

Joint WFC Executive Board and WDC Meeting
February 11, 2021 • 3:00-4:30 p.m. Virtual Via Zoom

AGENDA

- I. CALL TO ORDER**
- II. PUBLIC COMMENT**
- III. WELCOME**
- IV. CONSENT AGENDA**
 - A. Approve the WDC December 10, 2020 Minutes
 - B. Approve the WFC Executive Board December 16, 2020 Minutes
 - C. Approve December 2020 & January 2021 Voucher Payments
 - D. Financial Report
- V. REGULAR AGENDA**
 - A. WDC Membership
 - a. New WDC Member – Irene Reyes
 - b. Reappointment of members
 - c. Vice Chair Nomination
 - d. WDC Open Seats
 - e. WDC Orientation
 - i. February 25th 3:00 – 4:00 or March 11th 3:00 – 4:00
 - B. Executive Dammeier and Mayor Woodards Remarks
 - C. Good Jobs and *Absolute Labor Gap* in Pierce County – Bold Goal
- VI. CEO Report**
 - A. Young Adult RFP
 - B. OSO Update and Next Steps
 - C. Program YTD Outcomes
- VII. OTHER BUSINESS**
- VIII. ADJOURN**

December 10, 2020 • 3:00-4:30 p.m.
Virtual via Zoom

April Gibson, Chair
Steve Gear, 1st Vice-Chair
TBD, 2nd Vice-chair
Darci Gibson
Deanna Keller
Bruce Kendall
Dale King
Mandy Kipfer
Nathe Lawver
Ann Medalia
Jenna Pollock
Dona Ponepinto
Patty Rose
David Shaw
Lynn Strickland
Norton Sweet
Ron Thalheimer
Deb Tuggle
Blaine Wolfe
Lin Zhou

WorkForce Central Staff
Katie Condit, CEO

Deborah, Howell, COO

Jan Adams,
Executive Office Manager

WorkForce Central
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Tacoma, WA 98409
www.workforce-central.org

Attendees: Nathe Lawver, Patty Rose, Bruce Kendall, Steve Gear, Darci Gibson, Lynn Strickland, Dave Shaw, Deanna Keller, Norton Sweet, Dale King, Blaine Wolfe, April Gibson, AnnMedalia, Jenna Pollock, Mandy Kipfer
Staff: Katie Condit, Jan Adams, Teresa Delicino, Steve Grimstad, Karen Downing, Deborah Howell, Jeff Wolff, Josh Stovall, Tamar Jackson
Guests: Brandy Schloer, Jerilynn Sans

1. Welcome/Introductions

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

2. Public Comment

None

3. Consent Agenda – APPROVAL

- Approve October 15, 2020 minutes

Motion to approve the consent agenda made by Dave; seconded by Dale. Approved.

4. In-school Youth – APPROVAL

Katie gave an overview of services provided to in-school and out of school youth.

Steve asked why we went away from in-school services. Katie said it was done years ago and she wasn't sure why. She noted the recommendation is to move back to serving 25% in-school youth. Jerilynn noted it was changed when WIA was superseded by WIOA. Lynn asked about how many the 25% would server. Josh noted we have about 325 out of school served so 25% would be about 81. Discussion continued on how this would look given the current COVID situation as well as defining what it means. Motion to approve shift from 25% from Adult to serve in-school youth made by Dale; seconded by Mandy. Approved.

5. Community Engagement – Tamar Jackson

Tamar Jackson and Jeff Wolff gave an update on Community Engagement Task Force. They provided the story of how it was started and where they expect to go.

6. Business Solutions – Teresa Delicino

Teresa gave a background on how Business Solutions was brought back in house. She gave an update on progress since the team started. Jerilynn asked if we do OJT and WEX. Teresa confirmed that we do offer both of these programs.

7. Strategic Refresh (30 minutes)

- **Timeline – Katie Condit**

Katie share a short overview of the expected timeline with completion expected in February.

- **Joint Strategy Board Committee**

- **Priority Sector Determinants – Deborah Howell & WDC Committee**

Deborah gave a background noting our current sector priorities were set in 2016. She noted we needed to do a refresh given the current situation and changes. Deborah gave an overview of the refresh determinants and other considerations. She asked for other considerations from the group. Ann suggested a customer

service pathway; Nathe asked if it was retail or broader scope. Discussion continued around the determinants and considerations.

- **Business Solutions Outputs – Katie Condit & WDC Committee**

Katie asked the group how we will know if we meet our objectives.

- **“Good” Jobs Recommendation – Josh Stovall**

Josh gave a brief overview what is involved in determining what a “good job” is and asked the group to share their insight and assistance.

8. One-Stop System Operator Update & Selection – APPROVAL – Katie Condit

Katie asked the group would like them to make the selection. Would they like the committee make the decision or do they want the WDC to vote by email. April suggested the WDC vote my mail with the recommendation of the committee. Lynn asked about getting more information on the candidates. Katie noted they will provide the information in the email. The group agreed to vote by email.

9. CEO Report – Katie Condit

- Organization equity work
- Young Adult Services- Timeline and Board Input
- Live. Work. Pierce. Job Board
- Workforce Development System Memorandum of Understanding
Katie will send out a written report.

10. Other business

- Board membership and orientation – April
April noted Steve the Vice Chair will be leaving and will be missed. She also noted Abbe Montgomery will not be able to join the board due to a job relocation.
April welcomed new members and discussed the WDC Orientation (and refresh), which will be held after the end of the year.
April asked for member recommendations.

11. Adjourn

Meeting adjourned at 4:32

WFC Executive Board Meeting

December 16, 2020 • 9:00-10:30 a.m.

Virtual via Zoom

Mayor Victoria Woodards presiding

MINUTES

Attendees: Victoria Woodards, Conor McCarthy, Marty Campbell

Staff: Katie Condit, Jan Adams, Karen Downing, Deborah Howell, Steve Grimstad

Guests:

I. CALL TO ORDER

Victoria called the meeting to order at 9:33 p.m.

II. PUBLIC COMMENT

None.

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

Motion to approve the Consent Agenda made by Marty; seconded by Conor. Katie spoke about the new WDC members and the ongoing effort to fill the vacant seats on the WDC. Approved

IV. REGULAR AGENDA

A. OSSO for the One Stop System

Katie gave a background and overview of the position noting the RFP for filling the position since the current incumbent contract ends this month. She noted there were several applicants, but noted they were all from out of state. The panel recommended that WFC take on the role with hiring a new staff member. Motion made to approve WFC taking on the role by Marty; seconded by Conor. Conor asked what the ramp up time would be. Katie noted we are looking at a February start date. Victoria asked if during the COVID time how have we been able to respond to people who need services. Katie gave a brief overview of how services are being delivered, noting Career Team and Equus have been very innovative in delivering services during this time. Victoria asked if we need to go through the hiring process how are we going to make sure the center is still up and running. Katie noted we have a center manager who can fill the role until someone is hired. Approved.

B. Strategy Refresh Plan

a. Overview – Timeline and Process

Katie gave an overview and background noting the plan is to have a joint meeting with the WDC and Executive Board in February to finalize the process.



b. Data & Outcomes

Katie gave an overview of the Theory of Change document and how we deliver services, conduct research and data, the bold goals, etc. Victoria asked what the response especially from the WDC. Katie noted this actually came from the WDC noting the bold goals are a stepping stone to the ultimate goal of living wage jobs. Discussion continued around desired outcomes and how we try to achieve them.

c. "Good" Jobs

Katie discussed the draft of an explanation of the definition of what a good job is. Discussion continued around this work and what our goals should be as well as the performance metrics.

d. Priority Sectors

Katie noted we are taking a look at our priority sectors, which were determined in 2016. She explained we are not necessarily looking to eliminate any of the six, but perhaps a change of focus given the current situation. Kate explained we are gathering data and connecting with other agencies to possibly align.

V. CEO Report

A. Look Back & Look Forward

Katie noted she will be submitted a written report before the end of the year. She did highlight her efforts to integrate with staff and partners and the MOU renewal/renegotiation. She noted one of the changes was to start supporting up to 25% in-school youth again. Katie noted another area we saw a need was childcare, which we are engaging in via Recovery Corps. She also noted the WWA would like to convene CLEOs and WDC Chairs from WA state in February.

B. Quarter 1 Obligation Report

Steve gave an overview of the obligation report noting we are required to be 80% obligated by June 30 and we are on track to meet that requirement.

VI. OTHER BUSINESS

A. 2021 Executive Board Schedule

Marty began the discussion noting the shorter meeting today and wanted to make sure we are still doing our due diligence of our oversight. Discussion continued around when and how long the meetings should be. Jan will work to get meetings rescheduled for 90 minutes every other month as well as the joint meeting with the WDC

VII. ADJOURN

Motion to adjourn made by Marty; seconded by Conor. Meeting adjourned at 10:27 p.m.



WorkForce Central
Program Year 2020/Fiscal Year 2021
Budget vs. Actual through December 31, 2020

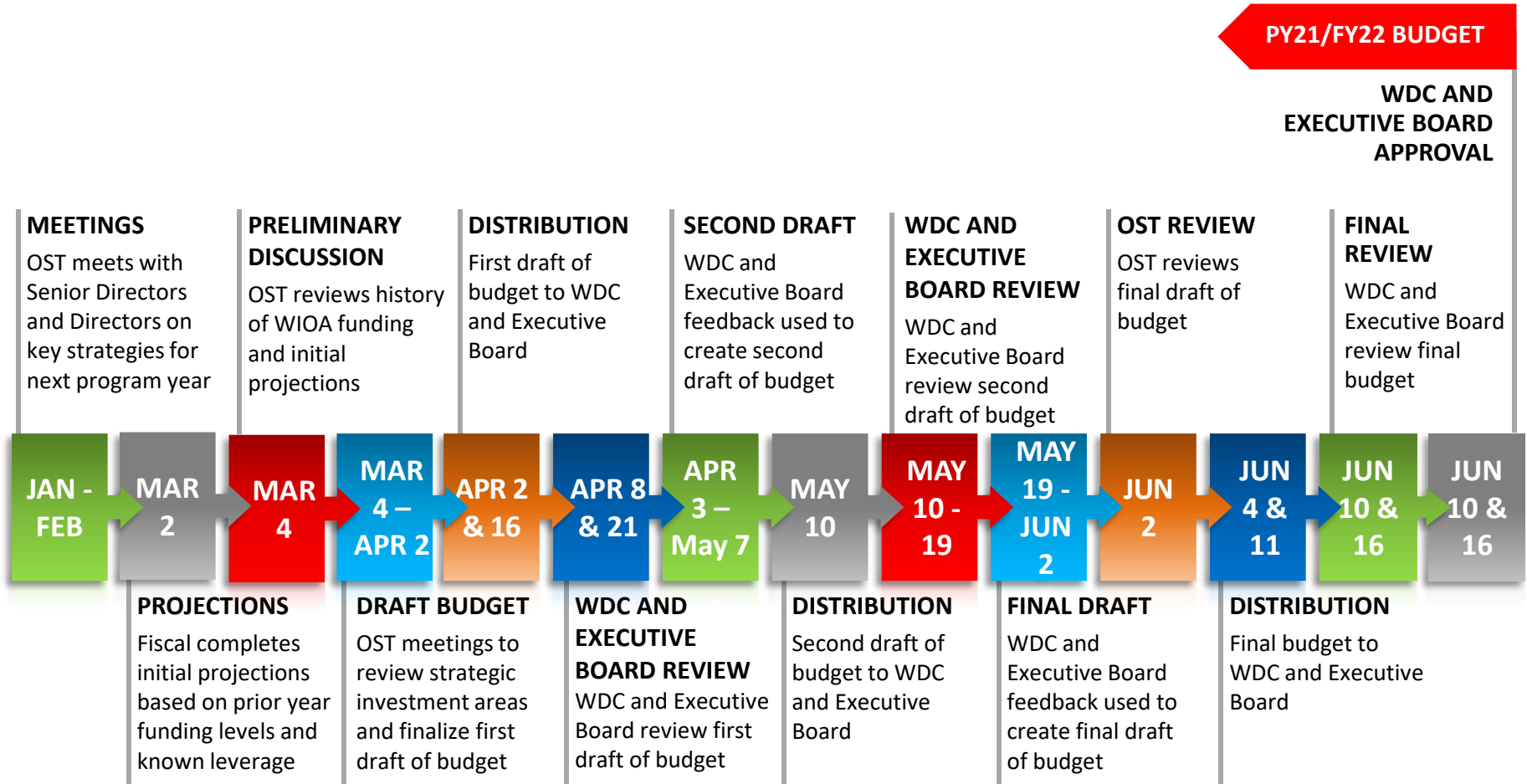
Budget Line Item	Final PY20 Approved Budget	Year to Date Actual Expenditures	Budget Remaining
Direct Services and Contracts	\$ 7,001,200	\$ 2,249,496	\$ 4,751,704
New Cohort Training/Priority Initiatives/System Enhancements	1,064,870	-	1,064,870
Professional Development	50,000	-	50,000
Service Delivery via Technology	300,000	-	300,000
Training Resource Expansion	100,000	-	100,000
Workforce Summits	50,000	-	50,000
Young Adult Initiatives	50,000	-	50,000
WFC Personnel	3,511,621	1,496,702	2,014,919
WFC Operational Costs/Assessments and Tracking Licenses	872,444	256,284	616,160
Mitigation	450,427	-	450,427
Administrative Reserve	486,333	-	486,333 (1)
Total	<u>\$ 13,936,895</u>	<u>\$ 4,002,481</u>	<u>\$ 9,934,414</u>

Notes:

(1) - Represents WIOA Admin funding available for the current program year that is not expected to be spent and will carry forward and be available to spend in the next program year.

WFC Budget Process and Timeline

Program Year 2021 Budget





STATE OF WASHINGTON
EMPLOYMENT SECURITY DEPARTMENT

PO Box 9046 • Olympia WA 98507-9046

January 6, 2021

RE: Acknowledging Your Team's Excellent Work Last Year

Dear Katie,

With the extreme challenges that 2020 brought, I didn't want the year to end without acknowledging your unwavering support for the communities served by your WDC. It is important to take a moment to recognize your performance on the outcomes shown below from your WIOA Title I grants and discretionary contracts. Please thank your entire team for the hard work and dedication they put into finding solutions and support for those most affected by the year's struggles.

WDC 06 Quarter Ending Sep 30, 2020 (Mar 31, 2020 for employment outcomes)

***Goals set pre-Covid**

Outcome	Target	Actual
WIOA Adult Enrollments	181	162
WIOA DW Enrollments Including RRIE	215	225
NDWGs Disaster Relief Enrollments	6	17
NDWGs Employment Recovery Enrollments	10	28

Through quarterly narratives and team meetings, we noted that your dedication to adapting to a virtual landscape has proven successful. Additionally, your team's continued efforts to provide services, specifically with transitioning military families/spouses, has led to effective engagement. Way to go! If we could offer additional technical service in the areas of in-person training, assisting with shifts in need in your communities and how to reassess placement strategy, or others, please just let us know. Our goal is to support your local success!

We are always looking for successful practices to share with the rest of the workforce development system. If you would like to share any tools or practices with your peers across the state, please send them to ESDGPWorkforceInitiatives@esd.wa.gov. Also, let us know in that message if you would be willing to present during the next quarterly peer-to-peer teleconference. By sharing your successes, you can help the entire state continue to pursue and achieve excellence. While we have already held our Q3 peer-to-peer call, we are already planning for our Q4 meeting scheduled for **March 15, 2021**.

If you would like more information, please let me know. Congratulations again on your success, and thank you for serving Washington's employers, workers, jobseekers, and youth.

Sincerely,

Tim Probst
Grants Director
360-790-4913



CEO Report: Last Six Months, Next Six Months

December 31st, 2020

Last Six Months: July 2020-December 2020

Business Solutions: We made a strategic and profound shift in the suite of services we offer businesses, moving from a contract model to an “in house” model. Based on recommendations from the business community, we discontinued the \$600,000+ contract we had with our provider of these services and are now providing those services with a WorkForce Central team. While we have work to do over the next six months refining the model, we have early stories of the positive impact of this shift coming in regularly. The case-story below is one example.

Community Engagement: The Community Engagement Taskforce began in 2018 and is focused on alignment between service providers in Pierce County who are all working to serve individuals facing barriers to employment and thriving. This year, the taskforce grew to over 130 individuals and 60 organizations strong. Partners involved have made an aligned commitment to revising their policies and practices through an anti-racism, equity, and accessibility lens, and are working to ensure a “no wrong door” partnership, designing systems so that any community member seeking support gets to where they need to be in as few steps and with the least red tape possible.

In School Youth: WorkForce Central formally shifted from a model that was restricted to serving only young people who had disconnected completely from school to allowing the opportunity to serve in-school youth to prevent disconnection for up to 25% of the young people our youth providers serve. We've since connected with Career and Technical Education Directors across all school districts in Pierce County to begin exploring partnership opportunities.

Expanded Common Referral: 211 is the common referral system for Pierce County, a centralized resource database that will direct community members right where they need to go if they are seeking services. It is hosted by our partners at United Way and was born from our formal 15-organization WorkSource Partnership that WorkForce Central facilitates. 211 has seen continued growth in use over the last six months, making dozens of connections weekly in Pierce County. You can view [this video](#) from United Way to witness examples of impact.

OSSO Transition: Our 15 formal WorkSource partner organizations went through an assessment process to determine the best model for our One-Stop WorkSource System Operations and then went through an RFP process to identify a contractor to deliver that model. Finding no provider suitable through a formal, national search, they unanimously recommended WorkForce Central seek approval from the state board to hire and act as the OSSO. The desire for local control, partnership oversight, and ability to be nimble and responsive to partner needs were the key reasons for this decision. Partners, the WDC, and the state board have all recognized the positive shift this represents in community trust of our organization.

WorkSource Pierce Partnership: This formal system partnership now includes 16 organizations, as Tacoma Rescue Mission formally rejoined the collective in October. We negotiated our final



six months of funding priorities to take us through June 2021, at which time a new three-year agreement for our regional workforce development priorities will be executed.

WDC Membership: We welcomed five incredible new WorkForce Development Council members over the last six months: Lynn Strickland, Executive Director of Aerospace Joint Apprenticeship Committee; Deanna Keller, Commissioner at the Port of Tacoma; Deb Tuggle, Owner of Bite Me, Inc.; Brandy Schloer, Senior Manager of Talent Development at Milgard Windows and Doors; Ann Medalia, VP Operations, TERRA Staffing Group. We are fortunate to have these individuals and the critical, unique perspectives they bring to this work. Please note: We still have five open seats for private sector leaders in Pierce County. Please share any recommendations you may have.

Future of Work Taskforce: This taskforce of WDC members and community leaders facilitated by WorkForce Central began two months prior to COVID, worked through the pandemic, and put out a thorough set of recommendations that will be incorporated into our work in 2021.

Virtual Services: Our providers of adult, dislocated worker, and young adult services shifted to completely remote models this year. While we are seeing slightly less engagement due to a lack of access to technology for many of our customers, we're increasing the effectiveness of these strategies and are looking to align virtual systems amongst providers to reduce barriers to access for job seekers in 2021.

Recovery Grants: We were awarded over \$2 million and developed a plan with our service provider Career TEAM to recruit and support adults dislocated by the pandemic to reskill/upskill and/or reenter the workforce. While recruitment was difficult in the first few months due to health and safety concerns, lack of access to technology, and an unsteady hiring market, we've steadily increased enrollments and job placements through these grants to date.

Recovery Corps: In support of CARES Act dollars dedicated to youth work experience, our team recruited 45 employers from across sectors to host the 120 young people that were placed in paid work experiences in the last three months of the year. This was a priority for Pierce County, and although the need to expend funds quickly created a hustled beginning, 118 young people were placed in meaningful, paid work, and the impact of that as we're hearing from those individuals has been powerful.

Staff: Our team shared collectively in our December holiday meeting that they are stronger, more aligned, more supported, more connected, more trusting, and more productive than they've felt they have ever been. Full credit for this shift goes to every person on our team, each of whom has stepped in to co-design with each other to make it happen. In the last six months, we had two final sessions in restorative coaching, agreeing on collective practices for building healthy workplace culture. I can't say enough about the talent, dedication, and heart of this staff. We will implement our annual staff satisfaction survey this spring, and the board will get those results. There are always improvements in organizational culture that can be made, and the WorkForce Central team is collectively leading their way there.

Finances: It has been a top priority in the last six months to fully examine our budget and expenditures and to assess our spending systems. This was driven by a need for greater efficiency, stronger compliance, and most importantly to ensure the federal funding that WorkForce Central stewards is allocated through a focus on getting dollars as close as possible to the communities we are charged with serving. These recommended shifts will be reflected in the upcoming budget development process.

Case Story: This is a recent message shared by a business served by our new, internal Business Solutions Team. It is one of many messages we've received like this in the last six months. Trina is one of our newest Business Solutions specialists.

Good afternoon, Trina,

Let you know my Shift C already gives Shawn 2 thumbs up after one training shift at Richards-Tacoma. They were smiling and he was smiling at shift's end... Shawn has a varied work history and needs a break. Hopeful, he finds a home for a while at Richards. It was amazing how we pulled this hire together. You sent the resume around 1 pm. His interview, hiring process started at 3. By 5, he was drug tested and set to return next morning at 9 to orientate.

Reported to work at 11:45 pm. Talk about teamwork ... Trina, we nailed this one! 🙌

Sincerely, Rita Giese, HR, Safety & Office Manager, Richards Packaging-Tacoma



Next Six Months: January 2021-June 2021

Strategic Plan Refresh: This spring, WorkForce Central with the Workforce Development Council will complete a refresh of the strategic plan that was developed in 2019 with a specific focus on meaningful measurement of our impact and ensuring our strategies align directly with the outcomes we're striving for within the shifting economic context in Pierce County.

Young Adult Request for Proposals: WorkForce Central stewards public funds in the amount on \$1.2-\$1.5 million directly to providers who work with young people to provide support, coaching, and access to training and resources to ultimately connect them with employment. In February, we are excited to be releasing a request for proposals for organizations to bid on providing these services for Pierce County. This RFP is open to all organizations who believe they may be a good fit for this work, with an especially strong focus on local knowledge and embeddedness in Pierce County and a commitment to serving young people furthest from opportunity who face systemic barriers to employment.



OSSO Onboarding: Pending approval from the State Workforce Board, we will be hiring and onboarding a full-time One Stop System Operator to oversee the WorkSource Pierce One-Stop Center and to facilitate the system partnership. This is a significant transition from the model for this role over the last three years and is a critical step towards stronger alignment between systems partners and greater collective impact of the system.

WorkSource Pierce Partnership: The MOU negotiated in 2016 by WorkForce Central that drives the WorkSource Pierce 16-member organization partnership expires June 2021. This winter and spring, WorkForce Central will be facilitating the negotiation of our new MOU that will outline goals for the system partnership over the next three years.

Equity, Accessibility, Anti-Racism Work: Every staff member at WorkForce Central is participating in the Intercultural Development Inventory. This is an assessment to establish shared understanding of how our systems and thinking often perpetuate the inequities we see in employment and wage outcomes for communities of color, communities impacted by poverty, and those facing additional barriers to employment. In addition, we are working with local consultants to provide coaching to staff and thoroughly review our policies and practices to ensure we're eliminating inequitable barriers that restrict otherwise qualified organizations to access public funding through our system.

WorkSource One-Stop Center: We are committed to reopening the WorkSource Center in at least partial capacity within the next six months. Our staff are engaged in ensuring safety protocols are in place and that we are ready to support customers with in-person services.

Specialized training: Working in partnership with employers who have sustained or expanded employment opportunities over the last year, we will invest in targeted training, reskilling, and upskilling efforts to meet those immediate needs. One example includes a partnership focused on Women in Construction, while another is a pilot focused on meeting early learning/childcare needs by creating a pipeline of workers through paid work experience in childcare facilities. We piloted this in the fall with the Recovery Corps and the model is gaining statewide recognition as a promising practice to build the workforce while increasing available childcare.

Targeted Outreach: The Parkland Center project was launched in 2019 to increase access to workforce training and services for communities impacted by high concentrations of poverty. While the project was deemed unfeasible after review in 2020, the data that demonstrated the need for opportunities more closely tied to the 98404 zip code, Parkland, Spanaway, and South Tacoma communities in Pierce County remains relevant. Over the next six months our team will work with our providers to establish a significant presence in these communities to meet individuals where they live with opportunities for training and job connections.

Re-Entry Program: We are one of the only Workforce Development Boards in the state without a designated program focused on supporting citizens who are re-entering the community upon release from the justice system. While WorkForce Central had a model in the past, it has waned



and there is a need to redesign and prioritize this focus moving forward. We are currently refining a model that we intend to roll out in 2021.

Transferable skills job search: The *Live. Work. Pierce.* initiative included a job board that was specific and filterable to Pierce County jobs and priority sectors. Our internal team is building out that platform to connect it directly to the WorkSource Pierce database and to include resources for understanding where skills are transferable across industries so individuals can connect their current skills with jobs that are available in real time in the region. This reboot will be launched in the first quarter of the year.

Pilot School Partnerships: Given our shifted status to serving up to 25% in-school youth, we've begun designing some pilot opportunities with school district partners starting in January with the Career and Technical Education departments at Franklin Pierce School District and Tacoma Public Schools. More to come there soon!

Policies: WorkForce Central is funded through the federal Workforce Innovation and Opportunity Act and is subject to the regulations required to steward these public funds. By June 2021, our contracts and compliance team will have completed their 18-month effort to update, create, and/or redesign every policy required under WIOA for WorkForce Central to ensure we're in compliance moving forward. This has been no small feat and sets the foundation for successful operations for the years ahead.

Finances: We are redesigning our budget process to increase transparency and include input from our team's subject matter experts as well as increasing board member involvement in building the budget prior to it being presented for approval. This process will occur between February and May, with a draft version presented in April, then again in May, and then with final approval requested in June.

2021 Priority Drivers:

- 1) Solidifying internal systems to ensure we are not only in compliance, but that we have an equitable structure from our foundation up that allows us to steward funds and design services through a lens of equity, anti-racism, and one that gets us closest to those furthest from opportunity while building stronger workforce pipelines.
- 2) Building back relationships, coming more closely in alignment with community partners, and centering those relationships around actionable services for businesses, job seekers and workers that visibly connect to our stated outcomes and Bold Goals.
- 3) Challenging how we've always done business to connect the dots more robustly between services. The goal is that people aren't struggling to navigate our workforce development systems, but that those systems are wrapping around and navigating people and businesses.