



Implementing a Globally Competitive WorkSource Snohomish County One-Stop System

Two-Year Operations Plan | July 1, 2007



Washington State Employment Security Department, Workforce Development Council Snohomish County, and WorkSource Snohomish County are equal opportunity employers and providers of employment and training services. Auxiliary aids and services are available upon request to persons with disabilities.

**Washington State Employment Security Department
Workforce Development Council Snohomish County
WorkSource Snohomish County
*Implementing a Globally Competitive
WorkSource Snohomish County One-Stop System*
Two-Year Operations Plan Supplement
September 18, 2007**

III. MANAGING PERFORMANCE

2. Management Indicators

Washington State Employment Security Department's and Workforce Development Council Snohomish County's performance accountability system for WorkSource Snohomish County encompasses WIA Federal and State Core Measures, WIA Federal Common Measures, and the following measures:

- *Total unduplicated users based on the WorkSource Management System*
- *Total unduplicated users based on the SKIES database*
- *Total Entered Employments*
- *Median weekly earnings in SKIES*
- *Number of job/employment referrals*
- *Percent and number of job openings filled*
- *Referrals to all training*
- *Training starts*
- *Total on "Employment Pathway" (sum of Total Entered Employment [unduplicated] and Training Starts [unduplicated])*

Local implementation of performance measures is described on pages 43 through 44 of the plan.

These partners plan to use the reports generated by Washington State Employment Security Department regarding the data elements above. These reports have been designed in agreement with the Washington Workforce Association and the Workforce Training and Education Coordinating Board and future changes or improvements to the reports will be based on mutual agreement between these organizations.

These reports will be regularly reviewed by the Youth Council, the Program Services Committee, the Executive Committee, and the full Board of Directors of Workforce Development Council Snohomish County as part of their routine periodic review of

performance management data for services to customers of WorkSource Snohomish County. At individual one-stop centers, review will be conducted by Washington State Employment Security Department staff, Workforce Development Council Snohomish County staff, site operator staff, and program service delivery staff. This team will review performance data on a regular basis to make system improvements as needed.

This team is convened by Workforce Development Council Snohomish County and will use the data to make decisions regarding staff responsibilities, customer flow, business outreach, and other programmatic decisions. These data-driven decisions will be focused on increasing performance on the WIA Federal and State Core Measures, Federal Common Measures, the above measures, and the objectives of Workforce Development Council Snohomish County.

Pursuant to the federal Workforce Investment Act and the State Executive Order, and in alignment with *Washington Works*, it is the policy of Workforce Development Council Snohomish County that each WorkSource Snohomish County site is administered by a one-stop operator. Future sites may be designated at a later time. The site operators are accountable to the WDC Board of Directors which is, in turn, accountable to Snohomish County Executive and the Workforce Training and Education Coordinating Board for performance outcomes. All partner organizations agree to have staff located in WorkSource Centers identify themselves as WorkSource staff, commit to a team approach in helping each other meet their specified goals, and abide by agreed upon standards for partnership as indicated by WIA regulations and Workforce Development Council standards.

Washington State Employment Security Department local administration and Workforce Development Council Snohomish County commit to work together with the Workforce Training and Education Coordinating Board and the Washington State Employment Security Department senior leadership team to ensure that one-stop operators receive clear direction from Workforce Development Council Snohomish County that is well-aligned with the goals of the Workforce Training and Education Coordinating Board, Washington State Employment Security Department, and the Workforce Development Council Snohomish County Two-Year Strategic Plan, *Promoting a Globally Competitive Workforce for Snohomish County*.

IV. OTHER TOPICS

5. Entrepreneurial Training

The Workforce Development Council Snohomish County Strategic Plan, *Promoting a Globally Competitive Workforce for Snohomish County*, includes an Agenda for Action on pages 101 through 142. The Agenda for Action incorporates entrepreneurialism in the objectives and strategies listed below.

Objective 1.4 – Promote entrepreneurial opportunities linked to expanding upon our core programs and industry clusters.

Numerous studies at the national, state, and regional levels have highlighted the importance of entrepreneurs to the economy, both as engines of economic activity and as a critical well-spring of innovation. The U. S. Department of Labor has identified the support of entrepreneurs as a critical activity to be supported with WIA Title I-B formula funds in its Training and Employment Guidance Letter No. 16-04, *Self-Employment Training for Workforce Investment Act Clients*. While Washington State ranks 1st in the nation in the number of small business start ups per capita, it ranks 47th in small business survival. This represents a critical challenge to global competitiveness: the WDC has identified several strategies for rising to meet this challenge.

Strategy 1.4.1 – Work with the Economic Development Council of Snohomish County, local chambers of commerce, economic development entities, education, and the State to develop an outreach program and collateral designed to increase awareness among would-be entrepreneurs about the services available to them as they consider launching a venture.

The WDC will utilize WIA Title I-B resources to collaborate with the Economic Development Council, chambers of commerce, economic development entities, and educational institutions that offer small business services to develop and disseminate products that outline business start-up services available in our community. The WDC will also work with State agencies to obtain information about best-in-class systems and products in other areas and to disseminate the resources mapped and products developed in Snohomish County.

Strategy 1.4.2 – Work with partners to improve ease of access to various lending tools including Small Business Association loans, micro-loans, and using Individual Development Accounts (IDAs) to raise venture capital.

The WDC will utilize WIA Title I-B formula resources to develop fact sheets on access to lending tools to be disseminated throughout the WorkSource system. The WDC will also train service delivery provider staff on how to facilitate access for the job seekers they serve. WIA Title I-B service delivery provider staff will continue to participate in the Snohomish County IDA Collaborative and will help WIA-eligible job seekers with completing applications for IDAs to launch business ventures. These staff will also provide support to WIA-eligible clients of other Collaborative agencies to ensure their successful acquisition of the assets needed to launch an enterprise.

Strategy 1.4.3 – Work with the Economic Development Council of Snohomish County, local chambers of commerce, education, and the State to spread information to small business owners.

The WDC will utilize WIA Title I-B resources to collaborate with the Economic Development Council, chambers of commerce, economic development entities, and educational institutions that offer small business services to develop and disseminate products that outline business retention services available in our community. The WDC will also work with State agencies to obtain information about best-in-class systems and products in other areas and to disseminate the resources mapped and products developed in Snohomish County.

Strategy 1.4.4 – Work with these same partners to develop programs and incentives that help new and established enterprises solidify their sustainability.

The WDC will utilize WIA Title I-B resources to disseminate information to existing entrepreneurs including but not limited to information about entities that can provide business retention services and training on employee attraction, hiring, and retention as well as direct services such as customized applicant screening for job openings. The WDC will also work with the Economic Development Council, and other entities to explore strategies such as shared office space and incubators for supporting stronger enterprise launches.

Strategy 1.4.5 – Work with targeted industry cluster skills panels and economic development entities to hold entrepreneurial job fairs.

WDC staff will provide logistic and staff support to targeted industry skills panels and economic development entities to assist them in the development and implementation of entrepreneurial job fairs. WDC staff will also develop and disseminate outreach and recruitment materials for the job fairs scheduled.

Objective 4.4 – Support a community network that provides financial education tools, literacy training, and other life skills to all residents.

As described in *100% Ever Increasing Productivity and Prosperity – Powering Our Economic Engine*, there are several components to prosperity including savings, tax credits, IDAs, and other investments. According to the Manpower Demonstration Research Corporation, the promotion of these prosperity-building tools represent the next generation of services that should be offered throughout the WorkSource system. These represent significant and powerful prosperity-building tools in their own right. The WDC has found that there is tremendous synergy in bundling them with other workforce development services. The strategies identified by the WDC to achieve this objective align with *High Skills, High Wages 2006* **Strategy 5.3**, “Provide WIA Title I resources to help student access and retention, including upfront ‘bridge’ funds” and **Strategy 6.1**, “Create and take advantage of opportunities to redirect resources to front line services.”

Strategy 4.4.1 – Support WIA participants in IDA programs.

The Workforce Development Council and United Way of Snohomish County have created two new rounds of asset building opportunities for low-income Snohomish County job seekers and workers to help pay for additional education and training opportunities as well as for entrepreneurial start ups as described under Goal 1, above. These financial asset development opportunities include programs that match individuals' contributions to Individual Development Accounts. The WDC will utilize WIA Title I-B formula resources to pay for service delivery provider staff time to support WIA-eligible participants in the WDC/United Way IDA program, Build for Tomorrow.

Strategy 4.4.2 – Provide financial literacy training.

As part of Build for Tomorrow, the WDC is also partnering with Washington Mutual to provide financial literacy courses at WorkSource centers and other community organizations. These courses include checking and savings, lending basics, budgeting and your credit, and credit card basics and are promoted to all WorkSource job seekers. Sessions are available in Spanish and English and are a prerequisite to obtaining an IDA.

These tools are being coupled with financial asset development efforts such as the Earned Income Tax Credit initiative currently being implemented by the United Way of Snohomish County. The WDC will utilize WIA Title I-B formula resources to work with the Snohomish County Human Services Department and United Way of Snohomish County, our Financial Asset Development Steering Committee partners, to develop and expand the menu of services available to youth and low-income adults to increase their prosperity and reinvest in Snohomish County.

Consistent with this plan, WorkSource Snohomish County offers services and training to prospective entrepreneurs. A progressive training model is in place and operational within the framework established by the Snohomish County Financial Asset Development Steering Committee led by Snohomish County. The Steering Committee has received a grant from the Washington State Department of Community, Trade and Economic Development to develop a two-year financial asset development strategic plan which includes establishment of an inventory of all entrepreneurial resources in Snohomish County.

Additionally, the Snohomish County Financial Asset Development Steering Committee partners offer a number of financial asset development services including training specifically for would-be entrepreneurs offered at WorkSource Snohomish County sites to participants in the WIA Title I-B Adult, Dislocated Worker, and Youth Programs. This training is coupled with opportunities to establish IDAs matched with Assets for

Independence Act, State, and local funds specifically for the launching of business enterprises.

Finally, Workforce Development Council Snohomish County and the Snohomish County 2010 Blueprint Partnership promote innovation and entrepreneurship as a key component of the Council's and the Partnership's collective efforts to attract, retain, and expand businesses in targeted industry clusters.

V. LOCAL OPERATIONS PLAN ASSURANCES AND PLAN SIGNATURES

The following is an additional assurance to Section V. of the plan:

The management indicators listed in Section III.2. of this plan will be used to enhance and monitor progress toward achievement of Federal, State, and local performance goals for all programs in the system.