

Workforce Development

CHHS Contact	Board Member
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System Performance Summary					
System Rank	1	2	3	4	5
Prioritize Top 3 Gaps/Needs	<ol style="list-style-type: none"> 1. Expanded capacity and diversity of supported employment programs for vulnerable clients unattached to the workforce to practice skills necessary to join the workforce. 2. More paid work experiences/on-the-job training opportunities for clients with broad eligibility requirements. 3. Formalized connections/referral pipelines between employment services/job training programs and wraparound support services such as housing, mental health services, child care, transportation, etc. 				
Prioritize Top 3 Strengths	<ol style="list-style-type: none"> 1. Consortium/one-stop model from the public workforce system shows promise and is ripe for enhancement and/or replication. 2. Paid work experience/on-the-job training programs allow employers to take a chance on high needs clients with little risk. 3. Spokane is a resource rich community if services can be properly coordinated and aligned. 				
Comments:	<p>Additional Crucial Needs/Gaps:</p> <ul style="list-style-type: none"> -More FTEs in job training programs/educational institutions/public workforce system to create stronger linkages to demand industries clients/students. -Service gap in DVR programs for clients not prioritized in DSHS order of selection process still in need of intensive services 				

DEFINITIONS

Current Performance:	Please take into account both capacity of services and outcomes. Based on community needs, how is the current model of services meeting needs, and achieving desired outcomes.				
Gaps:	what is currently not provided, supported, or accessible through this service which is needed for this service to be more successful				
Strengths:	what is currently working well for this service type, what do we need to do more of to meet community needs				
Duplications:	what is currently being done by multiple programs that would make sense to consolidate OR what do we need to duplicate to meet demand				
CS Connections:	Community service connections - please indicate which resource connections are directly accessible through service				
Scale: need = capacity	1 = unable to meet need	2 = nearly meets need	3 = not enough information	4 = meeting need, unclear outcomes	5 = meeting need & producing outcome

K-12 Education

please rank service type on overall ability to meet community need AND answer list gaps, strengths, and duplications

Current Performance	1	2	3	4	5	Comments:
Gaps	Connections to employers in demand industries for purposes of internships and apprenticeships	Broad range of industries available, but lack of consistency in programming across the district	Not enough tracking of outcomes post graduation			

Strengths				Great diversity in career clusters available to students through CTE programs, but opportunity is not consistent across all schools		Need for unified training scheme to equalize opportunity across Dist. 81 schools and create coordinated pipeline from middle to high school
Duplications			N/A			
Existing Partners		SPS and other local public school districts				

Post-Secondary Education						
please rank service type on overall ability to meet community need AND answer list gaps, strengths, and duplications						
Current Performance	1	2	3	4	5	Comments:
Gaps	Connections to demand industries for non-technical programs	Connections to support service providers (housing, treatment, etc.)	Outcomes post graduation are sometimes unclear			Need for increased co-location of essential service providers.
Strengths				Broad range of financial support for low/mod income students		
Duplications	No duplication. Each institution is providing services to their student population					
Existing Partners	Higher ed institutions, Workforce System, SPS, DSHS					

Job Training						
please rank service type on overall ability to meet community need AND answer list gaps, strengths, and duplications						
Current Performance	1	2	3	4	5	Comments:
Gaps	State funding is limited for consumers to Order of Selection process	The pathway out of some job training programs and into employment is less clear if clients don't have access to paid work experiences in demand industries	Life/Soft Skills training			Need for more paid work experiences, dedicated referral pipelines to other systems of care/service, and facilitation of outreach to demand industries
Strengths				Many programs which cater to needs of specific subpopulations		

Duplications	Many programs but connection to larger workforce development system varies greatly				
Existing Partners	The ARC of Spokane, Enso, Skills'Kin, SL Start, Ability Employment				

Employment Services		please rank service type on overall ability to meet community need AND answer list gaps, strengths, and duplications				
Current Performance	1	2	3	4	5	Comments:
Gaps		Greater connection to wrap around services so consumers can focus on education/employment goals	Need for a central "convener" to assess and refer out for appropriate employment service. Public Workforce system may be in a position to do this			Need for more services for homeless and other vulnerable populations unattached to the workforce.
Strengths				Many services target towards low/moderate income clients	Stong leadership from the public workforce development system. Federally mandated tracking of outcomes.	
Duplications						
Existing Partners		SAWDC facilitates broad range of paternships				

Social Enterprise		please rank service type on overall ability to meet community need AND answer list gaps, strengths, and duplications				
Current Performance	1	2	3	4	5	Comments:
Gaps	Little diversity in industry experience (food service, thrift)	Tremendous opportunity to create supported employment opportunities for Spokane's most vulnerable	Untapped potential. "Social Enterprise" refers to a broad range of activities, many of which are not happening in Spokane.			Need for supported employment schemes that help high barrier consumers practice the necessary skills to be successful in a more traditional work environment
Strengths				Great potential for solvent, job training programs		
Duplications		Many thrift store operations				
Existing Parters		Transitions, UGM, Goodwil, Salvation Army, SNAP, River City				

Narrative:K-12 Education

The workgroup heard from Robert Reavis on the Career and Technical Education (CTE) program in Spokane Public Schools. The program offers pathways for students to explore 16 different career clusters (business managements, arts/communication, education, medical science, etc.) in addition to soft skills acquisition including teamwork, creative thinking, problem solving, information analysis, etc. Each program has an advisory committee with business and industry representation through the degree of industry involvement varies from program to program. Additionally, each program is connected to a local educational

industry connection though the degree of industry involvement varies from program-to-program. Additionally, each program is connected to a local or national student leadership organization such as DECA. Current efforts include shifting attitudes towards CTE program away from old perceptions that stigmatize some of the fields, increasing partnerships with local business and industry to get information about what the jobs really look like today, and aligning the training for teachers across all schools in SPS so that students can continue a chosen path from middle school to high school. There's a great need internships and apprenticeships for CTE students as well as better data systems for tracking outcomes for students post-graduation.

Narrative: Post-Secondary Education

The workgroup heard from Amme Paluch on services offered by Workforce Transitions for students of Community Colleges of Spokane. The Workforce Transitions offers several programs including the WorkFirst and BFET for students who are receiving TANF through DSHS or who are receiving food assistance and that are pursuing a vocational degree. The programs offers tuition and book assistance as well as work study and coverage for childcare costs. Additionally, students can access the Opportunity Grant, a grant for low-income students in a high wage, high-demand program that can provide tuition and book assistance for up to 45 credits as the Worker Retraining Program, a vocational training program for students who are currently on unemployment, have exhausted unemployment, are displaced homemakers, Veterans, formerly self-employed, etc. Students previously involved in foster care also have access to the Passport to College Promise Scholarship program. Students in Passport receive Case Management, Education Training Vouchers (ETV), and wrap around services. CCS has strong partnerships with many community service providers to meet the needs low/mod income students, but they still struggle with service connection in some areas, particularly housing. Other Community Colleges have been incredibly successful co-locating partners from community agencies on their campuses.

Narrative: Job Training

3. The workgroup heard from Dave Williams of Goodwill, Mike Ankeny of Inland NW AGC, and Jaime Borgan of Transitions' New Leaf Bakery. Skills'kin staff also provided presenters with additional information. Pioneer Human Services offers two federal re-entry centers with job training/readiness program (8 week skills course). The curriculum focuses on cultural gap from being institutionalized utilizes a cognitive behavioral therapy model. PHS also has an employment specialist in drug court program follows the client into employment. PHS is interested in exploring social enterprise as a strategy to provide supportive employment opportunities for clients in a setting that combines housing, employment services/job training, and treatment in one facility for criminal justice involved clients. Goodwill offers a variety of Department of Vocational Rehabilitation (DVR)-funded programs including community based assessment, community employment, job retention services as well individual supported employment which is funded by Spokane County and the Developmental Disabilities Administration of DSHS. DVR's order of selection process prioritizes clients with severe disabilities, but many high-needs clients are still not served. Inland Northwest AGC offers 3 Washington State registered apprenticeship programs for laborers, carpenters, and heavy equipment operators. They also offer and 6 week course called Head Start to the Construction Trades. There are 125 apprentices registered between the 3 programs and the programs last 3-5 years. AGC specializes in placing quality people with quality employers who offer living wage and/or better careers. New Leaf offers a 6 month commercial kitchen training, focusing on culinary and soft skill development, individualized, provided with additional support services and a 12 week barista, customer service training, focusing on front of the house skills (café serves men and women, kitchen program serves only women). A Vocational Specialist provides one-on-one job coaching, resume assistance, interview and job search assistance to participants in all of Transitions programs. New Leaf is low/no barrier program and 60% of clients go directly into employment. In addition to DVR-funded programs like individual and group supportive employment, Skills'kin offers several unique job training opportunities including Project SEARCH, a unique program that develops employment opportunities in a hospital setting; AbilityOne, a federal initiative that helps individuals who have severe disabilities find employment by working for non-profit agencies that sell products or services to the U.S. government; and Commercial Services which focuses on employing individuals with disabilities while collaborating with businesses to meet their specialized needs.

There is still a need for more paid apprenticeships, internships, work experiences, and OJT programs. Clients in job training programs have a high need for other services such as housing, mental health services, child care, transportation, etc. Currently, wrap around service connection for clients in job training/employment services programs relies on agency-to-agency connection with little formal coordination or dedicated referral pathways. A need for a unified assessment and outcomes tracking to refer clients to the appropriate job training program has also been identified.

Narrative: Employment Services

The workgroup heard from Jessica Clayton on the Public Workforce System. Foundational funding for the system comes from Workforce Innovation Opportunity Act (WIOA). WIOA aligns workforce development programs with regional economic development strategies and needs; establishes common performance measures across core programs; emphasizes work-based learning and career pathways systems; requires co-location of employment services in One-Stops; and increases outreach to disconnected youth. Local implementation is overseen by the Spokane Area Workforce Development Council which partners with agencies providing employment services like ESD, CPS, NEWESD101, Goodwill, CCS, DVR, affiliates, connections, schools, AARP, etc. Required partners in the one stop system include adult, dislocated worker and youth programs (providing services to unemployed or underemployed individuals); adult education and literacy (education services to enhance basic skills, complete secondary education, and transition to postsecondary education); employment service (services connecting individuals seeking employment with employers seeking workers); and vocational rehabilitation (services to individuals with disabilities). In addition to WorkSource, Spokane operates a separate one-stop access point for youth called the Next Gen Zone which braids together resources to ensure access for all youth regardless of eligibility and provides on-site high school equivalency, focuses on re-engagement with school, and connects youth work-based learning, employment, connection to post-secondary opportunities.

The workgroup identified an opportunity for coordinated assessment/referral process to refer clients out to the appropriate employment service/job training program that determines eligibility for them. Additionally, a service navigator role located in the public workforce system in order to connect employment service clients with resources related to other services needs and flex funds to incentivize program participation were also identified as other potential areas of investment.

Narrative: Social Enterprise

The workgroup heard from Jaime Borgan on the landscape of Social Enterprise in Spokane. Social Enterprise is an underutilized strategy in our community. There are many players in Spokane applying business practices in the social sector including generating earned revenue to achieve a social mission including New Leaf, Christ Kitchen, UGM Motors, River City Youth Ops, Goodwill Thrift store, UGM Thrift Store, Salvation Army Thrift Store, and Global Neighborhood Thrift, however these programs are largely limited to food service and thrift stores. Karen Campbell of SNAP also provided some history on the World Table, LLC. which served refugees and former refugees interested in starting a food based business or working in food service in the Spokane community. The project aimed to reduce poverty, increase household income and increase knowledge of business acumen, including accounting, customer service, food safety, permitting and financing. The program consisted of three phases. The first phase was an 8 week training course which walked participants through the steps of setting up a food-based business: permitting/licensing, drafting a business plan, marketing, menu development, etc. The second phase was hands on training of participants in the use of a food trailer and assistance in submitting required documentation to establish the proposed business. Phase three was the 6-month implementation of the business utilizing SNAP's food trailer. Clients would potentially receive assistance on financing for their own food truck after the program concluded. Several social enterprises exist in Spokane for the purposes of job training to high barrier clients, but there is much greater demand for these kinds of programs which provide supported employment environments that help clients practice the necessary skills to be successful in a more traditional work environment.