Workforce Development Councils

WIOA Core Programs

Employment and Training Programs

- Disadvantaged Youth Services
- Economically Disadvantaged Adult Services
- Dislocated Worker Programs

Basic Education for Adults Under Title II

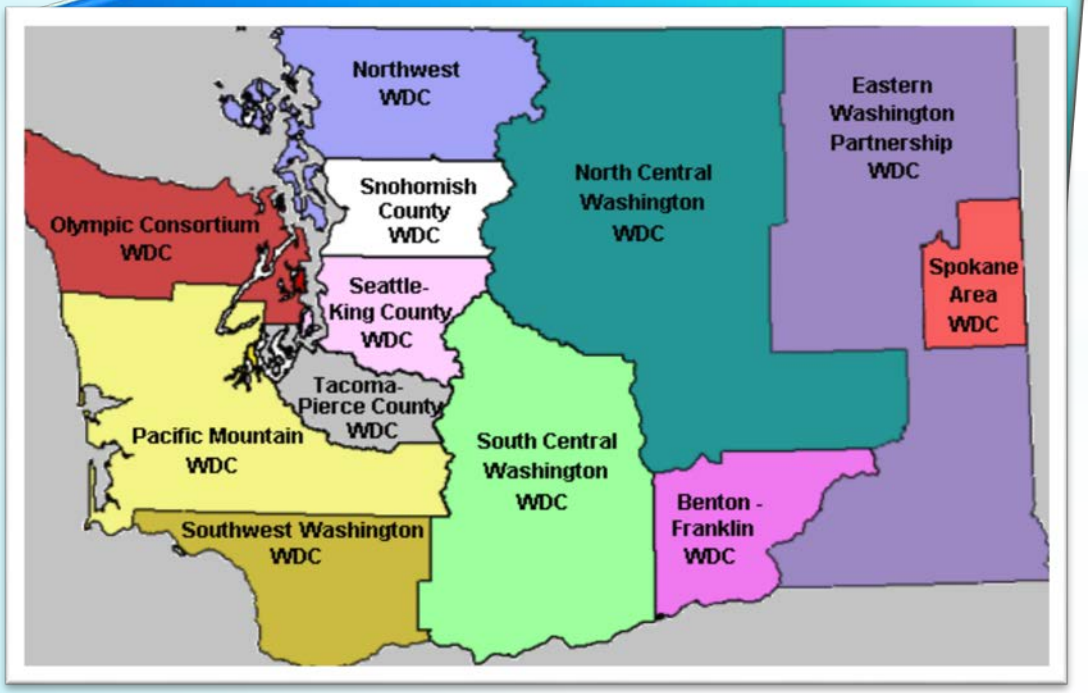
Wagner-Peyser Employment Services

Vocational Rehabilitation Services

Workforce Development Areas

WASHINGTON STATE

- 12 Workforce Development Councils



- Each Local Area is Unique
- Urban/Rural
- Large/Small
- Eastside/Westside

Summary of WDC Structures

Average Number of Board Members = 29

Total Number of Board Members Range from **19** in Eastern Partnership to **42** in Southwest Washington

Each of the 12 local areas has an Executive Committee and at least **3** other standing committees.

The number of Board Committees per workforce development area range from **4** to **10** committees.

How decisions are made and which entity or Committee makes which decisions are found in bylaws, interlocal agreements, local plans, and Committee policies and processes.

Workforce Development Councils are required to procure services following Federal and State procurements rules and regulations. Awards or expenditures over $50,000 generally require a competitive bid.

Local Boards work closely with CLEOS in the development and coordination of the strategic plan.

In some areas, CLEOS are voting members of the Executive Committees or have a designated seat on the local Council.

Refer to Attachments for detailed survey results by local area

Workforce Development Council (WDC) Roles & Responsibilities: WIOA 1.2.107(d)

Lead, Convene, Broker and Leverage Local/Regional Assets

Local and Regional Planning

- Research and disseminate local labor market analysis
- Lead regional business engagement
- Lead career pathways development
- Lead efforts to identify and promote best practices
- Develop technology based strategies for services access, engagement and delivery
- Execute MOU for workforce system partners
- Coordinate with local education and training providers

Performance & Accountability

- Oversee the local service delivery system, programs and performance
- Negotiate local performance and accountability with WTECB
- Select service delivery contractors
- Develop and oversee budget and ensure compliance

Current Local Integrated Workforce Plan Structure

Workforce Investment Act of 1998

- Each local area develops an operations plan designed to detail local policies, procedures, and activities carried out in the local area
- WIA provides specific instructions for the contents of these plans
- Plans must align with the Title I-B/Wagner-Peyser State Integrated Plan
- Must be reviewed by the Workforce Board and Employment Security prior to submission

Current Local Integrated Workforce Plan Structure

Executive Order 99-02

- Workforce Development Councils (WDC's) must develop a local integrated plan for the workforce development system
- Must be developed in partnership with the Chief Local Elected Officials
- Must include a strategic plan and WIA required plan
- Must be consistent with the state's Strategic Plan for Workforce Development and the State Integrated Workforce Plan
- Must be reviewed by the Workforce Board and Employment Security prior to submission

Current Local Integrated Workforce Plan Goals

Articulate a vision for the local area's workforce development system

Develop goals, objectives, and strategies to increase skill levels, employment, earnings, customer satisfaction and return on workforce development activities

Develop a blueprint to utilize the area's strategic workforce development assets to meet the requirements of the changing economy

Create a planning process managed by the local areas assures meaningful opportunities for business, labor, CLEO's, program operators, WorkSource partner agencies, and others to communicate their needs, offer perspectives and expertise, and participate in the process

Create a plan that is focused on the unique needs and resources of the local area and is consistent with the High Skills, High Wages – Wa Strategic Plan for Workforce Development and the State's Integrated Workforce Plan.

Current Local Integrated Workforce Plan Shared Goals, Objectives and Strategies

- Represent the priorities of the WDC's and its partners
- Reflect stakeholder inputs
- Offer guidance and propose approaches that will clearly benefit the customers of the workforce development system (employers, jobseekers, workers, students, and out-of-school youth
- Use current and specific economic and demographic data and needs assessments
- Take into account existing workforce development programs and services
- Use program performance information

WDC	Number of Board Positions	Committees
Olympic Consortium	28	Executive Committee
Pac. Mtn	35	Executive and Finance Committee,Youth Council, (Ad Hoc) Mission, Message and Leadership (Ad Hoc) Industry Workforce Initiatives
Northwest	27	Executive, Quality Assurance, Planning, Youth, Consortium
Snohomish	32	Executive, youth, workforce solutions, personnel, bylaws, finance and strategic oversight. We also have an Infralign Task Force Committee for our new for-profit organization
Seattle - King County	28	Executive , Industry and Employment, Youth , Finance
Workforce Central	23	Coordinating Committee, Business Services Committee, Adult Services Committee, Youth and Young Adults committee, One stop system operator(s) and partners committee
SouthWest	42	Executive , Worksource Accountability , Youth Council, Finance
North Central	25	Executive , Audit, Planning & Oversight
South Central	27	Executive , Board Development , Finance , Outreach & Advocacy , Personnel , Planning , Business, Industry, & Education , Worksource Certification, Facilities , Youth Council
Eastern Washington Partnership	19	Executive , Administrative , Quality Assurance , Business Services , and Youth Council
Benton-Franklin WDC (BF-WDC)	27	Executive, Youth Council, Job Seeker, Business linkage, Quality Control
Spokane Area	29	Executive, Youth Council, Services & Oversight, Policy, Membership, Development

WDC	Comments about the Unified / Combined State Plan Under WIOA
Benton-Franklin WDC (BF-WDC)	At a minimum plans will necessarily have to address integration of all six core programs, with "integration" being the operative word. Presuming that the recently released draft Notice of Proposed Rulemaking is codified in the final release, it's reasonable to expect that in addition to the strategic focus that has historically been the centerpiece of the prior Integrated Work Plans; that the focus will now shift to more operational. Specifically, whether it's the Unified or Combined plan, a detailed analysis of the operational nexus between core programs will be crucial in that it will/should inform the discuss and subsequent decisions relative to the all-important mandate that partners devise a "*reasonable [cost-sharing] allocation methodology.*" (678.420i). The structure of the plan should contain: 1) a clear and detailed narrative of the specific services and deliverable subject to integration; 2) from an operational perspective, the plan should have a heavy emphasis on process, i.e., implementation details…who does what, when, how, where, and method of determining cost. With respect to change, because of the greatly expanded number of required stakeholders/partners, we can expect a dramatic increase in the amount of time and effort it's going to take to get this done, especially the 1st one. Incidentally, if the decision is to go with the Combined Plan, it may be prudent to limit the additional partner to 1 (TANF?). The Act allows for modifications after 2 years, which I presume to mean additional partners can then be added, although I'm not sure.
Snohomish	Washington State and Snohomish County are well positioned to fulfill WIOA Unified or Combined Plan development requirements. There are new mandatory partners that will need to be included and the true integration of plans for all the core programs will require more lead time but, because of the efforts of WWA, WTECB, and ESD, the new WIOA requirements will require incremental, rather than wholesale, changes in our state.

Local Board Projects

Engagement, Collaboration, Sector Initiatives & Accessing Resources

Project	Local Area
Advanced Manufacturing Industry Skill Panel	Olympic Consortium
Regional Industry Cluster Study	Pacific Mountain
My Journey Out Beyond (JOB) for Youths	Pacific Mountain
Columbia Willamette Workforce Collaborative	Southwest Washington
Commerce WorkFirst Employment Programs (Community Jobs, Job Connection, Career Development & Community Works)	South Central
Cooperative Success (Enhanced Ammonia Refrigeration Course)	North Central
Workforce Innovations Fund Housing and Employment Navigator Program	Northwest
Defining Your Success-Talent Development Program using Lean Six Sigma Principles	Workforce Central
Manufacturing Academy	Workforce Central
Building Changes – Sector Training Grant	Workforce Central
Recruiting Assistance and Partnership Outreach to Partners	Workforce Central
Trade Adjustment Assistance Community College and Career Training (TAACCT)	Workforce Central
Recruitment of Niagara Bottling Company Plant to Pierce County	Workforce Central
Recruitment of the Western Institutional Review Board to Pierce County	Workforce Central
Recruiting Assistance and Partnership Outreach to Amazon	Workforce Central
Innovative Recruiting Process for the General Plastics Manufacturing Company	Workforce Central
Healthcare, Green Jobs, Maritime & Interactive Media Sector Panels	Seattle-King County
Green Jobs Grants (King, Kitsap, Pierce, Snohomish) (King, Snohomish, Spokane)	Seattle-King County
Puget Sound Regional Council collaboration (King, Kitsap, Pierce, Snohomish)	Seattle-King County
Economic Development District (4 WDCs hold seats)	Seattle-King County
WorkStart (Hexcel in King County and Northwest WDC)	Seattle-King County
JBLM Veterans Initiatives (King, Pac Mtn)	Seattle-King County
Homelessness Initiatives (King, Snohomish, Pierce Counties)	Seattle-King County
Youthworks Career Pathways & Internship Program	Eastern WA Partnership
Skill Step Education & Employer engagement Program	Eastern WA Partnership

Q&A

Attachment – WDC's Governance

Includes Local Plan Development

WDC	Description of Governance
Olympic Consortium	The Olympic Consortium Board, formed in 1999 under an interlocal agreement, is composed of the nine county commissioners from Clallam, Jefferson and Kitsap. That same interlocal agreement proposed the Olympic Workforce Development Council and it's structure as the WDC for the three-county area. Also, the Board designated Kitsap County as the administrative entity and grant recipient for the Consortium. The Olympic Consortium Board meets quarterly with one commissioner representing each county for a total of three Board members per meeting. This group manages and oversees the WIA program locally. It also appoints the members to the Olympic Workforce Development Council. This Council helps oversee and create necessary policies as well as assisting in the procurement of WIA services to participants. A Youth Council serves under the OWDC and helps manage youth programs and their procurement. The Consortium Board and WDC with the agreement of key partner agencies like Employment Security Department, Department of Social and Health Services and the Division of Vocational Rehabilitation designated Kitsap County as the One Stop Operator. As One Stop Operator, Kitsap County manages the services to participants and employers. All direct services to customers are provided by contractors who are selected through a competitive request for proposal process. The current contractors consist of Employment Security Department, Kitsap Community Resources and Olympic Educational Services District.
Pac. Mtn	PacMtn WDC is a 501c 3 established by the 5 County Commissions that govern it through an Interlocal Agreement. The Commissioners formed the Pacific Mountain Workforce Development Consortium that includes 1 Commissioner from each county. This group serves as the Chief Local Elected Official and holds responsibility for those duties. The Consortium specifically: authorizes the PacMtn WDC Board of Directors; appoints PacMtn WDC Board members; approves PacMtn WDC budget and strategic plan, working on the recommendation of the WDC Board. The PacMtn WDC Board sets operational policy, recommends approval of the budget and strategic plan and provides fiscal oversight for the operation. The Board has a Youth Council pursuant to WIA and uses a Committee structure established in by-laws that includes an Executive Finance Committee and Ad-Hoc Committees established by charter and as necessary to carry out Board priorities. Operations are carried out by the CEO and her staff who follow the adopted strategic plan, policy direction and budget constraints established by the Board of Directors. PacMtn both contracts and maintains its own staff to deliver services deemed necessary to carry out the work.
Northwest	The full 27 member Board (Northwest Workforce Council- 'the Council'), which meets quarterly, is responsible for oversight, including management accountability, of the Workforce Development System in the Northwest Workforce Area. The Council uses an active committee structure that provides systematic processes to set policies, fashion strategies, foster interagency cooperation, and oversee the implementation of comprehensive strategic and operational plans for economic and human resource development. Each member also serves on one standing committee, in addition to each Council member's seat on the full Council.
Snohomish	Workforce Snohomish's Chief Local Elected Official appoints our board. Our 35 member board is comprised of 50% industry. The remaining board members are comprised of community based organizations, Employment Security, higher ed, and economic development. Our board is engaged and invests in the workforce system community. Less than 50% of our funding is WIA, so our board oversees the workforce system for other types of funding, as well. The CEO/President oversees the operations of the county workforce system.

WDC	Description of Governance
Seattle - King County	The Workforce Development Council of Seattle-King County (WDC of SKC) was established as a 501c3 in 2000 by the local Chief Elected Officials, the King County Executive and the Mayor of Seattle. It is led by the Board of Directors with a private-sector majority and governed by structure set forth in by-laws. The Council has two classes of members: (a) voting and (b) non-voting and all members serve on a voluntary, non-salaried basis. The nonvoting members of the Council are members of the Youth Council and are appointed by the Board of Directors in cooperation with the chief elected officials. The duties of the Council include, but are not limited to, developing a local plan in partnership with the Chief Elected Officials, selecting one-stop operators and service providers, developing a budget, accepting donations and grants, soliciting and expending monies, entering into agreements with the Chief Elected Officials, and entering into contracts. An active committee structure is in place to initially review actions and make recommendation to the full board. Each member is required to serve on one of the committees. Operations are conducted by the CEO and her staff as directed by the Council, state and local strategic plans, and policies. The WDC of SKC is not a service provision agency but, instead, uses competitive procurement processes to identify contractors. Effective monitoring processes are used to evaluate those agreements and service delivery.
Workforce Central	WorkForce Central was formed in 1982 as a result of a Government Interlocal Agreement between the Pierce County Government and City of Tacoma. WorkForce Central Executive Board, comprised of co-chairs County Executive McCarthy and City of Tacoma Mayor Strickland, County Councilman Talbert, City of Tacoma councilman Lonergan and the WDC Chair Eric Hahn from General Plastics meet monthly to provide leadership, oversight, and direction – the co-chairs have fiduciary responsibilities for all WIA and non-WIA funds that WorkForce Central, administers. The Pierce County WDC – all members are appointed by the WorkForce Central Executive Board – the WDC works hand in hand with the Executive Board to jointly and fully implement WIA. The WDC meets about six to seven times per year. Investment and policy decisions need to be approved by both parties.
SouthWest	The SWWDC has a full council of 42 members, an executive committee of 9 members and the Executive Board of County Commissioners. Each of these groups has specific authorities which are outlined in our bylaws.
North Central	Within the framework of the Elected Officials Interlocal Agreement and Joint Authority Agreement between the Board and Elected Officials, The Board operates with three planning and oversight committees, organized by the Grant/Adams, Chelan/Douglas and Okanogan labor markets. These Committees recommend Board decisions. All board members serve on the labor market P & O committee where they reside. These committees review and recommend priorities, budgets and oversee outcomes within their respective labor market. P & O Committees also recommend One Stop Operator selection, agreements and certification for any Center in their respective labor market. Each Committee tackles a section of the Four Year Local Plan. Also, Executive and Audit Committees. The Board governs the Area's fiscal agent, SkillSource, a Washington Non-Profit Corporation and generally practices the Carver Governance Model. The Elected Officials concur with the Local Plan and Executive and Service Delivery Budgets.
South Central	Develop five year strategic and operational plan for the review and concurrence by the Consortium of Commissioners. Develop annual budgets for itself and for the programs to be approved by Consortium of Commissioners. Sets policy guidance and direction on all matters pertaining to the provision of services under the WIA. Monitors and evaluate the training programs operated within the Workforce Development Area. The SCWDC board of directors s provide oversight to the activities of staff, and the Annual Budget, and provide guidance and supervision to the Executive Director. SCWDC select workforce service providers and training providers – final approval by the consortium of counties. Procure audits of funds. Final audits approved by Consortium of Commissioners. Procure and maintain fixed assets and expendable supplies necessary for program operation. SCWDC is designated as the local grant sub recipient and local fiscal agent. The SCWDC shall perform all of the functions assigned by the WIA to the local grant sub recipient and local fiscal agent. SCWDC recruits and recommends appointments to Commissioners. Commissioners make appointments.

WDC	Description of Governance
Eastern Washington Partnership	Our Board has the following committees: Executive, Quality Assurance, Administrative, Business Services, and the Youth Council. For the most part, items that need to be decided by the board are initially taken up in the appropriate committees of the board (Administrative, Quality Assurance, Business Services, and Youth Council). The committees develop recommendations on actions to the full board. Minutes of all committee meetings are taken and distributed to the entire board prior to the meetings of the entire Council,. The committees then report out on the content of their meeting along with whatever recommendation they are making. After the committee chair reports out there will generally be a motion on the recommendation, an opportunity for further discussion and then a vote by the entire board. The Council approves the selection of service providers, policies, selection of one-stop operators, strategic and operational plans, awarding of contracts, etc.
Benton-Franklin WDC (BF-WDC)	BF-WDC's governance is set forth in its board-approved by-laws. Beyond its bylaws, there are no external polices that informs board actions or operating procedures. However, except for matters prescriptively falling within the purview of one of three standing committees—e.g., youth committee—historically, all other matters are addressed within the Executive Committee. The Executive Committee has oversight of all committee actions, and is vested with broad discretion with respect to which matters require full board review and approval. While the full Council can initiate discussion and take action not previously worked through the committees, most Council decisions and formal actions are taken based on the work and recommendations provided to the full Council through the committee structure. *Continued in handout
Spokane Area	Our board has two primary decision making bodies, the Full Council comprised of the members indicated under state and federal local workforce investment board certification requirements, and the Executive Committee of the board comprised of six business, two local elected officials, and one labor representative. The Executive Committee functions as the board of our nonprofit corporation and has responsibility for decision making involving operational budgeting and funding, i.e., approving annual budget, acceptance of grant funds, and awarding of contracts for services. The Full Council has responsibility for strategic and local workforce system planning, system design and implementation, and program oversight.