

**WFC Executive Board Meeting**  
**AGENDA**

**April 13, 2023 • 10:30 – 12:00 p.m.**  
**WorkForce Central • Via Zoom**  
**Mayor Victoria Woodards presiding**

- |  |               |
|--|---------------|
| <b>I. CALL TO ORDER</b>  | 10:30         |
| <b>II. PUBLIC COMMENT</b>  | 10:30 – 10:35 |
| <b>III. Consent Agenda</b> ( <i>Board Vote</i> )                               | 10:35 – 10:40 |
| A. Approve December 2022 Minutes   |               |
| B. Approve December 2022, January 2023, February 2023, and March 2023 Vouchers |               |
| C. Approve February 2023 Financial Statement                                   |               |
| <b>IV. REGULAR AGENDA</b>  |               |
| A. Lens of Equity Summit – Tamar Jackson                                       | 10:40 – 10:50 |
| B. Budget Timeline and Progress – Steve Grimstad                               | 10:50 – 10:55 |
| C. Upcoming Investments & Funding Priorities                                   | 10:55 – 11:10 |
| D. Overview of data on services geographically, poverty overlay – Josh Stovall | 11:10 – 11:20 |
| E. Strategic Plan – Katie Condit & Board ( <i>Board Vote</i> )                 | 11:20 – 11:30 |
| F. Immigrant Refugee Strategy – Katie Condit & Career TEAM Guests              | 11:30 – 11:50 |
| G. Interlocal Agreement – Katie Condit & Board                                 | 11:50 – 11:55 |
| <b>V. OTHER BUSINESS &amp; ADJOURN</b>   | 11:55 – 12:00 |

**Attachments**

December 2022 Minutes

Vouchers – December 2022, January 2023, February 2023, March 2023

February 2023 Financial Statement

Budget Timeline

PY23-FY24 Budget Draft #1 Narrative

PY23 vs PY22 Budget Comparison Draft #1 4-5-23

PY23/FY24 Budget Draft #1 4-5-23

Strategic plan



**WFC Executive Board Meeting**  
**December 15, 2022 • 8:00 – 9:30 a.m.**  
**Virtual via Zoom**  
**Mayor Woodards Presiding**

Attendees: Jani Hitchen, Bruce Dammeier, Kiara Daniels, April Lynne, Marty Campbell  
Staff: Katie Condit, Jan Adams, Steve Grimstad, Karen Downing, Deborah Howell,

**I. Call To Order**

Bruce called the meeting to order at 8:03 a.m.

**II. Public Comment**

None

**III. CONSENT AGENDA (Board Vote)**

**A. Approve September 23, 2022 Minutes**

**B. Approve September, October & November 2022 Voucher Payments**

**C. Approve FY22/FY22 Financial Report**

Motion to approve the Consent Agenda as presented made by Kiara; seconded by Jani. Approved.

**IV. Reappoint WDB Members for 2023 – 2024 Term (Board Vote)**

Motion to approve reappointments made by April; seconded by Jani. Approved.

**V. Public Comment Guidelines (Board Vote)**

Katie gave an overview of the guidelines noting the requirements. Discussion continued around the length of time allowed, noting the change made by the WDB to of allowed time to be up to three minutes. Motion to amend the allowed time to up to three minutes made by Jani. seconded by April. Approved. Motion to approve as amended made by Jani; seconded by April. Approved

**VI. Young Adult RFP Recommendation (Board Vote)**

Katie overviewed the process and decision to recommend CareerTEAM as the Young Adult Provider Contract. Jani asked to extend our thanks to the committee for their work on this process. Kiara asked what the end date of the contract is. Katie noted it is a one-year contract with option to extend. Discussion continued around CareerTEAM and their experience with us. Motion to authorize entering into contract with CareerTEAM in the amount of \$825 k for one year with the option to extend up to 2024 made by April; second by Kiara. Approved.

**VII. Quest Grant**

Katie gave a brief overview and update on the Quest Grant in the amount of \$2 MM.



**VIII. Wage Adjustment**

Katie gave a background on the equitable salary scale adjustment made in July. Katie discussed a one-time wage adjustment of \$1,000 for all WorkForce Central employees, with the exception of the CEO, due to increase in cost of living and inflation over the past year. The one-time wage adjustment will be included and paid in the last payroll for calendar year 2022. Discussion continued around the wages for staff. The board is in favor of the one-time wage adjustment.

**IX. Strategic Plan Outcomes- Final draft**

Katie discussed the outcomes and outputs for the strategic plan. Discussion continued on the proposed outcomes and outputs with input from board members.

**X. 501c3 Update**

Katie gave a brief update on the process noting she is working with the attorneys on this and the process is moving forward.

**XI. 2023 Board meeting schedule**

Katie recommended we stay on the quarterly schedule and asked for comments. Board members all agreed to keep to the same schedule.

**XII. Adjourn**

Motion to adjourn made by Marty; seconded by April. Meeting adjourned at 9:09 a.m.



# VOUCHER APPROVAL

December 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
<b>Check Payments (check numbers)</b>	12396	12421	\$ 236,575.85
<b>Electronic Payments (dates)</b>	12/7/2022	12/22/2022	\$ 732,590.62
<b>TOTAL</b>			\$ 969,166.47
Respectfully submitted by <u>Steve Sumstad</u>			
Chairman of Board		Date	

**VOUCHER APPROVAL**

**January 2023**

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
<b>Check Payments (check numbers)</b>	12422	12450	\$ 203,920.70
<b>Electronic Payments (dates)</b>	1/6/2023	1/30/2023	\$ 786,022.39
<b>TOTAL</b>			<b>\$ 989,943.09</b>

Respectfully submitted by                     *Steve Simstad*                    

Chairman of Board

Date

# VOUCHER APPROVAL

February 2023

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
<b>Check Payments (check numbers)</b>	12451	12470	\$ 95,770.60
<b>Electronic Payments (dates)</b>	2/1/2023	2/24/2023	\$ 748,973.13
<b>TOTAL</b>			\$ 844,743.73

Respectfully submitted by



Chairman of Board

Date

# VOUCHER APPROVAL

March 2023

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
<b>Check Payments (check numbers)</b>	12471	12509	\$ 218,991.82
<b>Electronic Payments (dates)</b>	3/3/2023	3/31/2023	\$ 861,795.38
<b>TOTAL</b>			\$ 1,080,787.20
Respectfully submitted by <u>Steve Sumstad</u>			
Chairman of Board		Date	

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

Budget Line Item	Final PY22 Approved Budget	Year to Date Actual Expenditures	Budget Remaining
Direct Services and Contracts	\$ 6,853,470	\$ 3,252,108	\$ 3,601,362
New Cohort Training/Reskill-Upskill Initiatives	1,860,250	252,381	1,607,869
Incumbent Worker Training	100,000	10,800	89,200
System and Internal Professional Development (Priority DEAI)	50,000	16,470	33,530
Workforce System Navigators	167,250	20,224	147,026
Workforce System Connection Site	50,000	21,880	28,120
Service Delivery via Technology	230,000	106,802	123,198
Communications	61,000	16,865	44,135
Data and Research	55,500	25,069	30,431
Workforce Summits	75,000	5,285	69,715
WorkForce Central Staff	3,866,149	2,248,085	1,618,064
WorkForce Central Operational Expenses	738,000	311,229	426,771
Administrative Reserve	460,636	-	460,636 (1)
<b>Total</b>	<b><u>\$ 14,567,255</u></b>	<b><u>\$ 6,287,197</u></b>	<b><u>\$ 8,280,058</u></b>

**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.

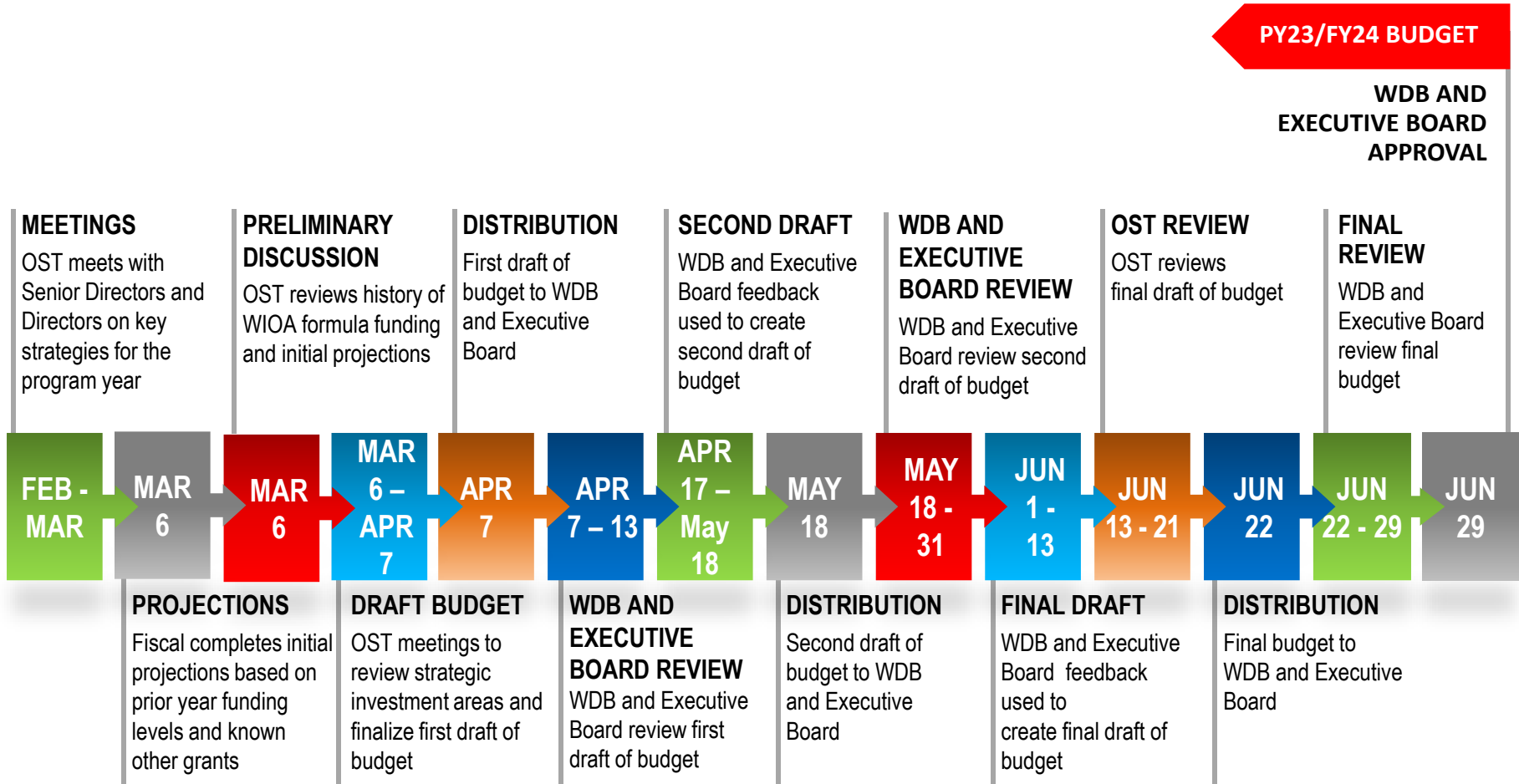


**WorkForce Central**  
**Program Year 2022/Fiscal Year 2023**  
**Direct Services and Contracts through January 31, 2023**

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	453,349	781,651	781,651
PY2021 WIOA Dislocated Worker Annual Formula	181,000	-	181,000	-
PY2022 WIOA Dislocated Worker Annual Formula	1,325,000	575,483	749,517	749,517
PY2021 WIOA Youth Annual Formula	155,000	150,263	4,737	-
PY2022 WIOA Youth Annual Formula	1,551,075	594,594	956,481	956,481
Economic Security for All	940,060	636,509	303,551	380,749
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	254,600
Strategic Planning	26,000	14,707	11,293	-
Community Engagement Services	27,335	19,635	7,700	1,925
<b>Total</b>	<b><u>\$ 6,853,470</u></b>	<b><u>\$ 3,252,108</u></b>	<b><u>\$ 3,601,362</u></b>	<b><u>\$ 3,124,923</u></b>

# WFC Budget Process and Timeline

## Program Year 2023 Budget



### Acronym Key

WDB – Workforce Development Board  
WIOA – Workforce Innovation and Opportunity Act

WFC – WorkForce Central  
PY – Program Year

OST – Organization Strategy Team  
FY – Fiscal Year

## **WorkForce Central Program Year 2023/Fiscal Year 2024 BUDGET DRAFT #1**

- The April meeting packet includes a comparison of the first draft of the PY23 budget to the PY22 budget approved by the Workforce Development Board and Executive Board and the first draft of the PY23 budget.
- The first draft of the PY23 budget presents an overall decrease of approximately \$1,194,000 compared to the PY22 approved budget.
- The first draft of the budget is presented assuming an increase in Workforce Innovation and Opportunity Act (WIOA) annual formula funding from the prior program year. This assumption is based on a model built by Josh Stovall to estimate the specific impact on funding levels for WorkForce Central based on the expected Washington State funding level from the Department of Labor, and data used by Employment Security Department and outlined in State policy.
- The first draft of the budget reflects a decrease of approximately \$2,000,000 in projected carry in of WIOA annual formula funding awarded in the current year available to expend in the next program year.
- Other funding represents funding awarded or expected to be awarded that will continue into the next program year. Other funding primarily includes Economic Security for All, Disaster Recovery National Dislocated Worker Grant, funding from Pierce County for the Stabilization Training and Employment Program and cohorts, and funding from City of Tacoma for cohorts and healthcare career mapping tool.
- Investment in direct services to fund contract and performance responsibilities required of our service providers for WIOA annual formula funding and other funding awarded or will be awarded that will continue into the next program year.
- WorkForce Central staff for Business Solutions budgeted at 6 FTEs in PY23, no increase in FTEs from the PY22 budget.
- Investment in common referral system to fund an additional workforce system navigator utilizing Disaster Recovery National Dislocated Worker Grant funding.
- Other investments due to evaluation of priorities, staff capacity, and strategic initiatives currently planned for PY23. Prioritized investing in initiatives with direct impact for job seekers and businesses.
- WorkForce Central staff (not including Business Solutions) budgeted for PY23 at 22.5 FTEs compared to 21.5 FTEs budgeted in PY22.
  - a. Current WFC staff at 21.5 FTEs that include all WFC management, fiscal, and program staff.
  - b. Plan to hire a data analyst in PY23 to support WorkForce Central's strategic initiatives and to continue to move WorkForce Central work forward.
- Administrative reserve represents WIOA annual formula funding available for PY23 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 PY24 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 PY23.
- WorkForce Central has accumulated unencumbered cash reserves from prior years due to performance-based contracts that allowed for revenues that exceeded actual costs. These funds are used for unexpected expenses such as litigation fees, unexpected invoices from previous funding sources that have closed, or other unanticipated occurrences that require payment to reconcile.

- The Workforce Development Board and Executive Board will receive a second draft of the budget to review and provide feedback in May.
- Goal to have a final budget to present for the Workforce Development Board and Executive Board to approve at their June meetings.

**WorkForce Central  
Program Year 2023 Draft Budget vs.  
Approved Program Year 2022 Budget**

Budget Line Item	Draft PY23 Budget	Approved PY22 Budget	Difference
Revenue:			
WIOA Annual Formula Funding	7,002,488	6,476,056	526,432
Projected Carry-In WIOA Annual Formula Funds	3,055,915	5,078,599	(2,022,684)
Other Funding	3,314,680	3,012,600	302,080
<b>Total Funds Available</b>	<u>13,373,083</u>	<u>14,567,255</u>	<u>(1,194,172)</u>
Investment Areas:			
Projected Carry-In Obligation	511,000	608,335	(97,335)
Direct Services - WIOA Annual Formula Contracts	3,448,000	3,930,000	(482,000)
Direct Services - Other Funding Contracts	2,102,580	2,134,060	(31,480)
Direct Services - Business Solutions WorkForce Central Staff	828,723	780,228	48,495
Industry Cohort Trainings	1,191,500	1,860,250	(668,750)
Employer Reskill Upskill Fund	100,000	100,000	-
Job Fairs and Events	50,000	50,000	-
System and Internal Professional Development	85,000	118,000	(33,000)
Common Referral System	305,000	197,750	107,250
Pierce WorkSource One-Stop Center	321,075	321,075	-
Workforce System Connection Site	50,000	50,000	-
Service Delivery via Technology	199,500	199,500	-
Communications	61,000	61,000	-
Data and Research	55,500	55,500	-
Communiy Engagement	50,000	25,000	25,000
<b>Total Investments</b>	<u>9,358,878</u>	<u>10,490,698</u>	<u>(1,131,820)</u>
WorkForce Central Staff	3,243,151	3,085,921	157,230
WorkForce Central Operational Expenses	560,000	530,000	30,000
Administrative Reserve	211,055	460,636	(249,581)
<b>Total Budget Need</b>	<u>13,373,083</u>	<u>14,567,255</u>	<u>(1,194,172)</u>
Surplus/(Deficit)	<u>-</u>	<u>-</u>	<u>-</u>

**Notes:**

Certain amounts in the Approved PY22 Budget column have been reclassified to be consistent with the presentation in the draft PY23 Budget. These reclassifications had no effect on the amount of Total Funds Available or Total Budget Need presented in the approved PY22 budget.

		ADULT	DW	YOUTH	OTHER FUNDING	ADMIN	Total
<b>REVENUE</b>							
WIOA Annual Formula Funding		\$ 2,049,340	\$ 2,102,040	\$ 2,150,860		\$ 700,248	\$ 7,002,488
Projected PY22/FY23 WIOA Annual Formula Carry-in Funds		\$ 979,709	\$ 935,063	\$ 852,638		\$ 288,505	\$ 3,055,915
Other Funding					\$ 3,314,680	\$ -	\$ 3,314,680
<b>Total Funds Available</b>		<b>\$ 3,029,049</b>	<b>\$ 3,037,103</b>	<b>\$ 3,003,498</b>	<b>\$ 3,314,680</b>	<b>\$ 988,753</b>	<b>\$ 13,373,083</b>
<b>INVESTMENT AREAS</b>							
<b>PY22/FY23 Carry-in Obligations - Projected (Detail Below)</b>		<b>\$ 180,000</b>	<b>\$ 134,000</b>	<b>\$ 197,000</b>		<b>\$ -</b>	<b>\$ 511,000</b>
<b>Direct Services</b>							
WIOA Adult Annual Formula		\$ 1,017,700					\$ 1,017,700
WIOA Dislocated Worker Annual Formula			\$ 1,048,000				\$ 1,048,000
WIOA Youth Annual Formula				\$ 1,382,300			\$ 1,382,300
Economic Security for All					\$ 1,262,580		\$ 1,262,580
QUEST Disaster Recovery National Dislocated Worker Grant					\$ 840,000		\$ 840,000
<b>Business Solutions</b>							
WorkForce Central Staff	6 FTEs	\$ 261,155	\$ 310,794	\$ 177,485	\$ 79,289		\$ 828,723
Industry Cohort Trainings		\$ 358,606	\$ 230,040	\$ 130,554	\$ 472,300		\$ 1,191,500
Employer Reskill Upskill Fund		\$ 50,000	\$ 50,000	\$ -			\$ 100,000
Job Fairs and Events		\$ -	\$ -	\$ 50,000			\$ 50,000
System and Internal Professional Development		\$ 28,429	\$ 31,649	\$ 24,922			\$ 85,000
Common Referral System		\$ 71,909	\$ 80,054	\$ 63,037	\$ 90,000		\$ 305,000
Pierce WorkSource One-Stop Center		\$ 101,790	\$ 105,958	\$ 83,327	\$ 30,000		\$ 321,075
Workforce System Connection Site		\$ 16,723	\$ 18,617	\$ 14,660			\$ 50,000
Service Delivery via Technology		\$ 66,725	\$ 74,283	\$ 58,493			\$ 199,500
Communications		\$ 20,402	\$ 22,713	\$ 17,885			\$ 61,000
Data and Research		\$ 18,562	\$ 20,665	\$ 16,272			\$ 55,500
Communiy Engagement		\$ 8,361	\$ 9,309	\$ 7,330	\$ 25,000		\$ 50,000
<b>WorkForce Central Staff (not including Business Solutions)</b>	<b>22.5 FTEs</b>	<b>\$ 717,288</b>	<b>\$ 778,483</b>	<b>\$ 680,246</b>	<b>\$ 432,420</b>	<b>634,715</b>	<b>\$ 3,243,151</b>
<b>WorkForce Central Operational Expenses</b>		<b>\$ 111,398</b>	<b>\$ 122,539</b>	<b>\$ 99,989</b>	<b>\$ 83,092</b>	<b>\$ 142,983</b>	<b>\$ 560,000</b>
<b>Administrative Reserve</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 211,055</b>	<b>\$ 211,055</b>
<b>Total Budget Need</b>		<b>\$ 3,029,049</b>	<b>\$ 3,037,103</b>	<b>\$ 3,003,498</b>	<b>\$ 3,314,680</b>	<b>\$ 988,753</b>	<b>\$ 13,373,083</b>

**DETAIL CARRY-IN OBLIGATIONS - PROJECTED**

Career Team PY22 WIOA Youth Annual Formula	-	-	153,000	153,000
Palmer Scholars PY22 WIOA Youth Annual Formula	-	-	44,000	44,000
Career Team PY22 WIOA Adult Annual Formula	180,000	-	-	180,000
Career Team PY22 WIOA Dislocated Worker Annual Formula	-	134,000	-	134,000
<b>TOTAL</b>	<b>180,000</b>	<b>134,000</b>	<b>197,000</b>	<b>511,000</b>

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







JAN 2023 - JUN 2026

# Strategic Framework

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# State of the Workforce



**140K**

currently under-employed <sup>1</sup>



**107K**

not participating in the labor force <sup>2</sup>



**24K**

seeking employment



**13,667**

Young Adults not connected to training programs/employment <sup>3</sup>



**72,180**

Pierce County residents live below the poverty line <sup>4</sup>



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



**2.5** active job postings for every worker on unemployment



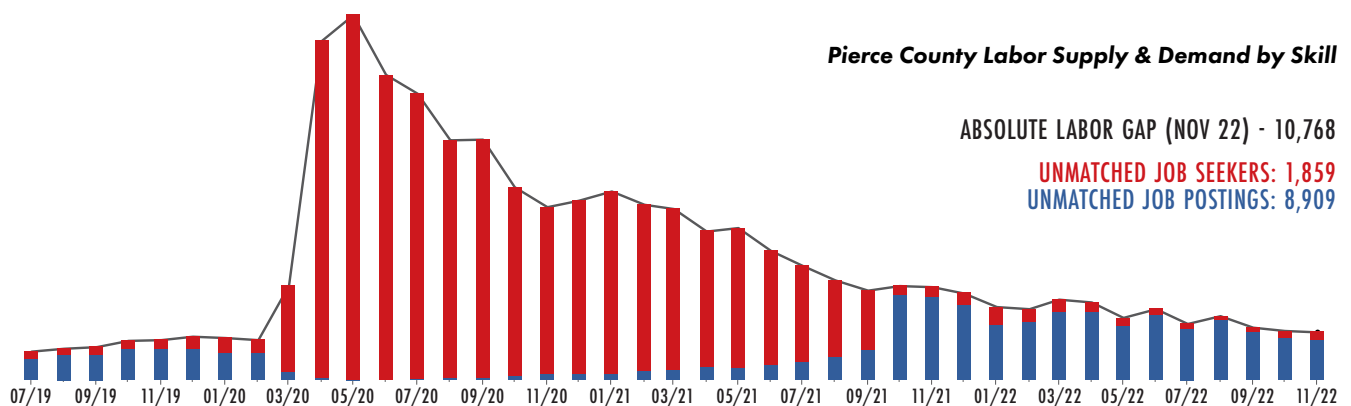
On average, median wages have increased **6.5%** annually since 2019 <sup>6</sup>



On average, cost of living has increased **6.3%** annually since 2019 <sup>7</sup>



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



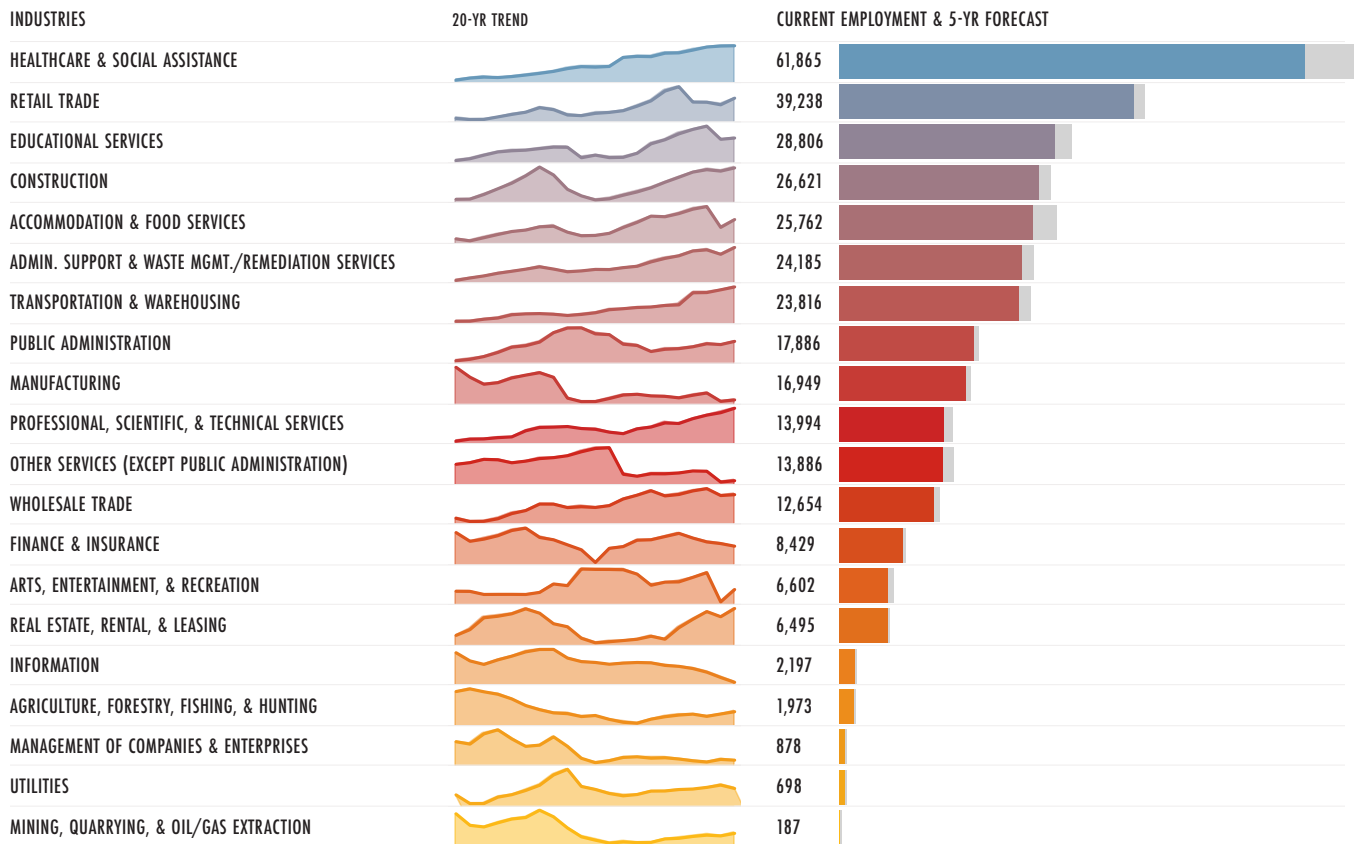
**Absolute Labor Gap:** The sum of the total count of unmatched job seekers and job postings at a single point in time.

**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.

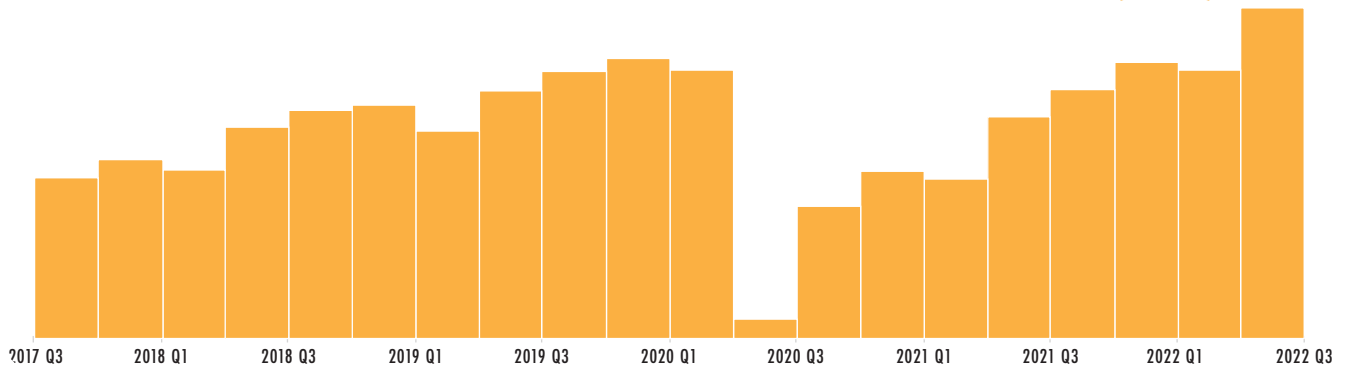


## Pierce County Industries

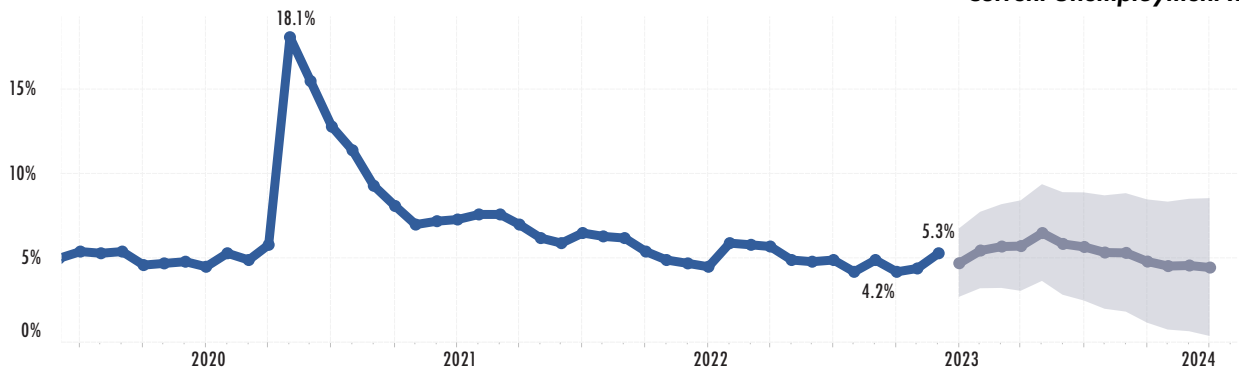


## Pierce County 5-Year Employment Trend

EMPLOYED (2022 Q3): 348,334



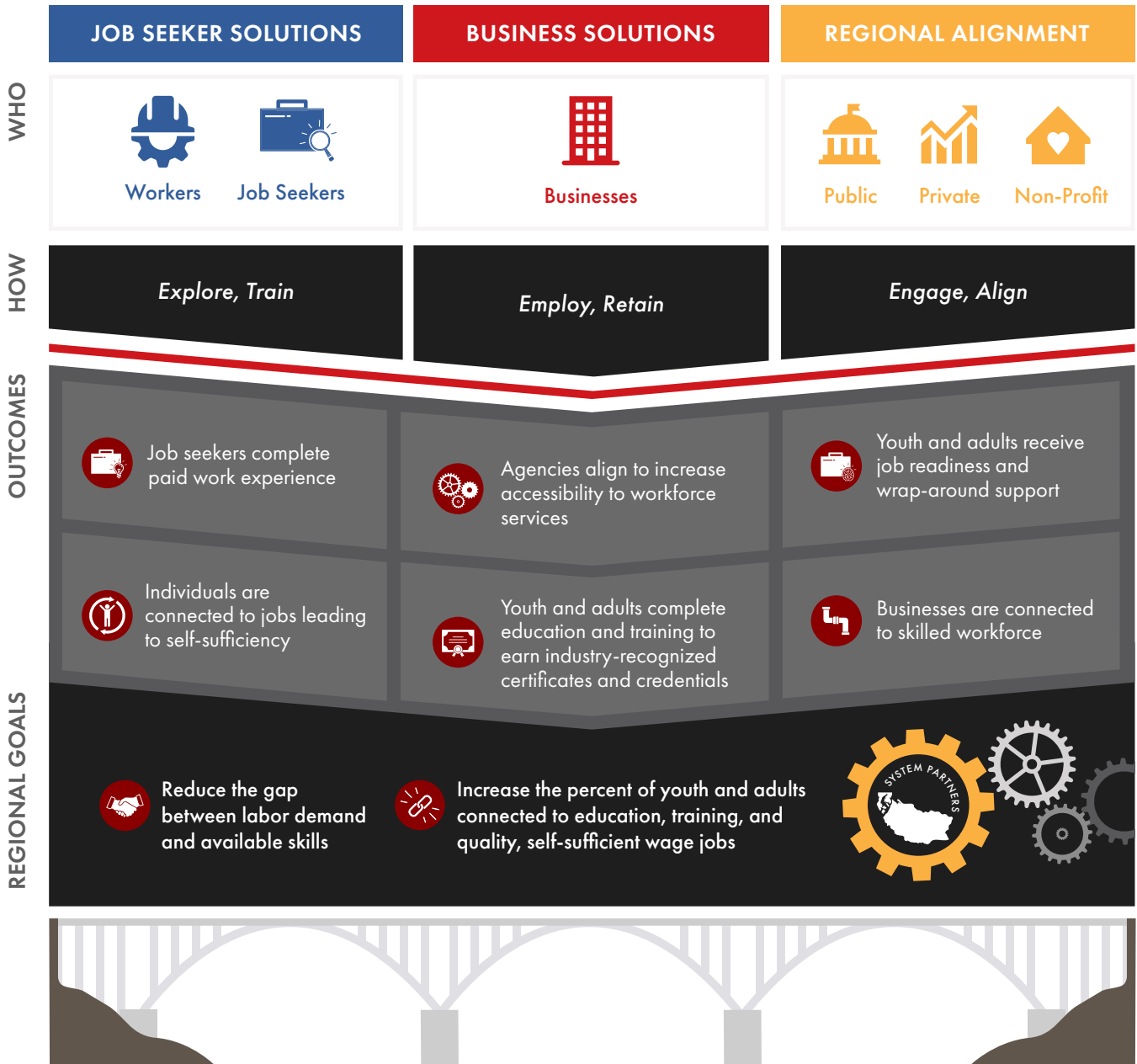
## Current Unemployment Rate



# 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

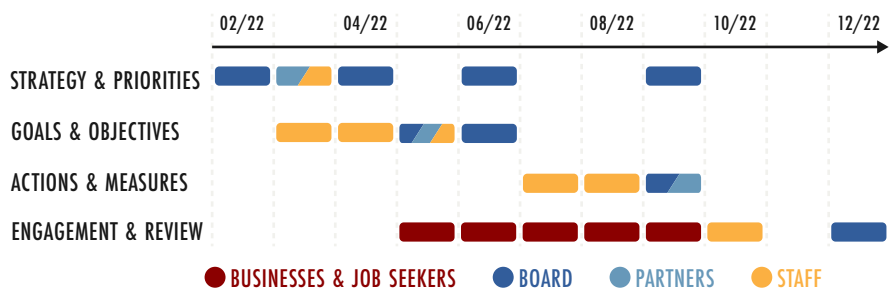
## PRIORITY SECTORS

- 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

