

PacMtn Workforce Development Council
Board Meeting Agenda
June 24, 2021 2-4 pm



Join on line:

<https://pacmtn-org.zoom.us/j/96550140456?pwd=eDNJVWdzbytQa1ZzZkdITEZQb2woUTog>

Meeting ID: 965 5014 0456

Passcode: 921095

I. Welcome & Leadership Reports (Board Chair)

- A. Welcome and Self-Introductions
- B. Establish Quorum & Review Today's Agenda
- C. Board Chair Report
- D. CEO Report

II. Action: Consent Agenda

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A. Action Item: Motion to Approve

- Minutes from 3/24/21 Meeting

III. Action Items & Strategic Discussions

- A. Review of PY21 Preliminary Budget: Executive Finance Committee Recommends DO PASS and offers a **Motion to Approve**
- B. PacMtn Learning: 2021 Economic Symposium

IV. Committee & Task Force Updates (Task Force Leads)

- A. Executive Finance Committee
- B. One Stop Committee
- C. Targeted Populations
- D. Business and Sector Engagement (BaSE)
- E. Adult Basic Education & Literacy (ABEL)
- F. One-Stop Operator (The Collaborative)

Discussion: Revitalization of Committees (Senior Staff)

V. Good of the Order & Announcements

2021 Year Upcoming Meetings

<u>Date</u>	<u>Location</u>
Summer Hiatus	
September 23, 2021	TBD/Zoom
November 18, 2021	TBD/Zoom

2020-2021 WDC Members

Name	Business/Organization	Representation
1. Richard DeBolt (nominee)	Lewis County EDC	Business: Economic Development
2. Jonathan Pleger	Morningside	CBO/Serves Disabled Populations
3. Alissa Shay	Port of Grays Harbor	Business: Logistics Cross Sector
4. Lynnette Buffington (nominee)	Greater Grays Harbor	Business: Economic Development
5. Derek Epps	Mason County	Business: Seattle Shellfish
6. Jacquelin Earley	Sierra Pacific	Business: Wood Products Manufacturing
7. Steve Rogers	Pacific County Historical Society & Museum	Business: Tourism & Recreation
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10. David Schaffert	Thurston County Chamber	Business: Private Sector Enterprise
11. Vacant	Employment Security Dept.	Wagner-Peyser Employment Service
12. Sherry Barry	Twin Harbors Labor Council	Labor Organization
13. Cheryl Heywood	Timberland Regional Library	CBO/Serves All Populations
14. Vacant		Post-Secondary Higher Education
15. Dr. Dana Anderson	Educational School District #113	K-12 Education
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17. Paul Vertrees	DSHS/DVR	Vocational Rehab
18. Jason Reed	DSHS/Community Services	TANF-DSHS
19. Kelli Bloomstrom	Centralia College	ABE: Regional
20. Grant Lehman	Jack's Country Store	Business: Private Sector Enterprise
21. Angela White (nominee)	Thurston County	Business: Construction Trades
22. Bill Sullivan	Education Technology Solutions Consultant	Business: Private Business
23. Peter Lahmann	Port of Centralia Port Commissioner	Business: Economic Development
24. Vacant		Business:
25. Jennifer Baria	Mason County EDC	Business: Economic Development
26. Christina Riley	Construction Marketing Rep	Labor-Apprenticeship

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CSO	Community Service Offices	OJT	On the Job Training

DOL	Department of Labor	OURR	Opioid Use Reduction & Recovery
DSHS	Department of Social of Health Services	TAA	The Trade Adjustment Assistance
DVR	Division of Vocational Rehabilitation	TANF	Temporary Assistance for Needy Families
ESD	Employment Security Department	WDA	Workforce Development Areas
DW	Dislocated Worker	WEX	Work Experience
ESD 113	Educational Service District – Capital Region	WIOA	Workforce Innovation & Opportunity Act
ETPL	Eligibility Training Provider List	WTECB	Workforce Training & Education Coordinating Board

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Innovate and be creative. Honor diverse perspectives.
In all things demonstrate: Integrity, honesty, transparency, personal excellence,
constructive self-assessment, continuous self-improvement, and mutual respect

***Duty of Attention**= Full participation and Practical inquiry*

***Duty of Allegiance**=Address conflict of interest & confidentiality, care about funding sources & potential opportunities*

***Duty of Agreement** = abide by Federal, State & Local laws and PacMtn mission, vision, values, services, policies & programs*

Board Member Reminders

***Conflict of Interest:** In accordance with the Workforce Innovation and Opportunity Act and the standards of honorable business practice. Workforce Development Council members (WDC), as well as members of WDC Committees and Task Forces, who directly represent, are employed by, or act as consultants to organizations or agencies having business before the Council shall not vote on any matter or issue regarding said organization or agency. Any member having a conflict of interest will declare the conflict prior to any discussion on the matter and must recuse themselves from any formal action related to the conflict.*

***Concern about misuse of public resources:** PacMtn Board of Directors takes seriously all matters of fiscal integrity and the ethical and lawful conduct of its business. Any concerns about fraud, abuse or unethical conduct should be reported to a Board Officer, the CEO or the [State Auditor’s Office \(SAO\)](#).*

Executive Finance Committee 6/11/2021

Staff Fully Return to PacMtn Offices June 28...following the actions of the Governor, and information from the CDC, State Health Department and L&I we are encouraged to fully re-open work places, services and the economy. PacMtn is pleased to promote sensible and safe post pandemic practices. Nearly 75% of staff have already returned. PacMtn's administrative offices are following L&I guidance and we lifted the requirement for masks and social distancing for those fully vaccinated. PacMtn encourages all employees to get the vaccine.

PacMtn serves as Fiscal Entity... "ASHHO" means to instruct or call someone to "COME" join in the Bengali. As an acronym for the organization it also describes their mission:

- **Advocate** for survivors, communities of color, under-served, marginalized people.
- **Serve** our communities with kindness, compassion and professional services
- **Honor Humanity** in all that we do because all people matter
- **Organize** community resources, education, gatherings, trainings & events.

The organization has received endorsement, encouragement and financial support from the Thurston EDC, Thurston Strong and Thurston County government in the development of a **Community Cultural and Job Training Center**. PacMtn has agreed to provide compensated financial services for a period pending the finalization of ASHHO's IRS designated 501(c)3 tax status, approximately 6-9 months. The strong mission alignment, PacMtn's infrastructure and administrative ease makes the partnership mutually beneficial.

2021 Economic Symposium—All Virtual Convening, June 15 and 16...The Washington State Employment Security Department (ESD) is convening government, private sector, small business, non-profit and community leaders from across the state to address key workforce and economic development challenges as well as share data-driven plans and solutions for navigating post-pandemic economic recovery efforts. PacMtn Board Members who want to register through PacMtn can contact PacMtn Offices or deb@pacmtn.org

Congratulations to Cami Feek appointed as Commissioner of Employment

Security...after having served as acting commissioner since February when former Commissioner Suzi Levine left. Feek also previously served as acting commissioner in 2018 when former Commissioner Peinecke left, and as deputy commissioner and chief operating officer. She was hired into ESD as the first program director of the newly developed Paid Family and Medical Leave program. Cami is a genuine, humble and accessible leader. She has worked in state government over 25 years, from entry to executive level positions.

Business Resources Offered through WorkSource...take a look at the useful information being made available by PacMtn's Business Service Team! Coupled with the new micro website

designed specifically for [PacMtn WorkSource](#) lots of information is now available for both job seekers and business customers.

Reinstated Job Search Requirement intensifies need for in-person services at WorkSource. The job search waiver will end on July 4, 2021. This along with the State's push to open the economy back up will likely mean more customers will be coming back into WorkSource PacMtn. The WorkSource staff teams are readying themselves. Much is being done to prepare for more traffic through the facility, including continued availability of virtual services and expanding job search options for UI customers.

Accolades for Career Path Services, WIOA Contractor and Partner...Career Path Services' project [Dignity of Work](#) is a partnership with [ANEW](#), and [WholeStory](#). The project was selected as one of **ten teams from four countries** to advance into Round 2 of the XPRIZE Rapid Reskilling competition. Through 2021 the 'Dignity of Work' team will support 350 individuals (unemployed workers facing barriers, dislocated workers needing retraining, youth without previous employment experience) and prepare them for new careers in construction. The remotely delivered solution will target workers and employers in the Hampton Roads, Virginia Beach region.

Strong Performance during the Pandemic...see the attached letter from Employment Security.

Stories of Hope and Impact

Good News for Teen Workers... The New York Times article, "[Tips for Teenagers on Landing a Summer Job](#)" points out that after a rough 2020, teen workers are in demand this summer. The research findings are especially exciting as the teenage labor market rebounds from record employment lows during the COVID-19 pandemic. Nationally it is expected the proportion of teens working this summer to rise to 31.5%, an increase from 26.3% last year. The the chances of a teen working this summer are about 20 percent greater than last year!



STATE OF WASHINGTON
EMPLOYMENT SECURITY DEPARTMENT

PO Box 9046 • Olympia WA 98507-9046

March 25, 2021

RE: Recognizing Your Team's Remarkable Year's End

Dear Cheryl,

As we report out on the final months of 2020, I wanted to acknowledge your inspiring dedication to the communities served by your WDC. It is important to take a moment to recognize your positive performance on the outcomes shown below from your WIOA Title I grants and discretionary contracts. Please thank your entire team for the hard work and dedication they put into finding solutions and support for those most affected by the year's struggles.

WDC 02 Quarter Ending December 31, 2020 (June 30, 2020 for employment outcomes)

***Goals set pre-Covid**

Outcome	Target	Actual
WIOA Adult Employments	1600	1455
WIOA DW Enrollments Including RRIE	299	327
WIOA DW Employments Including RRIE	138	247
NDWGs - Disaster Relief	10	81

Through quarterly narratives and team meetings, your commitment to meeting the needs of your community, whether through virtual offerings, trainings, or youth engagement has proven success in enrollments and placements across multiple formula programs. Great work! If we could offer additional technical service in any area of grant administration, training, policy guidance, or others, please just let us know. Our goal is to support your local success!

We are always looking for successful practices to share with the rest of the workforce development system. If you would like to share any tools or practices with your peers across the state, please send them to ESDGPWorkforceInitiatives@esd.wa.gov. Also, let us know in that message if you would be willing to present during the next quarterly peer-to-peer teleconference. By sharing your successes, you can help the entire state continue to pursue and achieve excellence. Our next peer-to-peer call is scheduled for **March 29, 2021** and we love for you to attend.

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

Sincerely,

Tim Probst
Grants Director
360-790-4913

PacMtn Workforce Development Council

Board Meeting Minutes

3.25.2021 ▪ 2:00-4:00

Meeting ID: 974 5279 5058

Password: 283973



Join on line:

<https://pacmtnorg.zoom.us/j/97452795058?pwd=NVV2bkICQzJhalU2Z2hQZDFzVWIndz09>

Board Member Attendees:

Jonathan Pleger, Alissa Shay, Derek Epps, Jacquelin Early, Steve Rogers, Michael Cade, David Schaffert, Scott Hass, Sherry Barry, Cheryl Heywood, Bob Guenther, Paul Vertrees, Jason Reed, Kelli Bloomstrom, Bill Sullivan, Peter Lahmann, Diana Murphy, Jennifer Baria, Christina Riley

Consortium Member Attendees:

Commissioner Lisa Olson

Staff: William Westmoreland, Wil Yeager, Elton James, Kim Baker and Marc Hannon

Excused: Grant Lehman, Cheryl Fambles, Dana Anderson and Jennifer Baria

Nominees attended: Lynnette Buffington and Sue Yirku

I. Welcome & Check- In Items

A. Introductions & Establish Quorum- Jacquelin called the meeting to order at 2:11 pm

Jacquelin thanked Michael Cade coming in as Vice Chair and Alissa Shay, incoming Board chair for stepping forward in these leadership roles. Introductions were made and Jacquelin welcomed Lynnette Buffington and Sue Yirku as new nominees.

Quorum was established

B. Board Chair Report

- **Emergency Declaration Status**
Jacquelin discussed Emergency Declaration status and approval items. Memo was presented outlining the items that were approved with consultation for specific administrative actions taken when we were unable to establish quorum. The list of the items that have been approved was supplied in the attached packet. Activities for review were things like change of bank signers. Jacquelin asked if there were any questions or comments. No questions or comments were made.
- **Schedule**
- Keeping meetings virtual until June. Meeting schedules were established and confirmed WDC Board Meetings.
Board Meetings- June 24- 2:00-4:00, September 23- 2:00-4:00, November 18- 2:00-4:00.
- Commissioner Lisa Olsen had a comment regarding the November 18th Board Meeting asking if it ends up that we meet in person that we celebrate as it is her

birthday.

- Report on the WA Workforce Association convening of board chairs and chief local elected officials. 9 CEO's and 9 elected officials attend along with 6 board chairs.

C. CEO Report

- Included into packet and asked if any questions that you reach out to Cheryl directly.
- Reminded the Board of the CEO succession plan and finding replacement for Cheryl
 1. As a Board have a defined vision on what kind of leader the Board is looking for
 2. Agree on what our job description should reflect so message is clear on the vision what Pac Mtn. should look like.

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Action Item: Action item added as there is November 2020 minutes that still needed approved.

Motion to Approve November 2020 which included June 2020 minutes-Motion to approve from Lisa Olsen and Cheryl Heywood second the motion. **Motion carries.**

Strategic Discussions

A. COVID-19 Update

- Wil reported on the Emergency Declaration memo (attached) list of actions that were taken and signed off. Included; PY20 final budget, change of bank signers, extension of the Declaration, extension of IFA/MOU, and Collaborative Agreement.

B. WIOA Procurement Updates

- William reported just finished up procurement process for WIOA Business Services and we awarded the renewal of Thurston County Chamber of Commerce. The window of appeal is open and contract negotiations will begin in the first week of April.

III. **Committee & Task Force Updates** (Task Force Leads)

A. One Stop Committee

- Cheryl Heywood reported that this committee will be meeting next Thursday 4/1

B. Targeted Populations Committee

- Jonathan Pleger reported that this committee will regroup on April 14th

C. Adult Basic Education and Literacy (ABEL)

- Kellie Bloomstrom reported that they will revisit on April 20th.

D. Business and Sector Engagement (BaSE)

- No report out

E. One- Stop Operator (The Collaborative) Report

- David Schaffert talked about the One Stop Operator procurement that will be coming up and spoke to the memo in the packet (attached).

IV. **Good of the Order & Announcements**

- Cheryl Heywood announced the change from Lynda.com to Linked in Learning. On April 1st access to Library's will be open with limited access. Library at the Capital Mall to open on June 1st 2021. There is some remodeling being done at some library locations and mobile Library's for rural areas.

- Bob Gunther a new children’s museum in Lewis County. A new Cyber Security program –Registered Apprentice program.
- Wil reminded everyone the request for members to attend exit conference with the State Auditor’s Office on March 30th at 8:30.

Meeting adjourned at 3:01 pm. Submitted by Kim Baker, Administrative Assistant

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MEMORANDUM

To: PacMtn Executive Finance Committee Members

From: Cheryl B. Fambles, CEO
Wil Yeager, Director Fiscal and Administrative Services

Date: June 9, 2021

Subject: PY21 Preliminary Final Budget

PY21 Preliminary Final Budget begins services for the **Program Year (PY) beginning July 1, 2021 through June 30, 2022**. The attached budget documents offer a summary of the budget expected to provide needed services for the upcoming year. This version of the budget provides us a starting point for an operational budget to begin our new program year. We do not have actual grant award amounts or final determinations of carry-in funding so revenue and expenses are based on estimates and assumptions. Some new projects are not yet fully determined or structured so funding is ear marked with details to be developed at a later date. The Final PY21 version of the budget prepared in the Fall will be amended to show actual awards, carry-in funds, contract and project expenses.

The attached summary offers a good breakdown of both revenues and expenses in the categories the Board is familiar with seeing.

Revenue Projections

Our revenue forecast for **PY21 is \$11,188,616**. This is over **\$ 1.89 mil less** in total revenue than last year. There are two reasons for the decrease 1) smaller federal and consequent state WIOA formula allocations and 2) fewer new competitive grants than expiring competitive grants.

The WIOA Formula awards for PY21 are fairly solid projections provided by the state. They represent a decrease of **\$ 499,816, caused by 9.4% lower federal funding allocations and lower in-state allocations** to PacMtn. Some of this loss is offset by additional grants for specific pieces of project or grant work, but not all of it. In response to this lower funding level the State is releasing an additional \$400K in Rapid Response Funds that will add directly into our Dislocated Worker funding. This funding comes from the State's Dislocated Worker set aside for major business dislocations.

Proposed amounts for the **DVR Pre-ETS** contract are a reduction from PY20 and are subject to re-negotiation. This has been a challenging grant to offer and administer. PacMtn is not alone in



the challenge. It is being discussed nationally and statewide for any who are under contract for provision of these valuable services for young people with disabilities.

Generally, with **competitive grants** we have done well on the **number received**, but the total **value is lower** than those that are expiring. We are awaiting final confirmation on the extension and expansion of the **Opioid Humanitarian award at \$1.5 mil**. We remain hopeful, but until we receive official notification the budget does not count it.

New Grants and Possible Funding

APEX is a new poverty reduction program that appropriately bundles services for those in the Commerce Community Jobs Program serving TANF customers together with Basic Food Education Training (**\$80k**) and a new grant including new Economic Security for All funds (**\$478k+**).

National Institute Occupational Safety and Health (NIOSH) \$15K training grant is very small in funding, but could be an important contribution to the field of workforce development and the National American Job Center suite of basic programming.

Community Development Block Grant (CDBG) \$740k+ funds offers staffing assistance for local Food Banks and Senior Food programs. This program braids PacMtn's mission with organizations that provide food programs during the pandemic by addressing critical shortfalls in staffing for these agencies.

Thurston Strong Champion Corps funding amount is unknown, but is a model similar to the (CDBG funds). These dollars come from Thurston County's American Rescue Plan Act funding afforded to Thurston Strong. The money facilitates employment for Thurston County residents and enhances staffing and service delivery for community-based organizations significantly impacted by the pandemic.

Continuing Specialty Grants Fund Work

Under contract to the Thurston County Jail PacMtn will continue provision of services for County residents in work release and in County supervision. The **PREP Program** is well received by individuals and Jail Command who recognize it as helpful to the economic, health and welfare recovery of individuals. This program is a cornerstone activity for PacMtn's newly created **Re-Entry Services** body of work that builds upon and expands services provided through the opioid reduction grants.

Boeing has significantly reduced funding for AMP training at JBLM. We will use remaining carry-in and add the awarded \$80K and contract for provision of those services to maximize money available for training and placement of individuals in an aerospace career pathway.



The **Disaster Recovery and Employment Recovery Grants** for COVID-19 response and recovery will continue into the upcoming year with remaining amounts available to continue services through December 2021 and March 2022.

PY21 is 6th year of the **MyJOB partnership** with Juvenile Rehabilitation and Division Vocab Rehab. We renegotiated a new 2 year contract for \$1.3 mil/year and have expanded services to include more work-based learning opportunities for the young people we serve.

Pending negotiation of a contract with **DVR for Pre-ETS** services PacMtn intends to contract for \$300k in services for students with active Individual Education or 504 Education Plans to enable successful entry to the labor market.

In addition to the providing critical services these **competitive grants** play an important role in picking up portions of staff time, overhead and administration that helps share the burden with our WIOA Formula base grants.

Our **WIOA Formula grants reflect 56%** of the overall budget, higher than the last couple of years. Our competitive grants are now a lower percentage what we've experienced the last couple of years it is critical that we continue the diversification and pursuit of additional funding.

Expenses

Pursuant to the intentions of WIOA and State policy, the majority of our revenues are contracted back out to procured vendors to deliver services that adhere to the objectives of the award. In the Budget Summary these services are identified as either Direct Participant Services, Business Services & Solutions, Special Impact Projects, Misc. Contracts & Projects or Administrative Services. Our emphasis is on providing services that reach and add value for our customers-both job seekers and employers.

As noted in the Summary Chart Administrative Services increased in this budget. Historically, we held the administrative budget below 20%. This year we are at 30%. There is nearly \$1 mil difference in those costs from PY20-PY21. Reasons for this include:

1. **Shift in service delivery design** previously allowed the same staff costs to be dedicated to program/direct services vs. administration. In years past, some WIOA programs were allowed to continue direct services. That is no longer permitted and PacMtn now contracts for those services and those funds are contracted out. All funds now retained by PacMtn are coded under an administrative line item.
2. **PacMtn braids critical and appropriate work with WIOA funds that code as an administrative cost.** Examples of this are the 22% of salary costs WIOA Youth funds absorb for work in the My Journey Out Beyond (MyJOB) program that serves incarcerated



youth or 20% of WIOA Adult funding that shifted to support TANF participants in the Community Jobs program.

3. **Increased staffing for legitimate business needs** like additional monitoring and audit burdens, contract oversight/quality assurance, IT services/products or marketing are absorbed under administration.
4. **Facility costs** (20% increase) for Thurston building resulted from increases for additional square footage and additional cost/per square foot.
5. **AmeriCorps** costs (\$60k) show initially in Administration. Funds are expected from revenues accrued through pay point or other non-WIOA funds, but the funds must be paid up front, when AmeriCorps are placed.
6. **Staff salary** increases with proposed COLA, service, merit, fully staffed Executive Team.
7. **CEO transition** and recruitment cost with higher than baseline PTO pay-out.

Full Time Equivalency (FTE) changes in number and nature are reflected in the chart below.

	(FTE) Total	Direct Services	Administrative
PY21	31	8	23
PY20	35	19	16

For the most part the rest of the Administrative Budget is steady state. Please note these additional administrative proposed budget changes:

1. Decrease in Training and Travel
2. 17% increase in Professional Services enhances our Media and Outreach Services and is offset by a decrease in line items called “Board and Community Outreach” that have similar objectives.

Critical Investments: New Or Continuing

- **Open Lab at WorkSource Thurston--\$75K:** Provides additional hands-on learning for individuals who need greater assistance with adult basic education preparations, including GED, job search and employment preparations.
- **EDC Support for Small Businesses--\$75K** will provide funds that augment their efforts to support local businesses in this region.
- **PacMtn One-Stop Operator and Operations-- \$120k.** Prior to year-end, PacMtn will procure a One Stop Operator to continue the integrated service delivery of this region. Most of this funding is to drive system performance through communications, problem solving, project oversight and system training for the operation of the system. We additionally include funds for training and related supports.
- **Incumbent Worker Revolving Fund - \$75k:** This funding supports local employers in identified sectors providing training to upskill employees.



- **Update Industry and Occupation Study - \$35k:** with the dramatic change in the economy over the past 14 months, it is necessary to revisit the 2019 Industry Cluster and Emerging Sector study to gain insight on our region's economy and finalize the 2021 Strategic Plan.
- **Initiate Sector Training Cohorts- \$100k:** This program area will be designed to spotlight high demand sectors in our region and to create possibilities for short-term training, education for employers and ways to invest in the pipeline for youth and those wanting to prepare themselves for a career/job shift.

Follow-up to Budget Workshop

During the Budget Workshop Board Members discussed ways to heighten the attention to available **jobs in the skilled trades** for the most rural and remote areas of our region. To respond PacMtn ELT Members will assume responsibility for undertaking and reporting activities/accomplishments in the following areas:

- In conjunction with WIOA Youth Services and Business Services design and implement Skilled Trades Exploration activity for Rural Youth. Utilize Board Member connections to apprenticeship and businesses with a skilled labor force.
- Increase WIOA Youth presence in rural schools.
- Host employer information sessions and incentivize small/single proprietors to learn about value and importance of work-based learning programs that offer learning on the job, internships, mentoring, pre-apprenticeship and apprenticeship.
- Strengthen career exploration and work readiness relationships with in/out of school programs in rural areas, including helping facilitate connections with community college programming.
- Better align and share regional STEM and Career Connect Learning programs with rural schools, leverage and braid activities.
- Intensify relationships, support and align programming with New Market and Twin Harbors Skills Centers, especially as related to work-based learning.

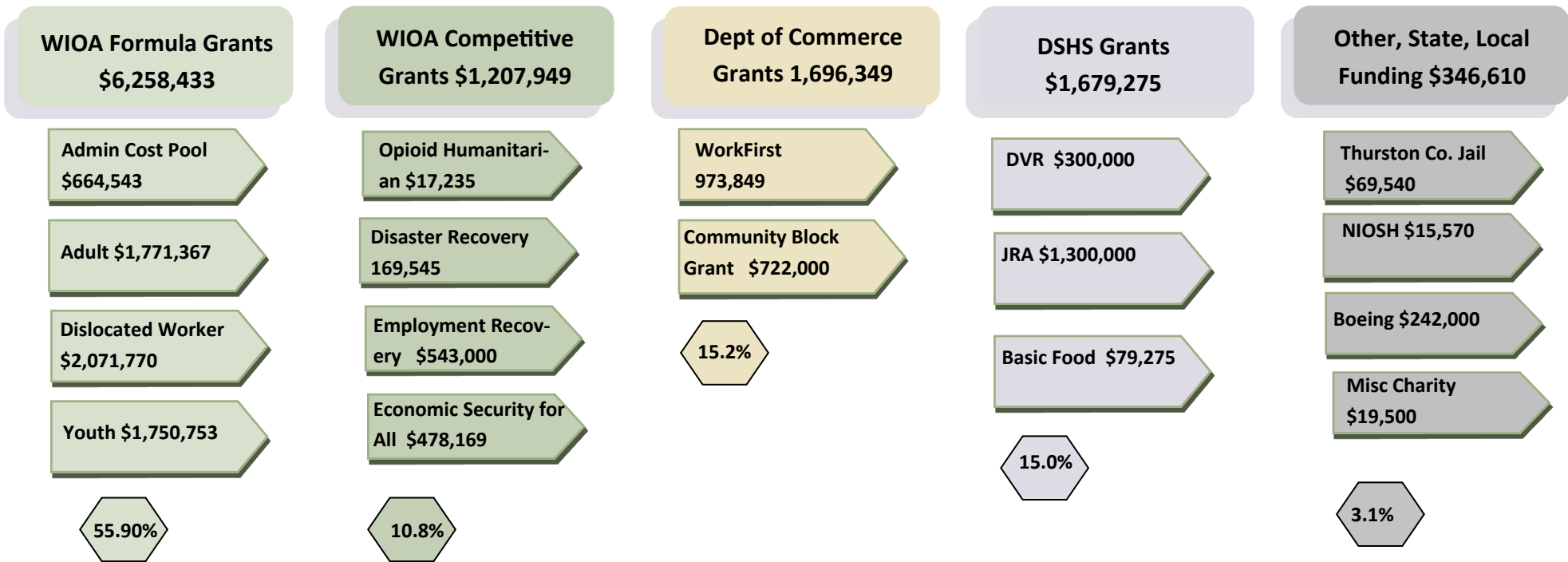
Recommending Motion to Approve

This budget reflects a progressive and thoughtful way to continue fulfilling our requirements and delivering quality workforce services in the region. We recommend a motion that:

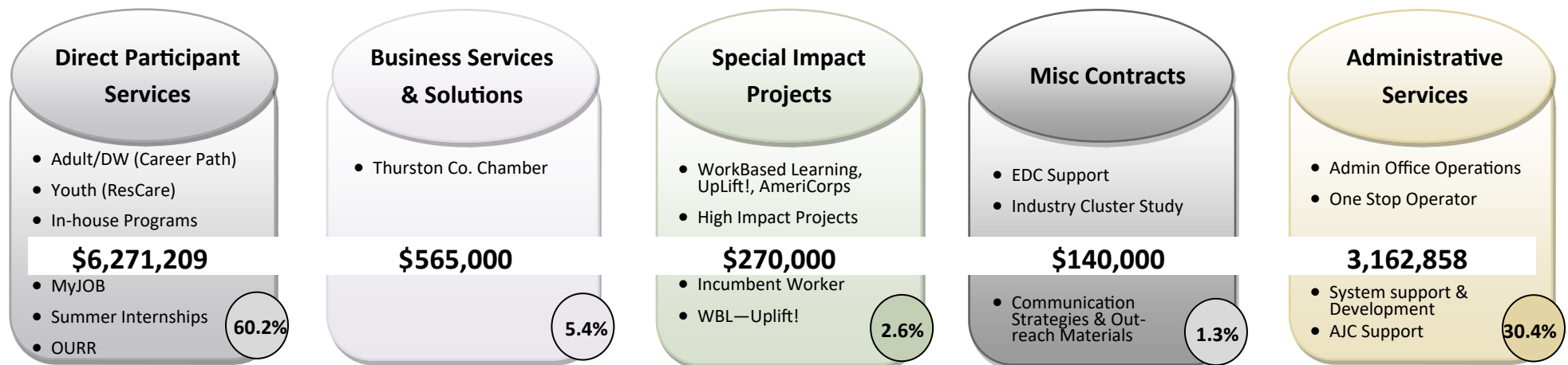
- Approves the PY21 Preliminary Final Budget, as presented or revised by the Executive Finance Committee.
- Directs staff to make final preparation for the full Board Discussion June 24 and the Elected Official review and vote July 9.



PY 21 Revenues - \$11,159,659



PY 21 Expenses - \$10,409,066



Pacific Mountain Workforce Development Council
Program Year 2021
July 1, 2021 - June 30, 2022
Prelim Budget by Budget Category



Direct Participant Services	Business Services & Solutions	Special Impact Projects	Misc. Contracts & Projects	Administrative Services	Total
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Budgeted Revenues:

	Direct Participant Services	Business Services & Solutions	Special Impact Projects	Misc. Contracts & Projects	Administrative Services	Total
<i>Workforce Innovation and Opportunity Act (WIOA) 'Formula' Grants</i>						
WIOA Admin Cost Pool (ACP)	-	-	-	-	664,543.00	664,543.00
WIOA Adult	913,200.10	225,000.00	97,500.00	55,000.00	480,666.90	1,771,367.00
WIOA Dislocated Worker	947,093.00	240,000.00	172,500.00	85,000.00	627,177.00	2,071,770.00
WIOA Youth	1,301,140.05	-	-	-	449,612.95	1,750,753.00
<i>Subtotal</i>	3,161,433.15	465,000.00	270,000.00	140,000.00	2,221,999.85	6,258,433.00
<i>'Competitive WIOA' Grants</i>						
Opioid Humanitarian (01/01/19-07/31/2021)	-	-	-	-	17,235.44	17,235.44
Disaster Recovery (05/01/20-03/31/22)	155,981.40	-	-	-	13,563.60	169,545.00
Employment Recovery DWG (07/01/20-03/31/22)	463,000.00	-	-	-	80,000.00	543,000.00
Economic Security for All (EcSA) (05/30/21-03/31/23)	323,000.00	-	-	-	155,169.00	478,169.00
<i>Subtotal</i>	941,981.40	-	-	-	265,968.04	1,207,949.44
<i>Department of Commerce Grants</i>						
WorkFirst (Community Jobs) (7/1/20-6/30/21)	693,380.49	-	-	-	280,468.51	973,849.00
Community Development Block Grant (CDBG)	541,875.00	-	-	-	180,625.00	722,500.00
<i>Subtotal</i>	1,235,255.49	-	-	-	461,093.51	1,696,349.00
<i>Department of Social & Health Services Grants</i>						
Dept of Voc Rehabilitation -PreEmployment Skills (09/30/2021)	225,000.00	-	-	-	75,000.00	300,000.00
Juvenile Rehabilitation - My JOB (7/1/21-6/30/22)	968,184.00	-	-	-	331,816.00	1,300,000.00
Basic Food Employment and Training (BFET) Program DSHS	28,837.00	-	-	-	50,438.00	79,275.00
<i>Subtotal</i>	1,222,021.00	-	-	-	457,254.00	1,679,275.00
<i>Other Grants</i>						
Misc Charitable Revenue	19,500.00	-	-	-	-	19,500.00
Thurston County Jail Program (1/1/21 - 12/31/21)	69,540.00	-	-	-	-	69,540.00
National Institute for Occupational Safety & Health NIOSH	7,200.00	-	-	-	8,370.00	15,570.00
Boeing	112,000.00	100,000.00	-	-	30,000.00	242,000.00
<i>Subtotal</i>	208,240.00	100,000.00	-	-	38,370.00	346,610.00
Total Revenue	6,768,931.04	565,000.00	270,000.00	140,000.00	3,444,685.40	11,188,616.44

Budgeted Expenditures:

Program Services	Direct Participant Services	Business Services & Solutions	Special Impact Projects	Misc. Contracts & Projects	Administrative Services	Total
<u>WIOA Formula</u>						
Adult Contracted Programs (Career Path Services)	870,000.00	-	-	-	-	870,000.00
Dislocated Worker Contracted Programs (Career Path Services)	870,000.00	-	-	-	-	870,000.00
Youth Contracted Programs (EQUUS)	1,125,000.00	-	-	-	-	1,125,000.00
Incumbent Worker Training (TBD)	-	-	75,000.00	-	-	75,000.00
Business Services (Thurston Co. Chamber)	-	400,000.00	-	-	-	400,000.00
Region Wide Cohort Activity	-	65,000.00	100,000.00	-	-	165,000.00
Open Lab	-	-	75,000.00	-	-	75,000.00
One Stop Operations/System Activities	-	-	20,000.00	-	-	20,000.00
Occupational Study	-	-	-	35,000.00	-	35,000.00
Student Work experience Support	-	-	-	30,000.00	-	30,000.00
EDC Support	-	-	-	75,000.00	-	75,000.00
Subtotal	2,865,000.00	465,000.00	270,000.00	140,000.00	-	3,740,000.00
<u>WIOA Competitive</u>						
Disaster Recovery	155,981.00	-	-	-	-	155,981.00
NDWG Economic Recovery	463,000.00	-	-	-	-	463,000.00
Economic Security for All	215,000.00	-	-	-	-	215,000.00
Subtotal	833,981.00	-	-	-	-	833,981.00
<u>Department of Commerce Grants</u>						
WorkFirst In-house Program Thurston, Mason, Lewis Co.	693,055.24	-	-	-	-	693,055.24
Community Development Block Grant (CDBG)	541,875.00	-	-	-	-	541,875.00
Subtotal	1,234,930.24	-	-	-	-	1,234,930.24
<u>Department of Social & Health Services Grants</u>						
Dept of Voc Rehabilitation -PreEmployment Skills (09/30/2021)						
Project A	75,000.00	-	-	-	-	75,000.00
Project B	75,000.00	-	-	-	-	75,000.00
Project C	75,000.00	-	-	-	-	75,000.00
Juvenile Rehabilitation - My JOB (7/1/21-6/30/22)	968,184.00	-	-	-	-	968,184.00
Basic Food Employment and Training (BFET) Program DSHS	27,373.51	-	-	-	-	27,373.51
	1,220,557.51	-	-	-	-	1,220,557.51
<u>Other Grants</u>						
Thurston County Jail Program (1/1/21 - 12/31/21)	69,540.00	-	-	-	-	69,540.00
National Institute for Occupational Safety & Health NIOSH	7,200.00	-	-	-	-	7,200.00
Boeing Grant used for A&P Training	40,000.00	100,000.00	-	-	-	140,000.00
Subtotal	116,740.00	100,000.00	-	-	-	216,740.00
Program Expense Total	6,271,208.75	565,000.00	270,000.00	140,000.00	-	7,246,208.75

Administrative ServicesProgram Service Operations

MyJob	98,995.16	98,995.16
Poverty Reduction (Commerce, APEX)	84,367.85	84,367.85
Food Security Support (CDBG)	96,602.93	96,602.93
Re-Entry	92,957.66	92,957.66

Administrative Office Operations

Salaries	1,397,089.27	1,397,089.27
Benefits	578,452.30	578,452.30
Travel & Training	42,150.00	42,150.00
Professional Services	196,950.00	196,950.00
Facilities	226,587.00	226,587.00
Supplies & Communications	75,175.00	75,175.00
Equip/Maintenance/Rentals	34,348.00	34,348.00
Depreciation	7,988.00	7,988.00
Insurance	21,000.00	21,000.00
Memberships	12,194.00	12,194.00
Misc.	13,000.00	13,000.00

AmeriCorps Services Staff

	60,000.00	60,000.00
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Admin Office Subtotal

3,037,857.18	3,037,857.18
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CEO TransitionSubcontracts Recruitment

25,000.00	25,000.00
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Transition Subtotal

25,000.00	25,000.00
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One Stop Operator

Staffing

-	-
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Subcontracts

100,000.00	100,000.00
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One Stop Operator Subtotal

100,000.00	100,000.00
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Administrative Expense Total

3,162,857.18	3,162,857.18
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Total Expenditures

6,271,208.75	565,000.00	270,000.00	140,000.00	3,162,857.18	10,409,065.93
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Admin Office Formula Carry Forward to PY23

67,801

Admin Office Carry Forward Ongoing Grants to PY23

205,306

Program Carry Forward Ongoing Grants to PY23

476,433

Total Carry Forward to PY23

749,539

RRIE PY18	-	-	-	-	-	-	18,000.00	(18,000.00)	End of Funding
Ostroms RRIE									
RRAA PY19	-	-	-	-	-	-	221,794.00	(221,794.00)	End of Funding
RRAA Contracted (CPS, TCC)	-	-	-	-	-	-	153,206.00	(153,206.00)	End of Funding
Disaster Recovery	155,981.00	-	-	-	-	155,981.00	619,253.00	(463,272.00)	Spending in PY20
NDWG Economic Recovery	463,000.00	-	-	-	-	463,000.00	668,411.00	(205,411.00)	Spending in PY20
Economic Security for All	215,000.00	-	-	-	-	215,000.00	-	215,000.00	New Funding
Subtotal	833,981.00	-	-	-	-	833,981.00	2,372,471.48	(1,538,490.48)	
Department of Commerce Grants									
WorkFirst In-house Program Thurston, Mason, Lewis Co.	693,055.24	-	-	-	-	693,055.24	551,406.75	141,648.49	Anticipated increase in service
Community Development Block Grant (CDBG)	541,875.00	-	-	-	-	541,875.00	-	541,875.00	New Funding
Subtotal	1,234,930.24	-	-	-	-	1,234,930.24	551,406.75	683,523.49	
Department of Social & Health Services Grants									
Dept of Voc Rehabilitation -PreEmployment Skills (09/30/2021)									
Project A	75,000.00	-	-	-	-	75,000.00	564,965.00	(489,965.00)	Net of three programs lower than last year
Project B	75,000.00	-	-	-	-	75,000.00	-	75,000.00	Net of three programs lower than last year
Project C	75,000.00	-	-	-	-	75,000.00	-	75,000.00	Net of three programs lower than last year
Juvenile Rehabilitation - My JOB (7/1/21-6/30/22)	968,184.00	-	-	-	-	968,184.00	942,500.00	25,684.00	Small Increase in activity
Basic Food Employment and Training (BFET) Program DSHS	27,373.51	-	-	-	-	27,373.51	-	27,373.51	New Program
Subtotal	1,220,557.51	-	-	-	-	1,220,557.51	1,507,465.00	(286,907.49)	
Other Grants									
Thurston County Jail Program (1/1/21 - 12/31/21)	69,540.00	-	-	-	-	69,540.00	70,200.00	(660.00)	
National Institute for Occupational Safety & Health NIOSH	7,200.00	-	-	-	-	7,200.00	-	7,200.00	
Boeing at JBLM	40,000.00	100,000.00	-	-	-	140,000.00	551,074.00	(411,074.00)	
Pierce County Career Days	-	-	-	-	-	-	23,000.00	(23,000.00)	No program this year
Dawkins Trust	-	-	-	-	-	-	30,000.00	(30,000.00)	
Subtotal	116,740.00	100,000.00	-	-	-	216,740.00	674,274.00	(457,534.00)	
Program Expense Total	6,271,208.75	565,000.00	270,000.00	140,000.00	-	7,246,208.75	10,107,852.23	(2,861,643.48)	
Administrative Services									
Program Service Operations									
MyJob					98,995.16	98,995.16	0	98,995.16	
Poverty Reduction (Commerce, APEX)					84,367.85	84,367.85	0	84,367.85	
Food Security Support (CDBG)					96,602.93	96,602.93	0	96,602.93	
Re-Entry					92,957.66	92,957.66	0	92,957.66	
Administrative Office Operations									
Salaries					1,397,089.27	1,397,089.27	1,049,132.99	347,956.28	
Benefits					578,452.30	578,452.30	430,908.42	147,543.88	
Travel & Training					42,150.00	42,150.00	86,950.00	(44,800.00)	
Professional Services					196,950.00	196,950.00	163,610.00	33,340.00	
Facilities					226,587.00	226,587.00	89,281.00	137,306.00	
Supplies & Communications					75,175.00	75,175.00	73,030.00	2,145.00	
Equip/Maintenance/Rentals					34,348.00	34,348.00	34,348.00	-	
Depreciation					7,988.00	7,988.00	4,100.00	3,888.00	
Insurance					21,000.00	21,000.00	21,000.00	-	
Memberships					12,194.00	12,194.00	16,494.00	(4,300.00)	
Board Community Outreach					-	-	20,000.00	(20,000.00)	
Community Outreach					-	-	10,000.00	(10,000.00)	
Misc.					13,000.00	13,000.00	13,000.00	-	
Transfer to Unrestricted					-	-	(2,000.00)	2,000.00	
AmeriCorps Services Staff					60,000.00	60,000.00	-	60,000.00	
Admin Office Subtotal					3,037,857.18	3,037,857.18	2,009,854.42	1,028,002.76	
Covid Response Supplies					-	-	15,000.00	(15,000.00)	
CEO Transition Recruitment					25,000.00	25,000.00	-	25,000.00	
Transition Subtotal					25,000.00	25,000.00	15,000.00	10,000.00	
One Stop Operator									
Staffing					-	-	-	-	
Subcontracts					100,000.00	100,000.00	125,000.00	(25,000.00)	
One Stop Operator Subtotal					100,000.00	100,000.00	125,000.00	(25,000.00)	
Administrative Expense Total					3,162,857.18	3,162,857.18	2,149,854.42	1,013,002.76	
Total Expenditures	6,271,208.75	565,000.00	270,000.00	140,000.00	3,162,857.18	10,409,065.93	12,257,706.65	(1,848,640.72)	
Admin Office Formula Carry Forward to PY23						67,801	586,179		
Admin Office Carry Forward Ongoing Grants to PY23						205,306	164,179		
Program Carry Forward Ongoing Grants to PY23						476,433	175,123		
Total Carry Forward to PY23						749,539	925,481		



WDC Board of Directors

Chief Executive Officer
Cheryl Fambles

Executive Administrative Assistant

Hospitality Assistant

Temp/Wex Intern

Senior Associate Director, Business Engagement and Community Affairs

One Stop Operator Contract Oversight

Director of Finance & Administrative Services

Senior Associate Director Workforce Services

Senior Associate Director Equity and Priority Populations

Community Relations Analyst

Program Manager

Research & Data Specialist III

IT Specialist III

MadCap Marketing and Communications

Contract Business Solutions (B2B)

Senior Finance & Administrative Services Coordinator

Finance Specialist II HR

Finance Specialist II A/P,A/R

Sr. Policy & Compliance Coordinator – EO Officer

Quality Assurance Coordinator

Quality Assurance Program Assistant III

Program Assistant III

Sr. Coordinator Contracts

Program Manager Poverty Reduction Programs

Senior Program Specialist - APEX BFET/TANIF

Workforce Development Specialist III/Lead

Workforce Development Specialist II

Program Coordinator NDWG/CDBG

Senior Program Specialist Rapid Response

AmeriCorps

WIOA Title I Contractors DW/Adult

Re-Entry Services Coordinator

PREP WFD Specialist III

Priority Populations & WIOA Youth Contractors

MyJob Program Manager

MyJob Workforce Development Specialist

MyJob Program Assistant III

AmeriCorps

CEO

ELT/Executives

Senior Program Managers

Senior Coordinators

Program Manager

Planners/Coordinators/Developers/Navigators/Analyst

Specialists I,II,III (Sr. Analyst), Senior Specialists, Supervisors

Office, Program Assistants I, II, III, Senior Assistants

Work Based Learning Assignments

Major Contract Supervision

Pending Board Approval

TO: PacMtn WDC Board of Directors
FROM: WorkSource Collaborative
SUBJECT: Discussion Only—One-Stop Operator Progress and Reflections
DATE: June 10, 2021

Background

The Workforce Innovation and Opportunity Act of 2014 (WIOA) requires each Workforce Region to have at least one comprehensive one-stop American Job Center. Known as WorkSource in Washington, this statewide, locally governed primary delivery system for federally funded workforce services is made up of various partners working together to deliver services. WIOA also requires that each Workforce Region procure for a one stop “Operator” to assure that WorkSource sites in the region are in compliance with federal expectations for American Job Centers and local service delivery agreements outlined in a memorandum of understanding among the WDC and the partners delivering services.

Four years ago, PacMtn WDC initiated procurement for a One-Stop Operator. It received proposals from the Thurston Chamber of Commerce and the Employment Security Department. In the end, it was determined that the two entities, along with PacMtn WDC should form a consortium in order to leverage the complementary strengths of the proposers. The Operator became known as the WORC (WorkSource Operator Regional Consortium). Membership included the Employment Security Department Regional Director, PacMtn CEO and Thurston County Chamber of Commerce CEO. The 3 entities were to act with one voice and developed what was then known as the WORC Agreement to clarify their roles, responsibilities and intended outcomes. Through the WORC Agreement, and under contract through the Collaborative, Employment Security Department (ESD) was to provide a WorkSource System Manager to drive continuous quality improvement projects at WorkSource in the PacMtn region. The Thurston Chamber provided administrative support, daily oversight and office space.

Over 18 months following execution of that contract, the ESD employee under contract left for another position. To address this vacancy PacMtn WDC, under direction of the Collaborative, initiated procurement for a Project Director. Since that time the Collaborative has carried out the duties of the Operator through ABSLLC as the Project Director. As Project Director Agnes Balassa leads continuous improvement efforts across WorkSource sites and partners. The Collaborative agreement requires the development of a report to the PacMtn WDC Board of Directors. Additionally, Chair of the Collaborative has attended the monthly WDC Executive Finance Committee to provide regular updates to the Board.

Collaborative Principles and Objectives

Through its agreement, the Collaborative works to meet the following key objectives:

- **Customer First Focus** – Put the needs of those using the system and those who could benefit from using the system at the center of all deliberations. Advocate for those needs as a primary driver for action. Promote business and industry needs of the entire region and advocate for those most



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underserved and experiencing barriers to successful, sustaining employment.

- **Integration** – Think and act as an integrated system of partners that share common goals with services delivered by various organizations with the best capabilities for a seamless customer experience.
- **Accountability** – Commit to high quality customer services with regular program performance review based on shared data and actions that enhance outcomes.
- **Universal Access** – Meet the needs of customers by ensuring universal access to programs, services, and activities for all eligible individuals.
- **Continuous Improvement and Learning** – Create a delivery system that utilizes feedback from employers and job seekers to challenge the status quo and that innovates to drive measurable improvements.
- **Partnership** – Align goals, resources, and initiatives with economic development, business, labor and education partners. Build strong relationships with current partners and expands partnerships with new and diverse agencies and organizations similarly committed to the prosperity of individuals, the community and the economy.
- **Unified Regional Strategies** - Work with partners to address broader workforce needs of the regional economy and leverage resources to provide a higher quality and level of services.
- **Technology** - Maximize technology to promote the capabilities and outcomes of WorkSource PacMtn throughout the region, beyond brick and mortar WorkSource sites.

Approach

While the system had been meeting expectations for quality service provision, the Collaborative wanted to accelerate integration, data driven decision making and the use of the customer feedback to guide continuous service improvement. The Project Director has focused upon:

- **Certifying WorkSource Centers, Affiliates and conditions for Connections Sites.** This work involved all existing sites and utilized the WDC Board’s One-Stop Committee. Ultimately, the Board approved one Comprehensive Center, four Affiliates and 29 Connection Sites. This certification process was a powerful learning moment that built strong partnerships and familiarity across the system.
- **Implementing a Master Project Plan** with lead partner staff to identify and track continuous improvement projects, make course corrections, and anticipate issues. The master plan supports functional teams through a series of project to integrate how staff welcome, triage, serve and connect customers to desired outcomes.
- **Developing Standard Operating Procedures and Project Checklists** with lead staff to support greater service integration, coordination of activities and functions, and standard work.
- **Improving Communications** to clarify system expectations and initiatives, increase buy-in and build on an existing Share Point site to create an accessible record of decisions, policies, SOPs, etc.
- **Implementing a Data Dashboard** to use monthly data to analyze trends and identify areas for continuous improvement as needed.

By January 2020, the Data Dashboard and Master Plan had been completed, a customer satisfaction survey had been implemented and was providing good, actionable information and strong progress was being



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made on welcome, triage serve and connect projects. Checklists and standard operating procedures were begin developed from these projects and communication was improving. With the support of the Project Director and PacMtn Board of Directors One-stop Committee, the system was beginning to prepare for certification – an objective assessment process to identify where progress has been made on the key objectives (above) and what more needed to be done.

Then the COVID pandemic caused WorkSource sites to close to the public and ESD staff were reassigned to support Unemployment Insurance claimants. Existing projects were put on hold as the energy of the limited number of staff available to provide WorkSource services had to be refocused meeting customer needs in a virtual service delivery environment and planning for eventual safe re-opening.

Then, a few months later, the death of George Floyd resulted in racial justice movements that caused a new focus on the implications of race and racism for WorkSource customers and staff.

In light of these changes, the Project Director and partner leads began several new projects. In order to support virtual service delivery, they expanded the use of social media and marketing, developed a new website and tutorials to help customer virtually access services, implemented a scheduler and reimagined the Welcome, Triage, Serve and Connect customer flow; to prepare for eventual reopening of sites, they created a set of safe re-opening plans; to address issues of race and equity they initiated a new Diversity, Equity and Inclusion effort; and the team began to explore which aspects of service delivery needed to be site based and which could be provided regionally.

Results

The following is a list of what has been accomplished over the last 2 years under the Collaborative's oversight with support from the WorkSource Project Director:

- **System Certification:** The Workforce Innovation and Opportunity Act (WIOA) requires that each state must establish the minimum criteria for certification of One-Stop centers and the One-Stop delivery system. The certification criteria allows the State to set standards for customer-focused, seamless services from a network of partners that help individuals overcome barriers to becoming and staying employed. Certification is required to be done by local boards at least once every three years in order for One-Stop centers and the One-Stop delivery system to receive infrastructure funding. The certification process is critical in setting the minimum level of quality and consistency of services in One-Stop centers across each State. Local Workforce Development Boards (LWDB) are charged with assessing the One-Stop centers and the One-Stop delivery system within their region to ensure that they meet WIOA and state criteria.
- **System Performance Dashboard:** the dashboard is updated monthly and provides data that is more actionable than the lagging WIOA performance measures which are based on data anywhere from 3 to 9+ months old. A copy of the most recent dashboard report, based on 9 quarters of data and including recommendations, is attached.
- **Virtual Services:** Over the last year, several new products have been deployed to help job seeker and business customers access services virtually:
 - **Virtual Find Work Friday Job Fairs** – Led by the Chamber's Business Services Team,



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WorkSource now provides a monthly on-line job fair that includes more employers and job seekers than WorkSource was able to serve with in-person weekly site-based events.

- **WorkSource PacMtn Microsite** – Developed through a contract with MadCap Media, WorkSource now has an attractive, professional on-line “front door” to services at [WorkSourcepacmtn.org](#). The microsite anticipates that more customers will access WorkSource virtually in the future, helps them learn about locally available services, and provides:
 - **A universal intake form** – which allows for easy and efficient co-registration of customers and an initial understanding of their needs.
 - **An orientation to virtual services** – which provides tutorials for creating a WorkSourceWA.com account, job searching in the virtual world, applying for unemployment, and finding employees online. <https://pacmtn.org/worksource-virtual-services/#/>
- **On-line Applications for services** – The system has made greater use of JotForms and other tools to allow customers to provide information needed to determine whether they are strong candidates for programs or appropriate for referrals.
- **Virtual Onboarding for new staff** – Developed to orient new staff in the new virtual environment where they can’t just learn from interacting with more seasoned staff. The virtual on-boarding (insert link) creates consistent messages and information about how we operate in this region, supporting greater integration in how we serve customers. https://rise.articulate.com/share/ewkfeggjwpLAUAKkVanVcbSLU_sfXb9v#/
- **Expanded social media presence** – Supported by both MadCap Media and the Thurston County Chamber of Commerce, the Operator is working on improving and expanding the use of social media to connect with WorkSource customers and get the word out that services are still available despite resource rooms being closed.
- **Implementation of TablesReady** – a scheduler to help connect job seekers with staff who can address their needs by phone, video conference, email, or a on a very limited basis, by in-person appointments.
- **Diversity, Equity and Inclusion Initiative** – Focused on race and racism, this effort engages staff to help identify and address institutional racism where it may exist in WorkSource.

Projects that were started, halted due to COVID and should be revisited in the near future:

- **Customer Satisfaction Survey:** In order to make better use of the voice of the customer in designing/revising services, a system-wide an online and paper and pencil customer satisfaction survey was implemented across the system. Data from the survey was used to help identify areas for improvement. While marks for customer satisfaction were consistently high – typically over a 4.5 on a scale of 1 to 5 with 5 being excellent – the survey yielded additional important information. For example, it indicated that customers accessed an average of 2 services, which the WorkSource partners wanted to increase. The survey was ended due to COVID – much of the data collected was not relevant once face-to-face services were closed to the public. A new survey should be



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developed for the current environment

- **Master Plan for Welcome, Triage, Serve and Connect Projects:** Now that ESD staff are again available to provide WorkSource Services, and now that we have a sense of what has changed due to the more virtual nature of services, it's time to revisit the master project plan to identify what is needed to better integrate welcome, triage, serve and connect services a create a revised project plan.
- **WorkSource Certification:** Because certification by its very nature has been site focused, it made little sense to run a certification project during the pandemic when sites were closed. Revisiting the certification process should be a priority for the WorkSource Operator in the 2021-2022 program year.
- **Clarification of the Role of Connection Sites:** At the start of the pandemic, the Collaborative was in the process of clarifying the role of community-based portals or "Connection Sites" to WorkSource services. As a result of the pandemic, a number of functions have become centralized and it's likely that fewer staff will perform their jobs at brick-and-mortar WorkSource sites between the hours of 8 and 5 daily in the future. Connection sites may become an even more an important component of the system, and efforts to clarify their roles should be considered in 2021-2022

Looking Forward and Next Steps

Safe Reopening Plan – Building on the state approved Roadmap for reopening of sites managed by ESD and the results of a pilot project managed by Career Path Services and the WDC, a plan was developed to safely reopen the WorkSource Center and Affiliates to in-office services. While virtual services were provided throughout the pandemic, a number of customers depend on publicly available wifi and computers to access these services. Many of these customers also face digital literacy challenges. In anticipation of more customers needing in-office services due to the reinstatement of job search requirements for all Unemployment Insurance claimants, on June 14, 2021, staff who will provide in-office services returned to the WorkSource Center and Affiliated sites to prepare for reopening.

Procurement – We are aware that the PacMtn WDC will again initiate procurement for the next One Stop Operator. We hope this information is useful in informing the Council's next choice for Operator and in the development of the Operator's work plan. We built momentum on many fronts and while the pandemic forced a dramatic and traumatic re-set of our thinking and our behaviors it also accelerated important work on virtual services. That learning and those valuable tools will continue to be used by the local public workforce system to serve customers.

Partnership Engagement - These last two quarters require we thoughtfully plan a transition of the important elements of this work. Partner staff and contractors have increasingly learned to work cooperatively and to think about service delivery in integrated ways. Our progress will continue to necessitate this continued level of engagement amongst the existing and new partners. We must recommit and think creatively about our essential services to customers.