WASHINGTON STATE

"OPERATIONS" PLAN
FOR
TITLE I-B
OF THE WORKFORCE INVESTMENT ACT
AND
WIA TITLE III WAGNER PEYSER

JUNE, 2000

JULY 1, 2000 TO JUNE 30, 2005

Table of Contents
June, 2000

I. Plan Development Process 1
II. State Vision and Goals 8
III. Assessment 16
A. Market Analysis 16
B. State Readiness Analysis 16
1. Leadership 16
2. Services 32
3. System Infrastructure 38
C. Assessment of Strengths and Improvement Opportunities 49
IV. Strategies for Improvement 52
A. Leadership 56
B. Services 57
C. System Infrastructure 88
V. Performance Management 91
VI. Assurances 95
VII. Attachments and Appendices
A. Attachments
1. CDC Functional Hierarchy Diagram
2. Best Practices with Functional Glossary
3. Revised Code of Washington (RCW) 28C.18.020(1991)
4. Criteria for Appointment of Local WDC Members
5. Funding Chart

6. **Procurement and Selection of Service Providers(draft)**

7. **Transitional Youth Procurement Option (draft)**

8. **Complaint and Grievance Policy(draft)**

9. **Current Employment and Statistics Information**

10. **Washington State Memorandum of Understanding**

11. **Eligibility and Priority for Service Policy**

12. **Rapid Response Policy**

13. **Ten Required Youth Elements**

14. **Youth Eligibility and Intake (draft)**

15. **State Improvements Employment Statistics System**

16. **Services, Knowledge, Information Exchange System**

17. **Wagner Peyser Agriculture Submissions Plan**

B. Appendices

Appendix A – Consultation Process for Developing the State Plan for the Carl D. Perkins Vocational and Applied Technology Act

Appendix B – Consultation Process for Developing the State Plan for Adult and Family Literacy

I. Plan Development Process:

State Unified Plan

For the year 2000, the Washington State Unified Plan includes the state Strategic Plan for the Workforce Development System and the following program operating plans: the Workforce Investment Act (WIA) Title I-B and Wagner-Peyser State Plan, the Carl D. Perkins Vocational and Applied Technology Education Act State Plan, and the State Plan for Adult and Family Literacy. [The Perkins Plan and the State Plan for Adult and Family Literacy were sent to the U.S. Department of Education under separate cover.]

The state Strategic Plan consists of assessments of the economy, the workforce, and the workforce development system; a description of the workforce development system performance accountability system and the goals, objectives, and strategies for the workforce development system.

I.A. Describe the process for developing the State Plan (including a timeline) that ensures meaningful public comment. Include a description of the Governor's and the State Board's involvement in drafting, reviewing and commenting on the Plan. What actions did your State take to collaborate in the development of the State plan with local elected officials, local workforce boards and youth councils, the business community (including small businesses), labor organizations, educators, vocational rehabilitation agencies, and the other interested parties, such as service providers, welfare agencies, community-based organizations, transportation providers and advocates? (§§111(g), 112(b)(1), 112(b)(9).)

The first discussions for developing the state Unified Plan began in August 1998 after the passage of the Workforce Investment Act of 1998. In September of 1998, Governor Gary Locke established a *Working Group on WIA* for the purpose of making recommendations to him for implementing the Act. The Governor asked the group to suggest options to meet the following goals:

- Develop a unified state and federal workforce development plan that establishes a coherent policy for the state serving youth, adults, disadvantaged, dislocated, incumbent and other workers. The plan should integrate state workforce strategies with state economic development strategies.

- Ensure a smooth and coherent transition to the new system.

- Establish a governance system that is responsive to employers and employees as customers and has the leading role of both business and labor.

- Establish a set of common performance measures tied to the unified plan for the entire workforce development system.

The Working Group on WIA included state and local leaders, including business, labor, Washington State House of Representatives, Washington State Senate, Washington Association

of Counties, U.S. Department of Labor Region X, Office of Financial Management, Office of Adult Literacy, city, regional and state economic development offices, Division of Vocational Rehabilitation, secondary and postsecondary vocational education, apprenticeship, Service Delivery Area Directors, a Private Industry Council Chair, Job Service Center managers, the Employment Security Department (ESD), the Workforce Training and Education Coordinating Board (Workforce Board) and representatives of community-based organizations in western and eastern Washington.

The working group divided itself into five study groups to examine: the WorkSource (i.e., One-Stop) delivery system required under the Act; the State Unified Plan option; local decisions and planning; linkages with economic development; and simplifying administration for the delivery system and for customers. The working groups met frequently between September and December 1998, developing policy drafts and soliciting broad public comment from among stakeholder groups.

The Working Group on WIA proposed options that helped the Governor to frame executive request legislation in January 1999. The Working Group's recommendations influenced request legislation and ultimately influenced the wording in Executive Order No. 99-02 signed by the Governor on September 17, 1999. The executive order calls for the Workforce Board, in partnership with the operating agencies and private career schools and colleges, to develop and maintain a state unified plan. The executive order states:

> The purpose of the unified plan is to promote universal access to employment and training programs, and simplify them so that state employment and training customers can better obtain these services. The Workforce Board shall utilize the unified planning process to better integrate federal and state employment and training programs. The Unified plan shall encompass the strategic comprehensive plan described in RCW 28C.18, as well as the operating plans developed by the administering agencies that are consistent with the strategic plan. The strategic plan shall include:

- Assessments of our state's employment opportunities and skills needs, the present and future workforce, and the current workforce development system.
- Goals and strategies for improving the workforce development system.
- A description of the performance management system for workforce development.
- Goals, objectives and strategies to address the challenges articulated in section 2 of this order.

Section 2 of the Executive Order No. 99-02 states:

> The Workforce Board shall work in partnership with business, labor, local WDCs, and state operating agencies to develop goals, objectives, and strategies to address the following challenges:

A. Close the gap between the need of employers for skilled workers and the supply of Washington residents prepared to meet that need.

B. Enable workers to make smooth transitions so they fully benefit from the new, changing economy. The board shall develop a coherent dislocated worker strategy that includes incumbent worker training.

C. Assist disadvantaged youth, persons with disabilities, new labor market entrants, recent immigrants, and low-wage workers in moving up the job ladder during their lifetimes by developing a wage progression strategy for low–income workers. Specific progress should be made in improving operating agencies and reducing the earnings gap facing people of color, adults with disabilities, and women.

On August 24, 1999, the Interim Chair of the Workforce Board asked Board members to volunteer to lead workgroups to identify objectives and strategies necessary to address the Governor's three challenges described above. The Chair asked that the results of the workgroups be part of the state's Unified Plan. The Chair also asked that workgroup representation reach beyond the Board to bring in operating agency staff, representatives of local workforce investment areas, and WorkSource partners. Each workgroup and its invited representation is listed below:

Closing the Skill Gap Work Group

We will close the gap between the need of employers for skilled workers and the supply of Washington residents prepared to meet that need.

Chair:
Board member: the Executive Director of the State Board for Community and Technical Colleges.

Individuals on the committee were representatives from the following agencies invited to participate:
University of Washington Northwest Policy Center, Sharp Micro Electronics, Clark College, the Office of the Superintendent of Public Instruction, the Principals' Association, Apprenticeship and Nontraditional Employment for Women, Federation of Private Vocational Schools, Labor and Industries (Apprenticeship Division), Northwest Food Processing Association, Business Computer Training Institute, the Washington Association of Vocational Administrators, the Washington Association for Career and Technical Education, Seattle/King County Building and Construction Trades, representative of Private Vocational Schools, Association of General Contractors, representative of the software industry, representative of the BioMed/Biotech Association, American Electronic Association, Washington State Hospital Association, Service Delivery Area Directors' Association, representative of the Pacific Mountain Private Industry Council, WorkSource, IBEW, Vulcan NW, the Department of Social and Health Services, the Department of Community Trade and Economic Development, ESD, and the Workforce Board.

Incumbent and Dislocated Workers Work Group

To enable workers to make a smooth transition so they may fully benefit from the new, changing economy, with a coherent dislocated worker strategy that includes incumbent worker training.

Co-chairs:

Two Board members: the President of the Association of Washington Business and the President of the Washington State Labor Council.

Individuals on the committee were represented from the following agencies invited to participate:

The Aerospace Machinists District Lodge 751, a Private Industry Council Service Delivery Area Director, the Chair of the Seattle-King County Private Industry Council, the Spokane Chamber of Commerce, the Bellingham Chamber of Commerce, a private vocational school representative, a representative of the City of Seattle's Economic Development Division, Sno-Net and Snohomish County WDC, a representative of a Senior Community Service Employment Program, the Seattle's Carpenter's Union, the State Board for Community and Technical Colleges, the Department of Community Trade and Economic Development, the Governor's Executive Policy Office, and the Workforce Board.

Low Income Wage Progression Work Group

To assist disadvantaged youth, persons with disabilities, new labor market entrants, recent immigrants, and low-wage workers in moving up the job ladder during their lifetimes by developing a wage progression strategy for low-income workers. Specific progress will be made in improving operating agencies and reducing the earnings gap facing people of color, adults with disabilities, and women.

Co-chairs:

The Secretary of the Department of Social and Health Services and the Commissioner of ESD (Board member).

Individuals on the committee were represented from the following agencies invited to participate:

Four Workforce Board members, the director of a rural eastern Washington Private Industry Council, director of a western Washington rural Private Industry Council, the Private Industry Council Chair of a urban Service Delivery Area, the director of Washington state's Job Training Partnership Act (JTPA) Title IV-A Migrant Seasonal Farmworker grantee agency (Yakima Valley Occupational Industrialization Center), the director of the Cascades Job Corps Center, a representative of the JTPA Title IV-A native Americans Program, a director of a community-based organization, the Office of Port Jobs, the Seattle Housing Authority, the King County Housing Authority (HUD Employment and Training grant recipient), the director of a community-based organization that is the local grant recipient for Community Services Block Grant funds directed to employment and training activities, the Office of Adult Literacy, the State Board for Community and Technical Colleges, the Department of Social Services, ESD, the Governor's Executive Policy Office, and the Workforce Board.

In all, more than 70 business, labor, and workforce development agency staff from across the state participated on the workgroups which met in September, October, and early November to

hear from national and local experts and to craft proposed recommendations. The work groups used electronic mail to share drafts and offer comment. On October 18, 1999, the Workforce Board heard progress reports from the chairs of the three workgroups. The work group chairs addressed the skill gap, incumbent and dislocated worker training and low-income wage progression challenges described in Governor Locke's executive order on workforce development. On November 10, 1999, the workgroup chairs provided the Workforce Board a review of workgroups' efforts to develop goals, strategies, and objectives for the state strategic plan for workforce development.

Among the proposed objectives that came from the groups are:

- Increasing the number of young people who act on career opportunities through vocational-technical education.
- Increasing the responsiveness of workforce development programs to the labor market.
- Increasing capacity of training institutions and apprenticeships.
- Creating industry panels around skill cluster that cut across industries.
- Preventing dislocation by expanding training for currently employed workers.
- Ensuring those services provided to dislocated workers are coordinated and customer friendly.
- Helping kids stay in school.
- Helping disadvantaged people find and retain work.

The Workforce Board's Interagency Committee subsequently met on November 12 and November 18, 1999, to develop a more focused list of objectives and strategies. Workforce Board and Interagency Committee representation:

Washington State Labor Council
Association of Washington Business
Office of the Superintendent of Public Instruction
State Board for Community and Technical Colleges (SBCTC)—Workforce Education
SBCTC—Office of Adult Literacy
DSHS—Division of Vocational Rehabilitation
Governor's Policy Office
Workforce Development Executives of Washington
Department of Community Trade and Economic Development
Perry Technical Institute (Private Career Schools)
Employment Security Department—Policy and Communications
Employment Security Department—Employment and Training Division
DSHS - Economic Services Administration/Office of Planning and Research
Workforce Training and Education Coordinating Board

Staff of the Workforce Board worked in cooperation with ESD staff to write the initial draft of the State WIA Title I-B Plan. On December 14, 1999, the members of the Workforce Board met to discuss the draft plan and to instruct staff of their desired changes and additions.

State WIA Title I-B and Title III Plan Development Timeline

December 18, 1998

The Governor's *Working Group on WIA* submits its report to the Governor Gary Locke with recommendations on WIA implementation including support for a state unified plan. See page 2 of this plan for a list of stakeholder groups who participated on the Governor's *Working Group on WIA*.

March 9, 1999

The Workforce Board is designated to function as the state Workforce Investment Board.

March through September 1999

The Workforce Board provides the Governor with policy advice concerning WIA regional designations, WDC membership criteria and functions, and state guidelines for developing the local area strategic plan for the workforce development system. The Workforce Board worked with ESD to advise the Governor on the state guidelines for developing the local area WIA Title I-B operations plan.

September 17, 1999

Governor Gary Locke issues Executive Order No. 99-02 offering instructions on the development of a state unified plan that includes the state's WIA Title I-B and Title III Plan.

August through November 1999

ESD staff organize workgroups to recommend WIA operational policies including youth services policies.

September 19 through November 4, 1999

The Workforce Board established three work groups to develop objectives and strategies to address the Governor's three goals for the workforce development system. Each work group held three meetings and used electronic mail to share drafts and offer comment. In all, more than 70 business, labor, and workforce development agency staff from across the state participated on the workgroups.

November 14 and 19, 1999

The Workforce Board's Interagency Committee meets to refine the objectives and strategies to advance the three Governor's goals. The Committee is made of business and labor representatives and other stakeholders. See pages 3-4 of this plan for a list of the stakeholder groups represented on the Interagency Committee.

December 7, 1999

Draft State WIA Title I-B and III Plan is delivered to Workforce Board members for their continued review. On the same day, drafts of the plan were shared with WDCs and with the Region X Office of the U.S. Department of Labor.

December 14, 1999
Workforce Board meets to discuss the plan, identify needed changes and additions, and adopt to plan as a draft.

January 1 through January 28, 2000
Public forums and meetings are held for comment on the draft state Strategic Plan and the draft state WIA Title I-B and Title III plan. In All, over 130 individuals, including business and labor representatives participated in the public forums.

February 18, 2000
The Workforce Board's February meeting included presentations on local WIA implementation by the Chair of the Clark County Commissioners, the interim Director of the Seattle-King County Workforce Development Council, and the Executive Director of the Pacific Mountain Workforce Development Council.

March 17, 2000
The Workforce Board adopted the state WIA plan and forwards its recommendation to the Governor. The Workforce Board's March meeting included presentations on local WIA implementation by the Chair of the Snohomish Workforce Development Council, the Executive Director of the Benton-Franklin Workforce Development Council and the president of Pierce College (a member of the Pierce County Workforce Development Council).

By March 31, 2000
State WIA plan approved by the Governor.

By March 31, 2000
State Strategic and WIA Operations plans submitted to the U.S. Department of Labor.

I.B. Description of the public review process for Washington State's Unified Plan for the Workforce Development System and assurance that the comments received were considered in the plan development process.

In January 2000, the Workforce Board, ESD, and the State Board for Community Colleges' Office of Adult Literacy conducted a public review of Washington State's Unified Plan for the Workforce Development System. Four component plans make up the "Unified Plan:"

- State Strategic Plan for Workforce Development
- State Plan for Adult and Family Literacy
- Carl D. Perkins Vocational and Applied Technology Education Act State Plan
- WIA Title I-B and Wagner-Peyser State Plan

The public review process included a request for comment at a series of public forums and a multi-site videoconference, requests for written comment, and a customer survey.

The Board advertised the public review process in newspapers and over an electronic mail network.

Announcements were e-mailed to an extensive list of stakeholders in the workforce development system, informing them of the review process and the public forum times and locations. E-mail recipients were asked to forward the announcements to still other stakeholders. The Unified Plan was placed on the Workforce Board's web page.

Public forums were held in Spokane, Vancouver, Seattle, and Pasco. In most locations, Workforce Board members presided over these public meetings. The videoconference was conducted (using the K-20 system) from Lakewood/Tacoma, with down link sites in Bellingham, Walla Walla, Wenatchee, and Yakima.

In all, 131 people attended the public forums or the videoconference. Attendees represented a wide variety of stakeholders including elected officials, local Private Industry Council/Workforce Development Council (WDC) directors and members, union members, central labor council members, apprenticeship coordinators, community based organization representatives, community college faculty and administrators, private vocational school owners, state agency staff, K-12 teachers and administrators, and business leaders.

The public review process also included the distribution of a customer survey form with questions specific to the Strategic Plan component of the Unified Plan for Workforce Development. In all, 27 surveys were completed and returned.

The written feedback received on the state Unified Plan was shared with the Workforce Board on February 18, 2000. Among the letters shared with the Workforce Board were the letters of comment received by the Workforce Development Executives of Washington and the Washington State Labor Council. The Workforce Board and ESD gave the public comments careful consideration as it developed the final plan. Examples of topic areas of the plan that were revised and improved based on the public comment process include rapid response services to dislocated workers, WIA program coordination with apprenticeships, memorandums of understanding, and reciprocity for Individual Training Accounts (ITAs).

Appendix A and B of this plan includes summaries of consultation processes used in the development of the State Plan for Adult and Family Literacy and the Carl D. Perkins Vocational and Applied Technology Education Act State Plan.

II. State Vision and Goals:

II.A. What are the State's workforce development goals?

Three critical challenges that are the State's broad goals for workforce development:

- To close the gap between the need of employers for skilled workers and the supply of Washington residents prepared to meet that need.

- To enable workers to make smooth transitions so they may fully benefit from the new, changing economy. The board shall develop a coherent dislocated worker strategy that includes incumbent worker training.

- To assist disadvantaged youth, persons with disabilities, new labor market entrants, recent immigrants, and low-wage workers in moving up the job ladder during their lifetimes by developing a wage progression strategy for low-income workers. Specific progress should be made in improving operating agencies and reducing the earnings gap facing people of color, adults with disabilities, and women.

Meeting these three challenges also requires addressing a fourth challenge: the challenge of integrating services provided by separately-funded workforce development programs so that we can provide the best possible service to our customers. It is the goal in Washington state to make the vision of WorkSource a reality so that workforce development programs are customer-friendly, broadly accessible, and fully committed to Continuous Quality Improvement (CQI). Key strategy: Establish WorkSource as the common entry point for the state's workforce development programs.

The **State Strategic Plan for Workforce Development** sets forth 4 goals and 10 objectives to meet the challenges identified by the Governor. They are the goals and objectives that the system should work to accomplish over the next five years. These goals and objectives are charted below. For a complete description of the "Map for Progress: Goals and Objectives for Workforce Development," refer to pages 93 through 124 in Chapter 5 of the State Strategic Plan for Workforce Development.

Challenge One: Skills Gap

Goal 1: To close the gap between the need of the employers for skilled workers and the supply of Washington residents prepared to meet that need.

Objective 1.1: Create private-public partnerships to enable individuals to move up job and career ladders throughout their lives.

Objective 1.2: Increase the number of young people who understand and act on career opportunities available through vocational-technical education and training programs.

Objective 1.3: Increase the capacity of high schools, community and technical colleges, and apprenticeship programs to provide high quality workforce education and training programs.

Challenge Two: Incumbent and Dislocated Worker Training

Goal 2: To enable workers to make smooth transitions so that they, and their employers, may fully benefit from the new, changing economy, by putting in place a coherent strategy for dislocated and incumbent worker training.

Objective 2.1: Expand customized incumbent worker training in order to increase economic competitiveness and prevent dislocation.

Objective 2.2: Enhance business expansion and retention strategies.

Objective 2.3: Establish a coherent, flexible, and accessible dislocated worker service strategy.

Challenge Three: Wage Progression

Goal 3: To assist disadvantaged youth, persons with disabilities, new labor market entrants, recent immigrants, and low wage workers in moving up the job ladder during their lifetimes by developing a wage progression strategy for low-income workers. Specific progress will be made in improving operating agencies and reducing the earnings gap facing people of color, adults with disabilities, and women.

Objective 3.1: Keep kids in school.

Objective 3.2: Assist unemployed individuals to gain and retain employment.

Objective 3.3: Increase training for low-income workers.

Challenge Four: Facilitate the Integration of Workforce Development Programs

Goal 4: To make the vision of WorkSource a reality so that workforce development programs are customer-friendly, broadly accessible, and fully committed to Continuous Quality Improvements (CQI).

Key Performance Measures

1. The percentage of total employers using WorkSource.
2. The percentage of total workers using WorkSource.
3. WorkSource customers perception of seamlessness as evidence by survey responses.

II.B. Provide a vision statement for the state's workforce development system.

Workforce Development System Vision

Washington State's vision is a workforce development system that offers every Washingtonian access to high quality academic and occupational skills education throughout his or her lifetime, effective help to find work or training when unemployed, and the personalized assistance to make progress in the labor market.

As we approach 2005, Washington State can anticipate a future where all Washingtonians, including disadvantaged youth, persons with disabilities, new labor market entrants, recent immigrants, and low-wage workers are increasingly successful because they are able to: (1) access high quality academic and occupational skills education; (2) enter employment offering wage progression opportunities; and, if ever dislocated from work, (3) transition into new and challenging work as the economy changes.

Please refer Section III.B.2.b. of this plan and to the section below for a description of how services conducted and coordinated by WorkSource partners will contribute toward accomplishing this vision.

The WorkSource Delivery System Vision:

The One-Stop Career Development System (WorkSource) is the trusted source for employment and training services in Washington State. A comprehensive network of state and local programs meets customer needs and offers seamless, high-quality service. A common look and feel to the system make it familiar and easily accessed wherever it is located.

One-Stop (WorkSource) Center staff is focused on providing friendly, compassionate service, while getting results. A shared set of core competencies weaves together individual specialties, allowing for a wide variety of services to be offered in a consistent, coordinated, and efficient manner. Staff create and maintain excellent working relationships with community members, and are responsive to their needs. Customer choice and labor market demands drive the information and services they provide.

WorkSource has been developed as Washington State's vision of WIA Title I-B one-stop service delivery system.

This system contributes to the Governors vision for the system in that it is a comprehensive and integrated interface that allows both employers and jobseekers easier access to workforce services and information through WorkSource Centers and affiliate sites.

Worth noting is the strength of the system that comes from those who work in administering, managing, and delivering services every day. These employees have committed to the vision of a more customer responsive way to deliver services. Enormous amounts of time and energy have been spent and will continue to be spent on making this system work for the customer. The commitment to learning, adapting, creating partnership approaches has been a testament to their dedication to make these federal programs work in the context of the larger workforce development system.

There are currently 13 WorkSource Centers across the state. At least six more centers will be in operation by June 2000. Affiliate sites, that serve special populations, are also electronically linking to the system. And self-service sites, called WorkSource Connections, are offered at all Centers, Affiliates and other public and private organizations for customers needing limited assistance. The Internet further broadens self-service into the home.

WorkSource Centers and Affiliates will enable workers, including dislocated workers, to fully benefit from the new economy. At Centers, job seekers have free use of computers, copiers, faxes and other career and training resources. They have access to job databases and workshops on how to get and keep a job. They can find out about occupations in demand and get connected to retraining opportunities.

Businesses can connect with qualified workers with the skills that meet their needs. At a center, businesses can take advantage of computer job matching services, get assistance with recruitment and layoffs, and have access to electronic resume banks, labor market information and retraining resources.

Populations with special needs are assisted through the connectivity of partner programs that make up WorkSource Washington. Targeted programs which serve populations with special needs include WorkFirst, Re-employ Washington Workers, Welfare to Work, Vocational Rehabilitation, and others. ESD is responsible for WorkSource implementation at the state level.

By the end of this planning period, WorkSource Washington should have a "common look and feel" across the state, making it easily recognizable to employer and job seekers. It will provide universal access to all segments of Washington's labor force, customer choice on services and methods for accessing them, integrate programs and services and provide clear outcomes to measure customer satisfaction.

Wagner-Peyser Act services are fully integrated into WorkSource Washington. Wagner-Peyser funded staff are housed along with staff from other programs at each of the WorkSource Centers. They are also participating through WorkSource Affiliates as is necessary and appropriate. Some Affiliates and WorkSource Connections may be supported by Wagner Peyser by means other than staff (e.g., computer resources). Wagner-Peyser supported labor exchange services serve as the cornerstone of the WorkSource system. Activities are concentrated into efforts that support self-service, facilitated self-service, and core services for job seekers and employers.

A copy of the Service Delivery Design for the WorkSource Centers, entitled CDC Functional Hierarchy Diagram is attached (Attachment 1). As you can see from the chart, the functions that should be present in a Center are displayed. Also attached is a Best Practices document, which includes a glossary (Attachment 2), describing the function and role of each box in the functional hierarchy diagram.

The assumption of the design is that the materials developed at the state level will be adapted to the local situation. It is expected that staff from all partners will participate in the local customer flow design of the Centers. Specific roles of each partner agency will be described in the Memorandum of Understanding (MOU). In Affiliate sites, it is expected that customer flow will be defined for the partners in the facility. Local staff of many partner programs have participated in cross-training sessions which allowed for presentations on one-stop system concepts and

customer service improvement approaches. Staff locally are focusing on orientations to each other's programs, developing improved systems of greeting and moving customers through the most appropriate service components within the system. Providers are working on developing joint approaches to managing customer development plans, finding new ways to increase both effectiveness and efficiency of the system as a whole.

Customers will access services through self-service, staff assisted service, workshops and training classes, and one-on-one staff directed services. The level of service will be based on the needs of the customer as defined by the customer when greeted and assisted as they enter a Center. The greeter will be cross trained and able to direct the customer to all of the resources and programs available to meet the specific needs identified by the customer.

Universal access will be assured through the use of Internet-accessible labor exchange services and core services for both job seeker and business customers who would include anyone protected under non-discrimination laws as well. This access is available not only on home computers, library computers but also in the resource areas of both Center and Affiliate sites. At the Center sites, assistive technology is available based on the needs of the customers. All Centers will have at least one workstation in the resource area with a computer with a larger monitor and track ball and adjustable table. In discussions with staff from the Services for the Blind, it was determined that other assistive technology should be purchased based on the need of the customers. At all sites, translation services will be available upon demand.

Within five years, we expect the customer to enter either Centers or Affiliates and be served by staff in a courteous, competent manner that results in achieving the desired outcomes of the customer. We expect to be well known (greater than the current 15%) by the citizens of Washington as the place to go for employment and training opportunities. Partners will all be paying a proportionate share of the cost of the system and Congress will recognize the need to add infrastructure costs for a combined system.

Chapter 5 of the State Strategic Plan identifies goals and objectives to be accomplished by business, labor, WDCs, and by the state operating agencies (i.e., the Office of Superintendent of Public Instruction, the State Board for Community and Technical Colleges, ESD, and the Department of Social and Health Services). Below is a list of how ESD contributes to the achievement of the state strategic plan objectives that are appropriate to WIA Title I-B Rapid Response services.

ESD will contribute to the goals in the state strategic plan by administering WIA Title I-B Rapid Response services in ways that will effectively support the following priority objectives:

> Enhance business expansion and retention (Objective 2.2) by enhancing an early warning system of possible dislocations and by identifying business and worker needs prior to layoffs and by assisting the Department of Community Trade and Economic Development and other state and local entities to market retention services to at-risk businesses and their workers (Strategy 2.2.1 and Strategy 2.2.3).
>
> Establish coherent, flexible, and accessible dislocated worker services (Objective 2.3) by continuing best practices such as rapid response and labor management committees (Strategy 2.3.1) and other program improvements as identified.

In addition, ESD will contribute in the following ways to the achievement of state strategic plan objectives that are appropriate to Wagner-Peyser services. The Department will contribute in ways that will ensure the success of WorkSource and effectively support the following priority objectives:

> Assist unemployed individuals to gain and retain employment (Objective 3.2.) by working to remove barriers and disincentives to people with disabilities and other populations with unique obstacles to employment (Strategy 3.2.1).
>
> Create private-public partnerships to enable individuals to move up job and career ladders throughout (Objective 1.1) by providing high quality labor market information that enables programs to respond to changes in the labor market and informs students and customers about career opportunities (Strategy 1.1.2).
>
> Return unemployed workers to suitable work in as short a time as possible (Objective 2.3) by putting resources up front so WorkSource front-line services are of high quality and easy for customers to use (Strategy 2.3.2). Wagner-Peyser Act services are fully integrated into WorkSource Washington.

Refer to pages 96 through 127 in Chapter 5 of the Strategic Plan for a complete list of all goals, objectives, and strategies.

WDCs will also contribute to the achievement of state strategic plan objectives that are appropriate to WIA Title I-B services. The Workforce Board has asked the local WDCs to describe in their areas' WIA Title I-B Operations Plan, how services funded under the Youth Activities Grant, Adult Employment and Training Grant, and Dislocated Worker Grant, when coordinated with other workforce development programs, will contribute to the achievement of the following state strategic plan objectives:

- Create public-private partnerships to enable individuals to move up career ladders throughout their lives (Objective 1.1).
- Increase the number of young people who understand and act on career opportunities available through vocational-technical education and training programs (Objective 1.2).
- Increase economic competitiveness and prevent dislocation by expanding incumbent worker training (Objective 2.1).
- Enhance business expansion and retention strategies (Objective 2.2).
- Establish a coherent, flexible, and accessible dislocated worker service strategy (Objective 2.3).
- Keep kids in school (Objective 3.1).
- Assist unemployed individuals to gain and retain employment (Objective 3.2).
- Increase training for low income workers (Objective 3.3).

Refer to pages 96 through 127 in Chapter 5 of the Strategic Plan for a complete list of all goals, objectives, and strategies.

II.C. Identify the performance indicators and goals the State has established to track its progress toward meeting its strategic goals and implementing its vision for the workforce investment system.

Adults	**Baseline**	**Year 1**	**Year 2**	**Year 3**
1. Entered Employment Rate	74%	74%	74%	75%
2. Employment Retention	82%	82%	83%	84%
3. Earnings Gain	$4,121	$4,371	$4,503	$4,638
4. Credential Attainment	69%	69%	70%	71%

Dislocated Workers	**Baseline**	**Year 1**	**Year 2**	**Year 3**
1. Entered Employment Rate	79%	79%	79%	80%
2. Employment Retention	92%	92%	92%	92%
3. Earnings Replacement	93%	93%	93%	93%
4. Credential Attainment	70%	70%	71%	72%

Older Youth	**Baseline**	**Year 1**	**Year 2**	**Year 3**
1. Entered Employment Rate	71%	71%	71%	72%
2. Employment Retention	77%	77%	78%	79%
3. Earnings Gain	$2727	$2900	$3220	$3545
4. Credential Attainment	52%	52%	53%	54%

Younger Youth	**Baseline**	**Year 1**	**Year 2**	**Year 3**
1. Skill Attainment	42%	50%	60%	72%
2. Diploma Attainment	59%	50%	51%	52%

3. Retention Rate	61%	61%	64%	67%

Customer Satisfaction	**Baseline**	**Year 1**	**Year 2**	**Year 3**
1. Participant Satisfaction	75	75	75	75
2. Employer Satisfaction	59	61	63	65

Refer to pages 62 through 85 in Chapter 4 of the State Strategic Plan for the performance indicators and goals the state has established to track its progress toward meeting its strategic goals and implementing its vision of the workforce development system. In addition to federal measures the state has identified five core measures, emphasizing customer satisfaction (see pages 69-71 of the State Strategic Plan for Workforce Development).

III. Assessment:

III.A. Market Analysis.

1. **Describe the key trends that are expected to shape the economic environment of the State during the next five years.**

2. **Identify the implications of these trends in terms of overall availability of employment opportunities by occupation, and the job skills necessary in key occupations. (§112(b)(4).)**

3. **Identify the projected skill development needs by key customer segments.**

Information on economic and demographic analysis is located in the first two chapters of the state Strategic Plan for Workforce Development:

- Chapter 1—Tomorrow's Economy (pages 1 through 15)
- Chapter 2—Tomorrow's Workforce (pages 16 through 31)

III.B. State Readiness Analysis.

B 1. Leadership.

a. State Workforce Investment Board.

i. Describe the organization and structure of the State Workforce Investment Board.

The following statutory references describe the Workforce Board's relevant history and duties with regard to State Workforce Investment Board requirements.

The Washington State Legislature established the Workforce Board in 1991.

The Board's purpose is to provide planning, coordination, evaluation, monitoring, and policy analysis for the state training system as a whole, and advice to the governor and legislature concerning the state training system, in cooperation with the state training system and the higher education coordinating board. [RCW 28C.18.030] (1991)

RCW 28C.18.060 [Board duties] Establish and maintain an inventory of the programs of the state's training system, and related state programs, and perform a biennial assessment of the vocational education, training, and adult education and literacy needs of the state; identify ongoing and strategic education needs; and assess the extent to which employment, training, vocational and basic education, rehabilitation services, and public assistance services represent a consistent, integrated, approach to meet such needs. (1991)

In 1992, Governor Gardner indicated, in correspondence to Congress, that the Workforce Board already performs functions of the Human Resource Investment Council as provided for in amendments to the federal JTPA, P.L. 97-300. The Conference Report indicates that nothing in the amendments is to prevent a state from maintaining a pre-existing body that already performs such functions.

RCW 28C.18.050(3) The board shall provide policy advice for any federal act pertaining to work force development that is not required by state or federal law to be provided by another state body. (1995)

RCW 28C.18.050(4) Upon enactment of new federal initiatives relating to work force development, the board shall advise the governor and the legislature on mechanisms for integrating the federal initiatives into the state's work force development system and make recommendations on the legislative or administrative measures necessary to streamline and coordinate state efforts to meet federal guidelines. (1995)

In 1995, the Washington State Legislature expanded and clarified the duties of the Workforce Board. The Legislature designated the Board to perform the functions of the Human Resource Investment Council as provided for in the federal JTPA, P.L.97-300, as amended. The statute is recorded in RCW 28C.18.050(2). (1995)

In 1999, Governor Gary Locke issued Executive Order No. 99-02. Sec. 1 of the Executive Order directs the following:

> *The Workforce Board (Workforce Board) shall act as the Workforce Investment Board for purposes of the federal WIA of 1998.*

Board Membership: In accordance with RCW 28C.18.020, the Workforce Board consists of nine voting members appointed by the Governor with the consent of the Senate, as follows: Three representatives of business, three representatives of labor, the Superintendent of Public Instruction, the Executive Director of the State Board for Community and Technical Colleges, and the Commissioner of ESD. The Chair of the Board is a nonvoting member selected by the Governor to serve at his pleasure. The Chair shall appoint to the Board one nonvoting member

to represent racial and ethnic minorities, women, and people with disabilities.

The Board is substantially similar to the WIA membership requirements as described in the next section.

ii. Identify the organizations or entities represented on the Board. Describe how each of WIA Sec.111 (b)(1) entities will be involved in planning and implementing the State's workforce development system as envisioned in WIA. How will this alternative entity achieve the State's WIA goals?

Serving as the Acting Chair of the Board for the Governor is the Executive Policy Advisor to the Governor on Workforce Policy.

Representing business on the Board is the President of the Association of Washington Business, the Owner Manager of a small business in Walla Walla, Washington, and the President of Human Resource Solutions and consultant to Sharp Microelectronic of the Americas in Vancouver, Washington.

Representing labor on the Board is the President of the Washington State Labor Council AFL-CIO, the Executive Director of IAM/Boeing Joint Programs, and the Executive Director of Apprenticeship and Nontraditional Employment for Women.

Representing targeted populations on the Board is the Community Actions Director of the Freemont Public Association (a community-based organization). The Executive Director of ANEW and the Freemont Public Association Director have experience with respect to youth activities and expertise in the delivery of workforce development services.

The Commissioner of ESD is a Workforce Board member. ESD is the state's grant recipient for the following programs and activities:

- WIA Title I-B Youth, Adult, and Dislocated Worker Grants
- Wagner-Peyser
- Veterans' Workforce Programs
- Welfare-to-Work
- Trade Adjustment Assistance and NAFTA
- Local Veterans' Employment Representatives/DVOP
- Unemployment Compensation.

The Executive Director of the State Board for Community and Technical Colleges is a Workforce Board member. The State Board for Community and Technical Colleges is the state administrative entity for the following WorkSource programs:

- WIA Title II Adult Education and Literacy programs including English-as-a Second Language programs.

- Postsecondary vocational education programs funded through state and federal funds (Carl D. Perkins Vocational and Applied Technology Act).

- The state funded Worker Retraining Program.

- The state funded Job Skills Program.

The Superintendent of Public Instruction is a Workforce Board member. The Superintendent has experience with respect to youth activities and services. The Office of Superintendent is the state administrative entity for the following WorkSource program:

- Secondary vocational education programs through state and federal funds (Carl D. Perkins Vocational and Applied Technology Act).

At the request of the Governor, the Secretary of the Department of Social and Health Services serves as an additional participating official to inform the Board's work. The Department of Social and Health Services is the state grant administrative entity for the following WorkSource programs:

- Senior Community Service Employment Program funded under Title V of the Older Americans Act.

- Vocational rehabilitation programs authorized under parts A and B of Title I of the Rehabilitation Act (note: the Executive Director of the State Department for the Blind and the Director of the Division of Vocational Rehabilitation serve as advisors to the Board).

- WorkFirst (Washington's Temporary Assistance for Needy Families Program).

The Governor appointed a chief local elected official to serve as an advisor to the Workforce Board to assist in the state's WIA planning and implementation.

As described in state plan development section (Part I above), Governor Gary Locke included House and Senate representatives and a representative from the Washington Association of Counties to be part of the Governor's Working Group for WIA. Throughout the planning process, the Governor and the Workforce Board communicated with the Chief Local Elected Officials in each of the 12 Workforce Investment Areas as he shared his planning and implementation instructions and local council certification criteria with the Chief Local Elected Officials. The Commissioner of ESD and the Executive Director of the Workforce Board traveled to each of the 12 Workforce Areas in the state to meet with the Chief Local Elected Officials and discuss the Governor's agenda for the workforce development system, and to learn about their local WIA planning and implementation perspectives. These on-site visits were completed in the fall of 1999.

As described in Section I of this plan (Plan Development), three workgroups were established by the Workforce Board to address three Governor's challenges for the state's Workforce Development System and to advise the Board on the goals, objectives, and strategies for the state Unified Plan. Representatives of the state's WIA Sec.121 (b)(1) programs were invited to participate on these workgroups including individuals representing:

- WIA Title I-C Job Corp Program (Cascades Job Corps Center, Sedro Wooley, Washington).
- WIA Title I-D Native American Programs (Seattle Indian Center).
- WIA Title I-D Migrant Seasonal Farmworker Programs (Yakima Valley Occupational Industrialization Center).
- Employment and training activities carried out under the Community Services Block Grant (CAMP—a local area CSBG grant recipient in Seattle).
- Employment and training activities carried out by the Department of Housing and Urban Development (Seattle Housing Authority and King County Housing Authority).
- Title V of the Older Americans Act (City of Seattle Division of Social Services).
- Vocational rehabilitation (Division of Vocational Rehabilitation).
- Community colleges (President of Clark College).

As summarized above, each of the entities identified in WIA Sec.111 (b)(1) were directly involved in the planning for the state's workforce development system and connected to its implementation as envisioned in the Act. The use of technology such as electronic e-mail, electronic newsletters, Question and Answers on WIA implementation posted on the Board's internet homepage and extensive mailing list distributions also helped customer groups and WorkSource partners keep informed. The methods of communication encouraged input into the process as the state Strategic Plan and state WIA Title I-B and Wagner-Peyser Plan was developed and "drafts" circulated. Additional information on stakeholder involvement will be added here following the public forums scheduled in January 2000.

To ensure all interested and affected leaders are actively engaged in implementing the strategies of the state Unified Plan, the Workforce Board will be assisted by four entities.

Three task forces will be established: (1) A *Skills Gap Partnerships* Task Force; (2) a *Dislocated and Incumbent Workers* Task Force; and (3) and a *Wage Progression* Task Force. Board members and non-Board members will serve on the teams. The Governor will appoint the non-Board members. The membership composition of the task forces will include the required entities and agencies identified in CFR 661.210(c). All mandatory One-Stop/WorkSource partner agencies will be represented on at least one of the task forces to participate and offer input into the implementation of the plan in order that the States' goals are achieved. Individuals with expertise in the delivery of youth activities, Division of Vocational Rehabilitation, Department of Services for the Blind, and Client Assistance Program representatives will be included in the task forces' membership. Task force members will include state and local

workforce development leaders. Moreover, there will be a strong private sector membership on each task force.

The Workforce Board's task forces will resolve problems as they emerge and work quickly to identify and recommend solutions to the Board. The task forces will address short-term problems rather than ongoing activities.

The work of each task force will include drafting policy recommendations, supporting and highlighting innovation, and jumpstarting initiatives. Task force leaders will report to the Workforce Board on a regular basis to offer progress reports and recommendations.

In addition, as described in Section III.B.2. in this plan, the state will be assisted by the WorkSource Executive Policy Council (EPC) which has been overseeing the development of Washington State's One-Stop (WorkSource) system. The EPC will continue to offer on-going operational guidance to the WorkSource system on: 1) barrier removal at the state level; 2) customer oriented WorkSource implementation; and 3) other WorkSource operational issues such as the development of the Services, Knowledge and Information Exchange System (SKIES).
In order to increase public awareness of this critical initiative, the WorkSource Executive Policy Chair will provide regular reports to the Workforce Board with particular emphasis on relevant policy issues. This will begin in the year 2000 as part of the implementation of WIA.

iii. Describe the process your State used to identify your State Board members.

The process for identifying Workforce Board members is identified in RCW 28C.18.020, (1991) (Attachment 3). The chair of the Board is selected by the Governor to serve at his pleasure. The Chair appoints one nonvoting member representing racial and ethnic minorities, women, and people with disabilities. The three business representatives are appointed by the Governor from nominations provided by a statewide business organization representing a cross-section of industries. The three labor representatives are appointed by the Governor from nominations provided by statewide labor organizations. The nominations and appointments are to reflect the cultural diversity of the state, including women, people with disabilities, and racial and ethnic minorities.

RCW 28C.18.020, (1991) also identifies the Superintendent of Public Instruction, the Executive Director of the State Board for Community and Technical Colleges, and the Commissioner of the Employment Security Department as Workforce Board members. The Superintendent of Public Instruction is a publicly elected office. The Executive Director of the State Board for Community and Technical Colleges is appointed by the Board of the state's community and technical colleges. The Commissioner of the Employment Security Department is appointed by the Governor.

The tri-partite voting makeup of the Board was specifically designed by the Washington State Legislature to ensure the strong voice of the customer in the design and development of state workforce development system policy. The voting make-up was recommended in 1990 by a blue ribbon advisory committee consisting of legislators, business, labor, education and training agencies, Private Industry Council representatives, and community-based organizations. The tripartite makeup of the Board and its strong inclusive approach to policy development will

enable the state to achieve the goals, objectives, and strategies of Washington's State Unified Plan and the goals Congress has for WIA.

iv. Describe how the State Board will carry out its functions.

The Workforce Board assists the Governor by performing the functions listed in Sec.111(d) which include:

1. Developing and maintaining a State Unified Plan using a broad collaborative process.

2. Reviewing and making recommendations to the Governor concerning the operating plans of the agencies that administer programs of the state Workforce Development System to ensure consistency with the state strategic comprehensive plan.

3. Developing and implementing a performance management system for Workforce development, including the evaluation and data responsibilities described in RCW 28C.18 and the performance accountability system described in P.L.105-220, in partnership with the operating agencies and local WDCs. The system shall be built upon policies, processes, and interagency agreements that embody the state's Performance Management for Continuous Improvement system. Assessing the workforce development system using this performance management system. [Executive Order 99-02]

4. Developing linkages in order to assure coordination and non-duplication among the WorkSource programs.

5. Reviewing local area Unified Plans and recommending local plan approval to the Governor.

6. Serving as the state's designated eligible recipient agency for Perkins III. Developing the Year 2000 State Perkins Plan.

7. Recommending to the Governor the designation of Workforce Investment Areas.

8. Recommending to the Governor the certification of local WDC's.

9. Recommending to the Governor, through this plan, the allocation formulas for the distribution of funds for WIA Title I-B Youth Activities Grant and Adult Employment and Training Grant.

10. Preparing an annual WIA Title I-B Program report to the U.S. Secretary of Labor including information on the status of the state evaluations for the Workforce Development System.

11. Assisting ESD in its work to develop a statewide employment statistics system.

12. Developing possible future applications for incentive grants available under WIA Sec. 503. Establishing an incentive fund for the workforce development system and recommending to the Governor criteria for rewarding local WDCs and programs that produce exemplary results.

v. How will the State Board coordinate and interact with the local WDCs? (§112(b)(1).)

Governor Gary Locke's Executive Order No. 99-02 calls for the Workforce Board to:

> *Work in partnership with local WDCs to develop a state unified plan. Local WDCs shall provide input to the Workforce Board in developing the state unified plan, which will thereby articulate their local strategies and needs.*

The Workforce Board is encouraging members of the WDCs (both new and grandfathered entities) to continue their involvement in the state's Unified Plan development. On December 7, 1999, the state plan "draft" was circulated to the WDCs seeking input. On January 6, 2000, the plan was opened for a public review process through an extensive announcement process that reached over 1000 individuals in 38 associations or groups. The Workforce Board will coordinate its public forums schedule on the state plan with ESD, the Office of Adult Literacy, Chief Local Elected Officials, and WDCs.

The Workforce Board and ESD will involve the local councils in the state's WIA planning and policy development and encourage local WDCs to continue effective practices.

Governor Gary Locke's Executive Order 99-02 instructs the local WDCs to develop and maintain a local unified plan that includes a strategic plan that assesses local employment opportunities and skill needs and goals, objectives, and strategies for the local workforce development system. This expanded role for the local councils will make it possible, for the first time, for the state Workforce Board to have a regional policy and planning counterpart. An entirely new state-to-local and local-to-state strategic planning relationship is being formed. During September through December 1999, staff to the Workforce Board offered assistance to members of new councils and re-created councils as these community leaders laid the foundation work for their local area strategic and program operations plans. This assistance will extend into the spring of 2000.

ESD staff and Workforce Board staff attend the monthly planning meetings of the Workforce Development Executives of Washington. The state's Performance Management through Continuous Improvement sought local advice from WDC staff as state WIA Title I-B accountability policies were drafted.

To support the WDCs, the state Workforce Board offered its staff's expertise in strategic planning. The assistance offered included telephone, electronic and/or direct on-site assistance. On-site assistance by Workforce Board staff was provided to five of the 12 WDCs. These services included planning meeting design, facilitated group activities, review of plan drafts and public input support. The remaining seven WDCs received on-site visits to discuss needs, clarify process issues and develop planning strategies. All 12 WDCs and Chief Local Elected Officials received a resource binder prepared by Workforce Board staff.

vi. How will the State Board ensure that the public (including people with disabilities) has access to Board meetings and information regarding State Board activities?

The Workforce Board held eight board meetings in 1999 and eight are scheduled for 2000. Members on the Workforce Board's task forces (described on page 19 of this plan) will be invited and will be involved in meetings of the Workforce Board. All of these meetings are open to the public at locations that are accessible to everyone, including people with disabilities. The Board abides by the state Open Public Meetings Act. Newspapers are notified of the times, locations, and agenda topics for Board meetings and a meeting announcement is mailed to a large number of individuals and groups. Meeting notices are posted on the Workforce Board's home page as well as included in an electronic newsletter to inform the public of Board activities. All meeting notices sent by letter and posted on the Workforce Board's home page include the following message: "People needing special accommodations please call the Workforce Board at least 10 days in advance at (360) 753-5677." Minutes of Board meetings are available upon request. Minutes as well as other Workforce Board publications will be made available in alternative format upon request. Board meetings are often televised for public viewing over public television networks provided by TVW.

III.B. 1b.

Identify the circumstances, which constitute a conflict of interest for any State or local WDC member.

The minimal circumstances which constitute a conflict of interest for any State or local WDC member include:

- Any violation of a written code of standards or conduct governing the performance of persons engaged in the award and administration of WIA contracts and subgrants.

- No individual in a decision-making capacity shall engage in any activity, including participation in the selection, award, or administration of a subgrant or contract supported by WIA funds if a conflict of interest, real, implied, or apparent, would be involved.

- A member of the state Board and/or local Council shall not cast a vote, nor participate in any decision-making capacity on the provision of services by such member (or any organization which that member directly represents), nor any matter which would provide any direct financial benefit to the member or to the member's organization.

- A conflict of interest under paragraph 2 and 3 would arise when:
  - the individual
  - any member of the individual's immediate family (partners, spouse, children, or siblings)
  - the individual's partner
  - an organization which employs, or is about to employ (an individual has received a job offer from the organization)
  - any of the above have a financial or other interest in the firm or organization selected for award.

- The officers, employees, or agents of the agencies and members of the Board or Councils making awards, will neither solicit nor accept gratuities, favors, or anything of monetary value from awardees, potential awardees. Parties to sub-agreements.

- Neither membership on the Board or Council nor the receipt of WIA funds to provide training and related services shall be construed, by itself, to violate provisions of the Act or Regulations.

- A Code of Conduct shall contain penalties, sanctions, or other disciplinary actions in accordance with state and local law for violations of the State Provisions. Stricter policies may be adopted by the state Board or by individual local Councils.

III.B. 1c.

Identify the criteria the State has established to be used by the chief elected official(s) in the local areas for the appointment of local WDC members.

The Act states that local council certification must be based on state criteria established by the Governor in partnership with the Workforce Board. At its January 22, 1999, meeting, the Workforce Board reviewed background papers that examined numerous options for local council functions and membership criteria and heard the perspectives of representatives of local interests. The options had been developed with the input from the Interagency Committee and other workforce development stakeholders. In March 1999, Workforce Board staff widely circulated the draft options to solicit additional feedback. The recommendations for council certification were developed after careful analysis of all of the comments and advice received through this deliberative process including the advice of panelists who spoke to the Board on March 18, 1999. [A summary of the public comments is available]. The Workforce Board adopted recommendations on council functions and membership criteria and forwarded them to the Governor. Governor Gary Locke informed the Chief Local Elected Officials in the 12 Workforce Investment Areas of his approval of board's recommendations. The Governor's Local WDC Formation and Certification Criteria (as adopted by the Workforce Board and approved by the Governor) is available. Among the state's criteria is the requirement that council membership include at least three representatives of labor, two representatives of K-12 education, and two representatives of postsecondary education.

If a pre-existing "alternative entity" was chosen to function as the local WDC, the Chief Local Elected Officials are asked to attach to the Council Certification Application a written description of how the Chief Local Elected Officials plan to work with the local WDCs to:

- Ensure an ongoing role in the Council's local Strategic Plan and local WIA Title I-B planning processes for WorkSource partner organizations as listed in WIA Sec.21(b), community-based organizations, private vocational schools, and other interested community groups.

- Provide appropriate attention and focus on area-wide workforce development planning for youth, including the coordination and oversight of WIA Title I-B youth activities.

Ensure an ongoing role of youth service provider agencies and others in WIA Sec.117 (h)(2) in the Council's local Strategic Plan and local WIA Title I-B planning processes.

The state's instructions for the development of local WIA Title I-B Operations Plans included the following guidelines:

In Workforce Investment Areas that have chosen to establish a Workforce Development Council by using a pre-existing entity:

Describe how the Local Council will ensure an ongoing role for WorkSource partner organizations, business and labor, community-based organizations, and other interested community groups in the Council's local strategic and local operations planning and activities. DOL Regulation CFR t661-330(b)(2) requires that the plan explain how the Council will ensure non-represented membership a role in the local workforce investment system. Also the Preamble to the Regulations, Part 660, requires One-Stop partner organizations to have periodic, regular, meaningful opportunities for input into decisions made by the Local Council. Describe how the Local Council will ensure an ongoing role of youth service provider agencies and others as listed in WIA Sec.117(h)(2) and in the Council's local strategic and local operations planning activities.

If the Chief Local Elected Official intends to have an overlap in the staff to the local Council and the staff that directly performs functions of a WorkSource Operator and/or of a WIA Title I-B core/intensive service provider, the Chief Local Elected Official must include a written description in the local WIA Title I-B Operations Plan, on how the local Council will:

- Keep its primary focus on strategic planning and accountability.
- Avoid conflict of interest and equitably oversee high quality WIA Title I-B program services as measured by performance and customer satisfaction.
- Be accepted by other workforce development program leadership (school districts, community and technical colleges, private vocational schools, apprenticeship programs, community-based organizations, employer-based training entities, others) in the Workforce Investment areas as the legitimate and proper entity to create the local Strategic Plan and evaluate the results of the workforce development system in the area.

The State's criteria for the appointment of local Workforce Development Council members are included as Attachment 4. This criteria was adopted by the Workforce Board on April 1999, and approved by Governor Locke on July 9, 1999.

III.B. 1d.

Allocation Formulas.

i. If applicable, describe the methods and factors (including weights assigned to each factor) your State will use to distribute funds to local areas for the 30 percent discretionary formula adult employment and training funds and youth.

The State will not be using the discretionary formula. The formula in Sec.128 (b)(2)(A) for youth and in Sec.133 (b)(2)(A) for adults will be used. The State will also apply the hold-harmless, as provided by the Department of Labor.

With respect to youth grants for the first summer, the state will make available 25 percent of the available funds to any local workforce investment area that submits a grant for spending WIA funds (rather than using JTPA funds) to fund youth activities that will take place between April and June 30, 2000. The remaining portion of WIA youth funds will be allocated to local areas so that they can begin spending July 1, 2000.

Describe how the allocation methods and factors help ensure that funds are distributed equitably throughout your State and that there will be no significant shifts in funding levels to a local area on a year-to-year basis. (§§112(b)(12)(A-B), 128(b)(3)(B), 133(b)(3)(B).)

The state will use transition authority provided under WIA Sec.506 to apply a hold harmless to the adult and youth allocation formulas. This will enable the state to ensure that adult and youth program funds will be distributed equitably throughout the State. It also allows the State to ensure that no local areas suffer significant shifts in funding from year to year which would be the case for several areas if a hold harmless provision was not applied during the first program year under WIA.

Describe the State's allocation formula for dislocated worker funds pursuant to Sec.133(b)(2)(B). (§§112(b)(12)(C), 133(b)(2)(B).)

Distribution of funds for Dislocated Worker employment and training activities will be based on an allocation formula prescribed by the Governor and state produced estimates of dislocated workers by local area.

The formula utilizes the most appropriate information available to the Governor to distribute amounts, which address the State's dislocated worker needs. In accordance with Sec.133(b)(2)(B) the State will allocate the funds based on information which includes insured unemployment data, unemployment concentrations, plant closing and mass layoff data, declining industries data, long-term unemployment data, plus a state generated estimate of actual dislocated workers.

i. **For each funding stream, include a chart that identifies the formula allocation to each local area for the first fiscal year, describe how the individuals and entities represented on the State Board were involved in the development of factors, and describe how consultation with local boards and local elected officials occurred. (§112(b)(12)(A).)**

The local WDCs and local chief elected officials were notified by ESD in writing and their designated local representatives took part in meetings at which the factors were discussed.

An attached funding chart (Attachment 5), displays planning allocation amounts for Program Year 2000 WIA Title I-B (adult, youth, and dislocated worker grants) for the state's twelve workforce development areas

Transfer of Funds.

WIA Sec.134(d)(4) allows a local WDC, with the Governor's permission, to transfer up to 20 percent of the allocation for a fiscal year between adult activities and dislocated worker

activities. The State will allow for transfer of fund requests to be made through the Grant Modification Process.

Each case will be reviewed and approved based on the circumstances and justification provided by the Workforce Investment Area making the request. Criteria generally considered will include the impact on both services and populations served, the impact on performance, and maintaining the intent of the law. Where the justification suggests a change in goals or other significant policy change, a plan modification will be required.

Reallocation Policy

When a WDC fails to expend at least 80 percent of its WIA allocated funds in any single year, the amount between its expenditure level and 80 percent is subject to recapture by the state. Recaptured funds will be allocated to councils with demonstrated need and ability to utilize the funds effectively and appropriately.

III.B. 1e.

Describe the competitive and non-competitive processes that will be used at the State level to award grants and contracts for activities under Title I of WIA.

Washington State is developing a procurement policy for WIA Title I-B programs which will be in compliance with all applicable federal law and regulations. The State will operate in accordance with Sec.112(b)(16). The state policy will be based on fair and open competition, and will be in compliance with both circulars published by the Office of Management and Budget and with the requirements of the Office of Financial Management for Washington State.

The attached JTPA provision on procurement describes the procurement process the state is currently using. WIA procurement policy will not depart in any major way from the processes listed for competitive procurement in the JTPA provision. Guidance for four methods for procurement are described in the provision. The provision includes a description of competitive procurement processes. A WIA draft policy will be available in late April 2000, and a final policy published in May. We have attached the JTPA policy to this plan as a general description of the procurement processes the state will use.

The attached transitional procurement guidance indicates the state will carry out procurement of youth providers in accordance with Section 123 of Title I of WIA. The state will also follow RCW for procurement provided no conflict with WIA Title I B law and regulations exists. See the attached copies of relevant RCWs i.e., 39.29 for personal services, RCW 43.19 for purchased services and RCW 39.4 for interagency agreements can be found on the internet at http://wsl.leg.wa.gov. A WIA draft policy will be available in late April and a final policy published in May.

The State uses public notifications in newspapers and other publications. Requests for Proposals or for Qualifications are also sent to individuals and entities on bidders lists developed for specialty areas e.g. technology, evaluation, service delivery, etc.

At the local level, an exception will be granted for contracts for summer youth services beginning prior to July 1, 2000, and continuing through September 2000. In this period the

local WDCs may choose to contract with JTPA service providers that were previously competitively bid. The September date allows local areas to adapt to JTPA closeout considerations. Additionally, any area may extend a JTPA service contract beyond July1, 2000 if it is solely for the purpose of serving previously enrolled JTPA participants. Refer to the attached draft youth policy related to procurement.

The attached draft procurement guideline (Attachment 6) is in draft and in the final review and comment phase. It will be finalized by mid June. Also included is a draft Transitional Youth Procurement Option Policy (Attachment 7).

III.B. 1f.

Identify the criteria to be used by local WDCs in awarding grants for youth activities.

Local WDCs, working with their advisory Youth Councils will make available all the required program elements specified in the law. It will be a local responsibility to evaluate the existing strengths and weaknesses of youth programs and services available in their respective areas. Critical factors to be considered for determining effectiveness are: availability of funding; reviews of past performance of local service providers; success of various activities offered by providers under JTPA; engaging new service providers who may be able to capitalize on service opportunities available through WIA Title I-B; and linkages with other programs.

In general, local Workforce Development Councils must establish clear performance goals, products, and objectives which must be incorporated in the Requests for Proposals. The state does require that the procurement for youth programs must ensure fair and open competition and be awarded by a competitive process. Proposals by bidders not meeting the goals and other requirements of the RFP must be considered non-responsive.

The Governor is not identifying criteria for determining the effectiveness of youth programs at this time. However, local Councils have adopted a variety of criteria for awarding grants to youth service provides several local areas have identified criteria they will use in awarding grants for youth activities. The range of criteria includes:

- Performance in each of the last two years as measured by JTPA Title II-C youth program performance; entered employment, returned or remained in school, attained youth competencies, and/or recognized employability enhancement for youth.

- Fiscal integrity as measured by the lack of final determinations during the last three years for which data is available that the organization misexpended the funds due to willful disregard of grant or contract requirements, gross negligence, or failure to observe accepted standards of administration.

- Provider and its proposal show capability to provide competency-based services consistently throughout a large service area.

- History of the organization in providing similar services.

- Compliance with the American Disabilities Act.
- Geographical location of the proposer and capacity to provide consistent services to outlying areas.
- Effectiveness in program, outreach, and administrative outcomes.
- Soundness of strategy in reaching goals.
- Inclusion of collaborative partners in providing ten elements of successful youth programs.
- Cost effectiveness and capacity to leverage in-kind contributions.
- Program design and technical compliance.
- Proposal consistency and compliance.
- Adequacy of proposal statement of need.
- Inclusion of goals and measurable objectives.
- Description of program activities and the ten essential program elements.

Additionally, the criteria for youth activities should be congruent with Washington's Education Reform Act (HB 1209,1993).

III.B. 1g.

Is the state defining the 6th youth eligibility criteria and if not has the responsibility been delegated to local areas?

The local areas have been delegated the responsibility of defining the 6th youth eligibility criteria i.e., an individual who "requires additional assistance." This criteria is listed under the definition for eligible youth in the law:

> The term "eligible youth" means an individual who—
> (A) is not less than age 14 and not more than age 21;
> (B) is a low-income individual; and
> (C) is an individual who is one or more of the following:
> (i) Deficient in basic literacy skills.
> (ii) A school dropout.
> (iii) Homeless, a runaway, or a foster child.
> (iv) Pregnant or a parent.
> (v) An offender.
> (vi) An individual who requires additional assistance to complete an educational program, or to secure and hold employment.

III.B. 1h.

State Policies and Requirements. (§112(b)(2).)

i. Describe major State policies and requirements that have been established to direct and support the development of a statewide workforce investment system not described elsewhere in this Plan.

It is the state's intent to provide maximum local flexibility, so we will issue a minimum of State policies. State policies and requirements related to WIA are described or referenced in different sections of this plan. State policies regarding WIA Training Provider Eligibility and Performance and WIA Individual Training Accounts are described in Sections III.B.3.c of this plan. State requirements for WorkSource are described in Sections III.B.2.A. and IV. A.2. of this plan. Youth polices are described in Section III.B.e., f. and g. and the state's draft youth policies are also attached to this plan. The state's WIA Rapid Response policy is attached to this plan.

The state's policy on WIA Title I-B Participant and Priority Eligibility is attached to this plan. The state's policy on WIA Title I-B Participant and Priority Eligibility requires the Workforce Development Councils to describe, in the local area WIA Operations Plan, the priority policy and describe the combined planning efforts made among WorkSource partners to address the intensive and training services needs of job seekers including local income and Temporary Assistance for Needy Families (TANF) recipients in the Workforce Investment Area taking into consideration all available local, state, and federal training resources. The state policy further states that enrollment decisions in the process of selecting individuals for WorkSource intensive services and training services funded through WIA Title I-B Adult Employment and Training Grant should follow locally established policies based upon this combined planning effort to coordinate the use of Wagner-Peyser (including services to Veterans), TANF WorkFirst, TANF welfare savings fund, Welfare-to-Work (WtW), Re-Employ Washington's Workers Program, Food Stamps Employment and Training Programs, state and federal adult basic education grants, vocational rehabilitation services, WIA Title I-B Adult Education and Training Grant, WIA Title I-D Migrant Seasonal Farmworker programs, WIA Title I-B Native American Programs, and many other training resources and financial aid grants.

Consistent with 20 CFR Part 652 Section 663.640, it is the state's policy that a disabled adult is eligible for priority as a low income adult for intensive services and training services funded under the WIA Title I-B Adult Employment and Training Grant (even if the family of a disabled adult does not meet the income eligibility criteria), if the *individual's* own income meets the income criteria established in WIA Sec.101 (25)(B); or meets the income eligibility criteria for cash payments under any federal, state, or local public assistance program [WIA Sec.101(25)(F)]. This policy is also pertinent to 20 CFR Part 652 Section 663.600 and to the state's policy on WIA Title I-B Participant and Priority Eligibility attached to this plan.

Consistent with 20 CFR Part 652 Section 664.250, it is the state's policy that a disabled youth is eligible as a low income youth for youth services funded under the WIA Title I-B Youth Activities Grant (even if the family of a disabled youth does not meet the income eligibility criteria) if the youth's *own income* meets the income criteria established in WIA Sec.101 (25)(B); or meets the income eligibility criteria for cash payments under any federal, state, or local public assistance program [WIA Sec.101(25)(F)].

ii. Describe how consultation with local WDCs and Chief Local Elected Officials occurred.

The Commissioner of ESD and the Executive Director of the Workforce Board met personally with local elected officials and their representatives throughout the state to solicit their ideas and concerns about policies, planning and implementation of WIA Title I-B.

More specific consultation on plan and policy development took place on an ongoing basis through various workgroups, meetings, correspondence and electronic input involving local councils, local chief elected officials and their representatives. Policies were distributed widely for more extensive input, review and comment by a wider audience. In December 1999, staff of the Workforce Board met with each of the 12 WDC Executive Directors to negotiate the expected levels of WIA Title I-B program performance. Invitations to these performance negotiation meetings and to the public forums on the state Unified Plan (held in January 2000) were extended to the chief local elected officials.

iii. Are there any State policies or requirements that would act as an obstacle to developing a successful system?

No policies have been identified at this time that might create an obstacle to developing the workforce development system. State and local partners will be identifying state polices and requirements which are obstacles to development of a successful system and achievement of the Governor's challenges. The state's guidelines to local Workforce Development Councils requested that Councils identify, in their local plan, what actions are needed at the state level for the local area plan to be implemented successfully.

III.B. 2.

Services: Describe the current status of One-Stop implementation.

2.a. Actions your State has taken to develop a One-Stop integrated service delivery system statewide.

ESD initiated the first investments in the One-Stop concept in 1994 by committing $4 million to 19 sites for integrated service delivery. This interagency planning helped the state to qualify for a $450,000 One-Stop planning grant from the U.S. Department of Labor. In July 1997, Washington received a three-year $9.96 million grant from DOL to implement a One-Stop Career system throughout the state. The system is being implemented as WorkSource Washington.

WorkSource has been designed through a collaborative effort, with full participation by business, labor, and state and local employment and training professionals. A WorkSource EPC is charged with overseeing the development and operation of the system. It is comprised of key leaders from Business, Labor, ESD, Private Industry Councils, Community and Technical Colleges, Department of Social and Health Services, the Workforce Board, Labor and Industries, the Superintendent of Public Instruction, and the Governor's Policy Office.

Further, 12 WorkSource Regional Partnerships were established to implement state planning and infrastructure with individual providers of WorkSource services. They have been charged with designing, developing and implementing Washington's WorkSource vision at the local level.

There are currently 13 WorkSource Centers serving the employers and job seekers across the state. At least six more Centers will be in operation by June 2000. Affiliate sites, that serve special populations, are also electronically linked to the system. And self-service sites, called WorkSource Connections, are offered at all Centers, Affiliates and other public and private organizations for customers needing limited assistance.

At WorkSource Centers, job seekers have free use of computers, copiers, faxes and other career and training resources. They also have access to job databases and workshops on how to get and keep a job. Businesses, meanwhile, can take advantage of computer job matching services, get assistance with recruitment and layoffs, and have access to electronic resume banks, labor market information and retraining resources.

The required WorkSource partner programs as established by the EPC include the following list of required federal programs in WIA Sec.121(b).

- WIA Title I-B Youth, Adult, and Dislocated Worker (including early intervention and rapid response) Grants and Programs
- Wagner-Peyser Programs
- Welfare-to-Work Programs
- Trade Adjustment Assistance and NAFTA
- Local Veterans' Employment Representatives/DVOP
- State Unemployment Compensation Programs
- WIA Title II Adult Education and Literacy programs including English-as-a Second Language programs
- Vocational education programs funded under the Carl D. Perkins Vocational and Applied Technology Act
- Secondary vocational education program funded under the Carl D. Perkins Vocational and Applied Technology Act
- Senior Community Service Employment Program funded under Title V of the Older Americans Act
- Vocational rehabilitation programs authorized under parts A and B of Title I of the Rehabilitation Act.

In addition, required State Programs include:

- Worker Profiling
- Claimant Placement Program
- Post Secondary Vocational-Technical Programs
- Worker Retraining Program
- WorkFirst (employment services only)
- Labor Market Information
- English as a Second Language Programs.

And other programs encouraged to be a part of the WorkSource system include:

- Literacy Programs
- Apprenticeship Programs
- Local School to Work connections
- Americorps/Washington State Service Corps
- Tech Prep Consortium
- Private Vocational Schools
- Other programs identified by WorkSource Regional Partnerships.

A clarification may be needed here. The State recognizes the requirements of Section 121. However, the above list was adopted by the Executive Policy Council and is therefore a state list of programs. It includes the mandatory partners in the law, but also adds programs which the State Executive Policy Council chose to include.

Washington's WorkSource system is based on local business plans developed by the 12 WorkSource Regional Partnerships. Each plan is formulated from policies mandated by the WorkSource EPC. Local areas are transitioning what has occurred to date under the One-Stop implementation grant to meet the requirements of WIA. The degree of collaboration at the State level by the members of the EPC has been excellent and this body will continue its focus on operational development under WIA. Local WDCs will incorporate the regional partnerships as they are formed.

The following list represents specific EPC policies that will be carried forward under the new WIA governance structure:

Policies

- Common Intake Elements
- Core Services
- Identity Standards and Marketing Plan
- Outcome Measures
- Technology System Business Design - SKIES - Department of Information Services Backbone Connectivity
- Validation Process

The following list represents specific WorkSource products that have been approved by the EPC:

Products

- Employer Strategic Plan
- Labor Market Information
- Local One-Stop Business Plans
- Quality Standards
- Service Delivery Design Best Practices
- Service Delivery Design Elements
- Statewide Training Plan
- Validated 13 WorkSource Centers and 3 Affiliates Sites
- Web site Standards

These products were established by interagency workgroups. Products such as Service Delivery Design Elements and Best Practices have been distributed to partners throughout the system and many of the best practices have been and will be utilized by local systems. The Quality Standards were used in the validation process and are meant to set a baseline for program partners, centers and affiliates in providing quality service. The Statewide Training Plan was developed to provide basic training in one-stop concepts and service concepts to staff from a number of partner programs who took the training together and established common understanding and relationships that will continue to assist integrating service delivery.

The policies and products that established the foundation of one-stop implementation were developed by interagency workgroups.

These workgroups were comprised of representatives of the regional partnerships and partners (Employment Security Department, Social and Health Services, Division of Vocational Rehabilitation, community colleges, community-based organizations, etc.), with a balance between Eastern and Western Washington. Most recently, there has been representation from the local Workforce Development Councils on the workgroups. As products and policies were drafted they were presented to the Regional Partnership Group to take back to their partners for discussion. (Further information about the regional Partnership Group and a state level Memorandum of Understanding can be found in Section IV.A 2.)

Universal access will be assured through the use of Internet accessible labor exchange services and core services for both job seeker and business customers. This access is available not only on home computers and library computers but also in the resource areas of both Center and Affiliate sites. At the Center sites, assistive technology is available based on the needs of the customers. All Centers will have at least one workstation in the resource area with a computer with a larger monitor and track ball and adjustable table. In discussions with staff from the Services for the Blind, it was determined that other assistive technology should be purchased based on the needs of the customers. At all sites, translation services will be available upon demand. If reasonable accommodation is necessary, such as sign language interpreter or reader services, the program serving the individual will pick up the cost.

Customer choice is maximized in several ways. Information on training programs throughout the state is available on the Internet through the labor market information made available over the Internet in the Washington Interactive Labor Market Application. The consumer report system will expand this information to include outcome data related to specific training programs, and will also be available on the Internet.

Staff from partner programs in each of the 12 service areas participated in a series of joint training sessions over a several months. Through presentations and discussion participants in the training became familiar with basic concepts integrated approaches to service delivery, one stop principles, and customer service concepts.

The training enhanced relationships between staff at the local level and initiated efforts to revise the way services were delivered in a local area to be more of a system approach.

The EPC has established minimum threshold requirements for the validation of WorkSource Centers and Affiliate sites. Validation consists of a quality self assessment, validation checklist, and the signed commitment. The validation of the WorkSource Centers is a responsibility of the regional partnership using a process led by the business and labor representatives of the partnership. For the WorkSource Centers, the checklist requires that Centers meet criteria in the following categories: program integration, required programs, core, intensive, and training services, employer and job seeker focus, accessibility, accountability, partnership, and name. Center validation responsibilities will transition to the local Workforce Development Councils as soon as they request the responsibility.

Nondiscrimination is ensured by making facilities accessible, by making reasonable accommodation when necessary, and by training staff to understand that all customers are provided equal access to services. Employment Security Department is developing training for all staff in the areas of disability awareness and sensitivity and nondiscrimination related to all protected groups.

In addition, written policies and procedures are being developed related to Equal Opportunity protocols. A draft complaint and grievance policy is attached (Attachment 8). It is currently in the review process and will be finalized by mid-June.

III.B. 2b.

The degree of existing collaboration for WIA Title I, the Wagner-Peyser Act, and all other required and optional partners (§§112(b)(8)(A), 121(b)(1-2), 134(c)).

The Workforce Board is providing the policy leadership among key partners in the workforce development system. WorkSource Washington has been one of the priority strategies recognized by the Board in its Comprehensive State Plan, "High Skills, High Wages" over the past several years. The Board has participated in the development of WorkSource under the planning and the implementation grant and throughout the implementation of WIA Title I-B.

The Executive Director of the Workforce Board has participated on the EPC, which has served as the policy setting body for the implementation of the WorkSource system. The Council has a total membership of eleven that has been described in other sections of this plan. In the early stages of One-Stop planning, the decision was to name as broad a vision for local service integration and streamlining as inclusive as possible. This has resulted in a slower than expected start-up but has also positioned the state very well relative to implementing WIA. The state required partners exceed WIA requirements and the state required programs meet all but two of WIA requirements. Those program requirements, Community Services Block Grant and the Housing and Urban Development services are included and are reflected in the validation requirements for WorkSource Centers.

All policies and products of the EPC have been developed through Interagency Workgroups that have both state and local Partnership representation. The workgroups have been developed to focus on particular aspects of implementation of the new delivery system. Each workgroup develops recommendations that are forwarded to the EPC for approval. Once approved, the recommendations are implemented at the local and state levels.

Local level collaboration at the Partnership level has been remarkable. Not only is their participation from the required partners but also from many non-profits who provide supportive services to the customers of the employment and training system.

Partner Agency leadership and resources are integrated in a number of ways – As has been described, at the State level the Executive Policy Council develops operational policy with integration and inclusion of all partner perspectives in mind. As described in many of the local plans, Councils have established a group that allows for communication, program design development, problem solving, etc. that meets on a regular basis and has the goal of integrating services. This has led to partners are contributing financially, with staff, or in-kind and play different roles, all of which contribute to an integrated system. Local MOUs describe this in detail. Wagner Peyser resources are contributing primarily to the area of core service in most areas with WIA the other primary contributor. Other partner staff may participate in greeting customers and related general duties related to a person accessing core services but they are

primarily concentrated in providing intensive and training services.

Agreements among the partners in one-stop centers are being entered into locally which cover cost sharing of facility and related infrastructure costs.

For example, in most areas after coming into the office and being welcomed an individual will access Employment Security labor exchange services, labor market information, career guidance information by availing themselves of computers with a wide range of applications in resource rooms which have staff available to assist them in career exploration and job matching. Only merit system staff can provide Wagner Peyser core services. Some or all of the partners are involved in the customer flow and the manner in which core services are offered in the system. Intensive services will be provided in group settings or on-an individual basis by different partner programs. More intensive workgroup sessions on finding a job may be offered by Wagner Peyser staff, more in-depth assessment might be offered by vocational rehabilitation staff or WIA dislocated worker staff, adult basic education and literacy service specialists will be available. Eligibility determination will be made by those with program expertise. Training partners may be available on site full or part time to assist persons in making decisions about training programs and assisting with enrollment.

Common to all the areas is the notion of training staff in as integrated fashion as possible. The immediate focus for many is getting staff acquainted with the various programs and staff both in a center and at affiliate sites. There are models for continuous improvement that have been described in center certification processes which allow areas to take a methodical approach to further development of integration.

Services are connected through staff and through technology and by agreed upon practices within local centers and between centers and affiliates. The areas vary in terms of strengths and weaknesses. In general, there are a number of certified centers, which have had the opportunity to work out how the customer flow works within a center. There is a foundation on which to build when new partners come into the center. The time it takes to acquaint staff and become familiar with other programs has been devoted to workgroups designing different elements of the system.

Local areas are anxious to get beyond the initial implementation and transition activities and focus more on integrating staff and local programs. While the requirements of the law are in place and being met , the State staff and local Councils, and staff are looking forward to using continuous improvement and have more time to work out better referral method and connections among staff to provide a quality of integration that has not yet been achieved.

One of the challenges is to utilize existing structures for sharing information and outcomes prior to March 2001 when it is anticipated the integrated technology will be in place statewide to accomplish this.

For more information on WorkSource refer to the Internet WebPage www.wa.gov/esd/one-stop.

III.B. 3.

System Infrastructure.

3a. Local Workforce Investment Areas.

i. Identify the State's designated local workforce investment areas.

The Governor's Chief of Staff, Joe Dear, issued a memorandum on March 9, 1999, to the state workforce development agencies and interested parties, informing them on the Governor's decision for Workforce Investment Area designation:

> Designation of Service Delivery Areas under Federal WIA: The Workforce Board reviewed the service delivery areas as defined for the federal JTPA in 1997 and 1998. After a lengthy public review process they concluded that the current service delivery areas are working and should be used for the purposes of implementing the One-Stop delivery system in Washington State. Under Carver Gayton's direction, we are now using these service delivery areas as the local partnerships for implementing the One-Stop delivery system. It makes sense to continue down this road. The Governor has designated these areas as local workforce investment areas for the purposes of implementing the federal WIA.

The Governor's decision is also included in his Executive Order No. 99-02.

ii. Include a description of the process used to designate such areas.

RCW 28C.18.060(6) instructs Workforce Board to "provide for coordination among the different agencies of the state training system at the state level <u>and at the regional level</u>." (emphasis added)

Accordingly, during the fall of 1995 and winter of 1996, Workforce Board members and staff held discussions with partners and customers of the workforce development system around the state. Meeting in thirteen Washington communities to discuss proposed federal block grant legislation, they heard local perspectives on regional coordination and planning. [a record of these public comments is available]

Following these conversations, the Workforce Board created an advisory group to examine options in establishing sub-state area boundaries to assure coordinated planning. The advisory group included representatives of all state-level members of the School to Work Transition partnership, all members of the Steering committee for WorkSource planning, and representatives of local government. That group, in turn, invited representatives of additional customers and partners in the workforce development system to advise its work. The advisory group studied reports from other states and examined how the state is divided into regions among the operating agencies in the state's workforce development system, JTPA service delivery areas, school districts, college districts, economic development districts and others. This work resulted in the Board's adoption of principles and guidelines for regional designations.

The principles included:

- Partnerships that are working should be disrupted as little as possible. Natural boundaries should be honored.

- Operating procedures should be flexible enough to allow programmatic crossover among regions, when appropriate.

- A definition of the roles and responsibilities of the regional alliances should delineate its role in relation to state-level policies, strategy, and accountability.

Additionally:

- Divisions should follow county lines.

- Regions should contain a community college to support the training objective.

- Each area should represent a common labor market.

- Ideally, each region should contain an urban center.

The advisory group also operated under the premise that a limited number of substate regions was desirable to increase economies of scale and that this economic rationale be balance with a regional structure that allows planning, programs, and services to meet the needs of the customer and local communities.

With these characteristics in mind, the advisory group created several maps representing potential regions and circulated them for public comment to a broad array of public and private entities. The advisory group considered the extent to which local areas are consistent with labor market areas; geographic areas served by local and intermediate educational agencies, and postsecondary educational institutions and area vocational schools. Responses indicated that constituents of the system largely agreed with the work group's regional designations. On May 28, 1997, the Workforce Board adopted a map based on the advisory group's recommendations. The original map was revised twice: once in October 1997 following a request by the county commissioners of several eastern Washington counties, and again in March 1998 at the request of all of the county commissioners from two southern counties, Klickitat and Skamania. The regional map, as approved by the Governor, was adopted by the Workforce Board on March 25, 1998. [A copy of this regional map will not be included in the electronic transmission of this plan to the U.S. Department of Labor. The colored map will be mailed to the U.S. Department of Labor under separate cover.]

The names of the 12 Workforce Development Councils and workforce area counties:

Olympic Workforce Development Council (Clallam, Kitsap, and Jefferson Counties)

Pacific Mountain Workforce Development Council (Grays Harbor, Mason, Lewis, Thurston, and Pacific Counties)

Northwest Workforce Development Council (Whatcom, Skagit, Island, and San Juan Counties)

Snohomish County Workforce Development Council (Snohomish County)

Seattle-King County Workforce Development Council (King County)

Tacoma-Pierce County Workforce Development Council (Pierce County)

Southwest Washington Workforce Development Council (Cowlitz, Wahkiakum, Skamania, and Clark Counties)

North Central Washington/Columbia Basin Workforce Development Council (Chelan, Okanogan, Grant, Douglas, and Adams Counties)

Tri-County Workforce Development Council (Yakima, Kittitas, and Klickitat Counties)

Eastern Washington Partnership Workforce Development Council (Ferry, Pend Oreille, Garfield, Stevens, Columbia, Lincoln, Whitman, Asotin, and Walla Walla Counties)

Benton-Franklin Workforce Development Council (Benton and Franklin Counties)

Spokane Area Workforce Development Council (Spokane County)

iii. Describe the appeals process used by the State to hear appeals of local area designations.

In the event that a unit of general local government (including a combination of such units) or grant recipient requests, but is not granted a Workforce Investment Area designation, the entity may appeal to the state Workforce Board. Appeal Process: The Workforce Board's appeal process is initiated by the unit or grant recipient developing and submitting to the Board a written position paper that supports the reasoning for area designation taking into consideration the following: 1) geographic areas served by secondary and postsecondary educational institutions; 2) the extent to which the proposed area is consistent with labor market areas; 3) the distance that individuals will need to travel to receive services within the proposed area; and 4) available resources within the proposed area to effectively administer WIA Title I-B program services.

Upon receipt of the written paper, the Workforce Board will schedule a hearing within 30 days to review the appeal, discuss the appeal with the applicants, and make recommendation to the Governor for approval. The decision of the Governor shall be made within 30 days following the hearing. If the appeal does not result in an area designation the Workforce Board will advise the unit or grant recipient of their right to request a review by the U.S. Secretary of Labor consistent with WIA Sec.116(b)(5) and CFR667.645.

III.B. 3b.

Regional Performance Measures. (§§112(b)(2), 116(c).)

Regional performance measures of the nature described in WIA Sec.116(c) are not being considered in at this time in Washington State.

III.B. 3c.

Selection of Service Providers for Individual Training Accounts. (§§112(b)(17)(A)(iii), 122, 134(d)(2)(F).)

Training Provider Eligibility and Performance - During the initial year of the plan, entities eligible to provide training funded by WIA Title I-B will be those entities grandfathered in under the Act, and providers that meet the criteria that have been in place for the JTPA system.

Public community and technical colleges and universities, registered apprenticeship programs, as well as private vocational schools licensed by the Workforce Board or the Department of Licensing, by the Higher Education Coordinating Board, or a comparable agency within another state are presumed eligible. Also, private colleges and universities that are eligible to receive federal funds under Title IV of the Higher Education Act of 1965 are presumed eligible for Title I-B funding. For all other training providers, the local Workforce Development Council must determine that the training provider is qualified for inclusion on the list of eligible training providers. Elements that may be considered include: financial stability, quality of instructors and administrators, quality of the facilities and training equipment, curriculum, cost, rate of student certification for a trade, job placement, wage rate at placement, and completion rate.

For the initial year of eligibility, training providers that want to be eligible to provide WIA Title I-B funded training must submit the performance information and program cost information required by the Local Workforce Development Council in the area. Local Councils will determine initial eligibility based upon the local criteria (including compliance with the American Disabilities Act) and place providers that satisfy the criteria on a list submitted to the State Workforce Board and ESD. The local councils will also forward to the State relevant performance and cost information. The Workforce Board, working with ESD, will ensure that the areas' eligible provider lists are compiled into a single statewide list for dissemination through the WorkSource system.

During the second and subsequent years, provider eligibility will depend on meeting new performance standards. By no later than April 1, 2001, the Workforce Board (on behalf of the Governor) will identify performance levels that must be achieved in order for a provider to be eligible to receive WIA Title I-B "individual training accounts." The measures used for these standards will be consistent with the measures required under the Act.

The Workforce Board is currently collecting data on training provider performance and by the middle of the second plan year will have two years of data for most providers. This data will serve as baseline information for the setting of standards. Training providers that meet the standards and want to place a course of study on the list of eligible providers will apply to the local council for approval.

The local council may require performance levels that are in addition to the state criteria. The Workforce Board and ESD will ensure the dissemination of the state list of eligible providers. During the initial year, Washington will design the system of performance information on training providers for determining subsequent eligibility for Individual Training Accounts (ITAs). This system will produce the performance information that will be a part of the eligible provider list beginning July 1, 2001. To design the system, Washington will use the Performance Management for Continuous Improvement (PMCI) workgroup that has worked on performance accountability issues for the Workforce Board for six years. The PMCI workgroup

includes representatives of public and private training providers, local workforce development councils, as well as other state agencies. The PMCI workgroup will develop the proposed design that will be presented to the Workforce Board for approval on behalf of the Governor.

The PMCI workgroup has extensive experience in developing performance-based information using UI wage records, other administrative records, and participant and employer surveys. The workgroup has overseen both the methodology and the content for the state's version of a consumer report system on training provider results. This system, on-line prior to July 1, 2000, presents the basic employment and earnings outcomes of hundreds of training programs at the state's community and technical colleges and private vocational schools. The labor market outcomes are based on UI wage records in order to insure consistency in measurement between providers. This experience will be useful in identifying the "Governor's procedures" and state definitions for measuring the performance information required by sec. 122 of WIA, and any additional performance information that is recommended to the Board.

During the initial year, the PMCI workgroup will design the proposed system, obtain extensive stakeholder feedback, test the validity of the data, and finalize the proposal for Board approval in the Spring of 2001. This will allow time to identify which providers meet the performance standards for ITAs, so that beginning July 1, 2001 all providers receiving ITAs will have met the standards established for subsequent eligibility.

During the initial year, local workforce development councils will continue to use the criteria used by SDAs under JTPA, to judge provider performance. This practice is continued for one year because WIA allows for the vast majority of training providers in our state to be automatically eligible during the initial year. In addition, consumers will be able to turn to the state's consumer report system in order to obtain consistent information on training program results.

Under WIA Sec.122(c)(5) the Governor will require training providers to submit performance and cost information and meet performance levels annually in order to remain eligible providers. Local Workforce Development Councils will conduct the performance review.

The local Councils will remove any training provider from the list if the school's program of training services does not meet minimum levels of acceptable performance based on Governor's WIA Sec.122(c) procedures and performance criteria. The local Councils may require higher levels of performance for local providers than the levels established by the Governor to remain eligible. Local Council review will take into consideration the specific economic, geographic and demographic factors in the local areas in which providers seeking eligibility are located and the characteristics of the populations served by the providers seeking eligibility, including the demonstrated difficulties in serving these populations, where applicable. The local Councils will retain those providers on the local list that meet the required performance levels and submit the list, accompanied by the performance and cost information to the Workforce Board and to the Employment Security Department. The state will determine, within 30 day from the receipt of the information, whether to remove a provider from the list. A provider retained on the local list and not removed by the state will be considered an eligible provider of training services.

Grievance procedures - During the first year of this plan, grievance procedures for training providers denied eligibility to be on the state's list for WIA Title I-B Individual Training

Accounts (ITAs) shall be the same procedures used under the Job Training Partnership Act. A new state policy on ITA grievance procedures will be developed in the subsequent year.

It is the policy of Washington State to allow providers of training the opportunity to appeal in the event of denial of eligibility by a local Workforce Development Council or the state Workforce Board under WIA Sec.122. In the first year, the Workforce Training and Education Coordinating Board will use grievance procedures described in the attached Draft Procurement Policy which replaces JTPA Provision 1460. The appeal procedures from this state provision are summarized below.

A complaint for denial of eligibility will be regarded as filed on the date it is received by the entity with jurisdiction over the denial. A written response will be issued to the training provider within ten working days of receipt of any written complaint to advise on the next steps in the process. The complainant will be informed of their right to: 1) request information and guidance on how to file a complaint or a request for review; 2) waive or postpone a scheduled hearing in order to pursue informal resolution; 3) request, with good cause, that a hearing be reschedules; and 4) withdraw a complaint at any time. Hearings will be provided within thirty days of the receipt of a complaint, unless waived or postponed at the request of the complainant and confirmed in writing.

Impartial hearings officers will be provided to conduct hearings on complaints. Hearings officers will be individuals who have qualifications necessary to conduct the proceedings which meet these requirements and to issue decisions which reflect the applicable laws and regulations. Full and complete records will be kept. A written decision will be issued to the complainant within sixty days of the filing of the complaint, unless the right to a hearing within thirty days has been waived. The complainant may petition the state provided: 1) applicable local procedures have been exhausted; and 2) a decision was not received within sixty days of filling; or 3) the decision received was unsatisfactory to the complainant or other interested party. The requirements for filing a petition for state review are detailed in the policy. The state provision prescribes appropriate time limits to ensure prompt resolution of the appeal. According to CFR 667.640(b)(3), a decision under the State appeal process may not be appealed to the U.S. Secretary of Labor.

Consumer Report System - By July 1, 2000, the state will have in place a "consumer report system" of training provider progress and results as well as course descriptions, etc.... This information will be presented in an electronic format that is easy for customers to access and use. The website with the consumer report information will be hosted by the state's electronic labor information system—Washington's Interactive Labor Market Access (WILMA).
In the fall of 1999, the state Workforce Board involved the Washington State PMCI Technical Workgroup (Performance Management for Continuous Improvement) in drafting the state's policy for selection of training providers for Individual Training Accounts. The PMCI Technical Workgroup membership includes staff from the Washington State Employment Security Department, SOICC, the State Board for Community and Technical Colleges, the Grays Harbor College, the Department of Social and Health Services, the Office of the Superintendent of Public Instruction, the University of Washington Institute for Public Policy and Management, the Washington Federation of Private Career Schools, the Washington State University, and staff representing three local WIA Workforce Development Councils. After review and agreement by the PMCI Technical Workgroup a policy was drafted for public review and comment.

The policy draft was included in the state unified plan and distributed to all 12 Workforce Development Councils and to the state Workforce Board in December 1999 for comment. The policy presented in Part III.B.3.c. of the state plan was then distributed broadly [including broad distribution to business and labor organizations] for public comment in January 2000. No comments from the public regarding the state's proposed policy on selection of service providers for ITAs. Please refer to Part I.B. of the state Operations Plan for WIA Title I-B for a description of the January 2000 public plan-review process and the manner in which the public was invited to participate

Individual Training Accounts
The state's WIA Title I-B Customized Assessment-Based Individual Training Account "draft" policy is described below:

> WIA Regulations at Part 663, Subpart D, indicates the following parameters for Individual Training Accounts:
>
> **Individual Training Account ("draft"):** The ITA is established on behalf of a participant. WIA Title I adult and dislocated workers purchase training services from eligible providers they select in consultation with the case manager. Payments from ITA's may be made in a variety of ways, including the electronic transfer of funds through financial institutions, vouchers, or other appropriate methods. Payments may also be made incrementally, through payment of a portion of the costs at different points in the training course.
>
> **Limitations:** The local WDC may impose limits on ITA's such as limitations on the dollar amounts and/or duration of training.
>
> Limitations established by local WDC policies must be in a manner that does not undermine, but maximizes customer choice in the selection of an eligible training provider.
>
> **Exceptions:** Contracts for services may be used instead of ITA's only when one of the following three exceptions applies:
>
> - When the services provided is on-the-job training (OJT) or customized training.
>
> - When the local Council determines that there are an insufficient number of eligible providers in the local area to accomplish the purpose of a system of ITA's.
>
> - When the local Council determines that there is a training program of demonstrated effectiveness offered in the area by a community-based organization (CBO) or another private organization to serve special participant populations that face multiple barriers to employment. Special populations that face multiple barriers to employment are populations of low-income individuals that are included in one or more of the categories noted below:
>
> - Individuals with substantial language or cultural barriers

- Offenders
- Homeless individuals
- Other hard-to-serve populations

Local WDCs must develop criteria to be used in determining demonstrated effectiveness, particularly as it applies to the special participant population to be served. The criteria may include:

- Financial stability of the organization.
- Demonstrated performance in measures appropriate to the program including program completion rate; attainment of the skills, certificates or degrees the program is designed to provide; placement after training in unsubsidized employment and retention in employment.
- How the specific program relates to the workforce investment needs identified in the local plan.

  Based on individual assessment, each local area shall establish the criteria and process under which an Individual Training Account is awarded.

When awarding an Individual Training Account consideration must be given to labor market demand in the local area or the area to which the trainee intends to relocate.

An Individual Training Account can only be issued for certified courses published in the statewide Training Providers List.

When issuing an Individual Training Account the enrolling WDC assumes full (program) financial responsibility for the participant, even when training is provided in another WDC jurisdiction local area. This local area will be designated as the 'area of enrollment' for anyone in training, thereby identifying the source of future ITA funding for the trainee, regardless of where the training is provided.

Comments were raised during the plan review that the state plan include a mechanism for ITA reciprocity with border states. WIA Title I-B administrative staff have initiated discussions with Oregon staff and with Idaho staff regarding establishment of a state level reciprocity agreement. The discussions to date have raised questions about the relative value of a state agreement versus local workforce development agreements. Washington will add clarification to this plan once agreement has been reached among the states involved and the effected local workforce investment areas that have the need for reciprocity agreements. It is anticipated that state level agreements or guidance on local area agreements will be in place by July 1, 2000.

The financial responsibility of the enrolling WDC or 'area of enrollment' extends to supportive services. When the 'area of enrollment' is different than the area in which the training is provided, support services needs are the responsibility of the enrolling area.

Emergency job or program counseling services may be provided in either the area of enrollment or the area in which the training occurs.

III.B. 3d.

What is your State's current capacity to deliver high quality employment statistics information to customers—both job seekers and employers—of the One-Stop system?

The current capacity to deliver high quality employment statistics information to customers of the WorkSource system is excellent. The Labor Market and Economic Analysis Branch of ESD has been both innovating and improving for the WorkSource system in the past several years. Below are lists of six current priority products and services and of seven secondary products. The State's Current Information report is attached (Attachment 9) to this plan and describes the following in detail:

Employment Statistics Information Products and Services

- Long-term Projections
- Short-term Forecast
- ALMIS Database: continue to populate the ALMIS Database with State data
- Expand access to labor market information to all customers
- Delivery of information to assist in targeting job search, including identification of high growth industries and occupations
- Increase outreach of labor market information, particularly in rural labor markets.

Secondary Products and Services

Wage Records, Consumer Reports, System Building, Inter-State Research and Development, Licensed Occupation Information, Geographic Information Systems, Provide Occupational Employment Statistics/Alien Certification survey wage information.

III.B. 3e.

Describe how the work test and feedback requirements (under §7(a)(3)(F) of the Wagner-Peyser Act) for all Unemployment Insurance claimants are met. How is information provided to the Unemployment Insurance agency regarding claimant registration, claimant job referrals, and the results of referrals? (§112(b)(7).)

Most Unemployment Insurance services have migrated to Unemployment Insurance TeleCenters and Adjudication Centers. These Centers are physically separated from the WorkSource system and Wagner-Peyser Act services. However, Washington State has made concerted efforts to

ensure the continuing connection between Unemployment Insurance claimants and the reemployment services that are available through the WorkSource system. In addition to statistical profiling of Unemployment Insurance claimants, data linkages have been developed and implemented to ensure that reemployment services and job opportunities information remain conveniently available to Unemployment Insurance claimants. Data linkages are also in place that allow for the automated registration of Unemployment Insurance claimants and referral to WorkSource.

Staff at the WorkSource Centers administer the work test during the course of providing reemployment services to Unemployment Insurance claimants. The WorkSource system incorporates a variety of notification processes that inform most all UI claimants of reemployment services creating a significant opportunity to administer the work test. ESD automatically registers nearly all UI claimants for reemployment services at the time of the initial claim. Other than the 20 percent of UI claimants that are generally not required to look for work, all registered claimants are notified electronically of potential job openings in their field of work through the Job Hunter program. When claimants respond to the electronic notification by reporting for a possible job referral, an opportunity for conducting a work test is presented. New UI claimants who are not attached to the labor market are issued job search logs at the time of claim filing along with notification of work search requirements. In addition, they are informed of reemployment services available through the WorkSource centers.

Currently, 15 percent of all claimants are required to report to a WorkSource site and demonstrate their work search during weeks 6 to 11 of their claim and a work test is administered. Work search efforts are verified with 10 percent of those reporting claimants. In addition, many WorkSource centers contact 50 to 100 percent of profiled claimants and inform them of available reemployment services. Approximately 50 to 60 percent of directly contacted claimants report for some level of service, creating an opportunity for a potential work test. When staff detect a significant issue that could potentially deny benefits to a Unemployment Insurance claimant, they file a report with the appropriate Unemployment Insurance Adjudication Center using an EMS 10320, Report of Potential Issue form. The completed forms are either faxed or mailed to the Adjudication Center. Adjudication staff follow up with the claimant to resolve the issue. This activity may also occur at WorkSource Affiliates and WorkSource Connections if necessary and appropriate.

A new Guide Security Profile has been created for WorkSource staff. It allows authorized WorkSource staff unlimited inquiry access to select Unemployment Insurance system screens, but limits their ability to input information. The GUIDE Security Profile is the coding system established by ESD's UI Division to determine clearance for appropriate staff to have view only access to UI screens. The point is that those WorkSource staff who are "authorized" have unlimited inquiry access to select UI system screens. Having access to these screens allows WorkSource staff to be able to serve and assist UI claimants. The system for reporting potential or identified issues is described above.

All claimants that are not attached to the labor market are required to seek work and document their work search efforts. Twenty percent of claimants are not required to seek work if they are on stand-by with their usual employer, are partially employed, are attached to a full-referral union, or have been approved for Commissioner Approved Training (CAT). The selection process for work search reviews and verification is described above.

III.B. 3f.

Describe how the Wagner-Peyser Act staff participates in the conduct of the Eligibility Review Program reviews. Describe the follow-up that occurs to ensure that Unemployment Insurance eligibility issues are resolved.

The Unemployment Insurance Division provides funding to each WorkSource Center to support Eligibility Review Program reviews (aka Job Search Reviews). Staff that are also supported by Wagner-Peyser participate in conducting the reviews in order to provide integrated, coordinated services to unemployment insurance claimants.

Claimants who are required to conduct and document their work search efforts are notified to attend a Job Search Review. At that appointment, they are informed of the services that are available to assist them back to work. If a claimant demonstrates a need for service as evidenced by a poor work search, they are either directed or invited to participate in the variety of services available.

By having Wagner-Peyser Act staff participate in these reviews, claimants receive seamless service and accurate, timely and necessary reemployment information that will help speed the claimant's return to work.

A system has been developed toward the resolution of eligibility issues that are detected during reviews. Staff will complete appropriate issue paperwork and forward to the adjudication units within the UI Division of ESD. Staff at the Adjudication Centers, contact claimants as well as additional parties as needed in order to resolve the identified issue based on appropriate and applicable unemployment insurance laws.

Even if issue resolution should result in a disqualification from receipt of benefits, the claimant has at least become aware of the reemployment services that are available through the WorkSource Center.

III.C.

Assessment of Strengths and Improvement Opportunities.

i. In sum, how closely aligned is your current system to your vision? Assess your current system's ability to meet the customer and economic needs identified above.

Page 92 and 93 in Chapter 5 of the State Strategic Plan for Workforce Development describes the obstacles in our path to achieve our state's vision and goals and outlines the strategies that workforce development partners in Washington State plan to employ to overcome the obstacles and enhance services to customers.

Washington is in an extremely good position to realize the vision described earlier. We have:

- One-Stop Centers in place in many areas.

- A long history of coordination and cooperation with business, labor, education and other major partners.

- A Governor actively involved in the directing the integration of our Workforce system.

- Experience in developing skill standards, high quality LMI, and internet based self service tools.

This state WIA Title I-B and Wagner-Peyser Plan is written to be consistent with the State Strategic Plan for Workforce Development.

Furthermore, the local area Operations Plan for WIA Title I-B will be consistent with the local area Strategic Plan and the State Strategic Plan for the Workforce Development.

At the state level, the Workforce Board provides policy, planning and performance oversight. See Section III.B.1.a.iv. of this plan for a listing of the Workforce Board's WIA functions.

The EPC continues to serve as the operational board for the WorkSource system. The EPC supports local operations, removes state level barriers to integrated services and provides technical assistance on a variety of levels.

There is exemplary labor market information access through WILMA and ORCA. The consumer report system is under development with a beta version expected by late spring.

At the local level strong and viable local Partnerships are in place and committed to an integrated delivery system. Those Partnerships have local business plans in place, training for staff has been undertaken, and thirteen WorkSource Centers have been validated. Presently, there are also four validated Affiliate sites in the state. Oversight will be transitioning to the local WDCs over the course of the spring. The background and experience of the Partnerships will assist the Councils to develop a strong WorkSource delivery system.

The current WIA service delivery system, WorkSource, has a number of organizational structures in place which can benefit the customer and local labor economies in relation to strategic policies, local delivery systems, a progressive economic statistics system, and a sophisticated state performance management system. Washington State is adapting administrative systems and functions so as to meet the requirements of the law in the areas of fiscal and participant reporting, monitoring and auditing, and grants management based on final regulations and policy guidance from Department of Labor on related policies. There are solid foundations for the implementation of WIA required components of the WorkSource system. Youth programs are being rethought and redesigned given the opportunities for improvement suggested by WIA.

State and local level partnerships have been building working relationships over a number of years. There is now opportunity for improvement in the blending of resources and services while ensuring the statutory missions and priorities of individual programs and the Governor are met.

The system has more immediate improvement challenges in aligning what has been developed to date to what will meet the requirements of WIA Title I-B and Title III Wagner-Peyser changes e.g. development of policies and procedures, providing assistance to local areas on technical changes, etc.

WDCs need to be supported in creating opportunities to provide leadership to their communities and assisting in identifying opportunities for trying new partnerships to meet the goals established for the state.

WorkSource needs to be supported at the administrative and operational level. Technical development support, training and ongoing workgroups to share best practices and administrative system improvements will to continue to be a main focus of state activity.

Continued support for the development of the SKIES is critical. A system that allows for a state level reporting system that can encompass a range of information from a variety of funding streams has been planned for during the past several years. Testing of Beta I of the SKIES will occur by July 2001. The Interagency efforts will continue during program year 2000 and beyond to fully develop and implement all client tracking and management information systems.

There are numerous Governor proposed legislative outcomes under consideration in the 2000 state legislative session that present important opportunities for Washington State to achieve its vision and goals for the workforce development system:

Governor Locke presented three initiatives relating to workforce development strategies in our State Unified Plan at the 2000 Legislature. House Bill 3077 was signed into law on February 7, 2000. The measure provides up to $140 million over six years in additional training benefits to laid-off timber, fish, aerospace, and other dislocated workers who are enrolled in retraining programs for high-demand fields. ESD estimates that 20,000 dislocated workers will benefit from extended benefits that help them afford retraining programs.

The Governor has also proposed two workforce related budget enhancements that are still being considered by the Washington State Legislature:

(1) An additional $2.4 million universities to provide training for high-demand information technology jobs.

(2) $1.2 million to create industry skill panels o partner with education to develop training programs that meet industry needs.

III.C. 2.

In moving your current workforce development system towards your vision, what are your State's priorities? (§§111(d)(2), 112(a).)

In answer to this question, the state's priorities for its workforce development system are charted on pages 93 and 94 and further detailed on pages 95 through 124 in Chapter 5 of the Strategic Plan for Workforce Development.

In addition, areas of focus for the WorkSource service delivery system include:

- State level coordination of resources and investments and administrative barrier removal.

- Development of the Services, Knowledge and Information Exchange System (SKIES) to serve as a client tracking and information management system for partners in WorkSource.

- Improve services to employers, thus creating support for WorkSource and the workforce development system generally.

- Local system improvements. During the validation process for WorkSource Centers, local areas were asked to identify areas for improvement. The local areas did quality assessments that identified opportunities for improvement that were unique to different locations. Some of the "opportunities for improvement" included: customer market focus, employer services and relations, development of models for customer activities around initial greeting and assessment of client needs, customer satisfaction, management of quality of processes, process to achieve performance outcomes collectively across partner agencies, consistent communication by leadership, information and data to meet user needs.

WorkSource Centers and Affiliates will repeat the quality assessment at least once a year. Local plans to address "Opportunities for Improvement" will be developed based on the assessments.

The State will be working with local Councils and partners to support their efforts at quality improvement. The State will also further build the capacity of the system and continuously improve the WorkSource delivery system through technical assistance, training, and workgroups for sharing best practice information.

Adequate funding to sustain the system will be needed from a number of resources in addition to WIA Title I and Wagner-Peyser Resources. Possible solutions are (1) obtaining state funding; (2) a change in the federal regulations related to administrative money; (3) contributions from programs within the workforce development system (as provided in the example in Sec.IV.A.1. below); (4) obtain funding from the private sector through fee for service activities; and (5) seek resources from private philanthropic organizations.

IV. Strategies for Improvement:

IV.A.

Leadership

How will you overcome challenges to align your current system with your vision? How will the State implement WIA's key principles of local flexibility and a strong role for local WDCs and for businesses? In your discussion, you must address the following required elements:

IV.A. 1.

Describe the steps the State will take to improve operational collaboration of the

workforce investment activities and other related activities and programs at both the state and local level (e.g., joint activities, memoranda of understanding, planned mergers, coordinated policies, etc.).

The State provided a WIA planning block grant to local areas to assist them in the development of their local unified plan. Vocational Rehabilitation, Carl D. Perkins Vocational and Applied Technology Act, and WIA funds were made available through the grant. In addition Wagner-Peyser Act funds were also available for planning efforts.

The Governor appointed the Secretary of the Department of Social and Health Services and a county commissioner to serve as advisors to the Workforce Board to assist in the state's WIA planning and implementation.

The EPC, which includes private sector representation, will continue to provide a partner approach to operational issue identification and resolution. It will be critical to the smooth functioning of the local WorkSource Centers to have the state agencies and other partner organizations in alignment on carrying out field activities and resolving issues that create barriers to integration.

The EPC will provide regular reports on its activities to the Workforce Board and work directly with ESD in carrying out directives related to support of the WorkSource system. Joint agency projects to provide technical assistance and training opportunities bringing local provider partners together are being planned. A two day conference to be held in March 2000, has registered over 700 participants from a broad range of service providers, particularly front line staff. The state hopes to continue such events in the future.

A state level memorandum of understanding (Attachment 10) is being developed to formalize the Partnership among the organizations and agencies coming together to implement the WorkSource development system. Specific steps for linking operational issues with the WDCs and the statewide WorkSource system will continue to be developed.

The Workforce Board, in coordination with ESD, will explore opportunities to award incentive grants to Workforce Development Councils who have shown improvements in local coordination.

How will the State Board and agencies eliminate any existing state-level barriers to coordination? (§§111(d)(2), 112(b)(8)(A).)

The collection of data and sharing of information across programs is a significant barrier. The development of the Services, Knowledge and Information Exchange System (SKIES) infrastructure will go a long way to creating a state level reporting system that can encompass a range of information from a variety of funding streams. This will contribute to the vision of implementing an accountability system of core indicators across systems. Testing of Beta I of the SKIES will occur by January 2001. The Interagency efforts will continue during program year 2000 and beyond to fully develop and implement all client tracking and management information systems.

Continuous communication is vital to identify and eliminate barriers existing at the state level as WIA is implemented. This will be accomplished through diligent effort among state and local

partners and through the Governor's leadership. The ultimate extent to which barriers are reduced is the perception of our customers. We are developing measures to check this. The ultimate test of the extent to which barriers are reduced is the perceptions of our customers. We are developing performance measures to check this.

The State is examining the feasibility of collecting survey information from customers on the perceived degree of seamlessness they experience in WorkSource Centers. Once such data are

available, and a benchmark can be established, we will consider awarding incentive funds based on the responses.

Ways in which the State will pursue continuous improvement with local areas is described on pages 60 and 88-89 in Chapter IV of the Strategic Plan for Workforce Development.

In addition, ESD is working with local area executives and the U.S. Department of Labor Region Office to have national experts train local program staff to become "quality coaches." This initiative will enhance ongoing efforts of continuously improve services to customers.

IV.A. 2.

Describe how the State will assist local areas in the evolution of existing local One-Stop delivery systems. Include any statewide requirements for One-Stop systems, how the State will help local areas identify areas needing improvement, how technical assistance will be provided, and the availability of state funding for One-Stop development. Be sure to address any system weaknesses identified earlier in the plan. Include any state level activities that will assist local areas in coordinating programs. (§112(b)(14).)

The EPC will continue to serve as the state Partnership body to hear and resolve issues related to the implementation of the WorkSource delivery system. The intention of the state is to build on the work already in place and to advance the system forward. The policies that have been implemented are:

- Common data elements
- Core services
- Employer Services Board
- Marketing standards
- Outcome measures
- Quality assessment requirements
- State administered technology system
- WorkSource Center and Affiliate validation.

It is expected that local WDCs will build on the above policies and products. The EPC and workgroups of the EPC will provide support and technical assistance as necessary and appropriate to the WDCs.

ESD will be identifying additional policies to meet federal program requirements. For example, workgroups have been addressing numerous issues related to WIA program administration and operation. There is a demand for training on fiscal and participant reporting requirements and regulations, performance and data collection requirements, and other areas that the U.S. Department of Labor has not issued final guidance on by the end of 1999. These will take precedence in terms of technical assistance implementation. Some policies will necessitate technical modifications to the current JTPA fiscal and MIS systems until the SKIES for WorkSource is fully operational.

Staff of the Workforce Board, ESD, or other professionals with recognized expertise will provide technical assistance and support to local areas.

ESD is taking initial steps to involve state and local partners in planning a conference for front line service delivery staff that will take place in March 2000. The conference, entitled "Building Skills," will feature how programs are being integrated through WorkSource at the local level and will include workshops on techniques and skills for use by case managers. This will enable local workforce development and employment providers to take advantage of learning about models and best practices being used throughout the state by local WorkSource systems, WDCs, and numerous partner programs participating in implementation of WIA Title I-B. The conference will also provide information on the state's progress toward developing technology tools such as the new SKIES.

A description of how the state will pursue continuous improvement with local Workforce Development Councils is provided on pages 60 and 88-89 of the State Strategic Plan for Workforce Development

IV.A. 3.

How will your State build the capacity of local WDCs and their youth advisory councils to develop and manage effective programs? (§§111(d)(2), 112(b)(14).)

During the planning process, state staff have met with local WDCs members and their staff to provide assistance in strategic planning. In the beginning part of the year 2000, local WDCs will have been certified by the Governor and the WDCs will have established their advisory Youth Councils. Staff of ESD and staff of the Workforce Board will research the primary needs of the state's 12 WDCs. Technical assistance, training session, forums for exchange of best practices and management techniques will be considered for both council staff and youth council staff based on priorities they identify. State-local workgroups, interagency workgroups, the Workforce Executives of Washington Association, and regional partnership liaisons will help build local capacity. The state may also provide regional forums for sharing information and best practices of interest to local council members, service providers, and WIA administrative staff.

IV.A. 4.

Describe how any waivers or workflex authority (both existing and planned) will assist the State in developing its workforce investment system. (§§189(i)(1), 189(i)(4)(A), 192(a).)

Washington intends to apply for Work-Flex status to give the Governor the authority to grant waivers to local areas of statutory and regulatory provisions of WIA. Possible areas in which waivers may be requested include:

- Application of Individual Training Accounts
- Adjusting reporting requirements to allow for greater pooling of resources, particularly in the area of core services.

Waivers would be accepted by the Governor either as a part of the plan modification process, or as a separate request from the Chair of the local Workforce Development Council and the Chief Elected Official. Initial review of the waiver applications would be the joint responsibility of the staff of the Workforce Board and ESD.

The formal application for Work-Flex, will follow a public comment period, as specified in TEGL #6-99. This process will also allow us to have the request reviewed by the DOL regional office.

Section IV. Strategies for Improvement

A. Leadership:

Item IV.A.2.- Describe how the State will assist local areas in the evolution of existing local One-Stop delivery systems.

A state level Executive Policy Council Memorandum of Understanding (10) has been developed to formalize the relationship of all state partners and demonstrate their commitment. The goal of the state level MOU is to encourage agency contributions of resources.

Under the direction of the Executive Policy Council, the Regional Partnership Group was formed in 1998 to serve as an advisory group to the One-Stop Implementation Project. The members were identified by the local Partnership as liaisons with each Partnership having two or three representatives. Meetings are staffed by the Implementation Office and are held about once a month. As the Workforce Investment Act is implemented in Washington State, the oversight authority at the local level shifts from the Regional Partnerships to the Workforce Development Councils. The Regional Partnership Group will transition to the WorkSource Operations Group and will work on operational issues, share best practices, and bring forward issues and concerns for resolution. Those unresolved issues requiring further discussion will be brought to the Forum and, if needed, forwarded to the Executive Policy Council.

In an effort to better understand roles in the new WorkSource delivery system, the Forum, consisting of members of the Workforce Development Executive's of Washington, a staff person from the Workforce Training and Education Coordinating Board, and staff from the Employment

Security Department, are meeting on a regular basis. Together, a list of discussion issues has been developed that relate to roles and responsibilities, policies, and concerns.

It is the intention of the group to work through these issues and to elevate recommendations, comments, or issue papers as appropriate to the Executive Policy Council.

Section B. Services

Item IV.B.1. Describe the types of employment and training activities that will be carried out with the adult and DW worker funds received by the State through the allotments under sec. 132.

All required activities and services carried out with adult and dislocated worker funds received under WIA Title I-B will be in accordance with the Act and the Regulations. The funds will be used to further develop a WorkSource delivery system and to provide core services through the WorkSource delivery system listed in Section 134(d) and adopted by the EPC as listed below.

Core Services include the provision of information about all required programs including the availability of early intervention and rapid response services offered under the state and local WIA Dislocated Worker Program. Worker Profiling, initial assessment and more in depth assessment will be used to identify the needs of individuals seeking work for the first time compared to those who have been employed and are being dislocated. In its rapid response policy, the State has asked local areas to identify strategies and activities for initial assistance during layoffs in the local area and how coordination will take place between local and state efforts in responding to WARN notices and local events. Further information on website access to these services is available.

Core Service	Description of Core Services
Initial Assessment	Begins with intake and an initial assessment that sorts for customer needs and available options. A focus will be on determining customer's job readiness, including workforce skills, and available appropriate services.
Job Counseling	Either individually or in group sessions that help job seekers make the best use of the information and services available.
Job Referral	Services that are tailored to the needs of specific employers and job seekers. Both workers and employers may also choose to post job announcements and resumes on an electronic system that is open to all.
Employer Services	Access to labor market information; recruitment, screening, and referral of qualified applicants; assisting employers with regulations; access to economic development information and resources; allocating job vacancies; brokering customized job training; connecting firms to One-Stop information; technical assistance on assessment, recruitment, and human resource strategies; advocacy for targeted employers in key economic sectors; assistance with major layoffs and plant closures.

Core Service	Description of Core Services

Labor Market Information	Current and projected occupational supply and demand information; current occupational wage information; occupational skill standards; nonproprietary information on employers; and information on education and training program outcomes, including completion rates, placement rates, and wage rates of graduates.
Information and Referral	Access to information regarding services needed by job seekers, such as income assistance, housing, food, or medical care. Referrals to off-site services within the system will be made electronically.
Training and Retraining Information	Access to and information about vocational exploration, basic skills and literacy training, job search skills, self-employment/entrepreneurial training, training leading to the award of skill certificates, work-based learning, and two-year or four year degree programs.
Unemployment Insurance Information	Phone accessibility to file for unemployment insurance benefits. CDCs are required to have someone on site with knowledge to take claim in person when customer is disabled or unwilling to file their claim by phone.
Translation Services	Services to customers in their first language, whenever possible.
Eligibility Determination	Include individual program criteria for client self-screening on Website.
Outreach/Intake/ Orientation	Local activity, Website is source of marketing Intake-ability to register for programs Orientation to services-description to state's one-stop services/link to areas
Performance Information on local One-Stop	How the local area is performing on the local performance measures and any additional performance information with respect to the one-Stop delivery system in the local area.
Follow-up Services	Including counseling regarding the workplace. Local responsibility - retention services

The funds will also be used to provide intensive services to adults and dislocated workers who are unemployed and are unable to obtain employment through core services, who have been determined by the WorkSource operator to be in need of intensive service to obtain or retain employment that allows for self sufficiency. Intensive services, as indicated in the law Section 134(d)(3), may include the following:

- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include—diagnostic testing and use of other assessment tools; and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.

- Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the employment goals.

- Group counseling.

- Individual counseling and career planning.

- Case management for participants seeking training services.

- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training.

Training Services are available to eligible participants through certified training providers in accordance with Section 134(d)(4).

Customer choice is maximized in several ways. Information on training programs throughout the state is available on the Internet through the labor market information made available in WILMA. The consumer report system will expand this information to include outcome data related to specific training programs, and will also be available on the internet.

The use of customized assessment and individual training plans will allow those participants selected for training to receive the most appropriate array of training and services available within the guidelines established by the state and local policy guiding the use of individual training accounts.

WIA Sec.134(a)(2) Statewide Employment and Training Activities will include the following required activities:

- Disseminating the state list of eligible providers of training services, including eligible providers of non-traditional training services, information identifying eligible providers of on-the-job training and customized training, and performance information and program cost information.

- Conducting evaluation of workforce investment activities carried out in the state under WIA Title I-B in order to promote, establish, implement and utilize methods for continuously improving the activities in order to achieve high level performance within and high-level outcomes from the workforce investment system activities, provision of capacity building and technical assistance to local areas, WorkSource operators, WorkSource partners and eligible providers, including the development and training of staff and the development of exemplary program activities.

- Providing incentive grants to local areas for regional cooperation among local boards, for local coordination of activities and for exemplary performance by local areas on local performance measures.

- Providing technical assistance to local areas that fail to meet local performance measures.

- Assisting in the establishment of One-Stop delivery systems.

- Operating a fiscal and management accountability information system based on guidelines established by the Secretary of the U.S. Department of Labor. These systems should promote efficient collection and use of fiscal and management information for reporting and monitoring the use of funds made available under Title I-B and for preparing the annual report to the Secretary.

Other funds may be spent on activities listed as allowable in WIA Sec.134(a)(3).

The section above describes the state's intended uses for the 15% set aside. The term "WIA Sec.134(a)(2) Statewide Employment and Training Activities" was used to reference the set aside. Please refer to the above paragraphs (last portion of Item IV.B.1.) for this programmatic description.

The state intends to use the State Reserve funds to implement the required activities in section 134(a)(2)(B) and 129(b)(2). For the first year of WIA funding, special emphasis will be placed on activities related to assisting in the implementation of WIA. Thus substantial funds will be allocated for the operation of a fiscal and management accountability system, and for the implementation of the One-Stop system at the local level. Another mandatory statewide activity that will require special attention in the first year is conducting evaluations.

In the optional category, we will use five percent of the funds as administrative costs, as provided by law. We have also set aside funds for special projects, such as incumbent worker training; however, no decision has been made as to how these funds should be allocated.

IV.B. 2.

How will the services provided by each of the required and optional One-Stop partners be coordinated and made available through the One-Stop system? Be sure to address how your State will coordinate Wagner-Peyser Act funds to avoid duplication of labor exchange services. (§112(b)(8)(A).)

The coordination of services provided by each of the required partners in WorkSource will be described in local plans through the inclusion of local memoranda of understanding regarding service delivery elements such as referral as well as One-Stop system support. The required partner programs adopted in policy by the EPC include the list of required federal programs in WIA Sec.121(b).

The required federal programs include:

- WIA Title I-B Youth, Adult, and Dislocated Worker (including early intervention and rapid response) Grants and Programs
- Wagner-Peyser Programs
- Veterans' Workforce Programs
- Welfare-to-Work Programs
- Trade Adjustment Assistance and NAFTA
- Local Veterans' Employment Representatives/DVOP
- State Unemployment Compensation Programs

- WIA Title II Adult Education and Literacy programs including English-as-a Second Language programs
- Vocational education programs funded under the Carl D. Perkins Vocational and Applied Technology Act
- Secondary vocational education program funded under the Carl D. Perkins Vocational and Applied Technology Act
- Senior Community Service Employment Program funded under Title V of the Older Americans Act
- Vocational rehabilitation programs authorized under parts A and B of Title I of the Rehabilitation Act.

Required State Programs include:

- Worker Profiling
- Claimant Placement Program
- Postsecondary Vocational-Technical Programs
- Worker Retraining Program
- WorkFirst (employment services only)
- Labor Market Information
- English as a Second Language Programs.

Other programs encouraged to be a part of the WorkSource system include:

- Literacy Programs
- Apprenticeship Programs
- Local School to Work connections
- Americorps/Washington State Service Corps
- Tech Prep Consortium
- Private Vocational Schools
- Other programs identified by WorkSource Regional Partnerships.

At a minimum the core services in WorkSource will be available electronically in WorkSource Centers, WorkSource Affiliate sites and WorkSource Connections (self-service sites). This is based on the Core Services policy adopted by the Partner programs of the EPC. This will include information about rapid response and early intervention services to dislocated workers as well as other services listed above.

ESD is the agency designated to provide Wagner-Peyser Act labor exchange service in Washington State and, as such, operates what is essentially the WorkSource Washington labor exchange. Labor exchange services are provided at each of the state's WorkSource Centers. Labor exchange services are also provided at WorkSource Affiliates and WorkSource Connections as is necessary and appropriate. This is accomplished using a service delivery model that relies on the sharing of data resources with all of the partner organizations participating in WorkSource Washington. All partner staff have access to and the ability to utilize the labor exchange and its many applications. The degree of access is based on need and is negotiated with individual partners at the local level.

The Memoranda of Understanding between the local Workforce Development Councils and their partners will detail who the WorkSource partners are and the services they will bring to the system. As described in many of the local plans, Employment Security labor exchange services will often be a first point of contact in the resource areas of local centers or through internet access from affiliate sites or other electronic points of access because of the resume, job openings and other job matching functions provided through the WorkSource Internet Website.

Self- service applications are also available which will assist a person research labor market information, do a self assessment related to skills and experience, research training programs available in the state, etc.

WIA partners will be focusing more on delivering intensive and training services to those person's who meet the eligibility requirements of a particular program be it dislocated workers, priority adults and youth participants. Numerous other partners are participating in the system depending on the investment of staff or other resources they have agreed to contribute within the WorkSource System. Working relationships in a center are enhanced by the on-site staff representing other partner programs such as NAFTA-TAA, Adult Basic Education and Literacy, Vocational Rehabilitation and all other required partners. Optional partners are already participating in local WorkSource systems and continue to approach local areas asking how they might be involved.

Local efforts among the partners include meetings of on-site staff to problem solve, analyze customer feedback and look for ways to continuously improve staff connections as well as an increase in knowledge and understanding of partner points of view and program intent. The building of relationships and knowledge, along with an increasing commitment to joint ownership and accountability will take time to develop into the true vision for WorkSource over the next few years after the more immediate tasks of closing out JTPA and implementation of new federal legislation have been met in order to start the program.

Refer to the response under I.B.2.a for further information on the topic connecting services and improving coordination in general. For more specific information on services to agricultural employers and equitable services for migrant and seasonal farm workers refer to the attached

Wagner Peyser Agricultural Services Submission (17). With respect to the Welfare to Work (WtW) Program, services are already well integrated into the state's overall strategy for serving TANF recipients. This will help us manage the reduction in the level of services available to the WtW eligible population. We are hoping that federal legislation will pass to help us retain some level of service to the absent parent population.

Services provided under WorkFirst are optional in this state. As a result, the level of coordination varies considerably at the local level. In Lynnwood, for example the Community Service Office (the welfare office) is the host site for the WorkSource Center. Clearly, that level of coordination is exceptional. Development of local plans for WorkFirst have included participation by WorkSource partners. Other examples of local coordination include the following. In most local areas, the local Community Service office has been represented and participating in development of the local WIA plan. An approach to follow and retention services for WorkFirst clients is being developed and local WIA staff and WtW program staff have been asked to provide input into the model.

The following state guidelines apply to the selection of One-Stop operator for local WDCs:

The state policy is using WIA Section 121(d) and 20 CFR Part 662.400 which state that the WorkSource (One-Stop) operator is responsible for administering the WorkSource Centers and their role may range from simply coordinating service providers in the Center to being the primary provider of services at the Center. The local council determines the role.
In areas where there is more than one comprehensive WorkSource Center, there may be separate operators for each Center or one operator for multiple Centers. The State has not established required criteria for selection of operators beyond what the law and federal and state regulations.

The EPC has established minimum threshold requirements for the validation of WorkSource Centers and Affiliate sites.

Validation is a three-step process, which includes:

1. A quality self-assessment is used to establish a quality baseline against which annual goals are established to ensure continuous quality improvement. This self-assessment process involves as many people, partners, frontline and management staff in the Center as possible in order to have a balanced appraisal of the quality of the various components of the Center.

2. A validation checklist represents the threshold criteria of what is necessary for a local office in a partnership to be validated as a WorkSource Center. The validation of the WorkSource Centers is a responsibility of the regional partnership using a process led by the business and labor representatives of the partnership. The business and labor representatives lead the local process and when the checklist is satisfactorily completed, those representatives sign off on the validation.

3. The signed commitment to utilize the regional partnership's adopted quality system to continuously improve quality with special attention to areas of need as identified in the self-assessment completes the validation.

The WorkSource validation process will be in effect until local councils implement a new and different process.

The state's process to work with local WDCs and local chief elected officials to certify existing one-stop operators.

The WorkSource validation process is one part of a package of WorkSource products that will be provided to local councils and local chief elected officials to be used as tools in the further enhancement of the WorkSource development system.

Currently, the state has 13 validated WorkSource Centers and three Affiliate sites. It will be up to the local WDCs to confirm the validation of those Centers and Affiliates and also any additional Centers and Affiliates, but it is expected that Centers and Affiliates will continue to engage in a quality assessment at least once per year. The state is prepared to provide assistance as needed.

IV.B. 3

Describe how the funds will be used to leverage other federal, State, local and private resources (e.g., shared One-Stop administration costs). Specify how the State will use its 10 percent funds under Sec.7(b) of the Wagner-Peyser Act. Describe and provide examples of how these coordinated and leveraged funds will lead to a more effective program that expands the involvement of businesses, employees and individuals. (§112(b)(10).)

Some examples of opportunities for leveraging of resources include:

- Use of state funded (and other) programs to enhance core services (e.g. Claimant Placement Program offering workshops).
- WIA planning resources enhanced by Vocational Rehabilitation and Wagner Peyser funding.
- State resources that help ESD and Workforce Board to fund critical research.
- Cost sharing agreements worked out at the local level to fund WorkSource Centers.
- WorkSource system drawing on expertise of others in areas such as technology enhancement, employer involvement, marketing, designing resource rooms, contracting and many others.

WIA funds will be used at the state level to leverage other state resources in administration of the Board's activities, particularly in the area of performance accountability. JTPA transition funds for planning were supplemented by other state and federal funds to provide grants to local areas so they could prepare unified plans for their workforce investment areas.

In the local strategic plans councils were asked to describe how they might leverage the resources of other programs, local employers, labor and others in order to address specific goals, objectives and strategies established for their workforce investment area.

As partnerships and the statewide WorkSource system mature, opportunities will increase at the state and local level to make the most effective use of combining resources and gaining new commitments from the business community to support the improved results and service delivery that will continuously improve the system's ability to meet current and emerging needs and priorities.

It is expected that the WorkSource delivery system will result in substantially improved productivity. WorkSource Centers are charged with the responsibility of expanding access but with very siloed and limited funds. All partners are committed to the integration of services to the extent that can be achieved while at the same time maintaining the specific program accountabilities that funding sources require.

There will be some opportunity for local fee-for-service but by the nature of the funds, this will be limited. It would be short sighted to assume that the costs will reduce or that additional funds will appear. Funding will continue to be a challenge and will require all partners to operate a peak capacity. Adequate funding to sustain the system will be needed from a number of resources in addition to WIA Title I and Wagner Peyser.

Other possible solutions are (1) obtaining state funding; (2) a change in the federal regulations related to administrative money; (3) contributions from programs within the workforce development system (as provided in the example in Section IV.A.1 below); (4) obtain funding from the private sector through fee for service activities; and (5) seek resources from private philanthropic organizations.

Over the past two years Washington's Governor has requested that the Wagner Peyser 10 percent funds be used to strengthen ESD's service delivery capacity to provide leadership to local WorkSource partnerships and to fund activities in support of local WorkSource models. The Governor indicated these funds will continue to be used for purposes that are consistent with the Wagner-Peyser Act, and in a manner that best supports WorkSource Washington.

The Wagner Peyser 10% funds will be used for :

- 40% SKIES implementation
- 50% Incentive funds to enhance local office performance
- 10% Staffing of technical assistance and support functions for the WorkSource system.

IV.B. 4.

Describe how the needs of dislocated workers, displaced homemakers, low-income individuals such as migrants and seasonal farmworkers, public assistance recipients, women, minorities, individuals training for non-traditional employment, veterans, and individuals with multiple barriers to employment (including older individuals, people with limited English-speaking ability, and people with disabilities) will be met. How will the State ensure nondiscrimination and equal opportunity? (§112(b)(17).)

A variety of assessment and evaluation tools are being designed and introduced that will support a customer receiving service at a level commensurate with that customer's need.

At the same time, to maximize service effectiveness and minimize cost, all customers are encouraged and supported in their efforts to achieve functioning levels of self-sufficiency within the model. All of the groups listed above will have varying degrees of assistance needs that cannot necessarily be determined by classification such as dislocated worker or minority status. Informational orientations, triage-style assessment activities, referral services and other methods will be heavily utilized to help sort and direct customers to the level and type of service that will most efficiently and effectively respond to their expressed and identified needs and for which they are eligible.

Universal access and customer choice is emphasized. The electronic labor exchange is used to provide a direct connection between job seekers and employers. Resource rooms are structured in such a way as to be at least minimally user friendly to persons with disabilities. The modules in the JobHunter Workshop Series (see the answer to question IV.C. 2 for information about JobHunter) are used to provide group job search assistance in an efficient and effective manner to all job seekers.

Core level job search services can be accessed directly upon entrance into the system as well as at completion of a more intensive service or as a result of self-identifying need after interacting with electronic or other levels of self-service or facilitated self-service. Group core level job search assistance also includes a structured job club that serves customers independently or as part of a guided, continuing element of service. One-on-one intensive services are available for all customers who need them.

The needs of multiple barrier veterans and recently separated veterans with military occupational specialties that are not readily transferable to the civilian workforce are case managed on a case-by-case basis. Services may include a combination of self-service, facilitated self-service, group services and/or referral to supportive services. Local Veterans' Employment Representatives and Disabled Veterans' Outreach Program specialists case manage those Veterans with severe barriers to employment and in need of intensive one-on-one services. This is done irrespective of agency or program affiliation. In addition, staff working for the Local Veterans' Employment Representatives and Disabled Veterans' Outreach Programs act as liaisons to ensure that other WorkSource staff are aware of the peculiar needs and priorities of Veterans.

Finally, the model encourages and supports local innovation, flexibility, and creativity in meeting the needs of all customers in a non-discriminatory manner and with equal access for all of the above identified customers. This includes coordinating with and otherwise involving all local partners and the services they offer at all service delivery levels. Services to displaced homemakers, individuals in non-traditional training and older workers will continue to be enhanced in the WorkSource delivery system among local partners. The system lends itself well to nondiscrimination and equal opportunity responding to individual client need, regardless of what those needs may be.

Local Councils will be developing local strategies to meet the needs of these target groups as well in developing local program service strategies. These include locally developed polices for managing Individual Training Accounts and guidelines for determining eligibility and priority for WIA services (funded under the WIA Title I-B adult grant) consistent with federal and state policies.

It is the policy of WorkSource Washington to develop and promote employment opportunities for persons with disabilities. This includes particular and special attention service in the areas of testing, auxiliary aids for effective communication, reasonable accommodation, and discrimination prevention. Labor Exchange includes priority service in the areas of job referral, employment, job development, etc. while retaining the Wagner Peyser labor exchange services commitment to retaining appropriate veterans preferences. It is the policy of the labor exchange services provided by Wagner Peyser to provide priority service as follows:

- Special Disabled Veterans
- Disabled Veterans
- All Other Veterans and Eligible Persons
- Persons with Disabilities
- UI Claimants, Agricultural Workers, MSFWs, and Food Processing Workers
- All Others.

Veterans and eligible persons are provided service in accordance with WIA; and Title 38, USC, Chapters 41 and 42 and pertinent regulations. Special emphasis is placed upon those Veterans traditionally disadvantaged, homeless, military separatees, and economically disadvantaged Veterans. The automated job matching system has the capability of file searching solely by Veteran status.

While all WorkSource staff provide service to Veterans, Local Veterans' Employment Representatives and Disabled Veterans' Outreach Program specialists are available to serve the needs of this customer group.

Persons with disabilities are provided service in accordance with WIA; the Wagner-Peyser Act, Sec.8(b); the RCW 49.60 and 50.12.210; and the Americans with Disabilities Act. While all WorkSource staff provide service to persons with disabilities, local Disability Placement Specialists are also available to serve the needs of this customer group.

The state ensures non-discrimination and equal opportunity. The state will assure that it will fully comply with the nondiscrimination and equal opportunity provisions of Section 188 of the Workforce Investment Act and its implementing regulations at 29CFR Part 37. These regulations prohibit discrimination because of race, color, religion, sex, national origin, age, disability, or political affiliation or belief in both participation and employment. Operations policies on Equal Employment Opportunity and Procedures are being developed . The State will adopt any necessary modifications to the policy based on the final regulations published by the Civil Rights Center.

Unemployment Insurance claimants are provided service in accordance with WIA; Public Law 103-152; the Social Security Act, Sections 303(a)(10) and 303(j); the RCW, Chapters 50.62 and 50.24, and Sec.50.20.010 and 50.20.011; and the Washington Administrative Code, Chapter 192.23.019.

Agricultural Workers, MSFWs, and Food Processing Workers are provided service in accordance with WIA; and 20 Code of Federal Regulations, Part 653. While all WorkSource staff provide service to Agricultural Workers, MSFWs, and Food Processing Workers, MSFW Outreach Workers are also available to serve the needs of this customer group.

Agencies involved in the delivery of services to public assistance recipients have been involved at the state and local level in developing service delivery design and service strategies for this population within a one-stop system. The Employment Services portion of the State's WorkFirst initiative is a mandatory partner program represented by Employment Security. Staff of the Department of Social and Health Services who provide direct service to TANF clients have increasingly been involved. The priority service policy will require even closer coordination in terms of assessment, referral and leveraging of resources in local areas. The Welfare-to-Work program which will continue to be delivered through Workforce Development Council providers is a key partner involved in the planning and implementation of service strategies to this target group as are local contractors for community jobs program funds administered by the Department of Community Development and Trade.

Making this a progressively better service delivery system is paramount to attaining the visions set forth for WorkSource. In the certification of local centers continuous quality improvement was addressed. This included ways in which customer satisfaction would be measured and ongoing quality processes would be used to improve service.

In accordance with Sec.134(d) (4) (D) (I), local training activities may include occupational skill training, including training for non-traditional employment. Sec.129(c)(1)(A) and (B) discuss youth assessments which include interests and aptitudes for non-traditional jobs, as well as service strategies which may include, in appropriate circumstances, nontraditional employment.

The Governor has indicated the State is committed to working in partnership to create a skilled workforce that reflects the diversity of the State's population and promotes the development of communities. The report, "Studies in Industry and Employment," highlighted apprenticeship programs in Washington stating they are effective but underutilized. There are several steps the Governor and ESD, as administrator of WIA I-B programs, have taken at the state level to make individuals being served by the WorkSource System more aware of the availability of apprenticeship programs. We will also be looking at ways to further promote the participation of women e.g. displaced homemakers, women receiving welfare assistance, and other women with significant barriers or lack of information about more non-traditional employment opportunities.

On February 3, 2000, Governor Gary Locke issued Executive Order 00-01 to promote apprenticeship utilization in public works projects. State agencies under the authority of the governor shall require participation of WSATC registered apprentices in all public works. The executive order provides voluntary workforce diversity goals. There is a voluntary goal to have 18 percent of the apprentice hours performed by minorities and 15 percent of the apprentice hours performed by women. The executive order particularly encourages the Workforce Board and ESD to be involved in the following specific ways:

> Access to apprenticeship. The State Apprenticeship Council shall work with the Employment Security Department to expand access to apprenticeship programs within each service delivery area of the state employment and training system.

The point of access shall be through WorkSource, the state's one-stop system, and shall include a convenient means for individuals to apply for apprenticeship programs.

Expanding apprenticeship opportunities. The State Apprenticeship Council shall work with the Workforce Training and Education Coordinating Board to inform parents, educators, and students about opportunities in apprenticeship."

ESD has directed staff to increase involvement in Apprenticeship and Apprenticeship preparation. Staff will concentrate on coordinating with the Washington Apprenticeship Training Council at the State level. They will assisting in building the capacity of WorkSource centers to provide information and linkages, to enhance awareness of, preparation for or participation in apprenticeship programs in local communities. In local communities linkages among business, labor, state and community agencies will be promoted.

Staff are developing apprenticeship preparation activities (which are not duplicative of existing programs) for WorkFirst , Washington's TANF initiative, and low-income individuals to enter apprenticeships in the Puget Sound region. Staff will work with labor representatives, private business, community based organizations, WorkSource and others to increase access to apprenticeship. The state will encourage local efforts to use the WorkSource system to contribute to awareness and utilization of opportunities by women for non-traditional employment.

The performance section of the plan describes the process for training providers to qualify to become eligible training providers in the state and thus eligible for individual training accounts used by eligible participants of WIA Title I-B funds.

As stated in section 134 of the Act these occupational training services include training for non-traditional employment. The consumer report system will provide extensive demographic, content, and outcome data on training programs. Easy accessibility to this information over the Internet will give participants a new way of accessing and evaluating non-traditional training opportunities. This is certain to increase the awareness of career opportunities which provide wage progression and attainment of highly skilled, highly paid work. As in JTPA, WIA reporting requirements include the tracking of women in non-traditional activities.

As mentioned elsewhere in this plan the State will be implementing the Services, Knowledge and Information Exchange System (SKIES) which will serve as the reporting system for both WIA I-B programs and Wagner Peyser. This system will provide a management information system that will collect all data required to meet legal reporting requirements, including data related to monitoring equal employment opportunity statistics. It will also continue the collection of information about occupations in which participants are placed and whether participants were placed in non-traditional employment. This includes the reporting of relevant demographic information in relation to non-traditional employment. This is a feature of the current management information system, which will continue to be used with any necessary modifications to meet USDOL reporting requirements for WIA Title I-B prior to implementation of SKIES.

Washington's training institutions have a successful history of providing non-traditional training through local training providers. WIA Title I-B funds may be used to support eligible WIA

customers in certified non-traditional training programs and can also assist them in preparing themselves to enter non-traditional training and employment opportunities.

In particular, non-traditional employment opportunities for women will be enhanced through the WorkSource system with the improved information available. A good consumer report system, when coupled with training decisions relative to employment and wage prospects of various occupations. This will also increase available referral information.

Resources on the internet to assist customers, including women, includes information on local labor markets and local economies: on occupational and skills in demand which can be considered throughout one's career path from entry level to progressive opportunities providing for increased responsibilities and wages. There is also extensive information on career and training opportunities through customer choice and self-service which women would not necessarily have been exposed to previously. This includes information on training programs, outcomes, wage information, and characteristics of populations using the training.

In addition to WIA Title I-B providing employment and training opportunities to those who can benefit from, and who are most in need of, such opportunities, efforts shall also be made to develop programs under WIA Title I-B which contribute to occupational development, upward mobility development of new careers and opportunities for non-traditional training and employment.

Recent passage of a data sharing bill will allow information to be shared within strict confidentiality parameters is going to be a significant step forward in eliminating barriers to services as it will decrease the need for clients to repeat information for every service provider they come in contact with.

During the validation process for WorkSource Centers, local partners were asked to identify "opportunities for improvement" unique to their area. Examples of opportunities for improvement shared by local partners include: customer market focus, employer services and relations, development of models for customer activities around initial greeting and assessment of client needs, customer satisfaction, management of quality processes, process to achieve performance outcomes collectively across partner agencies, consistent communication by leadership, and information and data to meet user needs.

IV.B. 5.

Describe the criteria developed by the State for local WDCs to use in determining that WIA Title I-B adult funds are limited and that priority of service applies. Describe the guidelines, if any, the State has established for local councils regarding priority when adult funds have been determined to be limited. (§§112(b)(17)(A)(iv), 134(d)(4)(E).)

Refer to the State WIA Policy for and Priority Services attached to this plan (Attachment11). This policy describes state criteria to be used by local councils, in consultation with local chief elected officials, in establishing enrollment eligibility and priority guidelines for intensive services and training services funded under WIA Title I-B Adult Employment and Training Grant.

The policy should be taken in the context of the following observations: A common intake process is a goal of the WorkSource system. Many local areas have designed intake processes for the WorkSource Centers. The proposed technology system will incorporate case management functions that will connect all partners throughout the system in the future.

The Priority policy will not discriminate. Each program is monitored for its compliance for its own eligibility requirements and the actions it takes for additional eligibility or duplication of services. It is also monitored for compliance with the requirements of when other services are not available. A good example is the Welfare to Work program that has a requirement to provide services including supportive ones only when they are not available under the TANF provisions.

Disability specialists in WorkSource Centers or affiliates provided by the Wagner-Peyser are available for advice. The partnership of the Division of Vocational Rehabilitation also ensures access to all eligible participants across all programs.

IV.B. 6.

Describe how the needs of employers will be determined in the local areas as well as on a statewide basis. Describe how services (e.g., systems to determine general job requirements and list jobs), including Wagner-Peyser Act services, will be delivered to employers through the WorkSource system. How will the system streamline administration of federal tax credit programs within the WorkSource system to maximize employer participation? (20 CFR part 652.3(b), §112(b)(17)(A)(i).)

The WorkSource EPC recently approved a WorkSource Employer Advisory Board. The Governor's Executive Order No. 99-02 designates ESD as the administrative lead agency for the WorkSource System. The purpose of the WorkSource Employer Advisory Board is to:

- Assist the EPC and ESD in developing core sets of services that will be provided to employers throughout WorkSource Centers across the state.
- Work with the EPC and ESD to assure core services and programs are implemented and efficiently provided in all WorkSource Centers.
- Assist the EPC and ESD in identifying gaps in services, reasons for their existence, and propose solutions.
- Assist the EPC and ESD with the establishment of a continuing measurement/evaluation system to ensure accountability to employers.

Additionally, the EPC recently approved a WorkSource Interagency Employer Team comprised of the state level staff leads for employer services from the respective partner agencies. The purpose of the state level interagency team is charged to support the work of the Employer Advisory Board. By convening the interagency group, which represents all of the state partners in the WorkSource System, so that the work of the EPC Employer Advisory Board can be in concert with the full scope of partners deploying the WorkSource system in order to meet the needs of this primary customer group in an integrated employer outreach effort.

The state level work with employers is intended to support the work of the partnerships in establishing an integrated employer outreach and the achievement of a single point of contact for each business doing work with the WorkSource System.

The guiding principles adopted by the EPC Employer Advisory Board and ESD administrative lead agency are as follows:

- Employers are a major investor and a primary customer.
- Business needs are reflected in performance measures.
- Business will be involved as workforce development policies are developed.
- Market only what can be delivered.
- Work towards a single point of contact marketing approach.
- Agency leadership role is to support local staff to meet local business needs.
- Identify best practices and celebrate successes.

At the local level most all of the twelve regional partnerships through the currently validated WorkSource Centers have initiated employer services design teams which include employer representatives. The work of these teams is to locally design, implement and measure employer customer satisfaction, services and meet employer related performance measures required by the local WDCs who are ultimately responsible for meeting the WorkSource employer customers needs. Local employers have created partnership teams with WorkSource Centers to assist in the implementation of a locally integrated employer engagement strategy that meets business needs.

An important feature of these efforts is to deliver Wagner Peyser Act services electronically to employers within the self-service/facilitated self-service environment.

The needs of employers are being determined in partnership with employers and all the agencies that provide services to employers. WorkSource is arranging a system that operationalizes an integrated employer engagement plan, which is in concert locally and at the state level.

As described in the answer to question IV.B.2. of this plan, ESD operates what is essentially the WorkSource Washington labor exchange. While this includes accepting and servicing the more traditional type of job orders where all employer identifying information is suppressed, a major emphasis is now placed on encouraging direct contact between employers and job seekers through the use of electronic technology (self-service and facilitated self-service). See the answer to question IV.C.2. for additional information.

Operational administration of the federal tax credit programs will be carried out as follows:
A group approach will be used to provide services for both employers and job-seekers. Program improvement strategy training will be provided by Labor Exchange Unit training staff for participating agencies, while the training of employer groups will be provided by Work

Opportunity Tax Credit staff. This approach is necessitated by the fact that 70 percent of the 4,800 employers who take advantage of the federal tax credit programs use third party employer representatives.

Group training will also be provided by participating agencies (Department of Vocational Rehabilitation, Services for the Blind, and WorkSource) agencies upon request due to the fact that more extensive efforts are limited by the availability of funding at this time.

Administration of the tax credit programs is centralized in ESD which receives and processes applications from employers. The use of technology including the internet and e-mail receipt of applications have maximized efficiencies in time of significantly reduced federal funding for these federal programs over the past few years.

The purpose of the federal tax credit programs is to offer employers an incentive to hire individuals who are members of a targeted group, which have traditionally faced significant barriers to employment.

The Ticket to Work and Work Incentives Improvement Act of 1999 was signed into law on December 17, 1999, reauthorizing the WOTC/WtW Tax Credits for a 30-month period through December 31, 2001 (retroactive to the credits expiration date of June 30, 1999). The reauthorization applies to individuals who began work for the employer on/or after July 1, 1999 and before January 1, 2002.

There are two employers tax credits programs:

1. Work Opportunity Tax Credit (WOTC)
   An employer who hires a worker who qualifies as a member of one of the eight (8) target groups receive a tax credit of up to 40% of the first $6,000 in qualified first-year wages for a maximum credit of $2,400. Qualified wages are capped at $6,000 for all WOTC target groups except Summer Youth, whose wages are capped at $3,000.

2. Welfare to Work Tax Credit (WtW)
   This is a tax credit for long-term welfare recipients that can reduce Employer's federal tax liability by as much as $8,500 for new hires These are persons who: "have received Temporary Assistance to Needy Families (TANF), for at least 18 consecutive months before the date of hire."

Employers are currently provided information on the WOTC and WtW programs through the quarterly tax statement mailings and through brochures which includes an 1-800 number that employers can call for informational packets, forms and assistance on completing the forms. In addition an electronic mail transmission process has been implemented which will provide employers with a much faster turn around on submitting and receiving forms and form completion instructions. Also employers can receive information and assistance on completing the forms for the WOTC and WtW programs through the WorkSource system.

An employer marketing campaign is being planned to expand the knowledge base for the purpose of increasing the numbers of employers benefiting from the WOTC and WtW. Programs.

IV.B. 7.

Describe the reemployment services you will provide to Worker Profiling and Reemployment Services claimants in accordance with Sec.3(c)(3) of the revised Wagner-Peyser Act. (§112(b)(7).)

ESD provides early intervention reemployment services to "new" Unemployment Insurance claimants who have been identified by the profiling system as being most likely to exhaust their regular Unemployment Insurance benefits. This includes older workers. However, this is accomplished without compromising ESDs commitment to universal access and customer choice. There will be a greater emphasis on self-service, facilitated self-service and group services; the use of Electronic Labor Exchange (ELX) technologies; information and data sharing between Unemployment Claims TeleCenters and the Labor Exchange system.

Most services are provided utilizing a group service approach consisting of the six modules in the JobHunter Workshop Series and cover the following job search topics: goal setting, skills identification, job search techniques, resume and application completion, job market information and interviewing skills. These modules support customer movement to self-service in a variety of ways. Typically the modules teach or encourage skills that empower participants to operate independently within the electronic labor exchange environment. This modular workshop concept is currently being piloted at eight local sites, two in each ESD region. The concept is expected to be implemented statewide in March or April of 2000. The same workshop modules are also used as a part of the WorkSource Washington labor exchange and will be available to serve all job seekers at the group level.

In addition, ESD is currently developing a universal Job Club that will continue support of job seekers in their job search activities regardless of which intensive or group level service in which they have previously participated. Any interested individual is allowed to participate in the workshop modules and staff in partnership programs are encouraged to refer their customers to the workshop modules whenever such referral would benefit customers. In fact, other program staff are encouraged to become presenters. Utilizing partner staff as presenters does not impinge upon WIA requirement that Wagner-Peyser services be delivered by merit system employees. In fact, sharing the responsibility for workshop delivery allows Wagner-Peyser staff the opportunity to provide intensive level services; thereby making the most efficient use of limited federal funding. Additional workshop modules will be developed as needed.

ESD has also merged the power of computers with the convenience of the telephone to build a service that is also referred to as Job Hunter. During the night, Job Hunter searches ESDs database of thousands of job opportunities to find an opening that matches a UI claimant's skills and interests. When a possible match is found, the claimant is automatically notified on the Benefit Hotline, during their regular weekly call to file for unemployment benefits.

This matching process is available to any Unemployment Insurance claimant who has a work history registration in JobNet (the labor exchange system).

Through an information data exchange between JobNet and GUIDE (the Unemployment Insurance system), over 99 percent of claimants are registered with a work history and available

for Job Hunter job matches within 24 hours of filing their Initial Claim for unemployment compensation.

The current six Job Hunter training modules are:

- Orientation and Assessment
- Skills Identification
- Job Search Techniques
- Employment Applications and Résumés
- Knowing Your Labor Market
- Interviewing Skills.

The WorkSource system incorporates a variety of notification processes that inform most all Unemployment Insurance claimants of reemployment services thereby creating the link between UI and employment services. This process works in conjunction with the profiling process described in the original plan. The Department automatically registers nearly all UI claimants for employment services at the time of claim filing. Other than the 20% of UI claimants that are generally not required to look for work, all registered claimants are notified electronically of potential job openings in their field of work through the Job Hunter program.

When claimants respond to the electronic notification by reporting for a possible job referral, an opportunity for conducting a work test is presented. New UI claimants who are not attached to the labor market are issued job search logs at the time of claim filing along with notification of work search requirements. In addition, they are informed of reemployment services available through the WorkSource centers.

Currently, 15% of all claimants are required to report to a WorkSource site and demonstrate their work search during weeks 6 – 11 of their claim and a work test is administered. Identified issues are reported to the UI Division through the telecenters. Work search efforts are verified with 10% of those reporting claimants. In addition, many WorkSource centers contact 50% - 100% of profiled claimants and inform them of available reemployment services. Approximately 50 – 60% of directly contacted claimants report for some level of service, creating an opportunity for a potential work test.

When staff detect a significant issue that could potentially deny benefits to a UI claimant, they file a report with the appropriate UI Adjudication Center using an EMS 10320, Report of Potential Issue form. The completed forms are either faxed or mailed to the Adjudication Center. Adjudication staff follow up with the claimant to resolve the issue. This activity may also occur at WorkSource Affiliates and WorkSource Connections if necessary and appropriate.

IV.B. 8.

Specifically describe the Wagner-Peyser Act-funded strategies you will use to serve

persons with disabilities. (Wagner-Peyser Act §8(b), WIA 112(b)(7).)

As described in IV.B. 4. and IV.B. 7., the inverted pyramid service delivery system design creates a flowing and dynamic strategy that serves all customers based on individual need and, by nature, is non-discriminatory and provides equal opportunity. Persons with disabilities will have access to all services offered within all tiers of service offerings. Resource rooms, where there is access to all electronic systems, are built to be at least minimally user friendly to persons with disabilities. In addition, through home or other public computer access stations, persons with disabilities will be able to access electronic labor exchange systems such as America's Job Bank (AJB), the internet and labor market information.

Persons with disabilities will have access to group level job search assistance through the Job Hunter job search workshop series and on-site job clubs. As individual needs dictate, they will receive intensive services such as one-on-one employment counseling and job development, referral or access to training assistance and all partner or community offered services.

All labor exchange staff serve persons with disabilities. However, there is a statewide Disability Placement Coordinator in ESD and local Disability Placement Specialists and backups at each of the WorkSource Centers. Specialists and backups are also located at WorkSource Affiliates and WorkSource Connections as is necessary and appropriate. Staff are currently funded by the Wagner-Peyser Act.

The statewide coordinator maintains a written working agreement with the Department of Social and Health Services Division of Vocational Rehabilitation and oversees and coordinates the activities of the specialists and their backups. The specialists and their backups oversee and coordinate all Disability Placement Services at the local level; develop and maintain positive working relationships with all other organizations in the local area that serve persons with disabilities, including local Department of Social and Health Services Division of Vocational Rehabilitation staff; and directly serve persons with significant employment barriers due to disabilities. Staff from these agencies and the Governor's Committee on Employment and Disabilities will continue to explore and develop better ways to share Wagner Peyser and other pertinent workforce-related information.

IV.B. 9.

How will Wagner-Peyser Act funds be used to serve veterans? How will your State ensure that veterans receive priority in the One-Stop system for labor exchange services? (§112(b)(7).)

Veterans will also receive labor exchange services through the inverted pyramid design that offers self and staff assisted electronic services, group, and intensive services consisting of one on one case-management and or counseling. Types of services can be referenced in Section IV.B. 4. and IV.B. 7 of this plan. The WorkSource approach presents a broad range of reemployment services that were not always easily accessible to veterans who visited Job Service Centers.

WorkSource recognizes that the veteran customer is no different from any other primary customer in the respect that this customer expects to receive a mix of services that are appropriate to each individual's needs. Toward that end, all WorkSource staff serve Veterans.

This includes Wagner-Peyser Act funded staff. As described in the answer to question IV.B. 2., ESD operates what is essentially the WorkSource Washington labor exchange. ESD has always provided first priority to Veterans regarding labor exchange services and continues to do so in the WorkSource system. This includes ensuring that Veterans, particularly Disabled Veterans, are served in accordance with the applicable provisions of Title 38, USC. In regard to "how" veterans will be identified to receive priority labor exchange services, local service delivery areas have been charged with initiating designs that are responsive to their communities. These designs will reflect the prioritization of services and how they will be offered and delivered to local veteran customers.

The state has entered into an agreement with the Washington State Veterans Office. This agreement addresses more specifically coordination of labor exchange services with respect to the veterans population being served by Wagner Peyser. The agreement includes the following language:

To ensure that veterans receive priority in the One-Stop system we will have provisions of service throughout the service delivery process which has value to the covered veterans or eligible persons which is greater than the value generally provided to non-priority recipients, such as-

- Assess and identify veteran customer' status at intake in the Workforce Development Triage. When it is determined that the customer is a veteran or eligible person, services will be provided according to the customers desires and needs. The customer initially chooses services. If a covered veteran and/or eligible person requests to register for employment or for referral to training services they are to be provided services targeted to their needs. These may be delivered by a veterans' representative or by another professional in the labor exchange delivery system;

- Acquaint covered veteran customer or eligible person with methods of service delivery at the WorkSource, and encourage self-directed/self-service, when warranted, facilitate group services and provide one-on-one services when the needs supports this mode;

- With the advent of TeleCenters, the automated registrations though efficient and less staff intensive, adversely effects the traditional claimant to employment service mode for the veteran customer. A special code is now being used to identify the veteran customer so that daily reports are electronically made available at all labor exchange delivery locations. Disabled veterans' employment representatives and/or local veterans' employment representatives contact the veteran customer telephonically, through E-mail or through ordinary postal mail for coordinated employment services arrangements.

- Local veterans' employment representative shall functionally supervise the providing of services to covered veterans and eligible persons by the local employment service office;

- In case of a service delivery point (other than a local employment service office described in subparagraph (d) of this paragraph) at which employment services are offered under the Wagner-Peyser Act, the head of such service delivery point shall be responsible for ensuring compliance with the provisions of this title providing for priority services for veterans and priority referral of veterans to Federal contractors.

- Promote and monitor the participation of veterans under the Workforce Investment Act of 1998 and in federally funded employment and training programs, monitor the listing of vacant positions with State employment agencies by Federal agencies, and report to the Director for Veterans' employment and Training for the State any evidence of failure to provide priority or other special consideration in the provision serves to veterans as is required by law or regulation;

- Work closely with appropriate Department of Veterans Affairs personnel engaged in providing counseling or rehabilitation services under chapter 31 of Title 38 USC §3100, and cooperate with employers in identifying disabled veterans who have completed or are participating in a vocational rehabilitation training program under such chapter and who are in need of employment;

- Qualified covered veterans and eligible persons are to be provided Veterans' preference in Federal hiring and reduction in force actions in accordance with the Veterans' Employment Opportunities Act of 1998.

IV.B. 10.

What role will Local Veterans' Employment Representatives/Disabled Veterans' Outreach Program staff have in the One-Stop system? How will your State ensure adherence to the legislative requirements for veterans staff? How will services under this plan take into consideration the agreement reached between the Secretary and the State regarding veterans' employment programs?

All WorkSource staff serve veterans. The role of the Local Veterans' Employment Representatives is to functionally supervise the provision of services to eligible Veterans and eligible persons, and to ensure that such services are provided in accordance with the applicable provisions of Title 38, USC. They maintain regular contact with community leaders, employers, labor unions, training programs, and veterans' organizations for the purpose of keeping them advised of eligible veterans and eligible persons available for employment and training. They also keep eligible veterans and eligible persons advised of opportunities for employment and training.

Local Veterans' Employment Representatives work closely with appropriate Department of Veterans' Affairs personnel engaged in providing counseling or rehabilitation services under Title 38, USC, Chapter 31. They also cooperate with employers in identifying Disabled Veterans who have completed or are participating in vocational rehabilitation training and who are in need of employment.

The role of the Disabled Veterans' Outreach Program specialists is to perform only those duties directly related to meeting the employment needs of eligible Veterans in accordance with Title 38, USC, and the special provisions contained in the Special Provisions of the Disabled Veterans' Outreach Program/Local Veterans' Employment Representatives Grant. They provide case management services to eligible veterans, including but not limited to, the development of outreach programs in cooperation with appropriate Department of Veterans' Affairs personnel engaged in providing counseling or rehabilitation services under Title 38, USC, Chapter 31. They also cooperate with educational institution and employers in order to ensure maximum

assistance to Disabled Veterans who have completed or are participating in vocational rehabilitation. They provide outstationed services at selective Transition Assistance Program sites, including workshop facilitation and outreach activities. They also provide outstationed services at appropriate Department of Veterans' Affairs facilities.

An agreement has been developed to ensure coordination and avoid duplication at the WorkSource Centers. The agreement extends the historical preferential precedents for veterans and other eligible persons. In administering Veteran Programs under Title 38, U.S. Code, Chapters 41 and 42 and the Special Provisions of the Disabled Veterans' Outreach Program / Local Veterans' Employment Representatives Grant, ESD has agreed to maximize services to veterans.

IV.B. 11.

Describe how the State will provide Wagner-Peyser Act-funded services to the agricultural community--specifically, outreach, assessment and other services to migrant and seasonal farmworkers, and services to agricultural employers. How will you provide equitable services to this population in the One-Stop system? (20 CFR part 653, §112(b)(7).)

All WorkSource staff serve the agricultural community; providing them access to a broad range of programs and services. Through the inverted pyramid service delivery model all agricultural employers, agricultural workers, migrant and seasonal farmworkers (MSFWs), and food processing workers are provided services based on customer choice and universal access. The following areas have been identified to ensure delivery of equitable services:

- Consideration for the special needs of agricultural workers and employers.
- Spanish speaking, culturally sensitive staff to meet the needs of MSFWs.
- Training to increase WorkSource and TeleCenter staff awareness of MSFWs' cultural, educational, and employment needs.
- A marketing plan for agricultural workers and employers regarding WorkSource and TeleCenters.
- Information and assistance to agricultural workers and employers on the use of new technologies.
- Labor market information available for agricultural workers and employers.
- A survey of agricultural workers and employers regarding their service needs.
- Monitoring standards for performance and customer satisfaction.
- State and local partnership wherein the responsibility for serving agricultural workers is coordinated and shared.

Statewide, 10 WorkSource sites have been designated as significant bilingual MSFW service delivery sites. Each site has a MSFW Outreach Worker. Staff in these areas are currently working with the Spanish-speaking media to market WorkSource Washington and the TeleCenters.

In addition, group level job search services will be made available in Spanish. The Job Hunter Job Search Workshop Series has been developed with Spanish language materials in two versions that are responsive to the job search needs of MSFW's. There is an expectation of a future plan to incorporate education that will prepare migrant and seasonal farm workers to become self sufficient within an electronic labor exchange environment. Having an understanding of and access to electronic systems will significantly improve this customer groups ability to compete in today's post-industrial economy.

IV.B. 12.

Describe how Wagner-Peyser Act funds will provide a statewide capacity for a three-tiered labor exchange service strategy that includes (1) self-service, (2) facilitated self-help service, and (3) staff-assisted service. Describe your State's strategies to ensure that Wagner-Peyser Act-funded services will be delivered by public merit staff employees. (§112(b)(7), §§3(a) and 5(b) of the Wagner-Peyser Act).)

The new service delivery model provides multiple points of entry for service including self-service, facilitated self-service, and group services as well as one-on-one services. The new model also emphasizes universal access and customer choice. Refer to IV.B.4 for details.

As described part IV.B.2. of this plan, ESD is the agency designated to provide Wagner-Peyser Act labor exchange service in Washington State. Because ESD is a state government agency, all staff providing Wagner-Peyser Act-funded services are public merit staff employees.

IV.B. 13.

Describe how your State will provide rapid response activities with funds reserved under WIA Sec.133(a)(2), including how the State will use information provided through the WARN Act to determine when to provide such activities.

a. Identify the entity responsible to provide rapid response service.

WIA Dislocated Worker Unit within the Washington State ESD is the entity responsible for providing state level Rapid Response service.

This unit has a number of major functions. It administers the statewide WIA dislocated program including maintenance of administrative policies and procedures to support Rapid Response assistance.

The DWU is composed of knowledgeable, professional JTPA Title III and TAA/NAFTA staff with direct client and business experience. Staff with rapid response contact responsibility have the capability to evaluate the need for and appropriateness of emergency, rapid response assistance and to provide resource materials and information on available programs and services.

Trigger Event: The DWU receives all the Worker Adjustment and Retraining Notification Act (WARN) notices. In most instances, the WARN letter triggers the first step in rapid response. A lead staff, or rapid response specialist, in the DWU is immediately assigned responsibility for the rapid response. A letter is sent to the company acknowledging receipt of the WARN notice. A copy is then sent to the impacted employee's labor organization (if appropriate) and the appropriate substate grantee. The letter identifies the person assigned to assist the company and the impacted employees.

The WARN notice generally provides sufficient information to begin the rapid response process (such as, number of impacted workers, the location of the layoff, the schedule of layoffs, the company contact person, and, where appropriate, labor unions impacted). Within a short period of time, usually within 48 hours or less, lead staff establish telephone and on-site contact with the employer and employee representatives in order to: Provide information on and facilitate access to available public programs and services; determine the immediate need for emergency assistance adapted to that particular company and impacted workers; and identify contact persons representing the impacted workers, the company and the persons representing the dislocated worker programs.

Telephone contact is made to ensure that state involvement will be acceptable at that time, will not interfere with collective bargaining negotiations, and begin discussions on actual intervention strategies. The rapid response effort will avoid actions that may impact the negotiation process.

The lead staff person notifies the appropriate Substate Grantee(s), ESD Regional Office(s) and/or Job Service Center(s), Community Trade and Economic Development Reemployment Center and other entities, where appropriate, of receipt of the WARN notice.
Labor-Management Committees assist in identifying the assist in coordination of to the dislocation event. An initial meeting is scheduled with the company and employee representatives, and where appropriate, other organizations or entities for sharing information; promoting the establishment of a labor-management committees (or if organized labor is not involved, a steering committee); and planning readjustment services and activities for the impacted workers.

Rapid response assistance is delivered by a community based Rapid Response Team of specialists with representatives, where appropriate, from:

- Substate Grantee(s); ESD Regional Offices and/or WorkSource Centers; and DWU including TAA/NAFTA staff.
- Washington State Labor Council Designee or Local Labor Council Designee.
- State Board for Community and Technical Colleges.
- Department of Community, Trade and Economic Development.
- Superintendent of Public Instruction, Local School Districts or Educational Services Districts.

- Governor's Timber Rural Community Assistance Team.
- U.S. Department of Labor, Region X staff.
- Department of Social and Health Services (DSHS), local Community Service Offices (CSOs).
- City or County Officials; Congressional and State elected Officials.
- Community-Based Organizations and others.

It should be noted, in some instances, the DWU will begin the rapid response process before the arrival of a formal WARN notice. Other indicators may trigger acknowledgment of the event, such as, newspaper articles, information provided by labor unions, or information from the WorkSource Center when Unemployment Insurance (UI) claims may precede the formal notice.

The state works with the Washington State Labor Council (WSLC), AFL-CIO to provide technical assistance and rapid response to the Department as well as to provide worker advocacy for both organized and unorganized workers in promoting labor-management cooperation. The contract requires consultation and assistance in response to notice or awareness of potential layoffs or plant closures. The contract also requires consultation in the design and delivery of Title III and Trade Act/NAFTA services to provide early intervention in the event of layoffs or plant closures.

In the event of a layoff or plant closure, the Department may contract with the affected local union or, if unorganized labor, an affected worker, to provide outreach, ombudsman and peer counseling services to the workers.

The Dislocated Worker Unit receives notices as provided by WARN and maintains mechanisms to coordinate and respond to Rapid Response events. An 800 number phone system for the regular exchange of information related to Worker Adjustment and Retraining Notification Act events and potential dislocations will be established. Using a U.S. Department of Labor Grant, the Unit plans to develop and operate a Dislocated Worker 800 number phone system which will interface with the National Call Center. It will also provide information and assistance through a state website. The Unit participates in development and operation of statewide Rapid Response reemployment group orientation and coping sessions, and provides other related statewide activities.

The Dislocated Worker Unit maintains a process to provide baseline and additional emergency assistance to local areas that experience WIA level Rapid Response events. The provision of assistance to local areas will include development of service action plans for addressing local dislocation events. These plans will provide a comprehensive service strategy to take place for a given event.

The Dislocated Worker Unit assists in planning and overseeing program strategies to avert layoffs. This can include pre-feasibility studies to avoid layoffs, incumbent worker training for worker's skill upgrading and linkages with federal, state, and local levels including business

retention and recruitment activities. It collects and analyzes data related to dislocations to aid in review and evaluation of Rapid Response activities. It supports program capacity building and quality improvement activities to promote successful best practices.

The Dislocated Worker Unit is responsible for providing funding for the operation costs of labor management or workforce transition committees, training and technical assistance for operation of committees maintaining list of potential candidates for neutral chairpersons or co-chairs, and related assistance.

The Dislocated Worker Unit coordinates Rapid Response and national emergency grants for Dislocated Workers. With respect to the application for and administration of National Reserve or Emergency Grants the Unit assists local entities with development of U. S. Department of Labor grants applications for additional assistance. It also provides state review of applications in response to requirements prior to submittal to the Department of Labor for consideration. In some cases the Unit may directly administer the Grant or in other cases will provide grant management and oversight functions to other entities.

b. How will your State's rapid response unit's activities involve the local WDCs and Chief Local Elected Officials? If rapid response functions are shared between your State unit and local areas, identify the functions of each and describe how rapid response funds are allocated to local areas.

In conjunction with the state level Rapid Response activities mentioned above, the 12 local WDCs are responsible to plan and deliver on-site services for dislocation events with the employer, labor or representatives of the affected workers.

Local functions include:

- Determine the proposed layoff schedule and employer plans to assist the worker, status of any collective bargaining negotiations affecting layoff benefits.

- Assess reemployment prospects for workers in the local community.

- Determine workforce skill background and related information and probable workforce development assistance needs of the affected workers.

- Avert potential layoffs through consultation with Dislocated Worker Unit, local economic development entities and other entities.

- Maintain an inventory of available workforce resources to meet the short and long-term assistance needs of the affected workforce. Determine the need for outreach peer worker support to connect the workforce with the services. Ensure procedures for timely access to WorkSource programs and information on programs such as unemployment compensation, Trade Adjustment Assistance, and NAFTA programs and other necessary services.

- Determine the need for voluntary labor management or a Workforce Transition Committee comprised of representatives of the employer, affected workers or their representatives and

other necessary community entities. The committee would assist in planning, overseeing and event specific strategy that supports reemployment of the affected workers.

- WorkSource Dislocated Worker assistance requires full consultation with labor whenever WIA programs serve union members. Affected unions must be provided an opportunity to comment on any proposed WIA program when their members are engaged in similar work. Written labor concurrence is required when a WIA training proposal would be inconsistent with a specific bargaining agreement, unless the union and employer organization concur in writing with respect to WIA activities.

- While staff must carry out their statutory responsibilities, they must be fully cognizant of any ongoing collective bargaining negotiations related to the plant closing or layoff. They must be aware of the impact that the offer of services and resources may have on the negotiation process, especially with respect to financial arrangements related to the provision of severance benefits. Rapid response staff must be cautious and avoid actions to the maximum extent possible that may impact this negotiation process.

Refer to the attached draft State policy (Attachment 12), which includes a more definitive matrix of responsibilities for state and local entities

c. Describe the assistance available to employers and dislocated workers, particularly how your State determines what assistance is required based on the type of lay-off, and the early intervention strategies to ensure that dislocated workers who need intensive or training services (including those individuals with multiple barriers to employment and training) are identified as early as possible. (§112(b)(17)(A)(ii).)

The state Dislocated Worker Unit of ESD provides assistance to employers and Dislocated Workers which includes: establishment of labor management committees; arranging pre-feasibility studies; determining Unemployment Insurance eligibility; providing core services such as job search , labor exchange and *rapid response* services; and intensive services and training support to eligible individuals. One of the most useful tools used are surveys of impacted employees which take place as soon as possible to get a profile of the workers' education levels, skill levels, individual interests and other information relevant to assessing the type and level of service that will be needed.

The state Dislocated Worker Unit also assists with the identification of strategies and partners for ensuring comprehensive Rapid Response assistance including layoff aversion with economic development entities, prefeasibility studies or incumbent worker training and development of community operational plans that addresses the needs of dislocated workers including displaced homemakers. Local plans should support and maintain local capacity to provide on site contact with employers and employee representatives including consultation to provide comprehensive assistance.

The Dislocated Worker Unit continuously exchanges information with partners in local areas about dislocation events and assist in preparing applications for additional Rapid Response assistance to respond to the needs of the specific event.

As noted in section II.B. the ESD will be contributing to the goals in the state strategic plan by administering WIA I-B rapid response services in ways that support specific priority objectives. The State Board is leading a workgroup developing strategies around the objective to establish a coherent, flexible and accessible dislocated worker service strategy ,which could include examining the various statutory definitions of dislocated workers.

IV.B. 14.

Describe your state's strategy for providing comprehensive services to eligible youth, including any coordination with foster care, education, welfare and other relevant resources. Include any state requirements and activities to assist youth who have special needs or barriers to employment, including those who are pregnant, parenting, or have disabilities. Describe how coordination with Job Corps, youth opportunity grants, and other youth programs will occur. (§112(b)(18).)

Washington State's strategy for providing comprehensive services to youth (age 14 through 21 at the time of application to programs funded through the federal WIA) is broadly described in the Governor's Executive Order (99-02) on Workforce Development. The Executive Order specifically mentions "**disadvantaged youth**, persons with disabilities, new labor market entrants, recent immigrants, and low-wage workers" as needing assistance in moving up the job ladder.

ESD will offer direct technical assistance to local workforce investment areas and their associated youth councils. ESD has formed a statewide Youth Policy Workgroup, which has been meeting regularly since August 1999, to offer statewide technical assistance and to coordinate planning and operational issues relating to youth activities. Several of the members of this group have now been named to local Youth Councils, and are assisting state-local coordination directly in this manner.

There are four Job Corps Centers in the Washington State, and Job Corps representatives are serving (where applicable) on local WIA_Youth Councils.

There were three applications from local workforce areas for Youth Opportunity Grants in the most recent grant cycle, and the Governor's Office was asked to supply letters of support in two of those instances.

In these letters, the Governor specifically charged the Workforce Board and the operating agencies with close coordination and assistance for these grants should they be approved for funding. (Washington State has not received a Youth Opportunity Grant to date, but Native American youth programs have been funded through JTPA Title IV.) The Governor has also opened an Internet homepage to youth programs, resources, and youth employment and training programs in particular throughout the state. The website is titled the Access Washington Resource Directory and can be found at www.awrd.org.

Although the state has no empowerment zones, it does have three enterprise communities. All three communities applied for Youth Opportunity Grants within the timeframe of the first Solicitation for Grant Applications. On behalf of the Governor's Office, Employment Security coordinated review of these grant applications and submitted two letters of endorsement. These

efforts resulted in the approval and funding of the Youth Opportunity Grant awarded to Seattle-King County Private Industry Council.

In addition, Employment Security worked with the Governor's Office to determine whether the Governor's option to designate two other areas as high poverty, and, therefore, eligible to apply for these grants. In this first round, it was decided that the Governor would not exercise the option to designate two additional areas. The Governor's Office will improve these initial efforts at coordination with the new youth opportunity program by articulating policies for the designation of other areas as high poverty and to coordinate with areas approved and funded by the program.

In addition to those groups referenced in the Executive Order local areas will provide services which includes, but is not limited to, youth in the juvenile justice system, the alternative high schools, and foster care system as well as teen parents. ESD has a strong connection to juvenile justice through its Corrections Clearinghouse program. This program offers employment assistance to incarcerated adults and youth in a wide range of institutions throughout the state. Working through networks of organizations, which traditionally provide referrals to employment and training providers in local area, the WDCs will continue to develop approaches for providing services to specific youth populations.

With the assistance of the area WorkSource partners, the local Workforce Development Councils will coordinate services funded under the WIA youth grant with youth services offered by school districts, community and technical colleges, local School-to-Work and Tech Prep initiatives, services offered to youth though regional offices of the Division of Vocational Rehabilitation and the Department of Services for the Blind (administering federal Rehabilitation Act services), and by agencies involved with foster care services.
Community and technical colleges and certain community-based organizations in Washington State provide adult and family literacy services. These state and federally funded adult basic skills programs are available to the public including youth 16 years of age or older who are not in school and do not have a diploma or GED and to individuals 18 years of age or older who are economically disadvantaged or who have limited proficiency in English. For this reason adult basic skills program coordination with school district alternative education services and WIA youth program service providers is important.

Local WIA youth contractors will provide eligible youth an objective assessment to determine service needs of each participant including interests and aptitudes for nontraditional jobs, and development of strategies to identify employment goals, including nontraditional employment.

Youth will have access to WorkSource core services providing them access to wide range of information to help them make informed decisions about training opportunities including opportunities for non-traditional employment.

Washington State will insert into the Special Conditions for Title I-B Youth Grants under WIA the following condition: At a minimum, 30 percent of the funding under this grant agreement shall be used to provide youth activities to out-of-school youth.

The State will also insert into the Special Conditions for youth grants language to the effect that under no circumstance may ITA's be provided to youth enrolled only in the Title I-B Youth

Grant. Youth who are 18-21 years old may be co-enrolled or separately enrolled in the Title I-B adult program to receive ITAs and other services available under the adult program.

The State is addressing co-enrollments for 18-21 year old youth dually enrolled in the WIA Title I-B youth and adult programs. This procedure is in draft and will be finalized by April, 2000.

IV.B 15.

Describe how your state will, in general, meet the Act's provisions regarding youth program design.

Maximum local flexibility will be afforded local Councils in developing a design framework for local youth programs. The state requires that each local area WIA Operations Plan include a service design framework for youth that describes how:

- All 10 required services will be available to youth the service area (refer to the draft youth policy, Attachment 13).

- All youth will receive an objective assessment and an individual service strategy (ISS) that meets the requirements of WIA Sec.129(c)(1)(B), including identifying a career goal and a consideration of the assessment results for each youth.

- A participant's individual service strategy (ISS) will identify and provide appropriate preparation for post-secondary educational opportunities, employment opportunities, and strong links to the labor market.

The "draft" youth policy was issued in final, not as a formal policy, but as a component in the state guidance to local areas in developing their operational plans. The state reviewed the local operations plans of the twelve local areas for all of the youth program design elements including the ten required youth elements. As part of the oversight and monitoring role, the state will continue to review local area operations to ensure compliance with the youth program design elements and with the ten required elements.

The Plan notes that local advisory committees and Youth Councils will have input into the planning and oversight processes for youth activities and that proposals will be reviewed and scored by a local review group. The State confirms that the Governor is not identifying criteria for determining the effectiveness of youth programs at this time. OCR suggests that, at a minimum, the Governor or his representative review the criteria to ensure that it is neutral and that it may be applied consistently and uniformly.

The state is responding positively to this suggestion by requesting local areas to provide the criteria by which Youth Councils determine the effectiveness of their youth programs. Employment Security statewide youth program coordinators will review these criteria to ensure their neutrality and that each local area applies these criteria consistently and uniformly.

ESD, through policy, planning and technical assistance roles has made local areas aware of the Act's provisions regarding youth program design. The Youth Policy Workgroup has drafted recommendation in the areas of designing intake and eligibility system and eligibility verification

using a sampling system (Attachment 14). It also has adopted recommended operational definitions for the ten essential elements of successful youth programs for use by local areas.

No final guidance on youth program issues will be adopted in final until further review and comment takes place. Also, policy will not be finalized until the Department of Labor publishes final regulations and guidance on reporting requirements.

The State will not include specific requirements to local areas for serving youth in special categories engaged in the youth system other than the policies related to providing services to those with disabilities, persons of color, etc. required under Equal Employment Opportunities legislation and directives from the Civil Rights Center. State staff will also be coordinating with the Governors Committee for Disability and Employment to explore ways to improve access for youth with disabilities. Staff will be working with staff from the Division of Vocational Rehabilitation to enhance coordination of services and share information with local areas. Adult Education linkages are also planned which will provide new models of delivery to those persons with language and literacy barriers to employment and training.

IV.C. System Infrastructure:
How will the State enhance the systems necessary to operate and manage your workforce investment system? (§§111(d)(2), 112(b)(1), 12(b)(8)(B).) In your discussion, you must address the required elements listed below.

Washington State has spent the past few years in developing the business and technology plans to define the type of system it will use that can provide both client tracking and management information functions.

During the legislative session ending in April, 2000 state legislation allowing for data sharing among WorkSource partners was passed. Governor Locke has signed the bill into law. The Employment Security Department has been working on full implementation of the law. A workgroup was established by the Executive Policy Council with representation from partner agencies and local councils to develop guidance for local areas on a process for developing data sharing agreements in each of the 12 workforce development areas. This guidance package is nearing completion and will be sent out by the end of June.

Employment Security Staff will be available to provide technical assistance to local areas as they design and implement the local agreements. While a common state system is in development, the short term strategy for tracking outcomes between programs will be a matter that is addressed by local areas, many of whom use technology to share basic information.

IV.C. 1.
How will the locally-operated Individual Training Account (ITA) system be managed in the State to maximize usage and improve the performance information on training providers? How will the State ensure the quality and integrity of the performance data?

Local areas have been given the flexibility of developing their own Individual Training Account system within the context of the draft Individual Training Account Policy described in Section

III.B.3.c. of this plan. This state policy will enable local areas to make use of funds available for training accounts according to a determination of local needs, priorities and policies.

The state policy on eligible training providers for WIA Title I-B Individual Training Accounts is also described in Section III.B.3.c. of this plan. The state system for recording training provider performance information will be a statewide system managed to ensure high quality and integrity of the performance data.

IV.C. 2.

How will your State improve its technical and staff capacity to provide services to customers and improve entered employment outcomes in accordance with Sec.7(a)(3)(f) of the Wagner-Peyser Act?

The state is designing several approaches to improving technical and staff capacity. The labor exchange and other information about services and activities under WorkSource are constantly being improved. Additional information continues to be refined and added for the customer and improvements to make information and services more easily accessible are being used. Examples of recent efforts include the addition of information on apprenticeship programs, dislocated worker programs and how to apply is being put on the WorkSource website to increase customer awareness of program availability and make the application process easier for the customer. Local partnerships have been made aware of and can receive technical assistance on implementing modularized job search curricula as a means of providing core and intensive services to job seekers. Many areas have already adopted these curricula for use or are modifying elements to fit with other employment related activities in a local WorkSource system. The core services may be offered to new clients accessing the system from a variety of places or program contacts, to those continuing to make use of core services as an active client after intensive and training services have been provided and or the person wants to seek work opportunities that offer more responsibility and challenge and increased wages or benefits.

There has been considerable technical assistance and training offered to employer outreach staff of partners in local areas to facilitate more integrated approaches to serving employer needs in the community. This assistance will be further developed and TA provided to local areas on providing services to businesses as the WorkSource systems continue to evolve.

The strategy the State is following is to provide training by national, state and local experts in different venues e.g. state conferences, 1 to 2 day sessions for WIA and other staff on topics of interest from grants management to performance improvement. State staff are also planning local calls and visits to assess implementation efforts and more fully determine what priorities local areas have and how best practices, technical information and learning experiences can take place that continually enhance services to customers and increase the most effective vehicles leading to increases in employment outcomes.

Washington State is in the process of developing a Workforce Tracking and Accountability System (SKIES). SKIES will the information system component for labor exchange activities. Also in place are computer stations in the resource rooms that provide access to agency web site job matching services, America's Job Bank, America's Talent Bank, e-mail services, job self-selection and self-referrals, and employer self-entered unsuppressed job orders. Staff assisted activities include suppressed job orders, referral screening, assisted job search, job order referral,

and referral to service providers. In addition a voice response system for call-in job search and selection will continue to be in operation.

Marketing materials are being developed for both the job seeker and employer communities to market the advantages of self-service and internet services including availability, and seven-day, 24-hour convenience. Additional links to America's Job Bank, America's Talent Bank, the Washington WorkSource Web Site, and other job search/job entry sites are also being established. Résumés will serve as registrations and employers will be able to search talent banks and local sites. Marketing plans for employers will be finalized in the near future. The goal of these plans may include methods to inform employers of internet services such as advertisements, brochures, business committee meetings, agency and partnership employer outreach activities, and localized Employer Workshop/Open House forums.

IV.C. 3.

How will the State improve its employment statistics system to ensure that One-Stop system customers receive timely, accurate and relevant information about local, State and national labor markets?

Over the next five years the movement to a new workforce information system from the current labor market information system will consist of seven goals. These goals will provide a strategic approach to build on the existing strengths while introducing critical improvements. Refer to the State Improvements (Attachment 15) for more information about the goals listed below.

The goals for a workforce information system provide a strategic approach to build on the existing strengths while introducing critical improvements.

Goal 1: Develop a comprehensive set of accurate and timely data to support workforce investment customers at local, state, and national levels.

The workforce information system must have at its core high-quality local, state, and national data. "High quality" means data that meet statistical standards, and are timely, comparable across states and areas, and relevant to customer needs. The data must be organized in standard database formats to facilitate analysis and delivery.

Achieving this goal requires building on the current federal research and statistical products and systems, and establishing new data collection programs in key areas.

Goal 2: Improve analysis to transform data into useful workforce information.

Analysis adds meaning and contexts to the data in the workforce information system, maximizing its usefulness to job seekers, students, planners, employers, and other users.

Achieving this goal requires improving staff analysis skills, providing analysis tools and methods, and carrying out analysis of key topics, resulting in products that are meaningful and provide added value to customers.

Goal 3: Deliver useful information on a timely basis.

The success of the WorkSource system mandated by WIA, as well as other workforce development services, rests on the timely delivery of information about the labor market, using media and formats that are accessible to customers who have varying levels of expertise and access to technology. These customers must also have access to technical assistance in using workforce information.

Achieving this goal requires providing tools to simplify and speed up data delivery, developing customer-focused delivery systems using the Internet and other emerging technologies, and providing a variety of innovative approaches for universal access to workforce information.

Goal 4: Use local, state, and national customer feedback to continuously improve and enhance the system.

Continuous improvement of the workforce information system depends on input from its customers through a comprehensive customer satisfaction and outreach program.

Goal 5: Conduct research and development activities that continuously improve and create workforce information.

Research and development is needed to improve the quality of workforce information and to add critical new information sources. Research should focus on data collection methods, statistical procedures, and application of technology to reduce cost, increase timeliness, and improve quality. In addition, investments are needed in tools to increase the speed and efficiency and reduce the cost of labor market transactions.

Achieving this goal requires setting priorities, and creating and implementing a research and development plan.

Goal 6: Continuously invest in training, technical support, and capacity building.

The skills of the staff who develop, analyze, and deliver workforce information must be maintained and improved through training in data collection methods, analysis, use of technology, and customer support.

Training and assistance must be provided to customers in the uses and limitations of workforce information. Achieving this goal requires expanding the system's capacity and better coordinating existing resources.

Goal 7: Establish local-state partnerships to bridge labor market information to community needs.

While labor market information has been tuned to meet the needs at the federal and state levels, it is less useful at the local level. Data, as well as analysis, will need to be brought down to the community level. Not only does that allow information customers to find out about their own communities; they can explore information about other communities of interest.

V. Performance Management:

Refer to pages 62 through 90 in Chapter 4 of the State Strategic Plan for Workforce Development for a comprehensive response to this section. Chapter 4 of the State Strategic Plan covers the following topics:

- Desired Outcomes and Indicators of Performance
- Workforce Development Systemwide Indicators
- Common Program Outcomes and Indicators
- State Core Indicators
- Federal Core Indicators and State Additional Indicators
- Expected Levels of Performance on Core Program Indicators
- Local Area Performance
- WorkSource Performance
- Training Provider Eligibility and Performance
- Performance-based Consequences (at the system level and program level)
- Measuring and Reporting Results
- Continuous Quality Improvement
- Implementation Measures

V.A. For each of the core indicators identified in Sec. II of these instructions, the customer satisfaction indicator and additional state measures, explain how the State worked with local boards to determined the level of the performance goals.

Refer to Chapter 4 of the Strategic Plan

V.B. Does your State have common data system and reporting processes in place to track progress? If so, describe what data will be collected from the various One-Stop partners (beyond that required by DOL), your use of quarterly wage records, and how the statewide system will have access to the information needed to continuously improve. If not, describe the State's timeframe and plans for transitioning from the JTPA to WIA tracking system, your planned use of quarterly wage records, and the projected time frame for the system to be operational. (§112(b)(8)(B).)

The state is working on development of a technology system which will enable us to track all of the state performance measures for cross-system measures as well as track the program specific outcomes. Establishment of a detailed state project management plan is in process.

Until the system is implemented statewide current reporting systems will continue to be used. Statewide implementation of the SKIES is planned for March 2001. Until that time, we will continue using the current systems, JobNet and Dataflex with modifications to those systems in order to provide the performance data needed for reports. Please find an overview of the initial implementation schedule of SKIES in Attachment 16.

V.C. Describe the system(s) by which your State measures customer satisfaction for both job seekers and employers (beyond those elements required by the Department). How will customer satisfaction data be evaluated, disseminated locally, and used to improve services and customer satisfaction? Describe any targeted applicant groups under WIA Title I, the Wagner-Peyser Act or Title 38 (Veterans Employment and Training Programs) that your State will track. If no system is currently in place, describe your State's timeframe and plan to collect this information. (§§111(d)(2), 112(b)(3), 136(b)(2)(B).)

Each local partnership has in place a customer satisfaction system. In most locations this is a customer card as well as requests for feedback on the computers in the resource areas. The purpose of the local collection is for continuous quality improvement. Each partnership has a process in place for review of the information and for developing plans to address the customer feedback.

At the state level, there is a customer satisfaction survey for both job seekers and employers. This information is used for longer term strategic planning and can be disaggregated to the local WDC level for use.

There are three parts to the ways in which Washington will measure and use customer satisfaction data for WIA Title I-B.

1) Washington will measure the six customer satisfaction questions required by the Department for the state as a whole, and for each of the 12 workforce investment areas. The Workforce Board will survey a sufficient sample of job seekers and employer respondents for each area to have meaningful results on an annual basis. The Board will share these results with each area so that the local workforce development council can track its progress on the required customer satisfaction questions.

2) The Workforce Board will conduct a very detailed customer survey of both job seekers and employers. The Board will administer the survey on a rotating basis such that there are a meaningful number of respondents for each of the 12 areas every two years. The Board will present the statewide results in its biennial evaluation report, "Workforce Training Results." This report shows the results of major workforce development programs and discusses areas for improvement. The report is shared with state policy-makers and program managers and with the 12 local areas. In addition, the Board will disseminate the detailed job seeker and employer survey results for each area to the local workforce development council for their use in program management.

3) As a requirement in the State Unified Plan, one stop centers and affiliates must have in place methods to obtain real-time information on customer satisfaction. The methods for measuring real-time customer satisfaction are left to local discretion. The purpose of the measurements are to inform continuous improvement in day-to-day program operation.

V.D. Describe any actions the Governor and State Board will take to ensure collaboration with key partners and continuous improvement of the statewide workforce investment system. (§§111(d)(2), 112(b)(1).)

Pages 62 and pages 90-91 of the State Strategic Plan for Workforce Development describe the state's continuous improvement initiative.

The EPC will continue to request annual quality assessments from WorkSource Centers and Affiliate sites to ensure continuous improvement. In addition, the EPC will continue an interagency quality-workgroup (this workgroup has representatives from each of the 12 local partnerships) to coordinate quality improvement efforts at the state and local level with the goal of ensure alignment of quality efforts in WorkSource Centers and Affiliates.

V.E. How will the State and local WDCs evaluate performance? What corrective actions (including sanctions and technical assistance) will the State take if performance falls short of expectations? How will the local Councils use the review process to reinforce the strategic direction of the system? (§§111(d)(2), 112(b)(1), 112(b)(3).)

Pages 86 through 87 of the Strategic Plan (II Performance Based Consequences – A. System Level – B. Program Level) explains the state's system of performance-based consequences.

Performance of local areas will be monitored on an ongoing basis. If an area falls short of expectations for WIA Title I or appears to be behind in enrollments or not making progress in the measures the Employment Security Department will provide technical assistance to local areas. An overview of the performance measures and training for local areas will take place to provide basic information in the new WIA measures and related state policies. It will be a joint learning experience for both state and local staff as new service delivery systems are established unique to each of 12 areas and the partnerships established within the system. State staff will develop areas of expertise and will be learning the consequences of certain practices e.g. retention and follow-up activities on performance. Methods of sharing best practices will be developed to share with local areas via the Internet, training sessions, workgroups and other means yet to be developed.

State and local boards and their staff will review WIA and other program outcome information regularly. Administrative and service delivery staff will be reviewing outcomes and customer feedback on a regular basis to determine when and where adjustments and improvement need to be made at the program level. They will also be assembling information for use by board and council members to determine not only the performance of operators and service providers but also how the outcomes may be influencing and reinforcing the more strategic comprehensive direction of the respective state and local workforce development system. Progress towards meeting strategic directions will be measured in a number of ways.

The goals set by the Governor in the state plan have specific measures of success, as will the establishment and operation of the WorkSource system. These outcomes will be monitored and addressed in addition to the performance measures established in state and local plans for WIA programs. How technical assistance is provide to the state and local area will largely depend on the measure or goals which have not been met.

VI. Assurances

ASSURANCES

WIA Title I/Wagner-Peyser Act/Veterans Programs

The State assures that the methods used in soliciting comments on the final plan included an opportunity for the entities responsible for planning or administering such programs and activities to review and comment on all portions of the unified plan.

The State Board will ensure that the public (including people with disabilities) has access to Board meetings and information regarding State Board activities, including membership and meeting minutes. (§ 112(b)(1))

The State assures that it will establish, in accordance with section 184 of WIA, fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the State through the allotments made under sections 127 and 132. (§112(b)(11))

The State assures that it will comply with section 184(a)(6), which requires the Governor to, every two years, certify to the Secretary, that:

A. The State has implemented the uniform administrative requirements referred to in section 184(a)(3).

B. The State has annually monitored local areas to ensure compliance with the uniform administrative requirements as required under section 184(a)(4).

C. The State has taken appropriate action to secure compliance pursuant to section 184(a)(5). (§184(a)(6)).

The State assures that the adult and youth funds received under WIA will be distributed equitably throughout the State, and that no local areas will suffer significant shifts in funding from year to year during the period covered by this plan. (§112(b)(12)(B))

The State assures that veterans and other preference eligible persons will be afforded a priority service, in accordance with the requirements of chapter 41 of title 38 and 20 C.F.R. 1001, in the One-Stop system for the provision of labor exchange services funded under the Wagner-Peyser Act.

The State assures that the Governor shall, once every two years, certify one local board for each local area in the State. (§117(c)(2))

The State assures that it will comply with the confidentiality requirements of section 136(f)(3).

The State assures that no funds received under WIA will be used to assist, promote, or deter union organizing. (§181(b)(7))

The State assures that it will comply with the nondiscrimination provisions of section 188, and its implementing regulations at 29 CFR part 37, including an assurance that a Methods of Administration has been developed and implemented (§188 and § 112(b)(17)).

The State assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of section 188, as provided in the regulations implementing that section. (§185)

The State certifies that the Wagner-Peyser Act Plan, which is part of this document, has been certified by the State ESD Administrator.

The State certifies that Veterans services provided with Wagner Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20CFR part 1001. The State assures that veterans workforce investment programs funded under WIA, Section 168 will be carried out in accordance with that section, and further assures veterans will be afforded employment and training services under WIA section 134, to the extent practicable.

The State certifies that WIA section 167 grantees, advocacy groups, the State monitor advocate, agricultural organizations, and employers were given the opportunity to comment on the Wagner-Peyser Act agricultural services submission, including any local office affirmative action plans.

The State assures that it will comply with the annual Migrant and Seasonal Farmworker significant office requirements in accordance with 20 CFR part 653. Accordingly, the State will provide agriculture services Submission in conjunction with the Unified Plan and will provide annual Agriculture services Submissions during each of the following four program years. Refer to attachment 17.

The State has developed this Plan in consultation with local elected officials, local workforce Councils, and the business community, labor organizations and other partners.

The State assures that funds will be expended in accordance with the requirements of WIA *and* the Wagner-Peyser Act legislation, the regulations, written guidance issued by the Department of Labor, grant agreements, and all other applicable Federal and State laws.

The State certifies that labor exchange activities funded under the Wagner-Peyser Act will be provided by State merit-based public employees. The State assures that it will submit a plan modification to the Department if there is any change in policy regarding the public merit-staffed delivery of Wagner-Peyser Act services in any local workforce investment area.

The State Workforce Investment system and entities carrying out activities in the community who are in receipt of assistance from the workforce investment system or from the workforce investment system partners shall comply with the Architectural Barriers Act of 1968, sections 503 and 504 of the Rehabilitation Act of 1973, as amended, and the Americans with Disabilities Act of 1990.

> The State assures to include State and local EO officers and advocates for groups protected from discrimination under WIA Section 188 in the planning process in a meaningful way, beginning with the earliest stages.

The State assures that it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority at section 189(c) of the Act) which are necessary to enter into grant agreements for the allocation and payment of funds under the Act. The procedures and agreements will be provided to the State by the ETA Office of Grants and Contract Management and will specify the required terms and conditions and assurances and certifications, including, but not limited to, the following:

General Administrative Requirements:

- 29 CFR part 97--Uniform Administrative Requirements for State and Local Governments (as amended by the Act).
- 29 CFR part 96 (as amended by OMB Circular A-133) --Single Audit Act.
- OMB Circular A-87 --Cost Principles (as amended by the Act) Assurances and Certifications.
- SF 424 B --Assurances for Non-construction Programs.
- 29 CFR part 31, 32 --Nondiscrimination and Equal Opportunity Assurance (and regulation).
- CFR part 93 --Certification Regarding Lobbying (and regulation).
- 29 CFR part 98--Drug Free Workplace and Debarment and Suspension.

The State certifies that, in providing an opportunity for public comment and input into the development of the plan, the State has consulted with persons of disabilities and has provided information regarding the plan and the planning process, including the plan and supporting documentation in alternative formats when requested.