

Talent and Prosperity for All

Integrated Workforce Plan Guidelines for Regional and Local Plans - Program Years 2020-2024



January 2020

- ❖ Timeframes and Submission of Documents 3
- ❖ Local Workforce Development Board (LWDB) Contact Information..... 3

Background

- ❖ Guidelines for Developing 2020-2024 Local Integrated Workforce Plan 4
- ❖ 2020-2024 Local Integrated Workforce Plan overall goals..... 5
- ❖ How is the “Local Workforce Development System” defined? 6

Section I & II

- ❖ Regional Designation and Plan Components..... 8

Section III

- ❖ Local Component of Plan 12

Section IV

- ❖ Performance Accountability 16

Attachments

- A. Sectors Rubric..... 17
- B. Regional Service Coordination Framework 20
- C. Regional Economic Development Framework 23
- D. Local Area Profile 26
- E. Local Workforce Development Board Membership and Certification..... 29
- F. Local Assurances 32
- G. Local Certification 37
- H. Public Comment..... 38
- I. Performance Targets 39

PLAN SUBMISSION INSTRUCTIONS

Timeframes and Submission of Documents

- ❖ September 2019 – May 15, 2020: Local planning period.
- ❖ November 2019: State Workforce Board will release guiding principles for local planning process and review of local plans.
- ❖ March 1, 2020 – March 31, 2020: Public comment period on local plans.
- ❖ April 10, 2020: Draft local plan due to Workforce Board and ESD.
- ❖ April 17, 2020: State comments on draft local plans transmitted to LWDBs following review.
- ❖ May 15, 2020: Final, signed local plans due to the Workforce Board and ESD.
- ❖ May 27-28, 2020: Workforce Board takes action on local plans on behalf of the Governor.
- ❖ June 2020: Local plans approved by the Governor.
- ❖ June 30, 2020: Local Chief Elected Officials and LWDBs notified by Workforce Board of Governor approval of their local plans (official correspondence to follow).

Please submit your draft and final plans electronically in both Word (.doc) and Adobe (.pdf) format to Eric Wolf at eric.wolf@wtb.wa.gov.

Local Workforce Development Board (LWDB) Contact Information

When submitting your draft and final plans, please provide the name, title, e-mail address, and phone number of the person we may contact with questions regarding the plan:

- Contact Name and Title:
- Mailing Address:
- E-Mail Address:
- Phone Number:

BACKGROUND

Guidelines for Developing 2020-2024 Local Integrated Workforce Plans

One of the new features of Public Law 128-113, the Workforce Innovation and Opportunity Act of 2014 (WIOA), is the implementation of workforce regions. Workforce regions are intended to provide an opportunity for local areas to collaborate more formally to serve regional economies where they exist. Workforce regions recognize that while there are strong and effective programs in workforce areas, industries recruit and people commute for work across local area boundaries. In some cases industry sectors or special initiatives can be more effectively served when several workforce areas leverage their strengths and coordinate appropriate services.

WIOA requires the state to identify workforce regions consisting of one or more local workforce areas. Local Workforce Development Boards (LWDBs) are required to develop plans that detail policies, procedures, and activities they will carry out to implement the law. Because all LWDBs are part of workforce regions, whether these are single local area or multi-area regions, all LWDBs must address both regional and local planning requirements described in the law. LWDBs that are part of a multi-area workforce region must submit a single regional plan that includes a description of how the LWDBs in the region will address seven regional planning elements and followed by local plans for each local area in the planning region. LWDBs in a region consisting of a single area will submit a single plan that includes a description of how the LWDB will address seven regional planning elements, followed by their local planning elements. All plans must support the strategy described in the State Plan developed per WIOA Sections 102 and 103 and otherwise be consistent with the State Plan. Identification of workforce planning across multiple regions should in no way be construed to reduce the authority, autonomy or allocation of local areas, LWDBs or the chief local elected officials that govern them.

WIOA requires the development of four-year plans, to be revisited/revised after the first two years. In an effort to reduce duplication of processes, the Workforce Board will use the regional/local plan as a mechanism to address as many of the criteria for LWDB certification as possible. LWDBs must be certified once every two years. An approved plan will serve as evidence that each LWDB is addressing the 13 required functions of local boards. A table has been added to this document for LWDBs to address board membership requirements that are part of the certification process. LWDBs will be provided the opportunity to update components of their plans once every two years as part of the board certification process, but will not be required to undertake a major plan modification each time they update information for the purpose of board certification.

WIOA regulations direct LWDB to submit their regional/local plans to the Workforce Board and ESD for review. Once reviews are completed, the Workforce Board, in consultation with ESD, will make a recommendation to the Governor regarding approval of each regional/local plan.

2020-2024 Local Integrated Workforce Plan Goals

- A. Articulate a vision for the local area’s workforce development system.
- B. Develop goals, objectives, and strategies to increase skill levels, employment, earnings, customer satisfaction and return on workforce development investments.
- C. Develop a blueprint to utilize the area’s strategic workforce assets to meet the requirements of the changing economy.
- D. Create a planning process, managed by LWDBs, that assures meaningful opportunities for business, labor, local chief elected officials, program operators, WorkSource partner agencies, and others to communicate their needs, offer perspectives and expertise, and participate in the process. The review and comment process for developing the local integrated workforce plan is transparent and dynamic, with opportunities for interested parties to comment as the plan is developed.
- E. Create a plan that is focused on the unique needs and resources of the local area and is consistent with the state’s strategic plan for workforce development, *Talent and Prosperity for All*.
- F. Broadly share goals, objectives, and strategies that:
- Represent the priorities of the LWDB and its partners.
 - Reflect stakeholder input.
 - Offer guidance and propose approaches that benefit customers of the workforce development system (employers, jobseekers, workers, students, and out-of- school youth).
 - Are supported by current and specific economic and demographic data and needs assessment.
 - Take into account existing workforce development programs and services.
 - Are informed by program performance.
- G. Describe the local area’s WIOA Title I operational plans.
- H. Document WIOA Title I compliance through the use of an assurances checklist.

How is the “Local Workforce Development System” Defined?

The “Local Workforce Development System” means programs that use private and/or public (local, state, and federal) funds to prepare workers for employment, upgrade worker skills, retrain workers, or provide employment or retention services for workers or employers.

The “Local Workforce Development System” includes, but is not limited to:

- Secondary vocational education, including activities funded under the federal Carl D. Perkins Career and Technical Education Improvement Act of 2006;
- Community and technical college vocational education programs, including activities funded under the federal Carl D. Perkins Career and Technical Education Improvement Act of 2006;
- Private career schools and private college vocational programs;
- Employer-sponsored training;
- Youth, Adult, and Dislocated Worker programs and activities funded by Title I of the Workforce Innovation and Opportunity Act (WIOA);
- Work-related adult basic education and literacy programs, including programs funded under the federal Adult Education and Family Literacy Act (WIOA Title II);
- Programs and activities funded under the federal Wagner-Peyser Act (WIOA Title III);
- Registered apprenticeship programs;
- The One-Stop System [as described in WIA Section 121(b)];
- State workforce education programs administered by the public community and technical college system (Job Skills Program, Worker Retraining Program, Customized Training Program, Centers of Excellence);
- Training Benefits Program;
- Vocational rehabilitation programs administered by the Department of Social and Health Services (DSHS) Division of Vocational Rehabilitation and the Department of Services for the Blind (WIOA Title IV);
- Programs offered by private and public nonprofit organizations that provide job training or work-related adult literacy services;

- May include other state- and federally-funded workforce development programs;
 - May include locally-funded workforce development programs; and
 - May include other privately funded workforce development programs and initiatives.
-

SECTION I

Regional Designation

- Workforce Region Name:
 - For each Workforce Development Area Comprising the Workforce Region please list:
 - Workforce Development Area Name and Number:
 - County or Counties Comprising Service Delivery Area:
 - Fiscal Agent/Entity Responsible for the disbursement of grant funds:
-

SECTION II

Regional Component of Plan

This section presents the vision, goals, objectives, and strategies for the workforce development system within the region and addresses the seven required regional planning elements. The plan should articulate strategies that respond to the needs of the regional economy. In addition, the plan should align with the state’s Strategic Plan for Workforce Development, *Talent and Prosperity for All*. Accordingly, the plan should encompass selected objectives and strategies to address the state’s strategic goals. The information should provide local and state leaders a current picture of the workforce development programs in the region and show what the LWDB in the region plans to do to continually refine and improve that system.

The State Board and ESD view regional planning “as a work in progress” and do not assume that workforce regions will have fully developed strategies for all regional planning elements. LWDB in a planning region are asked to identify the current status of their regional work, and define where they intend to be at the end of two years and possibly at the end of the four-year planning period if they are ready to do so. The State Board and ESD will be looking for progress along a continuum in future plan submissions.

Please note that there is no expectation that LWDBs in a multi-area region create a regional coordinating board or some other “super-structure.” LWDBs engaged in multi-regional planning are free to manage coordination among themselves in any manner that makes sense to them. The development and submission of the regional components of the plan should in no way be

construed to reduce the authority, autonomy or allocation of a local area, the Local Workforce Development Board (LWDB) or the Local Elected Official that govern it.

Please provide a response to questions 1 through 7. Each of the 12 regions is required to coordinate planning with at least one (1) contiguous region. This coordinated planning will identify at least one common problem or opportunity and the partnering regions should develop coordinated strategies to solve the problem and/or benefit from the opportunity. If responses incorporate attachments, please reference them within the narrative using active hyperlinks or as appendices.

- 1. Regional analysis.** Provide an analysis of regional economic conditions, including:
 - a. existing and emerging in-demand industry sectors and occupations, and their employment needs;
 - b. demographic characteristics of the current workforce, including the educational and literacy levels, with emphasis on youth, adults in transition, and individuals with disabilities. Describe how the local area's demographics are changing and the planning implications for the anticipated workforce of the future;
 - c. knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations;
 - d. analysis of the workforce in the region, including current labor force employment/unemployment data, labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment;
 - e. analysis of the workforce development activities (including education and training) in the region, including an analysis of the strengths and weaknesses of such services, and the capacity to provide such services, to address the identified education and skill needs of the workforce and the employment needs of employers in the region;

Note: The regional labor market analysis should provide the framework for the development of goals, objectives, and strategies in the region. Plan writers are encouraged to review information on the state's economy and workforce in the state's strategic plan for workforce development.

- 2. Regional Sector Strategies.** Identify which in-demand industry sector(s) or occupation(s) the region is serving and why. For each in-demand sector or occupation, use the Sector Partnership Framework (Attachment A) to describe the current status of regional collaboration in support of the sector/occupation, and identify anticipated next steps and timelines for at least the first two years of plan implementation. Please provide one completed framework for each in-demand industry sector or occupation/occupational grouping the region intends to prioritize.
- 3. Regional Service Strategies.** Based on the regional analysis, identify and describe which populations and/or service strategies and/or services will be developed on a regional basis

to affect a challenge or opportunity. If this will be a multi-regional effort, identify the partner region(s) and describe how this multi-regional focus was determined. Describe the strategies or tactics that will be employed, the goals of this multi-regional approach, a baseline from which to measure improved service for job-seekers and businesses, and how progress will be measured. Please use the Regional Service Strategies Framework (Attachment B) to describe the current status and anticipated next steps during the planning period. The completed framework will serve as the regional cooperative service delivery agreement once the plan is approved.

NOTE: There is no expectation that all service strategies will be multi-regional, or that regions will have fully-developed strategies in place at the start of the planning timeline. This plan provides the baseline. LWDBs are expected to make a good-faith effort exploring options to better integrate multi-region service delivery, as it makes sense over time.

- 4. Coordination with Regional Economic Development Organizations.** Identify regional economic development services and providers in the region and describe how the LWDB(s) will coordinate services with these services and providers. Please complete the framework in Attachment C to describe the current state of coordination with economic development and the anticipated next steps during the four-year plan period.

NOTE: it is anticipated that workforce regions may have more than one economic development organization, and that LWDBs will continue to work with economic development organizations that are not regional in nature.

- 5. Coordination of Transportation and/or Other Support Services, as Appropriate.** As part of the regional service delivery strategy, describe *whether transportation or other support services need to be coordinated* across the region based on the regional analysis, and if so which services and how.
- 6. Multi-Regional Cost Arrangements, as Appropriate.** Describe any multi-regional cost or resource-sharing or resource leveraging arrangements associated with items 1 through 5 above, which **may** include the pooling of administrative costs. Additional options **may** include: each LWDB manages its costs separately for common goals; coordination of some or all costs among LWDBs in the multi-region; or the creation of a resource pool for some or all multi-regional costs. (*Note: Regional cost arrangements are not to be confused with one-stop infrastructure cost sharing MOUs and RSAs.*)
- 7. Regional performance negotiation and evaluation. *Single area regions may describe the process currently used to negotiate performance.*** Describe **how** a region will collaboratively negotiate and reach agreement with the Governor on local levels of performance and report on performance accountability measures. For multi-regional

efforts, describe how the partnering regions will evaluate the partnership, including governance and decision-making, efficient use of resources, community perceptions, and sustainability of the partnership.

NOTE: There is no requirement that a region negotiate a single level of performance on any measures. The requirement is that the region agrees on how it will manage the negotiation with the Governor, which can include each LWDB negotiating separately.

SECTION III

LWDB Specific Component of Plan

Use the following outline to guide your responses. If responses incorporate attachments, please reference them within the narrative using active hyperlinks or as appropriately labeled appendices. LWDBs within a multi-area region should respond to the following questions individually and attach responses to the regional section of the plan.

LWDB should reference the regional section of the plan for any items that are already addressed in that section, rather than repeating the response.

1. Describe the LWDB's strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers), in order to support regional economic growth and economic self-sufficiency.
2. Describe actions the LWDB will take toward becoming or remaining a high-performing board.
3. Taking into account the regional analysis, describe the local board's strategy to work with the entities that carry out WIOA core programs to align resources available to the local area and achieve local strategic vision and goals.
 - a. Describe the workforce development system in the local area, using Attachment D to specifically clarify the one-stop system and availability of Adult, Dislocated Worker services in the area.
 - b. Describe how each partner program fits into the local workforce development system, how the local area's workforce development system serves youth, adults in transition (e.g., job seekers, dislocated workers, under-employed), and individuals with disabilities, and the public and private workforce initiatives underway.
 - c. Taking into account the regional analyses, describe the strategy to work with core programs to align local resources to achieve the strategic vision. Additional local data may be provided to clarify where the strategy meets local needs not identified in the regional analysis.
 - d. Describe how the LWDB will work with entities carrying out core programs and other workforce development programs to support alignment to provide services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.), to support the strategy identified in the state and local plans.

- e. Describe how the LWDB, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals.
4. Describe your local area's efforts to provide targeted outreach to eligible individuals with barriers to employment, in particular veterans and eligible spouses (including any special initiatives to serve the veteran population), Unemployment Insurance Claimants, older workers, at-risk youth, low-income adults, dislocated workers (including the long-term unemployed and under-employed), and individuals with disabilities. In addition, WDAs 3, 8, 9, 10, and 11 must further describe outreach to Migrant and Seasonal Farm Workers (MSFW) to connect them to services in the local one-stop system.
5. Describe how the LWDB will coordinate education and workforce investment activities in the local area with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services.
6. Describe how the LWDB will facilitate development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).
7. Describe how the LWDB will (i) facilitate engagement of employers, including small employers and employers in demand industry sectors and who have demand occupations, in workforce development programs; (ii) support a workforce development system that meets the needs of local businesses; (iii) better coordinate workforce development programs and economic development; and (iv) strengthen linkages between the one-stop delivery system and the state's Unemployment Insurance program. LWDBs that intend to use sector strategies for this engagement should complete the sector rubric in Attachment A for each sector prioritized
8. Describe how the LWDB will implement initiatives such as incumbent worker training, on-the-job training, customized training, industry and sector strategies, career pathways, utilization of effective business intermediaries, and other business services and strategies to meet the needs of employers in the region.
9. Describe how the LWDB will ensure continuous improvement of eligible providers of services and ensure that providers meet the employment needs of local employers, workers and job seekers.
10. Describe how the LWDB will develop an implementation timeline and strategy for wireless Internet access at comprehensive one-stop centers.

11. Describe how the LWDB will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and other means.
12. Describe how the LWDB, operators, and partners within the local one-stop delivery system will comply with Section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.
13. Assess the type and availability of adult and dislocated worker employment and training activities in the local area. Please use Attachment D to list and describe adult, dislocated worker and training activities in the local area.
14. Assess the type and availability of youth workforce investment activities in the local area, including activities for those with disabilities. Identify successful models of such youth workforce investment activities. Please use Attachment D to list and describe youth workforce investment activities in the local area.
15. Describe how the LWDB will coordinate workforce investment activities carried out in the local area with statewide rapid response activities.
16. Describe how the LWDB will coordinate workforce investment activities carried out in the local area under Title I with the provision of transportation, including public transportation, and other appropriate supportive services in the local area.
17. Describe plans and strategies for, and assurances concerning, maximizing coordination of services provided by the State employment service under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) and services provided in the local area through the one-stop delivery system to improve service delivery and avoid duplication of services.
18. Describe how the LWDB will coordinate workforce investment activities in the local area carried out under Title I with the provision of adult education and literacy activities in the local area carried out under Title II, including a description of how the LWDB will carry out, per WIOA Section 107(d)(11) and Section 232, the review of local applications submitted under Title II.
19. Describe the cooperative agreements between the LWDB, any local entities that serve individuals with disabilities (101(a)(11)(B) of the Rehabilitation Act of 1973) and local Division of Vocational Rehabilitation and Department of Services for the Blind offices. The agreements and descriptions should describe how all parties will improve services to

individuals with disabilities and will also include descriptions of joint activities. Examples include but are not limited to, cross training of staff, providing technical assistance, information sharing, cooperative business engagement, and other efforts to improve coordination.

20. Describe the competitive process to be used to award sub-grants and contracts in the local area for activities carried out under Title I.
 21. Describe how adult and dislocated worker training services will be provided, including, if contracts will be used, how the use of such contracts will be coordinated with the use of individual training accounts and how the LWDB will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.
 22. Describe how one-stop centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for WIOA programs and programs carried out by one-stop partners.
 23. Please use Attachment E to provide a list of current workforce board members and indicate how the membership of the board complies with either the requirements of WIOA or those of an alternative entities requesting certification as an LWDB. Alternative entities must show that they have filled their membership categories, and that the categories are substantially similar to those in WIOA. Describe your efforts to broadly recruit new and replacement board members from across the Local Area.
 24. Describe how core values of diversity, equity, and inclusion have been taken into account in the development of your local area plan.
-

Section IV

Performance Accountability

LWDBs must include information on performance accountability for the local area's workforce development system. The adjusted levels of performance on (1) federal common measures must be included in Appendix A of the plan. Future years' performance targets will be appended to the local plan at an appropriate later date. The Workforce Board will supply LWDBs with available performance information.

The plan must address each of the following overall goals for performance accountability:

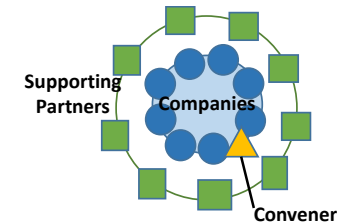
1. How performance information on workforce development programs informs local strategic planning.
2. How performance information is used to oversee WorkSource system and WIOA Title I.
3. How WorkSource system and WIOA Title I performance information is used by program operators to inform continuous quality improvement in their day-to-day management.
4. How performance information is used to conduct performance-based intervention. LWDBs will be held accountable for the results of WIOA Title I through a system of performance-based interventions, and will share in accountability for career and technical education (CTE) and adult education (ABE/ESL) results.

The Workforce Board will issue performance targets once negotiations are complete as Attachment I to this plan.

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

Evaluate



Adjust



Improve



Report



Tell Your Story



Directions: Complete the table below to describe current and future activities for at least the next two years for each sector partnership. Please start at the appropriate phase based on the current status of the sector partnership. Please complete one table per sector.

Attachment A: Sector Partnership

Sector to be served: _____

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
Phase I: Prepare your team <i>Goal: build buy-in & support</i>				
Phase II: Investigate <i>Goal: determine target industries</i>				
Phase III: Inventory and Analyze <i>Goal: build baseline</i>				

<i>knowledge of industry</i>				
Phase IV: Convene <i>Goal: build industry partnership, prioritize activities</i>				
Phase V: Act <i>Goal: Implement initiatives</i>				
Phase VI: Sustain and evolve <i>Goal: grow the partnership</i>				

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

Evaluate



Adjust



Improve



Report



Tell Your Story



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 <i>Goal: build buy-in & support</i>				
Phase II: Investigate <i>Goal: determine options for coordinated service deliver</i>				
Phase III: Inventory and Analyze <i>Goal: build baseline knowledge</i>				
Phase IV: Convene <i>Goal: build partnership, prioritize activities</i>				

Phase V: Act <i>Goal: Implement initiatives</i>				
Phase VI: Sustain and evolve <i>Goal: grow the partnership</i>				

Attachment C: Regional Economic Development Framework

Washington Regional Economic Development Framework

Phase I: Prepare your team

Goal: build buy-in & support

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

Sample measures of progress

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

Phase II: Investigate

Goal: determine options for coordination with economic development

- Identify opportunities for collaboration based on regional analysis
- Identify services and strategies that could support economic development goals
- Ensure relevance for the region and the partners participating

Sample measures of progress

- Data reviewed
- Potential opportunities for coordinated approach identified

Phase III: Inventory and Analyze

Goal: build baseline knowledge

- Analyze trends, review outcome data and existing research
- Identify champions, resources and resource gaps
- Identify topics for discussion
- Identify what information is needed to engage

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 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 implementation strategies
- 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

Evaluate



Adjust



Improve



Report



Tell Your Story



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 <i>Goal: build buy-in & support</i>				
Phase II: Investigate <i>Goal: determine options for coordinated service deliver</i>				
Phase III: Inventory and Analyze <i>Goal: build baseline knowledge</i>				
Phase IV: Convene <i>Goal: build partnership, prioritize activities</i>				

Phase V: Act <i>Goal: Implement initiatives</i>				
Phase VI: Sustain and evolve <i>Goal: grow the partnership</i>				

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)
Add more rows if needed		

[continues]

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	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

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

Comments regarding the adequacy and quality of Adult Services available:

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		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments regarding the adequacy and quality of Youth Services available:

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		
2. Business		
3. Business		
4. Business		
5. Business		
6. Business		
7. Business		
8. Business		
9. Business		
10. Business		
Workforce (20% of members. Majority must be nominated by organized labor)		
1. Labor		
2. Labor		
3. Apprenticeship		
4. Other workforce		
Education		
1. Title II Adult Ed		
1. Higher Education		
Government		

1. Wagner-Peyser		
1. Vocational Rehabilitation		
1. Economic Development		
Add more rows if needed		

*** 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 similar to the local entity described in WIOA Section 107(b)(2), by indicating membership in each of the 4 categories listed above.

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.

2020-2024 Local Integrated Workforce Plan Assurances

Planning Process and Public Comment		References
<input 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 type="checkbox"/>	2. The final local plan is available and accessible to the general public.	Proposed 20 CFR 679.550(b)(5)
<input 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
Required Policies and Procedures		References
<input 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 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 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 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 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 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
<input type="checkbox"/>	10. The local board has procedures for identifying and determining the eligibility of training providers and their programs to receive WIOA Title	WIOA Sections 107(d)(10), 122(b)(3), and 123; Proposed 20 CFR 679.370(l)-

	I individual training accounts and to train dislocated workers receiving additional unemployment insurance benefits via the state’s Training Benefits Program.	(m) and 680.410-430; WIOA Title I Policy 5611
<input type="checkbox"/>	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
<input type="checkbox"/>	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
<input type="checkbox"/>	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
<input type="checkbox"/>	14. The local board provides to employers the basic business services outlined in WorkSource System Policy 1014.	WorkSource System Policy 1014
<input type="checkbox"/>	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
<input type="checkbox"/>	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)
<input type="checkbox"/>	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
<input type="checkbox"/>	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
<input type="checkbox"/>	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
<input type="checkbox"/>	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

<input type="checkbox"/>	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
<input type="checkbox"/>	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
<input type="checkbox"/>	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
Administration of Funds		References
<input type="checkbox"/>	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
<input type="checkbox"/>	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
<input type="checkbox"/>	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
<input type="checkbox"/>	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
<input type="checkbox"/>	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
<input type="checkbox"/>	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	WIOA Section 184(a)(2)(A); proposed 20 CFR 683.200 and 683.220; OMB

	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.	Uniform Administrative Guidance; Generally Accepted Accounting Procedures (GAAP); WIOA Title I Policy 5407
<input type="checkbox"/>	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
	Eligibility	References
<input type="checkbox"/>	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
<input type="checkbox"/>	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
<input type="checkbox"/>	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
<input type="checkbox"/>	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 employment, training and placement services and eligibility requirements for those programs or services.	Jobs for Veterans Act; Veterans' Benefits, Health Care, and Information Technology Act; 20 CFR 1010; TEGL 10-09; Veterans Program Letter 07-09; WorkSource System Policy 1009 Revision 1

Attachment G

Local Integrated Workforce Plan Certification

This section of the Local Integrated Workforce Plan serves as the LWDB's certification that it complies with all required components of Title I of the Workforce Innovation and Opportunity Act and Wagner-Peyser Act and must be signed by authorized officials.

Please customize this signature page to accommodate your CLEO structure (i.e., local areas that require more than one local chief elected official signature).

The Local Workforce Development Board for _____ certifies that it complies with all required components of Title I of the Workforce Innovation and Opportunity Act and Wagner-Peyser Act and plan development guidelines adopted by the State Workforce Development Board. The LWDB also assures that funds will be spent in accordance with the Workforce Innovation and Opportunity Act, Wagner-Peyser Act, and their regulations, written U.S. Department of Labor guidance implementing these laws, Office of Management and Budget circulars, and all other applicable federal and state laws and regulations.

Local Chief Elected Official(s)

Date

Local Workforce Development Board Chair

Date

Attachment H

Public Comment

Describe the Council's public review and comment process. The description should specify the public comment duration and the various methods used to seek input (e.g., web-posts, newspapers, e-mail, web-posting, events/forums and plan development workgroups. Also include any comments that represent points of disagreement with the plan.

Attachment I

Performance Targets

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