (OJT) funds for employers in the IPZ for newly hired workers to learn company specific skills necessary for employment.
- Explore the potential of paid and unpaid internships with small companies in the IPZ that allows adults and youth to connect what they learn in a classroom setting to the world of work for science and technology careers.



- Explore the potential for tuition assistance for individuals interested in entrepreneurship that will support the development of small companies who will benefit.

The BFWDC is a member of the Washington Economic Development Association (WEDA). As Washington’s only trade association focused on economic development, WEDA is committed to retaining, expanding and recruiting for jobs and making investments across Washington State. Through WEDA, the BFWDC communicates with economic developers from various communities, counties, regions, ports and tribes. We build relationships with state and private organizations that share mutual goals with our region. This allows us to work with agencies such as banks, utilities, corporations, foundations and service firms that bring vital insights to our workforce development area. Our CEO has recently been elected to a board set for WEDA representing the Washington Workforce Association (WWA). This opportunity comes as part of her responsibilities of servicing as Vice Chairman of WWA.

### Coordination of Transportation and Other Support Services

Benton and Franklin Counties have an efficient public transportation system through the Benton-Franklin Transit. Beyond the traditional established routes an after-hours service is available for riders who have a non-traditional work schedule.



A recent development in our region is the addition of new routes offering round trip services from North Franklin County to the Tri-Cities. This was the result of the partnership developed between People for People and the BFWDC. The focus of this partnership was to ensure rural pockets of our workforce development area have access to the supports needed to become self-sufficient. Based on regional analysis, we have not identified a need for transportation or other support services to be coordinated across the region.

### Multi-Regional Cost Arrangements

There are no cross-regional cost arrangements associated with the previous items above. However, there is in-kind contributions amongst our region and the Eastern Partnership for things such as Management of Information System (MIS), training and programmatic technical assistance. We have also embarked in collaborative efforts to bring together our leadership (CEO’s and Board Presidents) to analyze cross regional workforce development trends and explore areas where it makes sense for us to partner together to mutually benefit business and workers in our regions.

## **Regional Performance Negotiations and Evaluation**

Regional performance is negotiated and conducted annually. The BFWDC, Chief Local Elected Officials, and the State Workforce Board (on behalf of the Governor) will review data on the area's past performance and the federal measures to negotiate an agreement on what the levels of performance should be for each indicator. The State Workforce Board will, in conjunction with the BFWDC and local elected officials, develop ways to analyze the local economic conditions and demographic characteristics of the participants served. In order to promote common understanding, the twelve workforce development areas work with the State Workforce Board prior to annual performance negotiations.

The State Workforce Board has identified and defined measures for evaluating training provider performance consistent with the requirements of WIOA Title I. The State Workforce Board collects the necessary data from training providers to ensure their courses of study can be certified as eligible for WIOA Title I funds. The State Workforce Board will also identify the performance levels that must be achieved in order to be listed as an eligible training provider on the State's Eligible Training Provider List (ETPL). The State Workforce Board ensures the electronic dissemination of information on training provider outcomes.

The BFWDC uses performance information on WSCB and WIOA Title I to develop and oversee program operation. The State Workforce Board will ensure that participant data collected by the Management of Information System (MIS) is matched with administrative records for the purpose of measuring indicators related to employment, earning and education. These include federal indicators as specified by the Department of Labor (DOL) and indicators needed for the annual Participant Individual Record Layout (PIRL).

The committees of the BFWDC review performance monthly and discuss the needed changes to program design to achieve the expected results under WIOA. Workforce partners (inclusive of all four WIOA Titles) share performance targets and results on an on-going basis. The practice of transparency is common in our region.

## **Contiguous Region Planning**

The BFWDC and the Eastern Washington Partnership will continue to meet on a quarterly basis to discuss and examine ways to improve service strategies and to maximize local resources. Our workforce development areas (WDA's) have a rich history of working collaboratively across jurisdictional boundaries through joint efforts. We will continue to be strategic in deploying the appropriate subject matter experts (SME's) to lead cross regional teams via Skype or in person on topics such as policy development, compliance monitoring, WorkSource certification and programmatic technical assistance.

The BFWDC and the Spokane Area Workforce Development Council will continue to meet on a periodical basis to discuss and examine ways to improve service strategies and to maximize local resources. Our workforce development areas (WDA's) have a rich history of working collaboratively across jurisdictional boundaries through joint efforts. We will continue to be strategic in deploying the

appropriate subject matter experts (SME's) to lead cross regional teams via Skype or in person on topics such as local equal opportunity, specialty youth center evolution and integrated service delivery with co-enrollment.



## **SECTION III**

### **LWDB Specific Component of Plan**

#### **Strategic Vision and Goals**

The Benton-Franklin Workforce Development Council (BFWDC) embarked on a strategic planning mission in the fall of 2019. We are pleased to share the following results, fully vetted by the BFWDC Board of Directors on December 19, 2019.

#### **Vision Statement**

Benton-Franklin Workforce Development Council (BFWDC) contributes to our prosperous community by elevating the human potential.

#### **Mission Statement**

Promoting a prosperous community by providing a progressive workforce system.

#### **Core Values**

Integrity & Honesty, Excellence, Service & Helping Others.

#### **Aspirational Values**

Inclusion, Collaboration & Partnership, Leadership, Creativity & Innovation & Imagination.

#### **New Goals & Objectives**

Goal #1 - Increase the visibility of the BFWDC.

Objective A - Create a public relations plan.

Objective B - Establish a method to measure success of the implemented plan.

Goal #2 - Meet the workforce needs of our employers and community.

Objective A - Create a comprehensive evaluation tool addressing workforce needs which includes priorities for implementation of the tool.

Goal #3 - Diversify sources of funding.

Objective A - Create a means (infrastructure, process, system) to receive donations.

Identify prospective donors.

Goal #4 - Develop strategic partnerships.

Objective A - Identify and engage five new partnerships.

Note: All BFWDC board members are working with BFWDC staff on special committees to achieve the goals and objectives outlined above in addition to develop strategies for implementation.

### **Established Goals, Objectives and Strategies of Continued Focus**

Goal #5 - Ensure all youth receive education, training, and the support they need for success in postsecondary education and/or work.

Objective A - All youth are prepared for success in the world of work.

Strategies

- Ensure youth that access services at TC Futures achieve the necessary skills as established by industries in their chosen career pathway, including the achievement of a GED or entrance into a postsecondary education or training program.
- Increase the number of youth who understand and act on career opportunities available through career and technical education and training programs, including youth from target populations, apprenticeship, non-traditional employment and entrepreneurship.
- Increase access and opportunities to all area youth for basic skills and English as a second language instruction.

Objective B - Reduce unemployment rates among older youth and improve their career prospects.

Strategies

- Place emphasis for WIOA funded programs on intensive services that will serve older youth and provide a linkage to more comprehensive services available through other fund sources. WIOA funds will be directed towards activities that lead to employment and encourage youth to continue lifelong learning opportunities.

- Participate in activities with area stakeholders that lead to development and expansion of mentoring programs for area youth.

Objective C - Ensure youth exploring career options are exposed to opportunities with pre-apprenticeship training programs as a bridge to Registered Apprenticeship (RA).

#### Strategies

- Support Washington State Department of Labor and Industries (LNI) in developing pre-apprenticeship opportunities with community-based agencies to help youth decide on an occupation track, develop foundation skills and improve productivity once employed.
- Increase work-based learning opportunities that promote career pathways and essential skill development.



Goal #6 - Provide adults with access to lifelong education, training, and employment services.

Objective A - Increase the number of adults who have at least one year of postsecondary training.

#### Strategies

- Provide information on the benefits of life-long learning and education opportunities.
- Strengthen program design, priorities and objectives for service providers that lead to employment retention and wage progression.
- Ensure that services to dislocated workers will be coordinated with Worker Retraining services to ensure funds are coordinated in a manner that provides as many workers as possible the opportunities for training and skills upgrade.
- Provide Rapid Response services to assist workers to obtain employment as soon as possible after a lay-off occurs and/or to retain employment by upgrading skills.

Objective B - Increase referrals and encourage participation in RA as an important component to the talent development strategy in Benton and Franklin counties.

#### Strategies

- Utilize WIOA funds to help support RA with On-the-Job opportunities and support services.
- Support RA when possible with Individual Training Accounts (ITA) for apprentice and pre-apprentice training to support skill development goals.
- Support RA with other key stakeholders including local RA programs, CBC, secondary schools, organized labor and the Washington State Department of Labor and Industries.
- Support LNI pre-apprenticeship strategies for those who may not have the fundamental skills to succeed in RA.

As it stands now there will be a need for over 3,000 certified water and wastewater operators in the state of Washington to replace those that will be retiring. This loss of operators will put many small to medium community systems at risk to provide the required staffing. The BFWDC will address this emerging need in our workforce development area during this plan cycle. We will begin with Benton City in Benton County.

Objective C - Adults with barriers to employment and training enter education and Programs of Study that lead to self-sufficiency.

#### Strategies

- Ensure a WIOA program design that leads to access and increased earning opportunities for target populations.
- Assist low-income individuals to move up a career ladder by increasing training and developing career opportunities.
- Emphasize job retention and wage progression by increasing post-employment training opportunities and actively working with the employer to identify incentives that promote “life-long learning.”
- Expand access to workplace training that is occupationally specific and includes Adult Basic Education (ABE).
- Provide learning opportunities for workers needed to keep pace with evolving technology.

Goal #7 - Meet the Workforce needs of the industry by preparing students, current workers, and dislocated workers with the skills employers need using the multiple pathways approach.

Objective A - The workforce development system supplies the number of newly prepared workers needed to meet current and emerging employer needs.

## Strategies

- Continue to improve WorkSource services to business customers and bring together individual partner programs to craft comprehensive solutions for area businesses.
- Collaborate with economic development partners and training partners to meet the unique needs of local employers.

Objective B - The workforce development system strengthens Washington's economy, focusing on strategic industry clusters as a central organizing principle.

## Strategies

- Continue partnerships with economic development organizations and exchange information as we work together to identify the employment opportunities and skills needs of the business community in our area.
- Continue to serve the needs of local employers in key clusters in concert with economic development and training partners.
- Continuously analyze training needs and requirements by employers within the local labor market and those that adjoin to form a broader region.
- Identify targeted industries that the region needs to attract and grow.
- Identify workforce training projects that will best support job creation by these industries.
- Assemble all training providers together to meet these needs in a coordinated and cost-efficient manner.

Objective C - Adults receive education and training that builds competitive skills.

## Strategies

- Place emphasis for WIOA funded programs that will serve adult job seekers to overcome barriers and provide a linkage to more comprehensive services available through other fund sources. Collaborate with agencies that serve WIOA's 14 categories of individuals with barriers to employment: Displaced Homemakers; Low-income individuals; Indians, Alaskan Natives, and Native Hawaiians; Individuals with Disabilities; Older individuals; Ex-offenders; Homeless individuals; Youth who are in or have aged out of foster care; English Language Learners; Eligible Migrant Seasonal Farmworkers; Temporary Assistance for Needy Families (TANF) recipients; Single Parents; Long-term Unemployed; and Other as determined by the Governor.
- Encourage all workforce programs for low-income adults in transition to place an emphasis on training and provide adults with the skills necessary to achieve employment at a self-sufficient wage.



## High Performing Boards

The BFWDC has and continues to keep high program performance as the founding priority of the system. Performance targets are negotiated and set to ensure that they are both reasonable and manageable based upon state level performance data, historical performance and local economic conditions.

Negotiated and approved performance targets are included in every WIOA Title 1 Adult, Dislocated Worker, Youth and One-Stop Operator subrecipient contracts. Performance accountability targets are also included in all service delivery contracts issued by the BFWDC. Performance outcomes are tracked by BFWDC staff. BFWDC subrecipients report monthly to designated BFWDC manager. The BFWDC manager then shares details with each board committee monthly and the full board of directors quarterly. If performance issues are identified BFWDC staff intervene to collaborate with the subrecipient to identify solutions, provide technical assistance or corrective action plan as appropriate. Ongoing involvement in the performance accountability process by members of the BFWDC has been a key element in the high performance as a local board.

## Local Board Strategies

For a description of the local workforce development system in Benton and Franklin Counties please see Attachment D

## Targeted Outreach

### Partner Program Description

Below is a summary for our partner programs and how each fit into the local workforce development system. In addition, the workforce initiatives are imbedded within.

**WIOA Youth** - The Youth Program provides a variety of services to local area Youth, who are out of school and between the ages of 16-24. The BFWDC contractor makes available the full range of the 14 required youth elements at TC Futures which are threaded throughout their program and service delivery design. Each youth receives a comprehensive assessment, assisting the youth in identifying career interests, academic and occupational skills levels and literacy rates to prepare them to enter employment or education. Results are used to build the service strategy identify training needs and to determine remediation needed. An Individual Service Strategy is used to develop a pathway plan. Using a strengths-based approach, the plan identifies career goals, short and long-term objectives, support service needs, and training required to reach self-sufficiency. Career planning/research process prepares the youth for a career goal that is relevant to the local labor market.

**Programs for Adults in Transition** - Adults who are unemployed or under-employed are considered adults in transition. Transitioning adults have opportunities to receive job referral assistance and help in developing job attainment skills through basic skills training or vocational programs provided through

community colleges and other eligible training providers. Various programs address educational and training needs, moving customers toward self-sufficiency and helping those currently employed to identify opportunities to advance. Courses are developed in response to the customer and labor market demands. Programs also support vocational training in order to develop workers with the skills needed in the current economy.

**WIOA Dislocated Worker** - The Dislocated Workers Program (DWP) serves customer who have been laid off at no fault of their own, from declining occupations within the region. Dislocated Workers often require help obtaining or transitioning skills needed to obtain employment that pays family supporting wages and offers upward mobility. DWP services may include comprehensive assessment and case management, career exploration, financial literacy, support services and job search assistance. Training services include paid work experience, on-the-job training, entrepreneurship, and customized training. DWP connects with affected job seekers in order to speed their transition to new employment or training when appropriate. We align workforce activities with education, economic and community development strategies to meet skill needs of jobs and industries important to the local economy and meet the needs of under-skilled dislocated workers by creating training opportunities that lead to employment, and through maintaining and providing information on available job opportunities. DWP subrecipient staff coordinate with employers where rapid response services are being provided for job search assistance, including WIOA DWP enrollment opportunities.

**Trade Adjustment Assistance (TAA)** - This program provides workers dislocated because of foreign competition career decision-making, and occupational training. Workers, their union or company, the One-Stop Operator, or the State Dislocated Worker Unit may apply to the Department of Labor for TAA certification.

TAA funds education, training, income support (if training is away from home and the displaced worker must maintain their home), job placement assistance, and relocation assistance when necessary. Strict time limits apply for using TAA benefits, so certified workers are advised to seek TAA counselor assistance as soon as possible after getting laid off. Once certified, displaced workers are eligible for services and benefits to help them prepare for and re-enter the job market.

Once unemployment benefits run out, dislocated workers who are participating in remedial education courses, training, or are searching for a job can apply for Trade Readjustment Allowance (TRAs) to extend support payments.

**Worker Retraining** - The Worker Retraining Program provides funding for dislocated, unemployed workers, underemployed workers, and workers at risk of unemployment to enter approved career and technical training programs and receive related support services



including financial aid, career advising, educational planning, referral to training resources, and referral to placement services. The BFWDC CEO serves on the advisory committee at CBC as they provide planning and oversight to ensure students prepare for careers in high demand occupations in strategic industry clusters for our region.

**Veterans Placement and Referral** - Local Veterans Employment Representatives (LVER) and Disabled Veterans staff at ESD advise and refer veterans and family members to services such as the Army Navy Relief Fund and Veteran Health Services. They facilitate access to Department of Veterans Affairs programs. Newly discharged veterans receive help in making the transition from military to the civilian workforce. They also match Veteran job seekers and refer to available openings. Veterans receive priority of service in accordance with applicable laws and policies.

**WIOA Adult** - Adults who are unemployed or under-employed are considered adults in transition and the BFWDC provides a variety of services for Adults throughout the region. These services are designed to remove barriers to employment, creating opportunity for needed skill up grades and connecting quickly to self-sufficient employment. Adults have opportunities to receive job referral assistance and help in developing job attainment skills through occupational skills training or vocational programs, provided through community colleges, other eligible training providers, or free online community resources like Ed2Go or Kahn Academy. Adult services may include comprehensive assessment and case management, career exploration, financial literacy, support services and job search assistance. Training services include paid work experience, on-the-job training, entrepreneurship, and customized training. The goal is to address educational and training needs as quickly as possible, remediating the situation and, progressing customers toward self-sufficiency.

**Apprenticeship** - WIOA reinforces the need for partnerships between WIOA funded programs and apprenticeship programs and the BFWDC is a strong advocate. Apprenticeship provides an excellent combination of structured classroom and on-the-job training for a variety of occupations, yet programs often have too few local applicants. Locally, we explore participant interest in apprenticeship, emphasizing special recruitment strategies for women and minorities. Our early focus locally has been in connecting with Construction Trades Apprenticeship Coordinators, which comprises 76% of the top 25 occupations for active apprentices in Washington



State, according to the DOL.

Apprentices are paid for their labor while receiving training and work experience in a supervised setting. Most trades-related apprenticeships require between 4,000 and 8,000 hours of paid on-the-job training, and many apprentices start out earning approximately 40 percent of journeymen wages. Statistically,

attrition rate for apprentices is at its highest point during the first two years of training. Many are faced with challenges such as securing childcare, inconsistent wages/employment during this timeframe, transportation costs for out of area travel and additional work needs including appropriate work clothing. A certain amount of unpaid classroom vocational preparation is also required through most apprenticeship programs. The more time an apprentice spends training and improving skill competencies, the more that individual can expect to earn on the road to becoming a journeyman.

**AmeriCorps** - AmeriCorps combines federal and local funds to employ college students for a year of community service. Participants receive a monthly stipend scholarship after finishing. Workforce agencies have hosted several participants over the years to serve as assistant teachers, youth leaders, activity coordinators and other assignments. WSCB consistently hosts AmeriCorps positions.

**Programs for Individuals with Disabilities** - Public schools through Benton and Franklin counties accommodate students with various disability conditions. Special education classes are offered, with students being provided with Individual Education Programs. Students are integrated in mainstream classes with 504 Plans which are used to accommodate specific disability needs and barriers.

Significant changes in the Rehabilitation Act Amendments of 2014 have provided vocational rehabilitation agencies with a chance to expand services in five specific areas to students with Individualized Education Programs (IEP), and 504 Plans. The five pre-employment transition services include: job exploration, work-based learning experiences, exploring opportunities for post-secondary education programs, workplace readiness training to develop social skills and independent living, and instruction in self-advocacy. These services will help prepare students for competitive, integrated employment in the community after they leave high school.

Pre-employment Transition Services are provided to groups of students, or individuals, who are eligible or potentially eligible for Department of Vocational Rehabilitation (DVR) services. Individualized services are coordinated and planned with a student starting at age 16 if they have a school based IEP or 504 Plan. Education School District 123 (ESD123) locally has an opportunity to receive DVR funding for group-paced pre-employment transition services. These services will be based on ESD123 proposals that illustrate employment-focused transition needs locally, and on school district assessments administered through the Center for Change in Transition Services (CCTS).

DVR will work with school and community partners, WSCB, TC Futures and employers to develop work experience opportunities for customers with disabilities. CCTS is working with DVR presently to develop statewide interagency transition networks that will provide resources and technical assistance to DVR and local schools. CCTS is helping Educational Service Districts to assess their current transition practices for DVR to partner with school transition programs and enhance school activities. CCTS has developed transition programs that enhance transition by providing evidence-based interventions for successful transition for students with disabilities. There have been DVR Vocational Rehabilitation Regional Program Counselor positions established in various areas, to help coordinate and facilitate the development of Pre-employment Transition Services across the state. Kennewick DVR is fortunate to have one of these

positions housed at the DVR Kennewick Office. This individual will work with DVR Counselors, school staff, and a variety of community partners to help coordinate and facilitate the development of Pre-employment Transitions Services in our local Educational School Districts and communities. Presently, there are four DVR Counselors who provide Transition Liaison support to 18 local high schools and alternative schools in our local community.

**Vocational Rehabilitation for Adults with Disabilities** - The Department of Social and Health Services (DSHS), DVR and Developmental Disabilities Administration (DDA), Customer Service Office (CSO), Department of Services for the Blind (DSB), Edith Bishel Center for the Blind and Visually Impaired, and the Disabled Veterans Outreach Program (DVOP), work collaboratively with WorkSource programs to coordinate services for local customers. Staff from these programs work together to serve customers across workforce development programs and promote quality customer services in person and online. DVR Counselors make cross referrals to WorkSource programs and integrate services for individuals with disabilities with staff from the DVOP program, the Worker Retraining program, and the WIOA Title I Adult and Dislocated Worker programs. Worksource staff provide services to match job seekers to the programs that best meet their needs and conducts outreach to partners and community service providers.

DVR and WorkSource demonstrate a common goal of providing services so that all job seekers with disabilities who want to work can be employed when they receive services tailored to their needs and reasonable accommodations. WSCB provides a welcoming inclusive environment to successfully serve job seekers with all types of disabilities. Job seekers with disabilities experience an environment where they are supported in addressing employment challenges, no matter how significant, within the workforce system. WSCB has a staff member on site who is proficient in American Sign Language to provide services to customers who are hearing impaired and prefer this type of communication. Other program staff are bilingual in Spanish and Russian to serve job seekers with monolingual communication needs. Assistive technology is available offering a wide range of accommodations on computer workstations, to promote the access needed to internet and software programs. DVR has a full-time Employment Specialist on site to assist DVR customers with job search activities and integration to the WorkSource programs. DVR has an additional full-time Vocational Rehabilitation Lead Counselor at the WorkSource to serve individuals with disabilities, and to accelerate the integration of DVR services in WSCB. Job seekers with disabilities receive WorkSource Services to help achieve successful outcomes to the same extent as those without disabilities.

**National Farmworker Jobs Program (NFJP)** - The National Farmworker Jobs Program is administered by Opportunities Industrialization Center (OIC) of Washington. This program educates and trains agricultural workers. It offers English as a Second Language courses, basic education and vocational training for seasonal farm workers.



**Adult Education and Literacy, Including English Language Programs** - This program educates Adults who have not finished high school or mastered English. Often, they've had little formal education, even in their



native language. Many require years of instruction before they can learn enough English to pass GED tests. CBC provides a variety of English as Second Language (ESL) classes at times and locations convenient for both employed and unemployed workers needing ESL and vocational skills training.

**WorkFirst** - WorkFirst provides parents receiving TANF (cash welfare) with job search training, work experience, basic education, English language instruction and short occupational classes. WorkFirst Services are provided by DSHS, ESD and CBC.

**Labor and Industries** - A Labor and Industries Vocational Services Specialist is on site at WSCB to assist workers who have been injured or diagnosed with an occupational disease while working in the State of Washington return to gainful employment. The Vocational Services Specialist also works to support and foster relationships with Washington State employers to find qualified workers, regardless of disability status, through partnerships with community agencies and educating them on the services available at WorkSource. As a WorkSource partner, they actively participate in One-Stop Center activities that are requested or suggested by the WorkSource Administrator and LNI Supervisor. The goal is to be visible and effective to the mission of the WorkSource and LNI.

**Programs for Youth in Transition** - All youth need support as they move through adolescence to adulthood. Vulnerable youth face transitions made particularly challenging by poverty, disability, illness, homelessness, discrimination, emancipation, foster care, delinquency and other difficult circumstances. A growing body of knowledge indicates that these youth need community-wide webs of support to transition successfully to adulthood. There are a number of programs in Washington State that help young people make these transitions. The Steering committee at TC Futures and their partners/stakeholders discuss youth in transition needs formally on a monthly basis with supervisory leadership meeting with the center director and BFWDC manager on a weekly basis.

**Secondary Education** - At the secondary level, school districts offer a variety of options for teens to obtain a high school diploma or equivalent, and in many cases, get a jump on college. These choices range from traditional, comprehensive high schools to small alternative schools. High schools offer a variety of career and technical education, and public schools also accommodate students with cognitive and physical disabilities. Special education classes are offered, as are mainstream opportunities in regular classrooms. The BFWDC does not currently serve In-School Youth via WIOA Title I however, strong partnerships and referral systems are in place between local school districts and TC Futures.

**Tri-Tech Skills Center** - Tri-Tech Skills Center partners with local high schools to offer advanced technical and professional training. This tuition free training is available to all public, private, and home-schooled students who have yet to receive a high school diploma. Tri-Tech offers over twenty Washington State certified and approved Career and Technical preparatory programs with fully certified industry experienced instructors who assist youth in learning in demand skills. The principal of Tri-Tech is an Ex-Officio member of the BFWDC board of directors.

**Job Corps** - Job Corps is a residential education and training program that helps young people learn a trade, earn a high school diploma or GED, and secure employment. The Columbia Basin Job Corps

Center is located in Moses Lake, but representatives provide orientations to WSCB customers. Many young people who participate in the Job Corps program are from outside the area and are hoping to learn skills that are in-demand within their own community. Currently Job Corps houses a full-time staff at WSCB who is fully integrated into our local system.

**Colleges and Universities** - CBC structures programs to culminate in the attainment of industry-recognized certificates, Associate in Applied Science degrees, four-year degrees and for some students, a transfer degree. Programs compliment technical instruction with workplace skills education such as applied communication and human relations. Professional and vocational-technical education programs (Workforce Education) are offered at CBC. Programs also include short-term, in-demand classes, and certificate of accomplishment programs.

WSU Tri-Cities offers baccalaureate, masters, and doctoral degree programs to prepare an increasingly diverse workforce for changing technologies. Continuing education and lifelong learning programs are particularly beneficial to those seeking to upgrade skills. WSU Tri-Cities' strong community support and partnerships, particularly with the nearby Pacific Northwest National Laboratory, provides unique learning opportunities to keep pace with rapid change in critical demand industries in the region.

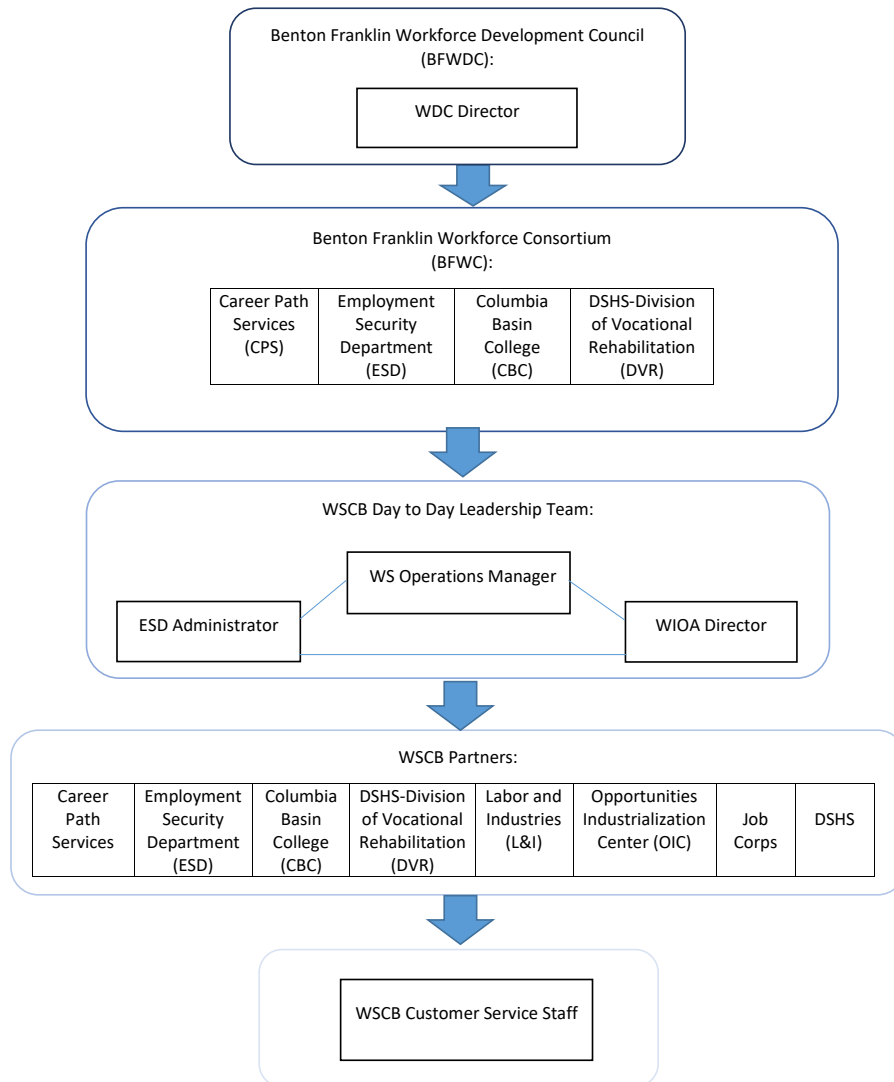
Charter College offers Associate and Bachelor programs on an "accelerated" basis in business, health care, legal, technical, and the trades (HVAC/R and welding) as well as programs on-line.

Apprentice programs are coordinated through the state's LNI. Apprenticeship offerings include, but are not limited to: Labors International Union of North American, Labors Local Union 0348, International Union of Operation Engineers, Engineers Local Union 370, Ironworkers Local Union 14, Sheet Metal (SE Washington/NE Oregon Sheet Metal Workers), Machinists (Aircraft Oriented), Millwrights (Washington State UBC JATC), Construction Lineman (NW Line Construction Ind JATC), Construction Electricians (LU 112/NECA Elect AC), Carpentry (Washington State UBC JATC), and Firefighters (Washington State Firefighters JATC).

### **Core Program Alignment**

Our local comprehensive One-Stop Center, WSCB, has a very active and engaged senior leadership team named the Benton-Franklin Workforce Consortium (BFWC). This team of leaders is the One-Stop Operator (OSO) for our comprehensive center. Members represent all four titles of WIOA. The BFWC meet formally on a monthly basis with ad hoc meetings in between when necessary. The BFWC employs a competent team of leaders named the WSCB Trio. This forum meets on a weekly basis to discuss real time WSCB operations. The WSCB Trio oversees a team of front-line supervisors named the M8. This forum meets on a weekly basis to discuss topics such as customer service, lean process and cross program knowledge sharing as well as overall partnership. WSCB System partners are also invited to the M8 table. For a full illustration of our integrated local system see the chart below. It is important to note the investment of our workforce professional leadership. When information is shared during any of the various levels of leadership meetings that identify a segment of the workforce, business or community

need that is not being supported by the local service delivery model, the teams work collectively to identify how the local system can support those needs.



### Additional Program Alignment

The BFWDC works with several educational entities in the Tri-Cities area to include postsecondary education providers. It is important that educational opportunities locally align with and support the local economy and available employment opportunities. The local workforce development board collaborates with local school districts, the Tri-Tech Skills Center, CBC, WSU Tri-Cities, and Charter College to ensure that courses of study leading to short-term certification and skills improvement are aligned with the needs of the local economy.

The BFWDC will continue to work with the training providers to ensure that the appropriate trainings are included in the ETPL and align with the occupations in demand locally. This will allow local WIOA Title



I programs to support the educational needs of local job seekers that would benefit from the training by way of employment in a livable wage or career growth into occupations in demand locally.

### Expanded Program Alignment

The BFWDC is currently working to design an Integrated Service Delivery Model that uses co-enrollment of Wagner-Peyser and WIOA Title I Adult and Dislocated Worker programs. The intent of work surrounding the design of this type of model is to “open the doors” wide for all customers and let customer need dictate the level of service received.

Using WIOA legislation as a guideline, this model creates four progressive levels of customer service delivery: Self-Service, Basic Career Service, Individual Career Service, and Training Service. WIOA sets the expectation that both Title I (Adult and Dislocated Worker) and Title III (Wagner-Peyser) funded staff may deliver the same set of required Basic and Individual Career Services as defined in TEGL 03-16. Those services are defined below:

**Self-Service** – Customers that come into WSCB can utilize resources to serve themselves to conduct job search, work on resumes/applications, and/or do labor market research.

Basic Services
<ul style="list-style-type: none"><li>• Eligibility determination for adult, dislocated worker, or youth program services;</li><li>• Outreach, intake, and orientation to one-stop services;</li><li>• Initial skill assessment and supportive service needs;</li><li>• Labor exchange, including job search, placement, and career counseling as needed;</li><li>• Referrals to and coordination with programs and services inside and outside WorkSource;</li><li>• Local, regional, national labor market data;</li><li>• Performance and program cost for eligible training providers by program/provider type;</li><li>• Local one-stop performance accountability;</li><li>• Availability of and referral to supportive services/assistance including childcare; child support; Medicaid and Children’s Health Insurance Program; SNAP; earned income tax credit; housing counseling and HUD services; TANF, and supportive and transportation services provided through that program;</li><li>• Eligibility non-WIOA financial aid for training and education; and</li><li>• Information/assistance regarding filing claims under Unemployment Insurance (UI) programs, although only merit staff may answer questions, provide advice, or make decisions that could affect claimants’ UI eligibility, although other one-stop staff may assist in claims taking by rote acceptance of information.</li></ul>

Individual Career Services
<ul style="list-style-type: none"><li>• Comprehensive and specialized assessments of the skill and service needs of adults and dislocated workers;</li></ul>

- Development of individual employment plans;
- Group and/or individual counseling and mentoring;
- Career planning (e.g. case management);
- Short-term pre-vocational services (learning skills, communication skills, interviewing skills, etc. may include pre-apprenticeship);
- Internships/work experiences linked to careers;
- Workforce preparation activities that help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education, or training, or employment;
- Financial literacy services;
- Out-of-area job search assistance and relocation assistance; and
- English language acquisition and integrated education and training programs.

**Training Services: Services which require full enrollment**

<b>Any Individual Career Service that is purchased on an individual basis with WIOA funds. Examples may include:</b>
<ul style="list-style-type: none"> <li>• Any assessments that are purchased on an individual basis;</li> <li>• Short-term pre-vocational services that are funded on an individual basis.</li> <li>• Paid Internships/work experiences linked to careers;</li> <li>• English language acquisition and integrated education and training programs funded on an individual basis</li> </ul>
<b>Training Services</b>
<ul style="list-style-type: none"> <li>• Vocational Training</li> <li>• On-the-Job Training</li> <li>• Incumbent Worker Training</li> <li>• Support Services</li> </ul>

Under WIOA, both Title I and Title III share several performance measures.

<b>Title I Adult</b>	<b>Title I Dislocation Worker</b>	<b>Title III Wagner Peyser</b>
2nd Quarter Employment	2nd Quarter Employment	2nd Quarter Employment
2nd Quarter Median Earnings	2nd Quarter Median Earnings	2nd Quarter Median Earnings
4th Quarter Employment	4th Quarter Employment	4th Quarter Employment
Credential- during or by 4th Quarter	Credential- during or by 4th Quarter	
Measurable Skill Gain	Measurable Skill Gain	

This is a customer focused service delivery model that applies staff time and effort to serving the specific needs of customers and puts less emphasis on program conformity. The shared performance measures will still be contracted and monitored as they have been before, but the larger “pool” of customers, combined resources and increased efficiencies are expected to have no impact on performance attainment.

## **Outreach to Individuals with Barriers to Employment**

Our local area provides targeted outreach to eligible individuals with barriers to employment. Below is articulation of the efforts in Benton and Franklin counties.



Veterans and Eligible Spouses (including any special initiatives to serve the veteran population) -

Priority of Service (POS) for veterans and eligible spouses is explained to every customer upon entry to WSCB. Those customers identified as having served, or the spouse of a veteran, complete a short questionnaire to triage eligibility for services through the Disabled Veterans Case Manager (DVCM) and other POS eligible programs. If found eligible for veteran’s program services these customers are

referred to a veteran’s work-study to inform and assist them with VA benefits, make referrals to employment resources and gather initial program information. Veterans qualifying for DVCM services are then scheduled to meet with the DVCM for enrollment, employment assistance and/or referral to additional services for barrier removal. If the answers to the questionnaire identify that the veteran or qualifying spouse does not qualify for enrollment in the DVCM program, they are served by Wagner-Peyser staff with an array of labor exchange services to assist with finding employment and referred to the Vets Access where they can work with the LVER.

The ESD DVCM conducts outreach to community organizations that serve veterans. On alternate days during the week the LVER and DVCM provide veterans program services at the Veterans Opportunity Center (VOC). The VOC serves as a support hub for all area veteran’s services. Veterans can get referral and access to many different local programs designed to assist veterans with barrier removal, housing assistance, medical assistance, education and employment assistance. DVCM also has a monthly outreach day at the VA Community Based Outreach Clinic (CBOC) to see veterans who are already at a VA appointment. DVCM conducts a monthly Veterans Task Force meeting which brings local resource agencies together to discuss veteran’s issues, new programs, and assistance needs. LVER conducts

outreach to employers about the advantages of hiring veterans and to target veterans for employers wishing to fill positions with veterans.

DVCM and LVER partner with CBC and with Washington State University Tri Cities Campus to conduct job fairs specifically designed for veterans. LVER and DVCM also participate in activities for graduating veterans such as mock interviews, job clubs, informational interviews and job search workshops.

Annually, WSCB is an organizational partner for the Columbia Basin Veterans Stand-Down for Benton and Franklin counties. This event brings together local providers of veteran's services to assist veterans with their medical and dental needs, clothing, disability applications, referral to barrier removal, supportive services, access to housing programs and employment and training assistance.

The local veteran's employment program conducts a weekly veteran's access class that provides a venue for local employers that hire veterans to network and interact directly with veterans who are seeking employment. The employers assist with resumes and applications and conduct a short workshop explaining their company's hiring practices and procedures to ensure that veterans can accurately represent their skills in applications and resumes.

The Adult and Dislocated Worker programs comply with the Jobs for Veterans Act as amended and will provide POS to covered veterans who are eligible for Title I Adult and Dislocated Worker services as appropriate. Veterans will be given priority over non-veterans if spending limits are in effect. The Veterans Policy is not intended to displace the core function of the Adult and Dislocated Worker programs.

**Unemployment Insurance (UI) Claimants** - The primary goal in engaging UI claimants is to assist them to return to work as expeditiously as possible. Claimants are initially engaged using the Reemployment (RESEA) program. Claimants that fall within the required profile score range are invited to attend a mandatory orientation, complete a WorkSource registration, and meet with a WorkSource employment specialist to develop an employment plan, receive referrals to workshops such as a resume or interviewing class, conduct a job match in the data system to identify potential employment opportunities, and determine if there is a need for referral to a training program. When employers are hiring for specific skill sets, employment specialists conduct outreach by telephone or email to UI claimants who possess the needed skills. These claimants are then invited into WorkSource for resume and application assistance to apply to available job openings.

**Older Workers** - Older workers now make up a large and growing share of the U.S. labor force. Projections indicate that the number of older workers will continue to rise. According to the United States Bureau of Labor Statistic (BLS), the percent change of workers age 65-74 has increased over 80% between 2010 - 2020. Adding to the challenge, unlike generations before, a much larger percentage of baby boomers are continuing to work as they age; some out of economic necessity. To address this phenomenon, the BFWDC, in cooperation with its partner agencies, will continue to deploy and expand specific strategies to address the unique needs of older workers. WSCB conducts workshops specifically

designed for mature workers. These workshops are intended to assist mature workers navigate the technology used in applying for employment in today's job market, clearly identify the skills and experience that they have to offer an employer, and to analyze labor market information to identify employment opportunities that meet the needs of mature workers. Workshops for mature workers are also being held at the Kennewick public library. This location is being used as an opportunity to develop broader access to mature worker workshops and as a testing ground for off-site training. Off-site training will eventually be expanded and offered at several public libraries throughout Benton and Franklin counties as resources allow.

**At-Risk Youth** - At-Risk Youth are a high priority in the Benton and Franklin Workforce Development Area. Outreach is conducted in the community to find at-risk youth who need employment or educational services, or assistance in navigating TC Futures. Recruitment efforts, executed by WIOA Title 1 Youth Program staff, involves partnerships with Community Colleges, Adult Basic Ed, Youth serving organizations, Juvenile Justice, DSHS, ESD, local area school districts and DVR.

Orientations provide an introductory meeting to educate youth on the programs/services available, including eligibility criteria and participation requirements. It also allows for youth to determine if they want to pursue participation beyond self-service. Program orientations are conducted in groups and in one-on-one sessions in the center and the community. Initial Assessments, including CASAS, are used to identify basic skills and literacy levels, and determine the type of assistance needed to complete educational goals and/or obtain employment.

**Low-Income Adults** - The WorkSource partnership focuses on an integrated approach to service delivery to ensure comprehensive outreach and collaborative assistance to low-income adults. Outreach is conducted in the community to low-income adults who need employment services. Community outreach includes developing referral partnerships with community-based organizations who serve the targeted populations. Recruiting efforts involve partnerships with ESD, DSHS, community colleges, Adult Basic Ed, DVR, employers and other training providers. An orientation introduces job seekers to the programs/services available, including eligibility criteria and participation expectations. This helps a job seeker determine if they want to participate in services. Group or one-on-one orientations occur in the center and the community, including college classrooms, DSHS-Community Services Offices, community centers, libraries, and apprenticeship centers.

**Dislocated Workers** (including the long-term unemployed and under-employed) - Based on resources and need, the BFWDC Dislocated Worker Program utilizes a wide range of outreach activities to connect with and inform workers of services available through the local One-Stop system. This includes:

- Media releases such as news stories and announcements through local television, print media, and utilization of social media such as WorkSource's Facebook and LinkedIn.
- Flyers distributed to Workforce partners that may encounter high levels of dislocated workers such as community and technical colleges and other training providers.

- Rapid response activities.
- Targeted outreach to the long-term unemployed.
- Targeted Industry/Employer hiring events.
- Partnerships with the Chambers of Commerce and Economic Development agencies.
- Attendance at military veteran stand downs.

**Individuals with Disabilities** - Access Tri-Cities (Allying Companies, Communities, and Employees with Skills for Success) is an annual event specific to conducting targeted outreach to individuals with disabilities. The committee is comprised of the collaborative efforts between local businesses, service providers, and individuals with disabilities. The purpose of the event is designed to help increase awareness about diversity and disability in the workforce while helping to bridge the gap between service providers, employers and individuals with disabilities. It is also designed to meet the needs of businesses through the hiring of qualified individuals with disabilities.

**Migrant and Seasonal Farm Workers (MSFW)** - Agricultural workers that come into WSCB for services are assisted by all program staff based upon need. There are a sufficient number of bilingual staff at WSCB to ensure that agricultural workers can be served in the language of their preference. The ESD operates MSFW Outreach program at WSCB and employs one MSFW Outreach Specialist. This position exists specifically to serve agricultural workers outside of the WSCB office at the locations where agricultural workers work, live and/or congregate.

The MSFW Outreach Specialist is required to spend 60% of their time conducting outreach. This position collaborates with and conducts joint outreach with staff from the National Farmworker Jobs Program (NFJP), OIC, WIOA Title I Adult, Dislocated Worker and Youth program staff, and the AmeriCorps Youth outreach specialist at events where agricultural workers and their families will be present. During outreach, information is shared about the resources available through the local WorkSource, additional community-based resources to assist families, and current employment opportunities.

Regular connection with Farmworker Housing locations keeps the MSFW outreach worker abreast of migrant workers moving into the area and provides an opportunity to share information regarding local resources and employment opportunities.

Joint outreach is also conducted on a regular basis with MSFW Outreach Specialists from two neighboring Workforce Development Areas, South Central and Eastern. This joint outreach is conducted to ensure employers and agricultural workers who reside in county line communities are being adequately served.

## **Coordinated Education and Workforce Investment Activities**

The BFWDC will coordinate education and workforce investment activities in the local area with relevant secondary and postsecondary education programs to ensure that all delivery service models are inclusive



of all programs. This will ensure that strategies are coordinated, services are enhanced to avoid duplication of services.

Coordinating education and workforce investment activities requires the understanding of each other's needs; requiring that the programs are working in an integrated manner to ensure that all customers have equal access to secondary, postsecondary education and workforce investment activities including employment assistance.



The BFWDC management staff participate in the Delta Advisory Committee every other month. This forum advises, assists and supports activities designed to help educational programs presented by the school districts within Benton and Franklin Counties. The BFWDC engages in shared responsibility in helping to define program requirements, assisting and establishing realistic goals and making appropriate recommendations for future secondary curriculums. The BFWDC works with high school instructors and administrators to initiate policies, procedures and methods which help strengthen equational programs in our local area.

The BFWDC partners with our local Science Technology Engineering Mathematics (STEM) Foundation to develop and implement activities for youth in our community. Those activities include but are not limited to, career exploration activities such as job fairs, job site tours and job shadowing. We work together to help youth succeed in their education and career goals by guiding and connecting them to high-demand occupations. Our goal is to continue transforming lives by preparing youth and young adults with the 21<sup>st</sup> century skills that employers need in our community.

In Benton and Franklin counties, there are workforce development professionals located at our local Juvenile Justice Center. Staff work with students who are in truancy petition (a truancy petition is filed when student continues to miss school and the court finds the student in contempt). Services provided include but are not limited to, obtaining GED credentials, information sessions at schools, school-based tutoring, industry tours, referrals to community resources, assistance filling out the FAFSA and advocacy for the students within their school.

## **Career Pathways and Co-Enrollment**

Please refer to the Local Area Profile (Attachment D) beginning on page 77.

## Employer Engagement

The WSCB has a robust Business Services team that has representation from every partner program within the Benton-Franklin Workforce system. Participation on the Business Roundtable is a condition of partnership as outlined in the local Memorandums of Understanding with each partner. This broad spectrum of representation ensures that the team is sharing information between programs and that every program and customer demographic is included in discussions affecting strategies for outreach.

In alignment with the state level plan, the BFWDC will be using the same business engagement measures that are being developed for reporting on the state level plan. The measures will be able to identify market penetration of employers that are currently engaged with the local workforce system and the engagement efforts around increasing market penetration. The measures will allow the area to analyze the levels of work with small, medium, and large employers and at the same time allow sorting by industry sector. Having this data available will allow the local Business Services team to have informed discussions regarding how outreach efforts are being conducted and to strategize and align those efforts with both the needs of the community, employers, and the local board priorities.

Support for a workforce development system that meets the need of local businesses is dependent upon having the data available that reflects the work being done and then determining what the needs of local businesses are. Using Industry Sector Panels, the BFWDC will facilitate ongoing dialog between the industry representatives on the panels and the Business Services team. The best way to know what the needs of the local businesses are is to engage them in on-going panel discussions to better understand and identify each other's needs. Once the Business Services team is informed of the needs of the local businesses the team can align outreach, services and training development to meet those needs.

Coordination of workforce development programs and economic development is facilitated locally by ensuring that both are participating in discussions affecting economic development locally. The BFWDC staff participate in all regular meetings held by local economic development organizations. Participation is intended to identify opportunities when the workforce system can directly interact and support local economic development. In addition, the director of the local economic development organization serves on the BFWDCs Board of Directors. This ensures that economic development is continually engaged in the conversations affecting the local workforce system.

One of the functions at the core of the local one-stop delivery system is to assist UI claimants with returning to work as quickly as possible. Every UI claimant that comes to WSCB can access the employment services and potentially training/retraining resources if applicable and eligible.

The primary UI program currently at WSCB is the Reemployment Services Eligibility Assessment (RESEA). Claimants within the first five weeks of their claim are eligible to be called in and attend an orientation at WorkSource to receive a one-on-one appointment with a staff person to assess their employability, develop and employment plan and receive referral to additional resources that will assist the customer with returning to full-time employment.



The Universal Tax and Benefits (UTAB) system was introduced in 2016. This system is the primary system for processing UI claims. The design of the system is that it interfaces with the [WorkSourceWA.com](http://WorkSourceWA.com) job match and management of information systems. A level of claimant information will be available in the [WorkSourceWA.com](http://WorkSourceWA.com) system as a result of a submitted claim. This allows opportunity locally to design a service delivery that outreaches to claimants with specific skillsets that match current employment opportunities. This focused outreach allows staff to connect claimants seeking employment with employers that are seeking workers with specific skills.

Workforce Needs - Together with the United States Department of Energy and members of the Benton-Franklin Workforce Consortium (Employment Security Department and Career Path Services); the BFWDC co-hosted The Hanford Future Workforce Needs Symposium in mid-April 2019 at WSCB.

Attendees examined the current Hanford demographics and employment needs, developed a common perspective on the projected needs over the next 10 years, and identified potential opportunities to work together to ensure that the workforce needs at Hanford are successfully met. Key employers and stakeholders in attendance were:

- Pacific Northwest National Laboratory (PNNL)
- Bechtel National
- Washington River Protection Solutions (WRPS)
- Mission Support Alliance (MSA)
- CH2M HILL Plateau Remediation Company
- Washington State Department of Ecology
- Washington State University (WSU)
- Columbia Basin College (CBC)

The BFWDC will continue to support, coordinate and convene local area employers to assist in finding solutions to their workforce challenges.

## Initiative Implementation



Implementation of the items listed above will be methods of meeting specific employer needs based upon the information gathered during the Industry Sector Panel discussions. In our local efforts to realign the local workforce system, as a customer driven system, services will be developed and implemented as the result of specific employer needs. When the need for one of the items above has been identified for a sector, industry, employer or

customer, cohort resources will be allocated to design and implement a service delivery line that directly supports the need.

## Continuous Quality Improvement of Eligible Providers

The BFWDC conducts quarterly monitoring of all contractors that hold service delivery contracts. The quarterly monitoring is intended to give ongoing feedback on performance within the contract and to analyze feedback from job seekers, employers, and workers to identify any areas of concern.

If a local service provider fails to achieve 80 percent average performance across the federal indicators for WIOA Title I, the BFWDC will require the local service contractor to submit either a performance improvement plan or a modified local plan to the BFWDC. If such failure continues for a second consecutive year, the BFWDC may require the development of a plan that is developed in accordance with a state level required reorganization plan. If the state is sanctioned by DOL for poor performance, ESD will withhold a proportional amount of funds from local areas based on their average performance across the state and federal core indicators. These funds will in turn be withheld from the local service provider or partner organization.

## Internet Strategies

The BFWDC is currently responsible for two facilities in Benton and Franklin Counties. One, a comprehensive American Job Center called WSCB. The other, a youth and young adult specialty center called Tri-Cities (TC) Futures. Access to readily available information is key to the customer experience.

Our only comprehensive One-Stop Center, WSCB has had wireless internet available for customer usage for over eight years. To date the strategy for wireless internet capabilities has been focused on allowing customers to be able to use their own technology devices to conduct their job search and employment preparedness activities. In February 2016, the State Wireless Area Network (WAN) was installed at WSCB. This wireless network is connected to the state network and allows for additional service delivery strategies. A recent strategy implemented that will continue to develop during the timeframe of this plan is the usage of wireless devices that allow staff to be able to provide services in the resource room or during workshops and have a real-time connection to the [WorkSourceWA.com](http://WorkSourceWA.com) job matching and case management data



systems. In 2019 the printers were upgraded at WSCB and a new vendor secured. With this transition our One-Stop Center has lost the wireless printing functionality from customer computers. The fix has been requested and is pending. The BFWDC will work with our One-Stop Operator, the Benton-Franklin Workforce Consortium (BFWC) to ensure wireless printing is up and running again at WSCB within the calendar year.

In late September of 2019, the BFWDC partnered with Education Service District (ESD) 123 and opened TC Futures. The facility is geared towards youth and young adults between the ages of 16-24 in Benton and Franklin counties, who are seeking a personalized system of support for education, workforce training, as well as community and employment connections. Our specialty center offers very fast wireless internet and can handle multiple devices at the same time. Customers primarily access wireless internet through their personal electronic devices or chrome books offered by TC Futures. Therefore, services such as GED preparation, job search and other services can be accessed and utilized using the wireless connection provided by the facility. The wireless internet accessibility is provided by ESD123. The connection is secure and frequent monitoring takes place. A strategy that our area will achieve during the plan cycle will be to utilize the internet more intentionally for employability and technology skills development, steering away from paper curriculum. We want to prepare youth and young adults to be successful in today's and in the future workforce. An additional wireless internet strategy we will develop is to build trust and engage youth by allowing for music and gaming as an incentive. This approach supports the Gen Z culture (generation that was born between 1996-2010).

## **Access to Services**

The BFWDC uses customer and staff feedback along with performance and customer information to assure and facilitate access to services provided through the one-stop delivery system. At this time the BFWC meets monthly to share information, analyze the feedback and data and recommend adjustments to the service delivery system as appropriate.

WSCB is moving forward with developing access to the services available through the WorkSource system by developing relationships with the Benton and Franklin counties libraries and other access points that can facilitate computer and internet access.

Mass marketing of the [WorkSourceWA.com](http://WorkSourceWA.com) system in the local area is intended increase access to services without having to come into the office. All programs interact with the system to identify non-traditional methods of service delivery that can meet customer needs where they are as opposed to the traditional model that required the job seeking and employer customers to come to the services. Through competitive contracting the BFWDC has identified a one-stop operator in the BFWC. The one-stop operator has a contract obligation to ensure that customer access to services is continuously reviewed and that the appropriate conversations are happening among the partnership to guarantee continuous improvement in the local service delivery system.

## **Americans with Disabilities Compliance**

WSCB partners and one-stop operator conduct regular program reviews for both accessibility and compliance with Section 188 and the Americans with Disabilities Act (ADA) of 1990. The BFWDC conducts annual monitoring regarding physical and programmatic accessibility of the facility, programs and services, technology and materials for individuals with disabilities. All disparities found during the program reviews and/or monitoring are addressed immediately to assure accessibility for all customers.

Annual all-staff training is held to provide staff with the information necessary to be able to assist individuals with disabilities. Staff are trained how to use the installed ADA equipment in support of assisting those customers that need it.

The DVR staff assigned to the office serve as a technical support resource to staff and customers in the use of all installed ADA equipment and availability of resources to support customers with disabilities.

## **Availability of Adult and Dislocated Worker Services**

All individuals enrolled in WIOA activities in Benton and Franklin Counties will be offered training and related services from the WIOA Title I Adult and/or Dislocated Worker service provider, including but not limited to the following:

- a. Initial and intensive assessment of the capabilities, needs, and vocational potential of the individual
- b. The development of an individual employment plan (IEP) based on assessment
- c. Access to a multitude of non-WIOA funded training and support service partner agencies/organizations to achieve the goals identified in the IEP
- d. Counseling for basic and occupational skill development and support services
- e. Pre-employment and work maturity skills training when coupled with basic skills or occupational skills training
- f. Training such as basic skills, General Equivalency Diploma attainment, literacy and English as a second language, institutional and on-the job skill training
- g. Job referral and placement into occupations in demand and related to the training provided that leads to job retention and wage progression

The BFWDC sub-recipient contractor must deliver customer services in a manner that supports the WIOA-Title I services through the One-Stop delivery system at WSCB. These services are delivered through trained, competent staff with the skills, knowledge, and attitudes that are foundational to all levels of customer services. The BFWDC contractor performs the following critical work functions and key activities surrounding WIOA client services within policies and procedures including but not limited to:

- a. Determining appropriateness and eligibility for services
- b. Conducting intake and ongoing assessments required through policy
- c. Providing support services necessary for an individual to participate
- d. Consultation regarding education and training opportunities
- e. Coordinating services
- f. Development and maintaining records

g. Coordinating with the Business Services staff

Comprehensive case management begins when the customer needs intensive services to successfully attain employment and self-sufficiency. The move from basic/individualized career services to training services requires eligibility determination and registration into the WIOA Adult or Dislocated Worker Program. Our contractors ensure 100% eligibility verification documentation as well as supervisory review and approval.

Please refer to Attachment D for additional information on this item.

### **Youth Workforce Investment Activities**

Our local area has a robust offering of youth investment activities serving all populations including those with disabilities. Important to note that the BFWDC Youth Committee and Full Board have chosen to serve 100% Out of School Youth due to there being strong In-School Youth resources and support available to younger youth in the Tri-Cities and outlying areas. To find a list of current services providers please see Attachment D, Local Area Profile.

Tutoring is provided and made available to Out of School Youth (OSY) via General Education Diploma (GED) Academy and referrals to outside agencies like Educational Service District (ESD)123 as needed. GED Academy is a self-directed online program that uses adaptive learning technology to combine Adult Basic Education to GED level courses across all GED subject areas in a personalized lesson plan. The WIOA Youth program has used program funds to purchase several “seats” in GED Academy and enrolls Youth in pursuit of their GED and engages them until they successfully complete their High School Equivalency. Services to connect Youth to tutoring towards a secondary school diploma are referred to local school districts for alternative and traditional options.

Alternative secondary services, or dropout recover services are made available to OSY through referral to High School Academy, High School Completion Program, Open Doors, 21 Plus, Graduation Alliance, Juvenile Justice Center GED classroom etc. The sub-recipient contractor of the BFWDC has partnerships in place with the organizations that provide alternative secondary school/drop out recovery services in which we closely track and manage progress and outcomes on a regular basis. At enrollment through the development of the Individual Service Strategy (ISS), the Employment Specialist and youth explore programs and resources and choose what will fit the participant’s needs.

Paid and unpaid work experience is important for essential skills and industry specific skill development. OSY who need work experience to gain skills to address lack of work history, gaps in employment, etc. These opportunities are introduced to an applicant at enrollment and discussed again if applicable to the participant’s barriers and goals. The WIOA Youth program uses the ISS to identify a need for Work Experience (WEX)/On the Job Training (OJT) services and connects Youth to employers who provide meaningful work opportunities. Employment Specialists also teach youth how to advocate for themselves for paid internship and OJT opportunities through Career and Vocational Counseling in group and individualized settings. Training plans are developed in conjunction with the host site and include



academic and educational components. WEX can be a precursor to OJT “try before you hire, test for fit.” WEX is helpful for youth who need to get a paid internship to round out their education by practicing learned concepts. WEX helps a youth gain experience in an area of interest, foster networking and business mentorship opportunities, and facilitate opportunity to secure a letter of recommendation. On the Job Training is an effective tool in placing youth into in-demand occupations with private, public, and non-profit organizations. OJT is designed to mitigate the extraordinary training costs associated with hiring someone who may not meet all the minimum qualifications but are a good fit for the business. Our local, streamlined process makes it easy for employers to take advantage of the OJT, including pre-certification, easy processing, and payment while meeting the intent of the law. Pre-Apprenticeship prepares youth for apprenticeship testing, career exploration, and work experience. Apprenticeships are one of the best ways for a worker to acquire experience and training, through OJT and related classroom instruction, under supervision within highly skilled in-demand occupations.

Occupational skills training is made available to OSY youth who lack occupational skills, certifications, work experience, etc. Youth use the Demand/Decline and Eligible Training Provider List (ETPL) to uncover in-demand training opportunities aligning with their career goals. Youth complete a Training Research Packet to learn details about the training provider to conduct informational interviews in the industry they are interested in. Referrals are made to other programs for funding assistance when needed and applicable. Example of referral agencies are Worker Retraining, Opportunities Industrialization Center (OIC), Adult and Dislocated Worker programs, Free Application for Federal Student Aid (FAFSA), and scholarships. Our local WIOA Youth program uses ISS to identify a need for training services and connects Youth to resources to research in-demand industries and Eligible Training Providers. Individual training accounts are created for participants who need to improve their vocational skills, or gain occupational certificates, in order to attach to the workforce in an in-demand occupation or initiate a career pathway. Individual Training Accounts (ITA) provides youth with specialized training services through state approved vendors found on the Eligible Training Provider list. ITA helps supplement the cost of training, or in some cases pay for the entire training, so that the youth has the resources to successfully complete the course and incur little to no debt.

Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster is made available to youth by engaging in activities that help the youth acquire academic, critical thinking, digital literacy, and self-management skills. Our local program also assists youth with preparation for successful transition to postsecondary education, training and/or employment. Examples include basic computer classes and work readiness workshops offered through WSCB, Strategies for Success, etc. There is also work readiness preparation built into cohort occupational training like Certified Nursing Assistant (CNA)/Nurse Assistant Certifies (NAC), Forklift, Early Childhood Education, etc.

Leadership development is made available by connecting youth to resources to research community service opportunities. Youth can also participate in volunteer efforts at their WEX host sites. These activities include but are not limited to community service projects, peer mentoring/tutoring, organizational

teamwork, training in decision making, life skills such as: parenting, work behavior, and budgeting of resources. Locally leadership development focuses on relationship building through project-oriented connections, encouraging responsibility, employability, and other positive social behaviors. To meet the requirement, the youth could attend a BFWDC board or committee meeting, volunteer within the community or at a specific event, attend parenting or decision-making programs, budgeting classes, citizenship training, etc.

Support services are made available to youth who need financial support to enable them to participate in WIOA activities. Services include but not limited to transportation, GED testing fees, clothing, work-related tools, childcare, etc. We help youth investigate community resources to determine if they can find support. If they do not, and they ask for program support, we assist them based on our support service policy limits. Support services are designed to remove barriers allowing individual to participate in individualized career and training activities by providing support as they transition to self-sufficiency. Support services may pay for required certifications, licensure, or testing fees within their industry. These last dollar resources are utilized to help remove barriers that would stop, or otherwise delay, youth from participating in training or job search, including help with cell phone costs to ensure communication between the job seeker and employers, assistance with appropriate interview or work clothing, tools required for certain trades, and emergency assistance with utilities (on a limited basis.) After a Self-Sufficiency Calculator has been completed, the youth service provider works with the participants to assess where financial deficiencies may exist and is able to help with Support Services and/or refers to other community partners where help can be attained.

Adult mentoring is made available to youth by connecting them to the internal list of mentors in the community and referrals to mentoring agencies. Our local area provides contact information and can arrange meetings with the mentors on behalf of the youth. The program strongly suggests and encourages Business Mentors that are designed to connect youth to a mentor in their field of interest that can model appropriate workplace behaviors and guide youth on a path towards that career. We prioritize the mentoring agencies based on the participant's ISS and goal occupation. Mentors volunteer their time but WIOA funds can be used when a cost is associated.

Follow up services are made available to all positively exited youth until they decline services or are unreachable for 90 days. Follow-up services are explained at enrollment and again at exit. The program ensures the youth knows what follow up services are available to them. Contact expectations are explained, and workforce professionals review how the youth can contact the program when and if a need arises. Follow up services include but are not limited to support services, addressing work-related issues, wage progression, etc. Follow-up services start at exit and support employed participants for the 12 months following program completion. Next Step Planning assists with our Transition and Contingency Planning to identify threats to keeping their job and plans for how to overcome them. Youth receive support from their Workforce Professional as needed and may re-enter services in the event of job loss. Income Improvement and Career Advancement provide youth with a long-term plan and/or career advancement ladder/plan. Discuss "job advancement/promotion" behaviors, how to ask for additional hours or



responsibilities at work; how to ask for a raise; how to seek out a mentor within the organization provide career ladders/webs that demonstrate upward mobility within chosen career.

Comprehensive guidance and counseling are made available to youth through referrals to agencies that provide these services. Examples of referral agencies include Lourdes Counseling Center, Crisis Response, 211, etc. These services are used to support a youth's ability to participate in job search and educational activities. TC Futures continues to look for opportunities to bring counseling services onsite to not be forced to refer out. While no formal partnerships have been established, our local youth program has developed a relationship with several private mental health counselors and 3 Rivers Therapy and are working towards developing an onsite presence for these services.

Financial literacy education is made available to youth deskside at enrollment with the review of the self-sufficiency calculator and creation/review of household budgets and throughout participation when the need is identified. Financial literacy can include guidance on making informed decisions about education, retirement, homeownership, wealth



building, and other savings goals; effectively manage spending, credit and debit; understand, evaluate and compare financial products, services, and opportunities. Our local program partners with local resources such as GESA and Spokane Teachers Credit Union to offer one-on-one credit counseling and group Financial Literacy education.

Entrepreneurial skills training is made available when it is determined through the development of the Individual Services Strategy that the youth's employment goal includes entrepreneurship. We provide connections to financial resources for business development, entrepreneurial training, and with local experts in the same field, Training can include how to start your own business, how to obtain necessary permits and licenses, how to successfully run a business, and how to write a business plan. We are fortunate to have the Mid-Columbia Tri-Cities SCORE available with volunteers willing to give back to our youth and pass on their knowledge and expertise to the next generation of entrepreneurs in our community.

Labor market and employment information is made available at enrollment and throughout participation when the youth's employment goals change. Youth and Workforce Professionals together use tools like the Demand/Decline list, Career Cruising workbook, WorkSourceWA, Training Research Packet, [MyNextMove.org](http://MyNextMove.org), etc. to research in demand industries, explore career options and make informed

career decisions. Workforce Professionals can connect youth to employers for informational interview opportunities to learn about workplace expectations, training requirements, etc.

Postsecondary education and training transitions are made available when it is determined that postsecondary education and training are a goal of the youth. This can occur at enrollment, throughout program participation or in follow-up. Services include exploring technical schools, community colleges, four-year universities, and registered apprenticeship. Workforce Professionals can support a youth's goal of entering postsecondary education by assisting with scholarship applications, financial aid preparation, college tours, college fairs etc.

## **Statewide Rapid Response Activities**

The BFWDC coordinates activities with the Employment Security Department (ESD) Rapid Response Team, ESD staff, and other local service providers to avert potential layoffs and provide rapid response services to employers and impacted workers in the event of a layoff, closure or disaster. When a Worker Adjustment and Retraining Notification (WARN) notice, announcement or notification of a dislocation event is received, the local Rapid Response team meets and prepares to support the employer and impacted employees.

In collaboration with the BFWDC, the designated local Rapid Response Coordinator is responsible for planning and coordinating rapid response services to quickly meet the needs of employers and impacted workers. When determined appropriate, rapid response services are coordinated with appropriate labor representatives and labor management. Contact with the employer is initiated by the local Rapid Response Coordinator to discuss layoff schedules, how the employer plans to assist impacted workers, and determine the needs of affected workers as determined by responses received from surveys.

The Rapid Response Coordinator mobilizes the Rapid Response Team, which may include representatives from the Employment Security Department, Dislocated Worker Program, Columbia Basin College, Veterans Program, and other WorkSource partners. On-site orientations are conducted to provide the following information, at a minimum, to impacted workers:

- Unemployment Insurance
- Training Benefit program
- Commissioner Approved Training
- Wagner-Peyser Employment Services
- WIOA Title I Dislocated Worker program
- Veteran's Priority of Service
- Community and technical college programs and resources
- Trade Adjustment Assistance and Trade Readjustment Allowance, if applicable
- Other WorkSource (One-Stop) partner programs

For employers not interested in on-site orientation, informational packets are provided to the employer to disseminate to affected workers to ensure they receive information on the services available at WorkSource. When rapid response activities are initiated, the local Rapid Response Coordinator notifies the One-Stop Operator. This enables the One-Stop system to prepare for service delivery to laid off workers interested in accessing career, training, supportive and other relevant services. To quickly connect impacted employees to employment, the Rapid Response Team incorporated a model of combining Rapid Response on-site services with industry targeted job fairs whenever possible.

The BFWDC partners with bordering Workforce Development Areas (WDA) when it is determined that jointly providing rapid response services will better assist employers and impacted workers. The BFWDC contacts the bordering WDA's Rapid Response representative to coordinate the delivery of rapid response activities. This ensures impacted workers can access the services they need, at the location of their choice.

## **Local Area Support Services**

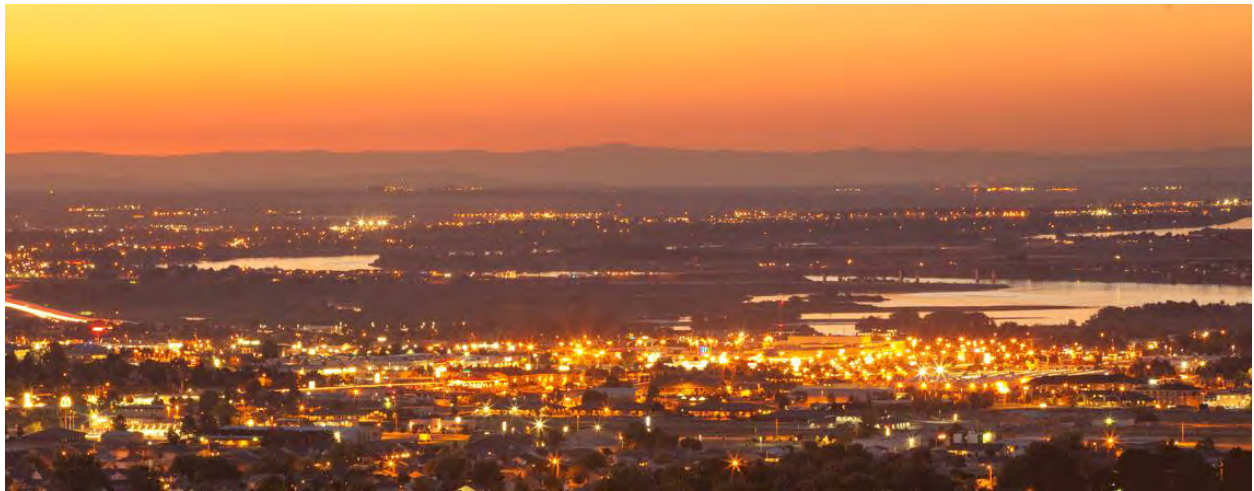
Our local WIOA Title I programs align with the provision by providing the supportive services, as authorized within the guidelines of each of the WIOA Title I programs and based on specific customer need to support training and or reemployment. Supportive services are specifically provided to enable a customer to participate in WIOA program activities such as school, work experience, job search and to get to and from work (typically until the first paycheck is received).

WIOA requires coordination with other resources in the community to ensure that support services are provided only when they are not otherwise available. WSCB partners and other community service providers identify and develop linkages with a variety of supportive services programs available in the local area. Accurate and up-to-date community resource information shall be available on the Washington Information Network 2-1-1, [www.211.org](http://www.211.org) or by dialing 211 on the telephone. The network of community resource programs is easily and readily accessible to adults, dislocated workers and youth through the One-Stop delivery system. All customers shall be provided referral assistance to these activities as part of career services. In our local area supportive services may only be provided when they are necessary to enable individuals to participate in Title I activities. Supportive services are only provided to individuals who are: participating in career and training services as defined in WIOA sec.134(c) (2)(3) and 20 CFR 680.910; and unable to obtain supportive services through other programs providing such services (WIOA sec.134 (d)(2)(B)). Supportive services are not allowed as a component of follow-up services provided after exit for WIOA Adult and Dislocated Worker participants. Follow-up services for youth may include supportive services per 20 CFR 681.580(b).

Customers understand that support services are not meant to be provided as an ongoing service and that they can only be provided when funding is available. Support services can enable customers to participate in the program; therefore, bills/invoices must be in their name. If customers need to be informed of any known resource(s) in the community that may be able to help them with their needs. Customers are

informed at the beginning of their participation about community resources before a need arises. Customers are informed that they are responsible for applying for other community resources to assist them with their needs before WIOA support services are used.

Our contract staff strive to be equitable in providing supportive services to all the customers in a program. Because each customer's individual situation is considered when determining the need for support services, the amount of support services provided will not always be the same.



Various types of support services are offered in our local area. Below are examples of some but not limited to all.

Certification, Screening and Testing Fees – Employment related fees, including but not limited to testing fees, drug screening, background checks, food handlers permits, Washington State Driver's Licenses and Identification Cards, security clearance, first aid/CPR certification or finger printing, commercial and business licenses, and/or other fees if required by law and/or not paid for by the employer to accept or maintain employment or participate in WIOA activities.

Childcare - Childcare may be paid to ensure proper care of children and enable the participant to participate in WIOA funded program activities. However, WIOA programs will not have enough funding to pay for childcare on an ongoing basis; therefore, participants should be informed of any other known resources for childcare. Participants should also be encouraged to develop a long-term plan for childcare that includes a back-up plan for emergencies. Reimbursement will not be made for childcare if the participant has an unemployed spouse at home. Childcare providers must be certified by the Washington State DSHS. This ensures that childcare providers are providing safe and adequate services at the lowest cost.

Clothing - Assistance with clothing is available when a customer, begins to job search and/or secures an interview, begins classroom training, Work Experience (WEX) or On-the-Job Training (OJT), begins employment.

Dental - Dental assistance is allowable when contract staff determines that a dental condition is a severe barrier to employment. It is not allowable to provide support service for on-going dental maintenance such as cleaning.

Driver's License or State Picture Identification - Reimbursements may be made to participants if the expenditure is requested by the participant and approved by the program staff before the purchase.

Equipment/Tools - Equipment and tools may be paid for when they are required during training or for a job. A request must be accompanied by an employer hire letter, intent to hire or school tool list.

Hygiene - Personal hygiene items are allowable if needed for the customer to participate in the program, obtain or maintain employment.

Medical Services - In all cases of providing support services for health/medical care, contract staff determine if the participant has other insurance benefits available such as health insurance of a spouse, WA Basic Health, or through DSHS.

Rental Assistance - The request for rental assistance must be for the current month and does not include back rent, deposits, cleaning fees or late fees. Documentation must show the participant as a tenant of the premises. Rental assistance is not provided when a family member (related by blood, marriage, or adoption) of the participant is the landlord.

School Books - A book order list should be attached to the request.

Transportation- Gas assistance requires proof of valid driver's license and current auto insurance prior to approval.

Utilities (Heat/Water/Phone/Internet) - Assistance is for the current month and cannot include expenses incurred prior to enrollment or past due amounts.

Limits are not imposed on supportive services, maximum amount of funding or length of time. The funding level and length of time for supportive services to be available to a customer shall be on a case-by-case basis. Service providers must establish internal controls that result in the equitable (fair and equal) treatment in access to and the provision of support services to participants.

## **Maximizing Coordination of Services**

The BFWDC has developed a local Memorandum of Understanding (MOU) that includes employment service under the Wagner-Peyser (WP) Act to align workforce activities with the provisions of WIOA Title III. Included in the MOU are specifics regarding local integration of service delivery systems to



ensure that local Wagner-Peyser services delivered through the local service delivery system are included in all workforce activities, discussions, outreach and service delivery model designs. The MOU also clearly outline and articulate the expectations and process for review of local alignment with all other local workforce system programs.

The BFWDC convenes multiple partnership forums to ensure that our local workforce system operates as a well-aligned and integrated system. The BFWDC communicates our expectations for the system to function in this manor through policy, guidance and continuous quality improvement initiatives. The Employment Security Department (ESD) is located at WSCB and provides basic career services as outlined under WIOA. Our local ESD leadership is innovative and partner driven. In 2017 they collaborated with other leaders from WIOA Titles I, II and IV to bid on our One-Stop Operator contract and successfully obtained that scope of work. Now, one WSCB Operations Manager works for the local/regional leaders of all four WIOA Titles appropriately named the Benton-Franklin Workforce Consortium (BFWC). Staff paid for by WP provide basic career services alongside their teammates from the other WIOA titles at the front end. This seamless approach benefits the customers entering the facility. In addition, the training approach for common knowledge and understanding system wide is supported by demonstrated integrated practices such as offering ESD professional development opportunities to all not just WP staff like previous Human Centered Design (HCD) training and certification.

## Coordination of Workforce Innovation and Opportunity Act Activities



The BFWDC developed a local Memorandum of Understanding (MOU) with the local Adult Education and Literacy provider to align workforce activities with the provisions of WIOA Title II. Included in the MOU are specifics regarding local integration of service delivery systems to ensure that WIOA Title II program providers are included in all workforce activities, discussions, outreach and

service delivery model designs. The MOU clearly outlines and articulates the expectations and process for review of local applications submitted under WIOA Title II to ensure alignment with the local workforce system.

The BFWDC continues to work in coordinating workforce investment activities with post-secondary education programs. This includes but is not limited to, local college representation on our board and BFWDC staff seated on various local college committees. Our focus is to lay the framework to integrate

and support adult education and literacy into the workforce framework. There is a direct link between low skills and future earnings for those without a post-secondary education as they are more likely to end up in lower paying jobs.

In Benton and Franklin counties we provide services and activities to increase education and employment opportunities including: basic literacy for both education and workplace success, helping customers with educational and career development, assisting English learners with proficiency, leveraging technology to further education and training, and partnering with employers to integrate workplace training into educational programs.

## **Serving Individuals with Disabilities**

The BFWDC works with our local DVR office as well as the Department of Services for the Blind (DSB) office to improve services to individuals with disabilities. Through evident collaborative engagement in many local forums, the Barriers and Access Solutions Committee (BASC) has been designated as our local advisory committee of the BFWDC. Members of our local BASC include DVR and DSB staff in addition to subject matter experts from DSHS, BFWDC, CPS, OIC, CBC, Labor and Industries (L&I), ESD and Goodwill of the Columbia. The BASC team supports an accessible and usable local workforce system for all customers by working with customers, partners, and community stakeholders to determine necessary adjustment to facilities and service delivery. Our BASC team is equipped with the training and knowledge needed to support customers using Assistive Technology (AT) and facilitate annual training to all workforce system staff on an annual basis. The BASC team also encourages and educates businesses in hiring candidates with barriers. They are also focused on including necessary stakeholders who represent the voice of our customers through committee representation and surveys. The local BASC team meets on a monthly basis and all have an equal voice.

Further demonstration of local linkage with Title IV is through DVR membership on the BFWDC Board of Directors and Adult and Employer Linkage Committee. In addition, through the procurement process DVR was one of four entities comprising the Benton-Franklin Workforce Consortium that was awarded the One-Stop Operator contract at WSCB. Regional DVR and Local leadership both participate as much as weekly in systemwide meetings; plus, they are an active MOU partner. Since the implementation of WIOA, business engagement in this forum has excelled.

Of important note is the collaboration that exists not only within the local workforce system but in our community at large. One example is the ACCESS Tri-Cities – Building Bridges and Breaking Down Barriers Event. This year marked the 6<sup>th</sup> year of this well attended annual conference. Topics include ADA Title I, Service Animals, Disability Language Etiquette and Effective Communication. In addition, there is traditionally a career fair open to all job seeker in the afternoon. Also, workforce system partners and staff are encouraged to attend.



## **Local Area Competitive Process**

The BFWDC competitively awards contracts for eligible providers of WIOA Title 1 activities; except in the case of sole-source contracts. Sole-source contracts happen only if there is satisfactory and demonstrable evidence that there are an insufficient number of providers with the expertise required for serving the youth, adult or dislocated worker population. Bid solicitations will include the selection criteria to be used in the process and will be maintained as documentation of the process. The BFWDC maintains records to document, in writing, that board members and the public are made aware of the competitive process to be used to identify providers. This includes providing at least 30-day public notice through media where prospective local, state, and national bidders typically identify such opportunities (local print newspapers, on-line newspapers, BFWDC website, other community web sites and social media platforms like LinkedIn and Facebook). The BFWDC establishes and use criteria, including the ability of service providers to meet performance accountability measures, as well as full and open competition consistent with 2 CFR parts 200 and 2900 in addition to applicable state and local procurement laws to procure eligible providers of workforce investment activities.

The BFWDC follows general procurement standards established through state law, rule and policy, as well as through 2 CFR 200.318-326. The BFWDC develops and documents our own procurement policies, procedures and standards that reflect applicable state law, rule and policy and conform to federal law and standards of OMB Uniform Guidance. The BFWDC ensures full and open competition, where necessary. The BFWDC uses the most economical approach to the procurement of Title I services. The BFWDC awards only to responsible contractor and maintain oversight in order to monitor contractor performance regarding contract terms, conditions and specifications. The BFWDC maintains records detailing the history of the procurement, including the rationale for the selected method of procurement, selection of contract type and the basis for contractor selection or rejection. Title I Request for Proposals (RFP's) issued by the BFWDC include a clear and accurate description of the technical requirements for services. Contracts are only awarded to contractors that demonstrate the technical expertise to successfully perform contract requirements. The BFWDC considers small, minority, disabled, veterans and women-owned businesses in the procurement process by identifying potentially interested parties and placing notices in appropriate media outlets. The BFWDC issues procurement documents that specify the format and method by which responses from prospective Title 1 bidders may be received. The BFWDC maintains a bidder's list. This list will be continually open for prospective bidders who will be added as received. To the extent possible, small, minority, disabled and women-owned businesses will be included in bidder's lists, and will be targeted during procurement outreach.

## **Adult and Dislocated Worker Training Services**

Standardized basic skills assessments are utilized prior to the expenditure of training funds to assure limited program dollars target the best outcomes for customers. Our sub-recipient contractors utilize assessment tools approved by the BFWDC to identify a customer's current skills, areas in need of improvement and determine remediation needs prior to establishing an Individual Training Account (ITA). To enhance alignment across partner programs, the use of previous assessments from other

education or training programs is allowed for determining appropriate career and training services. Our contractor follows Local BFWDC WIOA Assessment Policy #2015-09 on the use of assessments.

Training services are provided to customers if the BFWDC sub-recipient contract determines the customer eligible, is registered and in need of additional services to obtain employment. As part of the eligibility process, the customer must receive, at a minimum, an interview, evaluation or assessment and career planning or other means by which eligibility for WIOA funded training services can be determined.

The subrecipients of the BFWDC enhance the employability of a customer

who has limited work history by providing short-term work experiences to develop good work habits and build work skills to demonstrate they can do a job. A Work Experience (WEX) helps the customer gain experience in their area of interest, obtain a letter of recommendation, create networking opportunities and boost their resume with real world job specific skills. The BFWDC sub-recipient contractor follow Local BFWDC WIOA Work Experience Policy #2015-06 when establishing a WEX for a customer.



Customers interested in improving their vocational skills or in gaining occupational certificates can engage in training opportunities targeting growth industries. Use of an ITA will provide customers with specialized training services through state approved training providers who are listed on the [Washington State Eligible Training Provider List \(ETPL\)](#). ITA's are designated to provide education and occupational skills to customers who need training to prepare them for employment.

The subrecipient contractors of the BFWDC maximize customer choice when selecting an eligible provider for training, per 20 CFR 680.340. The subrecipients work with customers to develop training plans that leverage outside resources, including but not limited to, Worker Retraining, PELL Grants, Scholarships and Commissioner Approved Training. Emphasis is placed on training plans driven by labor market demand and leading to a clear path to employment.

On-the-Job Training (OJT) is an important work-based learning option that is offered to local employers and job seekers. OJT puts unemployed individuals to work earning a wage while they receive training to address gaps in their skill set that hinders them from fully performing a job. For employers, OJT offers the opportunity to offset initial training costs associated with training a customer who does not possess all the skills, training, education, and/or work experience required for the job, while building organizational productivity as the customer learns job requirements. The subrecipient contractors of the BFWDC may reimburse the employer up to 75% of the customer's wages while in an OJT. The duration shall be appropriate to the occupation for which the customer is being trained, considering training content, the

customer's prior work experience, and the customer's service strategies. This tool is only used for customers who have demonstrated a desire to succeed by meeting participation and attendance requirements in prior service components. The BFWDC contractors follow Local BFWDC WIOA On-the-Job Training Policy #2015-05 when establishing an OJT for a customer.

Contractors of the BFWDC comply with state statutes regarding self-employment assistance and entrepreneurial training as reflected in RCW 50.62.030 (2). The Subrecipient notify all WIOA eligible customers of the availability of self-employment assistance and entrepreneurial training in our Workforce Development Area (WDA) and provide such assistance and training to those eligible individuals that request it. Our contractors follow Local BFWDC WIOA Self-Employment Policy #2015-07 when assisting a customer with entrepreneurial training and self-employment.

The sub-contractors of the BFWDC work in cooperation with local labor organizations to refer and encourage program customers to explore "pre-apprenticeship" programs. Several trades' apprenticeship programs have pre-requisites to enter the program, which include educational skills criteria. Our Subrecipients ensure customers are exposed to basic skills remediation, General Education Development (GED) attainment and required academic education, so that customers can be considered for apprenticeship training. Activities are identified in the customers IEP.

## **Integrated Intake and Case Management**

The BFWDC and our workforce development system partners continue to utilize Efforts to Outcomes (ETO) while collaborating with our state partners on a new system that would effectively meet our dynamic local, regional and state data and reporting needs.

## **Current Workforce Board Members**

Please refer to Attachment E to see a list of our current workforce board members.

## **Diversity, Equity and Inclusion**

The BFWDC board and staff possess the core value of helping others. In doing so diversity, equity and inclusion are at the forefront of what we do on a day to day basis. This focus is shared and lived with our local workforce development area partners and stakeholders. While completing the components of this plan a diversity, equity and inclusion lens was consistently used. Inclusion has been cited as one of our aspirational values. It is being practiced currently and we will continue to analyze demographics to ensure that all are included and served equally. The BFWDC Equal Opportunity (EO) Officer conducted a thorough quality review of our plan prior to 30-day public comment to check for accuracy and reflection of appropriate terminology.



## SECTION IV

### Performance Accountability



#### **Performance Accountability Component of the Plan**

System performance data will be used to provide the BFWDC and our stakeholders with information necessary to gain perspective on the system's operations and resulting outcomes for the benefit of business, job seeker, and youth customers. The data will help develop system-wide objectives and strategies that respond more effectively to gaps in services. The BFWDC shapes local strategies to address broad workforce development issues. Performance data will provide important information for those strategies.

Service providers continuously collect, monitor, and review program performance data in relation to customer outcomes using the statewide management of information system (MIS). Performance data is made available to WorkSource partners and WIOA program operators through the current MIS and reports are generated and shared system wide no less than monthly.

WIOA Title I service providers meet monthly to review performance outcome data, budgets and to problem solve with the BFWDC management team. BFWC, The Trio, M8 and BFWDC Board and Committee meetings are all venues for performance evaluation.

WIOA Title I performance information is used by our local workforce development system to inform continuous quality improvement to day to day management. Should indicators of current performance point to the need for intervention a formal corrective action may be issued by the BFWDC to our sub-recipient contractors.

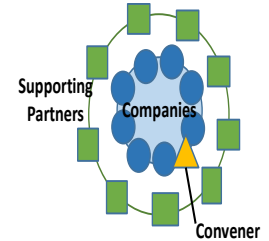
The BFWDC is accountable for the results of WIOA Title I programs through a system of performance-based interventions. The BFWDC collects and maintains performance information for WIOA Title 1 and follows Washington State and the Department of Labor protocols.



## Attachment A: Sector Partnership Framework

### Washington Industry Engagement Framework or Sector Partnership Framework

Sector partnerships are partnerships of companies, from the same industry and in their natural labor market region, with education, workforce development, economic development and community organizations that focus on a set of key priority workforce and other issues identified by the target industry.



#### Phase I: Prepare your team

*Goal: build buy-in & support*

- Build a team of workforce, education and economic development leaders for ongoing joint decision-making
- Inventory current sector partnership or industry-targeted efforts
- Decide on initial roles & responsibilities – who has the credibility to lead a sector partnership, what support can partners commit to
- Commit to looking at LMI data together

**Sample measures of progress**

- Partners identified
- Meetings held
- Agreements developed
- Resources committed

#### Phase II: Investigate

*Goal: determine target industries*

- Determine growth sectors to investigate
- Ensure relevance for the region
- Evaluate against 10+ consideration relating to growth, relevance to economic development activities, and other key factors

**Sample measures of progress**

- Data provided
- Partners select key industries to explore

#### Phase III: Inventory and Analyze

*Goal: build baseline knowledge of industry*

- Conduct a baseline review of demand-side (employer) and supply-side (labor pool) data
- Analyze industry trends, review existing research
- Analyze data and develop a brief industry “report” or “snapshot” to start the engagement with employers
- Identify business champions to bring industry to the table

**Sample measures of progress**

- Industry “snapshot” or “report” ready for first meeting
- Industry champions identified
- Companies invited

#### Phase IV: Convene

*Goal: build industry partnership, prioritize activities*

- Prepare support team and set expectations for the meeting – business talking to business
- Hold event to find out what’s new in industry, growth opportunities, and related needs
- Ask industry to identify and prioritize key issues
- Determine whether additional resources are needed

**Sample measures of progress**

- Plan for action developed
- Task forces identified
- Staff and chairs identified/assigned

#### Phase V: Act

*Goal: Implement initiatives*

- Develop Operational Plan
- Execute plans, monitor progress
- Provide status reports to partnership, task forces, stakeholders
- Identify road blocks and address them

**Sample measures of progress**

- Metrics specific to project identified and reported

#### Phase VI: Sustain and evolve

*Goal: grow the partnership*

- Identify next opportunities
- Start the process over again at the appropriate phase
- Grow the partnership

**Sample measures of progress**

- New projects identified
- New resources added



**Directions:** For each identified sector partnership, complete the table below to describe current and future activities for at least the next two year. Please start at the appropriate phase based on the current status of the sector partnership. Must complete one table per sector.

### Attachment A: Sector Partnership

**Sector to be served (identify the selected sector):**

**Check one:**         Regional                       Local

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate for sectors that will be served in a multi-area region.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
<b>Phase I: Prepare your team Goal: build buy-in &amp; support</b>	October 2020	<ul style="list-style-type: none"> <li>• Create and prepare industry focused group for sectors initiatives driven by employers.</li> <li>• Utilizing the local Occupations in Demand (OID) Committee and the focus group, the BFWDC will be the bridge between employers and training/education providers to ensure employer recognized credentialing.</li> <li>• The OID Committee data will be used as a base line of reference to define key target industries/critical occupations.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish focus group that understands the goals and objectives comprised of workforce, education, and economic leaders.</li> </ul>	<ul style="list-style-type: none"> <li>• Partners identified and prepared to develop industry leader’s list.</li> <li>• Meetings/ Discussions Panels held.</li> <li>• Agreements developed.</li> <li>• Resources committed.</li> </ul>
<b>Phase II: Investigate Goal: determine target industries</b>	February 2021	<ul style="list-style-type: none"> <li>• Utilize the ESD Employer Demand Reports and one of the six Regional Labor Market Analysts to identify regional and local data contributing to:               <ul style="list-style-type: none"> <li>○ Identification of employers within the sector.</li> <li>○ Identification of employers and leaders to bring to panel discussions.</li> </ul> </li> <li>• The OID Committee data will be used as a base line of</li> </ul>	<ul style="list-style-type: none"> <li>• Determine target industries to identify current and future workforce development needs and core competencies.</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting data reinforcing the targeted sector is identified and collected.</li> <li>• Identification of factors relating to growth of each sector is identified.</li> <li>• List of employers that have been invited to collaborate.</li> </ul>



		reference to corroborate target industries per sector.		
<b>Phase III: Inventory and Analyze Goal: build baseline knowledge of industry</b>	May 2021	<ul style="list-style-type: none"> <li>• Analyze industry labor market data to understand the current workforce and base skills that support a specific industry. <ul style="list-style-type: none"> <li>○ Utilize local Regional Labor Economist data to align with TRIDEC strategic plan to determine regional workforce need.</li> <li>○ Conduct a baseline review of demand-side (employer) and supply-side (labor pool) data to clarify and identify challenges and growth opportunities for the industries identified.</li> <li>○ Utilize the ESD Employer Demand Reports to determine growth sectors to investigate and to ensure the validity of the target industry.</li> </ul> </li> <li>• Utilize one of the six Regional Labor Market Analysts from ESD help identify regional and local data contributing to the selected target industry.</li> <li>• Request most recent information from the local OID Committee and review Labor Market Information (LMI) data to select key industry sector.</li> </ul>	<ul style="list-style-type: none"> <li>• Elevate the baseline knowledge of industry sectors in our region.</li> </ul>	<ul style="list-style-type: none"> <li>• Industry “snapshot” or “report” ready for implementation and distribution.</li> <li>• Industry/champions identified.</li> <li>• Industries invited.</li> </ul>
<b>Phase IV: Convene Goal: build industry partnership, prioritize activities</b>	August 2021	<ul style="list-style-type: none"> <li>• Convene and facilitate the discussion between workforce focus group and industry representatives. <ul style="list-style-type: none"> <li>○ Prepare support team and set expectations for</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Build industry partnership and prioritize activities that aligns with industry needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Identified 1 to 3 areas for strategy development.</li> <li>• Staff and chairs identified/ assigned.</li> </ul>

		<p>the meeting – business talking to business.</p> <ul style="list-style-type: none"> <li>○ Ask industry to Identify and prioritize key issues.</li> <li>○ Review and discuss data from the industry “snapshot” or “report”.</li> </ul> <ul style="list-style-type: none"> <li>● Analyze and align the industry labor market data with employer feedback.</li> <li>● Determine whether additional resources are needed.</li> </ul>		
<b>Phase V: Act Goal: Implement initiatives</b>	October 2021	<ul style="list-style-type: none"> <li>● Develop Operational Plan to best support the workforce needs of the industry. <ul style="list-style-type: none"> <li>○ Execute plans, monitor progress.</li> <li>○ Provide status reports to partnership, task forces, stakeholders.</li> <li>○ Identify roadblocks and address them.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Identify strategies to act on and implement initiatives as needed.</li> </ul>	<ul style="list-style-type: none"> <li>● Metrics specific to project identified and reported.</li> </ul>
<b>Phase VI: Sustain and evolve Goal: grow the partnership</b>	February 2022- June 2024  Ongoing Thereafter	<ul style="list-style-type: none"> <li>● Convene the panel discussions (e.g. quarterly/annually) to ensure continued alignment of the Workforce system and Industry needs. <ul style="list-style-type: none"> <li>○ Identify next opportunities</li> <li>○ Grow the partnership</li> </ul> </li> <li>● Start the process over again at the appropriate phase.</li> </ul>	<ul style="list-style-type: none"> <li>● Establish ongoing discussion of implemented activities and strategies.</li> </ul>	<ul style="list-style-type: none"> <li>● Continuous improvement begins again at phase IV.</li> <li>● New projects identified.</li> <li>● New resources added.</li> </ul>



## Attachment B: Regional Service Coordination Framework

### Washington Regional Service Coordination Framework

#### Phase I: Prepare your team

*Goal: build buy-in & support*

- Build a team of workforce, education and economic development leaders for ongoing joint decision-making
- Inventory current regional service strategies
- Determine initial roles & responsibilities of partners - who will lead, what support can partners commit to
- Commit to looking at regional data analysis together

**Sample measures of progress**

- Partners identified
- Meetings held
- Agreements developed
- Resources committed

#### Phase II: Investigate

*Goal: determine options for coordinated service delivery*

- Identify customers who could be better served by a regional approach based on the regional analysis
- Identify services that could be worth coordinating
- Ensure relevance for the region and the partners participating

**Sample measures of progress**

- Data reviewed
- Potential customers/services identified for coordinated approach

#### Phase III: Inventory and Analyze

*Goal: build baseline knowledge*

- Conduct a review current services and strategies
- Analyze trends, review outcome data and existing research
- Develop a brief "report" or "snapshot" of the current state to engage current and potential partners
- Identify champions, resources and resource gaps

**Sample measures of progress**

- "Snapshot" or "report" ready for first meeting
- Champions identified
- Partners invited

#### Phase IV: Convene

*Goal: build partnership, prioritize activities*

- Hold event or meeting to find discuss the analysis and develop options for addressing the challenges
- Identify a goal and strategy to address it.
- Prioritize key issues
- Determine whether additional resources are needed and how to bring these to the table

**Sample measures of progress**

- Plan for action developed
- Task forces identified
- Assignments made

#### Phase V: Act

*Goal: Implement initiatives*

- Develop plan for implementation
- Execute plans, monitor progress
- Provide status reports to partnership, task forces, stakeholders
- Identify road blocks and address them

**Sample measures of progress**

- Metrics specific to project identified and reported

#### Phase VI: Sustain and evolve

*Goal: grow the partnership*

- Identify next opportunities
- Start the process over again at the appropriate phase
- Grow the partnership

**Sample measures of progress**

- New projects identified
- New resources added



**Directions:** Complete the table below to describe current and future activities for at least the next two years for any service strategies to be coordinated across the region. Please start at the appropriate phase based on the current status of the regional. The completed table will serve as the Regional Cooperative Service Delivery Agreement required by Section 107(d)(11) once the plan is approved.

### 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 a multi-area region.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team Goal: build buy-in & support	October 2020	<ul style="list-style-type: none"> <li>Development and deployment of Industry Sector Panel Discussions in our region resulting in focused regional service strategies. BFWDC, WSCB/TC Futures Leadership and Workforce Development Professionals with area expertise work together.</li> </ul>	<ul style="list-style-type: none"> <li>Convene and develop the team to establish strategies.</li> <li>Name the team for identity purposes.</li> </ul>	Codified strategies and recognition of named team.
Phase II: Investigate Goal: determine options for coordinated service deliver	February 2021	<ul style="list-style-type: none"> <li>Clarify the goals and objectives of the named team to be able to analyze labor market data and business feedback to develop service strategies focused on servicing specific customer needs.</li> </ul>	<ul style="list-style-type: none"> <li>Understanding of goals and objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Team is trained.</li> </ul>
Phase III: Inventory and Analyze Goal: build baseline knowledge	May 2021	<ul style="list-style-type: none"> <li>Team analyzes labor market data and customer feedback to develop specific industry, job seeker and community needs that the team can work towards creating service delivery strategies for.</li> </ul>	<ul style="list-style-type: none"> <li>At a minimum develop 3 strategies for each industry need.</li> </ul>	<ul style="list-style-type: none"> <li>Needs are identified.</li> </ul>

Phase IV: Convene Goal: build partnership, prioritize activities	August 2021	<ul style="list-style-type: none"> <li>• Team systematically takes each of the needs identified and develops a specific service delivery strategy tailored to assist in meeting each need.</li> </ul>	<ul style="list-style-type: none"> <li>• Strategies developed to meet needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Specific strategies implemented.</li> </ul>
Phase V: Act Goal: Implement initiatives	October 2021	<ul style="list-style-type: none"> <li>• Team implements the developed strategies to begin impacting the identified needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Implemented Strategies help business needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Various outreach and media communication to our region.</li> </ul>
Phase VI: Sustain and evolve Goal: grow the partnership	February 2022 - June 2024  Ongoing Thereafter	<ul style="list-style-type: none"> <li>• Team continues to measure the impact of the implemented strategies and adjusts as necessary to ensure continuous improvement.</li> </ul>	<ul style="list-style-type: none"> <li>• Best practices and lessons learned are communicated with peers across state and possibly within DOL Region and on a national scale.</li> </ul>	<ul style="list-style-type: none"> <li>• Team is recognized as solution driven industry leaders in our region and beyond.</li> </ul>



## Attachment C: Regional Economic Development Coordination Plan

### Washington Regional Economic Development Framework

Phase I: Prepare your team	Phase II: Investigate	Phase III: Inventory and Analyze	Phase IV: Convene	Phase V: Act	Phase VI: Sustain and evolve
<i>Goal: build buy-in &amp; support</i>	<i>Goal: determine options for coordination with economic development</i>	<i>Goal: build baseline knowledge</i>	<i>Goal: build partnership, prioritize activities</i>	<i>Goal: Implement initiatives</i>	<i>Goal: grow the partnership</i>
<ul style="list-style-type: none"> <li>Build a team of workforce, education leaders for ongoing joint decision-making</li> <li>Inventory current regional economic development organizations and strategies</li> <li>Determine initial roles &amp; responsibilities of partners - who will lead, what support can partners commit to</li> <li>Commit to looking at regional data analysis and economic development plans together</li> </ul>	<ul style="list-style-type: none"> <li>Identify opportunities for collaboration based on regional analysis</li> <li>Identify services and strategies that could support economic development goals</li> <li>Ensure relevance for the region and the partners participating</li> </ul>	<ul style="list-style-type: none"> <li>Analyze trends, review outcome data and existing research</li> <li>Identify champions, resources and resource gaps</li> <li>Identify topics for discussion</li> <li>Identify what information is needed to engage</li> </ul>	<ul style="list-style-type: none"> <li>Hold event or meeting to discuss the analysis and develop options for addressing the challenges</li> <li>Identify a goal and strategy to address it.</li> <li>Prioritize key issues</li> <li>Determine whether additional resources are needed and how to bring these to the table</li> </ul>	<ul style="list-style-type: none"> <li>Develop implementation strategies</li> <li>Execute plans, monitor progress</li> <li>Provide status reports to partnership, task forces, stakeholders</li> <li>Identify road blocks and address them</li> </ul>	<ul style="list-style-type: none"> <li>Identify next opportunities</li> <li>Start the process over again at the appropriate phase</li> <li>Grow the partnership</li> </ul>
<p><b>Sample measures of progress</b></p> <ul style="list-style-type: none"> <li>Partners identified</li> <li>Meetings held</li> <li>Agreements developed</li> <li>Resources committed</li> </ul> 	<p><b>Sample measures of progress</b></p> <ul style="list-style-type: none"> <li>Data reviewed</li> <li>Potential opportunities for coordinated approach identified</li> </ul> 	<p><b>Sample measures of progress</b></p> <ul style="list-style-type: none"> <li>"Snapshot" or "report" ready for first meeting</li> <li>Champions identified</li> <li>Partners invited</li> </ul> 	<p><b>Sample measures of progress</b></p> <ul style="list-style-type: none"> <li>Plan for action developed</li> <li>Task forces identified</li> <li>Assignments made</li> </ul> 	<p><b>Sample measures of progress</b></p> <ul style="list-style-type: none"> <li>Metrics specific to project identified and reported</li> </ul> 	<p><b>Sample measures of progress</b></p> <ul style="list-style-type: none"> <li>New projects identified</li> <li>New resources added</li> </ul> 



**Directions:** Complete the table below to describe current and future activities for at least the next two years regarding regional coordination with economic development. Please start at the appropriate phase based on the current status of the regional.

**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 for a multi-area region.	Anticipated outcome(s) for each phase.	Measure(s) of progress for each phase
Phase I: Prepare your team Goal: build buy-in & support	August 2020	<ul style="list-style-type: none"> <li>• BFWDC staff participate in monthly economic development meetings for the BFEDD, TRIDEC, TCRD and various regional chambers.</li> </ul>	<ul style="list-style-type: none"> <li>• Networking to identify workforce support opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Consistent presence at meetings</li> </ul>
Phase II: Investigate Goal: determine options for coordinated service deliver	October 2020	<ul style="list-style-type: none"> <li>• BFWDC participates in discussions regarding economic growth and business development within region.</li> </ul>	<ul style="list-style-type: none"> <li>• Workforce is involved in discussions</li> </ul>	<ul style="list-style-type: none"> <li>• Active partnership results in new businesses to the region.</li> </ul>
Phase III: Inventory and Analyze Goal: build baseline knowledge	January 2021	<ul style="list-style-type: none"> <li>• Build understanding of the scope of work for each economic development entity to understand how workforce development can support the efforts or initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding the needs of each economic development organization within the region.</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding of Work scope and return on investment of partnership.</li> </ul>
Phase IV: Convene Goal: build partnership, prioritize activities	May 2021	<ul style="list-style-type: none"> <li>• BFWDC participates on specific workgroups and projects to support economic growth and ensure workforce needs are supported in the region.</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of workforce support needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of service options.</li> </ul>
Phase V: Act Goal: Implement initiatives	September 2021	<ul style="list-style-type: none"> <li>• Implementation of workforce services and</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of service options.</li> </ul>	<ul style="list-style-type: none"> <li>• Direct system service</li> </ul>

		programs that support projects and initiatives.		support to projects
Phase VI: Sustain and evolve Goal: grow the partnership	January 2022- June 2022  Ongoing Thereafter	<ul style="list-style-type: none"> <li>• Follow-up and feedback on implemented service options to identify continuous needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback and follow-up.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous improvement.</li> </ul>



**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)
WSCB	Comprehensive	Career Path Services Columbia Basin College Division of Vocational Rehabilitation Employment Security Department
TC Futures	Youth Specialty Center	ESD123
Add more rows if needed		

**2. 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"/>

Comments regarding the adequacy and quality of Dislocated Worker Services available:  
Description is in the narrative

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"/>

Comments regarding the adequacy and quality of Adult Services available:  
Description is in the narrative

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 checked="" type="checkbox"/>

Comments regarding the adequacy and quality of Youth Services available:  
Description is in the narrative



## Attachment E

### Local Workforce Development Board Membership and Certification

LWDBs must complete one of the two tables below. The information in the appropriate table will be used to certify LWDBs pursuant to WIOA Section 107(c)(2) and in the second and subsequent certifications pursuant to Section 106(e)(2). 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.

**Complete this table to demonstrate Board membership in compliance with WIOA:**

Required categories	Name/Title/Organization*	Nominated by
Business majority (greater than 50% of all members)		
1. Business	Alicia Perches, HR Manager, Tyson Foods	Tri-City Regional Chamber
2. Business	Amanda Jones, Vice President, Community First Bank	Tri-City Regional Chamber
3. Business	Carlos Martinez, Owner, Dura-Shine Clean LLC	Tri-City Regional Chamber
4. Business	Carol Moser, Executive Director, Greater Columbia Accountable Community Health	Benton-Franklin Community Health Alliance
5. Business	David Phongsa, Owner, Ninja Bistro	Tri-City Regional Chamber
6. Business	Lori Mattson, President/CEO, Tri-City Regional Chamber of Commerce	Tri-City Regional Chamber
7. Business	Mary Mills, Project Human Resources Manager, Bechtel National	Tri-City Regional Chamber
8. Business	Melanie Olson, Director of Behavioral Health Outpatient Services, Lourdes Counseling Center	Tri-City Regional Chamber
9. Business	Richard Bogert, President, The Bogert Group	Tri-City Regional Chamber

10. Business	Todd Samuel, Group Manager, Pacific Northwest National Laboratory	Tri-City Regional Chamber
11. Business	Lynn Ramos-Braswell, Plant HR Manager, Lineage Logistics, Pending Final 5/31/20	Tri-City Regional Chamber
Workforce (20% of members. Majority must be nominated by organized labor)		
1. Labor	Bob Legard, Membership Development Representative, IBEW Local 112	Central WA Building & Construction Trades Council
2. Labor	Michael Bossé, Business Representative, Columbia WA Building & Construction Trades Council	Central WA Building & Construction Trades Council
3. Apprenticeship	Jim Smith, Training Coordinator, Southeast Washington Northwest Oregon Sheet Metal Training	Central Washington Building & Construction Trades Council
4. Other workforce	Dennis Williamson, Training Director Electricians Union IBEW	NECA Electrical Training Trust
Education		
1. Title II Adult Ed	Dr. Michael Lee, Vice President for Instruction, Columbia Basin College	Columbia Basin College
1. Higher Education	Kate McAteer, Vice Chancellor for Academic Affairs, WSU Tri-Cities	WSU Tri-Cities
Government		
1. Wagner-Peyser	Jennie Weber, Regional Director, ESD	ESD
1. Vocational Rehabilitation	Janet Booth, Vocational Rehabilitation Supervisor, DVR	DSHS
1. DSHS	Adolfo de León, CSO Administrator, DSHS	DSHS
1. Economic Development	Karl Dye, President/CEO, Tri-City Development Council, Pending Final 5/31/20	Tri-City Regional Chamber
Add more rows if needed		
Chief Elected Officials		
1. Chief Elected Official	The Honorable James Beaver, Commissioner, Benton County (Non-Voting)	Benton County



1. Chief Elected Official	The Honorable Clint Didier, Commissioner, Franklin County (Non-Voting)	Franklin County
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\* LWDBs must provide evidence of recruitment for any empty seats on the board.

**Complete this table if your LWDB qualifies as an alternative entity.**

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: _____		
Workforce/Labor - Please indicate the total number of seats available for this category: ____		
Education - Please indicate the total number of seats avail Please indicate the total number of seats available for this category: _____		
Government/workforce programs (may include economic development) - Please indicate the total number of seats available for this category: _____		
Add more rows if needed		

\* LWDBs must provide evidence of recruitment for any empty seats on the board.

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

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## **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.

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**2020-2024 Local Integrated Workforce Plan Assurances**

<b>Planning Process and Public Comment</b>	<b>References</b>
<input checked="" type="checkbox"/> 1. The local board has processes and timelines, consistent with WIOA Section 108(d), to obtain input into the development of the local plan and provide the opportunity for comment by representatives of business, labor organizations, education, other key stakeholders, and the general public for a period that is no less than 30 days.	WIOA Sections 108(d); proposed 20 CFR 679.550(b)
<input checked="" type="checkbox"/> 2. The final local plan is available and accessible to the general public.	Proposed 20 CFR 679.550(b)(5)
<input checked="" type="checkbox"/> 3. The local board has established procedures to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.	WIOA Section 107(e); proposed 20 CFR 679.390 and 679.550
<b>Required Policies and Procedures</b>	<b>References</b>
<input checked="" type="checkbox"/> 4. The local board makes publicly available any local requirements for the public workforce system, such as policies, including policies for the use of WIOA Title I funds.	Proposed 20 CFR 679.390
<input checked="" type="checkbox"/> 5. The local board has established a written policy or procedure that identifies circumstances that might present conflict of interest for any local workforce investment board or entity that they represent and provides for the resolution of conflicts.	WIOA Section 107(h); proposed 20 CFR 679.410(a)-(c); WIOA Title I Policy 5405; WIOA Title I Policy 5410
<input checked="" type="checkbox"/> 6. The local board has copies of memoranda of understanding between the local board and each one-stop partner concerning the operation of the one-stop delivery system in the local area and has provided the State with the latest versions of its memoranda of understanding.	WIOA Section 121(c); proposed 20 CFR 678.500-510; WorkSource System Policy 1013
<input checked="" type="checkbox"/> 7. The local board has written policy or procedures that ensure one-stop operator agreements are reviewed and updated no less than once every three years.	WIOA Section 121(c)(v); WorkSource System Policy 1008 Revision 1
<input checked="" type="checkbox"/> 8. The local board has negotiated and reached agreement on local performance measures with the local chief elected official(s) and Governor.	WIOA Sections 107(d)(9) and 116(c); proposed 20 CFR 679.390(k) and 677.210(b)
<input checked="" type="checkbox"/> 9. The local board has procurement policies and procedures for selecting One-Stop operators, awarding contracts under WIOA Title I Adult and Dislocated Worker funding provisions, and awarding contracts for Youth service provision under WIOA Title I in accordance with applicable state and local laws, rules, and regulations, provided no conflict exists with WIOA.	WIOA Sections 121(d) and 123; proposed 20 CFR 678.600-615 and 681.400; WIOA Title I 5404; WIOA Title I Policy 5613

☒	10. The local board has procedures for identifying and determining the eligibility of training providers and their programs to receive WIOA Title I individual training accounts and to train dislocated workers receiving additional unemployment insurance benefits via the state's Training Benefits Program.	WIOA Sections 107(d)(10), 122(b)(3), and 123; Proposed 20 CFR 679.370(l)-(m) and 680.410-430; WIOA Title I Policy 5611
☒	11. The local board has written procedures for resolving grievances and complaints alleging violations of WIOA Title I regulations, grants, or other agreements under WIOA and written policies or procedures for assisting customers who express interest in filing complaints at any point of service, including, at a minimum, a requirement that all partners can identify appropriate staff contacts and refer customers to those contacts.	WIOA Section 181(c); proposed 20 CFR 683.600; WIOA Title I Policy 5410; WorkSource System Policy 1012, Revision 1
☒	12. The local board has assurances from its one-stop operator that all one-stop centers and, as applicable, affiliate sites have front-end services consistent with the state's integrated front-end service policy and their local plan.	WorkSource System Policy 1010 Revision 1
☒	13. The local board has established at least one comprehensive, full-service one-stop center and has a written process for the local Chief Elected Official and local board to determine that the center conforms to the definition therein.	WIOA Section 121(e)(2)(A); proposed 20 CFR 678.305; WIOA Title I Policy 5612
☒	14. The local board provides to employers the basic business services outlined in WorkSource System Policy 1014.	WorkSource System Policy 1014
☒	15. The local board has written processes or procedures and has identified standard assessment objectives and resources to support service delivery strategies at one-stop centers and, as applicable, affiliate sites.	WorkSource System Policies 1011 and 1016; WTECB State Assessment Policy
☒	16. All partners in the local workforce and education system described in this plan ensure the physical, programmatic and communications accessibility of facilities, programs, services, technology and materials in one-stop centers for individuals with disabilities.	WIOA Section 188; 29 CFR parts 37.7-37.9; 20 CFR 652.8(j)
☒	17. The local board ensures that outreach is provided to populations and sub-populations who can benefit from one-stop services.	WIOA Section 188; 29 CFR 37.42
☒	18. The local board implements universal access to programs and activities to individuals through reasonable recruitment targeting, outreach efforts, assessments, service delivery, partner development, and numeric goals.	WIOA Section 188; 29 CFR 37.42
☒	19. The local board complies with the nondiscrimination provisions of Section 188 and assures that Methods of Administration were developed and implemented.	WIOA Section 188; 29 CFR 37.54(a)(1); WIOA Policy 5402,

	Revision 1; WorkSource System Policy 1012, Revision 1
☒ 20. The local board collects and maintains data necessary to show compliance with nondiscrimination provisions of Section 188.	WIOA Section 185; 29 CFR 37.37; WIOA Policy 5402, Revision 1; WorkSource System Policy 1012, Revision 1
☒ 21. 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
☒ 22. The local board ensures that one-stop MSFW and business services staff, along with the Migrant and Seasonal Farm Worker program partner agency, will continue to provide services to agricultural employers and MSFWs that are demand-driven and consistent with ESD's mission.	WIOA Section 167
☒ 23. The local board follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIOA, and applicable Departmental regulations.	WIOA Sections 116(i)(3) and 185(a)(4); 20 USC 1232g; proposed 20 CFR 677.175 and 20 CFR part 603
<b>Administration of Funds</b>	<b>References</b>
☒ 24. The local board has a written policy and procedures to competitively award grants and contracts for WIOA Title I activities (or applicable federal waiver), including a process to be used to procure training services made as exceptions to the Individual Training Account process.	WIOA Section 108(b)(16); proposed 20 CFR 679.560(a)(15); WIOA Title I Policy 5601; WIOA Section 134(c)(3)(G); proposed 20 CFR 680.300-310
☒ 25. 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
☒ 26. The local board ensures compliance with the uniform administrative requirements under WIOA through annual, on-site monitoring of each local sub-recipient.	WIOA Section 184(a)(3); proposed 20 CFR 683.200, 683.300, and 683.400-410; WIOA Policy 5230
☒ 27. The local board has a local allowable cost and prior approval policy that includes a process for the approval of expenditures of \$5,000 or more for equipment requested by subcontractors.	WIOA Title I Policy 5260

☒	28. The local board has a written debt collection policy and procedures that conforms with state and federal requirements and a process for maintaining a permanent record of all debt collection cases that supports the decisions made and documents the actions taken with respect to debt collection, restoration, or other debt resolution activities.	WIOA Section 184(c); 20 CFR Part 652; proposed 20 CFR 683.410(a), 683.420(a), 683.750; WIOA Title I Policy 5265
☒	29. The local board has a written policy and procedures for ensuring management and inventory of all properties obtained using WIOA funds, including property purchased with JTPA or WIA funds and transferred to WIOA, and that comply with WIOA, Washington State Office of Financial Management (OFM) and, in the cases of local government, Local Government Property Acquisition policies.	WIOA Section 184(a)(2)(A); proposed 20 CFR 683.200 and 683.220; OMB Uniform Administrative Guidance; Generally Accepted Accounting Procedures (GAAP); WIOA Title I Policy 5407
☒	30. The local board will not use funds received under WIOA to assist, promote, or deter union organizing.	WIOA Section 181(b)(7); proposed 20 CFR 680.850
<b>Eligibility</b>		<b>References</b>
☒	31. The local board has a written policy and procedures that ensure adequate and correct determinations of eligibility for WIOA-funded basic career services and qualifications for enrollment of adults, dislocated workers, and youth in WIOA-funded individualized career services and training services, consistent with state policy on eligibility and priority of service.	Proposed 20 CFR Part 680 Subparts A and B; proposed 20 CFR Part 681 Subpart A; WorkSource System Policy 1019, Revision 1
☒	32. The local board has a written policy and procedures for awarding Individual Training Accounts to eligible adults, dislocated workers, and youth receiving WIOA Title I training services, including dollar and/or duration limit(s), limits on the number of times an individual may modify an ITA, and how ITAs will be obligated and authorized.	WIOA Section 134(c)(3)(G); Proposed 20 CFR 680.300-320; WIOA Title I Policy 5601
☒	33. The local board has a written policy and procedures that establish internal controls, documentation requirements, and leveraging and coordination of other community resources when providing supportive services and, as applicable, needs-related payments to eligible adult, dislocated workers, and youth enrolled in WIOA Title I programs.	WIOA Sections 129(c)(2)(G) and 134(d)(2); proposed 20 CFR 680.900-970; proposed 20 CFR 681.570; WorkSource System Policy 1019, Revision 1
☒	34. 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	Jobs for Veterans Act; Veterans' Benefits, Health Care, and Information Technology Act; 20 CFR 1010; TEGL 10-09; Veterans Program Letter 07-09; WorkSource System Policy 1009 Revision 1



employment, training and placement services and eligibility requirements for those programs or services.	
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## Attachment G

### Local Integrated Workforce Plan Certification

The Local Workforce Development Board (LWDB) for The BFWDC (BFWDC) 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 United States Department of Labor guidance implementation these laws, Office of Management and Budget circulars, and all other applicable federal and state laws and regulations.

A handwritten signature in black ink, appearing to read "James Beamer", written over a horizontal dashed line.

Benton County Local Chief Elected Official

A handwritten date "4-10-20" in black ink, written over a horizontal dashed line.

Date

A handwritten signature in black ink, appearing to read "Clint Didier", written over a horizontal dashed line.

Franklin County Local Chief Elected Official

A handwritten date "4/10/20" in black ink, written over a horizontal dashed line.

Date

A handwritten signature in black ink, appearing to read "Todd Amve", written over a horizontal dashed line.

Local Workforce Development Board Chair

A handwritten date "4/9/2020" in black ink, written over a horizontal dashed line.

Date



## Attachment H

### Public Comment

The BFWDC recognizes the importance of public review and comment, especially when it pertains to an important document like the 4-year Regional and Local Workforce Plan. Below are the various methods used to seek input utilizing a 30+ day period. The start date was Monday, March 2<sup>nd</sup>. The end date was Friday, April 2<sup>nd</sup>. This schedule allowed for the necessary time to meet the April 10, 2020 Draft Local Plan due date.

- The BFWDC Regional and Local Workforce Plan Draft was posted to the website. In addition, a blog was written to inform the community of the ask for review and comment.
- A post was made on the BFWDC Facebook. The narrative included a link to the BFWDC Regional and Local Workforce Plan Draft on the website.
- The BFWDC team utilized their robust business networks on LinkedIn to share narrative regarding public comment and provided the BFWDC Regional and Local Workforce Plan Draft website link.
- The BFWDC created a public information notice regarding the BFWDC Local Workforce Plan Draft and utilized FlashAlert to have a widespread reach throughout our counties, region and state.
- The BFWDC communicated with the public using the Tri-Cities Area Journal of Business requesting review and comment of our Regional and Local Workforce Plan Draft.
- The BFWDC communicated with the public using the Tri-City Herald requesting review and comment of our Regional and Local Workforce Plan Draft.
- All BFWDC Board Members, Stakeholders and System Partners (inclusive of all WIOA Titles) received direct e-mail correspondence asking for review and public comment of our Regional and Local Workforce Plan Draft. The link to the BFWDC website was provided.
- The BFWDC team comprised of the CEO and staff communicated face to face at numerous community forums and subsequent workgroups our solicitation of review and comment on the Regional and Local Workforce Plan Draft. The link to the BFWDC website was shared. Outreach included but was not limited to: Tri-Cities Regional Chamber Board of Directors Meeting, Tri-Cities Research District, West-Richland Chamber of Commerce, Tri-Cities Hispanic Chamber of Commerce, Pasco Chamber of Commerce and Educational Services District 123 Meetings.

Note: For ease of feedback and consistency, the BFWDC used the e-mail address [bfsupport@bf-wdc.org](mailto:bfsupport@bf-wdc.org) during the comment period. This streamlined the process significantly.

- One public comment was received from a community member on March 20, 2020 sharing articles on literacy throughout the United States. This then prompted a change to a chart produced by our regional labor economist. The sentiment was also shared by the reviewer that our plan was strong and represented the area well. They also thanked the local board staff for their work.



## Attachment I

### Performance Targets

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