# TAP 2020 Update – January Meeting

**PRESENTER:** Eric Wolf  
**BOARD MEETING DATE:** 1/29/2020  
**BOARD MEMBER SPONSOR:** Perry England  
**DISCUSSION TIME ALLOTTED:** 1.5 hours

## ISSUE/SITUATION:
Concise - 1 or 2 sentences that get to the heart of the situation, problem or opportunity being addressed.

## THE ISSUE/OPPORTUNITY IS:
1. Board members will hear highlights about the update to the strategic, operational and partner-plan sections of the state *Talent and Prosperity for All* workforce plan, and release the draft plan for public comment;
2. Board members will finalize guidance for the local planning process;
3. Board members will have an opportunity to discuss and weigh in on specific decision points related to the draft state Perkins plan.

## TAP STRATEGIC PRIORITY:
Which TAP strategic priority or priorities does this recommendation support? Can you tie to specific goals and objectives in TAP? Briefly describe these connections. If the connection is unclear, describe why this is of consequence to the Workforce Board and/or workforce system.

## SUPPORTS TAP STRATEGIC PRIORITY:
The four strategic priorities in TAP have remained consistent since 2016: integrating service delivery; strengthening business engagement; increasing access to services for all; and ensuring performance accountability. This updated version of TAP reflects the Board’s direction to “stay the course” on these priorities and the underlying goals while the Board examines its role and priorities within the state’s workforce system over the coming year in its 360-degree evaluation.

## POTENTIAL IMPACT:
Effect on people, businesses, communities. What is better or different from other existing strategies?

## IT IS SIGNIFICANT BECAUSE:
The 2020 TAP Plan is an opportunity to recommit to goals we believe as a system will change outcomes for job-seekers and employers, or to revise or eliminate priorities that the Board no longer feels are an effective prescription for the system today.

## OPTIMAL NEXT STEPS:
What do you really want to happen as a result of this discussion with the Workforce Board?

## MY IDEAL OUTCOME OF THIS DISCUSSION IS:
The Board will:

1. Ask questions related to TAP and release the draft plan for 30 days of public comment, including the Perkins plan component;
2. Finalize guidance for the local planning process;
3. Have an opportunity to discuss and provide guidance on specific decision points related to the draft state Perkins plan.
### BACKGROUND:
Short history of how this recommendation came to be. What has been tried, to what result? What evidence exists to support this recommendation?

### Board Packet Materials

A pre-meeting briefing video orienting Board members on the materials for this section and updates in the TAP and Perkins plans will be released before the weekend of January 25-27 to packet recipients via email. Before the Board meeting, please view the overview video on the Workforce Board’s YouTube page on the TAP and Perkins plans’ contents. Packet recipients will receive an invitation and email link to view the video upon release.

Your Board packet contains the following materials for this meeting:

1. An 11-page reference summary of the TAP Plan’s four strategic priorities;
2. A reference guide to the workforce system programs and services embraced by the plan; and
3. A draft of the Local Planning Process Guidelines for program years 2020-2024 for feedback and eventual adoption in final form at the January Board meeting.

### Reviewing the New Draft TAP Plan

TAP 2020 is split into three portions for ease of navigation: Strategic; Operational; and Partner Plans.

1. The **Strategic** portion of the plan outlines the state’s vision and goals for the workforce system, encompassing the Board’s four strategic priorities. It also contains a “snapshot” of economic conditions in Washington, updated to reflect today’s economy, and identifies the demographics and components of the workforce system.
2. The **Operational** portion of the plan outlines how the state’s workforce system partners will align behind the strategic goals and coordinate services to jobseekers and employers. Partners must also address how educational institutions and economic development organizations will be engaged in the workforce system, among other details of service integration.
3. The **Partner-Plan** portion of TAP pulls together the individual operating plans of each partner program within TAP.

All three portions of the plan will be available for downloading and review at: https://www.wtb.wa.gov/planning-programs/washington-state-workforce-plan/

As of the Board packet’s release on January 22, 2020, the **Strategic** portion of the plan has been completely updated. The **Operational** plan elements still require updating from Temporary Assistance for Needy Families (TANF) and Basic Food Employment and Training (BFET) partners. Finally, **Partner Plans** from TANF, BFET, and Department of Services for the Blind are still being refined with stakeholders and are not yet updated from 2018. Board staff anticipates that the remaining partner plan submissions will occur before the weekend of January 25-27 and packet recipients will receive notice when the draft plan available online is supplemented with material from these partners.

Board members may find that their time is best served focusing on the **Strategic** chapter of the plan, as it outlines the Board’s vision of system coordination and its priorities and goals. The Strategic chapter has been updated to reflect the most recent economic data snapshot captured by the Workforce Board’s research staff, as well as a
demographic snapshot of the system’s programs from the most recent program year in which comprehensive data is available. Additionally, the goals within the four strategic priorities have been altered in three key ways:

<table>
<thead>
<tr>
<th>PRIORITY AREA</th>
<th>OLD GOAL 2016/2018</th>
<th>NEW GOAL 2020</th>
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<tbody>
<tr>
<td>Integrating Service Delivery</td>
<td>• Increase the number of designated navigators available within the One-Stop system.</td>
<td>• Improve Washington’s workforce system staff capabilities to navigate customers to the resources they need to advance on their individual career pathways.</td>
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<tr>
<td>Business Engagement</td>
<td>• Train at least 30 percent of the workforce system’s staff on the implementation of sector partnerships.</td>
<td>• Train workforce system staff on business engagement.</td>
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<tr>
<td>Access and Technology</td>
<td>• Implement universal wireless Internet access in high-traffic areas of all comprehensive one-stop centers in Washington by 2020.</td>
<td>• n/a – Goal was accomplished in 2018.</td>
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The Operational chapter provides a more discrete snapshot of how each TAP partner program will align services and coordinate among partners to achieve the strategic vision; most of the overarching policy questions posed in this section (for instance, “How will partners align services to improve engagement with businesses?”) are addressed individually by each partner program. Partner programs have updated these sections as appropriate, but they reflect largely the same operational commitments expressed in the 2018 edition of TAP. Additional sections of the plan’s Operational chapter lay out the state Board’s current membership and speak to the Board’s role as the coordinating body for the state workforce system. Finally, the Operational portion addresses how the state has invested statewide activities funds (“WIOA 10% money”) over the past two years, including the Upskill-Backfill project, the Economic Security for All initiative, and Career Connect Washington.

Finally, the full operating plans for each TAP partner program are included in the Partner-Plans section of the plan. Consult the 2020 Workforce System Partners and Services guide in your Board packet for a concise look at which programs are embraced by TAP and their roles within the workforce system.

Local Planning Process Timeline
Immediately following the state strategic planning process, local Workforce Development Councils are expected to develop local strategic plans in alignment with the goals and priorities of the state plan. The Governor certifies local WDC strategic plans on the advice of the Workforce Board.

At the September 2019 Board meeting, the following timeline was approved for local plan submission and review:

- January 2020: State Workforce Board will release draft guiding principles for local planning process and review of local plans.
- April 10, 2020: Draft local plan due to Workforce Board and Employment Security Department (ESD).
April 17, 2020: State comments on draft local plans transmitted to LWDBs following review.
May 15, 2020: Final, signed local plans due to the Workforce Board and ESD.
May 27-28, 2020: Workforce Board takes action on local plans on behalf of the Governor.
June 2020: Local plans approved by the Governor.
June 30, 2020: Local Chief Elected Officials and LWDBs notified by Workforce Board of Governor approval of their local plans (official correspondence to follow).

Your packet for the current meeting contains specific guiding principles for local plans to demonstrate alignment with the state plan. This guide was adapted from the guide and template used previously by the Board in 2016. Following your November meeting, a new appendix has been added asking local plan partners share their diversity, equity, and inclusion strategies.

**Perkins V Plan Update**
The Perkins Plan team has completed a draft of the Perkins V state plan to integrate into TAP. Perkins V requires the plan to be submitted for 30 days of public comment, which the Board will be asked to do at this January meeting. A link to the draft Perkins V plan can be found here: [https://www.wtb.wa.gov/about-us/carl-perkins-cte/](https://www.wtb.wa.gov/about-us/carl-perkins-cte/)

The pre-meeting orientation video for this meeting will specifically cover important highlights of the Perkins plan and focus on the Board’s role in administering the Perkins Act and particular aspects of the law. Specifically, the pre-meeting video will cover:
- The newly developed Perkins Plan mission, vision, and values;
- An overview of the system’s programs of study;
- How the Perkins V plan addresses equity and inclusion;
- A reintroduction to the Comprehensive Local Needs Assessment and related guidance materials;
- An overview of the performance indicators in Perkins V and the performance targets recommended by partner programs;
- How the plan aligns with Career Connect Washington; and
- Remaining decision to be made on funding Perkins programs.

**Perkins Funding**
Perkins Plan partners are particularly keen on gaining direction from the Board on the scope and prioritization of Perkins fund investments as the system moves into implementation of Perkins V.

Perkins federal funds are split into three categories: basic grant funds (which are currently split 56-44 between the postsecondary and secondary partners, respectively, and of which 10% are currently set aside as a “reserve” for state-level activities), leadership funds, and administrative funds. The Board will make a determination both on this split level, and on setting the reserve set-aside up to 15% of the basic grant.

The Office of Superintendent of Public Instruction (OSPI), the State Board for Community and Technical Colleges (SBCTC), and the Workforce Board staff recommend that the Board jointly establish a workgroup to develop proposals for any change in the basic grant split for future years’ funding based on a data analysis that looks at the quantitative effects of adjusting the split and to refine recommendations to strategically leverage leadership, administrative, and reserve funds to build system capacity.

Even in the event the workgroup recommends to the Workforce Board that the basic grant split be maintained at 56/44, partners will develop a rationale and “business rules” that...
specify the reasons for maintaining the split level and criteria for adjusting it in the future. The workgroup will be made up at a minimum of OSPI, the Workforce Board, and SBCTC, but the Workforce Board may elect to include other stakeholders as mandatory participants, and encourages broad stakeholder engagement. Analysis of the split and creation of a “business rules” manual will take into account, at a minimum: FTE/headcounts for CTE students served at both secondary and postsecondary; CTE revenue; current CTE investments; and the impact of changes on sub-recipients, especially rural institutions.

The workgroup will meet between July 1 and September 30, 2020 and will report to the state Workforce Board their recommendations for the next years’ split, their rationale and criteria for future split discussions, and recommendations for strategically leveraging leadership and reserve funds at a fall meeting of the Workforce Board.

Questions for the Board:

- Is the funding workgroup proposal acceptable?
- Are there other stakeholders the Board would like to have as part of the conversation on the split?
- What factors would be important for Board members to know/consider before a future split conversation? (i.e., how does changing the split affect rural recipients vs. urban recipients?)

Basic Grant and “Reserve” Funding

For the Program Year beginning July 2020 and continuing through June 2021, Perkins Plan partners are recommending to the Board that the 56/44 split of basic grant funding be maintained for the next program year and then adjusted in future years based on the criteria recommended by the funding workgroup.

Within the basic grant funds, the Workforce Board has the authority to set a portion of those funds aside as a “reserve.” Under previous versions of Perkins, states were able to set aside up to 10% of their basic grant for reserve uses; Perkins V allows states to potentially move up to 15% reserve of the basic grant. States may strategically leverage these reserve funds and identify priorities and focus Perkins dollars on those areas. The focus can change area every year if the Workforce Board elects, though Reserve funds can typically only go to colleges and school districts that qualify as rural or having a high percentage of CTE students. Reserve flexibility allows states to think broadly about the most important needs in the state and align the reserve fund with other federal, state and local resources to make a significant impact.

Perkins partners are recommending that the state maintain the 10% reserve set-aside for the current year and then return to the Board with a proposal in September on whether the reserve rate should be maintained at 10% or increased to 15% in future years, as well as proposing uses that align with the workgroup’s recommendations on leveraging leadership and administrative funding.

Questions for the Board:

- What would be useful to know as we think about holding an additional 5% of the grant money in Reserve to use strategically as a state?

Leadership and Administrative Funding

Perkins also sets aside money to sustain “Leadership” and “Administrative” activities at the state level to support local grant implementation. States may not spend more than 5 percent of their Perkins grant on administrative activities and not more than 10 percent of their award on state leadership activities described in the legislation.

Ten percent of the total money appropriated to Washington each year is set aside for
Leadership uses. Leadership funds may be used strategically; the uses are flexible and may be deployed in novel ways year over year. The Workforce Board as the state CTE Board has the authority to determine priorities for the spending of Leadership funds each year.

For the coming program year, partners have identified the following priorities for strategically leveraging Leadership funds:

1. Adapting Existing Programs to respond to employment trends in automation, AI, etc.
2. Incenting the Development of “High-Quality” CTE Programs, specifically by investing in partnerships to establish regional and statewide articulation agreements aligned with programs of study.
3. Improving Access and Outcomes for “Special Populations”
4. Supporting Staff Professional Development
5. Supporting Statewide and Regional Partnerships, through supporting and incenting regionalization in the CLNA process and facilitating career pathway development statewide.

The funding workgroup convened by the Board will additionally return to the Board in September with recommendations to strategically leverage Leadership funds in future years to align with emerging state priorities.

Perkins V also includes a 5 percent set-aside for State Administration of the law. Perkins administrative funds must be matched by non-federal money by state recipient in order to be used. Over the past decade, the Board lost an explicit appropriation from the state General Fund made by the Legislature to achieve the Administrative match required by Perkins. Since the Workforce Board annually receives a relatively small appropriation of state funds to provide match, Board staff has had difficulty spending down the Administrative fund pool since the match appropriation was removed, and has worked with OSPI and SBCTC to either identify match opportunities at the subrecipient level or to convert the Administration funds to basic grant money that can be dispersed to colleges and school districts. Nonetheless, the administrative responsibilities of the grant remain in the event the Board is unable to identify match funding and must be absorbed by other means in the Board’s budget, placing particular strain on our ability to leverage state funding that is typically more flexible than federal funds.

Questions for the Board:

- Is the Board in agreement with the proposed Leadership fund priorities for the coming year? Are there any missing priorities?
- Is there interest in a combined request from partners to restore the administrative match appropriation from the Legislature in a future year?
- Would the Board like more detailed information on the historical uses of Leadership funding?
<table>
<thead>
<tr>
<th>STAKEHOLDER ENGAGEMENT, PROS AND CONS:</th>
<th>STAKEHOLDERS HAVE PROVIDED INPUT AND THEY THINK:</th>
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<tbody>
<tr>
<td>Which stakeholders have been engaged in the development of this recommendation? What are the pros and cons of recommendation? According to whom (which stakeholder groups)? Are there viable alternatives to consider?</td>
<td>Partners have updated their respective portions of the operational and partner-plan portions of TAP. The Washington Workforce Association also provided comments on the strategic portion of the plan, which have been addressed or integrated in the course of staff edits.</td>
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<tr>
<th>FINANCIAL ANALYSIS AND IMPACT:</th>
<th>THE COST AND RESOURCE NEEDS OF THIS RECOMMENDATION ARE:</th>
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<tr>
<td>What will it cost to enact this recommendation? What resources will be used? Are new resources required? How much? Where will existing or new resources come from? Are there savings to be gained from this investment? Over what period? Are there other returns on investment to consider?</td>
<td>n/a</td>
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<tr>
<th>RECOMMENDATION AND NEXT STEPS:</th>
<th>THE RECOMMENDATION AND/OR REQUESTED ACTION IS:</th>
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| What specific result do you want from the Board? Is this recommendation for discussion or action? If for discussion, will action be required at a later date? What next steps are expected after this discussion? | 1. That the Board asks questions related to the draft Perkins Plan, discusses the questions above, and provides guidance on the funding group proposals.  
2. That the Board releases the draft TAP plan for 30 days of required public comment, including its partner plan components, and that Board staff is charged with collecting comments, coordinating responses to comments, and making edits to the draft TAP plan as appropriate for the Board’s anticipated final approval at the March meeting.  
3. That the Board approves and releases to local workforce development councils the guidance document for the local planning process over the next local planning cycle. |