



## **BOARD MEETING AGENDA**

**May 20, 2020 | 9:00 a.m. – 12:30 p.m. | Meeting No. 237**

Click Link to Join Zoom Meeting

<https://zoom.us/j/91889018509?pwd=MFZzbFhCMXIUcEdkbXFTZ2JnVDVsUT09>

Meeting ID: 918 8901 8509 | Password: 533181

9:00 a.m.     **Welcome and Introductions**

9:15 a.m.     **Economic Recovery Plan**

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10:30 a.m.     **10 Minute Break**

10:40 a.m.     **Policy Updates and Actions**

- Childcare Facilities
  - Perry England, Board Chair
- Broadband Access
  - Rick Anderson, Department of Commerce
- Future of Work
  - Jan Yoshiwara, SBCTC
- Equity/Disparity Lens
  - David Stillman, DSHS
- Online Apprenticeships
  - Mark Martinez, Pierce County Building & Construction Trades Council, AFL-CIO

12:20 p.m.     **Meeting Wrap-Up**

- Kelly Johnston, Clarity Consulting
- Tom Moore, Mass Ingenuity

12:30 p.m.     **Adjourn**



Tab 1






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## Formatting the Economic Recovery Plan for Washington's Workforce Development System: A Starting Place for Workforce Board Discussion

### Introduction:

**The Workforce Training and Education Coordinating Board has been asked to develop the workforce development component of a state economic recovery plan. The timeline for submission to Gov. Inslee is July 15, 2020. The plan should cover an 18- to 24-month period, beginning August 1, 2020.**

Washington's workforce development system is guided by a statewide comprehensive strategic plan entitled, "Talent and Prosperity for All" or TAP. The TAP plan is updated periodically as warranted by significant economic or demographic shifts, but at least every four years, consistently maintaining a dual-customer focus. Both workers and employers are considered equally to be the beneficiaries of the services provided by the publicly funded workforce development system.

The coronavirus (COVID-19) pandemic has caused tremendous economic and societal upheaval, affecting hundreds of thousands of Washingtonians and tens of thousands of Washington businesses. The current TAP plan establishes a firm foundation for aiding the state's economic recovery, as the existing network of programs, and services are well documented. Additionally, 23 system partners have been working together to streamline services for both workers (including jobseekers) and businesses through improved coordination, alignment and, in some cases, service integration.

However, the magnitude of the pandemic's impact goes well beyond the strategies and resources laid out in TAP. Resources must be reconsidered and redeployed intentionally to support the vast numbers of businesses and workers to return to the path towards prosperity.

*Question 1: Which individuals and businesses are deprioritized in order to prioritize COVID-affected workers and businesses?*

### Vision:

Recovery planning must be both targeted and strategic, and must be driven by a compelling vision embraced by all relevant stakeholders. There is no single entity or even sector that can

provide the support needed to reenergize Washington's economy. This will only be accomplished by a collaborative of partners sailing towards the same north star.

*Sample Vision Statement: Every dislocated worker that had earned wages below the regional median will be provided education, training, and other supports to attain employment at livable wages and to prepare for long-term economic security. Every small and midsize business in Washington will have access to worker education and training resources to first stabilize, then grow their workforce and their economic competitiveness.*

### **Current Economic and Demographic Complexion of Washington:**

Who (subpopulation groups, business sectors, types and sizes, geographic regions, etc) has been most impacted economically? Compile data: Unemployment Insurance data, pre-COVID unemployed populations data, business data, including industry association surveys and Dun and Bradstreet business financial risk data, Department of Revenue, Department of Commerce, etc.

*Question 2: What types of valid and reliable information will help establish the parameters for strategic planning?*

### **Economic Near-term Projections:**

It's almost impossible to plan for economic recovery without gazing into a crystal ball. This section should bring information from key informants together with recent historical trend data to create a viable picture of potential economic recovery. Specifically, this section should provide an analysis of which jobs are likely to come back soon, and which employers are likely to re-call their laid-off workers. There should also be an analysis of where there is a likelihood of job growth, and identification of which occupations and occupation levels may have traction in the near-term economy. If possible, this section should also describe the potential occupational entry points and pathways to better jobs and increased wages for dislocated workers who cannot return their previous occupations.

Framing section questions: Which industries were not dramatically affected? Did they have workforce vacancies prior to COVID? How might we check to see whether they intend to hire new workers, or restructure their workplace practices to require fewer workers?

*Question3: Are there sufficient staff resources to interview key informants, via on-line forums and focus groups, surveys, or one-to-one interviews?*

### **GAP ANALYSIS**

#### **Economic Recovery Service Infrastructure:**

Describe what services and resources should optimally be in place to assist targeted workers and businesses to recover economically. Which organizations would lead which aspects of

service delivery? How will plan partners assure that service delivery is highly efficient, streamlined, and easily navigable?

This section will also provide the goals or targets of each aspect of service delivery, and for the system as a whole. Goals should be measurable, and may include process as well as outcome results. An overarching performance dashboard may help motivate action and help inform periodic evaluation and potential mid-course corrections.

*Question 4: What might be needed to ensure workers and businesses experience a single, navigable system?*

#### **Current Service Infrastructure:**

Description of resources currently available for deployment towards specific economic recovery strategies. What services are suspended or terminated in order to deploy resources towards COVID recovery? Who won't receive services if resources are redeployed? What is the impact to those populations and businesses?

#### **Additional Resource Needs:**

Even given a willingness to redeploy current resources, there are likely to be gaps in services, perhaps even significant gaps in the delivery of important programs and services. This section should quantify, whenever possible, what the service gaps are. The analysis should specify who would not receive services if the gaps are not filled, and what the potential impact of not receiving service might be.

*Question 5: Are there new partners to be invited into the recovery planning process that might add essential resources and fill critical service gaps?*

*Question 6: Should fund development be supported as a component of economic recovery planning?*

#### **Stakeholder Engagement and Buy-in (The Planning process):**

The Workforce Board has traditionally invited stakeholders and partners of every type to participate in the state strategic planning process. Input gathering formats have included community forums, meetings with business and labor organizations at the state and regional levels, provider and advocate meetings, topic-specific workgroups, and surveys. Local workforce development councils, community and technical colleges, school districts, chambers of commerce, rotary clubs, and economic development councils are a few of the local partners that have helped us convene community forums. Historically, the Board's business and labor members co-chaired the planning process with the Board Chair. In most cases, topical workgroups were co-chaired by a business and a labor representative appointed by the business and labor caucuses of the Board. Government agency partners, state and local, of the workforce system have provided a great deal of staff support and technical expertise to the planning process.

The sequence of input-gathering has also taken different forms. At times the Board begins by creating framework and specific questions or parameters for input-gathering, and invites technical experts and key informants in for guided discussions. Other times, the board starts by surveying the field to identify potential planning priorities, significant service gaps or policy barriers. Or a hybrid version where the draft plan is developed by the Board and select partners, then honed through various forms of community engagement.

*Question 7: Given the narrow time frame for plan submission, what is the optimal process and cadence for gathering stakeholder input?*

### **Planning Assignments and Deliverables:**

There are no specific resources appropriated to undertake an economic recovery planning process. Existing resources must be intentionally redeployed for this purpose. To ensure that the plan is developed fully and enacted with fidelity, each component of the plan and each aspect of the planning process must have designated responsible parties, a team of individuals with a named lead is best, although certain narrow aspects of the plan maybe managed by a particular individual.

*Question 8: Who can be freed up to develop the economic recovery plan, and undertake the Board's planning process?*