PacMtn WDC Board Meeting
08/28/2025 ▪ 2:00p-4:00p
PacMtn Offices and Online via Microsoft Teams
Meeting ID: 234 613 241 865
Passcode: ec9QY9EP

I. Welcome & Check-In Items

- **A.** Introductions & Establish Quorum
- **B.** Board Chair Comments
- **C.** CEO Report

II. Action: Consent Agenda

The Consent Agenda is a SINGLE item for Board consideration that encompasses items the Board would typically approve with little comment. Procedural items such as approval of Minutes, or other legal or housekeeping items are appropriate for a Consent Agenda. There can be explanation of items, but there is no discussion of the Consent Agenda. If discussion is warranted or requested ANY item can be immediately removed and placed on the regular Agenda for full board discussion.

- **A. Action Item:** Motion to Approve June12, 2025 Board Minutes (Attachment #1)

III. Fiscal Items:

- **A. Discussion Item:** PY24 Financial Statement (Attachment #2)

IV. Discussion & Action Items:

- **A. Discussion Item:** High Road Employer and Quality Job Standards (Attachment #3)
  - i. **Action Item**: Motion to Approve the High Road Employer and Quality Job Standards as presented.
- **B. Discussion Item:** QUEST Fund Awards Update (Attachment #4)
- **C. Discussion Item:** 2025 Amendment of By Laws (Attachment #5)
- **D. Discussion Item:** One Stop Service Delivery System Progress and Next Steps (Attachment #6)
- **E. Discussion Item:** Lease Agreement for WorkSource Thurston **(**Attachment #7)

V. Executive Session

The Board can move to close the meeting for select and appropriately limited conversation on specified purposes, which are identified in RCW 42.30.110. Any specific action requiring a vote will be taken in the public portion of the meeting.

VI. Committee & Task Force Updates (Committee Leads)

A. One Stop Operations Committee

B. Business and Sector Engagement (BaSE)

VII. Good of the Order & Announcements

2025-2026 WDC Board Members

Name	Employed by/Serving	Represents
1. Michael Cade *Chairperson*	Thurston County EDC	Business & Economic Development Representative *Committee Assignment: EFC, BaSE*
2. Kevin Shutty *Incoming Chair*	Economic Development Council of Mason County	Business & Economic Development Representative *Committee Assignment: EFC, BaSE*
3. Dr. Lorie Thompson *Vice-Chairperson*	Capital STEM Alliance	CBO/Workforce Representative *Committee Assignment: EFC*
4. Christina Riley *Secretary/Treasurer*	Labor and Apprenticeship Representative	Labor-Apprenticeship/ Workforce Representative *Committee Assignment: EFC, Priority Populations*
Grays Harbor County Representatives		
5. Alissa Shay	Port of Grays Harbor	Business Representative *Committee Assignment: BaSE*
6. Stacie Vaughan	Vaughn Company	Business Representative
7. Darrin Raines	Greater Grays Harbor Inc	Business & Economic Development Representative
Lewis County Representatives		
8. Richard DeBolt	Lewis County EDC	Business & Economic Development Representative *Committee Assignment: BaSE*
9. Peter Lahmann	Port Commissioner	Business & Economic Development Representative *Committee Assignment: One-Stop, Priority Populations*
10. Marika Bertolini	Providence Centralia Hospital	Business Representative *Committee Assignment: BaSE*

Mason County Representatives		
11. Jacquelin Earley	Sierra Pacific Industries	Business Representative ***Committee Assignment: BaSE***
12. Derek Epps	Seattle Shellfish	Business Representative ***Committee Assignment: EFC***
Pacific County Representatives		
13. Sue Yirku	Pacific County EDC	Business & Economic Development Representative ***Committee Assignment: BaSE***
14. Jeanne Brooks	Azure Strategy	Business Representative ***Committee Assignment: BaSE***
15. Vacant		
Thurston County Representatives		
16. Angela White	Olympia Master Builders	Business Representative ***Committee Assignment: BaSE***
17. David Schaffert	Thurston County Chamber	Business Representative ***Committee Assignment: EFC, BaSE***
Regional Representatives		
18. Jonathan Pleger	Morningside	CBO-Serves Disabled Populations/Workforce Representative **Committee Assignment:** ***EFC, Priority Populations***
19. Erin Fraiser, Ed.D (Nominee)	Washington State Building and Construction Trades Council	Labor Organization/ Workforce Representative
20. Joe Vansyckle	Employment Security Department	Wagner Peyser Employment Service ***Committee Assignment: One Stop***
21. Cheryl Heywood	Timberland Regional Library	CBO-Serves All Populations/Workforce Representative ***Committee Assignment: EFC, One-Stop, ABEL***
22. Sarah Cabbage	South Puget Sound Community College	Basic Education Acquisition (BedA) ***Committee Assignment:***
23. Dr. Carli Schiffner	Grays Harbor College	Higher Education Representative
24. Bob Guenther	Thurston, Lewis, Mason Counties Labor Council	Labor Organization/Workforce Representative

		Committee Assignment: BaSE
25. Jason Reed	WA DSHS/Community Services	DSHS/Workforce Representative *Committee Assignment: Priority Populations*
26. Tricia Wiltse	WA DSHS/DVR	Vocational Rehabilitation Representative *Committee Assignment: One-Stop, Priority Populations*

Workforce Development Speak (Commonly Used Acronyms)

ABE	Adult Basic Education	**NDWG**	National Dislocated Worker Grants
CBO	Community Based Organizations	**OBH**	Opportunity Begins Here
CJ	Community Jobs		
CLEO	Chief Local Elected Official	**OJT**	On the Job Training
CRP	Community Reinvestment Program	**OURR**	Opioid Use Reduction & Recovery
CSO	Community Service Offices	**RSW**	Revised Code of Washington
DOL	Department of Labor	**REO**	Reentry Employment Opportunities
DSHS	Department of Social of Health Services	**SSP**	Self Sufficiency Plan
DVR	Division of Vocational Rehabilitation	**TAA**	The Trade Adjustment Assistance
ECSA	Economic Security for All	**TANF**	Temporary Assistance for Needy Families
ESD	Employment Security Department	**TEGL**	Training and Employment Guidance Letter
DW	Dislocated Worker	**TEN**	Training and Employment Notice
ESD 113	Educational Service District – Capital Region	**WDA**	Workforce Development Areas
ETPL	Eligibility Training Provider List	**WEX**	Work Experience
IEP	Individual Employment Plan	**WIN**	Workforce Information Notice
IFA	Infrastructure Funding Agreement	**WIOA**	Workforce Innovation & Opportunity Act
ITA	Individual Training Account	**WTECB**	Workforce Training & Education Coordinating Board
MISA	Matched Investment Savings Account		
MOU	Memorandum of Understanding		
MyJob	My Journey Out Beyond		

PacMtn Board Member Values

Customer needs are priority #1. **Ensure all counties are included.**
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).

PacMtn WDC Board Meeting Minutes
06/12/2025 ▪ 2:00-4:00p
PacMtn Offices & Online Via Microsoft Teams

Attendees: Michael Cade, Kevin Shutty, Dr. Lorie Thompson, Christina Riley, Alissa Shay, Stacie Vaughn, Darrin Raines, Peter Lahmann, Marika Bertolini, Jaquelin Earley, Sue Yirku, David Schaffert, Joe Vansyckle, Cheryl Heywood, Sarah Cabbage (Nominee), Dr. Carli Shiffner, Bob Guenther, Jason Reed, Tricia Wiltse

Staff: William Westmoreland, Arissa De Lima, Wil Yeager, Dan Cooling, Wes Smith, Jeff Bowe, Candice Viergutz, Matt Hanusa, Shannon Hassan

Guests: Erin Wilson (Equus), Kayl Flint (Equus), Shellonda Rucker (Career Team)

I. Welcome & Check-In Items

A. Introductions & Establish Quorum
Michael Cade called the meeting to order at 2:02p. Quorum was established.

B. Board Chair Comments
Michael reviewed PacMtn's core values as a reminder of the organization's mission and the important role the Board plays in supporting this work. He also introduced the upcoming fall retreat, encouraging members to begin considering key focus areas. Board members were invited to share ideas or topics they would like to explore during the retreat.

C. CEO Report
William Westmoreland reviewed highlights from his CEO report. Full report can be found on the PacMtn website

II. Action: Consent Agenda

A. **Action Item:** Motion to Approve April 24, 2025 Board Minutes
Kevin Shutty Motioned to approve the Consent Agenda. Christina Riley Seconded. ***Motion Carries.***

III. Fiscal Items:

A. **Discussion & Action Item:** PY25 Preliminary Budget Adoption

i. **Action Item**: Motion to Approve the PY25 Preliminary Budget and Recommend Do Pass to the Consortium.

Wil reviewed the PY25 Preliminary Budget with the Board. He focused on explanations of key changes and updates. Feedback was sought out on the

new budget report format.
Board members responded positively noting it was easier to read and more accessible. There were suggestions on making the budget available in a different electronic format. Staff will look into this for the Board.
Wil also reviewed GASB requirements for budget adoption and reporting.

Peter Lahmann Motioned to Approve the PY25 Preliminary Budget and Recommended Do Pass to the Consortium. David Schaffert Seconded. ***Motion Carries.***

IV. Discussion & Action Items

A. **Discussion & Action Item:** Board Member Appointment

i. **Action Item**: Motion to Approve the Appointment of Sarah Cabbage to the WDC Board as presented and Recommend Do Pass to the Elected Officials Consortium.

Arissa De Lima reviewed the nomination of Sarah Cabbage, Associate Dean of Workforce Education at SPSCC, to fill the Basic Education seat through June 30, 2027, to the Board.

Kevin Shutty Motioned to Approve the Appointment of Sarah Cabbage to the WDC Board as presented and Recommend Do Pass to the Elected Officials Consortium. Cheryl Heywood Seconded. ***Motion Carries.***

B. **Discussion Item:** Update of Program Policy #4.1.1v1 and Adoption of Program Policy #3.3.6 as Presented

i. **Action Item**: Motion to Approve Update of Program Policy #4.1.1v1 and Adoption of Program Policy #3.3.6 as Presented

Wil reviewed the Program Policies presented to the Board. There were no question on the Update or Adoption of either policy.

Kevin Shutty Motioned to Approve the Update of Prgram Policy #4.1.1v1 and Adoption of Program Policy #3.3.6 as presented. Christina Riley Seconded. ***Motion Carries.***

C. **Discussion Item:** One-Stop System: Alignment and Operationalizing of the MOU

Shannon Hassan provided an update on alignment and operationalizing the MOU. Progress through Sprints 1 and 2 has clarified service flows,

accountability and partner commitments. Feedback from partners was positive with significant improvement in coordination. Next steps include referral mapping, barrier identification and SOP development ahead of the fall convening. Progress updates will be reported at future Board meetings.

V. Executive Session

The Board can move to close the meeting for select and appropriately limited conversation on matters best conducted in confidence including meeting with an auditor on sensitive financial issues, handling top-level personnel matters including the CEO's compensation and performance review, planning for an important transaction like a real estate deal or a merger, matters where "personal or organizational confidentiality is requested or prudent", dealing in a preliminary way (including investigation) with crisis situations or with allegations of improper conduct by the CEO or a board member – before disclosure to staff or others who ordinarily attend full board meetings. Any specific action requiring a vote will be taken in the public portion of the meeting.

Kevin Shutty Motioned for the Board to move to Executive Session for 10 minutes to review performance of an employee as allowed by RCW 42.30.110(1)(g). Jacquelin Earley seconded. Motion Carried. The Board enters Executive Session at 3:25p.

Darrin Raines Motioned for the Board to return to a regular meeting at 3:35p. Kevin Shutty seconded. Motion Carried.

Darrin Raines Motioned for the Board to move back into Executive Session for 5 minutes to continue to review performance of an employee as allowed by RCW 42.30.110(1)(g). Peter Lahmann seconded. Motion Carried. The Board enters Executive Session at 3:38p.

Bob Guenther Motioned for the Board to return to a regular meeting at 3:43p. Jaquelin Earley seconded. Motion Carried.

VI. Committee & Task Force Updates (Committee Leads)

A. One Stop Operations Committee-

Cheryl Heywood reported that the Committee has been having forward momentum with Shannon Hassan's guidance on the alignment and operationalizing the MOU with the Sprints outlined to the Board. They also have been celebrating the WorkSource system events and initiatives in their meetings.

B. Priority Populations Committee-

No new updates to report. Dan Cooling has been working with Committee Leads on proposed Bylaws revisions to align with WIOA requirements. As part of this update, the current Priority Populations Committee will transition into two separate committees: one focused on Youth and the other on Individuals with Disabilities.

C. Business and Sector Engagement (BaSE)-

David Schaffert reported that the committee has no new updates since the Budget

Workshop. They have been working on the Quality Jobs initiative. The Committee will be meeting at the new Agriculture Innovation Park in Tenino.

VII. Good of the Order & Announcements

Cheryl Heywood announced that Tumwater TRL has been closed for a refresh and will open back on June 28. She also mentioned that the Ocean Park TRL will be going through a refresh from mid-September to December.

Peter Lahmann shared that there will be an airshow this weekend at the Olympia Airport for all to attend. He also showed his appreciation to the Thurston Chamber and WorkEX for their work on military transition services.

Kevin Shutty showed appreciation to PacMtn staff – Dan, Jeff and Aaron for their participation during the Youth Roundtable.

Lorie Thompson shared that the Try-A-Trade event was a success and was attended by 500+ students for 19 construction trades. The next event will be at Satsop Business Park on October 9.

Michael welcomed Sarah Cabbage to the Board and wished all the fathers a Happy Father's Day.

Meeting adjourned at 3:59pm
Submitted by: Arissa De Lima, WDC Board Liaison

Workforce Development Speak (Commonly Used Acronyms)

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ETPL	Eligibility Training Provider List	**WTECB**	Workforce Training & Education Coordinating Board

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PACIFIC MOUNTAIN WORKFORCE DEVELOPMENT

building community prosperity

Memorandum

To: PacMtn Board
Date: August 28, 2025
Subject: Q4 Financial Statement – Program Year July 1, 2024 – June 30, 2025

Overview

This memo summarizes key highlights and variance explanations from the Budget-to-Actual financial statements for the quarter ending June 30, 2025. It is intended to accompany the financial packet and provide the board with additional narrative context.

Financial Overview

Revenues

Total revenues reached **$10.5M**, or **72% of the annual budget**, after adjusting for carryforward funds. The carryforward reflects both strategic planning and the delayed launch of certain initiatives, particularly within specialized grant programs.

Expenditures

Combined program and administrative expenditures totaled **$10.6M**, representing **91% of the total budget**.

- **Program Services:** At $7.4M, spending represented 88% of the budget. Several programs, including Youth, Pathways, and Opioid, ran below planned levels due to slower provider engagement and reduced participant activity. Offsetting these underspends, certain initiatives such as small business grants and Commerce EcSA Incentives exceeded budget in response to higher demand.

- **Administrative Services:** Totaled $3.1M, or 98% of budget. While most administrative categories remained within target, some cost pressures were observed in legal services, HR consulting, rent, and communications, reflecting either one-time needs or market cost increases.

Net Position

The change in net assets for the quarter was a decrease of **$21K**, attributable to timing differences in revenue and expense recognition. This change is not indicative of an operational deficit, as many programs span multiple fiscal years.

Conclusion

The year-end results reflect disciplined fiscal management and the ability to adapt to shifting program demands. Underspending in some areas has preserved resources that will be applied in PY25 to accelerate lagging programs, expand high-demand initiatives, and maintain service quality. Our overall financial foundation remains strong, supporting both ongoing commitments and strategic opportunities in the year ahead.

Pacific Mountain Workforce Development Council
NOTES TO FINANCIAL STATEMENTS
Program Year July 1, 2024 through June 30, 2025

For quarter ending June 30, 2025

These notes pertain to the Statement of Activities, Statement of Financial Position

1) The Statement of Activities provides a summary of expenses compared to revenue earned for the period, reported on an accrual basis. This is then compared with the current period budget and year-to-date budget. More emphasis is placed on year-to-date spending rather than monthly spending, as timing may vary slightly from month to month.

AREAS OF NOTE (Page 2):

a) **Total Budget Revenues for PY24:** $14.5M, with actual revenues as of 06/30/25 at $10.5M after removing $2.8M in carryforward dollars. Carryforward dollars include $1.5M in unrealized grant funds for the Military Transition program and budgeted carryforward for WIOA ACP, Adult, DW, and Youth programs.

b) **Total Budget Program Services Expenditures for PY24**: $8.4M, with actual expenditures as of 06/30/25 at $7.4M. This includes direct services, business services, special impact projects, and miscellaneous contracts. Expenditures were underspent by 22% YTD due to lower direct participant services spending.

1. Community Youth Projects underspent due to providers not actively utilizing allocated funds and insufficient contracting of Youth program dollars.

2. Pathways underspent due to a lack of participant training activities.

3. Business Services underspent due to the early termination of the business services contract and cost-saving measures.

c) **Total Budget Admin Services Expenditures for PY24:** $3.2M, with actual expenditures as of 06/30/25 at $3.1M. Underspending occurred in travel, training, and budgeted professional services.

d) **Net Asset Change as of Q4:** Negative $21,021.04, primarily due to timing differences in revenue and expenditure recognition. This does not indicate an overall loss, as programs operate across multiple fiscal reporting years.

AREAS OF NOTE Page 3-5:

e) **Detailed Activity**: This section provides a breakdown of the categories discussed on Page 2.

f) **Direct Participant Services:**Achieved 87% of target. Underspending was due to a shortage of Youth Service Providers relative to goals and no Pathways training provided during the period.

g) **Business Services:** Achieved 89% of target. The Business Services contract ended early as PacMtn transitioned these services in-house.

h) **Special Impact Projects:** Achieved 83% of target due to contractor termination and reallocation of funds to miscellaneous contracts and grants.

I) **Miscellaneous Contracts & Projects:** 124% of budget, mainly due to reallocations following a contract termination and distribution of funds through small business grants.

AREAS OF NOTE Page 6:

J) **Expenditure Graphs:** Graphs illustrate total expenditures by grant against budget for the Program Year. Note: Some contracts span multiple years.

Pacific Mountain Workforce Development Council
STATEMENT OF ACTIVITIES
Summary
PY24 Actual to Budget Report

For Qtr. end June 30, 2025	Current Year Actual	Current Year Budget	Variance	Total Budget	Balance Remaining	Spent %	Target %
REVENUES							
Grant & Contracts	10,545,122.14	14,579,422.13	4,034,299.99	14,579,422.13	4,034,299.99	72%	100%
Other	22,005.88	-	(22,005.88)	-	(22,005.88)	0%	0%
Total Revenues	**10,567,128.02**	**14,579,422.13**	**4,012,294.11**	**14,579,422.13**	**4,012,294.11**	**72%**	**100%**
EXPENSES							
Program Services							
Direct Participants Services	5,219,996.37	6,029,607.05	809,610.68	6,029,607.05	809,610.68	87%	100%
Business Services	1,745,732.64	1,971,268.51	225,535.87	1,971,268.51	225,535.87	89%	100%
Special Impact Projects	177,789.66	213,785.54	35,995.88	213,785.54	35,995.88	83%	100%
Misc Contracts & Projects	317,805.02	257,000.00	(60,805.02)	257,000.00	(60,805.02)	124%	100%
Total Program Services	**7,461,323.69**	**8,471,661.10**	**1,010,337.41**	**8,471,661.10**	**1,010,337.41**	**88%**	**100%**
Administrative Services							
Administrative Office Operations	3,029,030.51	3,080,645.28	51,614.77	3,080,645.28	51,614.77	98%	100%
Other Contracted Services	97,794.86	110,500.00	12,705.14	110,500.00	12,705.14	89%	100%
Total Administrative Services	**3,126,825.37**	**3,191,145.28**	**64,319.91**	**3,191,145.28**	**64,319.91**	**98%**	**100%**
TOTAL EXPENSES	**10,588,149.06**	**11,662,806.38**	**1,074,657.32**	**11,662,806.38**	**1,074,657.32**	**91%**	**100%**

Change in Net Assets	**(21,021.04)**		**2,916,615.75**
Beginning Net Assets	920,609.09		
Plus current Net Assets	(21,021.04)		
Ending Net Assets W/O Donor Restrictions	899,588.05		

Pacific Mountain Workforce Development Council
STATEMENT OF ACTIVITIES
Detail
PY24 Actual to Budget Report

For Qtr. end June 30, 2025	Current Period Actual	Current Period Budget	Variance	Current Year Current Year Actual	Current Year Budget	Current Year Variance	Total Budget	Balance Remaining	% Spent	Target %
REVENUES										
Grant & Contracts	2,790,349.19	2,790,349.19	-	10,545,122.14	14,579,422.13	4,034,299.99	14,579,422.13	4,034,299.99	72%	100%
Other	875.01	-	(875.01)	22,005.88	-	(22,005.88)	-	(22,005.88)	0%	0%
Total Revenues	**2,791,224.20**	**2,790,349.19**	**(875.01)**	**10,567,128.02**	**14,579,422.13**	**4,012,294.11**	**14,579,422.13**	**4,012,294.11**	**72%**	**100%**
EXPENSES										
PROGRAM SERVICES										
Direct Participant Services										
Title 1b Contractor - WIOA Adult	163,532.85	200,000.00	36,467.15	780,877.24	800,000.00	19,122.76	800,000.00	19,122.76	98%	100%
Title 1b Contractor - WIOA DW	94,945.47	120,000.00	25,054.53	425,092.23	425,000.00	(92.23)	425,000.00	(92.23)	100%	100%
Title 1b Contractor - WIOA Youth	121,394.69	68,750.00	(52,644.69)	265,082.04	275,000.00	9,917.96	275,000.00	9,917.96	96%	100%
Community Youth Projects	113,872.72	180,341.75	66,469.03	220,129.42	721,367.00	501,237.58	721,367.00	501,237.58	31%	100%
One Stop Operator	19,793.22	45,000.00	25,206.78	46,099.24	90,000.00	43,900.76	90,000.00	43,900.76	51%	100%
Opioid	-	34,583.74	34,583.74	47,739.26	138,334.97	90,595.71	138,334.97	90,595.71	35%	100%
Pathway	82,436.30	138,882.56	56,446.26	387,485.40	555,530.25	168,044.85	555,530.25	168,044.85	70%	100%
Quest	-	8,474.45	8,474.45	22,567.25	33,897.79	11,330.54	33,897.79	11,330.54	67%	100%
EcSA Federal PY22	-	8,427.25	8,427.25	32,606.62	33,709.00	1,102.38	33,709.00	1,102.38	97%	100%
EcSA Federal PY24	28,786.14	50,000.00	21,213.86	97,605.97	99,000.00	1,394.03	99,000.00	1,394.03	99%	100%
EcSA Expr Financial Need	45,808.44	37,898.50	(7,909.94)	141,485.88	151,594.00	10,108.12	151,594.00	10,108.12	93%	100%
EcSA Expr Poverty	64,622.48	100,000.00	35,377.52	312,784.96	314,874.00	2,089.04	314,874.00	2,089.04	99%	100%
Commerce EcSA - Participant Services	581,275.00	488,500.00	(92,775.00)	2,075,875.00	1,954,000.00	(121,875.00)	1,954,000.00	(121,875.00)	106%	100%
Thurston County Jail	28,271.09	32,177.12	3,906.03	113,606.87	128,708.48	15,101.61	128,708.48	15,101.61	88%	100%
Ag Labor	-	154,295.78	154,295.78	250,958.99	308,591.56	57,632.57	308,591.56	57,632.57	81%	100%
Total Direct Participant Services	**1,344,738.40**	**1,667,331.15**	**322,592.75**	**5,219,996.37**	**6,029,607.05**	**809,610.68**	**6,029,607.05**	**809,610.68**	**87%**	**100%**
Business Services										
Business Services/Including Military Transition	184,832.42	300,000.00	115,167.58	935,176.16	1,113,631.00	178,454.84	1,113,631.00	178,454.84	84%	100%
Quest DWG	-	3,353.40	3,353.40	13,399.29	13,413.61	14.32	13,413.61	14.32	100%	100%
Commerce EcSA - Sector Engagement	168,087.33	230,000.00	61,912.67	797,157.19	844,223.90	47,066.71	844,223.90	47,066.71	94%	100%
Total Business Services	**352,919.75**	**533,353.40**	**180,433.65**	**1,745,732.64**	**1,971,268.51**	**225,535.87**	**1,971,268.51**	**225,535.87**	**89%**	**100%**
Special Impact Projects										
Quest - Greater Grays Harbor	-	15,946.39	15,946.39	63,785.54	63,785.54	-	63,785.54	-	100%	100%
Commerce EcSA - Participant Services	94,612.51	37,500.00	(57,112.51)	114,004.12	150,000.00	35,995.88	150,000.00	35,995.88	76%	100%
Total Special Impact Projects	**94,612.51**	**53,446.39**	**(41,166.13)**	**177,789.66**	**213,785.54**	**35,995.88**	**213,785.54**	**35,995.88**	**83%**	**100%**
Misc. Contracts & Projects										
WIOA Youth	-	5,500.00	5,500.00	5,875.00	22,000.00	16,125.00	22,000.00	16,125.00	27%	100%
Sector Facilitation/Media/Web Support	55,648.23	75,000.00	19,351.77	242,620.58	225,000.00	(17,620.58)	225,000.00	(17,620.58)	108%	100%
Commerce EcSA - Small Business Grant	61,359.44	-	(61,359.44)	61,359.44	-	(61,359.44)	-	(61,359.44)	0%	0%
Professional Development	-	10,000.00	10,000.00	7,950.00	10,000.00	2,050.00	10,000.00	2,050.00	80%	100%
Total Misc. Contracts & Projects	**117,007.67**	**90,500.00**	**(26,507.67)**	**317,805.02**	**257,000.00**	**(60,805.02)**	**257,000.00**	**(60,805.02)**	**124%**	**100%**
Total Program Services	**1,909,278.33**	**2,344,630.94**	**435,352.61**	**7,461,323.69**	**8,471,661.10**	**1,010,337.41**	**8,471,661.10**	**1,010,337.41**	**88%**	**100%**

Pacific Mountain Workforce Development Council
STATEMENT OF ACTIVITIES
Detail
PY24 Actual to Budget Report

For Qtr. end June 30, 2025	Current Period Actual	Current Period Budget	Variance	Current Year Actual	Current Year Budget	Variance	Total Budget	Balance Remaining	% Spent	Target %
ADMINISTRATIVE SERVICES										
Administrative Office Operations										
Salaries & Benefits										
Salaries	449,075.80	510,000.00	60,924.20	1,622,618.51	1,593,285.85	(29,332.66)	1,593,285.85	(29,332.66)	102%	100%
Benefits	196,704.46	220,000.00	23,295.54	715,383.64	676,337.77	(39,045.87)	676,337.77	(39,045.87)	106%	100%
Total Salaries & Benefits	**645,780.26**	**730,000.00**	**84,219.74**	**2,338,002.15**	**2,269,623.62**	**(68,378.53)**	**2,269,623.62**	**(68,378.53)**	**103%**	**100%**
Travel & Training										
Mileage	4,080.07	1,275.00	(2,805.07)	12,069.29	5,100.00	(6,969.29)	5,100.00	(6,969.29)	237%	100%
Travel	15,690.25	12,353.53	(3,336.72)	25,187.10	49,414.11	24,227.01	49,414.11	24,227.01	51%	100%
Conf/Conv/Mtgs/Reg	6,290.14	7,049.00	758.86	26,090.11	28,196.00	2,105.89	28,196.00	2,105.89	93%	100%
Board	89.52	2,200.00	2,110.48	4,639.12	29,092.40	24,453.28	29,092.40	24,453.28	16%	100%
Staff develop/Training	1,975.00	7,062.50	5,087.50	8,545.50	28,250.00	19,704.50	28,250.00	19,704.50	30%	100%
Total Travel & Training	**28,124.98**	**29,940.03**	**1,815.05**	**76,531.12**	**140,052.51**	**63,521.39**	**140,052.51**	**63,521.39**	**55%**	**100%**
Professional Services										
Accounting & Auditing	-	27,000.00	27,000.00	43,794.39	45,000.00	1,205.61	45,000.00	1,205.61	97%	100%
Legal Fees	7,955.95	875.00	(7,080.95)	7,949.60	3,500.00	(4,449.60)	3,500.00	(4,449.60)	227%	100%
Professional Services/Consulting	29,795.95	27,462.50	(2,333.45)	98,365.03	109,850.00	11,484.97	109,850.00	11,484.97	90%	100%
Temp & Interim Contracts	-	2,500.00	2,500.00	2,770.24	10,000.00	7,229.76	10,000.00	7,229.76	28%	100%
Licenses	38,288.85	27,924.23	(10,364.62)	94,831.73	111,696.91	16,865.18	111,696.91	16,865.18	85%	100%
Total Professional Services	**76,040.75**	**85,761.73**	**9,720.98**	**247,710.99**	**280,046.91**	**32,335.92**	**280,046.91**	**32,335.92**	**88%**	**100%**
Facilities										
Rent	44,280.15	47,085.94	2,805.79	216,826.80	187,194.25	(29,632.55)	187,194.25	(29,632.55)	116%	100%
Utilities & Maintenance	-	3,842.27	3,842.27	3.29	15,540.00	15,536.71	15,540.00	15,536.71	0%	100%
Total Facilities	**44,280.15**	**50,928.21**	**6,648.06**	**216,830.09**	**202,734.25**	**(14,095.84)**	**202,734.25**	**(14,095.84)**	**107%**	**100%**
Office & Communications										
Supplies	4,595.19	6,250.00	1,654.81	14,246.48	25,000.00	10,753.52	25,000.00	10,753.52	57%	100%
Telephone & Internet	9,728.85	1,726.50	(8,002.35)	22,655.58	6,906.00	(15,749.58)	6,906.00	(15,749.58)	328%	100%
Postage & Shipping	-	225.00	225.00	-	900.00	900.00	900.00	900.00	0%	100%
Mailing Services	5.58	150.00	144.42	5.55	600.00	594.45	600.00	594.45	1%	100%
Printing & Copying	-	1,125.00	1,125.00	1,607.08	4,500.00	2,892.92	4,500.00	2,892.92	36%	100%
Dues & Subscriptions	-	1,022.50	1,022.50	5,038.86	4,890.00	(148.86)	4,890.00	(148.86)	103%	100%
Total Office & Communications	**14,329.62**	**10,499.00**	**(3,830.62)**	**43,553.55**	**42,796.00**	**(757.55)**	**42,796.00**	**(757.55)**	**102%**	**100%**
Equip/Maintenance/Rentals										
Small Equipment	-	-	-	-	-	-	-	-	0%	0%
Equipment Rental & Maintenance	-	1,875.00	1,875.00	-	7,500.00	7,500.00	7,500.00	7,500.00	0%	100%
Auto Repair & Maintenance	-	-	-	-	-	-	-	-	0%	0%
Auto Leases	-	-	-	-	-	-	-	-	0%	0%
Total Equip/Maintenance/Rentals	**-**	**1,875.00**	**1,875.00**	**-**	**7,500.00**	**7,500.00**	**7,500.00**	**7,500.00**	**0%**	**100%**
Depreciation	-	-	-	-	-	-	-	-	0%	0%
Total Depreciation	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**0%**	**0%**
Other										
Interest	420.48	1,375.00	954.52	(10,102.97)	5,500.00	15,602.97	5,500.00	15,602.97	-184%	100%
Insurance - General	4,903.99	2,790.50	(2,113.49)	14,572.23	11,161.99	(3,410.24)	11,161.99	(3,410.24)	131%	100%
Membership Dues	2,300.00	165.00	(2,135.00)	17,235.00	18,730.00	1,495.00	18,730.00	1,495.00	92%	100%
Notifications	1,939.72	875.00	(1,064.72)	4,083.32	3,500.00	(583.32)	3,500.00	(583.32)	117%	100%
Community Outreach/Ed	5,830.29	23,500.00	17,669.71	63,031.57	94,000.00	30,968.43	94,000.00	30,968.43	67%	100%
Contractor Support - In-kind	-	-	-	-	-	-	-	-	0%	0%

Pacific Mountain Workforce Development Council
STATEMENT OF ACTIVITIES
Detail
PY24 Actual to Budget Report

For Qtr. end June 30, 2025	Current Period Actual	Current Period Budget	Variance	Current Year Current Year Actual	Current Year Budget	Current Year Variance	Total Budget	Balance Remaining	% Spent	Target %
Transfer to Unrestricted	-	-	-	-	-	-	-	-	0%	0%
Other Expenses	983.33	1,250.00	266.67	14,583.46	5,000.00	(9,583.46)	5,000.00	(9,583.46)	292%	100%
Donations	-	-	-	3,000.00	-	(3,000.00)	-	(3,000.00)	0%	0%
Total Other	**16,377.81**	**29,955.50**	**13,577.69**	**106,402.61**	**137,891.99**	**31,489.38**	**137,891.99**	**31,489.38**	**77%**	**100%**
Total Administrative Office Operations	**824,933.57**	**938,959.47**	**114,025.90**	**3,029,030.51**	**3,080,645.28**	**51,614.77**	**3,080,645.28**	**51,614.77**	**98%**	**100%**
Other Contracted Services										
System Rent Support	42,591.11	15,000.00	(27,591.11)	42,591.11	60,000.00	17,408.89	60,000.00	17,408.89	71%	100%
Media	12,000.00	12,000.00	-	48,000.00	48,000.00	-	48,000.00	-	100%	100%
HR Consulting	3,973.75	750.00	(3,223.75)	7,203.75	2,500.00	(4,703.75)	2,500.00	(4,703.75)	288%	100%
Total Other Contracted Services	**58,564.86**	**27,750.00**	**(30,814.86)**	**97,794.86**	**110,500.00**	**12,705.14**	**110,500.00**	**12,705.14**	**89%**	**100%**
Total ADMINISTRATIVE SERVICES	**883,498.43**	**966,709.47**	**83,211.04**	**3,126,825.37**	**3,191,145.28**	**64,319.91**	**3,191,145.28**	**64,319.91**	**98%**	**100%**
TOTAL EXPENSES	**2,792,776.76**	**3,311,340.41**	**518,563.65**	**10,588,149.06**	**11,662,806.38**	**1,074,657.32**	**11,662,806.38**	**1,074,657.32**	**91%**	**100%**
Changes in Net Assets	**(1,552.56)**			**(21,021.04)**			**2,916,615.75**			
Beginning Net Assets	901,140.61			920,609.09						
Plus current Net Assets	(1,552.56)			(21,021.04)						
Ending Net Assets W/O Donor Restrictions	899,588.05			899,588.05						

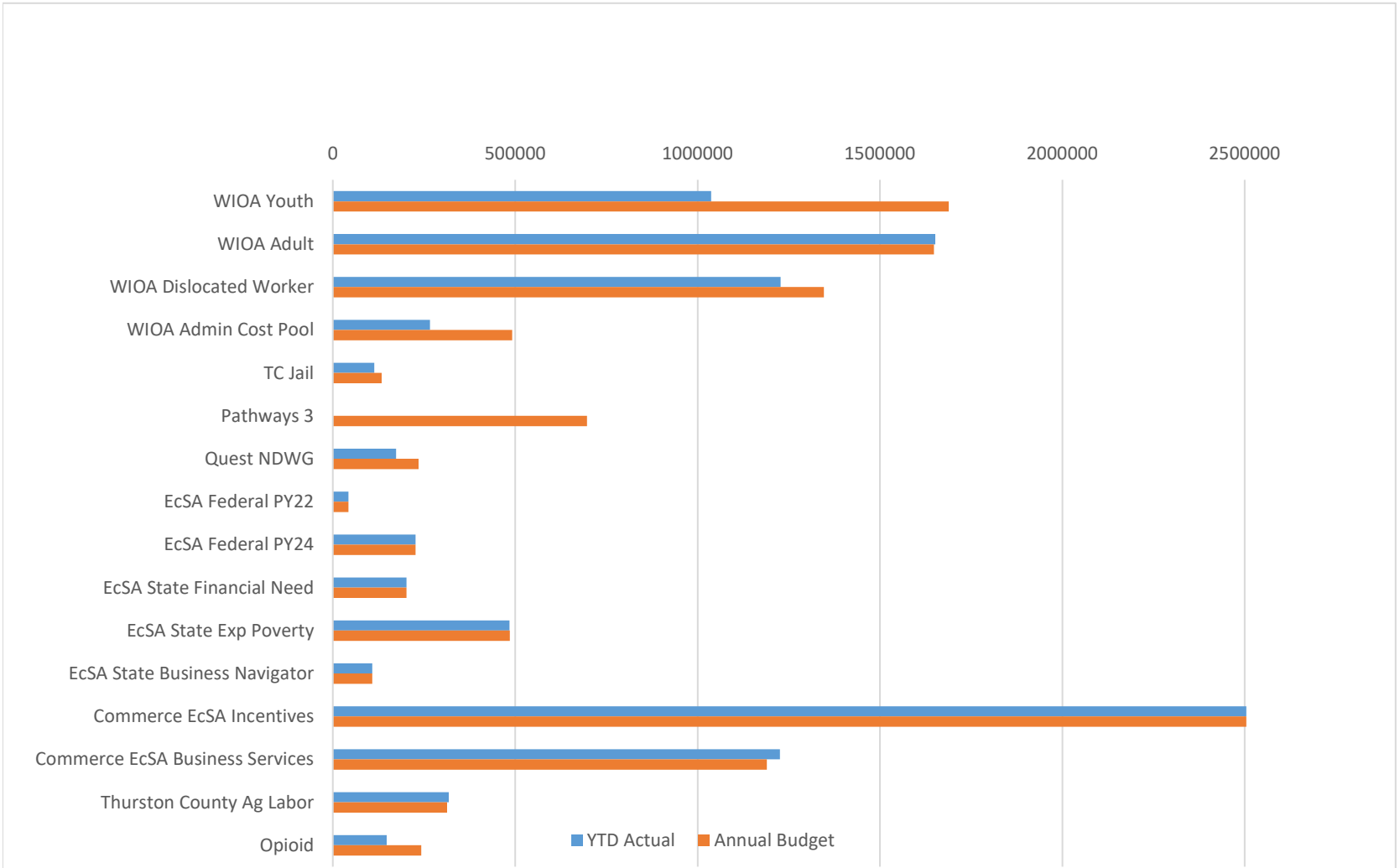
Pacific Mountain Workforce Development Council

Grant Balance by Program

PY24 Budget to Actual Report

Through

	Total Grant Funding			
	YTD Actual	Annual Budget	Remaining	% Spent
WIOA Youth	$1,096,378.90	1,688,332.44	591,953.54	65%
WIOA Adult	$1,684,919.46	1,757,311.98	72,392.52	96%
WIOA Dislocated Worker	$1,268,642.90	1,346,593.55	77,950.65	94%
WIOA Admin Cost Pool	$423,192.75	491,366.04	68,173.29	86%
TC Jail	$113,606.87	128,708.48	15,101.61	88%
Pathways 3	$418,392.36	696,613.74	278,221.38	60%
Quest NDWG	$227,460.30	235,100.15	7,639.85	97%
EcSA Federal PY22	$41,580.55	42,638.54	1,057.99	98%
EcSA Federal PY24	$227,091.34	227,108.00	16.66	100%
EcSA State Financial Need	$201,545.11	201,594.00	48.89	100%
EcSA State Exp Poverty	$484,839.09	484,874.00	34.91	100%
EcSA State Business Navigator	$108,328.26	108,334.00	5.74	100%
Commerce EcSA Incentives	$2,661,596.84	2,507,923.65	(153,673.19)	106%
Commerce EcSA Business Services	$1,205,240.96	1,190,366.58	(14,874.38)	101%
Thurston County Ag Labor	$261,416.22	313,677.88	52,261.66	83%
Opioid	$144,893.67	242,263.35	97,369.68	60%
Total Program Grant Balance	$10,569,125.58	11,662,806.38	1,093,680.80	91%



PACIFIC MOUNTAIN WORKFORCE DEVELOPMENT
building community prosperity

MEMORANDUM

To: PacMtn Board of Directors
From: BaSE Committee
Date: August 28, 2025
Subject: High Road Employer & Quality Job Standards (HRE / QJ)

Recommendation:
PacMtn staff and the Business and Sector Engagement (BaSE) Committee recommends that the Board Approve the High Road Employer and Quality Job Standards as presented and direct staff to begin integration of these standards into PacMtn's employer partnerships and sector strategies design.

Background:
As part of the Four-Year Strategic Plan, the concepts of High Road Employer and Quality Jobs are integrated into PacMtn's broader workforce development efforts, amplifying and elevating economic resilience across Grays Harbor, Lewis, Mason, Pacific, and Thurston counties. They're closely tied to sector strategies and the OBH campaign, which serves as the public-facing vehicle for promoting high-wage, stable career pathways.

The BaSE Committee has convened, discussed, and approved the following definition for our region.

Defining Quality Jobs & High Road Employer Standards:
In the PacMtn Workforce Region, **High Road Employers** are organizations that create and sustain **Quality Jobs**—employment opportunities that support economic security, personal growth, and future opportunities for workers. These employers understand that long-term business success is built on investing in people, promoting opportunities, and strengthening communities.

Together, High Road Employers and Quality Jobs are defined by the following key characteristics:

- **Competitive Pay and Wages-** Compensation that reflects the value of work and supports financial self-sufficiency.
- **All-Inclusive Benefits-** Comprehensive packages including healthcare, paid leave, retirement plans, childcare assistance, and more. **For rural communities, robust childcare benefits can offset challenges related to distance and accessibility, enabling employees to remain engaged and productive*.
- **Safe Working Environment-** Workplaces that prioritize physical and psychological safety for all employees.
- **Full-Time and Part-Time Options-** Flexible scheduling that accommodates diverse workforce needs and life circumstances.
- **Succession Planning, Mentoring, and Career Advancement**- Intentional development of internal talent through upskilling and leadership pathways. **High*

Road Employers who invest in education, certifications, and training pipelines tailored to rural communities often see lower turnover rates, higher production, and greater employee satisfaction.

- **Routine Merit Reviews with Pay Increases-** Fair and transparent evaluation processes that recognize performance and support growth.
- **Autonomy and a Sense of Purpose-**Roles that empower employees and connect their work to larger organizational goals.
- **Positive Organizational Culture-** A respectful, inclusive, and engaging work environment that fosters belonging and retention.
- **Community Investment-** Employer commitment to civic engagement and contributing positively to local communities, including addressing rural challenges such as affordable housing and childcare access.

It is important to note that not every employer or job will embody all of the attributes---and not all need to be present for an employer or job to be considered "high road" or "quality." What matters is how the employer and the job enable individuals to be self-sustaining while providing meaningful opportunities for growth in skill development, personal resources, and career pathways. While there is some subjectivity needed when assessing a high road employer and quality job, the goal is to take into consideration the "key characteristics" when developing workforce strategies and dedicating resources, throughout the PacMtn Region.

Wrap Up:

The High Road Employer and Quality Job Standards represent a significant step forward in our Four-Year Strategic Plan as it will forge and strengthen our employer partnerships, propel sector strategies, and drive stronger participant outcomes over the long-term. If you have any questions or suggestions, then please feel free to reach out.

Thank you, Board of Directors, for your continued support and commitment to advancing workforce development in our region.

PACIFIC MOUNTAIN WORKFORCE DEVELOPMENT
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Memorandum

To: PacMtn Board of Directors

Date: August 28, 2025

Subject: Update on Additional QUEST Fund Awards – Grays Harbor College & Thurston Economic Development Council

Recommendation and/or Recommended Motion

This item is presented for Board information only. The additional awards are small in amount, represent continuations of work already approved by the Board under the QUEST program, and therefore do not require a new vote or conflict of interest review. No motion is requested at this time. This is an informational update only.

Background

PacMtn has made two small additional awards under the QUEST program to extend and enhance previously approved projects with Grays Harbor College (GHC) and Thurston Economic Development Council (EDC). These supplemental awards will allow both organizations to complete and expand their scopes of work within Program Year 2025.

- **Grays Harbor College – Culinary Program Marketing Campaign**
  $5,000 to support targeted marketing for the launch of GHC's new Culinary Program, including:
  - Social media promotion across multiple platforms.
  - Direct mail outreach to community members and prospective students.
  - A showcase event for industry and education partners.
  - Campaign analytics and recommendations for continued recruitment.

- **Thurston EDC – Food Production Sector Convening**
  $5,000 to coordinate targeted outreach and secure a venue for a convening of agricultural producers and food processors in the PacMtn region, including:
  - Outreach plan aligned with the Next Gen Sector Partnership model.
  - Database of at least 100 pre-qualified employer contacts.
  - Identification of at least 20 relevant business associations.
  - Venue procurement and confirmed attendance from at least 15 employers.

Both contracts are funded through the WIOA National Dislocated Worker Grant (CFDA 17.277) and run from August 1, 2025, to September 30, 2025. All funds must be expended by September 30, 2025.

PACIFIC MOUNTAIN WORKFORCE DEVELOPMENT

building community prosperity

Memorandum

To: PacMtn Board of Directors

Date: August 28, 2025

Subject: Adoption of Updated PacMtn Workforce Development Council Bylaws

Recommendation and/or Recommended Motion

No action is requested at this time. The proposed updates to the PacMtn Bylaws are being presented for review and discussion. Final action on the amendments will be taken at the September 18, 2025 Board and Consortium Fall Convening.

Overview

This memo is to inform the PacMtn Board of Directors of recent updates to the organization's Bylaws. These revisions are intended to enhance alignment with the Workforce Innovation and Opportunity Act (WIOA) and reflect our evolving governance and oversight needs. Below is a summary of the key changes:

New Standing Committees Added (Article XII)

In accordance with WIOA provisions and in response to growing needs in our region, two new standing committees have been added:

1. **Youth Services Committee (Section 3):**
   This committee is established to provide planning, guidance, and oversight for WIOA youth programs and services. It ensures that the needs of youth, particularly those with barriers to employment, are being adequately addressed through strategic programming and service delivery.

2. **Disability Services Committee (Section 4):**
   Newly established in the 2025 draft Bylaws, this committee focuses on compliance with WIOA Section 188 and the Americans with Disabilities Act (ADA). It provides oversight related to accessibility, accommodations, staff training, and strategies to increase employment opportunities for individuals with disabilities.

These additions replace the previously listed "priority populations" committees, which were not explicitly identified in WIOA legislation. By aligning our committee structure with federally recognized categories—youth and individuals with disabilities, PacMtn ensures compliance while maintaining focus on populations most in need of workforce services.

Board Composition Update (Article V, Section 2)

The maximum number of Board members has been increased from 23 to 26. This expansion allows for greater representation across our regional stakeholders and aligns with our commitment to inclusivity and comprehensive oversight. This change also accommodates emerging partners and sectors critical to regional workforce and economic development.

PACIFIC MOUNTAIN WORKFORCE DEVELOPMENT
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MEMORANDUM

To: PacMtn Board of Directors
Date: August 28, 2025
Subject: One Stop Service Delivery System Progress and Next Steps

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Recommendation and/or Recommended Motion

This memorandum provides an update on the One Stop Service Delivery System enhancement efforts, including progress on standard operating procedure (SOP) development, referral pathway implementation, and staff engagement strategies. No motion is recommended currently; feedback and discussion are welcomed to inform ongoing improvement cycles.

Purpose

To fully operationalize the PacMtn workforce system's memorandum of understanding (MOU) by enhancing and improving shared workflows, cross-partner referrals, data monitoring, and scheduled quality-improvement cycles so every job seeker, worker, and employer receives seamless, services.

Activities and Progress

What We've Accomplished (June 23 – Current)

- **Sprints 2, 3, 4:** Designed our Career Services Strategy, built out key SOPs (service engagement, check-in, registration, barrier mitigation), and mapped out our referral process.
- **Core SOP Implementation:** Staff are now using the finalized Service Engagement SOPs in daily work.
- **Referrals:** Development has started on a full system to track and manage referrals, Barrier ID has been implemented, and referrals to alternative training, college-funded training and completing referrals to Title 1B-funded-Training services completed and implemented 08/25/25.
- **Staff Engagement Up:** Focus groups, all-staff sessions, and supervisor-led training have brought more voices into shaping how we work.

Support and Adapts

- Supporting adjustments to reduce capacity restraints for Partner Supervisors ensuring continuous improvement efforts at the local office to office level.

Next Milestone: Customer and Partners Feeback
Next Sprint: Customer Feedback Strategies, and feedback loop - September 2, 2025
Target Completion of all Sprints: January 14, 2025

Attachments: Project Timeline & Summary

Project Timeline and Summary

Project Name	One-Stop System Career Services
Estimated Complete Date	14-Jan-25
Project Lead	Shannon
Project Manager	Wes

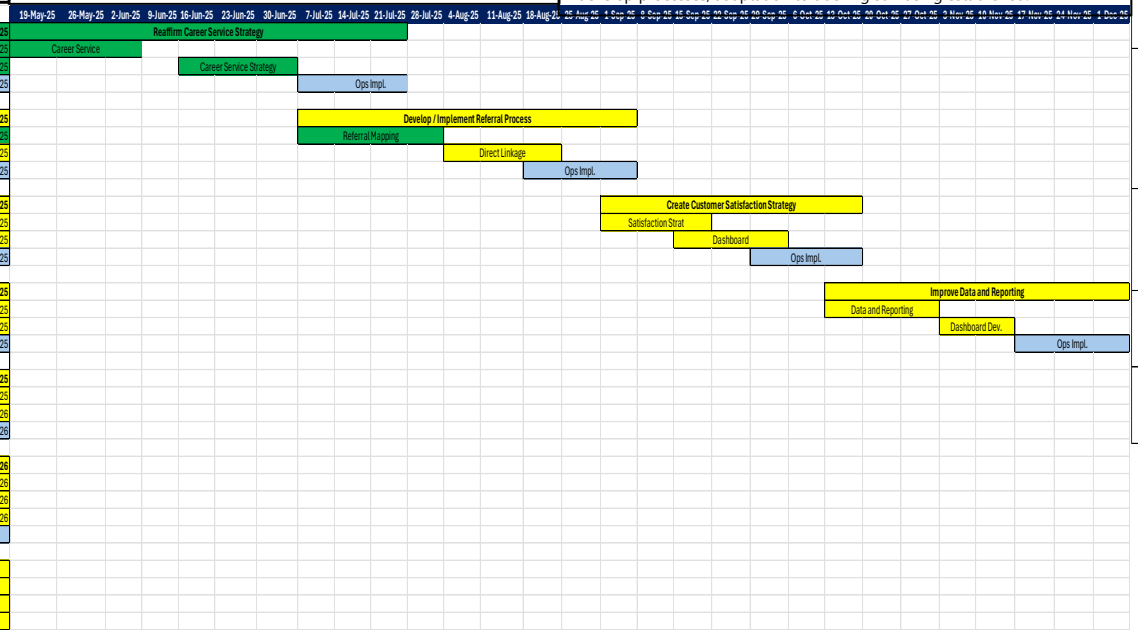
Summary / Purpose of Project

Purpose: Implement the PacMtn One-Workforce MOU by standardizing partner workflows, enhancing referrals, deploying shared performance dashboards, and running quarterly quality reviews to ensure consistent, data-driven service across the region.

Issues / Risk to Timeline

1. Supervisor Capacity (🔴 High Risk): Limited coaching/training time, met with support to leverage time for supervisors to meet and support ongoing training.
2. Referral Readiness (🟡 Medium Risk): Strong on Barrier Mitigation planning, job placement, establishing for training pathways/navigation.
3. Tool Adoption (🟡 Medium Risk): SharePoint in development and must develop processes, adaptation to tracking still being established.

		Start Date	End Date
Milestone 1 (Reaffirm Career Service Strategy)		21-May-25	21-Jul-25
	Sprint 1 (Career Serv.)	21-May-25	3-Jun-25
	Sprint 2 (Career Serv Strat)	17-Jun-25	1-Jul-25
	Ops Implementation	2-Jul-25	21-Jul-25
Milestone 2 (Develop / Implement Referral Process)		3-Jul-25	1-Sep-25
	Sprint 3 (Referral Mapping)	3-Jul-25	16-Jul-25
	Sprint 4 (Direct Linkage)	17-Jul-25	18-Aug-25
	Ops Implementation	19-Aug-25	1-Sep-25
Milestone 3 (Create Customer Satisfaction Strategy)		2-Sep-25	15-Oct-25
	Sprint 5 Satisfaction Strategy	2-Sep-25	16-Sep-25
	Sprint 6 Customer & Partner Dashboard	17-Sep-25	30-Sep-25
	Ops Implementation	1-Oct-25	15-Oct-25
Milestone 4 (Improve Data and Reporting)		16-Oct-25	3-Dec-25
	Sprint 7 Data & Reporting	17-Oct-25	31-Oct-25
	Sprint 8 Dashboard Development	3-Nov-25	18-Nov-25
	Ops Implementation	19-Nov-25	3-Dec-25
Milestone 5 (Continuous Improvement Plan)		4-Dec-25	14-Jan-25
	Sprint 9 Cont Improvement (CI) Framework	5-Dec-25	19-Dec-25
	Sprint 10 CI reporting and Dashboard	22-Dec-25	6-Jan-26
	Ops Implementation	7-Jan-26	14-Jan-26
Milestone 6 (Establish Professional Development Plan)		2-Feb-26	24-Mar-26
	Sprint 11 Customer Service	3-Feb-26	18-Feb-26
	Sprint 12 System Governance Overview	23-Feb-26	9-Mar-26
	Sprint 13 Digital & Skills Enhancement	10-Mar-26	24-Mar-26
	Ops Implementation		
Milestone 7 (Revise the Infrastructure Funding Agreement)			
	Sprint 1 (Group of Work)		
	Sprint 2 (Group of Work)		
	Ops Implementation		



Milestone	Key Deliverables	Status
Reaffirm Career Service Strategy	MFR Stakeholder Sign off	100%
	Draft Intake SOP	100%
	Design Service Flow	100%
	Service Catalog	100%
Develop / Implement Referral Process	Barrier ID Training Guide	100%
	MFR Stakeholder Sign off	80%
	Service engagment Barried ID Referral Flo	100%
	Career Service and Direct Linkage to alternative training and Pathways	50%
	Final Service Engagement SOP	100%
Create Customer Satisfaction Strategy	Data Tracking Tools	0%
	Feedback from Users/Stakeholders	0%
	Staff/Partner Training	0%
	Data & Reporting SOP	0%
	audience	0%
	MFR Stakeholder Sign off	0%
Establish Cont. Improvement Plan	Finalized SOPs/Guides	0%
	Ongoing Support Structures	0%
	Performance Monitoring Dashboard	0%
	Change Management Activities	0%
	MFR Stakeholder Sign off	0%
Enhance Professional Development	Final Performance Review	0%
	Professional Development On-demand/on	0%
	Calendar for PD and landing page	0%
	MFR Stakeholder Sign off	0%
Improve Data / Reporting	Define KPI/Common Measures (Collective	0%
	Calendar and Cadence of reporting	0%
	Dashboard development (housing)	0%
	MFR Stakeholder Sign off	0%

On Schedule

Current Milestone

Tasks Completed	In Progress	Next Sprint Tasks	Milestone Timeline
• Staff-led focus groups • All-Staff Micro Trainings (weekly) • Operations to front line staff Cadence to ongoing implementation, training loop. • ETO Cadence to audit for continuous improvement efforts • Services Engagement, SOP, Flow, Informal and formal assessment, referral barrier ID	• Complete Referral to training and other training services with operational procedure/guide – due 08/19/25 • On track for all referral Sprint to be completed with continuous improvement efforts in tool for tracking and follow up – due 08/27/25 • Begin Staff-Led Career Information Sessions – launching 09/10/25	• Full Operational Implementation Referrals & Tracking complete 09/01/25 • Customer and Partner feedback-loop 09/02/25	On Schedule

Start Date	End Date	7-Jul-25	14-Jul-25	21-Jul-25	28-Jul-25	4-Aug-25	11-Aug-25	18-Aug-25	25-Aug-25	1-Sep-25	8-Sep-25
3-Jul-25	**1-Sep-25**	**Develop / Implement Referral Process**									
3-Jul-25	16-Jul-25	Referral Mapping									
17-Jul-25	19-Aug-25					Direct Linkage					
20-Aug-25	1-Sep-25							Ops Impl.			

Milestone	Key Deliverables	Status
Develop / Implement Referral Process	Barrier ID Training Guide	100%
	MFR Stakeholder Sign off	80%
	Service engagment Barried ID Referral Flow	100%
	Career Service and Direct Linkage to alternative training and Pathways	50%
	Final Service Engagement SOP	100%

Key Sprint Events / Dates:

- Sprints completed July 2 & 3 – Designed our Career Services Strategy, built out key SOPs (service engagement, check-in, registration, barrier mitigation), and mapped out our referral process.
- Basic Career Services Standard Operations Procedure (SOP) Live – Staff are now using the finalized SOPs in daily work.
- Referral Implementation Underway – Development has started on a full system to track and manage referrals, Barrier ID being implemented, and working through referrals to alternative training programs, or college funded training, completed on 8/19/25

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MEMORANDUM

To: PacMtn Board of Directors
Date: August 28, 2025
Subject: Discussion on Lease Agreement for New WorkSource Thurston County Location

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Recommendation and/or Recommended Motion

No motion is recommended currently. We do recommend discussion around this topic and that the Board provide input and guidance to proceed with the lease execution.

Purpose

To provide background and seek Board input on executing a lease agreement for the new WorkSource Thurston County location. While PacMtn bylaws do not require full board approval for lease agreements, we are seeking input and guidance.

Background

The current Tumwater WorkSource location, jointly operated with the Employment Security Department (ESD), has been determined to be too large and costly to maintain. ESD, in partnership with PacMtn, elected not to renew the lease. ESD is also not in a position to be the lead leaseholder for a replacement space.

PacMtn has agreed to take the lead as leaseholder, with commitments from **ESD, DVR, and L&I** to occupy approximately **60% of the space** and cover **60% of the lease costs**.

The new location will be in "**The Hub**" – the Midtown area of Lacey, WA – with close proximity to:

- **Key partners:** Thurston County EDC, SPSCC, Timberland Regional Library, St. Martin's University, and agency partners
- **Community amenities:** Transit center, parks, dining, and retail

Financial Impact

- **Current Tumwater costs to PacMtn:** ~$18,000/month
- **Projected new space total lease cost:** ~$18,000/month
- **PacMtn share after partner contributions:** ~$9,000/month (~50% savings for PacMtn; similar savings for partners)
- **Lease term:** 5 years (original landlord proposal was 7 years with 2 months free; PacMtn opted to forgo the free rent to shorten the term)
- **Buildout:** Landlord will cover initial buildout costs
- **Move contingency:** $75,000 budgeted; after covering the overlap period, ~$35,000 remains for move-related costs (branding, physical move, etc.), which is expected to be adequate.

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Risk Mitigation

While PacMtn will carry the lease obligations, the financial risk is reduced through:

1. **Cost-sharing commitments** from ESD, DVR, and L&I (60% coverage)
2. Significant reduction in PacMtn's monthly share compared to the current Tumwater lease
3. Planned promotion of **Lewis County WorkSource** to a **comprehensive center** designation, which will reduce Infrastructure Funding Agreement (IFA) costs for all partners by approximately 50%

Timeline

- **Target Occupancy:** November 1, 2025 (aligned with completion of buildout)
- **Tumwater Lease End:** December 31, 2025; space must be vacated by October 31, 2025 to allow for transition preparations
- If buildout is delayed, PacMtn and partners are prepared to operate remotely for a short period (similar to the successful approach in Aberdeen).

Considerations:

1. Does the Board support PacMtn executing the lease agreement as presented?
2. Any additional guidance for managing lease risk and communications with system partners?