

**WASHINGTON STATE  
WORKFORCE TRAINING AND EDUCATION COORDINATING BOARD  
MEETING NO. 195  
November 19, 2015**

**WIOA STEERING COMMITTEE RECOMMENDATIONS**

**Background**

The implementation process for the Workforce Innovation and Opportunity Act (WIOA) was established by the Board in October 2014. The four-committee structure adopted by the Board has provided opportunities for discussion and input from stakeholders across the workforce development system. The recommendations coming forward from the Steering Committee, three subcommittees, and numerous task forces have been thoughtful and have helped guide policy and plan development.

In May, August, and September 2015, the Board adopted recommendations that have affected implementation decisions, such as:

- Submission of a combined WIOA plan for Washington.
- Adoption of a common definition for Career Pathways.
- Adoption of a One-Stop Certification Assessment Tool to be used by all 12 of the local workforce development boards.
- Adoption of a sectors strategy rubric.
- Adoption of a plan to convene a cross-agency professional development training team.
- Establishment of the Access and Barrier Solutions Advisory Committee (the first Workforce Board Standing Committee).

The work of the committees has been ongoing and they will continue to consider key issue that will guide WIOA planning and implementation.

The latest recommendations (Attachments A-C) include:

- Attachment A: Designation of WIOA planning regions
- Attachment B: Accessibility and Technology recommendation on universal wireless Internet access in comprehensive one-stops
- Attachment C: Eligible Training Provider List
- Attachment D: Creating a state-level memorandum of understanding between workforce system partners
- Attachment E: Draft local and regional planning guidance

**Action:** The Workforce Board is asked to adopt WIOA implementation recommendations.

**RECOMMENDED MOTION**

**WHEREAS**, The Workforce Training and Education Coordinating Board (Workforce Board) is designated as the state's Workforce Board by the Governor; and

**WHEREAS**, the Workforce Innovation and Opportunity Act requires states to fully implement the Act's plan requirements; and

**WHEREAS**, the Workforce Innovation and Opportunity Act Steering Committee considered and approved these policy recommendations to advance to the Workforce Board, now

**THEREFORE BE IT RESOLVED**, the Workforce Board approves the presented policy recommendations and directs staff to implement and include these in the Washington Workforce Innovation and Opportunity Act State Plan.

## WIOA Steering Committee Recommendations Summary

- A. **Regional Designations Recommendation:** *(Developed by the Local Governance and Sector Strategies Subcommittee and approved by the Steering Committee)*

Recommending designation of the twelve existing Workforce Development Councils (WDCs) as twelve regions under WIOA and that local plan guidance ask for specific plans to work with contiguous WDCs based on the agreed upon factors in the WIOA Regions policy.

- B. **Wi-Fi Availability within Comprehensive One-Stop Centers Recommendation:** *(Developed by the Technology and Access Task Force and unanimously approved by the Steering Committee)*

Recommending that the Workforce Board requires local WDCs to outline in their plans an implementation timeline and strategy for wireless Internet access at their comprehensive one-stop centers, and that the yet to be organized Access and Barrier Solutions Advisory Committee prioritize the creation of a grant program or similar effort to help local WDCs defray the cost of implementation.

- C. **Eligible Training Provider List Recommendation** *(Developed by the Performance and Accountability Subcommittee )*

Recommending continued operation of the current system while developing a transition plan for staged implementation and growth, to achieve an orderly implementation of the WIOA design.

- D. **Memorandum of Understanding Recommendations** *(Developed by the Steering Committee Task Force on MOUs)*

Recommending that the attached white paper serve as a guiding framework for the development of memoranda of understanding between workforce development partners and the development of a state-level memorandum of understanding between the four state agencies representing Titles I, II, III, IV, and TANF.

- E. **Local Plan Guidelines**

Draft state guidelines for submission of local and regional plans under WIOA in 2016. *(Note: These draft local plan guidelines **have not been updated** since the Steering Committee issued their November 10 recommendations. Draft local plan guidelines incorporating those recommendations will be presented to the Board on November 19. To the extent these draft guidelines are changed before November 19, staff will highlight the changes to the Board.)*

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| <p><b>WIOA Task Force/Subcommittee</b><br/><i>(Fill in the name of your subcommittee or task force)</i></p>  | <p><i>Technology and Access Task Force</i></p>   |
| <p><b>Recommendation</b><br/><i>(State the recommendation you are asking the Steering Committee to consider and adopt)</i></p>   | <p>The Technology and Access Task Force recommends:</p> <ol style="list-style-type: none"> <li>1. The state Workforce Training and Education Coordinating Board require, through planning guidance yet to be issued, that local workforce development councils outline in their local WIOA plan an implementation timeline and strategy for wireless Internet access at comprehensive one-stop centers.</li> <li>2. The state-level Access and Barrier Solutions Advisory Committee prioritize the creation of a grant program or similar effort to help local workforce development councils defray the cost of implementation of wireless Internet access at their comprehensive one-stop centers.</li> </ol>  |
| <p><b>Background</b><br/><i>(Please provide the background information that was considered and the action leading to this recommendation and the problem or issue solved.)</i></p> | <p>There have been a number of previous attempts to solve print access issues at one-stop centers, including: putting screen-reading and enlargement software in center labs; CCTV equipment; making large print and Braille materials available upon request; and providing sign and other language interpretation. Keeping accessibility software and equipment current, staff knowledgeable on how to use that software, and the cost of interpreters are some of the challenges that lead to a non-sustainable solution to information access in one-stop centers. Further, there was no access policy consistency from center to center, so a consumer might get different levels of service and access depending on where they live.</p> <p>Wireless Internet accessibility has become nearly universal in 2015. One-stop centers should also provide wireless Internet usable by the public and accessible throughout the center, including public areas, intensive or program service areas, and conference and training rooms.</p> <p>Many one-stop centers are already striving to have most, if not all, materials in a digital and accessible format through Monster or other carriers. Digitizing content allows customers to bring their own technology (including technology with accessible software) to the One-Stop Center and access all the materials housed there using a familiar medium.</p> <p>Further, the customer could potentially access a PowerPoint presentation, workshop training materials, active calendars, and all other customer service options using their own computer, tablet, or smartphone equipment. Sign and language translation services including video relay could also be accessed throughout</p> |

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|   | <p>the center and again with the customer using the tools they are familiar with.</p> <p>Enhancing wireless Internet availability may assist in shrinking the footprint of one-stop centers, as computer labs will not need to be as robust, equipment costs and printing costs can be reduced, and a “greener” footprint for the center can be created.</p>   |
| <p><b>Who was engaged in this process?</b><br/><i>(Please provide a list of subcommittee or task force members and who they represent)</i></p>  |  |
| <p><b>What, if any, is the minority recommendation?</b><br/><i>(If the committee could not reach consensus on a majority recommendation, what was the alternative under consideration?)</i></p> |  |
| <p><b>Are there any unresolved issues?</b><br/><i>(Please let the Steering Committee know about any unresolved issues around this recommendation.)</i></p>                                      | <p>Should the recommendation be explicit as to the degree of wireless availability local workforce development councils should plan for—or, what the task force sees as “universal” wireless? For instance, should wireless Internet only be available in high-traffic areas of the one-stop, or throughout the facility?</p> <p>Will requiring wireless Internet access at only comprehensive sites “move the needle?” Does the task force need to consider whether affiliate sites of a certain size would also benefit from wireless Internet availability?</p> |

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| <p><b>WIOA Task Force/Subcommittee</b><br/> <i>(Fill in the name of your subcommittee or task force)</i></p>  | <p><i>Subcommittee on Performance Accountability and ETPL</i></p>  |
| <p><b>Recommendation</b><br/> <i>(State the recommendation you are asking the Steering Committee to consider and adopt)</i></p>   | <p>That the Board recommend that the Governor affirm the measures used in Washington's existing ETPL system as the official measures to be used for the evaluation of all training programs requesting to be included on the ETPL established under WIOA, with the exception of those exempted by WIOA.</p> <p>That the Governor delegate to Workforce Board the authority to modify the exact numerical criteria for those measures, based of analysis of data on the actual performance of providers, and after consultation with affected stakeholders.</p> <p>That the Governor delegate to the Board the responsibility for conducting the required public input process on this action, and for gathering public input on any subsequent changes affecting the initial review for eligibility. The Board will summarize input received for review by the Governor.</p> <p>That the Board staff conduct the initial re-evaluation and re-certification of all providers on or applying for the ETPL in the spring of 2015.</p> <p>That work on developing a design and implementation of the expanded vision of the ETPL articulated in WIOA in an orderly and thoughtful manner, including consultation with agencies and other stakeholders.</p> <p>That work on the development of the expanded ETPL include:</p> <ul style="list-style-type: none"> <li>• Consultation with the local Workforce Boards on the options for an expanded role for local boards in the ETP process.</li> <li>• Collection of baseline information about additional types of providers and data that are included in WIOA and draft federal guidance.</li> </ul> |
| <p><b>Background</b><br/> <i>(Please provide the background information that was considered and the action leading to this recommendation and the problem or issue solved.)</i></p> | <p>WIOA describes a substantial expansion in the scope, data content and complexity of the Eligible Training Provider processes, while leaving many details up to state discretion. Federal guidance about details, including the limits to state discretion, have been late, partial, and not always practical.</p> <p>Washington's implementation of ETP under WIA has been one of the best ETP systems in the country. We have the opportunity to maintain and improve on that - and to do so informed by the yet-to-be completed strategic and operational plans for Washington's WIOA system that will be completed by March.</p> <p>Significant amounts of Board, agency and stakeholder staff time are required to adequately investigate the full range of new issues and functions identified in WIOA, and to reach agreement on</p>  |

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|   | <p>design and implementation. Most of the knowledgeable staff have also been heavily engaged in plan development and other WIOA activities, both within their agencies and across the partnership. These other time demands - and maintaining the existing database of training provider information - have severely limited the resources available for an extensive and somewhat open-ended redesign of Washington's ETPL system.</p> <p>However, the Governor is required to affirm an official initial WIOA process for operating an Eligible Training Provider List by December 31, 2015.</p> |
| <p><b>Who was engaged in this process?</b><br/><i>(Please provide a list of subcommittee or task force members and who they represent)</i></p>  |  |
| <p><b>What, if any, is the minority recommendation?</b><br/><i>(If the committee could not reach consensus on a majority recommendation, what was the alternative under consideration?)</i></p> | N/A  |
| <p><b>Are there any unresolved issues?</b><br/><i>(Please let the Steering Committee know about any unresolved issues around this recommendation.)</i></p>                                      | N/A  |

# **Workforce Innovation and Opportunity Act**

## **Integrated Workforce Plan Guidelines for Regional/Local Plans Program Years 2016–2020**

**November 2015**

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# PLAN SUBMISSION INSTRUCTIONS

## Timeframes and Submission of Documents

- ❖ **November 4, 2015 – April 8, 2016:** Plan development period (including Workforce Board and ESD technical assistance).
- ❖ **March 1, 2016 – March 31, 2016:** Public comment period on local plans.
- ❖ **April 8, 2016:** Draft local plan due to Workforce Board and ESD.
- ❖ **April 29, 2016:** State comments on draft local plans transmitted to LWDBs following review.
- ❖ **May 27, 2016:** Final, signed local plans due to the Workforce Board and ESD.
- ❖ **June 10, 2016:** Workforce Board takes action on local plans on behalf of the Governor at special meeting.
- ❖ **June 24, 2016:** Local plans approved by the Governor.
- ❖ **June 30, 2016:** 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 Terri Colbert at [tcolbert@wtb.wa.gov](mailto:tcolbert@wtb.wa.gov) and Elise Rowe at [erowe@esd.wa.gov](mailto:erowe@esd.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 2016-2020 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 many cases industry sectors or special 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 incorporates local plans for each local area in the planning region. LWDBs in a region consisting of a single area will also submit a single plan that includes the regional and local 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. The identification of workforce planning 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. Submission of the regional component of the local plan should not limit the ability of LWDBs to coordinate with other LWDBs not included in the region as needed.

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. The possible exception relates to the WIOA requirement to provide a 2 year update to the 2016-2020 plan.

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.

## 2016-20 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 both the *2016-2026 State Strategic Plan for Workforce Development* and *2016-20 Combined State Plan*.
- 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 (consult the Workforce Board's [Workforce Program Directory](#)).
- May include locally-funded workforce development programs.
- 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* and *WIOA Combined State Plan*. 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 plan(s) 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 newly formed 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. It is anticipated that LWDBs may be more ready to proceed with some elements of regional planning and implementation than others. 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 in multi-area regions are free to manage coordination among themselves in any manner that makes sense to them. The development and submission of a 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. Submission of the regional component of the local plan should not limit the ability of a LWDB to coordinate with other LWDBs not included in the region.

**Please provide a single, regional response to questions 1 through 7, whether responding as a multi area or single area region. Those in multi-area regions should include information about local variations as appropriate.** 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 and in each local area 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 LWDB(s) in the region is/are 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. The 2016-2020 plan provides a baseline from which the region will show progress over time.

NOTE: not all efforts to address the needs of in-demand sector(s) or occupations need to be regional. Regions should prioritize those sector(s) or occupation(s) that require a regional approach based on the regional data analysis. LWDBs in a multi-area region may also serve local sectors based on more localized needs.

3. **Regional Service Strategies.** In response to the regional analysis, identify and describe which populations and/or service strategies and/or services will be developed on a regional basis. 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 in multi-area regions will be regional, or that regions will have robust strategies in place at the start of the planning timeline. This plan provides the baseline. LWDBs are expected to make a good faith effort at exploring options to better integrate 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. Regional Cost Arrangements, as Appropriate.** Describe cost arrangements in the region for costs associated with items 1 through 5 above, which **may** include the pooling of administrative costs. For multi-area regions, options **may** include: each LWDB manages its costs separately for common goals; coordination of some or all costs among LWDBs in the region; or the creation of a resource pool for some or all regional costs. (*Note: Regional cost arrangements are not to be confused with one-stop infrastructure cost sharing MOUs and RSAs.*)
- 7. Regional performance negotiation. Single area regions may describe the process currently used to negotiate performance.** Describe *how* a region consisting of multiple workforce areas will collaboratively negotiate and reach agreement with the Governor on local levels of performance and report on performance accountability measures.

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.

## Section IV

### Performance Accountability

LWBDs 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:

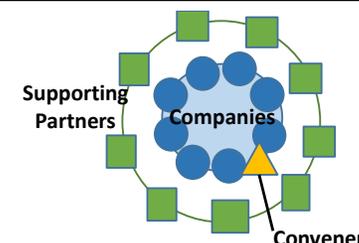
1. How performance information on workforce development programs informs local strategic planning.
2. How performance information is used to oversee WorkSource system and WIOA Title I.
3. How WorkSource system and WIOA Title I performance information is used by program operators to inform continuous 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 H 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



**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.

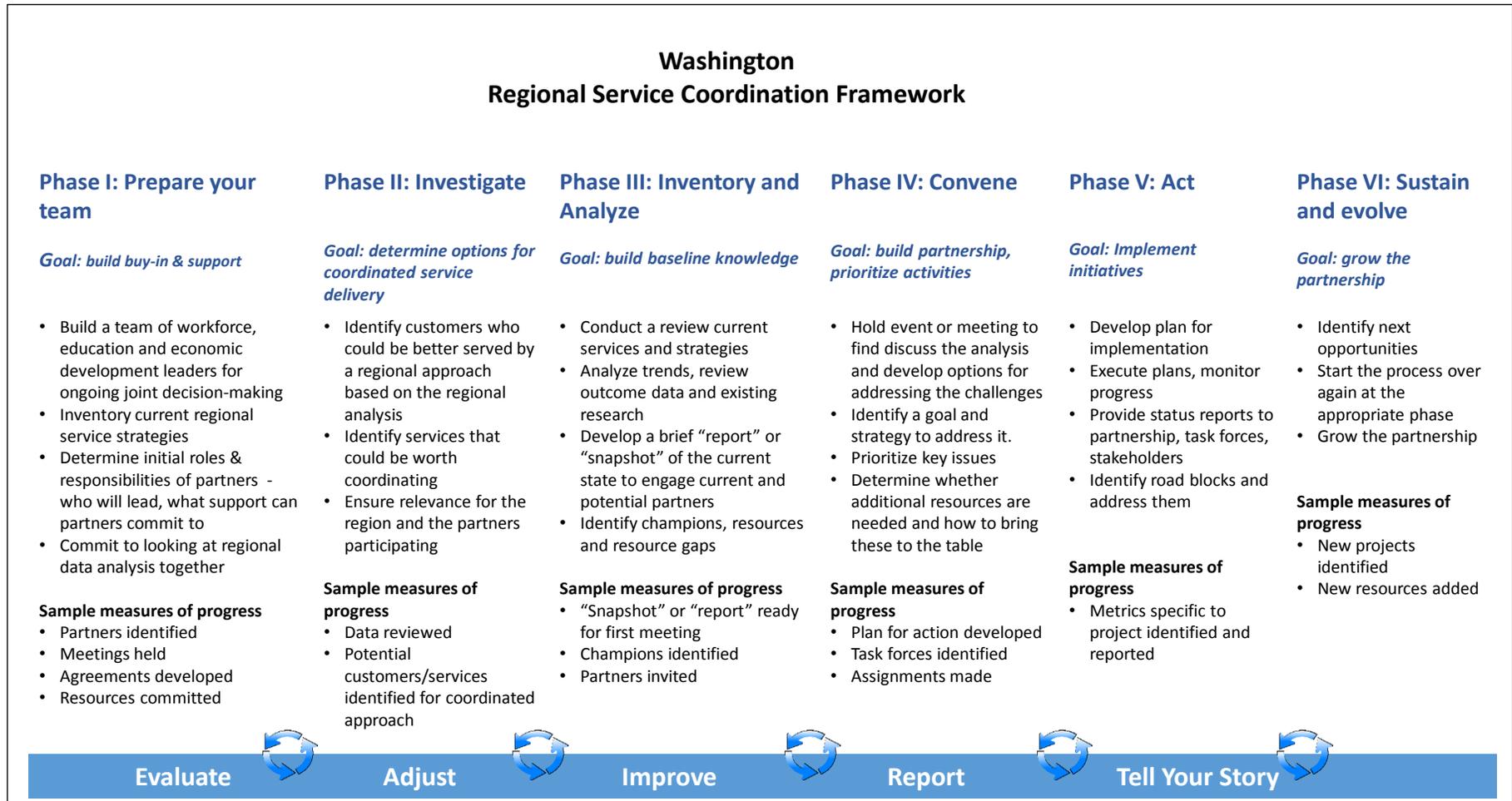
## Attachment A: Sector Partnership

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 |
|--|-------------------------|---|---------------------------------------|---------------------------------------|
| <b>Phase I: Prepare your team</b><br><i>Goal: build buy-in &amp; support</i>                 |                         |   |                                       |                                       |
| <b>Phase II: Investigate</b><br><i>Goal: determine target industries</i>                     |                         |   |                                       |                                       |
| <b>Phase III: Inventory and Analyze</b><br><i>Goal: build baseline knowledge of industry</i> |                         |   |                                       |                                       |
| <b>Phase IV: Convene</b><br><i>Goal: build industry partnership, prioritize activities</i>   |                         |   |                                       |                                       |
| <b>Phase V: Act</b><br><i>Goal: Implement initiatives</i>                                    |                         |   |                                       |                                       |
| <b>Phase VI: Sustain and evolve</b><br><i>Goal: grow the partnership</i>                     |                         |   |                                       |                                       |

## Attachment B: Regional Service Coordination Framework



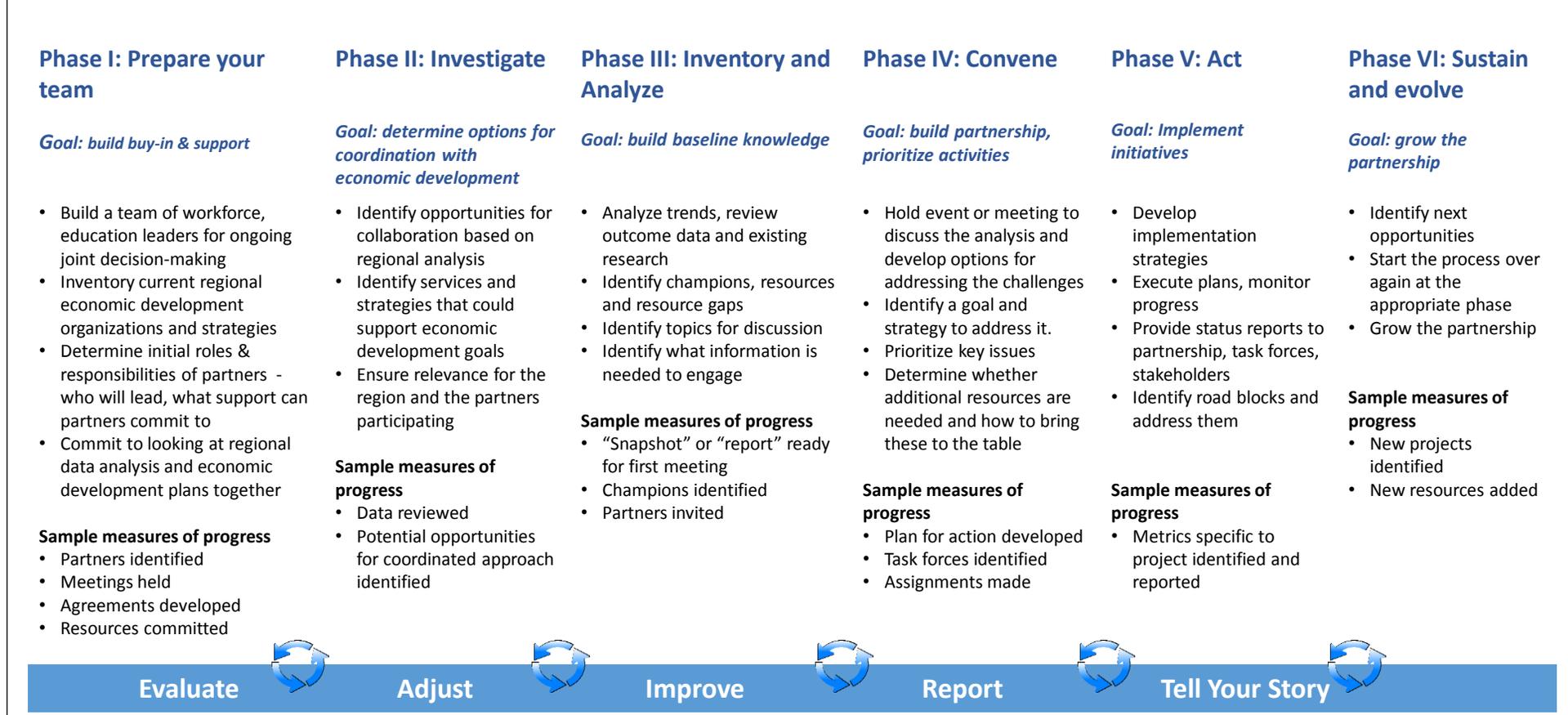
**Directions:** Complete the table below to describe current and future activities for at least the next two years for any service strategies to be coordinated across the region. Please start at the appropriate phase based on the current status of the regional. The completed table will serve as the Regional 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 |
|--|-------------------------|--|---------------------------------------|---------------------------------------|
| <b>Phase I: Prepare your team</b><br><i>Goal: build buy-in &amp; support</i>                   |                         |  |                                       |                                       |
| <b>Phase II: Investigate</b><br><i>Goal: determine options for coordinated service deliver</i> |                         |  |                                       |                                       |
| <b>Phase III: Inventory and Analyze</b><br><i>Goal: build baseline knowledge</i>               |                         |  |                                       |                                       |
| <b>Phase IV: Convene</b><br><i>Goal: build partnership, prioritize activities</i>              |                         |  |                                       |                                       |
| <b>Phase V: Act</b><br><i>Goal: Implement initiatives</i>                                      |                         |  |                                       |                                       |
| <b>Phase VI: Sustain and evolve</b><br><i>Goal: grow the partnership</i>                       |                         |  |                                       |                                       |

## Attachment C: Regional Economic Development Framework

### Washington Regional Economic Development Framework



**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 |
|--|-------------------------|--|---------------------------------------|---------------------------------------|
| <b>Phase I: Prepare your team</b><br><i>Goal: build buy-in &amp; support</i>                   |                         |  |                                       |                                       |
| <b>Phase II: Investigate</b><br><i>Goal: determine options for coordinated service deliver</i> |                         |  |                                       |                                       |
| <b>Phase III: Inventory and Analyze</b><br><i>Goal: build baseline knowledge</i>               |                         |  |                                       |                                       |
| <b>Phase IV: Convene</b><br><i>Goal: build partnership, prioritize activities</i>              |                         |  |                                       |                                       |
| <b>Phase V: Act</b><br><i>Goal: Implement initiatives</i>                                      |                         |  |                                       |                                       |
| <b>Phase VI: Sustain and evolve</b><br><i>Goal: grow the partnership</i>                       |                         |  |                                       |                                       |

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## 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<br>(Comprehensive,<br>Affiliate, or Connection) | Site Operator(s) |
|-------------------------|--|------------------|
|                         |  |                  |
|                         |  |                  |
|                         |  |                  |
|                         |  |                  |
|                         |  |                  |
|                         |  |                  |
|                         |  |                  |
|                         |  |                  |
|                         |  |                  |
| Add more rows if needed |  |                  |

### 2. WIOA Title I Service Providers

| <b>Dislocated Worker Program</b><br>List all current and potential service providers<br>in the area | <b>Indicate service(s) provided by each</b> |                          |                          | <b>WIOA<br/>funded?</b>  |
|---|---|--------------------------|--------------------------|--------------------------|
|   | 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"/> |
|   | <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"/> | <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:**

| <b>Adult Program</b><br>List all current and potential service providers<br>in the area | <b>Indicate service(s) provided by each</b> |                          |                          | <b>WIOA<br/>funded?</b>  |
|---|---|--------------------------|--------------------------|--------------------------|
|   | 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"/> |
|   | <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"/> | <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:**

| <b>Youth Program</b><br>List all current and potential service<br>providers in the area | <b>Indicate service(s) provided by each</b> |                          |                          | <b>WIOA<br/>funded?</b>  | <b>Services for<br/>youth with<br/>disabilities?</b> |
|---|---|--------------------------|--------------------------|--------------------------|--|
|   | 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"/> | <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"/> | <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 for LWDB confirming to WIOA membership criteria

| 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 for an alternative entity.**

| <b>Categories</b>   | <b>Name/Title/Organization*</b><br>(please list one per line and add lines as needed) | <b>Nominated by</b> |
|---|---|---------------------|
| Business majority (>50%)<br>- Please indicate the total number of seats available for this category: ____   |   |                     |
|   |   |                     |
| Workforce/Labor<br>- Please indicate the total number of seats available for this category: ____  |   |                     |
|   |   |                     |
| Education<br>- Please indicate the total number of seats avail<br>Please indicate the total number of seats available for this category: ____     |   |                     |
|   |   |                     |
| Government/workforce programs (may include economic development)<br>- 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.

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## 2016-2020 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 I individual training accounts and to train dislocated workers receiving additional unemployment insurance benefits via the state's Training Benefits Program.   | WIOA Sections 107(d)(10), 122(b)(3), and 123; Proposed 20 CFR 679.370(l)-(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   | WorkSource System Policy 1010 Revision 1   |

|                          |  |   |
|--------------------------|--|---|
|                          | with the state's integrated front-end service policy and their local plan.   |   |
| <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  |
|                          | <b>Administration of Funds</b>   | <b>References</b>   |
| <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  |
|                          | 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 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.   | WIOA Section 184(a)(2)(A); proposed 20 CFR 683.200 and 683.220; OMB 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  |
|                          | <b>Eligibility</b>  | <b>References</b>  |
| <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.

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Local Chief Elected Official(s)

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Date

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Local Workforce Development Board Chair

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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.

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**Attachment I**

**Performance Targets**

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

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| <p><b>WIOA Task Force/Subcommittee</b><br/>(Fill in the name of your subcommittee or task force)</p>  | <p><i>One-Stop Certification Task Force</i></p>  |
| <p><b>Recommendation</b><br/>(State the recommendation you are asking the Steering Committee to consider and adopt)</p>   | <p>The One-Stop Certification task force recommends that the attached white paper serve as a guiding framework for the development memoranda of understanding between workforce development partners. The task force also recommends the development of a state-level memorandum of understanding between the four state agencies representing Titles II, III, IV, and TANF.</p> <p>Elements of the state-level MOU will include:</p> <ul style="list-style-type: none"> <li>• a description of the state of Washington’s one-stop system that represents the shared vision, values, and principles of collaboration between the state agencies and local partners</li> <li>• a comprehensive list of the agreed-upon shared services and costs of operating the local one-stop system</li> <li>• the types of funds that each partner may use to fund infrastructure costs in accordance with relevant authorizing statutes and regulations, including in-kind contributions</li> <li>• the methodology for calculating proportionate use or benefit to each partner program, and</li> <li>• a timeframe for re-calculating proportional use by each partner program – on at least an annual basis – and adjusting the amount of infrastructure funding accordingly.</li> </ul> <p>The One-Stop Task Force recommends that local boards and their one-stop partners have the maximum flexibility to negotiate their MOUs to best serve the needs of each workforce development area and their customers. To this end, both “umbrella” agreements that encompass all one-stop partners as well as <i>Individual Partnership Agreements</i> that are crafted between each partner should be allowed based upon local board determination.</p> |
| <p><b>Background</b><br/>(Please provide the background information that was considered and the action leading to this recommendation and the problem or issue solved.)</p> | <p>The purpose of the Memorandum of Understanding (MOU) is to define the roles and responsibilities of each partner as mutually agreed by the parties for the operation of the one-stop delivery system in Washington state as required under the Workforce Innovation and Opportunity Act.</p> <p>WIOA Section 121(c) requires that each Local Workforce Development Board (LWDB), with the agreement of the Area's Chief Elected Official (CEO), develop and enter into a memorandum of understanding between the local board and the one-stop partners, with all the entities that serve as</p>   |

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|   | <p>partners in the one-stop service delivery system that operates in each LWDB's local area.</p> <p>WIOA Section 121(b)(1)(A)(iii) mandates all entities that are required partners in a local area to enter into a memorandum of understanding with the LWDB in the respective area pursuant to WIOA Section 121(c).</p> <p>WIOA Section 121(b)(1) identifies the federal programs and requires that the services and activities under each of those programs must be made available through each local area's one-stop delivery system. The entities that receive the federal funds for each of these programs and/or have the responsibility to administer the respective programs in the local area are required partners under WIOA Section 121(b)(1).</p> <p>WIOA Section 121(b)(2) prescribes how entities that provide programs other than those required under WIOA Section 121(b)(1)(B) may participate in a local area's one-stop delivery system as "additional partners" and provide the services available under their programs through the one-stop delivery system.</p> <p>Per WIOA Section 121(b)(2)(A), both required and additional partners are included as parties to the MOU. Therefore, all entities that participate in an area's one-stop delivery system as one-stop partners, whether required or additional, must be parties to the MOU and must abide by the terms prescribed and by applicable federal, state, and local rules, plans, and policies as applicable and authorized under the partner's program and in keeping with federal guidelines.</p> <p>WIOA Section 121(b)(1)(A)(iv) indicates that the requirements of each partner's authorizing legislation continue to apply under the one-stop system and that participation in the one-stop delivery system is in addition to other requirements applicable to each partner's program under each authorizing law.</p> <p>WIOA Section 121(b)(1)(A)(ii) requires that one-stop partners must use a portion of the program and activity funds to maintain the one-delivery system, including payment of the infrastructure costs of one-stop centers.</p> |
| <p><b>Who was engaged in this process?</b><br/> <i>(Please provide a list of subcommittee or task force members and who they represent)</i></p> |  |

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| <b>What, if any, is the minority recommendation?</b><br><i>(If the committee could not reach consensus on a majority recommendation, what was the alternative under consideration?)</i> | N/A |
| <b>Are there any unresolved issues?</b><br><i>(Please let the Steering Committee know about any unresolved issues around this recommendation.)</i>                                      | N/A |

## One-Stop Memorandum of Understanding

The contents of this paper are intended to help inform the development of policies and guidance by the State Workforce Board, Employment Security Department, and Governor Inslee pertaining to the One-Stop Memorandum of Understanding as required under WIOA Section 121. We have endeavored to reconcile the relevant sections of the Workforce Innovation and Opportunity Act and the Notice(s) of Proposed Rulemaking issued by the Departments of Labor and Education to produce this guidance.

The members of the One-Stop Task Force represent the diverse stakeholders of the state's workforce system. Each has a strong interest in building a one-stop delivery system that effectively serves their specific customer base. These include the four titles of WIOA:

- Title I – Adult, Dislocated Worker, and Youth – Workforce Development Councils
- Title II – Adult Basic Education and Family Literacy – State Board for Community and Technical Colleges
- Title III – Wagner-Peyser – Employment Security Department
- Title IV – Vocational Rehabilitation – Division of Vocational Rehabilitation

Also central to the development of this document and our dialogue has been the participation of the Department of Social and Health Services, Division of Services for the Blind, private sector, organized labor, Renton Technical College, Lake Washington Institute of Technology, Lower Columbia College, and Aging and Long Term Care/Title V-SCSEP. Each of the perspectives and voices of the individual task force members has been instrumental in contributing to the development of this guidance document. The consensus reached by this group and embodied in these concepts demonstrates broad buy-in from constituencies across our workforce system.

### Authorizing Legislation - Summary

The purpose of the Memorandum of Understanding (MOU) is to define the roles and responsibilities of each partner as mutually agreed by the parties for the operation of the one-stop delivery system in Washington state as required under the Workforce Innovation and Opportunity Act.

WIOA Section 121(c) requires that each Local Workforce Development Board (LWDB), with the agreement of the Area's Chief Elected Official (CEO), develop and enter into a memorandum of understanding between the local board and the one-stop partners, with all the entities that serve as partners in the one-stop service delivery system that operates in each LWDB's local area.

WIOA Section 121(b)(1)(A)(iii) mandates all entities that are required partners in a local area to enter into a memorandum of understanding with the LWDB in the respective area pursuant to WIOA Section 121(c).

WIOA Section 121(b)(1) identifies the federal programs and requires that the services and activities under each of those programs must be made available through each local area's one-stop delivery system. The entities that receive the federal funds for each of these programs and/or have the responsibility to administer the respective programs in the local area are required partners under WIOA Section 121(b)(1).

WIOA Section 121(b)(2) prescribes how entities that provide programs other than those required under WIOA Section 121(b)(1)(B) may participate in a local area's one-stop delivery system as "additional partners" and provide the services available under their programs through the one-stop delivery system.

Per WIOA Section 121(b)(2)(A), both required and additional partners are included as parties to the MOU. Therefore, all entities that participate in an area's one-stop delivery system as one-stop partners, whether required or additional, must be parties to the MOU and must abide by the terms prescribed and by applicable federal, state, and local rules, plans, and policies as applicable and authorized under the partner's program and in keeping with federal guidelines.

WIOA Section 121(b)(1)(A)(iv) indicates that the requirements of each partner's authorizing legislation continue to apply under the one-stop system and that participation in the one-stop delivery system is in addition to other requirements applicable to each partner's program under each authorizing law.

WIOA Section 121(b)(1)(A)(ii) requires that one-stop partners must use a portion of the program and activity funds to maintain the one-delivery system, including payment of the infrastructure costs of one-stop centers.

## WIOA SECTION 121

### **(c) MEMORANDUM OF UNDERSTANDING.—**

(1) DEVELOPMENT.—The local board, with the agreement of the chief elected official, shall develop and enter into a memorandum of understanding (between the local board and the one-stop partners), consistent with paragraph (2), concerning the operation of the one-stop delivery system in the local area.

(2) CONTENTS.—Each memorandum of understanding shall contain—

(A) provisions describing—

(i) the **services** to be provided through the one-stop delivery system consistent with the requirements of this section, including the manner in which the services will be coordinated and delivered through such system;

(ii) how the **costs** of such services and the operating costs of such system will be funded, including—

(I) funding through cash and in-kind contributions (fairly evaluated), which contributions may include funding from philanthropic organizations or other private entities, or through other alternative financing options, to provide **a stable and equitable funding stream for ongoing one-stop delivery system operations**; and

(II) **funding of the infrastructure costs of one-stop centers** in accordance with subsection (h);

(iii) **methods of referral** of individuals between the one-stop operator and the one-stop partners for appropriate services and activities;

(iv) **methods to ensure the needs of workers and youth, and individuals with barriers to employment, including individuals with disabilities, are addressed** in the provision of necessary and appropriate access to services, including access to technology and materials, made available through the one-stop delivery system; and

(v) the **duration of the memorandum of understanding** and the **procedures for amending the memorandum** during the duration of the memorandum, and **assurances** that such memorandum shall be reviewed not less than once every 3-year period to ensure appropriate funding and delivery of services; and

(B) such other provisions, consistent with the requirements of this title, as the parties to the agreement determine to be appropriate.

## One-Stop System - Framework

The nation's One-Stop System, as envisioned under the Workforce Innovation and Opportunity Act, plays a vital role in connecting businesses to talent and individuals to skill development and employment opportunities. Local boards work in concert with partners from business, labor, government, education, and economic development to build pathways to self-sufficiency and provide customers with career services and array of resources necessary to achieve success and support community advancement and prosperity.

- I. In each local area, one-stop systems are comprised of a **network of physical sites** that serve as portals where business and job seeker customers can engage directly with partners in order to access services and obtain the resources they need to reach their career and talent acquisition objectives.

The local one-stop system infrastructure varies by area across the state of Washington, and the significant differences between rural and urban areas are reflected in a diverse mix of one-stop site locations and partners found in communities across the state. In Washington, we have three recognized levels of one-stop centers – Comprehensive, Affiliated, and Connection Sites. Under the law, each of the 12 local areas must have at least one comprehensive physical center that offers career and training services, access to employment and training activities, access to programs and activities carried out by one-stop partners, and access to labor exchange services. Whether to operate additional comprehensive centers or include affiliated or connection sites is a local board decision that is made based upon customer needs, resource availability, and local partner organizations' willingness to participate.

- II. **Technology** is also a fundamental component to the one-stop system that allows customers to access services virtually from any location and to interface with system partners using technological means in order to overcome barriers that include geography, differing abilities, and time. Bricks and mortar facilities are complemented by a sophisticated MIS platform that helps manage customer information and services among all partners and an array of available technological tools used by businesses and job seeker customers. Together, facilities and technologies comprise two key components of the one-stop delivery system infrastructure.
- III. The third essential component is the range of **career services** and **business services** that partners provide in support of our many shared customers.

Per WIOA, each one-stop partner shall provide access to their programs or activities, including making available applicable career services, *at the one-stop centers* or other appropriate locations. The result of bringing partners together in a single location to jointly administer programs is a blending and braiding of program expertise and resources and more effective leveraging of the system's existing resource to achieve outcomes for businesses and job seekers.

The vision of WIOA as realized through an integrated approach to service delivery supports a model in which services that benefit multiple populations are commonly provided by one-stop partners and jointly funded through the MOU and/or Resource Sharing Agreements.

## State Level MOU

The One-Stop Task Force strongly recommends the development of a **State-level MOU** – an agreement among the four state agencies representing Titles II, III, IV and TANF - that clearly defines the parameters of the respective resource commitments for each agency. These will provide a consistent basis for local representatives and WDCs to negotiate MOUs and Resource Sharing Agreements (RSAs) in their individual one-stop systems. Elements of the state-level MOU will include:

- a description of the state of Washington’s one-stop system that represents the shared vision, values, and principles of collaboration between the state agencies and local partners
- a comprehensive list of the agreed-upon shared services and costs of operating the local one-stop system
- the types of funds that each partner may use to fund infrastructure costs in accordance with relevant authorizing statutes and regulations, including in-kind contributions
- the methodology for calculating proportionate use or benefit to each partner program, and
- a timeframe for re-calculating proportional use by each partner program – on at least an annual basis – and adjusting the amount of infrastructure funding accordingly

### Local MOU – Between the Local Board and One-Stop Partners

The One-Stop Task Force recommends that local boards and their one-stop partners have the maximum flexibility to negotiate their MOUs to best serve the needs of each workforce development area and their customers. To this end, both “umbrella” agreements that encompass all one-stop partners as well as *Individual Partnership Agreements* that are crafted between each partner should be allowed based upon local board determination.

#### The MOU must contain the following information:

- (a) The ***period of time in which this infrastructure funding agreement*** is effective. This may be a different time period than the duration of the MOU.
- (b) ***Identification of an infrastructure and shared services budget*** that will be periodically reconciled against actual costs incurred and adjusted accordingly to ensure that it reflects a cost allocation methodology that demonstrates how infrastructure costs are charged to each partner in proportion to relative benefits received, and that complies with chapter II of title 2 of the Code of Federal Regulations (or any corresponding similar regulation or ruling).
- (c) ***Identification of all one-stop partners***, chief elected officials, and Local Board participating in the infrastructure funding arrangement.
- (d) ***Steps the Local Board, chief elected officials, and one-stop partners used to reach consensus*** or an assurance that the local area followed the guidance for the State one-stop infrastructure funding process.
- (e) ***Description of the process to be used between partners to resolve issues*** during the MOU duration period when consensus cannot be reached.
- (f) ***Description of the periodic modification and review process to ensure equitable benefit*** among one-stop partners.

### Five Components of the MOU between the Local Board and One-Stop Partners

1. *“The **services** to be provided through the one-stop delivery system, including the manner in which the services will be coordinated and delivered through such system.”*

All services and processes are integrated with co-enrollment to benefit customers occurring wherever applicable; delivered in-house; and are transparent/seamless to customer. These shared services are common to all core partner programs in the one-stop and include:

- **Intake** – Application/Sign-in/Registration
- **Triage** – “Initial” assessment, Eligibility Determination
- **Connection** to appropriate Customer-centered/Customer-driven portfolio of Services/Resources
  - Including: Wagner-Peyser Labor Exchange, Workshop, Adult Basic Education, TANF, Vocational Rehabilitation, Adult/Dislocated Worker, Youth, Veterans, Unemployment Insurance, Career and Technical Education,
  - Assessment/Testing – CASAS, TABE, Compass, ASSET, WorkKeys, etc.
- **Business Engagement** – to develop relationships to learn and resolve human capital needs –
  - Articulate available services, e.g., work-based Learning, On-the-Job Training, placement, succession planning, clinical sites, internships

2. **Costs** – *of services and operating costs of system are to be funded, including infrastructure costs of one-stop centers.*

State core partners and additional partners recognize that the one stop delivery system is intended to function as a system where all customers can access value-added services and connect to resources necessary for their career success. The costs of operating this system include non-personnel costs such as facilities and technology as well as the costs of the staff that deliver services directly to business and job seeker customers.

As detailed in WIOA, the goal is to develop a funding mechanism that:

- (1) Maintains the one-stop delivery system to meet the needs of the local areas;
- (2) Reduces duplication by improving program effectiveness through the sharing of services, resources and technologies among partners;
- (3) Reduces overhead by streamlining and sharing financial, procurement, and facilities costs;
- (4) Encourages efficient use of information technology to include where possible the use of machine readable forms and shared management systems; and
- (5) Ensure that costs are appropriately shared by one-stop partners by basing contributions on proportionate share of use, and requiring that all funds are spent solely for allowable purposes in a manner consistent with the applicable authorizing statute and all other applicable legal requirements, including the Federal cost principles.

The MOU must contain a description of the Local Funding Mechanism in which the WDC and partners agree to amounts and methods of calculating amounts each partner will contribute for one-stop infrastructure funding. This funding mechanism will provide a stable and equitable funding stream for ongoing one-stop delivery system operations and be proportionate and equitable to the benefits received by each partner and their respective program or activities.

All core partners shall provide services in the one-stop center but, subject to negotiations with the local Workforce Development Council, may also be allowed to contribute / provide in-kind resources. Core partners shall work together in the one-stop to integrate shared services and leverage each other’s resources to serve the common one-stop system customers.

## **Resource Sharing Agreements (RSA)**

RSAs are used by local areas as the mechanism in which one-stop costs are detailed for each individual one-stop partner and that monthly billing is based upon. RSAs need to be transparent and negotiated among partners on an equitable basis to ensure costs are shared appropriately

All core partners shall negotiate in good faith and seek to establish MOUs and RSAs that are equitable

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### ***3. Methods of Referral of individuals between the one-stop operator and the one stop partners for appropriate services and activities***

Both business and job seeker customers need to access one-stop system services that provide them with the optimum utilization of available partner and community resources and lead to successful outcomes. Staff work to connect customers as quickly as possible to partners through referral processes that are impartial and designed to rapidly and efficiently meet the customer's individual needs. These methods of referral include a coordinated and integrated approach to common intake procedures, career services, business services, and data sharing among system partners.

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### ***4. Methods to Ensure the Needs of Workers and Youth, and Individuals with Barriers to Employment, including individuals with disabilities, are addressed, in the provision of necessary and appropriate access to services, including access to technology and materials, made available through the one-stop delivery system***

Means need to be described by which the diverse customers of the one-stop system are effectively served. Performance measures for individual partner programs and evaluation of these data to inform continuous improvement may be a component of this work. Identification of the use of technologies that support customers' access to services and the availability of career services materials via different media will demonstrate this, as well as linkages/integration of other local partners and their services to support customers' success.

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### ***5. Duration – of the MOU and procedures for amending and review***

The MOU needs to be reviewed not less than once every 3 –year period to ensure appropriate funding and delivery of services.

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## **Four Entities Responsible for Developing and Executing MOU**

### **Governor**

- Issue guidance for use by local areas:
  1. Guidelines for state-administered one-stop partner programs for determining their contributions to the one-stop delivery system based upon proportionate use of system, including determining funding for infrastructure costs
  2. Guidance to aid in determining equitable and stable methods of funding the infrastructure costs at one-stop centers based on proportionate benefits received
    - a. Include roles of one-stop partner programs in identifying one-stop infrastructure costs

- b. Approaches to facilitate equitable and efficient cost allocation
- c. Timelines regarding notification to the Governor for not reaching local agreement and triggering the State-funded infrastructure mechanism and timeline for appeal

#### **State Board**

- Provide guidance and consultation to Governor on one-stop infrastructure funding mechanisms, contribution levels, and portions for State-administered one-stop partner programs
- develop a formula to be used by the Governor to allocate the funds provided to local areas not funding costs of infrastructure under the option (described in paragraph (1)(A)(i)(I)). The formula shall be based on factors including the number of one-stop centers in a local area, the population served by such centers, the services provided by such centers, and other factors relating to the performance of such centers that the State board determines are appropriate.
- The State board shall provide guidance to facilitate the determination, for purposes of the memorandum of understanding, of an appropriate allocation of the funds and noncash resources in local areas, consistent with the requirements of section 101(d)(6)(C).

#### **Local Boards and Chief Elected Officials**

- Ensure one-stop partners adhere to the guidelines established by the Governor for determining contributions to one-stop infrastructure costs
- Work with partners to achieve consensus and informally mediate disagreements
- Provide technical assistance to new one-stop partners and local grant recipients to ensure they are aware of elements in MOU and one-stop infrastructure costs arrangement

#### **One-Stop Partners**

- Negotiate in good-faith to reach agreement on the MOU and accompanying RSA
- Provide access through the one-stop delivery system to such program or activities carried out by the entity, including making the career services described in section 134(c)(2) that are applicable to the program or activities available at the one-stop centers (in addition to any other appropriate locations);
- Use a portion of the funds available for the program and activities to maintain the one-stop delivery system, including payment of the infrastructure costs of one-stop centers in accordance with subsection (h);
- Enter into a local memorandum of understanding with the local board, relating to the operation of the one-stop system, that meets the requirements of subsection (c);
- Participate in the operation of the one-stop system consistent with the terms of the memorandum of understanding, the requirements of this title, and the requirements of the Federal laws authorizing the program or activities.

## **One-Stop Delivery System Infrastructure Costs by Item**

### **Facilities/Equipment**

- Rent
- Utilities
- Insurance
- Computers (including tablets, laptops, and Wi-Fi), copiers, overhead projectors – purchase/lease, maintenance and replacement
- Maintenance and repair of the physical facilities – centers, affiliates and connection sites
- Staff break room related – water, coffee, microwaves, refrigerators (new and when kitchen appliances break down)
- Signage and identifier costs
- Security personnel and/or systems

### **IT Costs**

- IT personnel/contracted services to develop/support/maintain/host the technology based site
- Cost for data storage, email system maintenance, additional web pages for special events; local/regional intranet
- Software/hardware and licensing subscriptions for resource and meeting rooms
- EO Compliance (ADA equipment – interpreters, assistive technology, etc.)

### **Basic Career Services**

- Intake
- Delivery/interpretation of needs assessments and skills appraisals
- Staffing of resource rooms, including delivery of workshops
- Career and aptitude assessment products
- Referral to other partners

### **Customer Outreach**

- Outreach to customers – may be shared communication and/or community outreach personnel
- Advertising for special events and outreach and marketing strategies (e.g., phone book listing)
- One-stop operator costs including printed and digital collateral costs and support for other system-wide costs such as banners for larger, multi-site events

### **Business Services**

- Business services personnel – focus where the business customer is primary – this is different than job developers whose primary customer is the job seeker. Business Services has a benefit for core and mandatory partners and can help to align a local area's employer engagement strategy.
  - Includes business services personnel and printed collateral costs (brochures, signage) and costs for local hiring events.

### **Miscellaneous**

- Dues, fees, subscriptions, and licenses for professional association memberships, journals, etc.
- One-stop system personnel and other personnel who carry out the professional development, management or coordination needs of the system or center. Examples: reception, center management, local Board staff, One-Stop Operator, Trainers, etc.