

**WFC Executive Board Meeting**  
**AGENDA****June 22, 2022 • 1:00 – 2:30 p.m.****Virtual via Zoom****Executive Dammeier Presiding**

- I. CALL TO ORDER
- II. PUBLIC COMMENT
- III. CONSENT AGENDA (*Board Vote*)
  - A. Approve the April 22, 2022 Minutes
  - B. Approve April & May 2022 Voucher Payments
  - C. Approve Surplus Equipment
- IV. REGULAR AGENDA
  - A. Adoption and amendment of budget for the calendar year and financial reporting period January 1, 2021 to December 31, 2021 (Resolution No. 883) (*Board Vote*)
  - B. 501c3 Transition
    - a. Caritas Law Group engagement (*Board Vote*)
    - b. Spokane Workforce Council engagement (*Board Vote*)
  - C. Salary Structure (*Board Vote*)
  - D. Strategic Planning Review
- V. OTHER BUSINESS
- VI. ADJOURN

Attachments

April 2022 Minutes  
April & May 2022 Voucher Payments  
Surplus Equipment List  
Resolution No. 883  
Caritas Law Group Engagement Letter  
Spokane Workforce Council Scope of Work  
Revised WFC Salary Structure



**WFC Executive Board Meeting****MINUTES****April 22, 2022 • 9:30 – 12:00 p.m. • Via Zoom****County Executive Bruce Dammeier presiding****Attendees:** Marty Campbell, April Betts-Gibson, Jani Hitchen, Bruce Dammeier, Kiara Daniels**Staff:** Katie Condit, Jan Adams, Josh Stovall, Deborah Howell, Steve Grimstad**Guests:** Andres Mantilla, Jacqueline Robinette; Jennifer Taylor, Jonathan Salamas

- **Call to Order & Welcome**

Bruce called the meeting to order at 9:30 a.m.

- **Strategic Planning- Andres Mantilla, BDS Planning**

- **Strategic Planning Process & Progress**

- **Discussion**

- **What are the top 2-3 workforce development priorities in Pierce County over the next three years?**
    - **What does successful partnership between the County, City of Tacoma and WorkForce Central look like over the next three years?**

Andres reviewed the strategic plan progress to date. He noted they will be sending a packet after the meeting. Andres gave an overview of process and discussions that have taken place. He then facilitated the discussion for the questions noted. Board members provided their input and discussion continued around the priorities and actions needed for the next three years to be successful. Andres discussed next steps with an overview of the timeline. Notes from this portion of the meeting are attached.

- **Consent Agenda**

- **January 2022 Minutes**

- **Vouchers – January, February and March 2022**

- **Finance report**

Motion to approve the consent agenda made by Marty; seconded by Bruce. Approved

- **Outcomes Over Pandemic- Josh Stovall**

Josh gave an update on what our services and outcomes have been since the pandemic began. Discussion continued around the demographics of those we have reached. The common referral system, enrollment trends, training services, etc. were also discussed. Customer requests for training and high demand pathways were discussed.

- **2022-2023 Budget Draft #1- Steve Grimstad**

Steve gave an overview of the documents provided and discussed the comparison from last year to the proposed budget for this. He noted this is the first draft and the final will be presented in June for approval. Katie discussed the addition of two new navigators to get people re-engaged in the workforce system. Discussion continued around the reasoning for the budget cuts from our funding streams and the opportunity for competitive grants that are becoming available.

- **Executive Session**

Motion to go into executive session made by Marty; seconded by April. Executive Session started at 10:32 a.m.

Returned from Executive Session at 11:30 a.m.

No actions will be taken as a result of the executive session.



- **Organizational Status 501c3**

Katie noted 80% of WDB across the country are 501c3s. She provided a recommendation to the board to transition our organization to 501c3 status. She has consulted with other WDBs on how they transitioned. Katie expects to come back within the next three months to with the proposal to convert the WDB to a 501c3. Bruce clarified this would allow us to have more diversified funding. Discussion continued around the process and benefits.

- **Interlocal Agreement**

Bruce discussed proposed changes to the interlocal agreement and how they may be affected if we go to 501c3 status

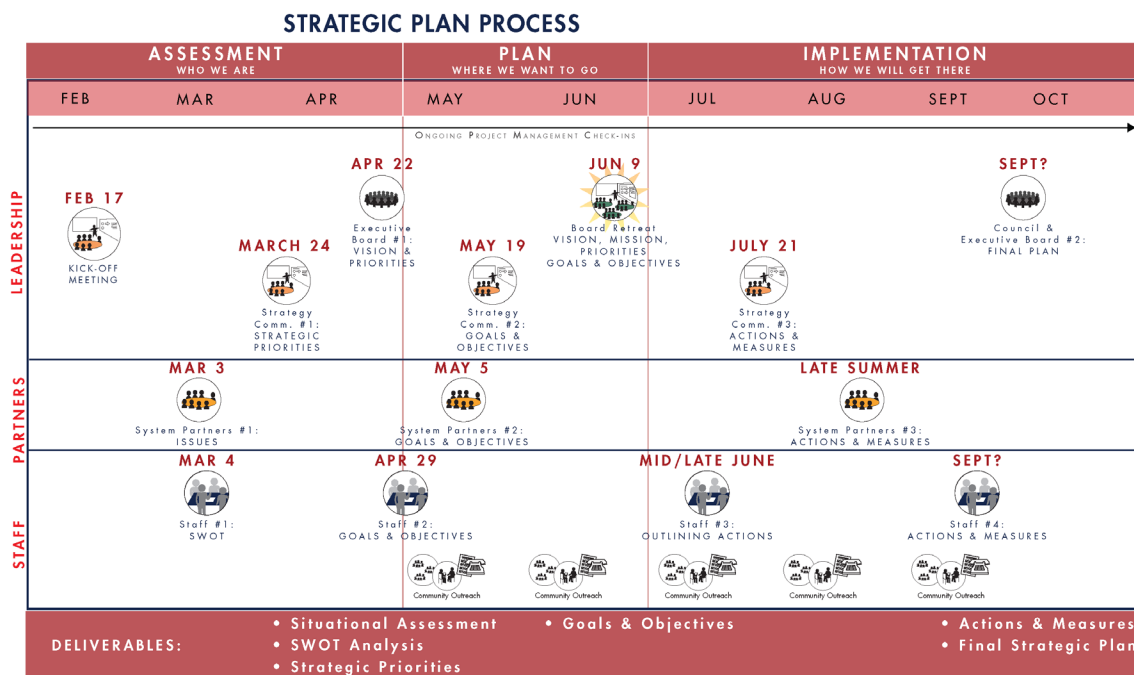
- **Closing**

Motion to adjourn made by April; seconded by Kiara. Meeting adjourned at 11:39 p.m.



## WorkForce Central – Executive Board Strategic Planning Meeting #1

Strategic planning process & Engagement thus far:



Between February and April, various groups of stakeholders have participated in several meetings to affirm the mission, vision, and values of WorkForce Central, define successful outcomes for the organization and identify strategic priorities for the next three years.

**Mission:** WFC stewards the pierce county workforce development system. We bridge the gap between job seekers, employers and community organizations to build a robust workforce pipeline and ensure economic vitality across the region.

**Vision:** Economic prosperity for our customers and the region.

### Guiding Principles:

- Be regionally responsive (Beyond Tacoma)
- Commit to equity, diversity, and inclusion, both internally as an organization and externally when partnering with employers and job seekers
- Serve as the nucleus of all things workforce development in Pierce County
- Be both innovative and actionable in vision, mission, and day-to-day work

### Strategic Priorities:

1. Organizational Evolution and Capacity
  - Improve funding, communication, organizational, and capacity mechanisms to ensure WorkForce Central most effectively supports workforce development in Pierce County.

2. Regional Alignment
  - WorkForce Central should act as the central organizer and connector of county-wide stakeholders.
3. Job Seeker Support
  - Dynamically and comprehensively support job seekers, particularly those who have been historically disenfranchised and underserved in the past.
4. Employer Engagement
  - Offer a robust program of support and resources to connect employers to opportunities and maximize success for all stakeholders.

***Executive Board Discussion:***

1. What are the top 2-3 workforce development priorities for Pierce County over the next 3 years?
  - Continued collaboration – focusing on improving a fractured workforce system and improving communication and efficiency of efforts
  - Remove barriers to connect job seekers to sustainable employment
  - Evaluate how the pandemic impacted the education system and adjust and adapt accordingly
  - Be responsive in future casting and preparing for workforce needs on the horizon
  - Address homelessness and recidivism – work to ensure successful pathways to jobs with livable, sustainable wages
  - Focus on addressing disproportionate increases of jobs and wages to housing costs in Pierce County
2. Over the next 3 years, what does WFC need to do to be a successful partner to you?
  - The best way to be a good partner is to successfully serve the whole Pierce County community
  - Promote and connect partnerships throughout the county – serve as the connector of job seekers, employers, educational institutions etc.

## VOUCHER APPROVAL

April 2022

The following listing of vouchers written in the above month is hereby submitted to the Board for approval. I have audited and certified all vouchers as required by RCW 42.24.080, and those expense reimbursement claims certified as required by RCW 42.24.090.

FUNDS	FROM	TO	TOTAL
Check Payments (check numbers)	12168	12192	\$ 37,658.85
Electronic Payments (dates)	4/1/2022	4/29/2022	\$ 738,302.03
TOTAL			\$ 775,960.88
Respectfully submitted by <u>Steve Amstad</u>			
Chairman of Board		Date	

## VOUCHER APPROVAL

May 2022

The following listing of vouchers written in the above month is hereby submitted to the Board for approval. I have audited and certified all vouchers as required by RCW 42.24.080, and those expense reimbursement claims certified as required by RCW 42.24.090.

FUNDS	FROM	TO	TOTAL
Check Payments (check numbers)	12193	12217	\$ 196,975.36
Electronic Payments (dates)	5/2/2022	5/27/2022	\$ 1,089,102.64
TOTAL			\$ 1,286,078.00

Respectfully submitted by Steve Sundstad

Chairman of Board

Date

## Surplus of WorkForce Central Inventory for Month Ending June 30, 2022

Inventory #	Asset Description	Purchase Cost	Purchase Date	Book Value	Condition	Planned Surplus Date	Surplus To
31323	EPSON PRINTER		Unknown	0	Not functioning	6/30/2022	SBK Recycle
22892, 22990, 31326, 4452, 22826	HP PRINTER	\$199.99	Unknown	0	Poor	6/30/2022	SBK Recycle
31319	HP LCD monitor		Unknown	0	Poor	6/30/2022	SBK Recycle
31318, 31317	HP Compaq LA1951g Monitor		Unknown	0	Obsolete	6/30/2022	SBK Recycle
31320	HP 19 INCH LCD MONITOR		Unknown	0	Obsolete	6/30/2022	SBK Recycle
22578, 22660, 22592, 22594, 22636	Monitor 19" HP	\$157.00	Unknown	0	Poor	6/30/2022	SBK Recycle
30873	HP MONITOR		Unknown	0	Obsolete	6/30/2022	SBK Recycle
22847	Computer HP ELITE 8300 TOWER	\$690.00	Unknown	0	Poor	6/30/2022	SBK Recycle
22993	Switch 2015	\$4,800.00	Unknown	0	Poor	6/30/2022	SBK Recycle
22630, 22709, 22616, 22713, 22618, 22675	Monitor 19" DELL	\$156.85	Unknown	0	Poor	6/30/2022	SBK Recycle
22699, 22685, 22689	Monitor 22" DELL		Unknown	0	Poor	6/30/2022	SBK Recycle
30615	LE2201w LCD		Unknown	0	Poor	6/30/2022	SBK Recycle
22934, 22957, 22970, 22973, 22956, 22968, 22962, 22933, 22935	Computer HP 800 G1 Ultra Slim	\$164.00	Unknown	0	Obsolete	6/30/2022	SBK Recycle
30570	Computer HP Z230	\$1,520.86	Unknown	0	Not functioning	6/30/2022	SBK Recycle
22828	Laptop ASUS	\$873.99	4/10/2013	0	Obsolete	6/30/2022	SBK Recycle
22984	Laptop HP 2015	\$599.99	12/4/2014	0	Obsolete	6/30/2022	SBK Recycle
22938, 22940	Laptop HP 2014	\$932.00	5/15/2014	0	Obsolete	6/30/2022	SBK Recycle
22977	Laptop HP 2015 Ultra-4GB 14"	\$599.99	12/5/2014	0	Obsolete	6/30/2022	SBK Recycle
22827	U56E BBL6 / BU400A / S65CA XH71	\$922.99	4/10/2013	0	Obsolete	6/30/2022	SBK Recycle
iPhone 6	iPhone 6s - Qty 5		Unknown	0	Obsolete	6/30/2022	SBK Recycle



**GREATER ECONOMIC VITALITY FOR ALL.**  
Partnering to prepare and grow the Pierce County  
workforce to align it with employer needs.

**RESOLUTION NO. 883**

**ADOPTION AND AMENDMENT OF BUDGET  
FOR THE CALENDAR YEAR AND FINANCIAL REPORTING PERIOD  
JANUARY 1, 2021 TO DECEMBER 31, 2021**

BE IT ORDAINED BY TACOMA-PIERCE COUNTY EMPLOYMENT & TRAINING  
CONSORTIUM dba WORKFORCE CENTRAL:

That the fiscal staff has analyzed and calculated WorkForce Central's entity-wide  
annual budget for the reporting year ending December 31, 2021 and the amount  
calculated is \$14,350,000.

The Board hereby adopts this resolution to adopt and amend the annual budget to  
be \$14,350,000 for the financial reporting year ending December 31, 2021.

Passed \_\_\_\_\_  
Date

\_\_\_\_\_  
Chairman of Board



Direct Telephone Number: 602.235.0685

May 25, 2022

**VIA E-MAIL** ([kcondit@workforce-central.org](mailto:kcondit@workforce-central.org))

Katie Condit  
Chief Executive Officer  
Workforce Central  
3640 South Cedar Street, Suite E  
Tacoma, WA 98409 |

***Re: Legal Services***

Dear Katie Condit:

Thank you for your interest in retaining Caritas Law Group, P.C. (“CLG”) to provide nonprofit law and federal tax advice. The following are our terms of engagement, for your consideration.

Scope of Representation. You have requested to retain our services to incorporate a new Washington charitable nonprofit corporation and to qualify the new corporation for tax-exempt status under Code Section 501(c)(3). These services shall include:

**Stage One**

- Conferencing with you to discuss the purpose, programs and budget in detail and to determine the appropriate governance structure;
- Drafting the Articles of Incorporation to conform to 501 (c)(3) requirements and Washington law;
- Filing the Articles of Incorporation;
- Obtaining an Employer Identification Number for the new corporation;

**Stage Two**

- Drafting the Bylaws to facilitate the new corporation’s desired structure;
- Drafting the applicable documents and governance policies relevant to the exemption application and annual information returns;
- Drafting the organizational meeting minutes seating the initial Board, approving the Articles, Bylaws, policies, and authorizing other necessary actions;

**Stage Three**

- Preparing the Form 1023, the Application for Recognition of Exemption (“Application”);
- Preparing Form 2848, Power of Attorney;
- Meeting or conference call to review the Application;
- Making necessary changes to the Application;

- Filing the Application;
- Responding to any follow-up correspondence with the IRS;
- Providing a minute book and explanatory letter regarding operational rules applicable to the new nonprofit;
- Providing a Board Action Calendar summarizing key governance and compliance deadlines; and
- Registering the corporation to solicit with the Washington Secretary of State.

Flat Fee. You have retained us on a flat-fee basis. You will pay us \$7,000 as the entire fee for the services described above, exclusive of the state filing which we estimate will be \$130 expedited and the IRS filing fee which we estimate will be \$600. We will require one-third of this fee \$2,333 in advance of performing the work for each of the three stages set forth above. This fee is earned on receipt and will not be deposited into our client trust account. We will invoice you for filing fees.

Additional Services. You may limit or expand the scope of our representation from time-to-time, provided that we agree to any substantial expansion. However, unless a different arrangement is made, services requested and provided in addition to those described above will be billed at our then current hourly rates as follows: \$450 per hour for Ellis Carter and between \$155 and \$195 per hour for law clerks and legal assistants. Hourly rates are subject to adjustment on January 1 of each year. We bill in 1/10 of an hour segments. This includes telephone calls and emails.

Forms of Payment. Your legal fees are due and payable to be paid not later than the last day of the month and may be satisfied with any of the following payment options:

a) By the application of funds held in CLG's trust account for prepayment of fees, which CLG shall be entitled to transfer upon invoicing;

b) By paying by paper check or ACH (automated deduction from the designated checking account);

c) By the use of a credit card in person or by accessing CLG's [payment page](#), provided that you understand that by clicking "Enter Payment" you agree to pay the entire payment amount for the bill selected, and authorizes CLG to charge the Corporation's designated payment method for the payment amount. ***Please initial your authorization and agreement:*** \_\_\_\_\_; and

d) By paying in cash at the offices of CLG, at which time a written receipt will be generated for you.

Promise to Pay. Once services are engaged, you recognize that you are contractually bound to CLG for their entire fee. All fees paid must be paid in full. It is further understood and agreed that if the Corporation or any third party paying professional fees for the Corporation pays such fees through the use of a debit card, credit card, or other electronic means, such payments cannot

be revoked or reversed in any manner by the Corporation. ***Please initial your authorization and agreement:*** \_\_\_\_\_.

Expenses. Additional expenses may include, for example, postage, delivery services, filing fees, publication fees, photocopies (\$.20 per page) and on-line research (although we use free services whenever possible).

Travel. This flat fee is exclusive of fees for travel time. We are extremely tech savvy and use conference calling, Skype, and Google Hangouts to reduce travel time. Time spent traveling at your request including time spent driving to your office shall be billed at the current hourly rates listed above. You further agree to reimburse CLG for all costs and expenses incurred due to travel on client business including, but not limited to, airfare, lodging, meals, wireless fees and local transportation.

Co-Counsel. With your approval, we may co-counsel with other lawyers to assist us with certain aspects of the transaction. We would either rely on your existing counsel or co-counsel with other lawyers on discrete matters that may arise in other specialty areas such as employee plans or other specialized areas of law. Unless you prefer to be billed separately, co-counsel attorneys will bill us and we will include their charges in our bills.

Corporate Maintenance.

Minutes and Consents. You may request that we assist you with the preparation of your annual minutes or consents as required by law and your bylaws. If you would like us to assist you with the preparation of your minutes or consents (or minutes for other meetings), our fee is \$250 per meeting or written consents in lieu of meeting.

Annual Report. You may prefer that our office monitor the deadline and prepare your annual report. The fee for this service is \$200 per state (in the event the corporation conducts business in multiple states).

Invoices. Statements for services rendered and costs incurred will be e-mailed to the address listed above during the month following the month in which services are rendered and costs advanced or charged. We invoice on a monthly basis, which helps to keep you informed of the time devoted to and progress of your matter. Payment is due within 30 days from the date of the invoice. We accept checks, Visa, MasterCard, American Express and Discover. We will charge interest at the rate of 1.0% per month (12% per annum) on invoices that remain unpaid 60 days. You agree to bear the costs we incur in collecting overdue accounts, including reasonable attorneys' fees and all other costs. If any statement remains unpaid for more than 90 days, we may cease performing services for you until we make arrangements with you for payment of outstanding invoices and future invoices. We may withdraw from representing you if you do not pay us.

Refund. If you terminate the representation before we have provided all legal services described in this agreement, you may be entitled to a refund of all or part of the flat-fee based on the value of the legal services performed prior to termination. If you terminate the representation

after we have performed substantially all of the work outlined above, you agree to pay any unpaid portion of our flat fee as well as any expenses incurred by us on your behalf within 30 days of such termination.

Termination of Representation and Post-Representation Matters. Either party may terminate the representation at any time, subject to our obligations under the Rules of Professional Conduct. Unless previously terminated, our representation will terminate upon completion of the legal services described in this agreement. You understand we have no continuing obligation to represent you unless you retain us to provide additional advice or services.

Client's Responsibilities. We cannot effectively represent you without your cooperation and assistance. You agree to cooperate fully with us and to promptly provide all information known or available to you that is relevant to CLG's representation. Your obligations include timely providing requested information and documents, cooperating in scheduling and related matters, responding timely to telephone calls and correspondence, and informing us of changes in your address and telephone numbers.

Document Retention. During the course of the representation, we will provide to you copies of all correspondence and documents that we receive or generate on your behalf, other than my handwritten notes and documents that you send to us. Please keep copies of all e-mails sent to or received from us. Thus, you will have a complete file at all times. Should you ever wish to receive an additional copy of the file, you agree that we may charge you for the copying costs. At the conclusion of the representation, we will retain one copy of your file for three years, after which time it will be destroyed. By signing this engagement letter, you agree that we may destroy our copy of your file three years after completion of this representation.

If you accept the terms stated in this letter, please sign below and return a copy of the letter to me. Please contact me with any questions or concerns. We look forward to working with you.

Sincerely,

CARITAS LAW GROUP, P.C.



Ellis M. Carter

Ms. Katie Condit  
Workforce Central  
May 25, 2022  
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**ACCEPTED AND AGREED**

In my capacity as the CEO of Workforce Central and the authorized incorporator of the new corporation, I have reviewed this letter outlining the terms of engagement and I agree to the terms and conditions as set forth above.

Dated this \_\_\_\_\_ day of \_\_\_\_, 2022.

**WORKFORCE CENTRAL**

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By: Ms. Katie Condit  
Its: Incorporator



## CONTRACT BETWEEN WORKFORCE CENTRAL AND SPOKANE WORKFORCE COUNCIL (Contractor)

### CONTRACT AWARD INFORMATION

**Contract Title** 501c3 Consulting-Spokane Workforce Council  
**Contract Number** PY22-501c3 Consulting-Spokane Workforce Council  
**Maximum Contract Amount** \$9,800  
**Period of Performance** 7/1/22 – 3/31/23 **Indirect Cost Rate** N/A  
**Funding Source** US DOL/Employment & Training Administration  
**Source Grant** Workforce Innovation & Opportunity Act (WIOA) **Research & Development Grant?** No  
**Is the Contractor debarred or suspended from Federal Funding?** No

Activities to be performed under this Contract are described in the Local Operations Plan and its modifications as filed with the Washington State Employment Security Department. Additional terms of this Contract are set out in and governed by the following, incorporated herein by reference:

- Statement of Work, Exhibit A
- Contract Budget and Invoicing, Exhibit B
- General Terms and Conditions, Exhibit C
- Certification Regarding Debarment and Suspension, Exhibit D
- Certification Regarding Lobbying, Exhibit E
- Certification of Professional Code of Conduct, Exhibit F
- Other: N/A

Any inconsistency in this Contract shall be resolved by giving precedence in this order: (a) appropriate provisions of state and federal law and regulations; (b) specific Contract terms and conditions; (c) Contract exhibits and the General Terms & Conditions, listed above; and (d) any other documents incorporated by reference.

### CONTRACTOR INFORMATION

**Contractor Name** Spokane Area Workforce Development Council **Federal Tax ID# (EIN)** 46-0684743  
**DBA (if different)** Spokane Workforce Council **WA State UBI#** \_\_\_\_\_  
**Address** 140 S. Arthur St, Suite 300A **UEI** NX8FJ4C16388  
**City, State, Zip** Spokane, WA 99202 **W-9 form is on file** \_\_\_\_\_

### PRIMARY CONTACTS

**Contractor** Dawn Karber **WorkForce Central** Katie Condit  
**Phone** 509-960-6260 **Phone** 253-495-8515  
**Email** dkarber@spokaneworkforce.org **Email** kcondit@workforce-central.org

### STATEMENT OF AGREEMENT & SIGNATURES

THE CONTRACTOR AND WORKFORCE CENTRAL ACKNOWLEDGE AND AGREE TO THE TERMS OF THIS CONTRACT. SIGNATURES FOR BOTH PARTIES ARE REQUIRED BELOW.

#### Contractor Signature

Dawn Karber, Chief Operations Officer/EO Officer  
**Printed Name & Title**

#### WorkForce Central Signature

Katie Condit, CEO  
**Printed Name & Title**

APPROVED AS TO FORM (as of 07/09/2021): Tacoma City Attorney's Office

## **EXHIBIT A**

### **Statement of Work**

**Contract Title:** 501c3 Consulting-Spokane Workforce Council  
**Contract Number:** PY22-501c3 Consulting-Spokane Workforce Council  
**Contractor:** Spokane Workforce Council

#### **A. SERVICE OVERVIEW**

Spokane Workforce Council, hereinafter referred to as the “Contractor,” will provide consultation and guidance on operations, processes and requirements as WorkForce Central transitions to a 501c3 organization. As a peer Local Workforce Development Board that serves a comparable size population and that has successfully transitioned to 501c3 status, the Contractor holds directly relevant experience and knowledge that will expedite WorkForce Central’s transition and minimize barriers and missteps.

#### **B. SERVICE DESIGN AND IMPLEMENTATION**

The Contractor will provide up to 28 hours of consultation in the anticipated focus areas listed below and other areas not listed below as identified by either the Contractor or WorkForce Central and agreed to by both parties.

- Contractor experience with risks, benefits, losses and disadvantages
- Organizational Structure and Processes
  - Impact on department functions
  - Program management
  - Resource development staffing/roles
  - Budget impact; additional cost and tools for staff
  - Creating a transition plan
- Workforce Development Board Structure and Processes
  - Contractor may provide consultation to the Workforce Development Board as determined appropriate by WorkForce Central CEO
- Policies
  - 501c3 required and recommended policies
  - Alignment with WIOA and other federal policies
  - Alignment with WA State policies
- Resource Development and Grants
  - Fundraising strategies and impact
  - Resource development tools, software and resources
  - Grant management

- Registrations and Reporting
  - GuideStar and other charity registration
  - IRS filings-990
  - External financial reporting, subject to GASB for FASB accounting standards
  - Additional registrations and reporting
- Insurance and Benefits
  - Organization insurance
  - D&O insurance
  - Health and welfare insurance
  - PERS, other employer sponsored retirement plans
- Financial Requirements and Processes: The Contractor will provide consulting in this area as contracted hours and organizational expertise allows.
  - Accounting practices, processes and policies
  - Accounting software
  - Chart of accounts
  - Audits
  - Bank accounts
  - Credit cards
  - Training for fiscal and contracts staff

### **Service Implementation Requirements**

1. Change in Key Personnel: The success of services delivered through this contract is significantly impacted by the participation of qualified staff. The Contractor must notify WorkForce Central within 30 days of any material change in job descriptions, level of authority, or key staff assigned to complete services during the term of this contract.
2. Social Justice: The Contractor must work towards delivering services that align with WorkForce Central's social justice core values, which include:

*Actively working to undo the historic harm done to communities of color throughout Pierce County by targeting our financial and strategic resources to those communities. Purposefully identifying, discussing, and challenging issues of race and the impact(s) they have on our organization, each partner organization, its respective systems, and the people we serve, with an aim toward active contributions to racial and gender equity along the way. Continually challenging ourselves to understand and correct the inequities we discover within the workforce development system, gain a better understanding of ourselves during this intentional process, and work to ensure that power is shared among all stakeholders in our community.*

## EXHIBIT B

### Contract Budget and Invoicing

#### A. BUDGET DESCRIPTION/NARRATIVE

The Contractor may invoice up to \$9,800 for consultation services provided through this cost reimbursement contract. Monthly invoices must reflect actual services provided, including consultation dates, topics and participants.

#### B. BUDGET

Service	Unit of Service	# of Units	Cost per Unit	Total Possible Budget
501c3 Transition Consultation	1 hour	Up to 28 hours	\$350 per hour	\$9,800

#### C. MONTHLY INVOICES

The Contractor shall send an invoice for each month that services were provided on or before the 20<sup>th</sup> of the following month. Invoices should be emailed to the WorkForce Central Accounting email ([accounting@workforce-central.org](mailto:accounting@workforce-central.org)) and to the WorkForce Central Contract Manager. Invoices must be accompanied by all items specified in this contract.

WorkForce Central will review invoices for completeness and mathematical accuracy and ensure services were billed according to deliverables and considerations set forth in this contract. Delay in the receipt of an invoice or insufficient documentation may result in a delay of payment to the Contractor.

## WorkForce Central Compensation Structure – Step Model to Fixed Model

The creation of the current step pay structure was done when WorkForce Central was union-based. Step increases are typically associated with union/collective bargaining negotiations. This structure provided more leeway when deciding on an employee's salary. However, it has caused significant pay inequities between employees in some cases as well as barriers to hiring and promotions.

Fair and equitable pay among employees is paramount. After researching and reviewing 2022 cost of living adjustments, WorkForce Central continues to be a high wage organization, and consolidating a pay structure into a fixed salary-based plan will target the unresolved inequities. Moving to the fixed model, no staff member will see a decrease in pay. Employee salary increases will occur when staff advance from one classification to another or when there is a board-approved cost of living adjustment. Additional and equitable annual bonuses will occur at the discretion of the board.

### Current Salary Model - Step Basis (40 hours per week schedule)

Classification	Step 1 – Step 5 Range (annual)
Chief Officer	\$96,658 – \$116,438
Senior Director	\$92,269 – \$109,845
Director	\$87,860 – \$105,435
Manager	\$76,898 – \$94,453
Senior Accountant	\$70,304 – \$87,859
Specialist	\$54,912 – \$72,509
Coordinator	\$54,912 – \$72,509
Program Assistant	\$54,912 – \$72,509
Executive Assistant	\$54,912 – \$72,509
Accounting Technician	\$54,392 – \$71,780

### New Fixed Salary Based Model (40 hours per week schedule)

Classification	Salary (annual)
Chief Officer	\$125,000
Senior Director	\$112,000
Director	\$108,000
Manager	\$92,000
Accountant	\$76,000
Specialist	\$74,000
Coordinator	\$72,000
Assistant	\$68,000