

**02-20-07 Revised - Guidelines to be used by WDCs  
for Developing the 2007-2009 Local Strategic Plan  
for the Workforce Development System**

**Overall Goals for July 2007-June 2009 Local Area Strategic Plan**

- A. To articulate a vision for the local area's workforce development system.
- B. To develop goals, objectives, and strategies to increase skill levels, employment, earnings, customer satisfaction and return on workforce development investments.
- C. To reach agreement on a blueprint to utilize the area's strategic workforce assets to meet the requirements of the changing economy.
- D. To create a planning process, managed by the Workforce Development Council (WDC), that assures meaningful opportunities for business, labor, Chief Local Elected Officials (CLEOs), program operators, WorkSource partner agencies, and others to communicate their needs, offer their perspectives and expertise, and participate in the process. The review and comment process for developing the local strategic plan is dynamic, with opportunities for interested parties to comment as the plan is built.
- E. To create/update a plan that is consistent with *High Skills, High Wages 2006: Washington's Strategic Plan for Workforce Development* and is focused on the unique needs and resources of the local area.
- F. To broadly share goals, objectives, and strategies that:
  - Represent the priorities of the WDC and its partners.
  - Reflect stakeholder inputs.
  - Offer guidance and propose approaches that will clearly benefit the 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.

## **How is “Local Workforce Development System” Defined?**

The “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 “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 funded by Title I-B of the Workforce Investment Act (WIA) of 1998.
- Work-related adult basic education and literacy programs, including programs funded under the federal Adult Education and Family Literacy Act (WIA Title II).
- Activities funded under the federal Wagner-Peyser Act (WIA Title III).
- Apprenticeships.
- The One-Stop System [as described in WIA Sec.121(b)].
- The state Job Skills Program.
- Training Benefits Program.
- Work-related components of the vocational rehabilitation program (WIA Title IV).
- Services provided by the Department of Services for the Blind.
- Programs offered by private and public nonprofit organizations that provide job training or work-related adult literacy services.
- May include other local, state, and federally funded workforce development programs.
- May include other privately funded workforce development programs and initiatives.

## **2007-2009 Local Area Strategic Plan – Content Sections**

### **Tomorrow’s Economy**

The plan includes a section that assesses the local area economy, its future course, and the market-driven skills it will demand. Occupations with a shortage of skilled workers and industries that are key to the area’s economic vitality are identified. The assessment data in this section supports and forms the basis of the goals, objectives, and strategies identified for the local area’s workforce development system. This section also includes an analysis of local area economic development strategies and describes how workforce development strategies are linked to economic development strategies including ways that support principles described in *The Next Washington – Growing Jobs and Income in a Global Economy*.

## **Changing Workforce in the Workforce Development Area**

The plan includes an assessment of the current and future workforce in the local area. The information in this section answers questions such as:

- What are the demographic characteristics of the current workforce?
- What are the educational and literacy levels?
- How are the area's demographics changing?
- What are the in-migration and out-migration issues?
- What is the demographic picture for the youth, adults in transition (job seekers, dislocated workers), and incumbent workers?
- What are the special needs of individuals with barriers to employment?
- What are the planning implications for the demographic profile expected of the area's workforce of tomorrow?

The assessment provides convincing background information that supports, and is the basis for, the goals, objectives, and strategies in the 2007-2009 plan.

## **Workforce Development System Today**

The plan includes a section describing the workforce development system in the local area. The information in this section answers questions such as:

- How does each program's role fit into the area's workforce development system?
- How does the local area's workforce development system serve youth, adults in transition, incumbent workers, apprentices?
- What are the public and private workforce initiatives underway?

The information offers community leaders a current picture of the programs in the area's workforce development system. The information offers background and reasoning for 2007-09 workforce development strategies outlined in the plan.

## **Performance Accountability**

The 2007-09 local area strategic plan includes a section that updates information on performance accountability for the local area's workforce development system. The adjusted levels of performance for WIA Title I-B programs for the most recent program years must be included in this section of the strategic plan or as an Appendix A to this plan. The Workforce Board will supply the WDCs with available system performance information. Additionally, the ESD will identify real-time management indicators to be outlined in the local operations plans.

Overall goals for the performance accountability section of the plan:

1. To use performance information on workforce development programs to inform local strategic planning.
2. To use performance information to oversee WorkSource and WIA Title I-B. The WDC will include an assurance within the strategic plan (or in Appendix A) that necessary data are collected and maintained for performance accountability for WorkSource and WIA Title I-B following state and Department of Labor protocols.

3. To ensure that program performance on WorkSource and WIA Title I-B is used by program operators to inform continuous quality improvement in day-to-day management.
4. To update information on performance-based intervention. The WDC will be held accountable for the results of WIA Title I-B through a system of performance-based interventions, and will share in accountability for career and technical education (CTE) and adult education (ABE/ESL) results through a system of incentives (Sec. 503 performance incentives).

### **Agenda for Action**

The 2007-2009 strategic plan presents the local area’s vision, goals, objectives, and strategies for the workforce development system. The plan identifies strategies that address regional specific workforce development needs. In addition, the plan is aligned with *High Skills, High Wages 2006: Washington’s Strategic Plan for Workforce Development*. It emerges from collaboration with workforce development stakeholders across the region and responds to the goals, objectives and strategies outlined in Chapter 5 of “*High Skills, High Wages 2006*.”

Chapter 5 of *High Skills, High Wages 2006* provides a comprehensive agenda of 4 goals, 18 objectives, and 64 strategies that identifies the lead entities responsible for implementation. All the goals, objectives, and strategies are important, and responsible entities are committed to implementing the strategies during the next two years and beyond. At the same time, the Workforce Board has identified ten key strategic opportunities to further the agenda. The following list encompasses a number of strategies in the *High Skills, High Wages 2006* and provides a focus for partners when they consider new or expanded initiatives. Five of the strategic opportunities are identified below in bold type.

All twelve WDCs are asked to give particular attention to the following *High Skills, High Wages 2006* strategies when developing and implementing their area’s Strategic Plan for the Workforce Development System:

- Strategy 1.2    Expand the Dropout Prevention Initiative to more high schools.  
*Leads: Governor, OSPI, ESD, Workforce Board, and WDCs.*

Strategic Opportunity: **Increasing high school graduation rates.**

- Strategy 5.3    Provide WIA Title I resources to help student access and retention, including upfront “bridge” funds. *Lead: WDCs.*

Strategic Opportunity: **Increasing financial aid and retention support for workforce education students.**

- Strategy 6.1    Create and take advantage of opportunities to redirect resources to front line services. *Leads: ESD, SBCTC, DSHS, and WDCs.*

Strategy 11.4 Develop expertise in the WorkSource System in serving the needs of local employers in key clusters. *Leads: ESD and WDCs.*

Strategic Opportunity: **Improving coordination between workforce and economic development in key economic clusters.**

Strategy 12.1 Rapidly link dislocated workers with appropriate employment services and retraining programs. *Leads: ESD, WDCs, and SBCTC.*

Strategy 16.3 Mandate increased use of common assessments. *Leads: ESD and WDCs.*

WDCs are asked to include the following strategies in their area's strategic plan when local workforce and education partners see the strategy as appropriate to meet regional needs:

Strategy 9.1 A wide variety of local organizations will pilot the Work Readiness Credential. *Leads: Workforce Board, WDCs, Community and Technical Colleges, and Chambers of Commerce.*

Strategic Opportunity: **Expanding the availability of the Work Readiness Credential.**

Strategy 16.2 Co-locate WorkSource Centers and establish affiliate sites on more community and technical college campuses. *Leads: Governor, Legislature, ESD, SBCTC, and WDCs.*

Strategy 16.6 Pilot the co-location of L&I Vocational Rehabilitation Services at WorkSource Centers. *Leads: L&I, ESD, and WDCs.*

The Employment Security Department (ESD) will issue separate instructions for the development of 2007-2009 WIA and Wagner-Peyser local area operations plans. ESD indicates that the instructions will reflect the ESD Strategic Plan. Requirements may include additional performance measures, use of SKIES, further integration of Wagner-Peyser and WIA functions and services to specific populations to include UI claimants and WorkFirst participants.

The following *High Skills, High Wages 2006* strategies are ones that the Workforce Board considers appropriate to be addressed in the local area WIA Title I-B and Wagner-Peyser Operations Plans:

Strategy 15.1 ESD senior leadership team and the WDCs' directors commit to an even stronger integrated partnership in overseeing the managing of the WorkSource System. *Leads: ESD and WDCs*

Strategic Opportunity: **Developing state and local agreements on service integration.**

Strategy 15.3 All staff within a WorkSource Center will function as part of a multi-agency team coordinated by the one-stop operator. *Leads: ESD, WDCs, Workforce Board and Partner Programs.*

Strategy 15.4 ESD and the WDC Directors should work with WorkSource partner programs toward integrated, not commingled, budgets for WorkSource centers. *Leads: ESD and WDCs.*

Strategy 15.5 One-stop center results will be reported in concert with ESD using a GMAP approach. *Leads: ESD and WDCs*

Strategy 16.3 Mandate increased use of common assessments. *Leads: ESD and WDCs.* Note: This strategy should also be addressed in the local strategic plan.

Strategy 16.4 Enhance management information system integration. *Leads: ESD and WDCs.*

Strategy 16.8 Improve coordination of job development and refine referrals. *Leads: ESD and WDCs.*

### **Plan Update Format**

WDCs may choose their own publication styles, content organization, and formats in developing their area's 2007-2009 strategic plan.

### **Timeline**

October 30, 2006 Draft guidelines sent to WDC Directors for their review.

November 16, 2006 Workforce Board adopts *High Skills, High Wages 2006*.

November 16, 2006 Workforce Board adopts local area strategic plan guidelines.

November 23, 2006 Strategic plan guidelines sent to the WDCs.

March 30, 2007 Due date to submit draft strategic plans to the Workforce Board for Workforce Board staff initial review and comment.

April 30, 2007 By this date the WDCs, in coordination with CLEOs, adopt their area plan and final strategic plan is submitted to the Workforce Board. Firm due date.

May 15, 2007 Workforce Board meets. The Workforce Board adopts a resolution recommending Governor approval of local area strategic plans.

June 30, 2007 Governor takes action on local strategic plans.

### **Public Input for the 2007-2009 Strategic Plan**

The public review and comment period on the draft plan should extend for a minimum of 30 calendar days (CFR 661.345). The public review design and process is a local choice. A list of the WDC's strategic planning team(s) and a description of the public review and comment process should be included in the plan or in the plan's appendix.

## **Plan Approval**

The Workforce Board plan approval process will be open and inclusive. Workforce Board staff will keep the Board informed of the WDCs' strategic plan development progress. Workforce Board and ESD staff will review local area draft plans as they are available and will offer comment on any missed opportunities for state and local plan alignment or connection with other state initiatives that could advance the local area's goals. If Workforce Board staff, and Interagency Committee members and the staff of a WDC disagree regarding state strategic and local strategic plan alignment and are unable to reach agreement, the review of the local strategic plan will be elevated to the Board level.