

AGENDA

February 16, 2023 • 3:00 – 4:30
WorkSource One-Stop Center 2121 S. State St. Suite 300

- Welcome 3:00 – 3:05
- Public Comment 3:05 – 3:10
- Consent Agenda (*Board Vote*) 3:10 – 3:15
 - November 2022 Minutes
 - Finance Report December 2022
- Strategic Plan Finalize (*Board Vote*) 3:15 – 3:30
- Immigrant and Refugee Workforce Strategy – Katie Condit, Deb Tuggle, Career TEAM 3:30 – 4:00
- Data Driven: Graphic Overview – Josh Stovall and Katie Condit 4:00 – 4:15
 - Homelessness-workforce integration
- Equity & Access Timeline – Karen Downing 4:15 – 4:25
- Workforce Board knowledge and language – Katie Condit & Board 4:25 – 4:30
- Good of the Order
2023 Lens of Equity Summit

Attachments

November 2022 Minutes

Finance Report December 2022

Strategic Plan

Budget Process and Timeline

2023 Lens of Equity Summit Schedule at a
Glance

MINUTES

November 3, 2022 • 3:00 – 4:30
Virtual via Zoom

Attendees: Irene Reyes, April Betts-Gibson, Norton Sweet, Dale King, Bruce Kendall, Lynn Strickland, Ann Medalia, Taliesha Garrett, Jenna Pollock, Robin Baker, Blaine Wolfe, Deanna Keller, Jolita Perez, Nathe Lawver, Dona Ponepinto

Staff: Katie Condit, Jan Adams, Deborah Howell, Shellie Willis, Karen Downing, Steve Grimstad, Josh Stovall, Teresa Delicino

Guests: Tim Foster, Jermane Easterlin, James Hughes, Gerrit Nyland

Welcome

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

Public Comment

None

Consent Agenda (*Board Vote*)

- **August 2022 Minutes**

- **PY21-FY22 Financial Report September 2022**

Motion to approve the Consent Agenda as presented made by Bruce; seconded by Deanna. Approved

Funding Updates – Katie Condit

- **QUEST National Dislocated Worker Grant**

- **Economic Security for All**

Katie gave an overview of the additional funding we will be receiving. She noted the coordinated outreach, engagement with local and regional businesses, supportive services with a focus on placing participants into unsubsidized high-quality employment. Katie also noted the QUEST grant of \$2,043,771.00 and the EcSA funding of \$745,364 will be used to cover such things as outreach, training, navigator and supportive services.

JBLM WorkSource Impact – Jermane Easterlin & James Hughes, Career TEAM

Katie introduced James and Jermaine who provided an overview and impact of the WorkSource site at JBLM. The site has been recognized nationally and this model is being replicated in other WDCs across the country. They discussed the businesses and positions the participants obtained at these businesses.

WorkSource Site Locations & Expansion

- **Site certifications – Katie Condit & Shellie Willis**

- **South Hill mall Expansion – Shellie Willis**

- **Board Discussion – Katie Condit & Board**

Katie gave an overview of the WorkSource System in Pierce County. Shellie noted we have a total of 26 sites throughout Pierce County one of which is located on JBLM making it the first and only operating WorkSource on a Military Base. We have our new pilot site in eastern pierce county at south hill mall, which is a walk up and where we have had 4 people hired just simply from receiving job skill support. We are seeking out new locations based on where we need to be to provide access to the workforce system. Discussion continued around the certification process and possible locations. Taliesha asked for more information on the committee and what it involves. Shellie gave a brief description of the process. Ann also volunteered.

Re-skill-Upskill Trainings – Deborah Howell

- **Progress to date**
- **Board input**

Deborah provided an overview of the program and process. She noted the feedback from businesses has been key in program. Deborah noted another area is layoff prevention. She highlighted the areas in which businesses were asking for assistance. Discussion continued around the program and how it works and what is involved. Irene asked if we could quantify the impacts in future reports.

Strategic Plan Finalization – Katie Condit and Board

Katie shared an overview of the progress of the development of the Strategic Plan. She asked for input on our organization evolutions goals that are internal to the organization.

Other Business

- **Board Meeting Schedule**

Katie asked for feedback on the scheduling every other month for the WDB 2023 meetings.

Good of the Order

Bruce noted the United Way, Chamber and EDB events. He provided an overview of the EDB and Chamber events. Dona gave a brief overview of the United Way Poverty to Possibilities. Robin provided an overview of the Amazon apprenticeship event. Deana the Port of Tacoma is increasing the budget for workforce development.

Motion to adjourn made by Deanna; seconded by Bruce. Meeting adjourned at 4:19 p.m.

WorkForce Central
Program Year 2022/Fiscal Year 2023
Budget vs. Actual through December 31, 2022

Budget Line Item	Final PY22 Approved Budget	Year to Date Actual Expenditures	Budget Remaining
Direct Services and Contracts	\$ 6,853,470	\$ 2,820,332	\$ 4,033,138
New Cohort Training/Reskill-Upskill Initiatives	1,860,250	242,839	1,617,411
Incumbent Worker Training	100,000	10,800	89,200
System and Internal Professional Development (Priority DEAI)	50,000	11,333	38,667
Workforce System Navigators	167,250	6,614	160,636
Workforce System Connection Site	50,000	18,672	31,328
Service Delivery via Technology	230,000	103,829	126,171
Communications	61,000	16,187	44,813
Data and Research	55,500	22,438	33,062
Workforce Summits	75,000	3,975	71,025
WorkForce Central Staff	3,866,149	1,956,859	1,909,290
WorkForce Central Operational Expenses	738,000	274,461	463,539
Administrative Reserve	460,636	-	460,636 (1)
Total	<u>\$ 14,567,255</u>	<u>\$ 5,488,339</u>	<u>\$ 9,078,916</u>

Notes:

(1) - Administrative reserve represents WIOA annual formula funding available for PY22 that will be used to maintain services such as when a continuing resolution is delayed, there is a government shutdown, or there is a delay in the awarding of PY23 WIOA annual formula funding. This allows for a period of time for continuation of services while the budget is negotiated and finalized. The administrative reserve can also be used to leverage WIOA formula funding as other funding opportunities or initiatives come up during PY22.

WorkForce Central
Program Year 2022/Fiscal Year 2023
Direct Services and Contracts through December 31, 2022

Contract	Final PY22 Approved Budget	Year to Date Actual Expenditures	Budget Remaining	Obligation Remaining
PY2021 WIOA Adult Annual Formula	\$ 219,000	\$ -	\$ 219,000	\$ -
PY2022 WIOA Adult Annual Formula	1,235,000	363,329	871,671	871,671
PY2021 WIOA Dislocated Worker Annual Formula	181,000	-	181,000	-
PY2022 WIOA Dislocated Worker Annual Formula	1,325,000	469,373	855,627	855,627
PY2021 WIOA Youth Annual Formula	155,000	150,263	4,737	-
PY2022 WIOA Youth Annual Formula	1,551,075	505,271	1,045,804	1,045,804
Economic Security for All	940,060	490,186	449,874	527,072
Pre-Employment Transition Services	200,000	52,146	147,854	-
Pierce County Youth Work Program	424,000	418,327	5,673	-
CDBG COVID Hunger Relief Staffing and Services	570,000	337,095	232,905	298,840
Strategic Planning	26,000	14,707	11,293	-
Community Engagement Services	27,335	19,635	7,700	-
Total	\$ 6,853,470	\$ 2,820,332	\$ 4,033,138	\$ 3,599,014



JAN 2023 - JUN 2026

Strategic Framework

Table of Contents

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State of the Workforce



140K

currently under-employed ¹



107K

not participating in the labor force ²



24K

seeking employment



13,667

Young Adults not connected to training programs/employment ³



72,180

Pierce County residents live below the poverty line ⁴



Pierce County wages show a disparate gap when separated by race and gender across all education levels ⁵



2.5 active job postings for every worker on unemployment



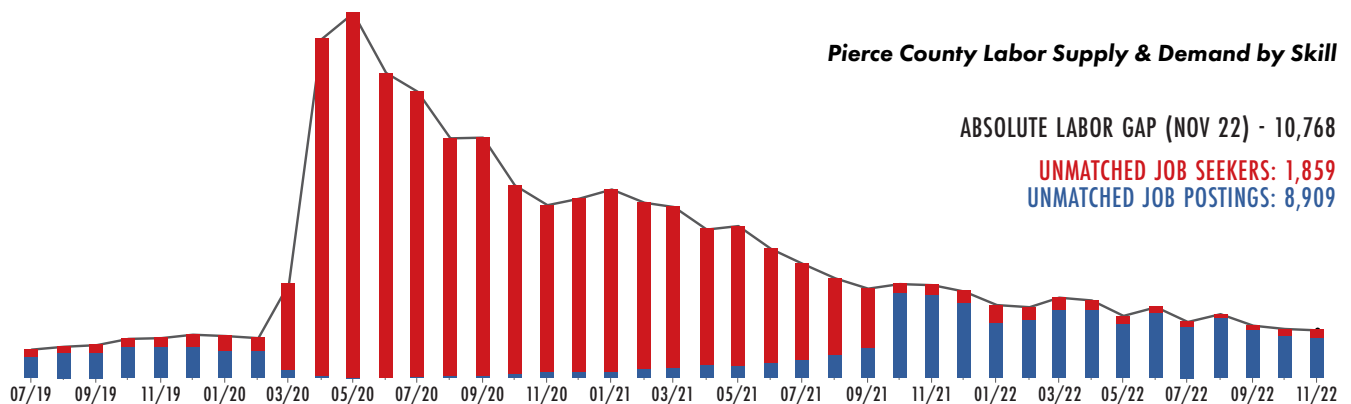
On average, median wages have increased **6.5%** annually since 2019 ⁶



On average, cost of living has increased **6.3%** annually since 2019 ⁷



1 in 8 Households are dependent on food stamps, despite the fact that 84% have one or more working adults ⁸



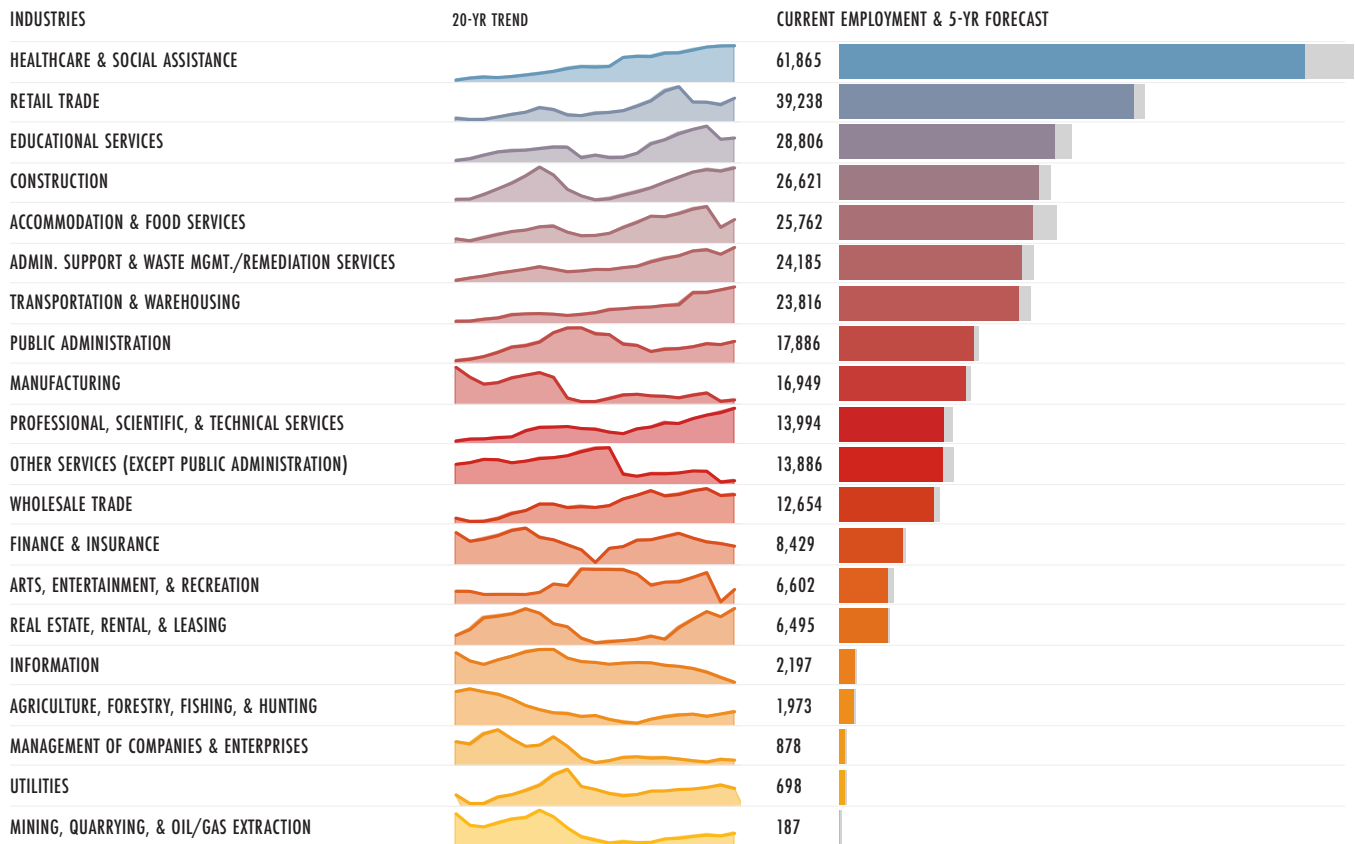
Absolute Labor Gap: The sum of the total count of unmatched job seekers and job postings at a single point in time.

Unmatched Job Seekers: A job seeker whose skills do not match any available job postings.

Unmatched Job Postings: A job posting for which there are no available job seekers with adequate skills to fill the job.

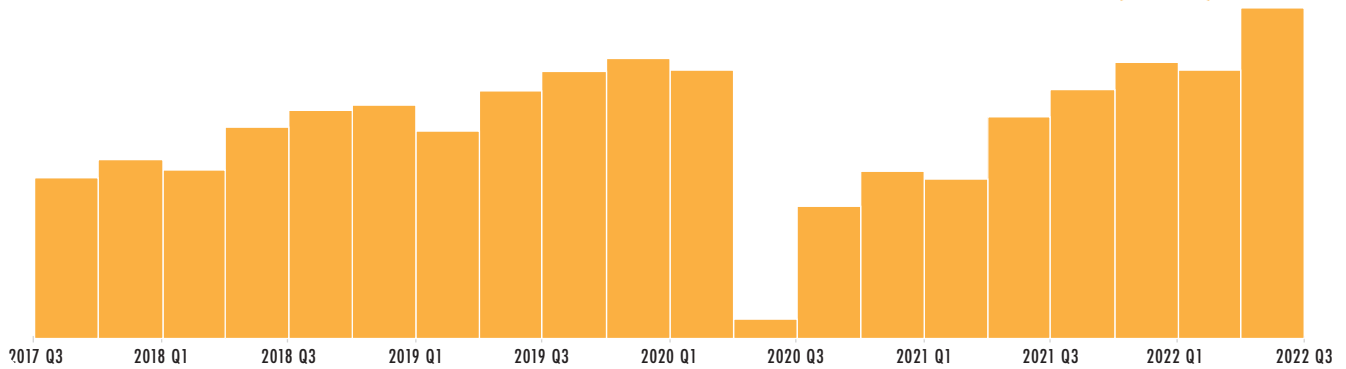


Pierce County Industries

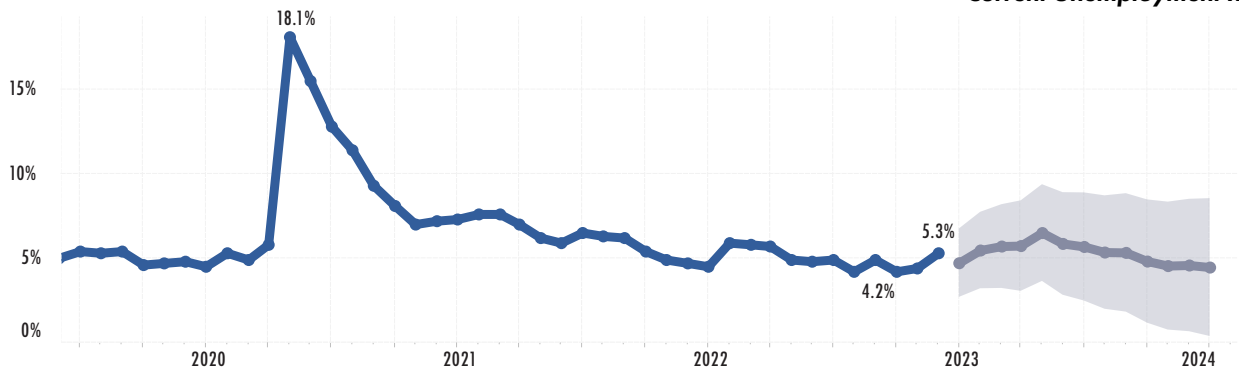


Pierce County 5-Year Employment Trend

EMPLOYED (2022 Q3): 348,334



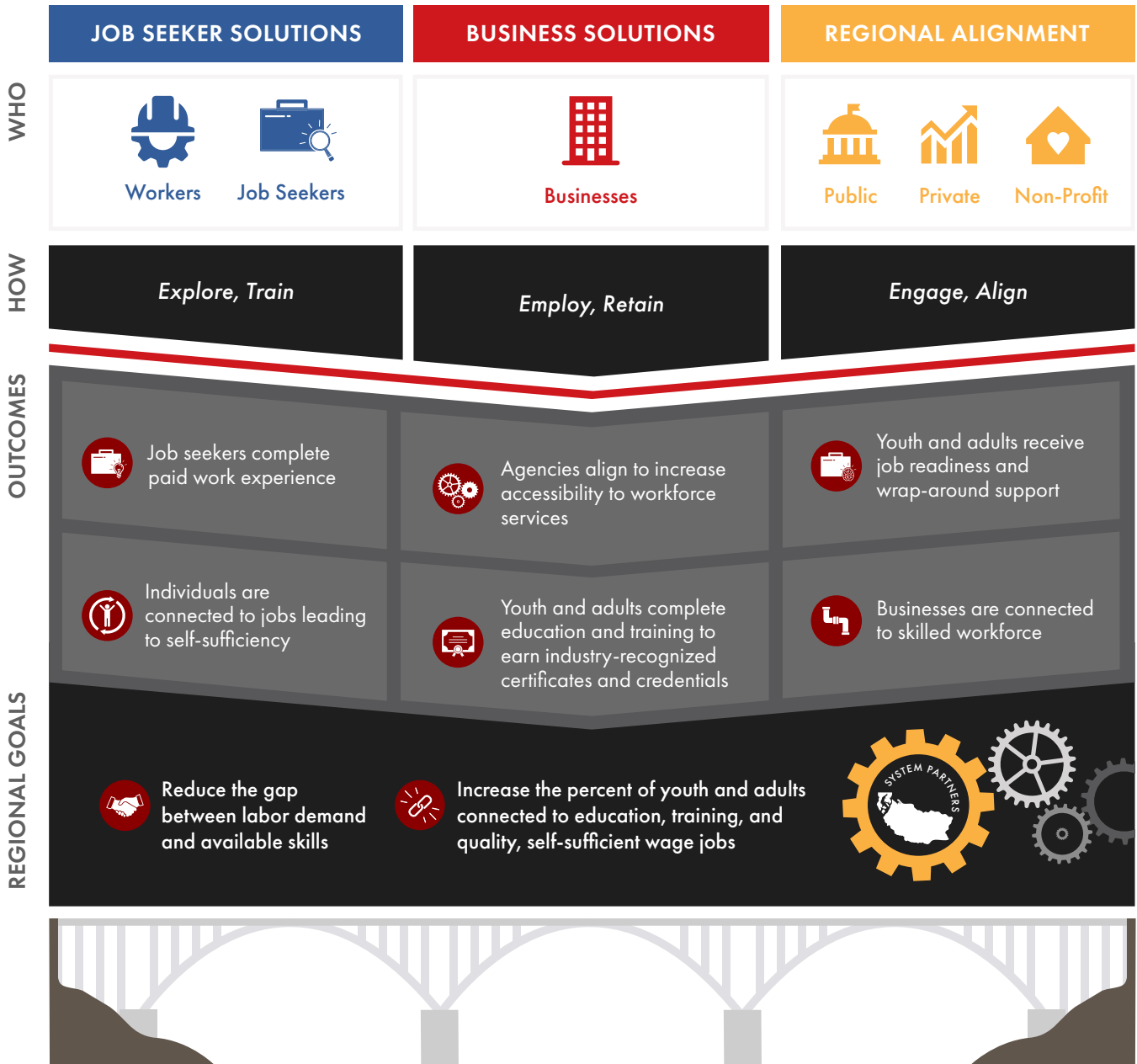
Current Unemployment Rate



Theory of Change

A theory of change is our hypothesis, based in evidence and data, on what will happen when we implement a set of strategies within our local workforce system.

At a high level, it guides us in our impact. It describes what will happen when we implement the strategies we design and the impact we set out to accomplish for job seekers and businesses.



Mission, Priorities, & Process



VISION:

Economic equity and prosperity for our customers and the region.

MISSION:

WorkForce Central stewards the Pierce County workforce development system and bridges the gap between job seekers, employers, and community organizations to build a robust workforce and ensure economic vitality across the region.

GUIDING PRINCIPLES

- Commitment to **anti-racism, equity, diversity, access, and inclusion** throughout all facets of work
- **Regional responsiveness** across Pierce County
- Bias toward **innovation and action** in vision, mission, and strategy

STRATEGIC PRIORITIES:

- Job Seeker Solutions
- Business Solutions
- Regional Alignment

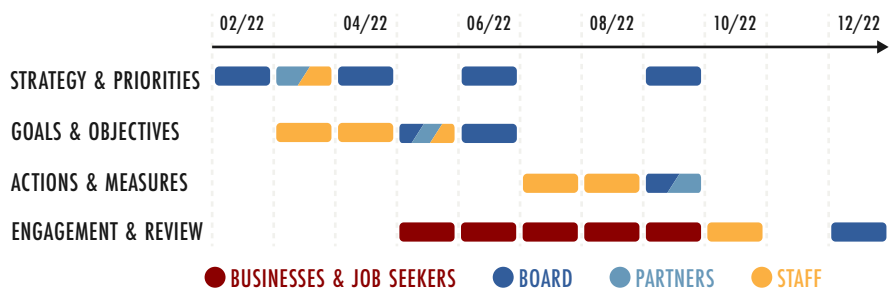
PRIORITY SECTORS

- Healthcare
- IT (Across Industries)
- Social and Human Services
- Transportation, Warehousing, & Logistics
- Maritime Industries
- Construction
- Green Economy Industries
- Manufacturing

PRIORITY POPULATIONS

- Black, Latino/a/e, Indigenous, Asian American, Pacific Islander, and other identifying communities of color
- People with disabilities
- Transitioning military, veterans, and military spouses
- People experiencing poverty
- People experiencing homelessness
- People who are dislocated from work, experienced layoffs, and face barriers to reemployment
- Young people who are not connected to education or work
- Justice-connected individuals

STRATEGIC PLANNING PROCESS



Outcomes

We start our strategic framework with our “why”. The reason we invest, design, and implement revolves around the impact we will have for businesses, job seekers, and workers. We begin with our outcomes because all strategies that follow roll up into this impact.



BUSINESS ENGAGEMENT

- **800** businesses are engaged through outreach, events, and partner referrals
- **400** businesses receive one or more core business solutions services
 - **75%** businesses engaged will be from high-demand priority sectors
 - **40%** of businesses served will be small business with 50 or fewer employees
 - **50%** of businesses served will be owned by Black, Indigenous, Latino/a/e, Asian American, Pacific Islander and/or American Indian, Alaska Native, women, and/or veterans
- **1,200** unique business services provided to businesses
- **50** partner-led economic development and workforce projects are supported with labor market data and analysis for business recruitment, retention, and expansion

JOB SEEKER ENGAGEMENT

- **2,000** individuals directly served in WorkForce Central programs
 - **75%** of people served identify as being impacted by poverty
 - **60%** of people served identify as Black, Indigenous, Latino/a/e, Asian American, Pacific Islander and/or American Indian, Alaska Native
 - **15%** of people served identify as having a disability
 - **10%** of people served identify as experience homelessness
- **3,000** individuals will be served through local WorkSource Pierce Centers

WORKFORCE EDUCATION & TRAINING

- **420** individuals completing or attaining certification
- At least **100** employed workers complete training across 8-10 business-led upskill/reskill trainings
- Cohort training for job seekers are implemented in at least **4** in-demand occupations annually
- At least **100** individuals will be trained in cohorts with an **80%** completion rate
- **75%** training completions are in WorkForce Central high-demand sectors
- **60%** WIOA enrolled individuals will attain industry-recognized credentials and certificates and/or demonstrate measurable skills gains





WORK EXPERIENCE

- **200** individuals will be placed in subsidized and/or paid work experience or quality/registered apprenticeship programs

EMPLOYMENT

- **450** people connected to employment
- **75%** of people completing training will be connected to industry-aligned jobs or continued education and training
- **45%** of individuals enrolled in WIOA programs will be placed in jobs
- **66%** of people placed in jobs will meet or exceed income adequacy through initial placement
- **62%** of WIOA participants placed in jobs retain employment for the first year
- WorkForce Central demonstrates parity in employment, wage, and retention outcomes for Black, Indigenous, Latino/a/e, Asian American, Pacific Islander and/or American Indian, Alaska Native and women

REGIONAL ALIGNMENT

- **20** partner organizations actively using Common Referral System (over 50 referrals per year)
- Tracking system for receipt of referrals and subsequent services provided is established
 - **90%** of referrals between organizations receive follow up
- Business Solutions establishes a shared customer management system with ESD; business touchpoints and supports are tracked collectively between these two teams
- **150** people engaged and entered in referral system quarterly at mobile one-stop sites across the county; Average **25** partner organizations engaged per mobile one-stop event
- Inaugural WorkSource partners conference is executed - goal of **100** staff attendees across 22 partners
- Inaugural Lens of Equity Summit is developed and executed - goal of **200** attendees



Job Seeker Solutions

Job seekers have access to workforce services and programs that holistically meet their needs and that lead to sustained self-sufficiency.

1. Connect job seekers to training, education, and quality jobs in high-demand sectors with an emphasis on supporting individuals facing systemic and other barriers to economic opportunity.



- Include placement in self-sufficient wage jobs as priority outcome
- Prioritize placement of job seekers into subsidized employment, internships, and other paid work experience and training
- Prioritize short to mid-term industry recognized credentials and certifications in high-demand sectors
- Implement technology-driven outreach platform(s) for individuals receiving unemployment benefits based on their skills and interests
- Invest in navigation capacity through community-based partner organizations to expand equitable reach and access to the workforce system
- Integrate Leadership Development training into services for young adults

2. Implement and advocate for equitable workforce services that are human-centered and designed in partnership with community and that meet people where they are while removing barriers to workforce opportunities.



- Contract with providers who demonstrate equity-centered outreach strategies and strong connections with populations facing barriers to employment
- Remove paperwork and documentation barriers to ensure a “no-barrier” enrollment process for job seekers
- Include data and customer feedback in the continuous improvement and design of all initiatives
- Disaggregate data from all programs by race, socioeconomic status, and geography
 - Use disaggregated data to drive program design
- Grow WorkSource connection sites and mobile one-stop sites to reach people from all areas of the county in the communities where they live
- Incorporate stipends and supportive services into trainings and workforce services
- Produce robust data reports to build awareness among employer and partner organizations focused on inequities in workforce development and evidence-based solutions

Business Solutions

WorkForce Central advances robust programming and resources to support businesses with their workforce development needs and connects employers to job seekers.

1. Implement business engagement strategies that increase equitable recruitment, hiring, and retention of populations facing systemic/other barriers to employment in quality jobs.



- Consult with employers on equitable recruitment, hiring, and retention practices, including quality job development, skills-based hiring, work-based training, and forecasting future demand
- Utilize subsidized wage and paid work experience to support employers to hire people to gain experience and training in-house
- Directly connect businesses with job seekers who complete cohort and individual trainings
- Provide layoff aversion strategies to support worker retention, including subsidized wages and upskill/reskill training resources

3. Support 'priority populations' with a focus on 'in-demand sectors'.



- Prioritize Business Solutions for the workforce needs of 'priority populations'
- Strengthen business-centered feedback process to integrate customer feedback in continuous improvement strategies
- Conduct regular labor-market assessment of demand and growth to cater training and other services to local businesses

2. Increase 'earn while you learn' opportunities across the region.



- Grow and expand paid cohort trainings focused on high-demand industries
- Grow and refine employer reskill/upskill grants for businesses to train their current workers
- Build awareness of and connection between apprenticeship and pre-apprenticeship programs and system partners
- Annually publish and maintain Pierce County Apprenticeship Program Guide
- Facilitate alignment of regional ecosystem for internships across community organizations and grow county-wide internship opportunities

4. Grow awareness and access for employers to business solutions team for workforce development needs.



- Provide labor market data and workforce analysis to businesses and economic development partners to support business recruitment, expansion, and competitiveness
- Maintain robust public-facing data dashboard with pertinent information on workforce development trends in Pierce County
- Implement streamlined navigation via web portal for employers to connect to business services and broaden communications platforms to reach a more diverse array of businesses

Regional Alignment

Ensure county-wide alignment among service providers and agencies to increase access to resources for the community.

1. Strengthen use and effectiveness the Pierce County Common Referral System (CRS).



- Facilitate workgroup toward continuous improvement and increased use of the Common Referral System (CRS)
- Implement tracking mechanism for receipt of referrals and subsequent services provided
- Integrate mechanism for individuals to make self-referrals into the system

3. Prioritize shared training for human-centered, equitable service delivery across partners



- Continue facilitating and funding networks of community members with lived experience facing barriers to employment to co-design workforce services
- Measure impact through equity lens, disaggregating data across outcomes, and adjust strategies based on equitable impact across system
- Launch annual Lens of Equity Summit
- Establish annual WorkSource System provider conference for service providers focused on quality, equitable, human-centered service delivery

2. Strengthen alignment across partner organizations in the workforce system to reduce barriers and increase access for job seekers and businesses.



- Facilitate System Partners Network and drive group toward shared outcomes
- Build a comprehensive workforce development communications plan and strategy between partners to reduce silos of information
- Develop shared tracking system between business solutions partners to ensure alignment and reduce duplication in business outreach and support
- Develop plan to assess efficacy of current WorkSource sites
- Develop and implement expansion plan for WorkSource sites within and outside of Tacoma
- Determine and implement more robust model for integrated service delivery

Partners & Gratitude

The partners who gave most to this work are the community members we worked closely with over the last year who face significant and systemic barriers to employment. They showed up, and they are the experts. We worked with a talented and community-based group of facilitators to support facilitation and engagement, and it was critical that we compensated every person for their time, just as we would experts in any field.

We've learned that we can't come from a place of extracting from a community and instead chose deep reciprocity. We are committed to that model throughout our work moving forward. Thank you to the community members and community facilitators who trusted us on this journey. We especially want to thank QuadC for their diligence, honesty, and commitment to making this a community-driven process. Without their leadership, we would not have the robust plan we are presenting.

EXECUTIVE BOARD

Bruce Dammeier
Pierce County Executive

Victoria Woodards
Mayor of the City of Tacoma

Marty Campbell
Pierce County Councilmember

Kiara Daniels
City of Tacoma Councilmember

April Lynne
WDB Chair
Chief Operating Officer, Proliance Surgeons

WORKFORCE DEVELOPMENT BOARD

April Lynne
WDB Chair; Chief Operating Officer,
Proliance Surgeons

Irene Reyes
WDB Vice Chair; CEO & President, Excel
Gloves & Safety Supplies

Robin J. Baker
Program Manager, Amazon Web Services

Taliesha Garrett
Program Leader, Executive Leader
Acceleration, The Boeing Company

Bruce Kendall
President and CEO, Economic
Development Board for Tacoma-Pierce County

Deanna Keller
Port Commissioner, Port of Tacoma

Dale King
Superintendent/COO, Tacoma Rail

Mandy Kipfer
Supervisor, Dept of Vocational
Rehabilitation

Nathe Lawver
Political Director, Laborers International Union
of North America Local 252

Kristina Maritzak
Managing Attorney, MADE LAW

Ann Medalia
Vice President Operations, TERRA
Staffing Group

Rachael Pease
Vendor Diversity Manager, Skanska USA
Building Inc.

Dona Ponepinto
President & CEO, United Way of Pierce
County

Jenna Pollock
Associate Dean, Associate Dean,
Transitional Studies, Clover Park
Technical College

Jolita Perez
System Manager Workforce
Development, MultiCare Health System

Patty Rose
Secretary/Treasurer, Pierce County Central
Labor Council

Dave Shaw
CEO, Global Business Resources/
Cyber Business Analytic

Lynn Strickland
Executive Director, AJAC

Norton Sweet
Central Sound Regional Director,
Employment Security Department

Deb Tuggle
Owner, Bite Me, Inc.

Blaine Wolfe
Project Executive, Absher Construction
Company

Lin Zhou
President, Bates Technical College

SYSTEM PARTNERS

- Bates Technical College
- Career TEAM
- City of Tacoma
- Clover Park Technical College
- Goodwill, Olympia & Rainier Region
- Invista Performance Solutions
- Joint Base Lewis-McChord
- Korean Women's Association
- NineLine Veteran Services
- Northwest Education Access
- Palmer Scholars
- Pierce College
- Pierce County
- Pierce County Library System
- Puyallup Library
- Sound Outreach
- Tacoma Community College
- Tacoma Community House
- VALEO Vocation
- WA State Department of Labor & Industries
- WA State Department of Services for the Blind
- WA State Department of Social & Health Services, Division of Vocational Rehabilitation
- WA State Employment Security Department



2023 Lens of Equity Summit Schedule at a Glance

The schedule below is tentative. Times are subject to change.



The 2023 Lens of Equity Summit will be held on Thursday, May 18, 2023 at Clover Park Technical College’s McGavick Conference Center in Lakewood. The event will begin at 8 am and end at 5:15 pm, with an optional post-event social from 5:15 to 7 pm. At the summit, breakfast and lunch will be provided. At the social, appetizers will be provided, with drinks available for purchase.

All presentation timeslots are 60 minutes long. With the convention center layout and available breakout room space, each presentation is set to occur twice: one in the morning session, and once in the afternoon. This schedule will allow for more people to attend presentations and be involved in the conversation in smaller groups.

Time	Program
8:00 AM – 9:30 AM	Breakfast
8:30 AM – 9:30 AM	Morning Keynote <i>Shattering the Glass</i> by Ronaldo Hardy, MSHRLD, CUDE, CUERME, Chief People Officer & Owner, CU Strategic Planning
9:45 AM – 10:45 AM	Presentations & Workshops: Morning Session One <ul style="list-style-type: none"> • <i>Moving Past the Call to Action to Accountability</i> by Krista Perez • <i>Transparently Removing Barriers and Creating Opportunity within Apprenticeships</i> featuring panelists Barry Blackburn, Jonathan Jackson, MBA, and Shana Peschek, MBA • <i>Belonging: How to Build a Safe, Welcoming & Inclusive Workplace Culture</i> by Dr. Terryl Ross, Ph.D. • <i>Your Allyship Journey and Beyond</i> by Karissa Thompson
11:00 AM – 12:00 PM	Presentations & Workshops: Morning Session Two <ul style="list-style-type: none"> • <i>Surviving Economic Inequity while Black: how it’s been, how’s its going, what’s next.</i> by Drea Baines and Michael Jordan • <i>Returning home to success; Why supportive transition from the criminal legal system matters.</i> by Felice Upton • <i>Pierce County by the Numbers</i> by Josh Stovall • <i>Title TBD – Sustaining DEAI Work</i> by Norinda Rosario Yancey
12:00 PM – 1:15 PM	Lunch
12:15 PM – 12:45 PM	Spoken Word Performance by Christian Paige, Emmy-nominated poet, speaker, and equity advocate

12:45 PM – 1:15 PM

Lunch Panel

Culture Shock: The Successes and Missteps of Integrating DEAI and Changing Organizational Direction featuring panelists Katie Condit, Ricardo Ferrell, Tafona Ervin, Ed. D, and John Korsmo



1:30 PM – 2:30 PM

Presentations & Workshops: Afternoon Session One

- *Moving Past the Call to Action to Accountability* by Krista Perez
- *Transparently Removing Barriers and Creating Opportunity within Apprenticeships* featuring panelists Barry Blackburn, Jonathan Jackson, MBA, and Shana Peschek, MBA
- *Belonging: How to Build a Safe, Welcoming & Inclusive Workplace Culture* by Dr. Terryl Ross, Ph.D.
- *Your Allyship Journey and Beyond* by Karissa Thompson

2:45 PM – 3:45 PM

Presentations & Workshops: Afternoon Session Two

- *Surviving Economic Inequity while Black: how it's been, how's its going, what's next.* by Drea Baines and Michael Jordan
- *Returning home to success; Why supportive transition from the criminal legal system matters.* by Felice Upton
- *Pierce County by the Numbers* by Josh Stovall
- *Title TBD – Sustaining DEAI Work* by Norinda Rosario Yancey

4:00 PM – 5:15 PM

Afternoon Keynote and Event Closeout

4:15 PM – 4:45 PM

Afternoon Keynote

What do you love?: The courage to lead Equity by Jahmad Canley, CEO & Senior Consultant, Potential Unleashed Consulting

4:45 PM – 5:00 PM

Spoken Word Performance

by Christian Paige, Emmy-nominated poet, speaker, and equity advocate

5:00 PM – 5:15 PM

Event Closeout

5:15 PM – 7:00 PM

Post-Event Social

Appetizers will be served, with drinks available for purchase

