

**WFC Executive Board Meeting**

**December 16, 2020 • 9:00-10:30 a.m.**

**Virtual via Zoom**

**Mayor Victoria Woodards presiding**

**AGENDA**

**I. CALL TO ORDER**

**II. PUBLIC COMMENT**

**III. CONSENT AGENDA**

A. Approve the October 21, 2020 Minutes

B. Approve October 2020 Voucher Payments

C. Approve November 2020 Voucher Payments

D. Appoint Brandy Schloer, Senior Manager, Talent Development, Milgard Manufacturing and Norton Sweet, ESD to the WDC

**IV. REGULAR AGENDA**

A. Strategy Refresh Plan

a. Overview – Timeline and Process

b. Data & Outcomes

c. "Good" Jobs

d. Priority Sectors

**V. CEO Report**

A. Look Back & Look Forward

B. Quarter 1 Obligation Report

**VI. OTHER BUSINESS**

A. 2021 Executive Board Schedule

**VII. ADJOURN**



**WFC Executive Board Meeting**

**MINUTES**

**October 21, 2020 • 9:00-10:30 a.m.**

**Virtual via Zoom**

**Mayor Victoria Woodards presiding**

**Attendees:** Victoria Woodards, Marty Campbell, Catherine Ushka

**Staff:** Katie Condit, Josh Stovall, Jan Adams, Steve Grimstad, LaKesha Egardo-Jones

**I. CALL TO ORDER**

Marty called the meeting to order at 9:03 a.m.

**II. PUBLIC COMMENT**

None.

**III. WDC UPDATE – April Gibson**

Katie gave an update from last week's meeting noting the strategy refresh.

**IV. CONSENT AGENDA**

**A. Approve the August 19, 2020 Minutes**

**B. Approve August & September 2020 Voucher Payments**

**C. Approve and appropriate \$1,284,109 for the COVID-19 Employment Recovery Dislocated Worker Grant - Washington State Employment Recovery Project for the period of July 1, 2020 to June 30, 2022 (RESOLUTION 880)**

**D. Approve designation of the Chief Financial Officer as coordinator of the ICMA Plans and authorization to execute all necessary agreements with ICMA Retirement Corporation incidental to the administration of the Plans. (RESOLUTION 881)**

**E. Approve contract with Career Team Services to provide COVID-19 Employment Recovery Dislocated Worker Grant - WA State Employment Recovery Project services in the amount of \$1,083,109 for the period of July 1, 2020 to June 30, 2022.**

Motion to approve the Consent Agenda made by Victoria; seconded by Catherine. Approved.

**V. REGULAR AGENDA**

**A. WDC Bylaws Approval – Attachment A**

Motion to approve the WDC Bylaws made by Victoria; seconded by Catherine. Katie gave a background noting the bylaws are out of date and needed update. She noted the major changes of three year terms to two year terms, unlimited virtual meetings, flexibility on committees rather than standing committees and removing the requirement for committee membership. Victoria asked if the WDC approved the recommended changes. Approved.



**B. Review Appointment of Abbe Montgomery, State Farm to the WDC**

Motion to appoint Abbe Montgomery to the WDC made by Victoria; seconded by Catherine. Katie noted she was recommended by our partners at state farm. Approved.

**C. WDC Membership**

Katie gave an update on the current membership noting we still have four seats open and is currently meeting with four potential members. Marty asked about diversity on the WDC. Katie noted two of our recent five appointments have been people of color and it continues to be a priority

**D. Financial Audit Update**

Steve gave a brief background noting our audits are complete with no findings. He noted they are also completing the accountability audit, which is in the report phase with no findings. We will be receiving management letter on a credit card purchase. Marty asked for a copy of the reports be sent to the board.

**E. Pierce County Recovery Corps CARES Act**

Katie gave a background on the program. LaKesha shared an overview of the program and response of the business community. 75 Work experience (WEX) positions were developed with 44 businesses with a good variety of positions in various sectors. Marty asked if we are on pace to expend the funding by the end of the year. LaKesha noted we are limited what they can be paid, but we are hopeful we will meet the target. Katie noted WFC put all funding towards to the program. Discussion continued around the aspects of the program.

**F. Outcomes and Strategic Cross Sector Alignment**

Katie gave a background noting the strategy refresh aligning with local government agencies, businesses and partners. Marty asked if it was focused or county wide. Victoria asked if we had a list of who we are working with on this as this would be helpful for recommending additional contacts. Discussion continued on connections and the work. Josh gave an overview of the Title 1 Dashboard results with the refreshed summary. Victoria asked if it was included in the packet. Josh provided a link to the report.

**G. Transferable Skills**

Katie shared we are working with WDCs across the state to assist job seekers in up-skilling or transferring their skills to other industries and sectors.

**H. WDC Advisory Relationship**

Katie shared the WDC is asking to act as an advisory to the local elected officials. Victoria mentioned they might want to connect with the City's Economic Development Committee. She also mentioned CLEOs from various cities and the county might commit to attending WDC meetings on a regular basis. PSRC was also suggested.

**VI. CEO Report**

**A. DOL Grant King & Snohomish – IT & Cybersecurity Pathways**

Katie noted they have reached out to us to partner with us on a DOL grant. We are developing a pilot program using WIOA.

**B. Health Care Collaborative & Pathways**

Katie noted we have had a number of contacts reach out to us regarding health care pathways. She noted we have reenergized our local health care collaborative working with DSHS and others to develop the pathways.



**C. Young Adult Services RFP**

Katie noted we are developing an RFP for our youth and young adult service provider with a target of issuing it early next year. Victoria asked if we have thought of providing and orientation to those that might not know what is involved and might be able to apply and be selected.

**D. One-Stop System Operator**

Katie gave a brief background and overview of the position. She noted we just released the RFP for our OSSO since our current contract expires in December.

**E. Business Solutions**

Katie noted we are on track to bring this back in house and hiring. We are working with businesses on how we provide the services.

**VII. OTHER BUSINESS**

Jan will be working to get the regular meeting scheduled for a different time due to board member conflicts.

**VIII. ADJOURN**

Motion to adjourn made by Victoria; seconded by Catherine. Meeting adjourned at 10:06 a.m.



## Brandy Schloer

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Dynamic Human Resources professional that champions initiatives, develops strong business partnerships and manages and motivates diverse, cross-functional work teams. Knowledgeable in HR practices to include employee and labor relations, conflict resolution, performance management, recruitment and talent acquisition, benefits and leave administration, training and on boarding. Specializes in coaching and developing others and implementing strategies to drive bottom-line results.

### Professional Experience:

#### Milgard Manufacturing

2015 – Present

##### Senior Manager, Talent Development – 2018 to present

*Manage talent acquisition strategy, diversity and inclusion, performance management and leadership development initiatives for the organization with 2,800 employees and executives.*

##### Senior Human Resources Business Partner – 2015 to 2018

*Member of the site senior leadership team responsible for managing all human resource related initiatives for a complex manufacturing operation with 500 employees and executives.*

- Provided strategic HR leadership and guidance to achieve operational, financial, sales and service performance metrics
- Provided counsel and guidance to employees and leadership regarding policies and procedures, performance management, and employee relations
- Drove environmental, health, safety and security initiatives to positively impact workplace culture
- Partnered with Goodwill Industries and CPTC to develop and implement onsite Vocational ESL classes to drive employee engagement, development and retention
- Member of Milgard's Diversity and Inclusion Committee

#### Primus International – A PCC Company

2014 – 2015

##### Human Resources Manager

*Directed all human resource related initiatives for a large aerospace manufacturing facility with 400 employees and leaders. Maintained positive employee relations while ensuring compliance with all Company policies and procedures.*

- Provided counsel and guidance to employees, managers and the senior leadership team regarding policies and procedures, performance management, and employee relations
- Conducted critical conversations to resolve workplace conflicts and concerns
- Developed and established an Environmental, Health and Safety program from the ground up to provide a solid foundation to promote a safety-first culture and comply with regulations
- Facilitated performance management, succession planning and training programs
- Developed and led initiatives to engage and motivate employees to create high-performing teams and enhance the workplace culture while removing silos
- Partnered with local and regional executives to rebuild the location leadership team to create a stable operating foundation

#### Columbia Distributing

2011 - 2014

##### Human Resources Director - 2013 to 2014

*Orchestrated all human resource related initiatives in six branch locations throughout Washington State encompassing over 1,400 employees and executives. Developed HR programs and ensured companywide consistency with policies, procedures and benefits to support the Company's strategic plan.*

- Provided counsel and guidance to employees, managers and senior leadership regarding policies and procedures, performance management, in addition to employee and labor relations
- Facilitated the annual compensation, performance management, succession planning and training and development initiatives
- Constructed training program to support leadership's successful administration of the collective bargaining agreement in alignment with the Company's strategic objectives
- Strategic member of the Company's collective bargaining team
- Managed our relationships with both employment and labor legal counsels and union representatives

- Developed and led initiatives to engage and motivate employees to create high-performing teams and drive workplace culture while managing resistance
- Led company culture building, employee engagement activities and community outreach initiatives

### **Human Resources Manager - 2011 to 2013**

*Managed and directed all human resource related initiatives in six branch locations throughout Washington State encompassing over 1,400 employees and executives. Maintained positive associate relations while ensuring compliance with all Company policies and procedures.*

- Provided counsel and guidance to employees, managers and senior leadership regarding policies and procedures, performance management, in addition to employee and labor relations
- Conducted critical conversations to resolve workplace conflicts and concerns
- Participated in labor relations strategy development, implementation and collective bargaining in addition to leading the grievance administration process while managing the relationship with our labor counsel and union representatives
- Designed and implemented a new performance management and succession planning program
- Identified and developed an updated employment branding and talent acquisition strategy
- Developed training materials and facilitated classes for on-going leadership and employee development
- Enhanced scope of responsibility to include 1,300 additional employees based in five branch locations throughout Oregon State during ten-month vacancy of the HR Manager position
- Collaborated with a strategic leadership team to implement a new structure to accommodate I-1183 (privatization of spirits) into our organization

## **Macy's Inc.**

**2002 - 2011**

### **Human Resources Manager- 2009 to 2011**

*Directed all human resource related initiatives in four locations throughout the South Seattle District encompassing over 700 employees and executives. Maintained positive associate relations while ensuring compliance with all Company policies and procedures.*

- Coached and developed 40 executives on all HR directives and associate development strategies to result in meeting or exceeding key performance metrics
- Conducted critical conversations to resolve employee issues and concerns while utilizing solid investigative techniques
- Successfully managed and cultivated relationships with four labor unions representing the employee population under separate collective bargaining agreements
- Enhanced scope of responsibility to include managing two multi-million-dollar, high-profile locations during two separate Vice President, Store Manager vacancies
- Maintained weekly vacancy results among all four store locations under Company standard of 2% through actionable succession planning

### **Manager, Associate Recruitment- 2008 to 2009**

*Managed the employment process for 20 locations throughout Western Washington. Created and implemented both global and market-specific recruitment strategies.*

- Succeeded in developing and executing innovative recruitment events to attract diverse candidate pools
- Led initiatives that resulted in my two districts in achieving the best 2008 vacancy performance in the Northwest Region
- Orchestrated strategies to generate talent pools, interview and select top talent and train and onboard 2,000 seasonal employees

### **Manager, Store & Internet Recruitment - 2006 to 2008**

*Orchestrated the talent acquisition process for Regional Executive, Store Executive, Hourly Associate vacancies for 68 locations across six states. Supervised a recruitment team of ten employees regionally based across three states. Created and implemented both global and market-specific talent acquisition strategies.*

- Designed and implemented a new recruitment strategy for store associate and executive positions and assembled a skilled team that delivered impactful results
- Developed hiring standards, recruitment collateral and standardized skill assessment processes which were implemented division-wide
- Technology owner of web based ATS, including responsibility for the site design & maintenance and end user training

- Member of the Corporate Employment Core Team responsible for designing and implementing strategic talent acquisition initiatives nation-wide, including overseeing an ATS integration from conception to implementation
- Directed the holiday hiring initiatives resulting in 4,000 annual fourth quarter hires through effective advertising campaigns and recruitment strategies
- Facilitated training for store executives on sourcing and selection techniques which led to the hiring and retention of top talent
- Member of the Associate Turnover Reduction Six Sigma DMAIC project which resulted in rolling out our enhanced interviewing and on boarding process
- Built effective community partnerships to generate sources for talent
- Taskforce member assigned to assist with successful company mergers and acquisitions/consolidations

#### **Corporate & Internet Recruiter - 2004 to 2006**

*Responsible for sourcing talent at all levels for the Marketing and Merchant divisions for both Exempt and Nonexempt positions. Included proactive sourcing, interviewing and selection of talent while developing relationships with community resources to generate pipelines of talent.*

- Technology owner and trainer of web-based ATS, including responsibility for the site design & maintenance resulting in outstanding candidate relationship management
- Created and executed career fairs for both internal and external prospective talent that resulted in creating qualified candidate pools for future vacancies
- Collaborated with the Manager of College Relations to oversee the Executive Development Program from the initial talent assessment to final job placement to ensure each trainee was successful
- Coordinated the annual performance appraisal and succession planning processes
- Taskforce member assigned to assist with successful company mergers and acquisitions/consolidations

#### **Human Resources Generalist / Human Resources Assistant - 2002 to 2004**

*Performed store-level human resources functions including recruitment, training, employee relations, policy and procedure compliance, leave of absence administration and workers compensation.*

- Successfully piloted E-Schedule (Web based Associate Scheduling System) for the company, which led to a division-wide implementation.

#### **Education:**

**University of Washington, Tacoma**

Bachelor of Arts in Business Administration, Management

# Theory of Change

## WorkForce Central

### Objectives

**Systems Alignment** Bring together stakeholders from across sectors and communities to build an integrated, high-impact, equitable workforce development system

**Services for Job Seekers** Facilitate and fund organizations to support individuals to gain employment through supportive services and work experience opportunities

**Education and Training** Invest in, align, support, and grow education and training pathways to expand and improve the talent pipeline of disconnected young adults and adults to quality jobs

**Solutions for Businesses** Provide employee recruitment, retention, training, assessment services for local employers, increase and streamline business engagement with the workforce system

### Outcomes

- 1) Businesses and job-seekers find quality and value in services
- 2) Increased alignment between service providers
- 3) Increased accessibility of system
- 4) **Enrolled adults who earn high school diploma or equivalent**
- 5) **Enrolled individuals who enroll in and earn training/post-education credential or certificate**
- 6) Partners connected to/benefiting from sector councils
- 7) Businesses providing work-based learning opportunities

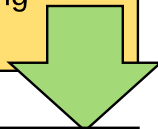
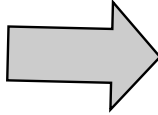
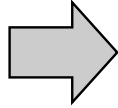
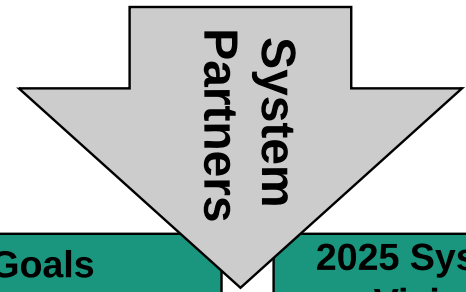
- 8) **Enrolled individuals are recruited and hired in work**
- 9) Enrolled individuals are retained for six months

### 2022 System Goals

- 1) Individuals connected to system support services
- 2) Qualified job applicants
- 3) Adults without HSD/GED that access post-educational opportunities
- 4) **Adults that obtain a high school diploma or equivalent**
- 5) **Individuals that become connected to education and/or work**
- 6) Individuals who complete a post-secondary credential/certificate
- 7) Individuals who obtain and sustain employment
- 8) Business providing work-based learning opportunities
- 9) Businesses using the Workforce system for recruitment
- 10) Strong talent pipeline created across priority sectors

### 2025 System Vision

**BOLD GOAL**  
1) The workforce system will reduce the number of disconnected (not engaged in training or employment) young adults and adults by 50% by 2025.





# WorkForce Central

## PY20/FY21 Expenditure / Obligation Progression

Q1 - 09/30/20 Projection

ADULT					
	\$ Grant	\$ Expended	\$ Obligated	Total	% Obligated
Q1 September 30, 2020 Report	2,635,565	-	529,707	529,707	20%
Q2 December 31, 2020 Report		-	-	-	0%
Q3 March 31, 2021 Report		-	-	-	0%
Q4 June 30, 2021 Report		-	-	-	0%
<b>Q4 Projections - Additional Estimates</b>					
+ Wages, Benefits & Op Exp to 9/30/20		867,995	**	1,397,702	53%
+ Provider Contracts to be Executed by 6/30/21		**	1,200,000	2,597,702	99%
** projected expenditures and obligations					

DW					
	\$ Grant	\$ Expended	\$ Obligated	Total	% Obligated
Q1 September 30, 2020 Report	2,704,558	-	570,412	570,412	21%
Q2 December 31, 2020 Report		-	-	-	0%
Q3 March 31, 2021 Report		-	-	-	0%
Q4 June 30, 2021 Report		-	-	-	0%
<b>Q4 Projections - Additional Estimates</b>					
+ Wages, Benefits & Op Exp to 9/30/20		799,092	**	1,369,504	51%
+ Provider Contracts to be Executed by 6/30/21		**	1,200,000	2,569,504	95%
** projected expenditures and obligations					

YOUTH					
	\$ Grant	\$ Expended	\$ Obligated	Total	% Obligated
Q1 September 30, 2020 Report	2,767,556	-	978,613	978,613	35%
Q2 December 31, 2020 Report		-	-	-	0%
Q3 March 31, 2021 Report		-	-	-	0%
Q4 June 30, 2021 Report		-	-	-	0%
<b>Q4 Projections - Additional Estimates</b>					
+ Wages, Benefits & Op Exp to 9/30/20		696,036	**	1,674,649	61%
+ Provider Contracts to be Executed by 6/30/21		**	1,200,000	2,874,649	104%
** projected expenditures and obligations					