

## BACKGROUND

This document provides a working outline of the regional and local planning requirements that are included in the Workforce Innovation and Opportunity Act (WIOA) and proposed regulations to guide discussions with regional and local partners. It is anticipated that the State of Illinois will formalize the regional and local planning requirements as the US Departments of Labor and Education issue the final planning regulations. Within this document, pages 1-2 outline the State of Illinois Governor's vision for workforce and WIOA implementation, including local and regional planning. Please read the state vision as it is intended to inform the local and regional planning process.

The planning requirements that are included in the WIOA and proposed regulations are outlined in the State of Illinois Regional and Local Planning Guide on pages 3-4. Each local workforce innovation area in Illinois will submit a plan that includes the *regional planning components* (developed by the regional planning team) and *local planning components* (developed by the LWIA) as required by the US Departments of Labor and Education. It is expected that local and regional plans will follow the format as it is laid out beginning with Chapter headings and will address each element as listed.

## STATE OF ILLINOIS WORKFORCE VISION AND PRINCIPLES

The Workforce Innovation and Opportunity Act (WIOA) require the state, regional and local workforce plans to be developed in concert with the core partners and stakeholders. Illinois' planning process begins with the state's vision and guiding principles as established by the Workforce Innovation Board and State Leadership Team comprised of business, workforce, education, and state agency officials.

### *Vision*

*"Business driven talent solutions that integrate education, workforce and economic development resources across systems to provide businesses, individuals, and communities with the opportunity to prosper and contribute to growing the state's economy."*

### *Guiding Principles*

- *Demand Driven Orientation*
- *Strong Partnerships with Business at All Levels*
- *Career Pathways to Today's and Tomorrow's Jobs*
- *Cross-agency Collaboration and Alignment*
- *Integrated Service Delivery*
- *Access and Opportunity for all Populations*
- *Clear Metrics for Progress and Success*
- *Focus on Continuous Improvement and Innovation*

## STRATEGIES

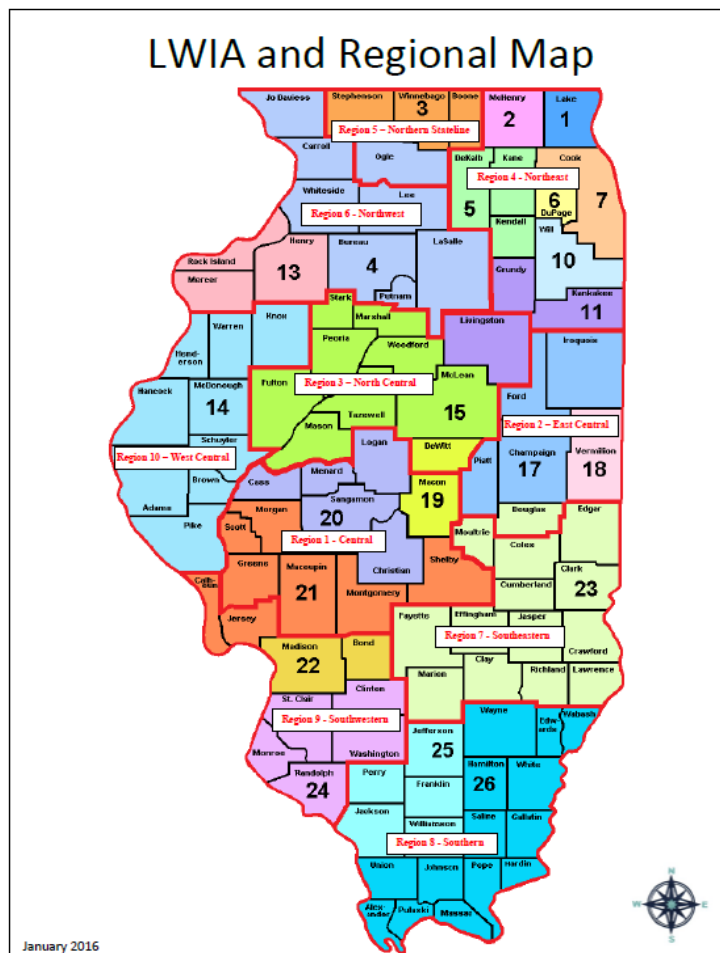
This vision and principles inform six strategies that the State Interagency Team comprised of the WIOA core partners and required one-stop partners will use to guide the State Unified Plan. The vision, principles and key strategies developed at the state level are the foundation to the planning process.

- Align and integrate education, workforce and economic development at the state, regional, and local levels to improve the economic growth and competitiveness of Illinois employers and their workforce.
- Foster improvement and expansion of employer-driven regional sector partnerships to increase the focus on critical in-demand occupations in key sectors that are the engine of economic growth for the state and its regions.

- Expand career pathway opportunities through more accelerated and work-based training and aligned and integrated programs of study leading to industry-recognized credentials and improved employment and earnings.
- Expand career services and opportunities for populations facing multiple barriers to close the gap in educational attainment and economic advancement through career pathways and improved career services.
- Expand information for employers and job-seekers to access services.
- Improve the Illinois public-private data infrastructure to support the alignment and integration of economic development, workforce development and education initiatives for supporting sector partnerships and career pathways and targeted disadvantaged populations.

**PLANNING REGIONS**

Regional planning areas were designated to align with the state’s ten economic development regions. These ten regions address the WIOA Sec. 106 requirement that the Governor identify and organize local workforce boards and core program partners into regional planning areas to engage in joint planning, coordinate service delivery, share administrative costs, and enter into regional coordination efforts with economic development agencies operating in the same region. The ten regions were first established in 2003 by the Governor based on the analysis of statewide commuting patterns surrounding major and minor metropolitan centers. In late 2014, a new analysis of the state was completed and the data confirmed this regional alignment is still appropriate. In early 2015, Commerce collaborated with the Illinois Community College Board (ICCB) on creating a strategic plan for workforce and education. The Departments of Commerce and Employment Security and ICCB made the local areas and community college districts aware the data indicated the economic development regions were still valid. Furthermore, we jointly announced our intent to strengthen the linkages of all our efforts to economic development by using these regions.



## PLANNING PROCESS

The State Interagency Workgroup is using these principles and strategies to support regional teams in creating action plans across systems. A regional planning process is underway, facilitated by Maher & Maher that will assist regions in developing its own plan through a review of data, establishment of goals, and the coordination of resources. The next step is the development of the local operational components that are required by WIOA.

The development of the Unified State Plan requires significant stakeholder engagement through various methods of communication. Therefore, at the same time regional planning is occurring, the State Interagency Team will be using the information garnered from this process to inform the development of the Unified State Plan. In addition to this regional planning process, the State Interagency Team established Task Advisory Groups that engage in key issues that ultimately informs both the regional and state plans. These workgroups comment on policy and make recommendations that go to the Workforce Innovation Board for approval.

## REGIONAL PLANNING REGULATIONS

The Workforce Innovation and Opportunity Act and proposed regulations<sup>1</sup> requires Local Boards and chief elected officials (CEO) within an identified planning region to participate in a regional planning process that results in the preparation of a regional plan that includes:

- The establishment of regional service strategies, including use of cooperative service delivery agreements;
- The development and implementation of sector initiatives for in-demand industry sectors or occupations for the planning region;
- The collection and analysis of regional labor market data (in conjunction with the state) which must include the local planning requirements at § 679.560(a)(1)(i) and (ii);
- The coordination of administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate;
- The coordination of transportation and other supportive services as appropriate;
- The coordination of services with regional economic development services and providers; and
- The establishment of an agreement concerning how the planning region will collectively negotiate and reach agreement with the Governor on local levels of performance for, and report on, the performance accountability measures described in WIOA Sec. 116(c) for local areas or the planning region.

## REGIONAL AND LOCAL PLAN COORDINATION

The proposed regulations at § 679.500(b) clarifies that when a State-designated region encompasses two or more local areas, the regional plan must meet the purposes of the local plan and coordinate resources across the region and across local areas. This approach is intended to align resources between multiple Local Boards. WIOA requires the Local Board, in partnership with the CEO, to submit a local plan to the Governor. Local workforce areas which span multiple economic development regions should engage with the area with which it is most aligned for the submission of the *initial plan*.

## LOCAL PLANNING REGULATIONS

The local plan serves as a four-year action plan to develop, align and integrate the region and local area's job-driven workforce development systems, and provides the platform to achieve the local area's visions and strategic and operational goals. The local plan sets forth the strategy to:

- Direct investments in economic, education and workforce training programs to focus on providing relevant education and training to ensure that individuals, including youth and individuals with barriers

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<sup>1</sup> The Regional Planning requirement is posted at 20 CFR 679.510. It is important to note that the US Departments of Labor and Education have not finalized the State, Regional and Local planning guidelines.

to employment, have the skills to compete in the job market and that employers have a ready supply of skilled workers;

- Apply job-driven strategies in the one-stop system;
- Enable economic, education and workforce partners to build a skilled workforce through innovation in, and alignment of, employment, training and education programs; and
- Incorporate the local plan into the regional plan per 20 CFR 679.540.

## PLAN ORGANIZATION

All local workforce innovation areas in Illinois must submit a plan that includes both the regional and local planning components outlined in the planning guide. For example the Southern Illinois Plan will include the *regional components* (chapters 1-3) and the *local components* (chapter 4-6) from LWIA 25, and the *local components* (chapters 4-6) from LWIA 26. The bold questions in the planning guide must be addressed in the plans. Planning teams may include content beyond these questions including the detailed questions that are listed below each bold question/requirement. The planning guide is organized into the following chapters.

### *Regional Components*

- Economic and Workforce Analysis
- Integration and Strategies and Services
- Vision, Goals and Strategies

### *Local Components*

- Operating Systems and Policies
- Performance Goals and Evaluation
- Technical Requirements and Assurances

## PLAN REVIEW AND PUBLIC COMMENT

The plan (including the regional and local components) must be made available for viewing and public comment for 30 days before submission to the Governor. Any comments expressing disagreement with the plan must be included when the plan is submitted.

## TIMELINE

While the State of Illinois WIOA Unified State Plan is due on April 1, 2016, the regional/local plan does not have to be in place until July 1, 2016. The state will review the plans in the summer of 2016 and will provide comments and provisional approval by October 1, 2016 as appropriate. A plan modification including all of the elements outlined in the final WIOA regulations (to be effective July 1, 2017) will be required to be submitted in the spring of 2017. The known planning requirements are outlined in the planning guide on pages 5-11.

Activity	Target Date
Regional Components Developed	December '15 – March '16
Local Components Developed	February '16 – April '16
Regional and Local Components Finalized	April 15, 2016
Initial Plan (Regional and Local Components) Posted for 30-Day Public Comment	May 1, 2016
Regional Teams Update Plan (Regional and Local Components)	June 15, 2016
Initial Plan (Regional and Local Components) Finalized Approved by Local Board / Submitted to Governor	June 30, 2016
Initial Plan (Regional and Local) Goes Into Effect	July 1, 2016
State Review Period Completed	September 30, 2016

**CHAPTER 1: ECONOMIC AND WORKFORCE ANALYSIS – REGIONAL COMPONENT****TIMELINE: DECEMBER - FEBRUARY**

**This regional component of the plan must demonstrate how the region has collected and analyzed regional labor market information which must include the local planning requirements.**

**A. Plans must include an analysis of:**

- **Economic conditions including existing and emerging in-demand industry sectors and occupations;**
- **Knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations; and**
- **An analysis of the regional workforce, including current labor force employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment.**

[Regional teams should use the resources posted on [Illinois workNet](#) and consider the following questions when responding to this requirement:

1. How were all partners involved in providing, analyzing and agreeing on supply and demand data and the targeted sectors/industries/occupations/skills?
2. How is the region changing in terms of demographics, labor supply and occupational demand?
3. What are the policy and service implications of the current and projected Labor Market Information?
4. What special populations exist in the region, what is their magnitude, and what are the policy and service implications to meet the needs of these individuals?
5. What sectors / industries / occupations / skills are in demand and targets of opportunity?
  - a. What sectors / industries / occupations have favorable location quotients?
  - b. What sectors / industries / occupations have favorable demand projections based on growth?
  - c. What sectors / industries / occupations have favorable demand projections based on replacements?
  - d. What sectors / industries / occupations are considered mature but still important to the economy?
  - e. What sectors / industries / occupations are considered emerging in the regional economy?
6. What are the targeted industries and occupations and how were they determined using primary and secondary supply and demand data?]

**B. Describe the development and implementation of sector initiatives<sup>2</sup> for in-demand industry sectors or occupations for the planning region.**

[Regions should consider the following questions when responding to this requirement:

1. What sectors / industries / occupations / skills are the regional priorities and how was this determined? (This question refers to how the targeted sectors / industries were ranked to establish a priority. Explain how the status of growing, maturing and emerging was factored into the ranking.)
2. What sector-based partnerships exist in the region? If any exist, are they business-led and what is their role in planning?
3. What other public-private partnerships exist in the region that could support sector strategies and what is their role in planning?
4. What neutral conveners with the capacity to help establish sector partnerships exist in the region and what is their role in planning?
5. How well do the existing skills of job seekers match the demands of local businesses?]

<sup>2</sup> Regional teams are encouraged to review Illinois' Next Generation Sector Strategies Guide that is posted on <https://www2.illinoisworknet.com/partners/sectorstrategies>

**CHAPTER 2: INTEGRATION OF STRATEGIES AND SERVICES – REGIONAL COMPONENT****TIMELINE: JANUARY - MARCH**

**This regional component of the plan must describe the regional service strategies including use of cooperative service delivery strategies.**

- A. Provide an analysis of workforce development activities, including education and training, in the region. This analysis must include the strengths and weaknesses of workforce development activities and capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers.**

[Regions should consider the following questions when responding to this requirement:

1. How well do existing training programs in the region and local areas prepare job seekers to enter and retain employment with regional businesses?
2. What existing service delivery strategies will be expanded based on promising return on investment (ROI)?
3. What new service strategies will be used to address regional educational and training needs based on promising ROI?
4. What existing service delivery strategies will be curtailed or eliminated based on minimal ROI?
5. What steps will be taken to support the state strategies and goals to align and integrate education, workforce and economic development (see Chapter 7 of the Illinois Unified Plan)?
6. What formal and informal cooperative procedures will the core partners and other required partners establish to align services and coordinate delivery?]

- B. Describe how transportation and other supportive services are coordinated within the region.**

[Regions should consider the following questions when responding to this requirement:

1. What regional organizations currently provide or could provide supportive services?
2. What policies and procedures will be established to promote coordination of supportive services delivery?]

- C. Describe the coordination of services with regional economic development services and providers.**

[Regions should consider the following questions when responding to this requirement:

1. What economic development organizations or businesses are actively engaged in regional planning?
2. What economic development organizations or businesses were invited to participate but declined?
3. What input was provided by regional economic development organizations and businesses?
4. What input provided by economic development and businesses was incorporated into the regional plan? ]

- D. Describe the coordination of administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate.**

**CHAPTER 3: VISION, GOALS AND STRATEGIES – REGIONAL COMPONENT****GOVERNOR’S GUIDELINES Section 1, MOU Part III****TIMELINE: FEBRUARY - MARCH**

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This section will outline how the Local Board(s) will coordinate the regional workforce, education and economic development activities with regional activities that are carried out in the local areas. The responses must illustrate that business, education and workforce development stakeholders have provided input and are in agreement with the plan. This component of the plan should address the following requirements.

- A. Describe the strategic vision to support state and regional economic growth**
- B. Describe the goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), and goals relating to the performance accountability measures based on performance indicators described in 20 CFR 677.155(a)(1).**
- C. Provide a description of the regional and local strategies that will achieve the vision and goals. This must include a description of the strategies and services that will be used in the local areas:**
  - To facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations;
  - To support a local workforce development system that meets the needs of businesses in the local area;
  - To better coordinate workforce development programs and economic development;
  - To strengthen linkages between the one-stop delivery system and unemployment insurance programs; and
  - To promote entrepreneurial skills training and microenterprise services
  - To implement initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers.
- D. Describe the steps that will be taken to support the state goals to align and integrate education, workforce and economic development including:**
  - Fostering the improvement and expansion of employer-driven regional sector partnerships to increase the focus on critical in-demand occupations in key sectors that are the engine of economic growth for the state and its regions.
  - Expanding career pathway opportunities through more accelerated and work-based training and align and integrate programs of study leading to industry-recognized credentials and improved employment and earnings.
  - Expanding career services and opportunities for populations facing multiple barriers to close the gap in educational attainment and economic advancement through career pathways and improved career services and expansion of bridge programs.
  - Expanding information for employers and job-seekers to access services by improving the Illinois public-private data infrastructure to support the alignment and integration of economic development, workforce development and education initiatives for supporting sector partnerships and career pathways.

**CHAPTER 4: OPERATING SYSTEMS AND POLICIES – LOCAL COMPONENT**

WIOA Sec. 121 (c)(2)(i), Governors Guidelines Section I, 2, MOU Part V-VII, IX, XI

**TIMELINE: FEBRUARY - APRIL**

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- A. Provide a description of the one-stop delivery system in the local area, including the roles and resource contributions of the one-stop partners (see MOU Part V-VII);**
- Identify the career services and other program services to be provided, include the location (address) at which services will be accessible including the:
    - Comprehensive One-Stop
    - Affiliated Workforce Centers
    - Specialized Workforce Centers
  - Explain how the comprehensive one-stop center provides on demand access to the required career services in the most inclusive and appropriate setting and accommodations.
  - Provide information regarding the one-stop operator and describe the methods for coordinated service delivery between operator and partners.
    - Name of the procured one-stop operator
    - Describe the functions and scope of work of the one-stop operator
    - Describe how the one-stop operator was procured
  - Describe the local operator's role and responsibility for coordinating referrals among required partners.
  - Describe how the workforce centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA.
  - Describe how the Local Board will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and other means.
  - Describe how the Local Board will work with entities carrying out core programs to:
    - Expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment;
    - Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs; and
    - Improve access to activities leading to a recognized post-secondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable)
- B. Provide information regarding the local coordination strategies with state, regional and local partners to enhance services and avoid duplication of activities including a description of:**
- Adult, Dislocated Worker and Youth employment and training activities under WIOA Title I.
  - Adult education and literacy activities under WIOA Title II. This description must include how the Local Board will carry out the review of local applications submitted under Title II consistent with WIOA Secs. 107(d)(11)(A) and (B)(i) and WIOA Sec. 232. [Additional Guidance will be released by ICCB]
  - Wagner-Peyser Act (29 U.S.C. 49 et seq.) services.
  - Vocational rehabilitation service activities under WIOA Title IV.
  - Relevant secondary and post-secondary education programs and activities with education and workforce investment activities.
  - How the Local Board will support the strategy identified in the State Plan under 20 CFR 676.105 and work with the entities carrying out core programs and other workforce development programs, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.) to support service alignment.
  - Other services provided in the one-stop delivery system including but not limited to the programs outlined in WIOA Sec. 121.



- Provide a copy of the local supportive service policy and describe how the Local Board will coordinate the provision of transportation and other appropriate supportive services in the local area; and
  - Describe the local referral process (see MOU Part IX).
    - Identify the entities between who the referrals occur
    - Explain the method(s) that will be used to refer participants between programs
    - Define the roles related to referrals
    - Identify the method of tracking referrals
    - Describe specific arrangements to assure that individuals with barriers to employment, including individuals with disabilities, can access available services
- C. Provide a description of how the local area will provide adult and dislocated worker employment and training activities including:**
- A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.
  - A description of how the Local Board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities.
- D. Provide a description of how the local area will provide youth activities including:**
- A description and assessment of the type and availability of youth workforce investment activities in the local area including activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities.
  - A description of how local areas will meet the requirement that a minimum of 75% of the youth expenditures be for out-of-school youth.
- E. Provide a description of how the local area will provide services to priority populations as outlined in the Unified Plan:**
- Provide information on how priority will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient consistent with WIOA Sec. 134(c)(3)(E).
  - Describe how the Local Board will determine priority populations and how to best serve them, along with any other state requirements.
- F. Provide a description of training policies and activities in the local area including:**
- How local areas will meet the requirement that a minimum of 40% of expenditures be for direct training costs;
  - How local areas will encourage the use of work-based learning strategies including the local area goals for specific work-based learning activities and proposed outcomes related to these activities;
  - Provide a copy of the local Individual Training Account Policy and describe how training services outlined in WIOA Sec. 134 will be provided through the use of individual training accounts, including, if contracts for training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts under that chapter, and how the Local Board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided; and
  - Provide a copy of the local training provider approval policy and procedures and describe how the Local Board will ensure the continuous improvement of eligible providers of services through the system and that the providers will meet the employment needs of local employers, workers and jobseekers.

- G. Provide information regarding the local strategies that will be financed by the transfer of Title IB workforce funds including the maximum dollar amount and/or percentage that is authorized to be transferred on an annual basis:**
- To transfer funds between the adult and dislocated worker funding streams.
  - To use funds for incumbent worker training as outlined in WIOA Sec. 134(d)(4)(A)(i).
  - To use funds for transitional jobs as outlined in WIOA Sec. 134(d)(5).
  - To use funds for pay for performance contracts as outlined in WIOA Sec. 133(b)(2-3).

## **CHAPTER 5: PERFORMANCE GOALS AND EVALUATION – LOCAL COMPONENT**

### **TIMELINE: FEBRUARY - APRIL**

The plan must include information on the actions the Local Board will take toward becoming or remaining a high performing board, consistent with the factors developed by the State Board (WIOA Sec. 101(d)(6)).

- A. Provide information regarding the projected local service levels.** [Note the details regarding this requirement will be developed in the Spring of 2016]
- B. Provide information regarding the local levels of performance negotiated with the Governor and chief elected official consistent with WIOA Sec. 116(c), to be used to measure the performance of the local area and to be used by the Local Board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I Subtitle B, and the one-stop delivery system in the local area.** [NOTE: The details regarding this requirement will be developed as the WIOA rules are finalized.]
- WIOA Common Measures
  - Additional State Measures

## **CHAPTER 6: TECHNICAL REQUIREMENTS AND ASSURANCES – LOCAL COMPONENT**

### **WIOA Sec. 121 (c)(2)(iv), MOU Part X**

### **TIMELINE: FEBRUARY - APRIL**

This chapter includes the technical requirements and assurances that are required by the Workforce Innovation and Opportunity Act.

- A. Fiscal Management**
- Identify the entity responsible for the disbursement of grant funds described in WIOA Sec. 107(d)(12)(B)(i)(III), as determined by the chief elected official or the Governor under WIOA Sec. 107(d)(12)(B)(i).
  - Provide a copy of the local procurement policies and procedures and describe the competitive procurement process that will be used to award the subgrants and contracts for WIOA Title I activities.
- B. Physical Accessibility**
- Describe how entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA Sec. 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology and materials for

individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.

- **Provide copies of executed cooperative agreements (as applicable) which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop system with respect to efforts that will enhance the provision of services to individuals with disabilities.** [This may include cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers and other efforts at cooperation, collaboration and coordination.]

**C. Plan Development and Public Comment**

- **Describe the process used by the Local Board, consistent with WIOA Sec. 108(d), to provide a 30-day public comment period prior to submission of the plan, including an opportunity to have input into the development of the local plan, particularly for representatives of businesses, education and labor organizations.**
- **Provide a summary of the public comments received and how this information was addressed by the CEO, partners and the Local Board in the final plan.**
- **Provide information regarding the local plan modification procedures.**