

Tim Owens, Chair

April Gibson, 1st Vice-chair

, 2nd Vice-chair

Joyce Conner

Steve Gear

April Gibson

Darci Gibson

Bruce Kendall

Dale King

Mandy Kipfer

Ron Langrell

Mark Martinez

Tim McGann

Wayne Nakamura

Dona Ponepinto

Christina Roberts

Patty Rose

David Shaw

Dereck Spivey

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WorkForce Central
3640 S. Cedar St. Suite E
Tacoma, WA 98409
www.workforce-central.org

1. Welcome/Call to order/Safety Briefing
 2. Introductions
 3. Public Comment
 4. WorkForce Central Executive Board update – Tim Owens
 5. Consent Agenda
 - Approve November 16, 2017 minutes
 6. Opening remarks by Executive Board Co-Chairs, County Executive Dammeier and City of Tacoma Mayor Woodards
 7. Executive Board Members share 2018 priorities for our local workforce development system
 8. WDC Members share what workforce challenges they see/experience and their 2018 priorities
1. CEO Report
 - WA State Auditor's performance audit result
 - Showcase
 - a. Career Day video
 - b. Career pathway collateral
 - c. Skilled Jobs Report
 - d. Unemployment Insurance Beneficiaries profile data
 2. WDC Committee Report Out
 3. Other business
 4. Adjourn

Future meetings:

WDC Meeting – Tim Owens, Chair	Feb 15	3:00-4:00
Business Services Committee – Dereck Spivey, Chair	Jan 22	8:00-9:00
Youth & Young Adult Services Committee – Dale King, Chair	Jan 23	10:30-11:30
WDC Pierce Leadership Team	Jan 23	1:30-3:30
WDC Coordinating Committee – Tim Owens, Chair	Feb 13	3:30-4:30

Tacoma Rail 2601 SR 509 North Frontage Rd., Tacoma WA 98421

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Attendees: Tim Owens, Linda Nguyen, Dale King, Wayne Nakamura, Patty Rose, Dereck Spivey, Dona Ponepinto, April Gibson, Dave Shaw, Mandy Kipfer

On Phone: Tim McGann, Ron Thalheimer

1. Welcome/Call to order/Safety Briefing

Tim called the meeting to order at 3:00 p.m. Dale gave a safety briefing.

2. Introductions

3. Public Comment

None.

4. WorkForce Central Executive Board update – Tim Owens

Tim gave a brief overview of this morning's Executive Board meeting noting the reappointment of WDC members.

5. Consent Agenda

- Approve October 19, 2017 minutes

Motion to approve made by Dave; seconded by April. Approved

6. Commuter data presentation – Caleb Kraai

Caleb gave an overview of his process for collecting the data. He then covered the data. Discussion continued on the various aspects of the results. Dereck noted the Business Services Committee will be using this data to figure out what this is costing the commuters. Ron and April noted they would be interested in what the wage difference is that makes the difference on commuting vs staying in Pierce County. Dave asked for wage/salary comparisons to see what businesses are competing with from other counties.

7. CEO Report

- **Executive Board re-appoints WDC members – Attachment A**

Linda noted the board did reappoint the listed members for a second term.

- **Q1 Obligation Report**

Linda gave a brief background and overview of the report noting we will be fully obligated by June 30.

- **Continuing Resolution Act for FY18 rescission and local impact**

Linda explained the rescission impact for our budget noting it only affects Adult, but is offset by DW funds released by the state.

- **Infrastructure Funding Agreement**

Linda gave an update, noting there are four that haven't signed off yet. Linda asked for a decision on a deadline for declaring an impasse. Motion to send letter with a cc to the governor on Monday noting signatures must be in by November 30 or we declare an impasse as of December 1 made by April; seconded by Dale. Tim McGann abstained. Approved.

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- **Line of credit approved by County Council on Oct 31st and City by City of Tacoma Council on Sept 26th**
Linda explained the line of credit and how it can be used by WFC in the event of a government shutdown.
- **State Auditor's Office annual audit update**
No findings and designation as a low risk auditee.
- **Update on certification of interim WorkSource Pierce Job Center and affiliate sites**
Linda explained the notification went to interim sites that they must apply by March or lose their certification
- **WorkForce Central CQI efforts to date**
Linda noted the progress of WFC CQI efforts and the next steps.
- **March 2018 joint regional strategic planning with Executive Board**
Linda explained the process and noting we now need to start the strategic planning review with the Executive Board and WDC
- **December 2018 cancel meeting**
Decision was made to cancel the December 2017 meeting

8. **WDC Committee Report Out**

- Dave noted there are five members of the WDC Certification Committee with three of them being PhDs.
- Dale gave a report on the cradle to careers lunch noting Tacoma is in the top ten for improvement in the graduation rate and will be used as an example for the rest of the country on how to achieve this.
- Dereck noted the Business Services Committee had their first meeting with him as the chair and passed their charter. They worked on their priorities for the year and will be working with the commuter data.

9. **Other business**

None.

10. **Adjourn**

Motion to adjourn made by April; seconded by Dave. Meeting adjourned at 4:08 p.m.



Office of the Washington State Auditor

Pat McCarthy

Pat McCarthy
State Auditor

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Exit Conference: Tacoma-Pierce County Employment and Training Consortium

About our Office

The Washington State Auditor's Office's vision is government that works for citizens. Our goal is for government that works better, costs less and earns greater public trust.

The purpose of this meeting is to share our audit results and draft reporting. We value and appreciate your participation.

Audit Highlights

- Management and staff were responsive to audit requests and questions.
- Staff thoroughly communicated specific project/program detail as needed

Audit Scope

We performed the following audits for your Consortium:

- **Accountability audit for 2016** - See draft report.

Recommendations not included in the Audit Reports

Management Letters

Management letters communicate control deficiencies, non-compliance or abuse with a less-than-material effect on the financial statements or other items significant to our audit objectives. Management letters are referenced, but not included, in the audit report. We noted certain matters that we are communicating in a letter to management relating to the requirements for procurement of competitive contracts versus sole source contracts.

Concluding Comments

Report Publication

Audit reports are published on our website and distributed via e-mail in an electronic .pdf file. We also offer a subscription service that allows you to be notified by email when audit reports are released or posted to our website. You can sign up for this convenient service at:
<https://portal.sao.wa.gov/saoportal/Login.aspx>



Office of the Washington State Auditor
Pat McCarthy

Accountability Audit Report

**Tacoma-Pierce County Employment
and Training Consortium
(WorkForce Central)**

For the period January 1, 2016 through December 31, 2016

Published

Report No. 1020457





Office of the Washington State Auditor

Pat McCarthy

Issue Date – (Issued by OS)

Executive Board Members

WorkForce Central

Tacoma, Washington

Report on Accountability

Thank you for the opportunity to work with you to promote accountability, integrity and openness in government. The State Auditor's Office takes seriously our role of providing state and local governments with assurance and accountability as the independent auditor of public accounts. In this way, we strive to help government work better, cost less, deliver higher value and earn greater public trust.

Independent audits provide essential accountability and transparency for Consortium's operations. This information is valuable to management, the governing body and public stakeholders when assessing the government's stewardship of public resources.

The attached comprises our report on the Consortium's compliance and safeguarding of public resources. Our independent audit report describes the overall results and conclusions for areas we examined. We appreciate the opportunity to work with your staff and we value your cooperation during the audit.

Sincerely,

Pat McCarthy

State Auditor

Olympia, WA

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AUDIT SUMMARY

Results in brief

In most areas we audited, Consortium operations complied with applicable requirements and provided adequate safeguarding of public resources. The Consortium also complied with state laws and regulations and its own policies and procedures in most areas we examined.

However, we noted certain matters that we communicated to Consortium management in a letter dated December 18, 2017, related to procurement of purchased service contracts. We appreciate the Consortium's commitment to resolving those matters.

About the audit

This report contains the results of our independent accountability audit of the WorkForce Central from January 1, 2016 through December 31, 2016.

Management is responsible for ensuring compliance and adequate safeguarding of public resources from fraud, loss or abuse. This includes the design, implementation and maintenance of internal controls relevant to these objectives.

Our audit involved performing procedures to obtain evidence about the Consortium's uses of public resources, compliance with state laws and regulations and its own policies and procedures, and internal controls over such matters.

In keeping with general auditing practices, we do not examine every transaction, activity or area. Instead, the areas examined were those representing the highest risk of fraud, loss, abuse, or noncompliance. The following areas were examined during this audit period:

- Financial Condition
- Payroll/personnel
- Open Public Meetings
- Procurement (bidding)

RELATED REPORTS

Financial

Our opinion on the Consortium's financial statements and compliance with federal grant program requirements is provided in a separate report, which includes the WorkForce Central's financial statements. That report is available on our website, <http://portal.sao.wa.gov/ReportSearch>.

Federal grant programs

We evaluated internal controls and tested compliance with the federal program requirements, as applicable, for the Consortium's major federal programs, which are listed in the Schedule of Findings and Questioned Costs section of the separate financial statement and single audit report. That report is available on our website, <http://portal.sao.wa.gov/ReportSearch>.

INFORMATION ABOUT THE CONSORTIUM

The Tacoma Pierce County Employment and Training Consortium, doing business as WorkForce Central, was created by the City of Tacoma and Pierce County on October 1, 1982. WorkForce Central was established and maintained to administer federal workforce legislation currently called Workforce Innovation and Opportunity Act (WIOA) and any subsequent legislation. The funds are used to promote effective coordination of workforce programs and resources under its jurisdiction, and provide regional employment and training services that shall include the development and creation of employment opportunities, training, education and other services to enable eligible individuals to secure and retain employment. Most of WorkForce Central's funding is derived from grants, primarily either the Workforce Investment Act grants or Workforce Innovation and Opportunity Act grants. In fiscal year 2016, WorkForce Central operated on a budget of approximately \$ 9.2 million.

A five-member Executive Board governs its operations. It is comprised of the Pierce County Executive, the City of Tacoma Mayor, one member each from the city and county councils and the Chairperson of the Workforce Development Council (an organization that serves as a planning advisory board to WorkForce Central). The Executive Board appoints WorkForce Central's Chief Executive Officer who oversees WorkForce Central's daily operations and its approximately 14 full-time and part-time employees.

Contact information related to this report

Address:	WorkForce Central 3640 S. Cedar Suite E Tacoma, WA 98409
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Information current as of report publish date.

Audit history

You can find current and past audit reports for WorkForce Central at <http://portal.sao.wa.gov/ReportSearch>.

ABOUT THE STATE AUDITOR’S OFFICE

The State Auditor's Office is established in the state's Constitution and is part of the executive branch of state government. The State Auditor is elected by the citizens of Washington and serves four-year terms.

We work with our audit clients and citizens to achieve our vision of government that works for citizens, by helping governments work better, cost less, deliver higher value, and earn greater public trust.

In fulfilling our mission to hold state and local governments accountable for the use of public resources, we also hold ourselves accountable by continually improving our audit quality and operational efficiency and developing highly engaged and committed employees.

As an elected agency, the State Auditor's Office has the independence necessary to objectively perform audits and investigations. Our audits are designed to comply with professional standards as well as to satisfy the requirements of federal, state, and local laws.





Our audits look at financial information and compliance with state, federal and local laws on the part of all local governments, including schools, and all state agencies, including institutions of higher education. In addition, we conduct performance audits of state agencies and local governments as well as [fraud](#), state [whistleblower](#) and [citizen hotline](#) investigations.

The results of our work are widely distributed through a variety of reports, which are available on our [website](#) and through our free, electronic [subscription](#) service.

We take our role as partners in accountability seriously, and provide training and technical assistance to governments, and have an extensive quality assurance program.

Contact information for the State Auditor’s Office	
Public Records requests	PublicRecords@sao.wa.gov
Main telephone	(360) 902-0370
Toll-free Citizen Hotline	(866) 902-3900
Website	www.sao.wa.gov

Q2 Summary of Dashboard: Adult/DW/Youth PY17/FY18

YOUTH SERVICES			ADULT/DISLOCATED WORKER			BUSINESS SERVICES			WIOA TRANSITION		
											
The summary sheet is designed to give a snapshot of progress overall. Not all items are reflected on the summary sheet but can be found the detail dashboard. Items in red lettering indicate that we are implementing action plans to increase outcome.									STATUTORY MANDATES		
JOB SEEKER (RESCARE)			JOB SEEKER (CAREER PATH)			BUSINESS SERVICES (TBD)			1. Implementation/oversight 4-year plan Ongoing		
• Placements	Target 68.8%	YTD Actual	Enrollments	Target	YTD Actual	Sector Partnerships	Target 4	YTD Actual 2	2. Workforce Research/Market Analysis Ongoing		
• Degree/Certificate	53.3%		Adult	340	258	Employer Roundtables	7	3	3. Convene, broker and leverage stakeholders and assets Ongoing		
• Median Earnings	\$2,282		Dislocated Worker	380	390	Coordinated Bus. Services			4. Lead employer engagement Ongoing		
• 4 th Qtr Placements	65.9%		Career Fair Events	2	1	Job Openings	900	1,014	5. Lead career pathways development Ongoing		
• Enrollments	340	236	Adult Job Seekers	300	235	Job Placements	400	350	6. Identify/promote proven/promising practices Ongoing		
• Exits to Emp./Education	107	48	Follow-up Services	190	91	Engagement Activities	2	1	7. Develop technology based strategies Ongoing		
• Tacoma/Pierce Split	50%/50%	52%/46%	ITAs			Attendees	500	2,152	8. Oversee local service delivery system Ongoing		
• In School/Out	20%/80%	20.6%/79.4%	Adult	100	51	Employer Services			9. Negotiate local performance accountability Ongoing		
Work Base Training			Dislocated Worker	80	63	Employer Services	700	806	10. Select One-stop, Job Seeker and Business Services Providers Complete		
• Other Summer Emp./Intern (WEX)	45	18	Cohort Training			Businesses	220	113	11. Identify eligible training providers Ongoing		
• On the Job Training	7	2	Adult	20	6	Business Referrals	60	23	12. Ensure consumer choice Ongoing		
			Dislocated Worker	20	14	CareerLink Employers	75	37	13. Coordinate with education providers Ongoing		
			Military Placements	68	40	JobFest	300	0	14. Approve and oversee budget Ongoing		
YouthWorks Program			Work Based Training			Apprenticeship/Adv. Training	7	5			
• Graduation Coaches	250	356	OTJ	5	2	On-the-Job Training	10	7			
• Career Goals	1,500	888	Work Experience	10	3	Work Experience	10	5			
• Career Cruising	1,400	878				Training Programs identified	3	1			
• Enrollments	64	57									
• Student Internships	125	175									
• Increase Grad Rate	83%	86.1									
• Career Day	\$40k/2k	\$29.5k/2,152									
• Health Career Day	\$25k/800										
									COMPLIANCE/MONITORING/CONTRACTING		
									Comply with all WIOA Regulations		
									SAO Audit No findings		
									ESD Performance Measures No findings		
									Direct Service Provider Monitoring No findings		

Dashboard Report for Program Year 2017 – Q2 (PY17 = July 2017 – June 2018)

Measures	Annual Goal	Quarterly Outcomes						Comments/ Action Plans	Status
		1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	YTD Total %			
YOUTH & YOUNG ADULT DIRECT SERVICES									
Objective: Provide registered Pierce County youth and young adults with comprehensive and intensive services resulting in attainment of employment and/or education degree or certification. Support student career identification/exploration, increase graduation rates and employment opportunities, and provide a strong link between the workforce development and education initiatives with Public Schools.									
Job Seeker Services Contract (ResCare) Meet all Local Measures and Performance Targets									
• Placement in Employment or Education*	Federal Target	68.8%						Data is currently not available for Federal Targets.	
• Attainment of Degree or Certificate*	Federal Target	53.3%						Data is currently not available for Federal Targets.	
• Median Earnings 2 nd Quarter after exit* (established baseline in PY16)	RWS/Federal Baseline	\$2,282						Data is currently not available for Federal Targets.	
• 4 th Quarter Placement in Employment or Education* (established baseline in PY16)	Federal Target	65.9%						Data is currently not available for Federal Targets.	
• Number of Enrollments* (Carryover from PY16 – 17 in-school; 77 Out-of-school)	WIOA Youth	340	P85/A130	P85/A106	P85/A	P85/A	236/69%		↑
• Number of Exits*	Youth Exited to employment and/or education	107	P27/A29	P27/A19	P26/A	P27/A	48/45%	Fewer students completed their GED than planned this quarter	↔
• Tacoma/Pierce County residential split	Enrolled youth in Pierce County(PC)	50%	P50%/50%	P50%/46%	P50%/	P50%/	48%	Res Care has will focus on Pierce County enrollments to increase percentage.	↔
	Enrolled youth in the City of Tacoma(COT)	50%	P50%/50%	P50%/54%	P50%/	P50%/	52%		↑
• In School/Out of School enrollment splits*	Enrolled youth are In-School (ISY)	20%	P20%/A21.1%	P20%/A20%	P20%/A	P20%/A	20.55%		↑
	Enrolled youth are Out-of-School (OSY)	80%	P80%/A78.8%	P80%/A80%	P80%/A	P80%/A	79.4%		
Work Base Training – Required by Law									
• Subsidized Employment/Internship (WEX)*		45	P11/A1	P11/A17	P12/A	P11/A	18/40%	Employers have been direct hiring participants referred, rather than having them work in the WEX/OJT	↔
• On the Job Training (OJT)		7	P1/A1	P2/A1	P1/A	P3/A	2/29%		↓
YouthWorks Program: Strengthen educational/career pathways for youth in partnership with Tacoma Public Schools (TPS) and Other Public Schools (Leverage)									
• Students connect with Graduation Coaches for minimum of 10 hrs.		250	P62/A171	P63/A185	P62/A	P63/A	356/142%	Res Care staff began working at Oakland Alternative School in addition to working at Willie Stewart and Lincoln, giving them more students to work with.	↑
• Identify Career Goals		1,500	P375/A512	P375/A376	P375/A	P375/A	888/52%		↑
• Students complete Career Cruising Assessment		1,400	P350/A446	P350/432	P350/A	P350/A	878/63%		↑
• In School WIOA Youth Enrollment		64	P16/A27	P16/A30	P16/A	P16/A	57/89%		↑
• Student internships (90-hrs/student/school year)		125	P0/A175	P0/A0	P25/A	P100/A	175/140%		↑
• Graduation rate for TPS schools		83%	P0/A	P83/A/86.1	P83/A	P83/A	86.1%/104%		↑
ADULT/DISLOCATED WORKER DIRECT SERVICES									
Objective: Enable job seekers to identify pathways to success via education and training and preparation for successful job search and employment opportunities.									
• Adult/DW Enrollments (Carryover from PY16 – 17 Adult; 180, DW 221)	Adult	340	P85/A215	P85/A43	P85/A	P85/A	258/76%	Improved recruitment strategies, including actively soliciting referrals from training providers & CBOs provided flow of referrals/enrollments.	↑
	DW	380	P95/A293	P95/A97	P95/A	P95/A	390/103%		↑
• Partner with ResCare to host mini employer and job seeker engagements.	Events	2	P0/A0	P1/A1	P0/A	P1/A	1/50%	ResCare Business Solutions coordinated with CPS to ensure that job seekers attended the multiple hiring events hosted by ResCare	↑
	Adult /DW Job Seekers	300	P75/A152	P75/A83	P75/A	P75/A	235/78%		↑
• Assist job seekers with employment resources (job leads, employment portfolios, employer events leading to employment. working with ResCare when engaging employers)		190	P48/A30	P48/A61	P48/A	P46/A	91/48%	SMART plan for continued exits includes: monthly exit goals, weekly check in on progress to exit strategy. Utilizing hiring events at WorkSource and in partnership with ResCare, such as the February Healthcare Hiring event to target active participants that have completed training and are in job search.	↔
• Individual Training Accounts (ITAs) to serve students	Adult	100	P25/A25	P25/A26	P25/A	P25/A	51/51%	Additional grant funding was available to provide training for DW, including military veterans and transitioning soldiers at JBLM.	↑
	DW	80	P20/A45	P20/A18	P20/A	P20/A	63/79%		↑
• Students in cohort training	Adult	20	P5/A6	P5/A0	P5/A	P5/A	6/30%	One cohort funded in Q2 in partnership with C2C. 14 military DW received IT certifications.	↓
	DW	20	P5/A0	P5/A14	P5/A	P5/A	14/70%		↑
• Place military transition members in employment in partnership with other resources		68	P17/A13	P17/A27	P17/A	P17/A	40/59%		↑
• Coordinate with Business Services to provide work based training								2 WEX start dates were delayed to January 2018 and will be reported in Q3.	
	On-the-Job Training	5	P1/A1	P1/A1	P2/A	P1/A	2/40%		↑
	Work Experience	10	P2/A2	P3/A1	P2/A	P3/A	3/30%		↔

Measures	Annual Goal	Quarterly Outcomes					Comments/ Action Plans	Status
		1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	YTD Total /%		
ONE STOP SYSTEM OPERATION WIOA LEVERAGE								
Objective: Support a seamless interactive customer service delivery system								
• Common data collection system, including customer satisfaction	Narrative Only						In progress - recommendations in 3 rd quarter	
• Information Sharing							In development (System data)	
• Cross Agency Training/Professional Development							In progress –Annual training schedule to be developed	
• Common Referral System							To be developed	
• Workforce Skill Standards (common set of ‘work readiness’ competencies)							To be developed	
• Single point of contact, one system approach, for businesses to access services.							To be developed	
BUSINESS SOLUTIONS								
Objective: Coordinate business services to support employer needs								
• Convene and facilitate new sector partnerships –strengthen regional partnerships	4	P1/1A	P1/1A	P1/A	P1/A	2/50%		↑
• Convene employer engagement via employer roundtables	7	P1/A1	P2/A2	P2/A	P2/A	3/43%	Conducted transportation focused roundtable and const. council mtg	↑
• Direct coordinated business services to support employer’s needs- List Job openings for businesses and place job applicants	900 Job Openings 400 Job Placements	P225/A606 P100/A170	P225/A408 P100/A180	P225/A P100/A	P225/A P100/A	1014/113% 350/88%	Hosted a hiring event for Boeing Manufacturing to fill 300+ positons. The event brought 558 applicants.	↑
• Provide at least 2 career fairs to include construction and other sectors	2 Career Fair attendees	P0/A0 P0/A0	P1/A1 P0/A0	P0/A P0/A	P1/A P500/A	1/50% 0/0%	Pierce County Construction Career Day, attendees in this career fair are counted in Pierce County Career Day line item below.	↑
• Provide employer services to businesses	700 Employer Services 220 Businesses	P175/A626 P55/A58	P175/A180 P55/A55	P175/A P55/A	P175/A P55/A	806/115% 113/51%	Active recruiting and hiring cycle, generating increase in services and business needs.	↑ ↑
• Increase Employer Engagement – Receive business referrals from Economic Development Board (EDB) and other partners and businesses.	60	P0/A0	P20/23A	P20/A	P20/A	23/38%		↑
• CareerLink Pierce County: Engage employers with Career Link	75	P18/A18	P19/A19	P19/A	P19/A	37/49%		↑
• Conduct JobFest Career Fair for WA State youth	300	P0/A0	P0/A0	P0/A	P300/A	0/0%	To be held in Q4	
• Apprenticeship or other Advanced Training (used by Adult/DW and Youth)*	7	P1/A1	P2/A4	P2/A	P2/A	5/71%	Youth is Adv. Training Military and Adult is Sheet Metal Apprenticeship.	↑
• On-The-Job-Training (OJT) and Work Experience (WEX)*								↑
On-the-Job Training Sites	10	P2/A2	P3/A5	P2/A	P3/A	7/70%		↑
Work Experience Sites	10	P2/A2	P3/A3	P2/A	P3/A	5/50%		
• Identify training programs within targeted industries specific to employer’s needs.	3	P0/A0	P1/A1	P1/A	P1/A	1/33%	Working closely with Morley Machines to identify training programs with Bates for CNC Machining and Advanced Manufacturing	↑
• Pierce County Career Day	Leverage partner contributions Youth Served	\$40,000 2,000	\$29,596 2,152			\$29,596/74% 2,152/108%	Sponsorship money was still coming in post event. The team is working on a strategy to secure sponsorship earlier.	↔ ↑
• Health Career Day	Leverage partner contributions Youth Served	\$25,000 800					Date for Health Career Day not yet determined	
STATUTORY MANDATES								
Objective: Respond and support WIOA mandated responsibilities for Chief Local Elected Officers (CLEOS) and Workforce Development Council (WDC). Comply with all WIOA regulations and stay updated on new guidance.								
Activities include but are not limited to the following:	Narrative Only							
1. Implementation and oversight of 4-year Local Plan							Ongoing	
2. Conduct Workforce Research and Region Labor Market Analysis							Ongoing – data reports housed on WFC website. Performing data presentations.	
3. Convene, Broker and leverage stakeholders and assets							In Progress – Goal: Create a formal process and time line	
4. Lead employer engagement							Ongoing – via round tables, employer hosted events, representation on committees.	
5. Lead career pathways development and implement with secondary and post-secondary partners							In development - partnering with educators and industry experts to review and create career pathways.	
6. Lead effort to identify and promote proven and promising practices							In progress – formalizing vetting process for best practices	
7. Develop technology based strategies for service access, engagement and delivery							To be developed – planning discussions engaged.	

Measures	Annual Goal	Quarterly Outcomes					Comments/ Action Plans	Status
		1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	YTD Total /%		
8. Oversee local service delivery system and programs							Ongoing	
9. Negotiate local performance accountability							Ongoing – WFC engaged in performance metrics conversation with State.	
10. Select one-stop operator(s), job seeker and business services providers							Completed	
11. Identify eligible training providers							Ongoing	
12. Ensure consumer choice							In process – evaluating	
13. Coordinate with education providers							Ongoing -	
14. Approve and oversee budget and comply with federal/state/local laws and regulations in the administration of WIOA							Ongoing and budget approval completed.	
Comply with all WIOA regulations								
<ul style="list-style-type: none">Continue designation as low risk by the State Auditor's Office (SAO)No findings from annual monitoring by Employment Security DepartmentMeet or exceed all federal and local performance measures	Low Risk No Findings	Low Risk No findings	Low Risk No findings					
<ul style="list-style-type: none">Complete annual local monitoring of Youth, Adult and DW Programs, including EO<ul style="list-style-type: none">Provide technical assistance to RWS as it relates to Federal, State and local performance and contractual obligationsCommon Measure ReportProvision ReportsPerformance Roll-Up ReportsDesktop MonitoringCommunicate and post policy revisions within 5 days of publication; provide training as needed	Quarterly Bi-Weekly Monthly Monthly Ongoing						Monitoring of Youth & Young Adult, Adult and DW programs complete.	
<ul style="list-style-type: none">Manage contracts to include modifications, invoicing, corrective actions, performance monitoring and RFP process when applicable							Ongoing – Utilizing continuous quality improvement/	
<ul style="list-style-type: none">Budget Compliance							Ongoing and in compliance	
5% MITIGATION PY17/FY18								
Objective: Address future cuts and/or support new opportunities.								
Narrative Only								

GLOSSARY							
B2S	Boots 2 Shoes	ESD	Employment Security Department	NEG	National Emergency Grant	TPCGP	Tacoma-Pierce County Growth Partnership
B2W	Boots 2 Work	FTE	Full Time Employee	OJT	On the Job Training	WDC	Workforce Development Council
C2C	Camouflage 2 Commerce	FY	Fiscal Year	P/A	Planned / Actual	WFC	WorkForce Central
CLEOs	Chief Local Elected Officers	ITA	Individual Training Account	PY	Program Year	WEX	Work Experience
DOL	Department of Labor	LTU	Long Term Unemployed	RFP	Request for Proposal	WIA	Workforce Investment Act
DW	Dislocated Worker	MA	Manufacturing Academy	RFO	Request for Quote	WIOA	Workforce Innovation and Opportunity Act
EDB	Economic Development Board	NAC	Nursing Assistant Certified	RRLTU	Rapid Response Long Term Unemployed	WSSFL	Washington State Service Member For Life Summit
EO	Equal Opportunity	NAWB	National Association of Workforce Boards	SAO	State Auditor's Office	WTECB	Workforce Training, Education and Coordinating Board