



INNOVATE

WORKFORCE DEVELOPMENT

April 9, 2019

1:30 p.m.

Little Rock Workforce Center
5401 South University Little
Rock, Arkansas

Arkansas Workforce Development Board

Strategic Planning Committee



AGENDA

April 9, 2019

ARKANSAS WORKFORCE DEVELOPMENT BOARD STRATEGIC PLANNING COMMITTEE MEETING

1:30 P.M.

Call to Order Karen Breashears, Committee Chair

Chairman’s Comments Karen Breashears, Committee Chair

Agenda Item 1: ACTION

Approval of Minutes of the January 10, 2019 meeting

Agenda Item 2: INFORMATIONAL

Committee Action Plan Update Arnell Willis, Workforce Development Board Director
Arkansas Department of Workforce Services

Using the Arkansas Workforce Development System..... Mike Rogers
Business AWDB Member

One-Stop Certification Karen Breashears, Committee Chair
Kris Jones, Assistant Director
Arkansas Department of Workforce Services

WIOA State Plan Timeline Kris Jones, Assistant Director
Arkansas Department of Workforce Services

Agenda Item 3: INFORMATIONAL

Strategic Sections of the WIOA State Plan..... Kris Jones, Assistant Director
Arkansas Department of Workforce Services

- Vision and Mission
- Goals (Strategic Plan)
- Assessment Process
- Apprenticeship

Announcements

Adjournment

NEXT MEETING DATES

Committees

June 18, 2019
September 25, 2019

Full Board

July 16, 2019
October 15, 2019

Little Rock Workforce Center
5401 University
Little Rock, Arkansas 72209



**For Consideration of the
Arkansas Workforce Development Board
Strategic Planning Committee**

April 9, 2019

AGENDA ITEM 1 – ACTION: Minutes of the January 10, 2019 Strategic Planning Committee Meeting.

RECOMMENDATION: It is recommended that the Strategic Planning Committee approve the minutes of the January 10, 2019 meeting.

INFORMATION/RATIONALE: Minutes of the meetings are attached.

UNOFFICIAL MINUTES

ARKANSAS WORKFORCE DEVELOPMENT BOARD Strategic Planning Committee January 10, 2019

A teleconference of the Arkansas Workforce Development Board Strategic Planning Committee was held on January 10, 2019. Accommodations were set-up for in-person attendance at the Arkansas Workforce Center, 5401 South University, Little Rock, Arkansas. Chair Karen Breashears presided with the following members voicing their presence, via telephone: Dr. Charisse Childers, Mr. Randy Henderson, Ms. Cassondra Williams, Mr. Paul Rivera, and Dr. Julie Roberson. Board members Mr. Scott Bull and Mr. Alan McClain, attended the meeting in-person.

Ms. Melissa Hanesworth and Mr. Mike Preston were unable to attend.

Hearing a quorum, Chair Karen Breashears called the meeting to order at 1:35 p.m.

Chairman's Comments: Chair Karen Breashears reminded members that due to the meeting being held via teleconference, members would need to identify themselves by stating their name when making a comment, making a motion, or providing a second to a motion after roll call.

Agenda Item 1 – ACTION – Minutes of the September 10, 2018 Meeting: Chair Karen Breashears asked committee members to review the minutes of the September 10, 2018 meeting for any revisions or corrections.

A motion to approve the minutes of the September 10, 2018, meeting as presented with no additional revisions was made by Dr. Julie Roberson, seconded by Ms. Cassondra Williams. The motion carried unanimously, with none opposed.

Agenda Item 2 – INFORMATIONAL: Committee Chair Karen Breashears recognized the Arkansas Workforce Development Board Director Mr. Arnell Willis to provide an update of the Committee Action Plan of activities that have occurred during the past quarter.

Committee Action Plan Update: Director Willis provided six updated activities to committee members. Chair Breashears requested to have the action plan updated with the specific dates of completion for the goals at the next meeting.

Chair Breashears thanked Director Willis for the Committee Action Plan update.

Business Service Update: Chair Karen Breashears recognized Mr. Mark McManus to provide an update on Business Services Committee organized under the WIOA Roundtable Executive

Committee. Mr. McManus provided a recap of an October 2018 Business Service Workshop convened by approximately 50 partners representing various programs. The workshop was convened at Pulaski Technical University to provide better program awareness and education about partner programs. The committee is reviewing options for creating a resource guide of partner services.

Mr. McManus provided an update on business case management system of Salesforce. The committee is in the first of three phases in learning and setting up the system to be utilized by ADWS and core partners. A demo is scheduled January 16, 2019 and February 7, 2019, with testing occurring on February 11 – 15, 2019.

USDOL On-Site Monitoring Visit: Chair Breashears recognized Mr. Kris Jones to provide an update on the USDOL on-site monitoring visit scheduled for September 17-21, 2018.

Mr. Jones provided a brief overview of the monitoring process, including the intent and the timeframes for responses. He informed members the findings of the Department of Labor report dated November 16, 2018. The findings are a declassification of administrative costs, separation of duties with timesheets, fiscal and administrative policies and procedures, sub-recipient monitoring, travel vouchers, priority of services of career and training services, participation and exit policies, and skill goals and basic skills deficiencies. Mr. Jones stated most of the findings will be resolved by February 16, 2019, and the State will provide training to the local area that was reviewed.

Hearing no additional questions or comments, Chair Breashears moved to the next agenda item.

Announcements: Chair Breashears thanked committee members for their participation and attendance. She announced that Governor Asa Hutchinson was scheduled to attend the upcoming Full Board meeting scheduled for January 24, 2019 at 10:00 a.m. The Board will dismiss for lunch and reconvene 1:30 p.m. for the Board Orientation.

Chair Breashears reminded committee members to file their Financial Disclosures that are due at the end of the month.

Chair Breashears informed committee members that the most recent Targeted Populations Report will be sent to committee members via e-mail.

The location of the upcoming Board Meeting will be at the Crowne Plaza Hotel, 201 South Shackleford, Little Rock, Arkansas 72211.

Adjourn: Chair Karen Breashears adjourned the meeting at 2:33 p.m. with a **motion from Ms. Cassandra Williams to adjourn, and seconded by Dr. Julie Roberson.**

Ms. Karen Breashears, Chair
Strategic Planning Committee

Arnell Willis, Director Workforce Investment
Arkansas Department of Workforce Services

*Minutes recorded by Shenaye Johns, Jing Wang, and Rebecca Edwards
Department of Workforce Services Staff*

**For Consideration of the
Arkansas Workforce Development Board
Strategic Planning Committee**

April 9, 2019

AGENDA ITEM 2: INFORMATIONAL: Strategic Planning Committee Action Plan – April 2019 Update

INFORMATION/RATIONALE: The Strategic Planning Committee developed an Action Plan during the initial Workforce Innovation and Opportunity Act (WIOA) program implementation. This Action Plan provides the roadmap for the activities undertaken by this committee.

Attached is the April 2019 updated Action Plan that will provide Committee Members with the status of each of these original strategic goals.

Strategic Planning Committee Action Plan



Board Mission: To promote and support a talent development system in Arkansas that offers employers, individuals, and communities the opportunity to achieve and sustain economic prosperity.

	GOALS	STRATEGIES/INITIATIVES	BENCHMARKS	STATUS
Board Vision: Arkansas will have a world-class workforce that is well educated, skilled, and working in order to keep Arkansas's economy competitive in the global marketplace.	Board Bylaws: Develop the State Plan.	1.1 Develop the state plan.	1.1 Submit the PY 2016 – PY 2019 state plan to the federal agencies on April 1, 2016.	1.1 COMPLETED
		1.2 Modify the state plan.	1.2 Modify the state plan every two years. Next modification due by June 30, 2018.	1.2 CURRENT
	Board Bylaws: Review of Statewide Policies	1.1 Review statewide policies, of statewide programs, and recommend actions that should be taken by the state to align workforce development programs in a manner that supports a comprehensive and streamlined workforce development system in the state.	1.1 Review statewide policies as they are needed and developed.	1.1 COMPLETED
		1.2 Guidance for the allocation of one-stop center infrastructure funds to include the appropriate roles and contributions of entities carrying out one-stop partner programs with the	1.2 Must be developed and implemented no later than June 30, 2017.	1.2 COMPLETED

d, a n d w	GOALS	STRATEGIES/INITIATIVES	BENCHMARKS	STATUS
		workforce center system.		
	Board Bylaws: Continuous Improvement of the State's Workforce System	1.1. Identify barriers and means for removing barriers to better coordinate, align, and avoid duplication among the programs and activities carried out through the system.		<p>1.1 ONGOING- Reference Staff Report on Targeted Population Outreach, WIOA Roundtable Executive Committee updates, and Business Services activities. A barrier facing coordination is the lack of consolidated data and processes.</p> <p>January 2019 Update- The WIOA Roundtable Executive Committee is leading the development of a business-services driven CRM, Salesforce, which is expected to be completed by September 2019.</p> <p>April 2019 Update – Work continued on the VOCAL system, which will allow for common-registration, referrals, and reporting. This was approved by the Legislature and is expected to be completed in September 2019.</p>
		1.2 The development of strategies to support the use of career pathways for the purpose of	1.2 Sector Strategies guidance draft will be provided for consideration by the	1.2 ONGOING

d, a n d w	GOALS	STRATEGIES/INITIATIVES	BENCHMARKS	STATUS
		<p>providing individuals, including low-skilled adults, youth, and individuals with barriers to employment (including individuals with disabilities), with workforce investment activities, education, and supportive services to enter or retain employment;</p>	<p>SPC committee at the January 2017 meeting.</p>	<p>January 2019 Update- ADWS, in collaboration with Arkansas Research Center, has developed a Career Pathways report to demonstrate demand within occupations based on Job Posting data (source- EMSI) to wages based on LMI. The reports are grouped by the Career Cluster and Career Pathway associated with each occupation, and presented per Local Area. This information will be provided to Local Areas and updated Annually.</p>
		<p>1.3 The development of strategies for providing effective outreach to and improved access for individuals and employers who could benefit from services provided through the workforce development system;</p>		<p>1.3 ONGOING</p> <p>Reference Staff Reports for Targeted Population Outreach and Business Services.</p> <p>January 2019 Update- A Business Service Forum was held on November 15 during National Apprenticeship Week, at the Arkansas Regional Innovation Hub. Dozens of employers and Workforce Partners were in attendance.</p> <p>Staff is currently planning on duplicating the forum in Northwest Arkansas.</p>

d, a n d w	GOALS	STRATEGIES/INITIATIVES	BENCHMARKS	STATUS
				<p>April 2019 Update - <i>The Employers Growing Talent Through Apprenticeship event in Northwest Arkansas is scheduled for April 25, 2019. This event will included Employer Panelists, the USDOL State Director of Apprenticeship, a National Advanced Automation Consultant, and the State Program Coordinator from the Office of Apprenticeship.</i></p>
		<p>1.4 The development and expansion of strategies for meeting the needs of employers, workers, and jobseekers, particularly through industry or sector partnerships related to in-demand industry sectors and occupations;</p>		<p>1.4 ONGOING <i>January 2019 Update- Strategy- Sector and Regional Planning funds have been made available to Local Workforce Development Areas. Technical Assistance from the Business Services lead will be provided to ensure the strategies are effective.</i></p>
		<p>1.5 The identification of regions, including planning regions, after consultation with local boards and chief elected officials;</p>		<p>1.5 COMPLETED</p>
	<p>Board Bylaws: Develop strategies to support staff training and awareness across programs supported</p>	<p>1.1 Increase opportunities for sharing of information between partner programs.</p>		<p>1.1 ONGOING. <i>WIOA Roundtable Exec. Comm. quarterly newsletter.</i></p>

d, a n d w	GOALS	STRATEGIES/INITIATIVES	BENCHMARKS	STATUS
	under the workforce development system.	1.2 Develop a strategy for staff training across programs.		<p>1.2 Strategy for business services COMPLETE- Identify functional leads to represent business services for each partner and program. Leverage the WIOA Roundtable to establish this group of subject matter experts responsible for: 1) COMPLETE- Assisting in the development and maintenance of a business focused menu of services across partner programs and 2) UNDER DEVELOPMENT- provide cross-training regarding services.</p> <p>April 2019 Update – The next bi-annual WIOA Partners Meeting has been scheduled for May 14-15, 2019 in Hot Springs, Arkansas.</p>
	Board Bylaws: Develop strategies for technological improvements to facilitate access to, and improve the quality of, services and activities provided through the workforce center system.	1.1 Enhance digital literacy skills.		<p>1.1 UNDER DEVELOPMENT</p> <p>The referral processes in the VOCAL system, which will allow for common-registration, referrals, and reporting, and will be complete in September 2019, will improve accessibility to digital literacy skill development services provided within the Arkansas Workforce System. Additionally, ADWS has requested permission to</p>

d, a n d w	GOALS	STRATEGIES/INITIATIVES	BENCHMARKS	STATUS
				purchase additional RVs that provide services remotely.
		1.2 Accelerate the acquisition of skills and recognized postsecondary credentials by participants.		1.2 UNDER DEVELOPMENT See 1.1
		1.3 Strengthen the professional development of providers and workforce professionals.		1.3 ONGOING ADWS coordinates semiannual cross- training. WIOA Partners Meetings and provides Technical Assistance and training as needed to workforce professionals funded under Title I. April 2019 Update – The next bi-annual WIOA Partners Meeting has been scheduled for May 14-15, 2019 in Hot Springs, Arkansas.

d, a n d w	GOALS	STRATEGIES/INITIATIVES	BENCHMARKS	STATUS
		1.4 Ensure such technology is accessible to individuals with disabilities and individuals residing in remote areas.		<p>1.4 ONGOING</p> <p>Workforce Center Certification processes have been developed to ensure accessibility.</p> <p>April 2019 Update – The One-Stop Center Certification process has been added to the April 9, 2019 Strategic Planning Committee meeting agenda for discussion and review.</p>
	<p>Board Bylaws: The development of allocation formulas for the distribution of funds for employment and training activities for adults, and youth workforce investment activities, to local areas.</p>	1.1 Review annually the funding distribution policy for WIOA Title I.	1.1 No later than the first full board meeting of each year, as necessary.	1.1 ONGOING
		1.2 Seek input from chief elected officials regarding the formula.	1.2 No later than December 31 of each year.	1.2 ONGOING
	<p>Strategic Goal: Develop an efficient partnership with employers, the educational system, workforce development partners, and community-based organizations to deliver a platform that will prepare a skilled workforce for existing and new employers.</p>	1.1 Expand employer partnerships through the support of industry engagement.		<p>1.1 ONGOING</p> <p>Strategy-COMplete- Work-based learning funds have been established on the state-level to support business engagement on the local level.</p> <p>COMPLETE- Sector strategy funds will be provided annually to LWDBs to support the engagement of employers.</p>

d, a n d w	GOALS	STRATEGIES/INITIATIVES	BENCHMARKS	STATUS
				<p>UNDER DEVELOPMENT Additionally, the deployment of Salesforce will enable partners to coordinate services while engaging employers.</p>
		<p>1.2 Expand partnership with economic development to refine sector strategies.</p>		<p>1.2 ONGOING</p>
		<p>1.3 Increase the utilization of Registered Apprenticeship programs as viable talent development opportunities.</p>		<p>1.3 ONGOING</p> <p>January 2019 Update- A Business Service Forum was held on November 15 during National Apprenticeship Week, at the Arkansas Regional Innovation Hub. Dozens of employers and Workforce Partners were in attendance. Staff are currently planning on duplicating the forum in Northwest Arkansas.</p> <p>April 2019 Update - <i>The Employers Growing Talent Through Apprenticeship event in Northwest Arkansas is scheduled for April 25, 2019. This event will included Employer Panelists, the USDOL State Director of Apprenticeship, a National Advanced Automation Consultant, and the State Program Coordinator from</i></p>

d, a n d w	GOALS	STRATEGIES/INITIATIVES	BENCHMARKS	STATUS
				the Office of Apprenticeship.
		1.4 Increase connections with employers and Vocational Rehabilitation agencies to provide support and employment for youth and adults with disabilities.		1.4 ONGOING
		1.5 Partner with K-12 education, higher education, career and technical education, and adult education to provide consistent rules and eliminate barriers to implementing training programs around the State.		1.5 ONGOING
		1.6 Expand small business participation.		1.6 ONGOING See 1.1
	Strategic Goal: Enhance service delivery to employers and jobseekers.	1.1 Develop a common intake process for jobseekers and businesses that will efficiently connect them with services available from all workforce		1.1 UNDER DEVELOPMENT Deployment of VOCAL a job-seeker focused case management coordination system will provide a common registration process.

d, a n d w	GOALS	STRATEGIES/INITIATIVES	BENCHMARKS	STATUS
		development partner programs and identify any barriers to employment that need to be addressed.		<p>COMPLETE- Common Intake forms are provided in the Title IB policies approved by the AWDB.</p> <p>UNDER DEVELOPMENT Deployment of Salesforce, a business-services focused CRM, will provide coordinated service delivery across partners.</p>
		1.2 Promote training that leads to industry recognized credentials and certification.		1.2 UNDER DEVELOPMENT
		1.3 Support transportable skill sets for transportable careers.		1.3 UNDER DEVELOPMENT
		1.4 Support career pathways development and sector strategy initiatives as a way to meet business and industry needs.		1.4 COMPLETE
		1.5 Expand service delivery access points by the use of virtual services.		1.5 UNDER DEVELOPMENT
		1.6 Develop a common business outreach strategy with a common message that will be utilized by all workforce system partners.		1.6 ONGOING
	Strategic Goal: Address Skills Gaps	1.1 Conduct a statewide skills and asset analysis to determine the skills gap		<p>1.1 UNDER DEVELOPMENT</p> <p>ADWS has requested a Technical Assistance grant from USDOL which</p>

d e u p w	GOALS	STRATEGIES/INITIATIVES	BENCHMARKS	STATUS
		present and resources available to solve the skills issue.		will facilitate this project.
		1.2 Develop and implement an action plan to close the basic core, technical, and soft skills gaps in Arkansas.		1.2 ONGOING

NOTE: The “STATUS” Column, Column Four, Is Used To Denote:

- A. COMPLETED – These are activities that were primarily a “one-time” occurrence or a WIOA implementation activity and does not require an ongoing update.
- B. ONGOING – These are activities for which progress and/or efforts are still being taken to complete.
- C. UNDER DEVELOPMENT – These are activities that either a) require more planning or staff to implement or b) have not been implemented due to their dependence upon the completion of other strategic goals first.

**For Consideration of the
Arkansas Workforce Development Board
Strategic Planning Committee**

April 9, 2019

AGENDA ITEM 3: INFORMATIONAL: WIOA State Plan Revision

INFORMATION/RATIONALE: One of the functions of the Arkansas Workforce Development Board, under Arkansas Annotated 15-4-3706(1), is to assist the Governor in ***“the development, implementation, and modification of the state workforce development plan.”***

WIOA State Plans are separated into strategic and operational elements to facilitate cross-program strategic planning. The strategic elements include economic conditions, workforce characteristics, and workforce development activities. These elements drive the required vision and goals for the State’s workforce development system and alignment strategies for workforce development programs to support economic growth.

The Committee Chair is seeking committee members who will direct staff in updating and revising the following strategic elements of the Plan:

- Vision and Mission
- Goals (Strategic Plan)
- Assessment Process
- Apprenticeship

Each committee member will be asked to provide updates and/or progress reports at subsequent meetings of both the Strategic Committee and the Board.

The required Strategic Elements of the State Plan are included herein.

Required Elements for
Submission of the Unified or
Combined State Plan and Plan
Modifications under the
Workforce Innovation and
Opportunity Act

2/18/2016

OMB Control Number 1205-0522

Required Elements for Submission of the Unified or Combined State Plan and Plan Modifications under the Workforce Innovation and Opportunity Act

Table of Contents

Overview	2
State Plan Contents	3
<i>I. WIOA State Plan Type</i>	5
<i>II. Strategic Elements</i>	6
Economic, Workforce, and Workforce Development Activities Analysis	6
State Strategic Vision and Goals	7
State Strategy	7
<i>III. Operational Planning Elements</i>	9
State Strategy Implementation	9
State Operating Systems and Policies	10
<i>IV. Coordination with Combined State Plan Programs</i>	13
<i>V. Common Assurances</i>	14
<i>VI. Program-Specific State Plan Requirements for Core Programs</i>	16
Adult, Dislocated Worker, and Youth Programs Activities and Assurances	16
Wagner-Peyser Act Program and Agricultural Outreach Plan (AOP)	21
Adult Education and Family Literacy Program Activities and Assurances	24
Vocational Rehabilitation Program Activities and Assurances	28
Appendix 1: Performance Goals for the Core Programs	41
<i>VII. Program-Specific Requirements for Combined State Plan Partner Programs</i>	45

OVERVIEW

Under the Workforce Innovation and Opportunity Act (WIOA), the Governor of each State must submit a Unified or Combined State Plan to the Secretary of the U.S. Department of Labor that outlines a four-year strategy for the State's workforce development system. The publicly-funded workforce development system is a national network of Federal, State, regional, and local agencies and organizations that provide a range of employment, education, training, and related services and supports to help all job-seekers secure good jobs while providing businesses with the skilled workers they need to compete in the global economy. States must have approved Unified or Combined State Plans in place to receive funding for core programs. WIOA reforms planning requirements, previously governed by the Workforce Investment Act of 1998 (WIA), to foster better alignment of Federal investments in job training, to integrate service delivery across programs and improve efficiency in service delivery, and to ensure that the workforce system is job-driven and matches employers with skilled individuals. One of WIOA's principal areas of reform is to require States to plan across core programs and include this planning process in the Unified or Combined State Plans. This reform promotes a shared understanding of the workforce needs within each State and fosters development of more comprehensive and integrated approaches, such as career pathways and sector strategies, for addressing the needs of businesses and workers. Successful implementation of many of these approaches called for within WIOA requires robust relationships across programs. WIOA requires States and local areas to enhance coordination and partnerships with local entities and supportive service agencies for strengthened service delivery, including through Unified or Combined State Plans.

Options for Submitting a State Plan

A State has two options for submitting a State Plan— a Unified State Plan or a Combined State Plan. At a minimum, a State must submit a Unified State Plan that meets the requirements described in this document and outlines a four-year strategy for the core programs. The six core programs are—

- the Adult program (Title I of WIOA),
- the Dislocated Worker program (Title I),
- the Youth program (Title I),
- the Adult Education and Family Literacy Act program (Title II), and
- the Wagner-Peyser Act program (Wagner-Peyser Act, as amended by title III),
- the Vocational Rehabilitation program (Title I of the Rehabilitation Act of 1973, as amended by Title IV).

Alternatively, a State may submit a Combined State Plan that meets the requirements described in this document and outlines a four-year strategy for WIOA's core programs plus one or more of the Combined State Plan partner programs. When a State includes a Combined State Plan partner program in its Combined State Plan, it need not submit a separate plan or application for that particular program. If included, Combined State Plan partner programs are subject to the "common planning elements" (Sections II-IV of this document) where specified, as well as the program-specific requirements for that program where such planning requirements exist separately for the program. The Combined State Plan partner programs are—

- Career and technical education programs authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.)
- Temporary Assistance for Needy Families program (42 U.S.C. 601 et seq.)
- Employment and Training programs under the Supplemental Nutrition Assistance Program (programs authorized under section 6(d)(4) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(d)(4)))
- Work programs authorized under section 6(o) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(o))
- Trade Adjustment Assistance for Workers programs (Activities authorized under chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.))
- Jobs for Veterans State Grants Program (programs authorized under 38, U.S.C. 4100 et seq.)
- Unemployment Insurance programs (programs authorized under State unemployment compensation laws in accordance with applicable Federal law)
- Senior Community Service Employment program (programs authorized under title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.))
- Employment and training activities carried out by the Department of Housing and Urban Development
- Community Services Block Grant (Employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq.))¹
- Reintegration of Ex-Offenders program (programs authorized under section 212 of the Second Chance Act of 2007 (42 U.S.C. 17532))

How State Plan Requirements Are Organized.

The major content areas of the Unified or Combined State Plan include strategic and operational planning elements. WIOA separates the strategic and operational elements to facilitate cross-program strategic planning.

- The **Strategic Planning Elements** section includes analyses of the State's economic conditions, workforce characteristics, and workforce development activities. These analyses drive the required vision and goals for the State's workforce development system and alignment strategies for workforce development programs to support economic growth.
- The **Operational Planning Elements** section identifies the State's efforts to support the State's strategic vision and goals as identified in the Strategic Planning Elements section. This section ensures that the State has the necessary infrastructure, policies, and activities to meet its strategic goals, implement its alignment strategy, and support ongoing program development and coordination. Operational planning elements include:
 - State Strategy Implementation,

¹ States that elect to include employment and training activities carried out under the Community Services Block Grant (CSBG) Act (42 U.S.C. 9901 et seq.) under a Combined State Plan would submit all other required elements of a complete CSBG State Plan directly to the Federal agency that administers the program. Similarly, States that elect to include employment and training activities carried by the Department of Housing and Urban Development that are included would submit all other required elements of a complete State Plan for those programs directly to the Federal agency that administers the program.

OMB Control Number 1205-0522

- State Operating Systems and Policies,
- Assurances,
- Program-Specific Requirements for the Core Programs, and
- Program-Specific Requirements for the Combined State Plan partner programs. (These requirements are available in a separate supplemental document, *Supplement to the Workforce and Innovation Act (WIOA) Unified and Combined State Plan Requirements*. The Departments are not seeking comments on these particular requirements).

When responding to Unified or Combined State Plan requirements, States must identify specific strategies for coordinating programs and services for target populations.² While discussion of and strategies for every target population are not expected, States must address as many as are applicable to their State's population and look beyond strategies for the general population.

Paperwork Reduction Act: The Paperwork Reduction Act of 1995 (PRA) provides that an agency may not conduct, and no person is required to respond to, a collection of information unless it displays a valid OMB control number. Public reporting burden for this information collection is estimated to be 86 hours per state; including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Responding to this collection is required to obtain or retain the Federal grant benefit. In addition, responses to this information collection are public, and the agencies offer no assurances of confidentiality. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the U.S. Department of Labor, Office of Workforce Investment, and reference OMB control number 1205-0522 Note: Please do not return the completed plan to this address.

² Target populations include individuals with barriers to employment, as defined in WIOA Sec. 3, as well as veterans, unemployed workers, and youth.

OMB Control Number 1205-0522

OMB Control Number 1205-0522

I. WIOA STATE PLAN TYPE

Unified or Combined State Plan. Select whether the State is submitting a Unified or Combined State Plan. At a minimum, a State must submit a Unified State Plan that covers the six core programs.

- Unified State Plan.** This plan includes the Adult, Dislocated Worker, Youth, Wagner-Peyser Act, Adult Education and Family Literacy Act, and Vocational Rehabilitation programs.
- Combined State Plan.** This plan includes the Adult, Dislocated Worker, Youth, Wagner-Peyser Act, Adult Education and Family Literacy Act, and Vocational Rehabilitation programs, as well as one or more of the optional Combined State Plan partner programs identified below. Indicate which Combined State Plan partner program(s) the State is electing to include in the plan.
 - Career and technical education programs authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.)
 - Temporary Assistance for Needy Families program (42 U.S.C. 601 et seq.)
 - Employment and Training programs under the Supplemental Nutrition Assistance Program (programs authorized under section 6(d)(4) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(d)(4)))
 - Work programs authorized under section 6(o) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(o))
 - Trade Adjustment Assistance for Workers programs (activities authorized under chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.))
 - Jobs for Veterans State Grants program (programs authorized under 38, U.S.C. 4100 et. seq.)
 - Unemployment Insurance programs (programs authorized under State unemployment compensation laws in accordance with applicable Federal law)
 - Senior Community Service Employment program (programs authorized under title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.))
 - Employment and training activities carried out by the Department of Housing and Urban Development
 - Community Services Block Grant (Employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq.))
 - Reintegration of Ex-Offenders program³ (programs authorized under section 212 of the Second Chance Act of 2007 (42 U.S.C. 17532))

³ The Reentry Employment Opportunities program (REO), formerly the Reintegration of Ex-Offenders Program (RExO), is referred to by its original name (RExO) in this document. This name change is a recent decision that was not incorporated into WIOA.

II. STRATEGIC ELEMENTS

The Unified or Combined State Plan must include a Strategic Planning Elements section that analyzes the State's current economic environment and identifies the State's overall vision for its workforce development system. The required elements in this section allow the State to develop data-driven goals for preparing an educated and skilled workforce and to identify successful strategies for aligning workforce development programs to support economic growth. Unless otherwise noted, all Strategic Planning Elements apply to Combined State Plan partner programs included in the plan as well as to core programs.

(a) **Economic, Workforce, and Workforce Development Activities Analysis.** The Unified or Combined State Plan must include an analysis of the economic conditions, economic development strategies, and labor market in which the State's workforce system and programs will operate.

(1) **Economic and Workforce Analysis**

- (A) *Economic Analysis.* The Unified or Combined State Plan must include an analysis of the economic conditions and trends in the State, including sub-State regions and any specific economic areas identified by the State. This must include—
- (i) Existing Demand Industry Sectors and Occupations. Provide an analysis of the industries and occupations for which there is existing demand.
 - (ii) Emerging Demand Industry Sectors and Occupations. Provide an analysis of the industries and occupations for which demand is emerging.
 - (iii) Employers' Employment Needs. With regard to the industry sectors and occupations identified in (A)(i) and (ii), provide an assessment of the employment needs of employers, including a description of the knowledge, skills, and abilities required, including credentials and licenses.
- (B) *Workforce Analysis.* The Unified or Combined State Plan must include an analysis of the current workforce, including individuals with barriers to employment, as defined in section 3 of WIOA⁴. This population must include individuals with disabilities among other groups⁵ in the State and across regions identified by the State. This includes—
- (i) Employment and Unemployment. Provide an analysis of current employment and unemployment data, including labor force participation rates, and trends in the State.
 - (ii) Labor Market Trends. Provide an analysis of key labor market trends, including across existing industries and occupations.
 - (iii) Education and Skill Levels of the Workforce. Provide an analysis of the educational and skill levels of the workforce.
 - (iv) Skill Gaps. Describe apparent 'skill gaps'.

⁴ Individuals with barriers to employment include displaced homemakers; low-income individuals; Indians, Alaska Natives, and Native Hawaiians; individuals with disabilities, including youth who are individuals with disabilities; older individuals; ex-offenders; homeless individuals, or homeless children and youths; youth who are in or have aged out of the foster care system; individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers; farmworkers (as defined at section 167(i) of WIOA and Training and Employment Guidance Letter No. 35-14); individuals within 2 years of exhausting lifetime eligibility under the Temporary Assistance for Needy Families program; single parents (including single pregnant women); and long-term unemployed individuals.

⁵ Veterans, unemployed workers, and youth, and others that the State may identify.

- (2) **Workforce Development, Education and Training Activities Analysis.** The Unified or Combined State Plan must include an analysis of the workforce development activities, including education and training in the State, to address the education and skill needs of the workforce, as identified in (a)(1)(B)(iii) above, and the employment needs of employers, as identified in (a)(1)(A)(iii) above. This must include an analysis of—
- (A) *The State's Workforce Development Activities.* Provide an analysis of the State's workforce development activities, including education and training activities of the core programs, Combined State Plan partner programs included in this plan, and required⁶ and optional one-stop delivery system partners.⁷
 - (B) *The Strengths and Weaknesses of Workforce Development Activities.* Provide an analysis of the strengths and weaknesses of the workforce development activities identified in (A), directly above.
 - (C) *State Workforce Development Capacity.* Provide an analysis of the capacity of State entities to provide the workforce development activities identified in (A), above.
- (b) **State Strategic Vision and Goals.** The Unified or Combined State Plan must include the State's strategic vision and goals for developing its workforce and meeting employer needs in order to support economic growth and economic self-sufficiency. This must include—
- (1) **Vision.** Describe the State's strategic vision for its workforce development system.
 - (2) **Goals.** Describe the goals for achieving this vision based on the analysis in (a) above of the State's economic conditions, workforce, and workforce development activities. This must include—
 - (A) Goals for preparing an educated and skilled workforce, including preparing youth and individuals with barriers to employment⁸ and other populations.⁹
 - (B) Goals for meeting the skilled workforce needs of employers.
 - (3) **Performance Goals.** Using the table provided in Appendix 1, include the State's expected levels of performance relating to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) of WIOA. (This Strategic Planning element only applies to core programs.)
 - (4) **Assessment.** Describe how the State will assess the overall effectiveness of the workforce development system in the State in relation to the strategic vision and goals stated above in

⁶ Required one-stop partners: In addition to the core programs, the following partner programs are required to provide access through the one-stops: Career and Technical Education (Perkins), Community Services Block Grant, Indian and Native American programs, HUD Employment and Training programs, Job Corps, Local Veterans' Employment Representatives and Disabled Veterans' Outreach Program, National Farmworker Jobs program, Senior Community Service Employment program, Temporary Assistance for Needy Families (TANF) (unless the Governor determines TANF will not be a required partner), Trade Adjustment Assistance programs, Unemployment Compensation programs, and YouthBuild.

⁷ Workforce development activities may include a wide variety of programs and partners, including educational institutions, faith- and community-based organizations, and human services.

⁸ Individuals with barriers to employment include displaced homemakers; low-income individuals; Indians, Alaska Natives, and Native Hawaiians; individuals with disabilities, including youth who are individuals with disabilities; older individuals; ex-offenders; homeless individuals, or homeless children and youths; youth who are in or have aged out of the foster care system; individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers; eligible migrant and seasonal farmworkers (as defined at section 167(j) of WIOA and Training and Employment Guidance Letter No. 35-14); individuals within 2 years of exhausting lifetime eligibility under the Temporary Assistance for Needy Families Program; single parents (including single pregnant women); and long-term unemployed individuals.

⁹ Veterans, unemployed workers, and youth and any other populations identified by the State.

sections (b)(1), (2), and (3) and how it will use the results of this assessment and other feedback to make continuous or quality improvements.

(c) **State Strategy.** The Unified or Combined State Plan must include the State's strategies to achieve its strategic vision and goals. These strategies must take into account the State's economic, workforce, and workforce development, education and training activities and analysis provided in Section (a) above. Include discussion of specific strategies to address the needs of populations provided in Section (a).

- (1) Describe the strategies the State will implement, including industry or sector partnerships related to in-demand industry sectors and occupations and career pathways, as required by WIOA section 101(d)(3)(B), (D). "Career pathway" is defined at WIOA section 3(7). "In-demand industry sector or occupation" is defined at WIOA section 3(23).
- (2) Describe the strategies the State will use to align the core programs, any Combined State Plan partner programs included in this Plan, required and optional one-stop partner programs, and any other resources available to the State to achieve fully integrated customer services consistent with the strategic vision and goals described above. Also describe strategies to strengthen workforce development activities in regard to weaknesses identified in section II(a)(2).