

April Gibson, Chair
Steve Gear, 1st Vice-chair
TBD, 2nd Vice-chair
Robin Baker
Darci Gibson
Bruce Kendall
Dale King
Mandy Kipfer
Nathe Lawver
Jenna Pollock
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David Shaw
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- 1. Welcome/Call to order**
- 2. Introductions**
- 3. Public Comment**
- 4. WorkForce Central Executive Board update – April Gibson**
- 5. Consent Agenda**
 - Approve July 16, 2020 minutes
- 6. Business Solutions Proposal – Ellie Chambers-Grady**
- 7. Sector Strategy Refresh**
- 8. WDC Committee Report Out**
 - Talent Pipeline Committee – Nathe Lawver
 - Business Solutions Committee – Steve Gear
 - Quality Assurance & Certification Committee – Dave Shaw
- 9. CEO Report**
 - Transition Progress and Priorities
 - WDC Recruitment & Updates
 - CARES Act Internships
- 10. Other business**
- 11. Adjourn**

July 16, 2020 • 3:00-4:00 p.m.
Virtual via Zoom

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Attendees: Steve Gear, Nathe Lawver, Dale King, Patty Rose, Dave Shaw, Jenna Pollock, Lin Zhou, Robin Baker, Dona Ponепinto, Blaine Wolfe

Staff: Katie Condit, Deborah Howell, Helen McGovern-Pilant, Jan Adams, Steve Grimstad, Josh Stovall

Guests: Manuel Aybar, Anne Goranson

1. Welcome/Call to order/Safety Briefing

called the meeting to order at 3:01 p.m.

2. Introductions

3. Public Comment

None.

4. WorkForce Central Executive Board update – April Gibson

Katie gave an update from yesterday's board meeting noting the approval of several contracts and grants as well as the WDC and Executive Board relationship.

5. Consent Agenda

- Approve June 18, 2020 minutes
- Approve Emergency Declaration

Motion to approve the consent agenda made by Dale; seconded by Dave. Katie gave an overview and background on the emergency declaration. Approved.

6. Integrated Local Plan

Deborah gave an overview of the local plan noting the public comment around our response to Covid-19 and anti-racism. She explained the next steps in response to those comments and finalization of the plan.

7. Helen Interim Update & Farewell

Helen gave an update on the grants we have received, the review of Live.Work.Pierce initiative, the management of the One-stop Center and leadership transition.

8. WDC and CLEO Responsibilities and Relationship

Katie explained the WDC overseas the strategic plan, budget and workforce systems. The Executive Board holds the fiscal responsibility. Katie noted we will be looking at meeting structure and frequency to utilize the time more productively. Dave noted there needs to be more emphasis on the committee work. Lin suggested monthly updates from WFC staff to keep the council informed if meetings go to every other month. Discussion continued around requirements, frequency and structure of the meetings.

9. WDC Recruitment

Deborah gave a background and overview of the WDC recruitment process and next steps. Steve asked if this was approved by the Executive Board. Deborah confirmed it was presented to them yesterday and was well received. It was recommended that updates be given in the monthly reports on status of vacancies.

10. CEO Report

- **Transition Progress**

Teresa gave a report on the outcomes for JobFest that was held virtually for the first time due to Covid-19. She noted there were about 340 registrations, 35 businesses and 14 community partners participate. Feedback was positive and the event went smoothly.

Katie gave a status update on the transition on her 9th day.

- **WFC Organization Equity Work**

Deborah gave a background, overview and next steps of the equity work.

- **Recovery Grants**

Update was given by Helen in her report earlier in the meeting.

11. WDC Committee Report Out

- **Talent Pipeline – Nathe Lawver**

Patty noted the meeting will be next week.

- **Business Services – Steve Gear**

Steve gave an update noting the focus has been on the recruitment plan for the WDC. Katie noted we have had a consultant doing an assessment on the needs of the business community.

- **Quality Assurance & Certification – Dave Shaw**

Dave noted they have certified three organizations and have one application being reviewed.

12. WIOA Title 1 Dashboard

Josh gave an overview of the results for the 4th quarter. Discussion continued on how this data is used and how and what we measure.

13. Other business

Patty asked about an apprenticeship opportunity brought up by ESD in a report published today. Questions were raised asking for information about this program.

14. Adjourn

Motion to adjourn made by Nathe; seconded by Lin. Meeting adjourned at 4:13 p.m.



Business Solutions Situational Assessment and Review Report

Prepared By: Ellie Chambers Grady

Executive Summary

Overview

In mid-2019, WorkForce Central received complaints from key partners and businesses regarding issues with service delivery for business solutions/services. The partners expressed frustration with a lack of responsiveness and a need for a consistent point of contact for Business Solutions to provide timely action and follow up in the delivery of business solutions/services.

The reoccurring negative feedback prompted WorkForce Central (WFC) to respond by reviewing the current provider's level of effort, staffing capacity, capabilities, and commitment to high-level customer service. WFC also hired a Director of Business Solutions to oversee the provision of business services and facilitate needed programmatic and relationship improvements.

To further respond to ongoing concerns, WorkForce Central hired a dedicated temporary staff member with experience from within the system with business relations and economic development experience. They were to gather feedback, assess current service delivery, research best practices across the state/nation, and submit a report of discovery and recommendations. The report would outline a credible and customer-centric approach to business service delivery in Pierce County.

The temporary staffer conducted interviews with business from the customer database maintained by WorkForce Central and utilized by ResCare/EQUUS. During these interviews, business leaders were asked about their experience with Business Solutions service delivery.

The business interviews consistently indicated businesses were highly dissatisfied with the results of the contract delivery model provided ResCare/EQUUS, due to high staff turnover and lack of service delivery.

Business leaders contrasted the model above to when WFC previously delivered direct services.

- The business had a trusted partner relationship with the Business Solutions team members who were employees of WorkForce Central. The business leader would refer others to their business solutions/services representative to help those businesses navigate the workforce system.
- The business solutions/services representatives were a stable point of contact, highly knowledgeable about the business, and the industry or sector.
- The business solutions/services team members provided information about upcoming events. The business was able to hire the right talent with the right platform due to the ongoing communication with the team.
- The business solutions/services team helped them with strategies around hiring and what job boards could yield the best talent for certain types of positions and approaches to solving workplace concerns.

- The business solutions/services team provided connections to other partners for the training of their team members, or if the business were looking at expanding, they connected them to the Economic Development Board.
- The business solutions/services team provided a variety of additional services that helped them select the best employees for the position.
- The trusted advisor relationship with the person working with them through this process was of great value to them.

The business leaders expressed that they lost connection to a trusted resource and hiring the right talent, with a consistent point of contact.

The business solutions/services currently being delivered via the workforce system is not a favored model in the business community. The problems leaders outlined include; high staff turnover, no consistent point of contact, and lack of service delivery. Leaders lost confidence. They moved to recruiters and temp agencies or other methods of hiring. This situation is a significant loss for the workforce system and the business as retaining private recruiting firms can be costly for the company.

Business leaders want a model with a single point of contact that can connect them to workforce system resources and other partner organizations when needed, so they can recruit and hire talent for their company.

WorkForce Central provided a direct service model to the businesses before converting to a contract service delivery model 2016.

Service Delivery Models

The temporary staff assigned to the project also reviewed models across Washington and the nation for Business Solutions/Services models. Models vary across the state and the country. Other Workforce Councils in Washington state have had a similar experience with service delivery. These areas have returned to direct delivery of services by staff, with approval from the Governor.

Recommendation

WorkForce Central transform service delivery for Business Solutions/Services. The model would fully service the workforce needs of business leaders and companies. The model would have a consistent point of contact, a trusted resource, and access to the workforce system. The direct service delivery model most effectively provides for the needs of the business. It matches the criteria leaders outlined and have requested.

SCENARIO 1: Allocate up to \$620,000 (add \$103,000 PY19 RRIE) to a Business Solutions Department	SCENARIO 2 Allocate up to \$543,000 to a WFC Business Solutions Department Allocate up to \$200,000 to Career Team (no procurement required)	SCENARIO 3 Continue with contractor model for WFC – release an RFP for Business Solutions and hire a different contractor
Business Solutions absorbed by WFC staffing 4-7 Potential positions i VP of Business Solutions Director of Business Solutions Business Solutions Coordinator Business Solutions HR/Talent Recruiter Business Solutions Admin Assistant Business Solutions Manager Business Solutions Coordinator	WFC staff – Potential staffing 4-7 potential positions VP of Business Solutions Business Solutions Manager Business Solutions Coordinator Career Team Business Solutions Specialist – JBLM Business Solutions Specialist – Adult/DW Director of Business Solutions Business Solutions Coordinator	
Full scale execution of business solution services (Board approved) via WFC department developed with the FTEs referenced above executing the oversight, coordination and execution of all services for Pierce County employers.	Full scale execution of business solution services (Board approved) via WFC department developed with the FTEs referenced above executing the oversight, coordination and execution of all services for Pierce County employers.	
<ul style="list-style-type: none"> • Increase awareness, connection and engagement of industry and small businesses to workforce development services • Identify and respond to employer needs for a talent pipeline to include job postings and recruitment of local job seekers • Drive local training and job seeker programs to be responsive to the voice of industry and employer needs • Develop meaningful WorkBased Learning Opportunities/Sites • Strengthen and sustain collaborative partnering with local Economic Development and Chamber stakeholders to further meet the need of industry. • Develop and execute the coordination of meaningful hiring events and career expo events • Provide assistance with employers onboarding needs for local hires such as drug and background screening • Assist employers to identify upskill/backfill training opportunities for incumbent workers • Provide guidance and support regarding Rapid Responses, COVID-19 Impact, resources from local, state and federal government to local area businesses • Provide Labor Market Information • Move WFC's Business Solutions efforts to truly meet the expectation of support and resources from the Pierce County Workforce Development Council 	WFC <ul style="list-style-type: none"> • Increase awareness, connection and engagement of industry and small businesses to workforce development services • Identify and respond to employer needs for a talent pipeline to include job postings and recruitment of local job seekers • Drive local training and job seeker programs to be responsive to the voice of industry and employer needs • Strengthen and sustain collaborative partnering with local Economic Development and Chamber stakeholders to further meet the need of industry. • Staff Business Solutions WDC Committee and Single Point of Contact Committee • Develop and execute the coordination of meaningful hiring events and career expo events • Provide assistance with employers on boarding needs for local hires such as drug and background screening • Assist employers to identify upskill/backfill training opportunities for incumbent workers • Provide guidance and support regarding Rapid Responses, COVID-19 Impact, resources from local, state and federal government to local area businesses • Provide Labor Market Information • Move WFC's Business Solutions efforts to truly meet the expectation of support and resources from the Pierce County Workforce Development Council Career Team <ul style="list-style-type: none"> • Firm focus to develop and sustain a bridge between WFC Business Solutions efforts and the WIOA job seeker population • Work in collaboration w/ partner Business Solutions efforts • Support WFC's Business Solutions department's work, initiatives and events • Develop WEX/OJT worksites • Works directly with the job seeker population with or thru WIOA case managers to further prepare and create marketable pools of talent • Support/participate in committees related to Business Solutions Efforts 	

SCENARIO 1: Allocate up to \$620,000 (add \$103,000 PY19 RRIE) to a Business Solutions Department		SCENARIO 2 Allocate up to \$543,000 to a WFC Business Solutions Department Allocate up to \$200,000 to Career Team (no procurement required)		SCENARIO 3 Continue with contractor model for WFC – release an RFP for Business Solutions and hire a different contractor	
Pros	Cons	Pros	Cons	Pros	Cons
<ul style="list-style-type: none"> • Staff directed and supervised by WFC • Staff can be trained to the model by WFC • Agile and able to respond to changes quickly • Able to closely monitor activities with business • It is the model the business community likes and wants • Can rebuild relationships, trust and brand. • Provides the greatest focus forward to the businesses • Gives WFC the greatest amount of control and oversight • Greater synergy for the team 	<ul style="list-style-type: none"> • Will require Governor approval, that may take time. • It's a restart, will take a bit of time and training 	<ul style="list-style-type: none"> • Bus Solutions staff directly supervised by WFC • WFC staff can be trained to the model • Can closely monitor activities and results • Model that business community likes and wants • Rebuild relationships and trust • Control and oversight of this portion of the team 	<ul style="list-style-type: none"> • Contract monitoring and coordination with Career team • Training and coordination of the two models, less seamless. • Additional coordination with Career Team Contract Manager • Possibly less direct interaction with job seeker population in helping to recommend best fit employees 	<ul style="list-style-type: none"> • Start with a new vendor, who could have a track record in business solutions elsewhere 	<ul style="list-style-type: none"> • It is a restart with unknown people and company – higher risk • No obvious partners have risen to the surface during assessment • Contract model provides less control over service delivery. • Staff churn tends to be higher in contract model • Business experience with contract model has been mixed • Harder to earn back the business
Hire and prepare the model to launch by September 31, 2020.		Hire and prepare the model to launch by September 30, 2020			

Business Solutions Situational Assessment Report

July 2020

Overview

In mid-2019, WorkForce Central received complaints from key partners and businesses regarding issues with service delivery for business solutions/services. The partners expressed frustration with a lack of responsiveness and a need for a consistent point of contact for Business Solutions that could provide timely action and follow up delivery of business solutions/services.

The reoccurring negative feedback prompted WorkForce Central (WFC) to respond by reviewing the current provider's level of effort, staffing capacity, capabilities, and commitment to the high level of customer service. WFC also hired a Director of Business Solutions to oversee the provision of business services and facilitate needed programmatic and relationship improvements.

To further respond to ongoing concerns, WorkForce Central hired a dedicated temporary staff member with experience from within the system with business relations and economic development experience to gather feedback, assess current service delivery, research best practices across the state/nation, and submit a report of discovery and recommendations. The report outlines a credible and customer-centric approach to business service delivery in Pierce County.

Business Interviews Overview

Business interviews were initiated and continued through the project to mid-July. Questions were provided in advance to the business owner or leader, facilitating a comprehensive conversation. The interviews were conducted either with an online meeting platform or by phone, based upon customer preference.

The interview questions were for activity and interaction with ResCare Business Solutions (EQUUS). The business solutions service delivery model changed to a contract service delivery model in 2014. In many cases, the business owner would compare or contrast the experience between the contract for the service delivery model (ResCare) and the direct service model by WorkForce Central employees that existed before the WIOA transition.

Requests for reconvening the sector conversations surfaced as part of the first round of business interviews. Business leaders believed much had changed since 2014, and in light of COVID-19, much more is changing. They were interested in knowing how other Workforce Development Councils were responding, the models' others were utilizing, and elements of successful models.

Sector Panel Overview

Covid-19's impact on all of our sectors made scheduling more difficult in the convening of the sector groups for an online meeting. Two groups participated in online meetings. The remainder were individual interviews. WorkForce Central is very grateful for those who were able to participate and provide information on their sector, and perspectives on the marketplace and talent in this season.

Several sector participants recommended that post-Covid-19, when a vaccine is available, and people can gather in person for a meeting, would be a good time to convene the sectors as things are continuing to change. They would be interested in an update on new practice models post-pandemic.

Discovery - Business Solutions Assessment Interviews:

Contacts were made with businesses from the Salesforce database for interviews.

- The lack of consistent service delivery and point of contact has frustrated business leaders. These circumstances have driven them to use other methods that are very costly to the business, especially when our current environment brings significant challenges for them.
- Business leaders indicated that they did not know when a person from the system left their office if they would hear from or see them again, due to staff turnover. They also were uncertain that the agreed upon activity from the meeting (hiring, follow up, etc.) would occur. As a result, they did not know what would happen if there would be resumes to review, interviews, or anyone to hire.
- Every time a new contact made an appointment with the business, the leader or human resource manager would familiarize them with their staffing needs and hiring process and timeframes. It became a very repetitive cycle with little return. As a result, they reached out to other organizations and businesses to help them hire new talent.

Business leaders still remember the names of WorkForce Central employees who worked with them before the WIOA transition. They had a consistent point of contact, a variety of additional services that helped them select the best employees for the position, and a trusted advisor and relationship with the person working with them through this process.

The dissatisfaction with service delivery since the transition is very high. Every business contacted from the Salesforce Customer Relationship Management System (CRM) was unhappy with the lack of services delivered. Some of the businesses no longer use the workforce system and are hiring through costly private recruiting companies. One small to medium-sized firm has three different recruiting companies they now utilize due to the diversity of talent needed. Others are still using the workforce system but also engage private placement firms for critical positions. According to business interviews, their use of recruiting firms is much more frequent, and more jobs are being filled that way because of a lack of contractor performance.

In this season of COVID-19, where a business has additional stresses, this creates another financial stressor they did not have before moving to the contract service delivery model.

The workforce delivery system WorkForce Central delivered before contracting for service delivery, was designed in collaboration with the business community. WorkForce Central reached out to the businesses asking about the staffing and hiring needs. The development of the suite of services was in response to the needs of the companies.

The program that was in place before the contract model had won a Washington State best practice award in 2009. The State of Massachusetts is currently delivering a very similar model state-wide. It received a national best practice award in 2015, see www.mass.gov/bizworks.

There are regions in Texas with business service delivery models, though modified, that still has the one point of contact and a person interfacing with the workforce system to aid the business.

During the interviews, the last questions usually asked, "Would the business be willing to come back to the business services team? What would be needed for them to return?" The response from the business leader was that they would like a model that met their hiring and talent attraction needs, provides one point of contact, and someone to work with who would deliver the services and be a resource to help solve their workforce needs.

If the business leader has spoken about some current needs they have, then the ask was, would you be willing to try again?

If they answered yes, then the customer is connected to the Director of Business Solutions at WorkForce Central and the Project Director at EQUUS, formerly known as ResCare Workforce Services, located at WorkSource Pierce. It is an interim measure to ensure customer needs are met and satisfied.

The business interviews consistently indicated that businesses were highly satisfied with the service delivery pre-WIOA for the following reason.

- Trusted system enough to refer others to their business solutions/services representative to help those businesses navigate the workforce system.

- The business solutions/services representatives were a stable point of contact, highly knowledgeable about their business and the industry or sector.
- The business solutions/services team members provided information about upcoming events.
- Business was able to hire the right talent via the ongoing communication
- The business solutions/services team helped them with strategies around hiring and what job boards could yield the best talent for certain types of positions and approaches to solving workplace concerns.
- The business solutions/services team provided connections to other partners for the training of their team members, or if the business were looking at an expansion, the company could be connected to the Economic Development Board.

The businesses expressed they did not just lose connection to hiring the right talent and a trusted resource. The business solutions/services model currently delivered via the workforce system is not a favored model in the business community. It is a significant loss for the workforce system and the business since these options are more expensive for the company, as the recruiting agencies have fees.

They would be delighted with a business solutions model that gives them easy access and methods to hire great talent. The companies want a business solutions person who is their consistent and one single point of contact. This person would work with them to be the resource and connection to the workforce system, partners, and to find great talent and connect them to other resources when needed.

Workforce Development Councils Feedback – Business Solutions/Services Models

Feedback from Workforce Development Councils to discuss practice models for business solutions/services was collected. The models for how business solutions/services are provided in Washington vary by service area. In some locations, a contract provider such as EQUUS, formerly ResCare Workforce Services, or Career Path Services provides service delivery. In other areas, it is a local contractor or chamber organization, or a Workforce Development Council will contract with the Employment Security Department for delivery of business solutions/services. Even in those situations, the single point of contact and ongoing and consistent communication to the business is hallmark of a productive model that works for the business and the workforce system. There are also a few that deliver direct services, approved by the Governor.

Best Practice Models Regionally/Nationally

Consultants locally, regionally, nationally, were contacted regarding best practice models for business solutions/services.

Interviewed organizations, companies, and consultants to research business solutions/services models across the country. Referred to individuals in Texas, Massachusetts, New Jersey, who are the consultants considered leading best practice models for business solutions/services. The report reinforces the delivery of services with a consistent point of contact, and delivery of services requested plus ongoing and regular communication. A trusted relationship with a person representing the workforce system are critical elements to success.

When this does not happen, business leaders experience a level of exhaustion with the system, with the revolving door of people from the workforce system contacting them, frustration, lack of confidence causing a disconnection from the workforce development system.

In some other states, including Washington, if the business does not have a relationship with the workforce system or one of the system partners, often the first notice of a layoff comes as a WARN notice. It is not unusual that the employees are already laid off and gone. It is much harder to provide services once the layoff happens. Sometimes packets can be assembled and delivered after the fact. Still, the services on the job site allow the employee to begin working on their transition before being let go.

Interview with Ken Messina, State of Massachusetts, www.mass.gov/bizworks revealed that the state delivers direct services through the WorkSource centers. The state has representatives to the business community located at every center. This model is durable and has been in place for years. During the interview, Mr. Messina mentioned that if a business in the state has to lay off employees due to current economic conditions, they have contacted the BizWorks business representative first as they are their trusted resource partner. Most employers are concerned for their employees during a layoff, and the business leaders wanted to assure the employees would receive all the support and aid possible in this situation.

After a review of national, regional, and local models, interviews to review best practice models for business solutions/services, contacting businesses in Pierce County plus interviews with leaders about their experiences with the business solutions/services portion of the workforce system, the following recommendation would seem to be the best model to accommodate the strident need in the marketplace.

Recommendation

The recommendation is, WorkForce Central move to a different model for business solutions/services. The model would fully service the workforce needs of the business leaders and the companies they lead and serve. The final model should contain the primary and consistent point of contact forward-facing to the business, advocate for the business, and be knowledgeable about the industry and the needs of the company. The business solutions/services point of contact would work to understand the business needs, type of talent needed at that business, and be the interface back to the workforce system.

Three models of service delivery are outlined in the Business Service Proposal Document. Three models for service delivery provided in the document for review and final model recommendation from the WDC and Executive Board.

See Business Services Proposal Document included.

Staff Recommendation

The direct service delivery model delivers the services and needs outlined by business leaders as a successful model.