

Eric Hahn, Chair  
 , 1<sup>st</sup> Vice-chair  
 Ron Thalheimer, 2<sup>nd</sup> Vice-chair  
 Joyce Conner  
 Barbara Farino  
 Steve Gear  
 April Gibson  
 Darci Gibson  
 Mike Johnson  
 Bruce Kendall  
 Dale King  
 Dave Lawson  
 Mark Martinez  
 Mary Matusiak  
 Wayne Nakamura  
 Sharon Ness  
 Tim Owens  
 Dona Ponepinto  
 Patty Rose  
 Dereck Spivey  
 James Walker  
 Blaine Wolfe

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WorkForce Central  
 3640 S. Cedar St. Suite E  
 Tacoma, WA 98409  
[www.workforce-central.org](http://www.workforce-central.org)

1. Welcome/Call to order/Safety Briefing
2. Introductions
3. Public Comment
4. WorkForce Central Executive Board update – Eric Hahn
5. Consent Agenda
  - Approve February 16, 2017 minutes
  - Approve appointment to the Youth & Young Adult Committee for Laura Ozios-Townsend, Youth Services Specialist, Department of Services for the Blind
6. Approve the use of the old certification process with some revisions to reflect WIOA requirements for JBLM to apply as an interim WorkSource Pierce affiliate site
7. Approve WIOA certification policies
8. Approve the formation of a WDC Quality Assurance and Certification Committee
9. PY17/FY18 Budget Discussion
10. Why we do what we do - successes
11. Begin discussion about raising resources to support workforce development efforts
12. CEO Report
  - \$25,000 of Governor's WIOA discretionary funds to support planning for upskill/backfill strategy with Association of General Contractors Foundation
  - CEO's performance evaluation underway - please provide feedback to the Executive Board
13. WDC Committee Report Out
14. Other business
15. Adjourn

Future meetings:

WDC Meeting – Eric Hahn, Chair	Apr 20	3:00-4:00
Business Services Committee – Dave Lawson, Chair	Mar 27	8:00-9:00
Youth & Young Adult Services Committee – April Gibson, Chair	Mar 28	10:00-11:00
One-Stop System Operator & Partner Committee – Ron Thalheimer, Chair	May 2	8:30-10:00
WDC Coordinating Committee – Eric Hahn, Chair	Apr 11	3:30-4:30
Work-Based Training Task Force – Tim Olsen, Chair	TBD	
Adult Literacy Task Force – Mike Johnson, Chair	As Needed	

## WDC Meeting MINUTES

February 16, 2017 • 3:00-4:00 p.m.

Tacoma Rail

2601 SR 509 North Frontage Rd., Tacoma WA 98421

Eric Hahn, Chair

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**Attendees:** Patty Rose, Mark Martinez, Dave Lawson, James Walker, Wayne Nakamura, Tim Owens, Dereck Spivey, Dale King, Mike Johnson, Linda Nguyen, Jan Adams

**On Phone:** Dona Ponepinto, Joyce Conner, Mary Matusiak, Darci Gibson

**Guests:** Mary Chikwinya

### 1. Welcome/ Call to order/Safety Briefing

Eric called the meeting to order at 3:04 p.m. Linda gave the safety briefing.

### 2. Introductions

Linda introduced Lori Strumpf, and members introduced themselves.

### 3. Public Comment

None

### 4. WorkForce Central Executive Board update – Eric Hahn

Linda gave a brief update from this morning's meeting noting Lori's presentation, the CEO annual performance and CEO report.

### 5. Consent Agenda

- **Approve November 17, 2016 minutes**
- **Approve December 15, 2016 minutes**
- **Approve January 19, 2017 minutes**
- **Approve consolidation of Adult Services Committee and WDC One-Stop Operator & Partners Committee**
- **Approve appointment to the One-Stop Committee**
  - **Jim Kenney, Senior Community Service Employment Program Manager, Good Will of the Olympics and Rainier Region**
  - **Debbie McFarlane, Executive Director, Western WA Indian Employment & Training program**
  - **Anne Marie Edmunds, Program Specialist, Pierce County Community Connections**

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

### 6. Approve Revised By-Laws

Motion made by Tim; seconded by Wayne. Approved

### 7. Approve Certification and Continuous Quality Improvement Process for WIOA comprehensive center/affiliate/connection site - Lori Strumpf, Founder and President, Strumpf Associates: Center for Strategic Change

Motion to approve made by Dale; seconded by Tim. Lori presented an overview on continuous quality improvement and the certification process. Lori did a comparison of the state's checklist and the proposed process noting it is a more robust process. Mark asked who this applies to and who holds us to the same standard. Linda clarified it applies to affiliates, partners and the WDC. Discussion continued on the process, resources required, funding and how it will work within the system. It was noted the WDC is the certifying body. Approved.

## **8. CEO Report**

- **Additional \$2 million award from US Department of Labor to support service member transition at JBLM**

Linda gave a brief background and overview, noting at the end of this grant we will have served 2,100 people. Currently the program has an 87.25% placement rate. Patty asked if this was for enlisted, spouses and officers. Linda clarified it was generally for enlisted personnel and spouses.

- **WIOA Memorandum of Understanding and Infrastructure Funding Agreement – Executive Board and WDC responsibility**

Linda noted this will be brought to the WDC at a later date to approve. But is due in June and executed July 1.

- **Diversify workforce resources discussion**

Tabled until next meeting

## **9. WDC Committee Report Out**

Youth is focusing on FASFA, with the target of completion at 80%. Dale noted some schools are at 20% and the county average is low.

## **10. Other business**

Jan noted suggestion from the Coordinating Committee to discontinue the printing of meeting packets, but to rely on them being projected at the meetings or to bring your laptops to the meetings.

## **11. Adjourn**

Motion to adjourn made by Mark; seconded by Tim. Meeting adjourned at 4:01 p.m.



**Pierce County Workforce Development Council  
WDC Committee Application Form**

WorkForce Central on behalf of the Workforce Development Council of Pierce County is accepting applications for volunteers to serve on the WDC Committees.

**Date:** 2/15/17

**Name:** Laura Ozios-Townsend

**Title (If Applicable):** Youth Services Specialist

**Employer (If Applicable):** Department of Services for the Blind

**Address:** 949 Market Street, Suite 508

**City:** Tacoma **State:** WA **Zip:** 98402

**Please indicate whether this is a home or work address:** (Click on "Choose an item" and then click on the arrow.) Employer Address

**Primary Day Phone:** 253-476-6963 **Type of Phone:** Work Phone

**Alternate Day Phone:** 253-302-9794 **Type of Phone:** Cell Phone

**Email Address:** laura.ozios-townsend@dsb.wa.gov

**Type of entity that you represent:** Community Based Organization

**Please check the box next to the committee that you are requesting to join. Please complete a separate application for each committee that you want to apply. Please note meeting times. (Double click on box and select "Checked"):**

- Business Services Committee
- Adult Services Committee
- Youth and Young Adult Services Committee
- One Stop System Committee

**If you represent a community based organization, please indicate the mission of the organization and the populations served:** Mission: Inclusion, Independence, and Economic Vitality for People with Visual Disabilities. The goal of DSB is to assist in the stable employment of Blind, Deaf Blind and Low Vision clients, many of whom have other disabilities in addition to visual impairment.

**Please indicate the primary age group that you represent or serve. Please click on “Chose an item”:**  
**Youth and Young Adults Ages 14-24**

**Please provide a detailed explanation of your qualifications and interest in serving on the committee indicated above: (You are not limited to one page or one paragraph. This application may be more than two pages in length once completed.)**

From the very beginning of my career I have been working with either youth or young adults. Starting out as an Orientation and Mobility Specialist (O&M) at the Division of Services for the Blind and Visually Impaired in Utah my caseload generally focused on young adults who attended the Orientation and Training Center (OTC) to prepare for post-secondary education or employment. Getting to know my students, many times there was not adequate time available during the school district academic year to learn independent living skills (IL) or O&M because the main focus was academics. After graduation they had the option to attend the residential OTC program for six to eight months while learning IL skills or attempt post-secondary education or employment without the skills. Those that attempted and failed came to the center with a sense of disappointment and this sparked what today is my passion for transition.

While living in Park City, Utah I volunteered with the National Ability Center in their youth adaptive skiing and aquatics programs and also with the National Federation of the Blind’s Science is Fun program to excite youth about recreation and science opportunities. When life moved me back to Michigan I worked directly with students ages 3-26 for the Grand Rapids Public School District. At the time the Visually Impaired Program was housed under GRPS however we served numerous school districts in the area. I had the opportunity to serve transition students in community based programs with varying emphases of daily living skills to employment preparation. At the same time I was also an adjunct instructor at Western Michigan University providing instruction for future Orientation and Mobility Specialists.

Another cross county move to Vision Outreach Services at the Wyoming Department of Education where I gained skills directly related to transition, particularly with students with visual impairments. We held multiple statewide transition workshops partnering with Outreach Services for the Deaf/Hard of Hearing and annually helped review Indicator 13 files (the transition component of the Individual Education Plan-IEP).

I was encouraged to move to the Continuous Improvement Team to be the statewide Transition Consultant, among other duties. Working closely with the Wyoming Division of Vocational

Rehabilitation's Transition Consultants we developed regional trainings for educators and community agencies helping to form partnerships. I was active with the Wyoming Employment First taskforce and responsible for Indicator 13 statewide review.

Now days, I am a Youth Services Specialist based in Tacoma for the Washington State Department of Services for the Blind. Currently covering Pierce, Thurston, Mason, Grays Harbor, Pacific, Jefferson, Clallam, Kitsap, Lewis and Wahkiakum counties. We serve youth and young adults ages 9-21 years of age through the Pre-Employment Transition Services and 14+ through our Vocational Rehabilitation Program.

Wow, writing all of that makes me think a) I move a lot and b) I have an array of experiences that create a unique perspective. Why am I passionate about youth and in particular transition? I have seen firsthand how communities rallying together can create opportunities for youth and young adults. The school system itself is not always able to provide all of the services and skills necessary for individuals to be successful post-graduation, which is not due to of a lack of skilled or passionate staff in our school districts. Thank you for your consideration.

**In addition to this application, a resume is required. Please submit a resume to this application.**

By checking this box, I indicate that the information submitted is accurate to the best of my knowledge and that this form should be considered as electronically signed by the applicant listed above.

**Please submit this application form by the deadline indicated above to:**

**WorkForce Central  
WDC Committee Application Process  
Attn: D. Lean  
3650 South Cedar Street  
Tacoma, WA 98405**

**Or email to: [dlean@workforce-central.org](mailto:dlean@workforce-central.org)**

If you have questions related to this process you may call Debbie Lean, Executive Assistant at 253.414-0141. Thank you for your interest in serving on a committee of the Pierce County Workforce Development Council. You will be notified of the status of your application as quickly as possible.

**Laura M. Ozios-Townsend, M.A., COMS®**

407 Valley Ave NE #G102  
Puyallup, WA 98372  
Cell Phone (231) 750-4118  
Email: laura.ozios@gmail.com

**Professional Experience**

**Washington State Department of Services for the Blind, Tacoma, WA. 2016-Present.**

Youth Services Specialist

- Develop and manage Pre-Employment and Activities of Daily Living training and workshops.
- Collaborate with other Youth Services Specialists to organize, set up, and manage youth events such as Pre-Employment Transition Services and summer programming.
- Provide on-going support and guidance to build self-esteem and self-confidence relative to developing adaptive skills essential for independence, job searching, and/or employment.
- Collaborate with schools and provide consultation to staff regarding youth services.

**Continuous Improvement Team, Wyoming Department of Education, Cheyenne, WY. 2015-2016.**

Education Consultant

- Provide technical assistance to early intervention programs and school districts on Individual Education Plans (IEPs).
- Liaison between the Behavioral Health Division and Wyoming Department of Education-Division of Individual Learning.
- Liaison between the Department of Workforce Services, Division of Vocational Rehabilitation and Wyoming Department of Education-Division of Individual Learning.
- Develop statewide technical assistance/professional development trainings on postsecondary transition.
- Participate in the Employment First taskforce and Wyoming State Rehabilitation Council.
- Monitor developmental preschools and school districts on compliant IEPs.

**Vision Outreach Services, Wyoming Department of Education, Casper WY. 2013-2015.**

Education Consultant

- Provide technical assistance to early intervention programs, preschools, schools and agencies who serve individuals with low vision or who are blind.
- Work with government agencies and other organizations to support individuals with vision impairments.
- Provide Orientation and Mobility instruction, recommendations and evaluations.
- Provide Assistive Technology instruction, recommendations and evaluations.
- Develop statewide programs to benefit individuals with vision impairments; Wyoming Rendezvous Cross Country Ski Day and transition workshops.
- Write grants to provide funds to purchase Assistive Technology devices.

**Western Michigan University; Department of Blindness and Low Vision Studies, Kalamazoo, MI. 2012-2013**

Part Time Instructor, BLS 5950: Introduction to Methods of O&M

- Teach O&M graduate students methods of O&M including guide techniques and use of the long cane.
- Simulate experiences that emphasize the sensory, conceptual and performance levels needed for independent travel in a variety of environments.
- Demonstrate non-visual teaching techniques.

### **Grand Rapids Public Schools, Grand Rapids MI. 2011-2013**

#### Orientation and Mobility Specialist

- Provide individualized orientation and mobility evaluation and instruction for students who are Blind and Visually Impaired ages 3-26.
- Develop appropriate Individualized Education Plan (IEP) goals and objectives.
- Collaborate with an interdisciplinary special education and community agency team.
- Communicate effectively with colleagues, students and parents regarding the educational process.

### **Division of Services for the Blind and Visually Impaired, Salt Lake City, UT. 2008-2011**

#### Orientation and Mobility Specialist

- Developed and oversaw Orientation and Mobility teaching curriculum.
- Assessed needs and implemented individualized travel curriculum.
- Planned and supervised community enrichment excursions.
- Raised expectations through individualized planned curriculum and healthy boundaries.
- Exercised non-visual teaching techniques.
- Employed excellent interpersonal and public speaking communication skills.
- Managed cane organization, storage and supply.

### **Education**

**Certificate in Advanced Professional Development: Assistive Technology Applications-**  
California State University, Northridge, 2014.

**M.A. Blind Rehabilitation: Orientation and Mobility-**Western Michigan University, 2008.

**B.A. Sociology; Social Psychology-**Western Michigan University, 2007.

**Minors:** Behavioral Psychology, Women's Studies.

### **Professional Accomplishments**

- Zoomtext Certification & Certificate of Completion, ZoomText University, AI Squared, San Diego, CA.
- DSBVI Division Directors Award, Utah State Office of Rehabilitation, Salt Lake City, UT.
- Presenter, North Central Orientation and Mobility Association (NCOMA), Western Michigan University, Kalamazoo, MI.
- Immersion Training, Louisiana Center for the Blind, Ruston, LA.
- Presenter, NOPBC/NPBCP National Conference, National Federation of the Blind, Detroit, MI.
- Certified Orientation and Mobility Specialist (COMS)-Academy for Certification of Vision Rehabilitation and Educational Professionals (ACVREP).
- Presenter, National Federation of the Blind Utah Convention, Salt Lake City, UT.



# **WorkSource Pierce Interim Affiliate Site Certification APPLICATION PACKAGE**

**Affiliate Site Certification Date:**

**Organization Name:**

**Address:**

**Phone:**

<b>Date Submitted:</b>	_____
<b>Contact Person:</b> (name and phone number)	_____
<b>Date Received:</b>	_____

## **WorkSource Pierce Interim Affiliate Site Application**

Interim Affiliate sites in the **WorkSource Pierce** network provide information to customers on primary services of the workforce development system.

To be certified as an interim **WorkSource Pierce** Affiliate site; an entity must be able to:

- X Deliver at least one required Workforce Innovation and Opportunity Act (WIOA) program or services that offer individualized services to all customers.
- X Deliver “all” WIOA basic services to all interested customers.
- X Maintain and enhance the appropriate technology.
- X Meet the criteria for Seven Quality Standards – Leadership, Strategic Planning, Customer and Market Focus, Information and Analysis, Human Resource Development and Management, Process Management and Business Results.

In order to remain a certified WorkSource Pierce affiliate site, an interim affiliate site must comply with subsequent certification policy and procedures as approved by the Pierce County Workforce Development Council and Chief Local Elected Officials.

### ***THE CERTIFICATION PROCESS***

To be certified, an organization must fill out the enclosed application. This application must be submitted to the Pierce County Workforce Development Council (WDC). The WDC reserves the right to make a site visit before certifying an applicant.

### ***THE QUALITY STANDARDS for WORKSOURCE PIERCE INTERIM AFFILIATE SITES***

The Pierce County WDC has defined the following seven quality standards for its integrated workforce development system, which includes interim Affiliate Sites. The standards in **bold** below define Quality for certification as a **WorkSource Pierce** Interim Affiliate. To be identified as part of the **WorkSource Pierce** network, an entity must be certified as having processes and practices in place that meet or exceed the seven bolded Quality Standards below. Please address each section.

#### ***1. LEADERSHIP***

- A. Describe how senior leaders guide and sustain the organization. Describe how senior leaders communicate with the workforce and encourage high performance. Include in the answer: How the Leadership of the organization sets and deploys organizational values, short and long term strategic directions, and performance expectations? How do leaders communicate values, direction, and performance expectations throughout the leadership system and to all employees? How is staff held accountable for aligning behavior and practice to values, direction and performance?
- B. How do senior leaders create an environment for empowerment, innovation and employee learning?
- C. How do Senior Leaders promote an organizational environment that fosters, requires and results in legal and ethical behavior?

## **2. STRATEGIC PLANNING**

- A. Describe the strategic planning process for the organization. Include how the organization determines its strategic challenges and advantages, key steps, key participants, and long and short-term timeframes.
- B. Describe how the organization ensures adequate financial and other resources are available to support the action plans. How do you allocate these resources to support the accomplishment of the plans?
- C. Describe how the strategic plan is converted into an action plan. Summarize the action plans and key performance measures or indicators. What are your key performance measures or indicators for tracking the achievement and effectiveness of your action plans? How do you ensure that your overall action plan measurement system reinforces organizational alignment?

## **3. CUSTOMER AND MARKET FOCUS**

- A. Describe how you listen to your customers (all customer groups) and learn about their key requirements and the relative importance of these requirements. What is the current overall satisfaction rate against these key elements?
- B. Describe how you deal with customer complaints and how the complaints become part of the feedback loop for improvements.
- C. Describe how the center's resource area is staffed and how you offer high quality labor market information and a wide variety of information resources for customers to access both at the affiliate and through remote electronic means.
- D. How do you create an organizational culture that ensures a consistently positive customer experience<sup>1</sup> and contributes to customer engagement? How do you build and manage relationships with customers to:
  - acquire new customers;
  - meet their requirements and exceed their expectations in each stage of the customer's engagement with you; and
  - increase their engagement with the organization?

## **4. INFORMATION AND ANALYSIS**

- A. How do you review organizational performance, capacity and capability? What ANALYSIS do you do perform to support these reviews and to ensure the conclusions are valid? How do you use these reviews to assess organizational success, performance relative to competitors and to comparable organizations, and progress relative to strategic objectives and action plans?
  - B. Describe how you ensure the following properties of your organizational data, information and knowledge: accuracy; integrity and reliability; timeliness; security and confidentiality.
  - C. Describe how you manage organizational knowledge to ensure the following: the collection and transfer of workforce knowledge; the transfer of relevant knowledge from and to partners and key stakeholders; the rapid identification, sharing and implementation of best practices; the assembly and transfer of relevant knowledge for use in your strategic planning process.
  - D. Describe how you keep your data and information availability mechanisms, including your
-

software and hardware systems, current with business needs and directions and with technological changes in your operating environment?

## **5. HUMAN RESOURCE DEVELOPMENT AND MANAGEMENT**

- A. Describe how the organization fosters an organizational culture conducive to high performance and a motivated workforce to accomplish the following: cooperative and effective communication and skill sharing across the organizations that make up the consortium; effective information flow and two way communication among all staff across all partners at all levels; individual goal setting, empowerment and initiative; innovation in the work environment; the ability to benefit from the diverse ideas and thinking of the organizations' workforce.
- B. Describe how your employee performance management system, including feedback to employees, supports high performance and a customer and business focus.

## **6. PROCESS MANAGEMENT**

- A. Describe how you identify key service, business, and support processes. What are they? How do you improve each type of process to achieve better performance? Describe how you incorporate customer requirements into your key processes.
- B. How do you incorporate technology, including e-technology, into products and services?
- C. Identify and describe the basic and individualized career services available and the processes used to ensure access by customers. Include how these career services are delivered, by what organizations and method (e.g., remotely or on site).
- D. Describe the process for serving the business customer. Include in the answer how staff serving employers have geographic, industry, or employer size specialties, and serve as the primary contact point for employers in that category; how a cross-agency system of job referral and placement that employers can easily access has been established; and how staff efforts are coordinated closely with local Economic Development representatives. Describe the services available to the business/employer customer through the center.

## **7. BUSINESS RESULTS**

- A. Describe how you are raising awareness of the Affiliate in the community with businesses, jobseekers, and other stakeholders. Provide data on how awareness has grown.
- B. How do you measure outcomes? Segment your results by customer groups. How are outcome measures used in your CQI process? What are the trends with regard to your performance?
- C. What are your key results for key measures/indicators of accomplishments of the organizational strategy?

# WORKSOURCE PIERCE INTERIM AFFILIATE CERTIFICATION APPLICATION

**To complete this application, verify each element of the basic service and individualized service checklists present at the site. Then, describe how your organization meets the indicator for each of the required quality standards. If the indicators are not in place describe the barriers preventing the service or explain the circumstance as to why services are not available at site.**

## ***1. BASIC CAREER SERVICES CHECKLIST***

*The ability to offer “all” of those listed below are required.*

Basic career services must be made available to all individuals seeking services served in the affiliate site as part of the WorkSource Pierce service delivery system. These are:

- Determinations of whether the individual is eligible to receive assistance from WIOA programs and services;
- Outreach, intake, and orientation to information and other services available through the WorkSource Pierce service delivery system;
- Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and supportive service needs;
- Labor exchange services, including
  - Job search and placement assistance, and, when needed by an individual, career counseling, including
    - Provision of information on in-demand industry sectors and occupations); and,
    - Provision of information on nontraditional employment
- Provision of referrals to and coordination of activities with other programs and services, including those within the WorkSource Pierce service delivery system and, when appropriate, other workforce development programs;
- Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including
  - Job vacancy listings in labor market areas;
  - Information on job skills necessary to obtain the vacant jobs listed; and
  - Information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for those jobs;
- Provision of performance information and program cost information on eligible providers of training services by program and type of providers;
- Provision of information about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to the area’s one-stop delivery system;

- ❑ Provision of information relating to the availability of supportive services or assistance, and appropriate referrals to those services and assistance, including: child care; child support; medical or child health assistance available through the State's Medicaid program and Children's Health Insurance Program; benefits under the Supplemental Nutrition Assistance Program (SNAP); assistance through the earned income tax credit; housing counseling and assistance services sponsored through the U.S. Department of Housing and Urban Development (HUD)<sup>1</sup>; and assistance under a State program for Temporary Assistance for Needy Families (TANF), and other supportive services and transportation provided through that program;
- ❑ Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA; and
- ❑ Provision of information and assistance regarding filing claims under UI programs, including meaningful assistance to individuals seeking assistance in filing a claim
  - Meaningful assistance means providing assistance:
    - On-site using staff who are properly trained in UI claims, filing, and/or the acceptance of information necessary to file a claim, or
    - By phone or via other technology, as long as the assistance is provided by trained and available staff and within a reasonable time;

## **2. INDIVIDUALIZED SERVICES CHECKLIST**

*Please check all that apply.*

*“One” is required.*

- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include
  - Diagnostic testing and use of other assessment tools; and
  - In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
- Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including the list of, and information about, eligible training providers;
- Group and/or individual counseling and mentoring;
- Career planning (e.g. case management);
- Short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training, in some instances pre-apprenticeship programs may be considered as short-term pre-vocational services;
- Internships and work experiences that are linked to careers;
- Workforce preparation activities that help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education, or training, or employment;
- Financial literacy services;
- Out-of-area job search assistance and relocation assistance; and
- English language acquisition and integrated education and training programs.

**QUALITY STANDARDS  
APPLICATION SCORING SHEET**

***This score will be applied to the written responses to each of the criteria. Each Quality Standard will receive a score that is the average of the criteria as long as no single criterion falls below 70%.***

0% - 9%	Anecdotal only; No system evident
10% - 40%	Beginning of a systemic approach to addressing the primary purpose of the indicator; early stages of a transition from reacting to problems to preventing problems; early stages of developing trend data; data not reported for many of the key processes
40% - 60%	Beginnings of a CQI process in place Beginning to be deployed in pockets of the organization
60% - 90%	Fact-based improvement process is in place; Approaches beginning to be saturated in all relevant areas and activities; Some trends and current performance are evaluated against relevant comparison benchmark
90 - 100%	Fact-based improvement process is a key management tool; clear evidence of improvements as a result of improvement cycles and analysis; fully saturated; excellent improvement trends; sustained excellent performance

**SCORING NOTES**

- X **The 100% point** represents saturation, e.g. the purpose of the item is integrated as part of normal work.
- X **Above 50% point** represents learning, refinements, maturity, integration and deployment are taking place.
- X **50% point** represents a sound approach for accomplishing the purposes addressed in the criteria. There is an affect on most of the people and operations addressed in this item.
- X **Below 50% point** represents that many of the organizations reactions are reactive. It reflects the beginnings of a systematic approach.
- X **The 0% point** represents that a systematic approach is entirely lacking. The approach to quality may be entirely or largely reactive



## *FACILITIES CHECK LIST*

*Please check all that apply.*

*A description of each is required*

\_\_\_\_\_ Workforce Development Signage

\_\_\_\_\_ Community Referral Information

\_\_\_\_\_ Service Offered – core services

\_\_\_\_\_ Hours of Operation

\_\_\_\_\_ Access/services for special needs

\_\_\_\_\_ UI Kiosk/access (level one)

\_\_\_\_\_ Fax

\_\_\_\_\_ Copier

\_\_\_\_\_ Phone

\_\_\_\_\_ ADA Friendly Access

\_\_\_\_\_ Public Access Computers

\_\_\_\_\_ Pre/Post Employment Services

\_\_\_\_\_ Staffing description (i.e. how many staff to maintain services, specialties)

\_\_\_\_\_ Customer Comment/Feedback System

\_\_\_\_\_ Standard Greeting for Answering Phones

\_\_\_\_\_ Required Posters

**PIERCE COUNTY WORKFORCE DEVELOPMENT COUNCIL (WDC)**  
**POLICIES FOR CERTIFICATION**

*March 2017*

*Approved by the Executive Board and WDC on \_\_\_\_\_*

**1. Certification Process**

There is a *two-part* process for becoming certified.

***Part I: Quality Standards. Submission of the Application based on the Quality Standards requires three steps.*** The first step is to conduct a *Self-Evaluation*. The second step is to complete and submit the *Application*. The third step is an *On-Site Review* if the application meets the score threshold to trigger a site visit.

***Part II: Fiscal and Contract/Performance Integrity. If a site ‘qualifies’ for certification through the review of their written application and an on-site review, then an internal review is conducted to examine the site operators standing with regard to fiscal and contract/performance integrity.***

- ◆ Meeting performance set by the WDC – inclusive of WIOA performance measures, if applicable - are a condition for certification once the application and site visit criteria have been met.
- ◆ Being fiscally sound is a condition for certification once the application and site visit criteria have been met.

**2. Certification Initial Implementation**

**Phase I: Getting Ready (April 2017 thru November 2017)**

- ***Build awareness among current sub-recipients, required WIOA partners, and any other interested parties***
  - WDC Quality Assurance and Certification Committee to host an overview session that covers, in general, the reason for setting standards and the framework selected:
    - How the standards will be used:
      - Initially to help organizations move toward organizational effectiveness and quality practices based on the standards
      - For improvement and organizational development
    - What is certification and when the certification process will ‘kick in’
    - The implications of being certified and not being certified
- ***Build capacity among current sub-recipients, WIOA required partners, and any other interested parties***
  - Provide technical assistance, training and coaching
    - Conduct training on:
      - Continuous Quality Improvement (CQI) processes and practices
      - The Quality Standards and key practices organizations use to meet them
      - The WDC’s application process and schedule, including an overview of the indicators found in the application.

- Offer onsite technical assistance (TA) to help any individual site:
  - Facilitate their self assessment process
  - Coaching on various strategies, processes and systems that may be put in place for that specific organization.
- Each site that is interested in becoming certified creates a CQI Team (reviewed in training as part of the requirements), begins their self assessment process and creates their first CQI Plan.

### **Phase II: Execution**

- First ‘round’ of certification – any current sites during 2018-2019 that respond to an RFP to deliver services for the program year July 2018 thru June 2019 must be certified by April/May of 2018 to receive the award. See number 4 below.
- Continue training and technical assistance
- Receive applications, review, conduct site visits when appropriate, and deliver TA reports.

### **3. Benefits of being certified.**

The WDC is articulating a set of organizational standards proven to assist organizations sustain quality in the delivery of their services and their outcomes. Being certified has the potential of helping agencies obtain funds from other grant making institutions. Certification holds the promise to customers of obtaining consistently high quality services at any entity that holds the WorkSource Pierce brand when certified by the Pierce County WDC.

A comprehensive technical assistance report is provided to both certified and non-certified sites. This TA report provides an organization with actionable opportunities for improvements.

### **4. WDC funds will not be provided to sites that are not certified.**

Beginning July 1, 2018, the comprehensive one stop center must be certified in order to receive funding. If a sub-recipient wins an award from the WDC for the first time, they will have up to 12 months to become certified while they deliver services. If they are not certified within the 12-month period, their contract will not be renewed.

If the contract is awarded to a sub-recipient who has already been under contract, their certification must be up to date at the time of the award.

If any site loses certification during a program year (July thru June of any year) they may deliver services thru the end of the program year (June) and then they become ineligible for any contract renewal or to respond to any new RFP for a 24-month period.

The name, WorkSource Pierce, will become an identifying “good housekeeping seal of quality” and may only be displayed by certified centers and affiliate and satellite sites. Only certified sites and organizations can wear the brand name to build customer recognition of the level of quality certified by the Workforce Development Council (WDC).

## 5. Certification Scores

To become certified, an applicant must meet the 70%<sup>1</sup> minimum passing score on all Quality Standards and Indicators within the application and at the site visit. If the site has met the quality standards at the 70% minimum score, then an internal review is conducted by staff/certification consultant (See Section #1 above). If there are formal findings in this part of the certification process, a site will be given up to 45 days to resolve them. If they cannot be resolved within that timeframe, the site will not be certified.

## 6. Certification Schedule

The WDC will set a submission schedule. The WDC will accept applications quarterly. All reviews will be conducted in the quarter immediately after the submission of the application (the submission quarter). To ensure that the review process is conducted during the quarter immediately after submission (the review quarter), any application must be received on or before the deadline date specified by the WDC.

NOTE: It is the site's responsibility to ensure they renew their certification in a timely fashion, e.g. that the application is submitted to ensure that their current certification does not expire prior to receiving a new 'license to operate' as a WorkSource Pierce site.

### Initial submission schedule:

<b>Review Quarter 2017-2018</b>	<b><i>Application Submission Deadline**</i></b>	<b><i>Review of Applications Received by the Deadline</i></b>
July – September 2017	June 23, 2017	Begins in July 2017
October – December 2017	September 22, 2017	Begins in October 2017
<b>January – March 2018</b>	<b>December 15, 2017</b>	<b>Begins in January 2018</b>
April – June 2018	March 23, 2018	Begins in April 2018
July – September 2018	June 22, 2018	Begins in July 2018
October – December 2018	September 21, 2018	Begins in October 2018
<b>January – March 2019</b>	<b>December 14, 2018</b>	<b>Begins in January 2019</b>
April – June 2019	March 23, 2019	Begins in April 2019

\*\*Applications are accepted at any time during the quarter. This is the deadline for the ***LAST DAY WITHIN A QUARTER*** an application may be submitted to have the application reviewed in the quarter directly after the submission deadline.

**This schedule is subject to revision for the second year of the cycle: July 2018 – June 2019.**

<sup>1</sup> This is the recommended **initial** 'cut' score. Over time, the cut score increases and in WDBs across the country that use this process within the first 2 cycles (4 years) the cut score has risen to 75%.

**7. Any entity seeking certification may receive technical assistance and participate in WDC sponsored training.**

The WDC will provide training and technical assistance on quality practices to interested sites through consulting services and/or trained Workforce Central staff. RFPS will also allow the sites to budget for continuous quality improvement (CQI) activities and training.

**8. Certification provides sites a license to operate for two years.**

To build an infrastructure and organizational culture focused on continuous quality practices and high performance requires time and focus. Certification will be for 2 years for at least 2 cycles – 2018 thru 2022. After that, consideration should be given to increasing the certification expiration from 2 years to 3 years.

**9. Certification Review Process**

**Who:** The WDC Quality Assurance and Certification Committee will conduct the certification process. Only individuals with no real, perceived, or potential conflict of interest/financial stake will serve on the Committee – business primarily.

**Purpose:** To conduct the review of certification applications when submitted and to conduct site visits when appropriate. To produce the Technical Assistance report as a result of the process. To make the certification decision based on the criteria – met the score required on each criteria and quality standard; have no outstanding fiscal, performance, or monitoring issues.

**Process:** The Committee will break into teams for each application. Teams have up to 3 individuals plus the certification consultant/or trained staff. A reviewer has to commit to reading an application, making the site visit, and reviewing the TA Report for the same application. A reviewer may not participate in the review if they can only do a part due to scheduling or time commitments or any other reason.

**Time Commitment:** About 3 hours to review and rate the application; 2 hours to participate in the consensus meeting (face to face – so factor in travel time); and up to 4 hours on site (plus travel time) if the application scores at the level to allow a site visit. Certification Consultant writes the TA Report based on the teams comments. 30 minutes to review the report and provide feedback, electronically.

**Training:** Must participate in a 3.5 hour training prior to becoming a reviewer.

**Recruitment:** Members may come from the business community and do not need to be WDC members. However, the Committee Chair must be a WDC member. Individuals working in companies that have had some ‘quality’ experience either with an internal program, Baldrige, or ISO is useful, but not a requirement.

**10. The system to become certified is ‘open,’ meaning the WDC provides certification as a service to customers and any entity, whether funded by the WDC or not, may submit applications.**

Any organization that wants to display the brand name, WorkSource Pierce, of the workforce system may apply to receive it through the certification process. **Certification does not guarantee funding;** however, funding is linked to certification. An organization can be certified without being funded, however, no organization may be funded without being certified. An organization may value the process and the “label” as a marketing tool and never apply for funding to the WDC.

**11. Appeal Process**

Any site that is not certified has the right to appeal. The appeal panel will consist of the WDC chair and two other WDC members not on the WDC Quality Assurance and Certification Committee. A separate appeal process will be developed. In general, the appeal will be received within 5 days of notification on not being certified. The decision by the WDC appeals panel is final.

**Program Year 2017/Fiscal Year 2018 Budget Scenario Comparison to Current PY16/FY17**

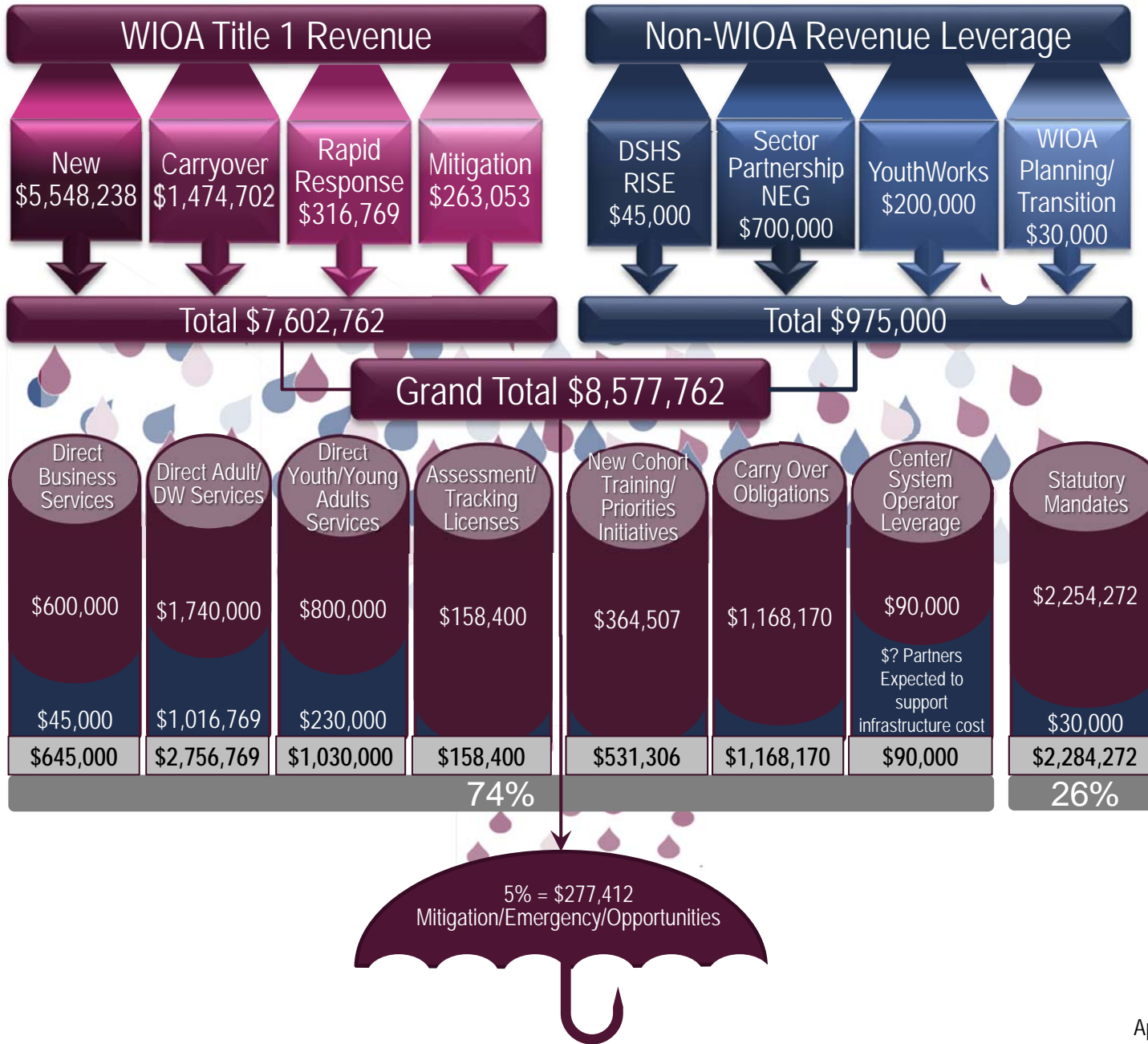
On January 13, 2017, US Department of Labor issued planning estimates to states for Workforce Innovation and Opportunity Act Title 1 Youth, Adult and Dislocated Worker Program allotments for Program Year 2017 (July 1, 2017 through June 30, 2018).

Budget Scenarios are based on these planning estimates and seeks to mitigate as much impact as possible to direct services, taking into account WIOA formula funds and leveraged funds projected to be available.

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	<b>Current PY16/FY17</b>	<b>PY17/FY18 Scenario 1 – 99% of current budget</b>	<b>PY17/FY18 Scenario 2 – 89% of current budget</b>	<b>PY17/FY18 Scenario 3 – 70% of current budget</b>
<b>Total Funds Available</b>	<b>\$8,577,762</b>	<b>\$8,488,053</b>	<b>\$7,601,675</b>	<b>\$5,996,538</b>
<b>Direct Services</b>				
Adult	\$910,000	Same	Same	Less \$175,000
Dislocated Worker	\$980,000 + \$700,000 leverage	Same + \$321,000 leverage	Less \$121,000 + same leverage as scenario 1	Less \$150,000 + same leverage as scenario 1
Youth	\$800,000 + \$200,000 leverage	Increase \$100,000 + \$235,000 leverage	Same + same leverage as scenario 1	Less \$31,743 + same leverage as scenario 1
Business Solutions	\$600,000 + \$45,000 leverage	Increase \$200,000 + \$167,000 leverage	Same + same leverage as scenario 1	Less \$75,000 + same leverage as scenario 1
New Cohort trng/Priority Initiatives/System Enhancements	\$364,507	Less \$59,002 + \$100,000 leverage	Zeroed out but \$100,000 leverage remains	Zeroed out but \$100,000 leverage remains
Statutory Mandates	\$2,284,272 14.5 FTEs	Less \$263,773 Less 2 FTEs	Less \$375,000 Less 2 FTEs	Less \$960, 241 Less 7 FTEs (7.5 remains)

# PY16/FY17



## Current Year WIOA Mandatory Partners Total Investments

### ESD

- \$4,665,310 this Program Year (PY15/FY16)
- 3,110 people served

### DVR

- \$5 million (FY14)
- 2,000 people served

### ABE

- \$1,079,767
- 4,244 people served

### DSHS

- 

### Library (not mandatory)

- \$31 million
- 21 municipalities covered with 560,000 in population
- 324,350 active card holders
- 2.3 million visits (door counts)
- 2.1 million web visits



**WIOA Formula Adult, DW, Youth  
Program Year 2016 / Fiscal Year 2017**

**Adult, DW and Youth for May 19th Board and WDC meetings**

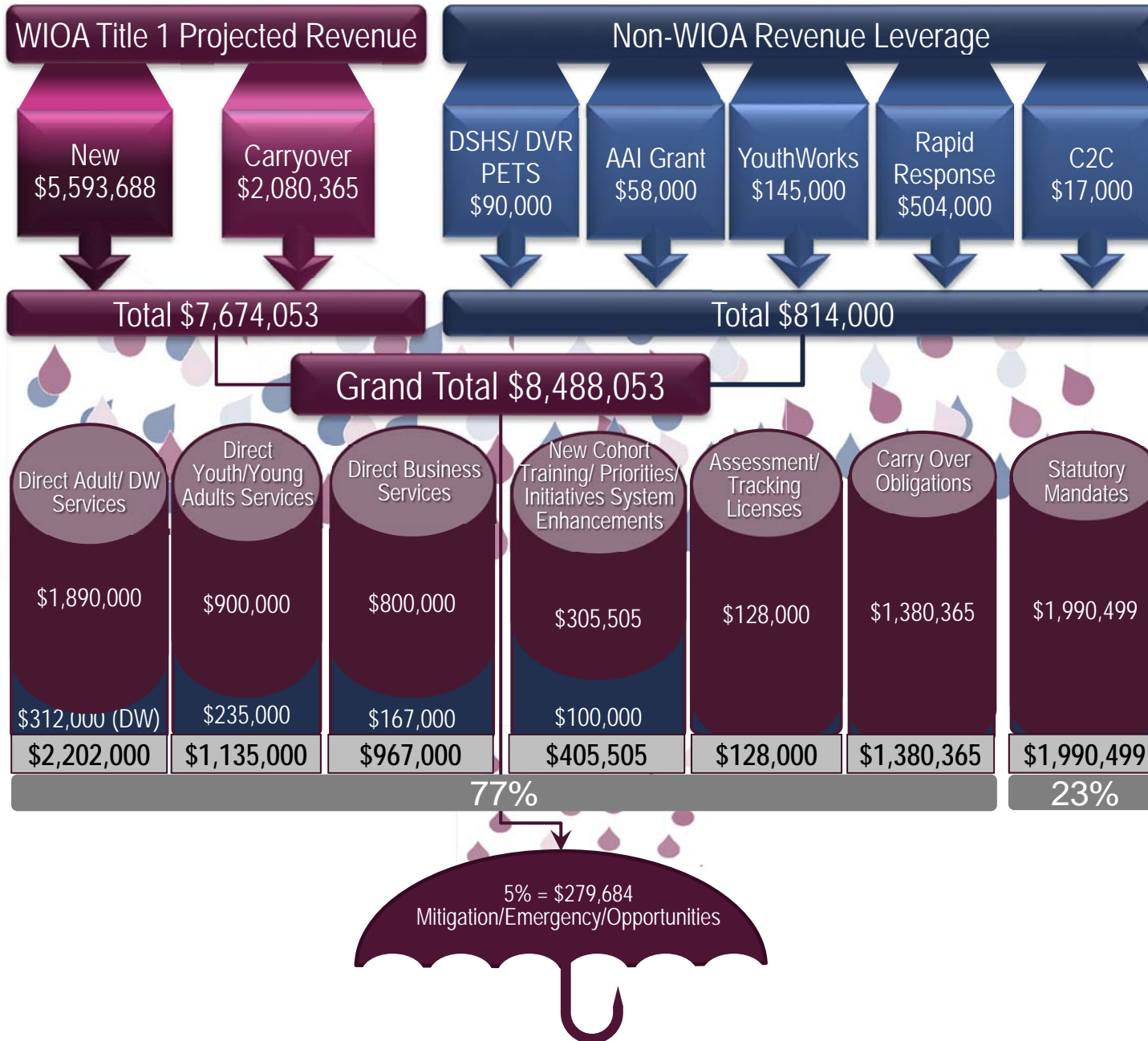
	# of FTEs	ADULT	DW	YOUTH	Total	Leverage	ADMIN
<b>REVENUE</b>							
Projected Formula Funding		\$ 1,866,126	\$ 1,725,833	\$ 1,956,279	\$ 5,548,238		\$ 616,470
Rapid Response PY16			\$ 316,769		\$ 316,769		\$ 35,197
<b>PY15/FY16 Carry-in Funds - Projected</b>		\$ 616,967	\$ 540,981	\$ 316,754	\$ 1,474,702		\$ 160,000
Secondary sources of Admin Funding (WIF, RISE, etc.)							\$ 56,325
Savings from unused PY15/FY16 Planned Mitigation		\$ 81,787	\$ 95,410	\$ 85,856	\$ 263,053		\$ 58,500
Leverage		\$ 26,875	\$ 726,875	\$ 221,250	\$ 975,000	\$975,000	
<b>Total Funds Available</b>		\$ 2,591,755	\$ 3,405,868	\$ 2,580,139	\$ 8,577,762	\$975,000	\$ 926,492
					\$ -		
<b>INVESTMENT AREAS</b>							
<b>PY15/FY16 Carry-in Obligations - Projected (Detail Below)</b>		\$ 424,435	\$ 435,981	\$ 307,754	\$ 1,168,170		93,998
<b>Direct Services</b>							
Job Seeker Contract		\$ 910,000	\$ 980,000	\$ 800,000	\$ 2,690,000	-	
Leverage		\$ -	\$ 700,000	\$ 200,000		\$900,000	
One Stop Center/System Operation Contract Leverage		\$ 30,000	\$ 30,000	\$ 30,000	\$ 90,000	-	
Business Services Contract		\$ 200,000	\$ 200,000	\$ 200,000	\$ 600,000	-	
Leverage		\$ 16,875	\$ 16,875	\$ 11,250		\$ 45,000	
New Cohort Training/Priority Initiatives		\$ 112,134	\$ 95,703	\$ 156,670	\$ 364,507	-	
Assessment/Tracking Licenses		\$ 58,593	\$ 63,666	\$ 36,141	\$ 158,400		
<b>Statutory Mandates</b>		\$ 587,371	\$ 638,311	\$ 587,833	\$ 1,813,515	-	395,753
Implementation and oversight of 4 year local Plan	1.0	\$ 40,508	\$ 44,021	\$ 40,540	\$ 125,070	-	
Conduct Workforce Research and Region Labor Market Analysis	2.0	\$ 81,017	\$ 88,043	\$ 81,080	\$ 250,140	-	
Convene, Broker and leverage stakeholders and assets	2.0	\$ 81,017	\$ 88,043	\$ 81,080	\$ 250,140	-	
Lead employer engagement	2.0	\$ 81,017	\$ 88,043	\$ 81,080	\$ 250,140	-	
Lead career pathways development and implement with secondary and post secondary partners	1.2	\$ 46,585	\$ 50,625	\$ 46,621	\$ 143,831	-	
Lead effort to identify and promote proven and promising practices	1.0	\$ 40,508	\$ 44,021	\$ 40,540	\$ 125,070	-	
Develop technology based strategies for service access, engagement and delivery	1.0	\$ 40,508	\$ 44,021	\$ 40,540	\$ 125,070	-	
Oversee the local service delivery system and programs	1.0	\$ 40,508	\$ 44,021	\$ 40,540	\$ 125,070	-	
Negotiate local performance accountability	0.3	\$ 10,127	\$ 11,005	\$ 10,135	\$ 31,268	-	
Select one stop operator(s) and provider(s)	0.5	\$ 20,254	\$ 22,011	\$ 20,270	\$ 62,535	-	
Identify eligible training providers	1.0	\$ 40,508	\$ 44,021	\$ 40,540	\$ 125,070	-	
Ensure consumer choice	0.1	\$ 4,051	\$ 4,402	\$ 4,054	\$ 12,507	-	
Coordinate with education providers	1.0	\$ 40,508	\$ 44,021	\$ 40,540	\$ 125,070	-	
Approve and oversee budget and comply with federal/state/local laws and regulations in the administration of WIOA	0.5	\$ 20,254	\$ 22,011	\$ 20,270	\$ 62,535	-	395,753
Total FTEs	14.5						
Leverage - WIOA implementation		\$ 10,000	\$ 10,000	\$ 10,000	\$ 30,000	\$ 30,000	
<b>Operational Requirements</b>		\$ 149,040	\$ 149,040	\$ 142,677	\$ 440,757	-	148,938
<b>Administrative Reserve</b>							256,980
5% Mitigation PY16/FY17		\$ 93,306	\$ 86,292	\$ 97,814	\$ 277,412	-	30,824
<b>Total Budget Need</b>		\$ 2,591,754	\$ 3,405,868	\$ 2,580,139	\$ 8,577,761	\$975,000	926,492

Check Digit 14.5 \$ 0 \$ 0 \$ (0) \$ (0) \$ (1)

<b>DETAIL CARRY-IN OBLIGATIONS - PROJECTED</b>				
<b>TARGETED SECTOR TRAINING</b>				
Iron Workers (2 Cohorts)		52,002	131,341	183,343
AJAC		6,900	124,450	131,350
Bank Works		96,000	12,000	120,000
United Way (SIFF)		60,000	40,000	100,000
Tool Center (3 cohorts)		96,214	18,326	114,540
Pierce County Library		87,500	87,500	175,000
ResCare Summer Internship Plus		-	-	100,000
Sector Training - Maritime		-	-	138,026
<b>Sub-Total</b>		<b>398,616</b>	<b>413,617</b>	<b>1,062,259</b>
<b>ECONOMIC DEVELOPMENT PARTNERSHIPS</b>				
San Diego Workforce Partnership		10,819	12,364	30,911
<b>Sub-Total</b>		<b>10,819</b>	<b>12,364</b>	<b>30,911</b>
<b>TOTAL TRAINING &amp; PLACEMENT INVESTMENTS</b>		<b>409,435</b>	<b>425,981</b>	<b>1,093,170</b>
<b>OTHER OBLIGATIONS</b>				
Nation Center for Arts and Technology		15,000	10,000	50,000
CareerLink		-	-	25,000
<b>Sub-Total</b>		<b>15,000</b>	<b>10,000</b>	<b>75,000</b>
<b>TOTAL</b>		<b>424,435</b>	<b>435,981</b>	<b>307,754</b>

PY17/FY18 Projected – Scenario I **99% of PY16/FY17 Approved Budget**

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Current Year WIOA Mandatory Partners Total Investments

ESD

- \$4,344,688
- 9,038 people served (Jul-Jan)

DVR

- \$
- people served

ABE

- \$
- people served

DSHS

- 

Library (not mandatory)

- \$ million
-

**DRAFT 1**  
**WorkForce Central**  
**Program Year 2017 / Fiscal Year 2018**  
**Budget Projection - Scenario 1**

		ADULT	DW	YOUTH	Total	Leverage	ADMIN
<b>REVENUE</b>							
Projected Formula Funding		\$ 1,732,114	\$ 2,009,887	\$ 1,851,687	\$ 5,593,688		\$ 621,521
PY16/FY17 Carry-in Funds - Projected		\$ 517,566	\$ 569,400	\$ 993,399	\$ 2,080,365		\$ 90,744
Secondary sources of Admin Funding							\$ 52,000
Leverage		\$ 19,331	\$ 540,337	\$ 254,331	\$ 814,000	\$ 814,000	
<b>Total Funds Available</b>		<b>\$ 2,269,011</b>	<b>\$ 3,119,624</b>	<b>\$ 3,099,417</b>	<b>\$ 8,488,053</b>	<b>\$ 814,000</b>	<b>\$ 764,265</b>
<b>INVESTMENT AREAS</b>							
PY16/FY17 Carry-in Obligations - Projected (Detail Below)		\$ 267,566	\$ 369,400	\$ 743,399	\$ 1,380,365		43,918
<b>Direct Services</b>							
Job Seeker Contract		\$ 910,000	\$ 980,000	\$ 900,000	\$ 2,790,000		
Leverage		\$ -	\$ 312,000	\$ 235,000		\$ 547,000	
Business Services Contract		\$ 283,333	\$ 283,333	\$ 233,333	\$ 800,000		
Leverage		\$ 19,331	\$ 128,337	\$ 19,331		\$ 167,000	
New Cohort Training/Priority Initiatives/System Enhancements		\$ 141,864	\$ 96,973	\$ 66,667	\$ 305,505		
Leverage		\$ -	\$ 100,000	\$ -		\$ 100,000	
Assessment/Tracking Licenses		\$ 34,330	\$ 34,340	\$ 59,330	\$ 128,000		
Statutory Mandates	12.5 FTEs	\$ 392,399	\$ 531,809	\$ 579,359	1,503,568		459,501
Implementation and oversight of 4 year local Plan							
Conduct Workforce Research and Region Labor Market Analysis							
Convene, Broker and leverage stakeholders and assets							
Lead employer engagement							
Lead career pathways development and implement with secondary and post secondary partners							
Lead effort to identify and promote proven and promising practices							
Develop technology based strategies for service access, engagement and delivery							
Oversee the local service delivery system and programs							
Negotiate local performance accountability							
Select one stop operator(s) and provider(s)							
Identify eligible training providers							
Ensure consumer choice							
Coordinate with education providers							
Approve and oversee budget and comply with federal/state/local laws and regulations in the administration of WIOA							
Statutory Mandates Operational Requirements		\$ 133,581	\$ 182,937	\$ 170,413	\$ 486,931		136,872
Administrative Reserve							92,898
5% Mitigation PY17/FY18		\$ 86,606	\$ 100,494	\$ 92,584	\$ 279,684	-	31,076
<b>Total Budget Need</b>		<b>\$ 2,269,011</b>	<b>\$ 3,119,624</b>	<b>\$ 3,099,417</b>	<b>\$ 8,488,053</b>	<b>\$ 814,000</b>	<b>764,265</b>

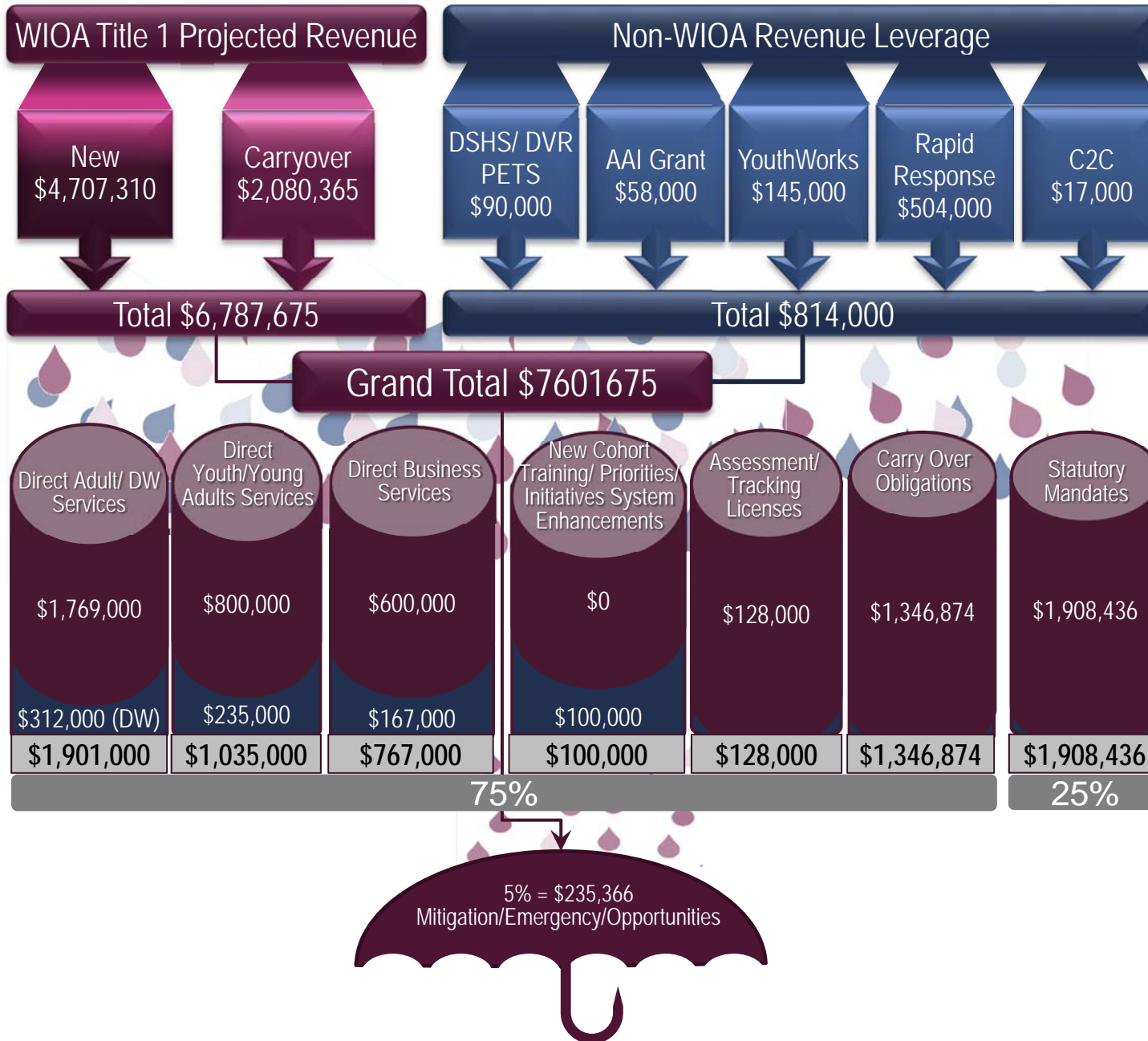
<b>DETAIL CARRY-IN OBLIGATIONS - PROJECTED</b>					
<b>TARGETED SECTOR TRAINING</b>					
BankWorks		-	14,000	10,000	24,000
United Way (SIFF)		4,200	2,800	-	7,000
Sound Outreach Youth Entrepreneurship Training		-	-	100,000	100,000
<b>Sub-Total</b>		<b>4,200</b>	<b>16,800</b>	<b>110,000</b>	<b>131,000</b>
<b>ECONOMIC DEVELOPMENT PARTNERSHIPS</b>					
San Diego Workforce Partnership		5,211	6,948	5,211	17,370
<b>Sub-Total</b>		<b>5,211</b>	<b>6,948</b>	<b>5,211</b>	<b>17,370</b>
<b>TOTAL TRAINING &amp; PLACEMENT INVESTMENTS</b>		<b>9,411</b>	<b>23,748</b>	<b>115,211</b>	<b>148,370</b>
<b>OTHER OBLIGATIONS</b>					
ResCare PY2016 Youth <sup>1</sup>		-	-	150,000	150,000
Career Path Services PY2016 Direct Services <sup>1</sup>		183,491	256,100	-	439,591
ResCare PY2016 Business Services Provider <sup>1</sup>		30,000	40,000	30,000	100,000
JayRay - Strategic Communications/Outreach		11,664	15,552	11,664	38,880
National Center for Arts & Technology		-	-	20,000	20,000
Practical Solutions Sector Partnerships Professional Services		3,000	4,000	3,000	10,000
One Stop Network Operator		30,000	30,000	30,000	90,000
Work Based Learning and Career Guidance		-	-	383,524	383,524
<b>Sub-Total</b>		<b>258,155</b>	<b>345,652</b>	<b>628,188</b>	<b>1,231,995</b>
<b>TOTAL</b>		<b>267,566</b>	<b>369,400</b>	<b>743,399</b>	<b>1,380,365</b>

<sup>1</sup> PY 2016 direct services contracts due to delay in receiving invoices on these existing contracts.

PY 2017/FY 2018 Budget 99% of PY 2016 / FY 2017 Budget

PY17/FY18 Projected – Scenario 2 **89% of PY16/FY17 Approved Budget**

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Current Year WIOA Mandatory Partners Total Investments

ESD

- \$4,344,688
- 9,038 people served (Jul-Jan)

DVR

- \$
- people served

ABE

- \$
- people served

DSHS

- 

Library (not mandatory)

- \$ million
-

**DRAFT 1**  
**WorkForce Central**  
**Program Year 2017 / Fiscal Year 2018**  
**Budget Projection - Scenario 2**

		ADULT	DW	YOUTH	Total	Leverage	ADMIN
<b>REVENUE</b>							
Projected Formula Funding		\$ 1,465,591	\$ 1,674,906	\$ 1,566,813	\$ 4,707,310		\$ 523,034
PY16/FY17 Carry-in Funds - Projected		\$ 517,566	\$ 569,400	\$ 993,399	\$ 2,080,365		\$ 90,744
Secondary sources of Admin Funding							\$ 52,000
Leverage		\$ 19,331	\$ 540,337	\$ 254,331	\$ 814,000	\$ 814,000	
<b>Total Funds Available</b>		<b>\$ 2,002,488</b>	<b>\$ 2,784,643</b>	<b>\$ 2,814,543</b>	<b>\$ 7,601,675</b>	<b>\$ 814,000</b>	<b>\$ 665,778</b>
<b>INVESTMENT AREAS</b>							
PY16/FY17 Carry-in Obligations - Projected (Detail Below)		\$ 234,075	\$ 369,400	\$ 743,399	\$ 1,346,874		43,918
<b>Direct Services</b>							
Job Seeker Contract		\$ 910,000	\$ 859,000	\$ 800,000	\$ 2,569,000		
Leverage		\$ -	\$ 312,000	\$ 235,000		\$ 547,000	
Business Services Contract		\$ 200,000	\$ 200,000	\$ 200,000	\$ 600,000		
Leverage		\$ 19,331	\$ 128,337	\$ 19,331		\$ 167,000	
New Cohort Training/Priority Initiatives/System Enhancements		\$ -	\$ -	\$ -	\$ -		
Leverage		\$ -	\$ 100,000	\$ -		\$ 100,000	
Assessment/Tracking Licenses		\$ 34,330	\$ 34,340	\$ 59,330	\$ 128,000		
Statutory Mandates	12.5 FTEs	\$ 414,891	\$ 531,809	\$ 556,867	1,503,568		459,501
Implementation and oversight of 4 year local Plan							
Conduct Workforce Research and Region Labor Market Analysis							
Convene, Broker and leverage stakeholders and assets							
Lead employer engagement							
Lead career pathways development and implement with secondary and post secondary partners							
Lead effort to identify and promote proven and promising practices							
Develop technology based strategies for service access, engagement and delivery							
Oversee the local service delivery system and programs							
Negotiate local performance accountability							
Select one stop operator(s) and provider(s)							
Identify eligible training providers							
Ensure consumer choice							
Coordinate with education providers							
Approve and oversee budget and comply with federal/state/local laws and regulations in the administration of WIOA							
Statutory Mandates Operational Requirements		\$ 116,581	\$ 166,012	\$ 122,275	\$ 404,868		136,207
Administrative Reserve							
5% Mitigation PY17/FY18		\$ 73,280	\$ 83,745	\$ 78,341	\$ 235,366	-	26,152
<b>Total Budget Need</b>		<b>\$ 2,002,488</b>	<b>\$ 2,784,644</b>	<b>\$ 2,814,543</b>	<b>\$ 7,601,675</b>	<b>\$ 814,000</b>	<b>665,778</b>

<b>DETAIL CARRY-IN OBLIGATIONS - PROJECTED</b>					
<b>TARGETED SECTOR TRAINING</b>					
BankWorks		-	14,000	10,000	24,000
United Way (SIFF)		4,200	2,800	-	7,000
Sound Outreach Youth Entrepreneurship Training		-	-	100,000	100,000
<b>Sub-Total</b>		<b>4,200</b>	<b>16,800</b>	<b>110,000</b>	<b>131,000</b>
<b>ECONOMIC DEVELOPMENT PARTNERSHIPS</b>					
San Diego Workforce Partnership		5,211	6,948	5,211	17,370
<b>Sub-Total</b>		<b>5,211</b>	<b>6,948</b>	<b>5,211</b>	<b>17,370</b>
<b>TOTAL TRAINING &amp; PLACEMENT INVESTMENTS</b>		<b>9,411</b>	<b>23,748</b>	<b>115,211</b>	<b>148,370</b>
<b>OTHER OBLIGATIONS</b>					
ResCare PY2016 Youth <sup>1</sup>		-	-	150,000	150,000
Career Path Services PY2016 Direct Services <sup>1</sup>		150,000	256,100	-	406,100
ResCare PY2016 Business Services Provider <sup>1</sup>		30,000	40,000	30,000	100,000
JayRay - Strategic Communications/Outreach		11,664	15,552	11,664	38,880
National Center for Arts & Technology		-	-	20,000	20,000
Practical Solutions Sector Partnerships Professional Services		3,000	4,000	3,000	10,000
One Stop Network Operator		30,000	30,000	30,000	90,000
Work Based Learning and Career Guidance		-	-	383,524	383,524
<b>Sub-Total</b>		<b>224,664</b>	<b>345,652</b>	<b>628,188</b>	<b>1,198,504</b>
<b>TOTAL</b>		<b>234,075</b>	<b>369,400</b>	<b>743,399</b>	<b>1,346,874</b>

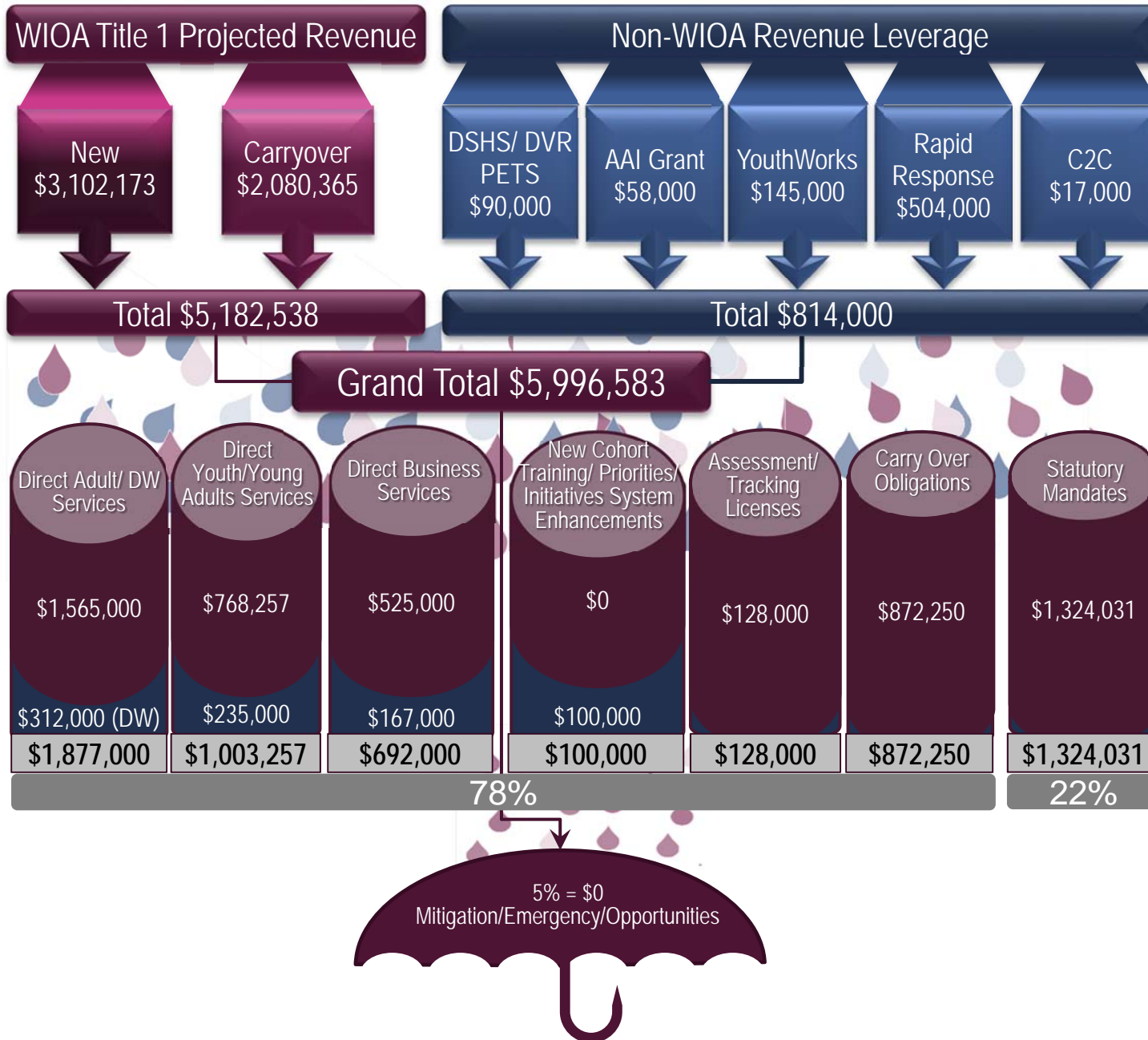
<sup>1</sup> PY 2016 direct services contracts due to delay in receiving invoices on these existing contracts.

PY 2017/FY 2018 Budget 89% of PY 2016 / FY 2017 Budget



PY17/FY18 Projected – Scenario 3 **70% of PY16/FY17 Approved Budget**

**DRAFT**



Current Year WIOA Mandatory Partners Total Investments

ESD

- \$4,344,688
- 9,038 people served (Jul-Jan)

DVR

- \$
- people served

ABE

- \$
- people served

DSHS

- 

Library (not mandatory)

- \$ million
-

**DRAFT 1**  
**WorkForce Central**  
**Program Year 2017 / Fiscal Year 2018**  
**Budget Projection - Scenario 3**

		ADULT	DW	YOUTH	Total	Leverage	ADMIN
<b>REVENUE</b>							
Projected Formula Funding		\$ 932,677	\$ 1,172,434	\$ 997,062	\$ 3,102,173		\$ 344,686
PY16/FY17 Carry-in Funds - Projected		\$ 517,566	\$ 569,400	\$ 993,399	\$ 2,080,365		\$ 90,744
Secondary sources of Admin Funding							\$ 52,000
Leverage		\$ 19,331	\$ 540,337	\$ 254,331	\$ 814,000	\$ 814,000	
<b>Total Funds Available</b>		<b>\$ 1,469,574</b>	<b>\$ 2,282,171</b>	<b>\$ 2,244,792</b>	<b>\$ 5,996,538</b>	<b>\$ 814,000</b>	<b>\$ 487,430</b>
<b>INVESTMENT AREAS</b>							
PY16/FY17 Carry-in Obligations - Projected (Detail Below)		\$ 234,075	\$ 278,300	\$ 359,875	\$ 872,250		43,918
<b>Direct Services</b>							
Job Seeker Contract		\$ 735,000	\$ 830,000	\$ 768,257	\$ 2,333,257		
Leverage		\$ -	\$ 312,000	\$ 235,000		\$ 547,000	
Business Services Contract		\$ 175,000	\$ 175,000	\$ 175,000	\$ 525,000		
Leverage		\$ 19,331	\$ 128,337	\$ 19,331		\$ 167,000	
New Cohort Training/Priority Initiatives/System Enhancements		\$ -	\$ -	\$ -	\$ -		
Leverage		\$ -	\$ 100,000	\$ -		\$ 100,000	
Assessment/Tracking Licenses		\$ 34,330	\$ 34,340	\$ 59,330	\$ 128,000		
<b>Statutory Mandates</b>	7.5 FTEs	<b>\$ 203,029</b>	<b>\$ 289,473</b>	<b>\$ 435,690</b>	<b>928,192</b>		<b>318,978</b>
Implementation and oversight of 4 year local Plan							
Conduct Workforce Research and Region Labor Market Analysis							
Convene, Broker and leverage stakeholders and assets							
Lead employer engagement							
Lead career pathways development and implement with secondary and post secondary partners							
Lead effort to identify and promote proven and promising practices							
Develop technology based strategies for service access, engagement and delivery							
Oversee the local service delivery system and programs							
Negotiate local performance accountability							
Select one stop operator(s) and provider(s)							
Identify eligible training providers							
Ensure consumer choice							
Coordinate with education providers							
Approve and oversee budget and comply with federal/state/local laws and regulations in the administration of WIOA							
<b>Statutory Mandates Operational Requirements</b>		<b>\$ 68,810</b>	<b>\$ 134,721</b>	<b>\$ 192,309</b>	<b>\$ 395,839</b>		<b>124,534</b>
Administrative Reserve							-
5% Mitigation PY17/FY18		\$ -	\$ -	\$ -	\$ -		-
<b>Total Budget Need</b>		<b>\$ 1,469,574</b>	<b>\$ 2,282,171</b>	<b>\$ 2,244,793</b>	<b>\$ 5,996,538</b>	<b>\$ 814,000</b>	<b>487,430</b>

<b>DETAIL CARRY-IN OBLIGATIONS - PROJECTED</b>					
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<b>TOTAL TRAINING &amp; PLACEMENT INVESTMENTS</b>		<b>9,411</b>	<b>23,748</b>	<b>115,211</b>	<b>148,370</b>
<b>OTHER OBLIGATIONS</b>					
ResCare PY2016 Youth <sup>1</sup>		-	-	150,000	150,000
Career Path Services PY2016 Direct Services <sup>1</sup>		150,000	165,000	-	315,000
ResCare PY2016 Business Services Provider <sup>1</sup>		30,000	40,000	30,000	100,000
JayRay - Strategic Communications/Outreach		11,664	15,552	11,664	38,880
National Center for Arts & Technology		-	-	20,000	20,000
Practical Solutions Sector Partnerships Professional Services		3,000	4,000	3,000	10,000
One Stop Network Operator		30,000	30,000	30,000	90,000
Work Based Learning and Career Guidance		-	-	-	-
<b>Sub-Total</b>		<b>224,664</b>	<b>254,552</b>	<b>244,664</b>	<b>723,880</b>
<b>TOTAL</b>		<b>234,075</b>	<b>278,300</b>	<b>359,875</b>	<b>872,250</b>

<sup>1</sup> PY 2016 direct services contracts due to delay in receiving invoices on these existing contracts.

**PY 2017/FY 2018 Budget 70% of PY 2016 / FY 2017 Budget**

## 1. What was the problem?

Pacific Northwest Ironworkers and Employers Local #86 needed to generate a faster way to reach and employ candidates.

In Pierce County, construction is the second largest and is one of the fastest growing industries. According to WorkForce Central sector reports the industry is projected to grow 3.6% annually. Construction is a viable career option regardless of educational level and Structural Iron and Steel Workers are projected to grow 4.1% annually. A great partnership between WorkForce Central and Pacific Northwest Ironworkers and Employers Local #86 was created driven by industry need.

Ironworkers are part of the Construction sector with employment determined by economic need for new and refurbished infrastructure in both the public and private sectors. The work is driven by the need to erect office buildings, hospitals, schools, apartments, roads, bridges and other dwellings. Ironworkers perform strenuous work and often are working with columns, girders and beams at elevated heights. The Ironworkers work tasks include: rebar, structural, architectural, ornamental, welding, rigging and cranes, post tensioning, and reinforcing structures.

## 2. What did the workforce system do to address the problem?

The Pacific Northwest Ironworkers and Employers Local #86 Apprenticeship program partnered with Workforce Central to provide in-demand apprenticeship career training for Pierce County residents. The 4-week course has 11 college credits attached and combines classroom lessons and On the Job Training (OJT) under the supervision of Journey level professionals. This partnership allows successful completers to bypass the traditional waiting list with over 500 applicants.

Apprentice Ironworkers start at \$26.34 per hour with healthcare, retirement and other benefits. The program offers a great way to provide work based learning while earning a livable wage. Journey level rate is currently \$40.52 per hour.

Apprentices are placed on a career pathway to complete 816 supplemental instruction hours and 8,000 hour of on-the-job training at one of the many contractor training agents. Both Pre-Apprenticeship and Apprenticeship receive college credit toward a two-year degree.

## 3. What was the outcome?

WIA/WIOA funds leveraged with Ironworkers resources held four cohorts – 66 out of 78 completed training and entered into the Ironworkers Apprenticeship for an 85% placement rate. As of November 2016, 53 were still active working ironworkers. The total earnings for all participants in the program as documented by the ironworkers was \$1,743,797.16.

### Meet Louis

#### Workforce Challenge

Louis had worked for a regional retailer's corporate offices for 20 years, in a six-figure job, when he was unexpectedly let go. He was in a daze for a little while after, but managed to get a job selling cars for about a year. Finding that selling cars was brutal, and unhappy with his position, Louis knew something needed to change.

#### Workforce Solution

Louis went to WorkSource, where he was accepted into WorkForce Central's Dislocated Worker Program. Through the program he was able to get funding to go to Clover Park Technical College's electrician program. After successfully completing the program, he started looking for jobs.

#### Outcomes & Benefits

Louis is now employed with Evergreen Fire and Security. He enjoys his work, as well as the consistent schedule and being able to have weekends off. He earns enough money to take care of himself and his family, and even lost 40 pounds as a result of his new job and subsequent lift in spirits. Congratulations, Louis!

### Meet Oliver

#### Workforce Challenge

Oliver had been unemployed for about a year and half and was working diligently to get a job, but found it very difficult due to the economic climate. He quickly learned that getting a job now was not as easy as it was ten years ago.

#### Workforce Solution

Oliver then heard of the Career Readiness Program, an opportunity made possible by a partnership between WorkSource, Tacoma Community College and Green Mountain Coffee Roasters (GMCR). He applied, and was accepted, into the program. He knew that while it did not guarantee a job as a result of the training, he would at least have the opportunity of being interviewed for a position at GMCR when he completed the program. Oliver worked hard to succeed, and did a lot of homework on GMCR, learning about the company and what they looked for in employees. When it came time for his interview, he applied what he had learned.

#### Outcomes & Benefits

He was successful, and scored a second interview, which then led to an offer of employment. Oliver is now an assistant supervisor with Green Mountain Coffee Roasters at their Sumner location, and couldn't be happier with his new career. "I appreciate the great opportunity I had," Oliver said. "I'm just so grateful – I really don't know what else to say – I'm very thankful and grateful."