

**WASHINGTON STATE
WORKFORCE TRAINING AND EDUCATION COORDINATING BOARD
MEETING NO. 131
NOVEMBER 20, 2008**

**UPDATING LOCAL AREA STRATEGIC PLANS
FOR THE WORKFORCE DEVELOPMENT SYSTEM**

Governor Executive Order 99-02 directs Washington State Workforce Development Councils (WDCs), in partnership with Chief Local Elected Officials to develop and maintain two local area plans:

1. An Operations Plan for Title I-B employment and training programs funded under the Workforce Investment Act (WIA).
2. A Strategic Plan for the Workforce Development System.

The current local area Strategic Plans for Workforce Development expire on June 30, 2009. Executive Order 99-02 Part 7.b directs the WDCs to develop a strategic plan that is consistent with the state strategic plan for workforce development. Now that the Workforce Board has adopted *High Skills, High Wages 2008-2018: Washington's Strategic Plan for Workforce Development*, the Board needs to request that local area strategic plans be updated and aligned with the new state strategic plan.

The Workforce Board is responsible for approving guidelines for local area strategic plans. The proposed guidelines and timetable are presented under this tab. The Workforce Board reviews each local plan for consistency with the state strategic plan and recommends to the Governor whether she should approve it.

The Workforce Board should be aware that the Employment Security Department plans to issue a competitive Request for Proposals inviting WDCs to apply for WIA 10 percent funds to advance WorkSource integration. The purpose of these WIA funds is to improve the employment opportunities for WorkSource customers by integrating services across program silos of WorkSource partners. Councils awarded these funds will be asked to develop a WorkSource integration plan. These plans will be incorporated, by attachment, to the current local area WIA Operations Plans.

Board Action Required: Adoption of the recommended motion.

RECOMMENDED MOTION

WHEREAS, Executive Order 99-02 directs the Workforce Development Councils, in partnership with Chief Local Elected Officials, to develop and maintain a strategic plan that assesses local employment opportunities and skill needs; the present and future workforce; the current workforce development system; and goals, objectives, and strategies for the local workforce development system; and

WHEREAS, Local Area Strategic Plans for Workforce Development will expire on June 30, 2009; and

WHEREAS, The Governor in January 2007, released *The Next Washington – Growing Jobs and Income in a Global Economy* that calls for state and regional economic and workforce development planning alignment; and

WHEREAS, The Workforce Training and Education Coordinating Board, on behalf of the Governor, is responsible for issuing state guidelines to the Chief Local Elected Officials and to the Workforce Development Councils on developing the local area Strategic Plan for Workforce Development; and

WHEREAS, On September 25, 2008, adopted The Workforce Training and Education Coordinating Board, *High Skills, High Wages 2008-2018: Washington's Strategic Plan for Workforce Development*; and

WHEREAS, The process for updating the 2007-2009 strategic plans presents an opportunity for Workforce Development Councils and their partners to identify contemporary goals, objectives and strategies that are consistent with the state's 2008 strategic plan; and

WHEREAS, Executive Order 99-02 directs the Workforce Training and Education Coordinating Board to review the plans of local workforce development councils for consistency with the state strategic plan and recommend to the Governor whether local plans should be approved.

NOW, THEREFORE, BE IT RESOLVED THAT, The Workforce Training and Education Coordinating Board approve the Workforce Development Council Guidelines for Updating Local 2009-2011 Workforce Development Plans.

WDC Guidelines for Updating Local 2009-2011 Workforce Development Strategic Plans

Washington's Workforce Development Councils (WDCs) have Governor approved two-year local area strategic plans for their area's workforce development system. The Workforce Board requests that the WDCs, in coordination with Chief Local Elected Officials, update their strategic plans for a new two-year period beginning on July 1, 2009. The WDCs are asked to submit updated draft strategic plans to the Workforce Board by March 31, 2009, for initial review and comment. WDCs should deliver the final 2009-2011 strategic plan to the Workforce Board by no later than April 30, 2009.

Review and Update Context

The Workforce Board asks that WDC members and staff review information on the local economy, area demographics, and delivery system contained in the current strategic plan. With an aim to maintain a contemporary regional guide, WDCs should amend their plan to the level necessary to satisfy local plan developers. For example, relevant demographic shifts or new service providers should be noted in the 2009-2011 plan.

Reflect High Skills, High Wages 2008-2018

The 2007-2009 local area strategic plans present goals, objectives and strategies to increase skill levels, employment, earnings, customer satisfaction and return on workforce development investments. The strategies are focused on the unique needs, priorities, and resources of the local area. While developed in the recent past, many of the local area strategies are still consistent with youth, adult, and industry action steps presented in *High Skills, High Wages 2008-2018* and such strategies may not need to be replaced or revised. Yet, WDCs should ensure that action steps presented in the amended strategic plan represent: 1) today's local area priorities; and 2) a present day alignment with the youth, adult, and industry action steps in *High Skills, High Wages 2008-2018*.

The new state strategic plan outlines a 10-year horizon that goes beyond getting participants into an entry-level job and emphasizes long term economic success and wage progression for system participants. Attachment A provides a summary of the three goals and eight strategic opportunities in *High Skills, High Wages 2008-2018*. The attachment also lists a number of "Steps to Get Us There" actions. The WDCs should give particular attention to action steps where they are listed as the implementing lead or sharing a lead in implementation. The Workforce Board does not expect that WDCs will address each of the action steps of its 10-year plan in the next 2 to 4 years. However, the WDCs should incorporate those actions that are relevant for their planning horizon and are not currently reflected in the 2007-2009 local strategic plan. The Workforce Board is particularly interested in how their strategies will affect long-term gains for system participants and encourage career pathways and lifelong learning.

Economic & Workforce Development Section

High Skills, High Wages 2008-2018 places new emphasis on strengthening connections between workforce and economic development (see Industry Objective 2 in Attachment A). The Workforce Board asks that Workforce Development Council members and Council staff add or update a clearly noted section to their local area plan devoted to the discussion of economic development and workforce development coordination and planned industry initiatives, including any emphasis on industry clusters. The WDCs are encouraged to indicate how their

plans will aid the development of targeted clusters in their region, including an analysis based on local research and/or the 2008 Sommers data. (See: <http://www.wtb.wa.gov/ClusterAnalysis.asp>) If a local cluster analysis has not been conducted prior to March 2009, the plan should describe the WDC's future cluster analysis plans.

Public Input for the Updated Strategic Plan

The public review and comment period on the draft plan should extend for a minimum of 45 calendar days. The review and comment process for developing the local strategic plan should be dynamic, with opportunities for interested parties to comment on the plan update. The WDCs should assure meaningful opportunities for business, labor, Chief Local Elected Officials, program operators, WorkSource partner agencies, economic development councils/associate development organizations, and others to communicate their needs, offer their perspectives and expertise, and participate in the process.

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.

Format

When submitting the updated plan to the Workforce Board office by its draft due date of March 31, 2009, please include a cover letter addressed to the Chair of the Workforce Board. This letter should detail how the local strategic plan was updated and how the plan is newly aligned with *High Skills, High Wages 2008-2018*. If the draft plan is an update from the previous plan, the letter should itemize the specific changes and additions. A WDC may provide, as an alternative to itemizing the changes in the cover letter, a document that tracks the changes for the benefit of the public review process and when submitting the draft plan to the Workforce Board.

The WDCs may update their plan by amending their 2007-2009 plans as long the WDCs submit a complete draft plan for review. A chart with the adjusted levels of performance for WIA Title I-B programs for the most recent program must be included in the plan's appendix.

WDCs and their community partners may choose their own publication styles, content organization, and formats.

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 become 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.

The Workforce Board will meet on May 6, 2009, to take action on a resolution to recommend Governor approval of local area strategic plans. The Governor will take action on local strategic plans by June 30, 2009.

*High Skills, High Wages 2008-2018:
Washington's Strategic Plan for Workforce Development
A Selected Summary*

High Skills, High Wages 2008-2018: Washington's Strategic Plan for Workforce Development (HSHW 2008) provides a comprehensive agenda of 3 goals and 12 objectives. All the goals, objectives, and action steps 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 eight Strategic Opportunities intended as guidance for focusing the agenda for the next two to four years:

1. Increase high school graduation rates and ensure youth are prepared for further education and/or work.
2. Expand the availability of career pathways that span secondary and postsecondary education and training.
3. Increase postsecondary education and training capacity to close the gap between the need of employers for skilled workers and the supply of Washington residents prepared to meet that need.
4. Increase financial aid and support services for workforce education students to provide greater access to training and boost retention and completion.
5. Increase adult basic skills and English language instruction that is integrated with occupational skills training to assist illiterate populations, immigrants, low-income workers, and unemployed individuals to improve their employment opportunities.
6. Improve coordination between workforce and economic development in key economic clusters through initiatives such as Industry Skill Panels and Centers of Excellence.
7. Meet employee education and training needs through customized training, workplace based learning, flexible methods of education delivery, and new ways of funding employee training.
8. Identify barriers for improving and expanding employment, education, and training services and remove those barriers.

Our state's goals:

1. **YOUTH:** Ensure all youth receive the education, training, and support they need for success in postsecondary education and/or work.
2. **ADULTS:** Provide Washington adults (including those with barriers to education and employment) with access to lifelong education, training and employment services.
3. **INDUSTRY:** Meet the workforce needs of industry by preparing students, current workers, and dislocated workers with the skills employers need.

Each Youth, Adult, and Industry objective statement in HSHW 2008 is followed by the objective's rationale and "Steps to Get Us There." When developing the local area strategic plan, it will be important to review HSHW 2008's "Steps to Get Us There" for youth, adult, and industry objectives. Each action step in HSHW 2008 identifies the lead agency or agencies

responsible for implementing the education and training strategy. Many steps recognize that there will be many responsible implementation partners.

The state plan lists a number of “Steps To Get Us There” actions where the WDCs are identified as the implementing lead or sharing a lead role in implementation. The WDCs should give particular attention to these action steps:

Youth Objective 2: All Students leave high school prepared for success in further education and/or work. Steps To Get Us There:

- Expand pre-apprenticeship and apprenticeship opportunities for youth. *Lead(s): OSPI, Association of Washington Business, labor organizations, WDCs, Workforce Board, with other partners.*
- Provide opportunities for all youth to connect to the workplace, including mentorships, job shadows, internships and a variety of other strategies including:
 - Building upon the mentorship component of the In-Demand Scholars program. *Lead(s): OSPI, Association of Washington Business, labor organizations, WDCs, Workforce Board, with other partners. Requires the support of Governor and Legislature and General Fund – state appropriations.*

Youth Objective 3: All students graduate from high school. Steps To Get Us There:

- Expand the Building Bridges Grant Program to build more school/community partnerships that support youth at risk of dropping out and re-engage youth who have dropped out of school. *Lead(s): OSPI, Workforce Board, with other partners. Requires the support of the Governor and Legislature and General Fund – state appropriations.*
- Identify and make recommendations to reduce the fiscal, legal and regulatory barriers that prevent coordination of program resources across agencies and community-based organizations to support the development of sustainable dropout prevention, intervention and retrieval partnerships. *Lead(s): OSPI, Workforce Board, WDCs, with other partners. Requires the support of Governor and Legislature.*
- Identify support services for at-risk youth and their parents, and implement action steps. *Lead(s): OSPI, ESD, WDCs, with other partners. Requires the support of Governor and Legislature – state appropriations.*

Youth Objective 4: Reduce unemployment rates among older youth, and improve their career prospects. Steps To Get Us There:

- Create summer youth employment programs. *Lead(s): WDCs, Workforce Board, OSPI, with other partners.*
- Connect unemployed youth to expert “navigators” who can guide them to postsecondary resources and work experience opportunities. *Lead(s): WDCs, OSPI, SBCTC, with other partners.*

- Seek a WIA I-B Youth waiver or WIA Adult 18-24 waiver for the maximum age eligibility and supplement these resources with state funds. *Lead(s): ESD, Workforce Board, WDCs, with other partners.*
- Develop I-BEST opportunities specifically for older youth. *Lead(s): OSPI working with Skills Centers, SBCTC, Workforce Board and other partners. Requires the support of Governor and Legislature and General Fund – state appropriations.*
- Connect disadvantaged youth to AmeriCorps and Service Corps opportunities. *Lead(s): ESD, OSPI, WDCs, with other partners.*

Adult Objective 1: Increase the number of adults who have at least one year of postsecondary training. Steps to Get Us There:

- Conduct an ongoing marketing campaign to inform the general public about the employment and earnings benefits of postsecondary training, especially in high employer demand programs of study. *Lead(s): Workforce Board, OSPI, SBCTC, ESD, Department of Labor and Industries – Apprenticeship Training Council, HECB, private career schools, business and labor organizations, WDCs, with other partners.*

Adult Objective 2: Postsecondary education and training provides effective opportunities for going in and out of training over the course of life-long learning. Steps To Get Us There:

- Identify and implement best practice models for working adults to gain further education further education and training at the workplace, including online learning. *Lead(s): Governor and Legislature. Workforce Board working with SBCTC, business and labor organizations, joint labor-management training partnerships with other partners.*

Adult Objective 3: Adults with barriers to employment and training enter education and career pathways that lead to self-sufficiency. Steps To Get Us There:

- Expand the use of the self-sufficiency calculator to all workforce development councils, and provide training for frontline staff. *Lead(s): WDCs, ESD, with other partners.*
- Enhance professional development and provide credentials for career coaching, mentoring, and instruction in life skills and employability skills for WorkSource staff, training institutions, community-based organizations, employers, and others. *Lead(s): ESD, WDC, working with SBCTC, business and labor organizations, with other partners.*
- Enhance employment and training options for targeted populations (people of color, people with disabilities, and women), ex-offenders, and veterans. *Lead(s): ESD, WDCs working with SBCTC, business and labor organizations, with other partners.*
- Improve workforce development services for individuals with disabilities by:
 - Reaching out to more people with disabilities, and utilize community-based organizations to assist with this.
 - Reassessing the business needs of employers and services to customers with disabilities.

- Building stronger linkages between workforce development services and programs that provide the essential support services needed by many individuals with disabilities to participate in the workforce.
 - Enhancing partnerships with other state, local, and private organizations that deliver services to individuals with disabilities. *Lead(s): ESD, WDCs, DSHS – DVR, with other partners.*
- Develop a system to provide post-employment services to adults to improve work retention and career advancement. *Lead(s): ESD, WDCs, business and labor organizations, with other partners.*

Adult Objective 4: The WorkSource system provides integrated and effective customer service without barriers associated with separate, individual programs. Steps To Get Us There:

- Identify barriers to integrated customer service and implement solutions. *Lead(s): All organizations represented on the Workforce Board with other partners.* (Note: Kris Stadelman represents local government on the Workforce Board)
- Increase integration of WorkSource partner programs through methods such as co-enrollments and co-locations among WorkSource partner programs. *Lead(s): ESD, WDCs, with other partners.*

Note: The 2009-2011 Local Strategic Plan should summarize regional WorkSource integration initiatives—including activities planned under the PY 2008 WIA 10 percent grant for WorkSource integration, if appropriate.

- Improve the integration of assessments, counseling, employment services, and training in the WorkSource system. *Lead(s): ESD, WDCs working with SBCTC, private career schools with other partners.*
- Improve linkages with community-based organizations, especially those that serve target populations, ex-offenders, and veterans. *Lead(s): ESD, WDCs, Workforce Board with other partners.*
- Identify opportunities for partnership that will provide resources to serve more customers in the workforce development system. *Lead(s): All organizations represented on the Workforce Board.*

Industry Objective 2: The workforce development system strengthens Washington’s economy, focusing on strategic industry clusters as a central organizing principle. Steps To Get Us There:

- Coordinate workforce development and economic development planning efforts at the state and local levels, including emphasis on industry clusters. *Lead(s): Workforce Board, WDCs, CTED, EDCs, ADOs.*
- Establish Industry Skill Panels that provide information on skill needs in strategic industry clusters in all workforce development areas. *Lead(s) Workforce Board, CTED, WDCs, and other partners.*

- Prepare more individuals to work in industry clusters that provide middle-wage and high-wage job opportunities. *Lead(s) SBCTC, private career schools, Department of Labor and Industries- Apprenticeship Training Council, Workforce Board, WDCs, with other partners.*
- Provide the best possible services to support industry clusters by
 - Identifying and removing barriers to serving industry clusters.
 - Identifying and implementing best practices in industry cluster development.
 - Identifying and implementing best practices in unified business services at WorkSource Centers.
 - Providing incentives to regions and local areas to convene and support industry clusters through programs and resources.*Lead(s): Workforce Board, ESD, EDC, CTED, WDCs, with other partners.*
- Establish a state initiative modeled after the WIRED grant program. *Lead(s): Workforce Board, CTED, WDCs, ADOs, with other partners.*
- Convene an annual conference for workforce and economic development. *Lead(s): Workforce Board and CTED, with other partners.*

Industry Objective 3: Current and dislocated workers, and job seekers receive education and training that builds competitive skills and businesses. Steps to Get Us There:

- Align eligibility criteria for dislocated worker programs. *Lead(s): Workforce Board, ESD, SBCTC, WDCs, with other partners.*
- Establish a toolbox of work-ready assessments and promote their use in a variety of settings. *Lead(s): Association of Washington Business, Workforce Board, ESD, WDCs, WorkSource Center partners agencies.*

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.
- The state Customized Employment 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.