



BOARD MEETING AGENDA
January 30, 2019
Lacey Community Center
6729 Pacific Ave SE, Olympia, WA 98503
Meeting No. 225

- 9:00 a.m. **Welcome and Introductions**
- Ice Breaker Question: If you could bring back any fashion trend what would it be?
- 9:15 a.m. **Office of Superintendent of Public Instruction (OSPI) K-12 Vision**
- Superintendent Reykdal, OSPI
- 9:45 a.m. **Chair's Report** **1**
- 2019 Board Retreat
 - Update on the Board's Legislative Agenda
 - Amy Anderson, Association of Washington Business
 - Caitlyn Jekel, Washington State Labor Council
 - Consent Agenda (**Action**)
 - Minutes from Previous Meeting
 - November 14, 2018
 - November 26, 2018
- 10:15 a.m. **Break**
- 10:30 a.m. **Legislative Session Update** **2**
- Nova Gattman, Workforce Board
- 11:00 a.m. **Executive Director's Report** **3**
- 11:15 a.m. **Economic Cycle Planning** **4**
- Dan Zeitlin, Employment Security Department
 - Mark Mattke, Spokane Area Workforce Development Council
 - Loren Lyon, Impact Washington
- 12:15 p.m. **Working Lunch**
- 12:45 p.m. **Employment Security Department's Strategic Plan** **5**
- Commissioner LeVine, Employment Security Department
- 1:30 p.m. **Career Connect Washington (CCW)**
- CCW Local Program Update
 - Anna Nikolaeva, Employment Security Department

- CCW Update
 - John Aultman, Career Connect Washington

2:00 p.m. **Talent and Prosperity for All (TAP) Planning**

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- Refined Planning Timeline
- Partner Agency Projected Planning Costs
- Perkins Plan
 - Eric Wolf, Workforce Board

3:30 p.m. **Meeting Wrap-Up and Evaluation**

4:00 p.m. **Adjourn**

Tab 1

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**MINUTES OF MEETING NO. 223
November 14, 2018**

Board Members Present:

Perry England, Chair
Beth Thew, Vice Chair, Representing Labor
Creigh H. Agnew, Representing Business
Jeff Johnson, Representing Labor
Greg Christiansen, Representing Labor
Mark Mattke, Representing Local Government
Rebecca Wallace, for Chris Reykdal, Office of Superintendent of Public Instruction (OSPI)
Jan Yoshiwara, State Board for Community and Technical Colleges (SBCTC), Morning
Jon Kerr, for Jan Yoshiwara, SBCTC, Afternoon
Suzi LeVine, Employment Security Department (ESD)
Rob Hines, for Cheryl Strange, Department of Social and Health Services (DSHS)

Board Members Absent

Chris Alejano, Representing Vulnerable Populations
Gary Chandler, Representing Business
Lee Anne Caylor, Representing Business

Board Staff Present

Eleni Papadakis, Executive Director

Welcome and Introductions

Mr. Perry England called the meeting to order at 9:06 a.m. at the Spokane Area Workforce Development Council in Spokane, WA.

Chair's Report

Career Connect Washington

Mr. Perry England shared an update on Career Connect Washington (CCW). He informed the Board that the CCW leadership team will stay in place and that there will no longer be a new commission proposed as part of the plan.

Mr. Eric Wolf shared that he's working with the Governor's office to help draft the enabling legislation for CCW. He also shared that the Board's feedback about the plan was heard and appreciated. Mr. Wolf is also currently helping design the governance structure of the plan,

which will include an overview of the Board's role in this work. He will be reaching out to stakeholders with questions regarding the plan, as the draft is due by Thanksgiving.

The Board then discussed the regional navigator concept and incumbent worker training.

Consent Agenda

- Minutes from September 26, 2018 Meeting
- Dislocated Worker Fund (WIOA) Distribution Policy

Motion 2018-223-01: Ms. Beth Thew moved to approve the items on the consent agenda as presented. Ms. Creigh Agnew seconded the motion, and the motion passed unanimously.

Mr. Perry England presented a proclamation to Mr. Jeff Johnson recognizing his contribution to the Board and thanking him for his dedicated service.

Executive Director's Report

The Board was provided a written report in advance of the meeting. In addition, Ms. Eleni Papadakis took the opportunity to formally announce Ms. Nova Gattman and Mr. Eric Wolf's promotions to the role of Deputy Directors. She also provided a brief update on the Future of Work (FoW) Task Force and the National Governors Association (NGA) Policy Academy convening.

Integrated Service Delivery

Ms. Dawn Karber and Mr. Kevin Williams presented on how the Spokane WDC is delivering on their promise of true integrated service delivery. They reported that instead of WIOA being a program, it's their overarching philosophy. Staff can now serve everyone through their co-enrollment process, and are no longer paid by only one program, an old system which limited who they could serve. Now they are paid by multiple programs, so they can work with everyone. They reported there is now shared governance between the Spokane Workforce Council, the Employment Security Department, and Career Path Services.

They also reported on internal changes they have made that have proved extremely successful. These changes include allowing those with the desire to give trainings the authority to do so, and also allowing staff to dedicate the first hour of every day to professional development.

Strategic Planning Process: Perkins V and WIOA

Mr. Eric Wolf gave an overview of the Talent and Prosperity for All (TAP) planning timeline and process. He highlighted the importance of aligning the Perkins and TAP plans as much as possible by informing the Board that a combined plan would establish a cohesive message to

business and industry – as well as other stakeholders. The goal is for Washington’s workforce development system to be both comprehensive and inclusive of all of its customers.

The Board discussed their role in planning process and ways to improve what was done in the last planning period.

Motion 2018-223-02: Ms. Beth Thew motioned to have a combined Perkins V and WIOA state plan. Mr. Jeff Johnson seconded the motion which passed unanimously.

Motion 2018-223-03: Mr. Jeff Johnson motioned to authorize a small group to move forward with developing the transition plan for Perkins. Mr. Jon Kerr seconded the motion, which passed unanimously.

Motion 2018-223-04: Ms. Beth Thew motioned to direct staff to do the research and prepare a recommendation that addresses their understanding of the funding needs across all agencies, and in addition to the involvement, they would want the Board to contribute in the planning process. Ms. Becky Wallace seconded the motion, which passed unanimously.

A special Board meeting was scheduled for November 26, 2018 to consider the staff’s recommendations.

Greater Spokane Incorporated Presentation

Meg Lindsay and Cassidy Peterson provided an overview of their organization. GSI is the Spokane region's business development organization, focused on leading transformative business and community initiatives to build a robust regional economy. They represent 1,100+ businesses and organizations employing more than 100,000 individuals who live, work, and do business in the greater-Spokane region.

Local Plan Review

The Board was provided with a written summary of all 12 local plans.

Mr. Eric Wolf reported that he received positive feedback on the ground about what is/not working in the local plans. Some key themes that will be helpful in doing the TAP/Perkins plan are:

- Business engagement has been taken to heart by local residents.
- Business engagement in rural communities looks very different than it does in the urban WDCs.
- There is a need to explore how policy recommendations flow to rural and urban WDCs. We know there are specific support mechanisms that could be crafted directly to respond

to the rural WDCs. And, a more intentional focus would be welcomed to evaluate “how the move the needle.”

- Business engagement is not possible without integrated data systems. High impact movement that everyone can make at the state level can have a huge bang for the buck on the ground.

Motion 2018-223-05: Commissioner Suzi LeVine motioned to accept the local plans, as submitted. Ms. Creigh Agnew seconded the motion which passed unanimously.

Legislative Agenda

Ms. Nova Gattman presented the Board with the proposed 2019 legislative agenda, and proposed a one-pager outlining the three legislative priorities identified by the Board, which were incumbent worker training, increased business engagement, and integrated service mapping.

The Board discussed funding requests and decided to defer their decision on whether or not to include the Dun and Bradstreet request with the incumbent worker training request.

Motion 2018-223-05: Ms. Beth Thew motioned to move the legislative recommendations one-pager forward as a draft to the Governor’s Office pending final approval at the Special Board Meeting scheduled for November 26th. Commissioner LeVine seconded the motion, which passed unanimously.

The meeting adjourned at 2:00 p.m.



**MINUTES OF MEETING NO. 224
November 26, 2018**

Board Members Present:

Perry England, Chair
Beth Thew, Vice Chair, Representing Labor
Creigh H. Agnew, Representing Business
Jeff Johnson, Representing Labor
Amy Anderson for Gary Chandler, Representing Business
Greg Christiansen, Representing Labor
Lee Anne Caylor, Representing Business
Mark Mattke, Representing Local Government
Chris Alejano, Representing Vulnerable Populations
Rebecca Wallace, for Chris Reykdal, Office of Superintendent of Public Instruction (OSPI)
Jan Yoshiwara, State Board for Community and Technical Colleges (SBCTC)
Tim Probst, for Suzi LeVine, Employment Security Department (ESD)
Rick Anderson, for Brian Bonlender, Department of Commerce (Commerce)
David Stillman, for Cheryl Strange, Department of Social and Health Services (DSHS)

Board Staff Present

Eleni Papadakis, Executive Director

Welcome and Introductions

Mr. Perry England called the meeting to order at 12:00 p.m. via conference call.

Legislative Support for State Workforce Planning

At the November 14th meeting, the Workforce Board requested that the staff approach strategic plan partners to investigate partner agency costs associated with completing a planning process in 2019 that updates Talent and Prosperity for All (TAP) and simultaneously combines a newly created state Perkins Act plan. To the extent that partner-agencies identify critical resource needs key to accomplishing the planning process, staff were asked to prepare a potential legislative request for support for the Board's consideration and possible adoption to their legislative advocacy agenda.

The Board discussed various funding options, and ultimately asked staff members to continue down the path of integrating Perkins V with the combined TAP plan, including the identification of any budget or funding shortfalls.

No action was taken and the meeting adjourned at 12:23 p.m.

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Workforce System Legislative Update

PRESENTER NAME: Nova Gattman

BOARD MEETING DATE: 1/30/19

DISCUSSION TIME ALLOTTED: 30 min

<p>ISSUE/SITUATION: Be concise - 1 or 2 sentences that get to the heart of the situation, problem or opportunity being addressed.</p>	<p>THE ISSUE/OPPORTUNITY IS: Board staff will provide an update on the legislative session as it relates to the state’s strategic plan for workforce development – <i>Talent and Prosperity for All</i> (TAP).</p>
<p>TAP STRATEGIC PRIORITY: Which TAP strategic priority or priorities does this recommendation support? Can you tie to specific goals and objectives in TAP? Briefly describe these connections. If the connection is unclear, describe why this is of consequence to the Workforce Board and/or workforce system.</p>	<p>THIS IS IMPORTANT TO THE WORKFORCE SYSTEM BECAUSE: A coordinated and effective approach to the Board’s statutory role to provide advocacy for the workforce system requires a thorough understanding of legislative initiatives and changes relating to the workforce system.</p>
<p>BACKGROUND: Short history of how this recommendation came to be. What has been tried, to what result? What evidence exists to support this recommendation?</p>	<p>Information about the agency’s legislative activities are located at http://www.wtb.wa.gov/LegislativeUpdates.asp.</p>
<p>RECOMMENDATION AND NEXT STEPS: What specific result do you want from the Board? Is this recommendation for discussion or action? If for discussion, will action be required at a later date? What next steps are expected after this discussion?</p>	<p>THE RECOMMENDATION AND/OR REQUESTED ACTION IS: Education and discussion only. Board members may request additional information on bills or budget items that relate to workforce development.</p>

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Workforce Training and Education Coordinating Board Executive Director's Report

Meeting No. 225

January 30, 2019

1. Future of Work Task Force: The preliminary report to the legislature has been submitted and is available on our website: <http://wtb.wa.gov/futureofwork.asp>. The Task Force and our staff worked hard over a very short span of time to identify 10 policy areas to explore over 2019. The final set of policy recommendations is due to the Legislature at the end of the year. The team reviewed research and other resources from a wide range of individuals to narrow their scope. You can review some of these resources on the Future of Work web pages. The Task Force was pleased to have an in-person presentation from Peter Creticos, president and executive director of the Institute for Work and the Economy in Chicago, who has been exploring the changing nature of business and work for a number of years. His presentation and an interview with TVW are also included on the website. The next major activity for the Task Force is soliciting input from stakeholders and other interested parties from across the state. The authorizing legislation for the Task Force requires a geographic equity lens be used in the development of policy recommendations. If Board members are aware of meetings or events with an agenda that might lend itself to a discussion on the future of work, please let us know. We hope to complete this phase of the project by the end of April or early May.
2. Pacific Mountain Workforce Development Council Retreat: I have the very distinct pleasure of participating in and helping to facilitate a portion of this event. CEO Cheryl Fambles and Council Chair, Duane Evans, hope to have a set of priorities identified to shape their 2019 workplan, with an emphasis on leveraging limited resources to have greater community impact across their five-county region. I will be facilitating the afternoon's activities which will focus on integrated service delivery and strategies to address the needs of underserved youth. The retreat will not have occurred by the time this report is sent out, but I'll look forward to sharing highlights of the experience at the January board meeting.
3. Credential Engine: Credential Engine (CE) has received a grant to support states that want to begin to use their credential registry. We did not apply for the first round grants, but were invited to bring a team to the initial convening of selected states. Julie Garver from the Council of Presidents and Sally Hansen from SBCTC joined me in D.C. for the day and a half session. Once again, *this Washington* stood out for taking a very collaborative approach to exploring this tool, and also because our Career Bridge site and performance accountability system are the envy of other states. While we see Credential Engine as a valuable enhancement of our efforts here, the other states at the meeting were hoping to use CE as a mechanism to begin to evaluate the labor market value of their education and training programs.
4. Maritime Blue Initiative: Led by the Department of Commerce and the Governor's Office, Maritime Blue is a collaboration of a broad network of stakeholders—including staff from the Workforce Board—to develop and launch Washington's strategy to grow and sustain our world-class, thriving maritime industry. Governor Inslee accepted and endorsed the Maritime Blue strategic plan officially on January 8 on the Seattle Waterfront, joined by his Maritime Innovation Advisory Council (on which the Workforce Board Executive Director holds a seat) and over 200 members of the public and Washington's maritime sector. This year, a new maritime sector cluster organization will launch to implement the Maritime Blue Strategic Plan

in partnership with agencies across the state. The Maritime Blue Plan embraces five strategic goals: creating a world-class cluster group to coordinate efforts; promoting Washington as a global innovation hub in maritime trade, particularly by leveraging Washington's huge and diverse tech sector in new partnerships; ensuring a thriving, low-carbon future for maritime to foster environmental good-stewardship; growing the state's port "gateway" capacity to remain globally competitive; and finally, building new, strong pathways to grow Washington's 21st Century Maritime Workforce. Department of Commerce Industry Sector Leads additionally partnered with the state's Centers of Excellence to convene partners from the Workforce Board, OSPI, SBCTC, Association of Washington Business, and Washington State Labor Council on January 9 to begin a new conversation about integrating their work with the workforce system's strategic priorities related to business engagement, access, integrated service delivery, and performance accountability. This Workforce Development Advisory Group will continue to meet, both in the context of coordinating the Maritime Blue initiative and to increase cohesion among workforce system partners on all industry sector initiatives, approximately three times a year. More information about Maritime Blue, including an Executive Summary and report on the initiative release at the rollout, is available here: <https://medium.com/wagovernor/maritime-blue-washingtons-strategy-for-a-blue-economy-ea9425004d0e>.

5. Welcome Nate Humphrey to SBCTC!

We are excited to welcome SBCTC's new Director of Workforce Education, Nate Humphrey! Nate comes to the Washington workforce system after several years making an impact at the senior levels of the community and technical college system in North Carolina, culminating in his role as State Director of Workforce Continuing Education Training and Standards. Nate recently relocated to the Pacific Northwest from Raleigh, and brings a wealth of experience and passion for workforce, adult, and continuing education to Washington, having developed his focus on workforce as an administrator at Guilford Technical Community College and Wake Technical Community College, the largest community college in North Carolina (with an enrollment of over 74,000). Nate's love of the outdoors, cycling, and hiking should make him a natural fit in the Northwest. We look forward to continuing the Board's strong partnership with SBCTC's Workforce Education Division under his leadership!

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Workforce Board Presentation – Economic Cycle Planning

PRESENTER NAME: Dan Zeitlin—ESD, Mark Mattke—Spokane WDC, Loren Lyons, Impact Washington

BOARD MEETING DATE: 1/30/2019

BOARD MEMBER SPONSOR NAME:

DISCUSSION TIME ALLOTTED: 1 hr.

<p>ISSUE/SITUATION: Be concise - 1 or 2 sentences that get to the heart of the situation, problem or opportunity being addressed.</p>	<p>THE ISSUE/OPPORTUNITY IS: Recessions are an inevitable feature of the economic cycle. Applying lessons learned in the wake of the Great Recession of last decade, the workforce system is identifying leading indicators that provide earlier warning of a coming recession and refining strategies to more effectively respond to one.</p>
<p>TAP STRATEGIC PRIORITY: Which TAP strategic priority or priorities does this recommendation support? Can you tie to specific goals and objectives in TAP? Briefly describe these connections. If the connection is unclear, describe why this is of consequence to the Workforce Board and/or workforce system.</p>	<p>SUPPORTS TAP STRATEGIC PRIORITY: Ideally, the 2020 update to the state’s workforce plan, <i>Talent and Prosperity for All</i> (TAP) will incorporate a systemic economic cycle plan that aligns to TAP’s goals to deliver better services to jobseekers and employers.</p>
<p>POTENTIAL IMPACT: Effect on people, businesses, communities. What is better or different from other existing strategies?</p>	<p>IT IS SIGNIFICANT BECAUSE: Economic cycle planning recognizes the inevitability of recessions and brings together workforce system partners to identify strategies that can be deployed to lessen the impact on jobseekers and employers. In this way, the workforce system will be able to respond in a more coordinated and deliberate manner to increased demand for its services.</p>
<p>OPTIMAL NEXT STEPS: What do you really want to happen as a result of this discussion with the Workforce Board?</p>	<p>MY IDEAL OUTCOME OF THIS DISCUSSION IS: That the Board becomes aware of the work being done at the Employment Security Department (ESD) to identify leading indicators of a recession, and that the Board considers integrating or aligning the 2020 TAP update to highlight strategies that lessen the impact of a recession. Additionally, the Board explores what resources and programs are most useful to employers during an economic downturn with partners from Impact Washington, the state’s manufacturing extension partnership, about their initiatives to help small- and mid-sized businesses prepare and plan for downturns particularly in rural communities. Finally, Mark Mattke will brief the Board about local efforts to mitigate the effects of economic downturns in Spokane, which arose out of the Retooling Washington’s Workforce initiative and were sustained since.</p>
<p>BACKGROUND: Short history of how this</p>	<p>RELEVANT BACKGROUND INFORMATION: Executive Director Papadakis has provided a pre-meeting video briefing about</p>

<p>recommendation came to be. What has been tried, to what result? What evidence exists to support this recommendation?</p>	<p>economic cycle planning and the 2010-2011 Retooling Washington’s Workforce Initiative for your review and background for this section of the Board agenda.</p> <p>This session will consist of two presentations:</p> <ul style="list-style-type: none"> • ESD Policy Director Dan Zeitlin will present his division’s work on creating an economic cycle plan of action. The presentation will address: <ul style="list-style-type: none"> ○ The current state of the economy. ○ Challenges faced in the last recession. ○ ESD economic cycle planning (what we’re doing). ○ Thoughts on how we can work as a system to get ahead of the next recession. • Zeitlin will then be joined on a panel by Loren Lyon of Impact Washington, the state’s manufacturing extension partnership organization. Lyon will share strategies that helped rural employers (in particular, manufacturers) ride out the turbulence of the Great Recession. Mark Mattke, CEO of the Spokane Workforce Council, will share lessons learned from multi-sector partnerships in the Spokane area created during the Retooling Washington’s Workforce initiative focused on building new pathways to work for the long-term unemployed. These strategies have been sustained since. <p>A background briefing prepared by Zeitlin accompanies your Board packet. Additionally, the final report from the Retooling Washington initiative is included in your Board “Brown Folder.”</p>
<p>STAKEHOLDER ENGAGEMENT, PROS AND CONS: Which stakeholders have been engaged in the development of this recommendation? What are the pros and cons of recommendation? According to whom (which stakeholder groups)? Are there viable alternatives to consider?</p>	<p>STAKEHOLDERS HAVE PROVIDED INPUT AND THEY THINK: ESD has consulted with Workforce Board staff and would like to continue engagement with other workforce system partners on the development of their economic cycle plan.</p>
<p>FINANCIAL ANALYSIS AND IMPACT: What will it cost to enact this recommendation? What resources will be used? Are new resources required? How much? Where will existing or new resources come from? Are there savings to be gained from this investment? Over what period? Are there other returns on investment</p>	<p>THE COST AND RESOURCE NEEDS OF THIS RECOMMENDATION ARE: No resources are requested of the Board; however ESD is investing their own resources in the economic cycle plan and in the development of related recommendations and strategies.</p>

<p>to consider?</p>	
<p>RECOMMENDATION AND NEXT STEPS: What specific result do you want from the Board? Is this recommendation for discussion or action? If for discussion, will action be required at a later date? What next steps are expected after this discussion?</p>	<p>THE RECOMMENDATION AND/OR REQUESTED ACTION IS: That the Board discusses how economic cycle planning should be addressed in strategic planning and priority-setting by the Board. Specifically, the Board could charge staff with continuing to provide support to ESD as requested on the development of an economic cycle plan to be presented at a future Board meeting.</p>

Economic Cycle Planning

The Washington economy is strong, but troubling signs point to rising risks for a recession. It is critical that the Employment Security Department (ESD), as well as other state agencies and the entire workforce system, be prepared. One of the best ways to get ready is to bring together government, business, labor, community organizations and others to translate lessons learned from previous recessions and develop clear strategies in advance of the next one.

State of the economy

Washington's real GDP growth has outpaced that of the nation. From second quarter 2017 to second quarter 2018, the state achieved real GDP growth of 5.5 percent – the highest among all states and well above the national rate of 2.9 percent.

Total nonfarm employment estimates for Washington from December 2017 through December 2018 indicate an increase in employment of 101,900. The state unemployment rate was 4.3 percent in December 2018 — a historic low — compared to the U.S. rate of 3.9 percent.

While the outlook for Washington remains bright, growth is expected to moderate. Higher housing costs are crowding out growth in many of the region's fastest developing areas, leading some firms to relocate or expand in more affordable areas of the state. Economic headwinds are stronger and more numerous. Rising interest rates are driving up borrowing costs for consumers and companies alike. Wall Street analysts are concerned that earnings growth has peaked as the bull market enters its tenth year. Trade tariffs are increasing and there is concern that heightened trade tensions will adversely affect the state, due to its position as a leader in terms of total value of goods exported to China. The federal government shutdown is also causing concern. According to the White House Council of Economic Advisors, the federal government shutdown, which left nearly 13,000 federal workers in Washington furloughed or working without pay, may result in a .13 percentage point reduction in quarterly economic growth for every week it continues.

Why recession planning is important to ESD

ESD is a counter cyclical agency, and during an economic recession the demand for our services increases dramatically. Currently, we do not have a documented plan or strategy for preparing for and responding to the next economic cycle of recession and recovery. Our goal is threefold:

- Create an ESD economic alert system
- Document a plan for how we will prepare for and respond to the next economic recession and recovery cycle
- Engage the workforce development system in a statewide approach to economic cycle planning

Lessons learned

ESD learned many lessons from the previous economic recession:

- We need to hire talented staff to serve an increased number of customers. Historically, this uptick in staffing is funded by federal programs, such as the American Recovery and Reinvestment Act (ARRA). However, since hiring is reactive, we lose the ability to properly train and prepare staff for a sudden increase in workload.
- We need to manage large increases in call volumes; maintain online services; cross-train WorkSource staff; prepare for more traffic in WorkSource centers; expand outreach to rural areas; and customize business services for employers.
- Job seekers find themselves in a position where, despite their skills, job opportunities are scarce, resulting in a critical need to find alternative financial resources.
- Individuals need to take time for training; and we need to provide connections to mental health support.
- It is critical to listen to the experiences of customers and employees. We must have an ear for gaps in service and support, and work to provide solutions to the problems identified.
- Collaboration across partnerships with workforce boards and others is more important than ever.

ESD plan of action

ESD is conducting internal focus groups to catalogue lessons learned from the previous recession and developing an agency Economic Cycle Plan. The plan, due by May 30, 2019, will address the following:

- Economic alert system: Establish key economic indicators to trigger economic recession response activities.
- Process improvements: Create better processes to more effectively and efficiently serve unemployment claimants and WorkSource customers.
- Budget: Ensure ESD is able to budget for increased customers, advocate for more funding as needed and respond to federal funding opportunities, including streamlining the National Dislocated Worker Grant application process.
- Staffing: Prepare to quickly hire and re-deploy trained staff to meet customer needs.
- Information technology: Prepare IT updates that lay the foundation to better serve an increased number of customers and guarantee ESD staff 's IT needs are met.
- Communications: Develop a plan to effectively communicate to workers and businesses about services available to them. ESD should coordinate this work with other agencies and system partners.

Additionally, ESD, the Washington State Labor Council and Washington Workforce Association have partnered to:

- Lead the system in standardizing processes and partnerships to provide consistent, comprehensive services for laid off workers in every area of Washington.
- Identify the internal tools and training needed to enhance business services for employers and keep them informed of key programs, such as SharedWork, that are available during economic downtimes.

For discussion

1. What should be done at the Workforce Training and Education Coordinating Board level to develop a system-wide plan for the next economic recession?
2. How can government agencies best coordinate the response to the next economic recession?
3. How can the workforce system help employers avoid layoffs?
4. How can we enhance support for workers during a recession?

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Economic Cycle Planning Discussion A Review of Board's Recession Initiative

Workforce Board Meeting
January 30, 2019

Eleni Papadakis, Executive Director

Workforce Training and
Education Coordinating Board





Agenda Item: Economic Cycle Planning

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- ESD follows Oregon's lead in planning for any economic changes.
- Began with analysis of the Great Recession experience, both from customer and staff perspectives.
- Board will hear both from ESD and perspectives from the field.
- Board will discuss how the system might become more nimble and responsive to economic shifts.





Board Considerations:

- Should Economic Cycle Planning be a **system** priority?
- A new TAP strategic priority? Current TAP priorities are
 - Business Engagement
 - Integrated Service Delivery and Data Sharing
 - Removing Customer Access and Success Barriers
 - New, System-focused Performance Accountability
- A new Board Initiative, separate from TAP?
- Discretion of each partner agency?





Board's "Great Recession" Initiative

- In 2009, Board suspended its 2008 State Plan strategic priorities to focus the system on the re-employment of dislocated workers.
- 4 facilitated regional forums; a state-wide conference; surveys to businesses, economic development entities and others; workgroups of partners were held over a short timeframe in 2009.
- Board and partners learned about the impact of the recession on businesses, workers, and communities across the state.





- Construction and manufacturing hit hardest.
- Dislocated workers were majority older, male, skilled in the trades; limited agency with computers or technology; few to no previous episodes of unemployment; had been unemployed at least 6 months; previous earnings levels much higher than state averages.
- Pervasive feelings of depression, helplessness, and hopelessness. Many DWs had stopped seeking services.



RETOOLING WASHINGTON'S WORKFORCE



Workforce Training
And Education
Coordinating Board

November 8, 2009





Key Take-aways:

- Most participating employers were seeking help to upskill their current workforce, and were not looking for new hires.
- Most employers, including those with job vacancies, were wary of hiring from the dislocated worker pool—referred to them as “risky”.
- Many employers reported their dissatisfaction with referrals from our system, and also on the lack of support once an individual was hired.
- Employers asked for a single point of contact with the system—reduce the numbers of programs knocking on their doors.



Retooling Washington's Workforce

- Goal: more unemployed people go to work, and more employers find the skills they need to compete
- Results begin within 6 months
- No new funds or arduous rule-making
- Implementation begins 1/1/10!



Three Big Ideas:

- Coordinated outreach to UI Exhaustees
- Streamline OJT; make use of Microsoft's gift of on-line training resources
- Coordinated outreach to employers; better job-matching system



State and Local Coordination

- State Steering Committee
 - Coordinate and Negotiate across agencies and funding streams
 - Promote and advocate for initiative
 - Support local steering committees
- Local Steering Committees
 - Convened by WDCs
 - Local plans reflect regional needs and resources





Some “Retooling” Programmatic Results

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- Coordinated business outreach across all partners at regional level through a single local intermediary; some sector-focused
- Common intake and data-sharing for case management
- Streamline On-the-Job-Training, Work Experience, and Cooperative Education procedures to increase “trial employment” opportunities.
- Train all frontline WorkSource and partner staff in motivational interviewing techniques.
- Identify, evaluate and disseminate promising practices from other states.
- New partners brought in at state and local levels, such as United Way, CBOs and FBOs, housing authorities, 4-year colleges and universities, and libraries.





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- Worked with employers to customize business services.
- CTCs created more on-line options
- Microsoft contributed its on-line training portfolio and funded teacher/coaches at a number of WorkSource Centers.
- ESD enhanced and increased work-sharing program
- New outreach strategies were implemented targeting disenfranchised dislocated workers to reconnect with system.
- More rigorous job matching and employer satisfaction surveys.





- ❖ Public-facing Dashboard
- ❖ Both process and outcome metrics, such as:
 - UI Exhaustees contacted
 - UI Exhaustees returned for system services
 - # OJT participants & completers
 - # Employed
 - Job-match satisfaction of employers
 - # staff received professional development
- ❖ Updates provided at each Board meeting





- The Board and its partners made a commitment to learning from the efforts undertaken during “Retooling”
- Commissioned external evaluators and a writer to report on meaningful stories from each region of the state.
- However, as the economy started its slow recovery, and transitions in leadership ensued, it was difficult to maintain momentum.
- And then came WIOA and TAP . . .





A TAP Reminder

- The Board and the broad workforce development system are moving into the planning period for the 2020 State Plan.
- While the current plan, especially it's vision, mission, and goals, still resonates with the majority of partners and their staff, there is frustration.
- Still a belief in the will of leadership to transform the system towards TAP's goals, but feeling of inertia.
- Similar feelings and frustrations about how "Retooling Washington's Workforce" ended.





Continuous Systemic Improvement

- ***Create a flexible system that can respond to economic and demographic shifts when they occur.***
- ***Always aim to help more jobseekers get and maintain good jobs, and employers find and maintain talented workers.***
- ***Might “Economic Cycle Planning” help our system override transitions in leadership and other points of inertia?***



Tab 5

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Employment Security Department Strategic Plan

Dear fellow Workforce Training and Education Coordinating Board members, partners, and others,

I am so looking forward to seeing you next week at the Board meeting! There, I will share the new ESD Strategic Plan we are rolling out today (January 23, 2019). In the meantime, here is a preview of the materials through which I will step you.

We have been working hard on composing this new strategic plan and, hopefully, you will recognize that it is a direct result of everything my Executive Leadership Team (ELT) and I heard and saw during our visits with staff, partners, and customers statewide since I started in July.

I'm so proud and excited to share with you what we composed and are putting into effect starting today! Here are the Strategic Planning materials – also attached:

- An [intro video](#) featuring most of the ELT - this lays out and provides some additional context for the mission, vision, values, and goals. (Note: Nick Streuli, our head of government affairs, was not able to join us because he was so heads down with the start of the legislative season.)
- The [1-page plan](#) - including our vision, mission, values, goals, strategies, and objectives.
- Our [values lens](#) – this provides a graphical depiction and detail on each of our values.
- TAP plan comparison – attached you'll see a deep dive into our plan and how it dovetails with both the statewide and WDA TAP plans. We used the TAP plans to both inform our work and then to check our work.
- On our [ESD external site](#), we also have now updated it for our new plan.

As you've heard me say before, feedback is always a gift. Thus, the whole ELT wants to hear what you think. Next week will be a good opportunity for that, but please feel free to email me or [Cami Feek](#), my deputy, with your thoughts/suggestions – especially as we now start the development of our divisional plans. These divisional plans will be how we operationalize this plan.

For your visibility, we will be continuing our hard work – but now shifting into the mode where we ensure that everyone in the agency understands the plan and can see themselves in it. We will be conducting town halls and webinars all across the state.

Now – all that said – you all, as partners, are key to our ability to achieve our plan. It's a new day here at ESD and I am so looking forward to bringing this plan to life with you!

Warmly,

Suzi LeVine
Commissioner, the Employment Security Department
Please follow me @ESDCommish
(pronouns: she/her/hers)

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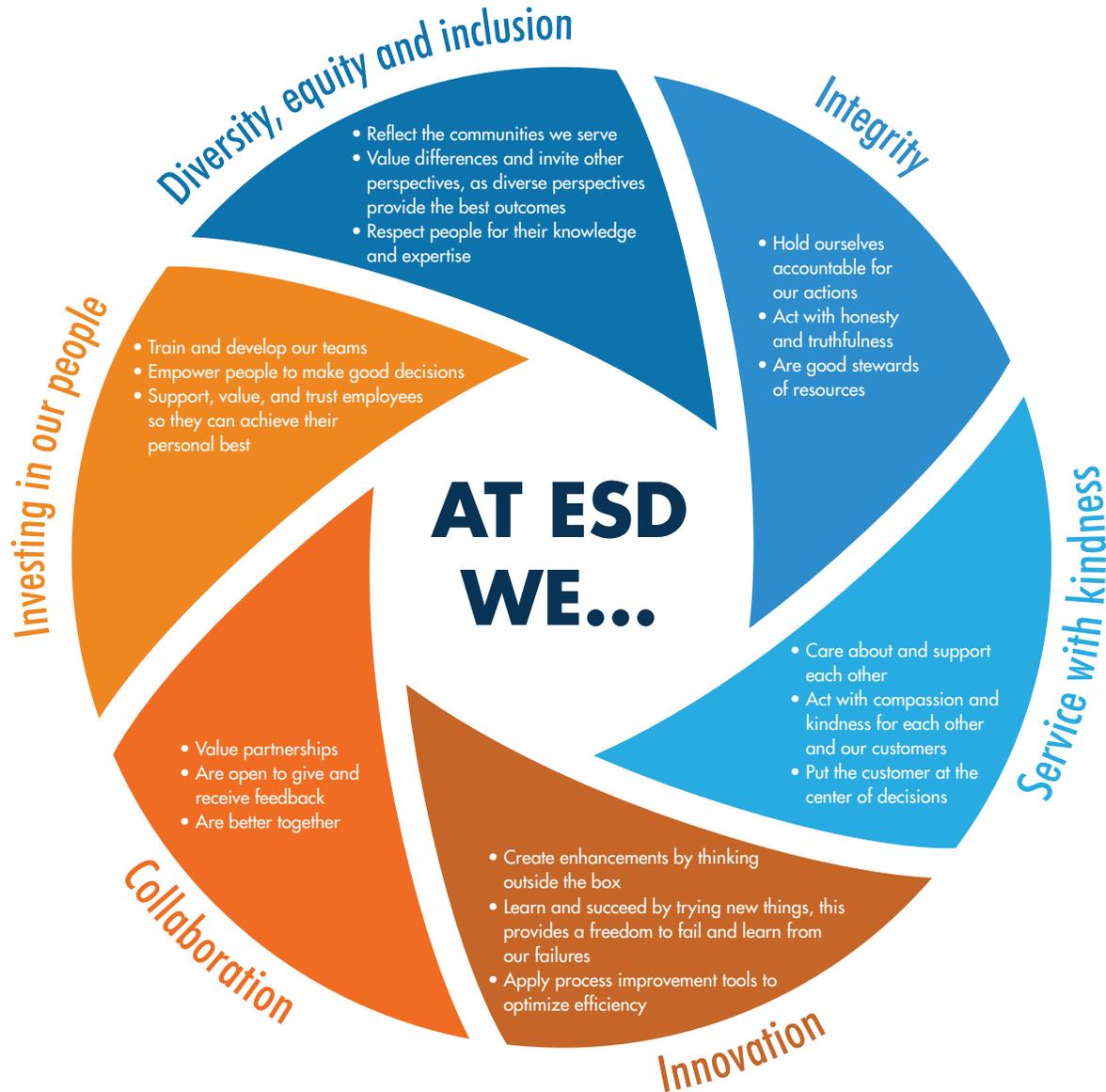
Employment Security Department 2019-2021 Strategic Plan

Updated January 23, 2019

Vision	<i>The nation's best and most future ready workforce with opportunities for all</i>
Mission	<i>We provide our communities with inclusive workforce solutions that promote economic resilience and prosperity</i>
Values	<i>Collaboration • Diversity, Equity, Inclusion • Innovation • Integrity • Investing in our people • Service with kindness</i>

Goals	Strategies	Objectives
<i>Increase Employee Engagement</i>	<ul style="list-style-type: none"> Equip, empower, invest in & listen to our employees from hire to retire Honor and appreciate employees in a meaningful, consistent, and universal way 	<ol style="list-style-type: none"> Decrease the turnover rate 11.1% to 9% by January 2020 Increase the overall Employer of Choice satisfaction metric by 3% annually
<i>Reduce the transition time for people to find the right job</i>	<ul style="list-style-type: none"> Identify and prepare people for predictable job transitions/dislocations before those transitions occur Enable seamless support for customers across our services 	<ol style="list-style-type: none"> Average duration of unemployment maintained below the national average By January 2020, create a pool of transition metrics for those WIOA groups with measurable outcomes and then meet targets based on the progress from those baselines by January 2021
<i>Meet the needs of our customers</i>	<ul style="list-style-type: none"> Acquire and utilize internal and external customer feedback into our product and service development Support and participate in Washington's Talent and Prosperity for All Plan 	<ol style="list-style-type: none"> Complete a GAP analysis of our employment system based on feedback from our customers and stakeholders and determine subsequent actions by April 2020 By January 2020, baseline and track ESD's contributions to state and local workforce boards' efforts to help more people find jobs. Use those insights to then establish performance goals. Develop a comprehensive agency survey that establishes a baseline rating for customer satisfaction by July 2019. Use survey results to establish improvement goals for customer satisfaction measures.
<i>Improve organizational effectiveness</i>	<ul style="list-style-type: none"> Develop a comprehensive, transparent, and inclusive agency-wide decision making process Stabilize and modernize core enterprise systems and services Actively attract, recruit and retain diverse talent Employ continuous improvement practices and behaviors Keep employees informed 	<ol style="list-style-type: none"> Increase the percentage of employees who say they "have the tools and resources they need to do their jobs effectively" " by 2% annually Increase the percentage of employees who say they "receive clear information about changes being made in the agency" by 5% annually Launch enterprise project management office by April 2019 Increase diversity by developing tracking mechanisms for time-to-hire, EEO reporting and candidate metrics by January 2020 with improved performance metrics going into effect for January 2021 Percent of major technology projects completed within 5% of estimated time and budget and with user satisfaction of 80% good or better after 6 months
<i>Prepare for economic shifts</i>	<ul style="list-style-type: none"> Create ESD's economic cycle plan Support the creation of a statewide workforce economic cycle plan 	<ol style="list-style-type: none"> Publish living ESD economic cycle plan by May 30, 2019 Launch new Washington State economic health index by January 2021
<i>Implement the Paid Family Medical Leave Program</i>	<ul style="list-style-type: none"> Build a PFML technology platform that adheres to the legislation and is secure and reliable Deploy extensive communications about the program implementation and value proposition to employers and employees. Leverage all of the ESD staff to promote and support PFML 	<ol style="list-style-type: none"> 100% of employers are completing required reporting and premium collection by January 1, 2020 Eligible workers access PFML benefits beginning January 1, 2020 Repay the PFML start-up loan by June 20, 2019

Our Values Lens



Our values, our lens: Our values drive every decision that we make, determine how we interact with others and are at the core of who we are.



**Employment
Security
Department**
WASHINGTON STATE

Vision	<i>The nation's best and most future ready workforce with opportunities for all</i>
Mission	<i>We provide our communities with inclusive workforce solutions that promote economic resilience and prosperity</i>
Values	<i>Collaboration • Diversity, Equity, Inclusion • Innovation • Integrity • Investing in our people • Service with kindness</i>

Vision- State Talent and Prosperity for All (TAP) Plan
Washington's strategic vision is to:

- Help more people find and keep jobs that lead to economic self-sufficiency, with a focus on disadvantaged populations;
- Close skill gaps for employers, with a focus on in-demand industry sectors and occupations, including through apprenticeships; and
- Work together as a single, seamless team to make this happen.

Mission vision examples from Local Strategic Plans
Seattle/King County Mission: To connect businesses and job seekers with the necessary resources and tools for successful employment, life-long learning, and business development, to ensure a strong and vital economy.

Tacoma/Pierce County Vision: The vision of the Pierce County WDC is a workforce development system that has: partnerships that foster economic development; value-added business services; valuable customer-focused services; leveraged community resources; and communication and technology that supports the system.

Goals	Strategies	Objectives	Alignment with State Talent and Prosperity for All (TAP) Plan	Examples of Alignment with Local Strategic Plans
Increase Employee Engagement	<p>Equip, empower, invest in & listen to our employees from hire to retire.</p> <p>Honor and appreciate employees in a meaningful, consistent, and universal way.</p>	<ol style="list-style-type: none"> 1. Decrease the turnover rate 11.1% to 9% by January 2020 2. Increase the overall Employer of Choice satisfaction metric by 3% annually 	<p>Professional Development A highly skilled and talented staff has played a pivotal role in Washington's workforce system success. (p. 8)</p>	<p>South Central Support the current economic base and promote future business growth through the development of a well-trained workforce system. (p. 5)</p> <p>Sufficiently prepare the Employer engagement Team to speak the language of business as they communicate the values and functionality of the workforce system to employers. (p. 157)</p> <p>Snohomish Providing staff training and support for addressing the needs of individuals with disabilities. (p.47)</p> <p>Provide specific training for workforce development staff, based on customer</p>

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				<p>provided information on the array of employment, training and placement services and eligibility requirements for those programs or services. (p. 85)</p> <p>Southwest Establish pathways for youth and adults to develop professional and technical skills and find jobs that meet career and employer needs: Focus on defining professionalism skills, mapping and communicating career pathways, serving rural communities, and better supporting retention (p. 5)</p>
<p>Meet the needs of our customers</p>	<p>Acquire and utilize internal and external customer feedback into our product and service development.</p> <p>Support Washington’s Talent and Prosperity for All Plan.</p>	<ol style="list-style-type: none"> 1. Complete a GAP analysis of our employment system based on feedback from our customers and stakeholders and determine subsequent actions by April 2020 2. By January 2020, baseline and track ESD’s contributions to state and local workforce boards’ efforts to help more people find jobs. Use those insights to then establish performance goals. 2. Develop a comprehensive agency survey that establishes a baseline rating for customer satisfaction by July 2019. Use survey results to establish improvement goals for customer satisfaction measures. 	<p>Governor Inslee charged the workforce system to organize their planning around three North Star Goals:</p> <ol style="list-style-type: none"> 1. Help more people find jobs that lead to economic self-sufficiency, with a focus on disadvantaged populations 2. Close skill gaps for employers, with a focus on in-demand industry sectors and occupations, including apprenticeships 3. Work together across programs and funding silos as a single, seamless team to make this happen <p>Partners are committed to toward a seamless, customer-driven system. (p. 4)</p> <p>Develop a performance approach that addresses how the WIOA partners are</p>	<p>Seattle-King County Increase the quantity of job seekers served and quality of services provided with Integrated Service Delivery and impactful, culturally competent outreach. (p. 11)</p> <p>Spokane On a quarterly basis, WorkSource conducts a Continuous Quality Improvement process where both job seeker and business customers who have accessed services in the past three months, are surveyed to determine their level of satisfaction. The results are then shared with all.</p> <p>WorkSource staff and leadership who work to determine the root cause of any low scores and may address deficiencies with changes to services or staff training. (p.55)</p> <p>Southwest The goal is for more people to get jobs, keep jobs and earn better wages. Use a common</p>

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	<p>Actively attract, recruit and retain diverse talent</p> <p>Employ continuous improvement practices and behaviors</p> <p>Keep employees informed</p>	<ol style="list-style-type: none"> 3. Launch enterprise project management office by April 2019 4. Increase diversity by developing tracking mechanisms for time-to-hire, EEO reporting and candidate metrics by January 2020 with improved performance metrics going into effect for January 2021 5. Percent of major technology projects completed within 5% of estimated time and budget and with user satisfaction of 75% good or better after 6 months 	<p>for skill development certification, and portfolio management. (p. 20)</p> <p>Ensuring access to everyone Every Washington resident needs universal, barrier-free access to our state’s workforce system. Technology is a powerful tool that can reduce obstacles to access. (p. 40)</p> <p>Ongoing Communication In order to successfully implement the key priorities within the strategic plan the plan partners and stakeholders will need to invest in building an ongoing communication system to support ongoing information sharing and rally partners to respond to challenges and opportunities. (p. 4)</p>	<p>physically and programmatically accessible to individuals with disabilities. (p. 34)</p> <p>Northwest Strengthen the Regional Workforce Development System...tailor its services and products to be responsive to business. (p.42)</p> <p>Benton Franklin The new technology (WorksourceWA) creates some real opportunity for the Benton-Franklin Workforce Development Council and WorkSource Columbia Basin to use technology to become much more integrated as a system and much more innovative in the design and delivery of services. (p. 64)</p>
<p>Prepare for economic shifts</p>	<p>Create ESD's economic cycle plan.</p> <p>Support the creation of a statewide workforce economic cycle plan.</p>	<ol style="list-style-type: none"> 1. Publish living ESD economic cycle plan by May 30, 2019 2. Launch new Washington State economic health index by January 2021 	<p>Washington has shown solid recovery from the Great Recession. However, recovery has been uneven... Helping all Washington residents achieve living-wage jobs that lead to economic self-sufficiency is a primary goal of our state’s workforce development system as Washington puts the recession in the rear view mirror. (p. 72)</p> <p>Focus on local and regional planning that takes into account the needs of local industry sectors... Emphasize engagement with the business community to build sustained, long-term partnerships to close skill gaps. (p. 10)</p>	<p>Spokane Engage leadership across our community to identify current gaps in our labor market, project where jobs will be headed in the future, and connect workers with the skills acquisition they need to be self-sufficient. (p. 3)</p> <p>Eastern Economic development organizations, local and regional business leaders, WorkSource partners, community colleges, labor representatives, economic analysts and WDC staff work together to identify and address the workforce issues for emerging demand occupations with high and mid-skill requirements. (p. 11)</p>

				<p>Pacific Mountain Periodically evaluate and update target clusters and supplement or amend to ensure success in all communities served. (p. 14)</p>
<p>Implement the Paid Family Medical Leave Program</p>	<p>Build a PFML technology platform that adheres to the legislation and is secure and reliable. Deploy extensive communications about the program implementation and value proposition to employers and employees. Leverage all of the ESD staff to promote and support PFML.</p>	<ol style="list-style-type: none"> 100% of employers are completing required reporting and premium collection activities by January 1, 2020 Eligible workers access PFML benefits beginning January 1, 2020 Repay the PFML start-up loan by June 20, 2019 	<p>Note: PFML did not exist when these plans were written, however, they do address coordination with support services.</p> <p>Ensure every customer has the education, employability skills, work experience, and credentials needed to move into sustained employment and economic self-sufficiency, and receives the wraparound services needed to pursue his or her career pathway. (p. 14)</p>	<p>Note: PFML did not exist when these plans were written, however, they do address coordination with support services.</p> <p>Olympic The Consortium’s expectation of its service providers is that they will provide access to transportation assistance and other necessary support services that will ensure that the WIOA participants have the supports that are necessary for them to participate in the activities identified in their employment plans. (p.50)</p> <p>Snohomish In addition to transportation, Workforce Snohomish works with partners to enhance wrap-around support services. (p.22)</p> <p>Benton Franklin Individual support services will be provided on an as needed basis to participants from the enrolled program. (p.26)</p>

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Accomplishing TAP 2020

PRESENTER NAME: Eric Wolf

BOARD MEETING DATE: 1/30/2019

BOARD MEMBER SPONSOR NAME:

DISCUSSION TIME ALLOTTED: 1 hr

<p>ISSUE/SITUATION: Be concise - 1 or 2 sentences that get to the heart of the situation, problem or opportunity being addressed.</p>	<p>THE ISSUE/OPPORTUNITY IS: Board members will understand the decision points they will be called on to address during the <i>Talent and Prosperity for All</i> planning process up to submission in April 2020, including the Perkins Plan component the Board is responsible for coordinating.</p>
<p>TAP STRATEGIC PRIORITY: Which TAP strategic priority or priorities does this recommendation support? Can you tie to specific goals and objectives in TAP? Briefly describe these connections. If the connection is unclear, describe why this is of consequence to the Workforce Board and/or workforce system.</p>	<p>SUPPORTS TAP STRATEGIC PRIORITY: This is a critical opportunity for the Board to either recommit to or revise the goals and strategic priorities set in the 2016 edition of <i>TAP</i>.</p>
<p>POTENTIAL IMPACT: Effect on people, businesses, communities. What is better or different from other existing strategies?</p>	<p>IT IS SIGNIFICANT BECAUSE: The 2020 <i>TAP</i> Plan is an opportunity to recommit to goals we believe as a system will change outcomes for job-seekers and employers, or to revise or eliminate priorities that the Board no longer feels are an effective prescription for the system today. Effective planning, including goal-setting, timelines, clearly-stated objectives and deliverables, will result in both a new <i>TAP</i> plan and Perkins V Plan that have impact and momentum.</p>
<p>OPTIMAL NEXT STEPS: What do you really want to happen as a result of this discussion with the Workforce Board?</p>	<p>MY IDEAL OUTCOME OF THIS DISCUSSION IS: The Board will:</p> <ol style="list-style-type: none"> (1) Review all major decision points for the Board between January 2019 and the completion of Washington's 2020 <i>Talent and Prosperity for All</i> Plan (including its partner-program components, and the Perkins V Plan the Board is responsible for coordinating), and provide staff any desired feedback; (2) Charge the Workforce Board staff and partner agencies with reporting to the Board periodically on their planning work, as specified in the handouts in the Board packet; and (3) Begin a conversation on whether the 2018 goals and strategic priorities

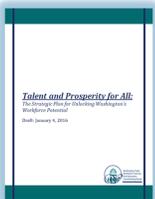
	<p>in <i>TAP</i> are the right goals for our system in 2020, and whether stakeholders are able to commit to the goals at a future Board meeting;</p> <p>(4) Provide guidance to staff on the Board’s preference for a plan review process—either <i>TAP</i> implementation committee-based, or coordinated by Board members or appropriate agencies.</p>
<p>BACKGROUND: Short history of how this recommendation came to be. What has been tried, to what result? What evidence exists to support this recommendation?</p>	<p>RELEVANT BACKGROUND INFORMATION:</p> <p><u>Reapproving Talent and Prosperity for All in 2020</u></p> <p>Although it only seems a short time since <i>Talent and Prosperity for All</i> was first developed by the Workforce Board and its partners, the plan is due for its first comprehensive update in April 2020 (a mid-cycle update was due in 2018).</p> <p><u>Board Packet Materials</u></p> <p>Your Board packet contains the following materials, which will be used as key documents in a facilitated discussion at the January Board meeting:</p> <ol style="list-style-type: none"> 1. An updated timeline of the <i>TAP</i> planning process through April 2020, containing upcoming deliverable dates and anticipated periods when the plan will be available for public comment; 2. A detailed list of Board Decision Points (on the flip-side of the timeline) anticipated at all future Board meetings through April 2020 related to the <i>TAP</i> plan, as well as the work-product staff will present to the Board for review and feedback throughout the year; 3. A handout on decision points the Board will discuss and act on in the upcoming year specific to completing the state’s first Perkins V strategic plan; 4. A detailed list of the Perkins-related information that Board members will receive related to Perkins plan decision points, and the meeting date when the Board can expect staff to provide a briefing to members or will ask the Board to take action. <p><u>How does the Perkins Plan Fit?</u></p> <p>The passage of the fifth Perkins Act in 2016, with its alignment in spirit and deliverable dates to state workforce plans such as <i>TAP</i>, presented a new opportunity to combine planning processes. At the November 2018 meeting, the Workforce Board voted to combine the 2020 edition of the state Perkins Act plan with other partner programs in the next update of <i>Talent and Prosperity for All</i>. Additionally, the Board acted to authorize staff to prepare an administrative transition plan detailing the state’s fiscal and strategic planning efforts during school year 2019-2020. This transition plan is due anticipated to be due in April 2020.</p>

<p>STAKEHOLDER ENGAGEMENT, PROS AND CONS: Which stakeholders have been engaged in the development of this recommendation? What are the pros and cons of recommendation? According to whom (which stakeholder groups)? Are there viable alternatives to consider?</p>	<p>STAKEHOLDERS HAVE PROVIDED INPUT AND THEY THINK: Workforce system partner agencies have fully committed to engaging in the combined planning process.</p>
<p>FINANCIAL ANALYSIS AND IMPACT: What will it cost to enact this recommendation? What resources will be used? Are new resources required? How much? Where will existing or new resources come from? Are there savings to be gained from this investment? Over what period? Are there other returns on investment to consider?</p>	<p>THE COST AND RESOURCE NEEDS OF THIS RECOMMENDATION ARE: All partner agencies are experiencing limited staff resources and competing priorities that present a resource challenge. The actual amount of agency professional staff time will depend significantly on the Board's desired approach for revising <i>TAP</i> chapters.</p>
<p>RECOMMENDATION AND NEXT STEPS: What specific result do you want from the Board? Is this recommendation for discussion or action? If for discussion, will action be required at a later date? What next steps are expected after this discussion?</p>	<p>THE RECOMMENDATION AND/OR REQUESTED ACTION IS: No explicit action is requested of the Board at the present meeting, but their feedback on staff's recommendation for upcoming deliverables and reporting dates is welcome. If determined appropriate, the Board will charge staff with identifying current and pending resources that might be reallocated to support the <i>TAP</i> planning process.</p>

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ACCOMPLISHING TAP 2020: BOARD DECISION POINTS



		Nov-18					Dec-18					Jan-19				Feb-19				Mar-19				Apr-19					May-19				Jun-19				Jul-19																							
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LEADS	Workforce Board Meetings		1												2																																													
	Interagency Plan Leads Team Meet																																																											
PERKINS PLAN	PERKINS PLAN COMMENT PERIODS/DELIVERABLES																																																											
	Transition Planning Team	Interagency Policy Team completes Perkins Transition Plan, due April 2019.																																																										
WIOA PLAN	WIOA PLAN COMMENT PERIODS/DELIVERABLES																																																											
	Barrier and Access Solutions Subcmte?																																																											
	Data Sharing & Perf. Accountability Subcmte.?																																																											
	Integrating Service Delivery Subcmte.?																																																											
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	Operational Planning Team																																																											

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	Professional Devt. Subcommittee?																																																					
	Operational Planning Team	Agency leads responsible for each respective component of the Operating Plan meet and draft required WIOA narrative portions for their programs.																																																				

WIOA AND PERKINS PLANS DUE - ANTICIPATED

ACCOMPLISHING TAP 2020: BOARD DECISION POINTS

1	November 2018 Regular Meeting: Board adopts planning timeline, decides whether to include new Perkins V strategic plan as component of 2020 update to TAP Combined Plan.
2	January 2019 Regular Meeting: Board adopts TAP planning process. This includes Perkins Plan component the Board is also responsible for coordinating. Board begins to consider which TAP goals stakeholders are prepared to commit to during 2020 planning cycle. The Board will either: —Charge TAP implementation committees with revising their respective sections of TAP, <u>OR</u> —Charge specific Board members or stakeholders to drive revisions. The Board will charge the Perkins Planning Team with preparing a Perkins V Transition Plan for the Board’s review at the March 2019 regular meeting.
3	March 2019 Regular Meeting: Board reviews Perkins Transition Plan if needed before staff to submits plan in April. Board determines which current TAP goals stakeholders are prepared to commit to for TAP 2020. The Board will also examine opportunities for innovation with new possible uses of Perkins V funds, in preparation for the Annual Budget presentation at their next meeting.
4	Late April 2019: Anticipated due date for the Perkins V Transition Plan. (This transition plan will be in operation from July 1, 2019—June 30, 2020).
5	April 2019 Regular Meeting: Board will discuss Perkins V budget during their annual Budget presentation. A work-session with the Board will highlight progress on two of the four TAP strategic priorities, identify successes and challenges, and obtain guidance from the Board on their desired direction for strategic priorities in the TAP 2020 plan.
6	June 2019 Board Retreat: Board members will continue strategic discussions and provide staff with additional direction or guidance to incorporate in TAP 2020.
7	July 2019 Regular Meeting: A work-session will highlight progress on two of four TAP strategic priorities, identify successes and challenges, and obtain guidance from the Board for strategic priorities in the TAP 2020 plan. Also, the Board will be asked to adopt a template for Local Needs Assessments for Perkins funds recipients, required by Perkins V, or provide guidance on templates to be developed by OSPI and SBCTC. The Perkins Plan Team will also present pros-and-cons on the new Perkins V measure of secondary CTE quality. If possible, the Perkins Plan Team will also present their methodology for identifying and implementing the new Perkins V state-determined performance targets.
8	September 2019 Regular Meeting: The Board will be asked to finalize their commitments to the revised goals in TAP 2020. The Board will then charge program leads in each TAP partner program with integrating the Board’s strategic priorities and revised goals in their respective program plans. The Board will charge Board staff with convening a cross-agency TAP “Operational Plan” team to pull together required components from each plan partner. The Perkins Plan Team will present recommendations to the Board on defining CTE concentrators, building career pathways, growing work-based learning opportunities, fortifying articulation agreements, and integrating national work on credentialing, and will share progress on the first draft of the Perkins V Plan. The Board will also vote on endorsing their chosen indicator of secondary CTE quality.
9	November 2019 Regular Meeting: The Board will receive their first comprehensive presentation of the draft TAP 2020 plan (including the Perkins V plan component), to provide feedback and release them for public comment and forums. The Board will charge staff with convening public forums as appropriate and to release the plan for public comment.
10	January 2020 Regular Meeting: Board reviews final draft of TAP after first series of public forums. The Board offers any desired direction or feedback before Board staff completes the plan and holds additional public forums, if necessary. The Board will release the TAP plan and its related partner plans for public comment.
11	April 2020 Regular Meeting: Board finalizes approval of TAP, obtains the review and signature of the Governor. TAP is submitted to federal agency partners by Board staff.

PERKINS V PLAN-SPECIFIC DECISION POINTS AND PROPOSED REPORTING DATES TO THE BOARD

	<u>CRITICAL POLICY DECISIONS FOR THE BOARD</u>	<i>Perkins Plan Partners will report to the Board on the following to inform the Board's consideration of the related policy decisions (see reverse for reporting dates):</i>
Program Planning	States are encouraged to invest in early postsecondary opportunities (ie., dual credit, reg. apprenticeship/preapprenticeship)	<ol style="list-style-type: none"> 1. Establishing formal stakeholder engagement processes to collect and synthesize feedback on state and local CTE programs, in coordination with existing stakeholder engagement processes where appropriate. 2. Creating state-specific requirements for the local application and local comprehensive needs assessment to ensure consistency and quality across the state. 3. Providing data to local recipients to increase efficiency, including additional measures of college and career readiness and long-term student outcomes, when available. 4. Developing a statewide vision to expand access, equity and quality of early postsecondary, including specific strategies to support early postsecondary within students' career pathways. 5. Identifying specific criteria to ensure all early postsecondary opportunities are high-quality and transferrable to postsecondary institutions toward specific major/program requirements.
	The state planning process requires more stakeholder collaboration and review.	
	Local recipients must complete (and update) new Local Comprehensive Needs Assessments in their Perkins app.	
Program Funding	State and local recipients have more flexibility on how they spend Perkins funds.	<ol style="list-style-type: none"> 6. Establishing a vision for high-quality CTE and complete a CTE program audit to ensure that state and local budgets reflect the biggest priorities for improving the state's CTE system. 7. Reviewing current uses of other sources of funds (state and local) to ensure all funds are being strategically deployed to quickly improve CTE program quality and student outcomes. 8. Increasing the amount allocated towards Perkins Reserve funding to drive innovation toward meeting the state's most pressing CTE challenges. 9. Co-investing secondary and postsecondary Perkins Reserve funding to support the expansion of high-quality early postsecondary opportunities within CTE programs of study, or other secondary-postsecondary partnerships that support Career Pathways.
	States can invest more in innovation through "Perkins Reserve."	
Program Impact and Accountability	There is a new definition of CTE concentrator.	<ol style="list-style-type: none"> 10. Collecting and publicly reporting information about students who complete in-depth CTE experiences (3-4 credits within a CTE program or program of study). Implement policies and programs that encourage the completion of CTE coursework. 11. Integrating state data systems to more easily connect and analyze student benchmarks and outcomes related to college and career readiness. Ensuring this data infrastructure captures and publically reports on multiple measures of CTE program quality, not just the measure(s) chosen for Perkins reporting purposes. 12. Establishing rigorous criteria to ensure that the student experiences related to each indicator of secondary CTE program quality are rigorous and aligned with the student's preparation for his or her field of interest. 13. Aligning state-determined levels of performance for secondary Perkins program quality indicators with other existing state goals (e.g., ESSA, HEA, WIOA and/or state-specific workforce development goals). Ensuring all Perkins state-determined levels of performance are both ambitious and achievable.
	States must choose among three new measures of secondary CTE program quality.	
	States determine their own accountability goals and performance targets.	

PERKINS V PLAN-SPECIFIC DECISION POINTS AND PROPOSED REPORTING DATES TO THE BOARD

<i>Note: The deliverables below are not listed chronologically—they are grouped by topic areas like the reverse side of this sheet.</i>	WHO TAKES LEAD?	REPORT TO BOARD BY?
1. Establish formal stakeholder engagement processes to collect and synthesize feedback on state and local CTE programs, in coordination with existing stakeholder engagement processes where appropriate.	WTB	January 2019
2. Create state-specific requirements for the local application and local comprehensive needs assessment to ensure consistency and quality across the state.	ALL PARTNERS(?)	July 2019
3. Provide data to local recipients to increase efficiency, including additional measures of college and career readiness and long-term student outcomes, when available.	ALL PARTNERS(?)	July 2019
4. Develop a statewide vision to expand access, equity and quality of early postsecondary, including specific strategies to support early postsecondary within students' career pathways.	ALL PARTNERS(?)	November 2019
5. Identify specific criteria to ensure all early postsecondary opportunities are high-quality and transferrable to postsecondary institutions toward specific major/program requirements.	SBCTC	September 2019
6. Establish a vision for high-quality CTE and complete a CTE program audit to ensure that state and local budgets reflect the biggest priorities for improving the state's CTE system.	WTB	April 2019
7. Review current uses of other sources of funds (state and local) to ensure all funds are being strategically deployed to quickly improve CTE program quality and student outcomes.	ALL PARTNERS(?)	April 2019
8. Increase the amount allocated towards Perkins Reserve funding to drive innovation toward meeting the state's most pressing CTE challenges.	WTB	April 2019
9. Co-invest secondary and postsecondary Perkins Reserve funding to support the expansion of high-quality early postsecondary opportunities within CTE programs of study, or other secondary-postsecondary partnerships that support Career Pathways.	ALL PARTNERS(?)	April 2019
10. Collect and publicly report information about students who complete in-depth CTE experiences (3-4 credits within a CTE program or program of study). Implement policies and programs that encourage the completion of CTE coursework.	ALL PARTNERS(?)	November 2019
11. Integrate state data systems to more easily connect and analyze student benchmarks and outcomes related to college and career readiness. Ensure this data infrastructure captures and publically reports on multiple measures of CTE program quality, not just the measure(s) chosen for Perkins reporting purposes.	ALL PARTNERS(?)	July 2019
12. Establish rigorous criteria to ensure that the student experiences related to each indicator of secondary CTE program quality are rigorous and aligned with the student's preparation for his or her field of interest.	OSPI	September 2019
13. Align state-determined levels of performance for secondary Perkins program quality indicators with other existing state goals (e.g., ESSA, HEA, WIOA and/or state-specific workforce development goals). Ensure all Perkins state-determined levels of performance are both ambitious and achievable.	ALL PARTNERS(?)	July 2019