

BOARD MEETING AGENDA

September 9, 2020 | 9:00 a.m. – 12:00 p.m. | Meeting No. 242

Click Link to Join Zoom Meeting

<https://zoom.us/j/99892451717?pwd=NEJwQlIXTIRWSUNySXI2TIBLc3AwQT09>

Meeting ID: 998 9245 1717 | Passcode: 780404

- 9:00 a.m. **Welcome and Introductions**
- 9:10 a.m. **Workforce Board Retreat Debrief**
- Kelly Johnston, Clarity Consulting
 - Tom Moore, Mass Ingenuity
- 9:30 a.m. **Workforce Board Values & Guiding Principles (Action)** **1**
- Creigh H. Agnew, Values & Guiding Principles Workgroup Co-Chair
 - Chris Alejano, Values & Guiding Principles Workgroup Co-Chair
- 9:45 a.m. **Retreat Workgroup Recommendations (Action)** **2**
- Topic Areas 1&3: System Alignment (1) Board Function (3)
 - Mark Mattke, Topic 1 Workgroup Chair
 - Rebecca Wallace, Topic 3 Workgroup Chair
 - Topic Area 2: Board Structure
 - Larry Brown, Topic 2 Workgroup Chair
- 10:30 a.m. **Fifteen Minute Break**
- 10:45 a.m. **Retreat Workgroup Recommendations**
- Topic Area 4: Resourcing the Board
 - Suzi LeVine, Topic 4 Workgroup Chair
 - Topic Areas 5&6: Performance Accountability/DEI (5) Oversight Role (6)
 - Chris Alejano, Topic 5 Workgroup Chair
 - Suzi LeVine, Topic 6 Workgroup Chair
- 11:30 a.m. **Update on Economic Recover Planning Process**
- Eleni Papadakis, Workforce Board
- 11:45 p.m. **Next Steps and Meeting Wrap-Up**
- 2020 Meeting Schedule
 - Poll for Special Board Meeting to Approve the Economic Recovery Plan
- 12:00 p.m. **Adjourn**

TAB 1

SEPTEMBER 9 WORKFORCE BOARD ACTION RECOMMENDATION TEMPLATE

Please complete one template per recommendation.

Recommendation Area: Coordination of Stakeholders' Agendas/Common goals and objectives across system/System Alignment

Recommendation Title: System Framework and Alignment

Total Anticipated Costs (if applicable): TBD

Which Type of Action is Required for this Recommendation?

☐ State Budget Request ☒ Statutory Legislation ☒ Non-Monetary Policy/Practice Change

Is this a New Program or Responsibility of the Board being created? ☐ Yes ☒ No

Briefly Describe the Specific Recommendation to the Board:

The state's workforce system is comprised of multiple state and local partners, all delivering a wide range of services designed to improve educational and workforce outcomes for the diversity of both individual and business customers. These services often overlap and result in duplication, confusion for customers, and inefficient use of resources to achieve common goals.

Workgroup #1 recommends that the Legislature authorizes a task force to develop a report that maps the roles of each partner in the workforce system and their programmatic goals and identify gaps in services as well as highlight interdependencies and intersections where alignment exists and can be further integrated.

This report will reflect the current state of the workforce system and the changes that have occurred over the past several years as a result of new authorizing legislation for many programs and changes in practice and service delivery and point to next steps for the development of the Workforce Board and the workforce system in response to the new economic environment.

The outcomes will be:

- Frame the work of all parties as a single system – coordinated, aligned, integrated where possible towards common goals and outcomes.
- Map the system around vision and goals
- Identify gaps or needs where partners can work collectively
- Aid in the Board's advocacy role
- Training – mentoring and coaching on what collective impact is for leadership and staff and how to operationalize across the system.

Achieving the Change: If this is a change that requires statutory amendment, which statute must be amended and how should the statute read (perhaps cut and paste the statutory language below and proposed a strikethrough or addition where appropriate)?

The report may indicate changes to the Board's composition, roles and responsibilities are needed, e.g., RCW 28C.18.020 or 28C.18.030, to better align with achieving the system goals.

SEPTEMBER 9 WORKFORCE BOARD ACTION RECOMMENDATION TEMPLATE

Please complete one template per recommendation.

Assessing Near-Term Impact: How will your recommendation support economic recovery or the Board's role in coordinating workforce economic recovery.

The unanticipated demands of this crisis highlight the need for innovation, nimbleness, and flexibility to effectively respond to this new environment and the workforce system needs to be positioned to play a key role in our state's successful recovery. All of the partners and programs that serve individuals and businesses impacted by the economic disruption need to work in alignment to efficiently and effectively meet the needs of our customers. Identification of common goals, unmet needs, and opportunities for improved alignment and integration of service delivery will support achieving the goals of collective impact that our state needs to support and accelerate the rebound from the pandemic.

Assessing Long-Term Impact: How will the recommendation support the Board's mission, vision, and values and *Talent and Prosperity for All* beyond pandemic recovery?

The outputs of this recommendation will support the Board's role in coordinating and aligning the efforts of all system partners to better understand and meet our customers' needs. The workforce system needs to continuously improve and adapt, transforming in response to the dynamic environment. Having a "living map" that reflects and informs the system, an increased and broader understanding of how partners can collaborate to achieve collective impact, coupled with performance accountability across all partners and programs, will strengthen our ability to work together and achieve outcomes now and into the future.

Assessing Other Strategic Considerations:

- a. Briefly describe anticipated benefits to disadvantaged populations, including rural and urban citizens, to assess the "equity" impact of the recommendation.**

The report and component parts will increase the visibility among all partners across the state as to populations being served, goals and outcomes, resources deployed, and gaps that exist in service delivery that need to be addressed and resolved through improved collaboration.

- b. Estimate the amount of "outside capital" that might be unlocked by this recommendation (basically—are there other sources of NON-STATE funding (federal, private) that might be leveraged WITH this recommendation)?**

There may be resources available from external funders interested in funding efforts to achieve greater collective impact across the workforce system.

SEPTEMBER 9 WORKFORCE BOARD ACTION RECOMMENDATION TEMPLATE

Please complete one template per recommendation.

Recommendation Area: Board Structure

Recommendation Title: Statutory Changes to the Workforce Board Composition

Total Anticipated Costs (if applicable): N/A

Which Type of Action is Required for this Recommendation?

☐ State Budget Request ☒ Statutory Legislation ☒ Non-Monetary Policy/Practice Change

Is this a New Program or Responsibility of the Board being created? ☐ Yes ☒ No

Briefly Describe the Specific Recommendation to the Board:

The Board Structure workgroup recommends the creation of a temporary subcommittee, composed of at least one member from each constituency representing business, labor, and government, with the charge of developing and socializing the following statutory changes for submission in the 2022 Legislative Session:

1. Increase the number of Board members to bring in additional voices to better reflect the customers and providers of the workforce development system. Any structural change to the Board's voting members must maintain the tripartite structure of equal voting members from business, labor, and government, and shall not jeopardize the Board's federal grandfather status as a state WIOA Board.
2. Designate the Workforce Board as an executive cabinet level agency.
3. Add a provision to the appointment process that directs organizations representing business and labor to consider racial equity when recommending new Workforce Board members to the Governor.
4. Recommend a name change for the Board that better reflects the updated direction and North Star of the Board.

The development of the above changes should include consideration of the interest items and frequent discussion points as part of the Board's 360 Review process. The subcommittee shall develop these statutory recommendations, and strategy to implement them, in close consultation with the Governor's office.

Achieving the Change: If this is a change that requires statutory amendment, which statute must be amended and how should the statute read (perhaps cut and paste the statutory language below and proposed a strikethrough or addition where appropriate)?

To be determined by a subcommittee of the Board for approval and stakeholder review no later than early Summer, 2021.

Assessing Near-Term Impact: How will your recommendation support economic recovery or the Board's role in coordinating workforce economic recovery.

Not applicable. This recommendation would not see any policy changes before 2022.

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Please complete one template per recommendation.

Assessing Long-Term Impact: How will the recommendation support the Board's mission, vision, and values and *Talent and Prosperity for All* beyond pandemic recovery?

Updating the Board's structure by including additional voices representing a range of interests not currently reflected on the Board will improve the Board's ability to be more responsive to the customers of the system - business and workers. The increased subject matter knowledge, as well as new advocates for the workforce system as a whole, will broaden the reach of the Board's work to new sectors and partners.

Assessing Other Strategic Considerations:

- a. Briefly describe anticipated benefits to disadvantaged populations, including rural and urban citizens, to assess the "equity" impact of the recommendation.**

One aspect of this recommendation is to consider statutory changes to the Board's nomination process for new members representing business and labor to include consideration of racial diversity in their considerations.

Additionally, increased membership on the Board will bring in new voices from a range of constituencies not currently reflected by the current members, thus expanding opportunities to serve disadvantaged populations in the workforce system.

- b. Estimate the amount of "outside capital" that might be unlocked by this recommendation (basically—are there other sources of NON-STATE funding (federal, private) that might be leveraged WITH this recommendation)?**

N/a

SEPTEMBER 9 WORKFORCE BOARD ACTION RECOMMENDATION TEMPLATE

Please complete one template per recommendation.

Recommendation Area: Board Structure

Recommendation Title: Requesting Governor Inslee Add the Workforce Board to the Executive Cabinet

Total Anticipated Costs (if applicable): N/A

Which Type of Action is Required for this Recommendation?

☐ State Budget Request ☐ Statutory Legislation ☒ Non-Monetary Policy/Practice Change

Is this a New Program or Responsibility of the Board being created? ☐ Yes ☒ No

Briefly Describe the Specific Recommendation to the Board:

The Board Structure workgroup requests that Governor Inslee invite the Workforce Board Executive Director to serve in his Executive Cabinet.

The Board has recommended in a previous item to develop legislation that would formally add the Workforce Board to the Executive Cabinet. This legislation would not go into effect before 2022; while this process is underway, the Board requests that the Governor elevate the role of the Board by including the Executive Director as a member of his cabinet.

Achieving the Change: If this is a change that requires statutory amendment, which statute must be amended and how should the statute read (perhaps cut and paste the statutory language below and proposed a strikethrough or addition where appropriate)?

N/a

Assessing Near-Term Impact: How will your recommendation support economic recovery or the Board's role in coordinating workforce economic recovery.

Workforce development is a critical component of economic recovery. The Workforce Board, as a policy development and coordinating organization, has the unique role of seeing and participating in all component roles of the workforce system, from economic development to education and training. A stronger voice to bring forward issues of importance to the full workforce development system will highlight key issues that may have been overlooked.

Assessing Long-Term Impact: How will the recommendation support the Board's mission, vision, and values and *Talent and Prosperity for All* beyond pandemic recovery?

See above. The Board's role as a hub and coordinator of the workforce development system will be helpful in providing a holistic picture of this system in senior-level discussions with the Governor.

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Please complete one template per recommendation.

Assessing Other Strategic Considerations:

- a. Briefly describe anticipated benefits to disadvantaged populations, including rural and urban citizens, to assess the “equity” impact of the recommendation.**

See above. While such impact of adding the Board to the Executive Cabinet may be tangential in directly serving disadvantaged populations, there still may be positive impacts by utilizing the Board’s expertise in considering policy impacts to priority populations under WIOA and other legislation.

- b. Estimate the amount of “outside capital” that might be unlocked by this recommendation (basically—are there other sources of NON-STATE funding (federal, private) that might be leveraged WITH this recommendation)?**

N/a

SEPTEMBER 9 WORKFORCE BOARD ACTION RECOMMENDATION TEMPLATE

Please complete one template per recommendation.

Recommendation Area: Board Structure

Recommendation Title: Subcommittees for Issue-Focused and Constituent-Specific Board Activities

Total Anticipated Costs (if applicable): N/A

Which Type of Action is Required for this Recommendation?

☐ State Budget Request ☐ Statutory Legislation ☒ Non-Monetary Policy/Practice Change

Is this a New Program or Responsibility of the Board being created? ☐ Yes ☒ No

Briefly Describe the Specific Recommendation to the Board:

The Board Structure workgroup recommends that the Board add the following **strategy** item to its Mission, Vision, and Values statement, as developed at the Board Retreat:

The Board shall use subcommittees, where appropriate, to inform and advise their work. These bodies can be either issue-focused, or constituency-focused.

Each member of the Board must serve on at least one subcommittee, and where possible, the committees should include at least one participant from each of the tripartite organizations representing business, labor, and government.

Achieving the Change: If this is a change that requires statutory amendment, which statute must be amended and how should the statute read (perhaps cut and paste the statutory language below and proposed a strikethrough or addition where appropriate)?

N/a

Assessing Near-Term Impact: How will your recommendation support economic recovery or the Board's role in coordinating workforce economic recovery.

With only six statutory meetings per year, the Board is unable to dedicate the amount of time necessary in some cases to fully review, understand, and vet various issues or proposals. Subcommittees have proven effective in the past in helping to navigate challenging issues, or providing deeper learning on a topic or constituent group. An intentional strategy, using small groups to help inform and advise their decisions and initiatives, will expand the Board's ability to tackle a range of issues as part of its work.

Assessing Long-Term Impact: How will the recommendation support the Board's mission, vision, and values and *Talent and Prosperity for All* beyond pandemic recovery?

See above.

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Please complete one template per recommendation.

Assessing Other Strategic Considerations:

- a. Briefly describe anticipated benefits to disadvantaged populations, including rural and urban citizens, to assess the “equity” impact of the recommendation.**

See above. Subcommittees could provide additional time and expertise to various aspects of the Board’s work, including advising on issues impacting certain communities or industries. The subcommittees could also provide an opportunity for bringing in more diverse voices; individuals who may not have the ability to serve on the Board full-time, but could commit to serving in a time-limited fashion to inform the Board.

- b. Estimate the amount of “outside capital” that might be unlocked by this recommendation (basically—are there other sources of NON-STATE funding (federal, private) that might be leveraged WITH this recommendation)?**

N/a

SEPTEMBER 9 WORKFORCE BOARD ACTION RECOMMENDATION TEMPLATE

Please complete one template per recommendation.

Recommendation Area: Board Function

Recommendation Title: Reimagining the Function of the Statewide Board

Total Anticipated Costs (if applicable): Undetermined – potential cost saving for streamlined functions

Which Type of Action is Required for this Recommendation?

☐ State Budget Request ☒ Statutory Legislation ☐ Non-Monetary Policy/Practice Change

Is this a New Program or Responsibility of the Board being created? ☐ Yes ☒ No- Amends Board Function

Background Considerations:

- In reviewing current RCW for purpose and duties, and reflecting the past few years of experience with the board there is clear cause for updating and aligning practice in RCW, and refocusing and narrowing the scope of the board and board staff.
- The North Star statement provides the catalyst to reimagine the role of the board as the entity responsible in creating and supporting a talent acquisition network for the state. This will directly support economic recovery efforts and will refine the focus of the board resulting in greater collective impact.
- Revise the purpose of the board ([RCW 28C.18.030](#)) and the duties of the board to deliver upon the “function” of the board.
- Amending the function may impact the Board’s purpose ([28C.18.030](#)), Board’s duties ([28C.18.060](#)), Additional board duties ([28C.18.090](#)), and other RCWs within chapter [28C.18](#) or RCWs referring to the Workforce Training and Education Board. The review of RCW and potential policy recommendations would be best served with more time in advance of a holiday weekend.

Briefly Describe the Specific Recommendation to the Board:

- Revise [28C.18.030](#) to speak to updated purpose of the board.
 - Focus on communication and advocacy role
 - Refine what impact of **evaluation** is; or remove. This may be amended to evaluate specifically for the purposes of access and inclusion to speak to inclusive and equitable talent develop network.
 - Refine what is intended by **monitoring**; or remove.
 - General purpose of the board:
 - The board should provide voice to the workforce system; government, business, and labor voices that advocate for strategies and programs to build a talent development network. This board **should** provide collective policy recommendations for programs that serve future workers, incumbent workers, or displaced workers; reviewing opportunities to combined funding and align strategies to maximize impact and align services. This board should provide policy recommendations to the Governor’s office.
 - The board should not duplicate work or roles or responsibilities currently implemented by other agencies or entities. The board should not pursue additional authority or governance over other agencies or entities.

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Please complete one template per recommendation.

- Revise [RCW 28C.18.060](#) to remove outdated board functions.
 - Evaluation
 - Data (move to ERDC)
 - Remove any delegated authority to appropriate entities.
- Amend the board's role to focus on advocacy
- Narrow the focus of the board to increase the collective impact
- Focus on talent acquisition
 - Identify specific pathways and pipelines that reach future workers, dislocated workers, and incumbent workers; and review those pathways and pipelines to ensure racial and social equity.
 - To ensure board members are strong advocates of racial and social equity, sustained diversity and equity training will be necessary.
 - Ensure all paths have comprehensive and articulated lifelong learning opportunities; no terminal pathways, no "working-class-poor" as a designation.
 - Review education specific duties and amend as needed.
 - Is this board positioned to facilitate transfer of credit policies and agreements? (14 and 15) This seems to be an example of duties that may misalign with mission/impact ability. If not amended, funds could be directly supported (WFB Perkins) to do this work.

Achieving the Change: If this is a change that requires statutory amendment, which statute must be amended and how should the statute read (perhaps cut and paste the statutory language below and proposed a strikethrough or addition where appropriate)?

See below. Green = retain and emphasize; Yellow = consider revising or deleting, Red = delete. Suggest that more time is provided for more comprehensive review.

Assessing Near-Term Impact: How will your recommendation support economic recovery or the Board's role in coordinating workforce economic recovery.

Creating pathways and pipelines specific to incumbent and dislocated workers will increase employment and assist near-term recovery.

Assessing Long-Term Impact: How will the recommendation support the Board's mission, vision, and values and *Talent and Prosperity for All* beyond pandemic recovery?

Creating pipelines and pathways specific to future workers will position them for future success in the new economy. Eliminating terminal pathways will reduce the numbers of "working-class poor".

Assessing Other Strategic Considerations:

- a. **Briefly describe anticipated benefits to disadvantaged populations, including rural and urban citizens, to assess the "equity" impact of the recommendation.**

Refocusing on talent acquisition will produce comprehensive pathways and will articulate lifelong learning opportunities for incumbent, dislocated and future workers in all communities across the state. The tri-partite voice of Washington's workforce system (government, business, and labor) is a hub for disadvantaged populations for areas left behind to ensure racial and social equity.

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Please complete one template per recommendation.

- b. Estimate the amount of “outside capital” that might be unlocked by this recommendation (basically—are there other sources of NON-STATE funding (federal, private) that might be leveraged WITH this recommendation)?

CURRENT:

RCW [28C.18.030](#)

Purpose of the board.

The purpose of the board is to provide planning, coordination, **evaluation, monitoring,** and policy analysis for the state training system as a whole, and advice to the governor and legislature concerning the state training system, in cooperation with the state training system and the student achievement council.

RCW [28C.18.060](#)

Board's duties.

The board, in cooperation with the operating agencies of the state training system and private career schools and colleges, shall:

(1) Concentrate its major efforts on planning, coordination **evaluation,** policy analysis, and recommending improvements to the state's training system;

(2) **Advocate for the state training system and for meeting the needs of employers and the workforce for workforce education and training;**

(3) Establish and maintain an inventory of the programs of the state training system, and related state programs, and perform a biennial assessment of the vocational education, training, and adult basic education and literacy needs of the state; identify ongoing and strategic education needs; and assess the extent to which employment, training, vocational and basic education, rehabilitation services, and public assistance services represent a consistent, integrated approach to meet such needs;

(4) Develop and maintain a state comprehensive plan for workforce training and education, including but not limited to, goals, objectives, and priorities for the state training system, and review the state training system for consistency with the state comprehensive plan. In developing the state comprehensive plan for workforce training and education, the board shall use, but shall not be limited to: Economic, labor market, and populations trends reports in office of financial management forecasts; joint office of financial management and employment security department labor force, industry employment, and occupational forecasts; the results of scientifically based outcome, net-impact and cost-benefit evaluations; the needs of employers as evidenced in formal employer surveys and other employer input; and the needs of program participants and workers as evidenced in formal surveys and other input from program participants and the labor community;

(5) In consultation with the student achievement council, review and make recommendations to the office of financial management and the legislature on operating and capital facilities budget requests for operating agencies of the state training system for

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Please complete one template per recommendation.

purposes of consistency with the state comprehensive plan for workforce training and education;

(6) Provide for coordination among the different operating agencies and components of the state training system at the state level and at the regional level;

(7) Develop a consistent and reliable database on vocational education enrollments, costs, program activities, and job placements from publicly funded vocational education programs in this state;

(8)(a) Establish standards for data collection and maintenance for the operating agencies of the state training system in a format that is accessible to use by the board. The board shall require a minimum of common core data to be collected by each operating agency of the state training system;

(b) Develop requirements for minimum common core data in consultation with the office of financial management and the operating agencies of the training system;

(9) Establish minimum standards for program evaluation for the operating agencies of the state training system, including, but not limited to, the use of common survey instruments and procedures for measuring perceptions of program participants and employers of program participants, and monitor such program evaluation;

(10) Every two years administer scientifically based outcome evaluations of the state training system, including, but not limited to, surveys of program participants, surveys of employers of program participants, and matches with employment security department payroll and wage files. Every five years administer scientifically based net-impact and cost-benefit evaluations of the state training system;

(11) In cooperation with the employment security department, provide for the improvement and maintenance of quality and utility in occupational information and forecasts for use in training system planning and evaluation. Improvements shall include, but not be limited to, development of state-based occupational change factors involving input by employers and employees, and delineation of skill and training requirements by education level associated with current and forecasted occupations;

(12) Provide for the development of common course description formats, common reporting requirements, and common definitions for operating agencies of the training system;

(13) Provide for effectiveness and efficiency reviews of the state training system;

(14) In cooperation with the student achievement council, facilitate transfer of credit policies and agreements between institutions of the state training system, and encourage articulation agreements for programs encompassing two years of secondary workforce education and two years of postsecondary workforce education;

(15) In cooperation with the student achievement council, facilitate transfer of credit policies and agreements between private training institutions and institutions of the state training system;

(16) Develop policy objectives for the workforce innovation and opportunity act, P.L. 113-128, or its successor; develop coordination criteria for activities under the act with related programs and services provided by state and local education and training agencies; and ensure that entrepreneurial training opportunities are available through programs of each local workforce development board in the state;

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Please complete one template per recommendation.

(17) Ensure that the expansion of K-12 and postsecondary opportunities for career connected learning and work-integrated learning, as those terms are defined in RCW [28C.30.020](#), is incorporated into the state plan adopted for the purposes of the Carl D. Perkins career and technical education improvement act, P.L. 109-270;

(18) Make recommendations to the commission of student assessment, the state board of education, and the superintendent of public instruction, concerning basic skill competencies and essential core competencies for K-12 education. Basic skills for this purpose shall be reading, writing, computation, speaking, and critical thinking, essential core competencies for this purpose shall be English, math, science/technology, history, geography, and critical thinking. The board shall monitor the development of and provide advice concerning secondary curriculum which integrates vocational and academic education;

(19) Establish and administer programs for marketing and outreach to businesses and potential program participants;

(20) Facilitate the location of support services, including but not limited to, child care, financial aid, career counseling, and job placement services, for students and trainees at institutions in the state training system, and advocate for support services for trainees and students in the state training system;

(21) Facilitate private sector assistance for the state training system, including but not limited to: Financial assistance, rotation of private and public personnel, and vocational counseling;

(22) Facilitate the development of programs for school-to-work transition that combine classroom education and on-the-job training, including entrepreneurial education and training, in industries and occupations without a significant number of apprenticeship programs;

(23) Include in the planning requirements for local workforce development boards a requirement that the local workforce development boards specify how entrepreneurial training is to be offered through the one-stop system required under the workforce innovation and opportunity act, P.L. 113-128, or its successor;

(24) Encourage and assess progress for the equitable representation of racial and ethnic minorities, women, and people with disabilities among the students, teachers, and administrators of the state training system. Equitable, for this purpose, shall mean substantially proportional to their percentage of the state population in the geographic area served. This function of the board shall in no way lessen more stringent state or federal requirements for representation of racial and ethnic minorities, women, and people with disabilities;

(25) Participate in the planning and policy development of governor set-aside grants under P.L. 97-300, as amended;

(26) Administer veterans' programs, licensure of private vocational schools, the job skills program, and the Washington award for vocational excellence;

(27) Allocate funding from the state job training trust fund;

(28) Work with the director of commerce to ensure coordination among workforce training priorities and economic development and entrepreneurial development efforts, including but not limited to assistance to industry clusters;

(29) Conduct research into workforce development programs designed to reduce the high unemployment rate among young people between approximately eighteen and twenty-four years of age. In consultation with the operating agencies, the board shall advise the

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Please complete one template per recommendation.

governor and legislature on policies and programs to alleviate the high unemployment rate among young people. The research shall include disaggregated demographic information and, to the extent possible, income data for adult youth. The research shall also include a comparison of the effectiveness of programs examined as a part of the research conducted in this subsection in relation to the public investment made in these programs in reducing unemployment of young adults. The board shall report to the appropriate committees of the legislature by November 15, 2008, and every two years thereafter. Where possible, the data reported to the legislative committees should be reported in numbers and in percentages;

(30) Adopt rules as necessary to implement this chapter.

The board may delegate to the director any of the functions of this section.

SEPTEMBER 9 WORKFORCE BOARD ACTION RECOMMENDATION TEMPLATE

Please complete one template per recommendation.

Recommendation Area: Board Funding Structure

Recommendation Title: Board Resource Inventory

Total Anticipated Costs (if applicable): n/a

Which Type of Action is Required for this Recommendation?

☐ State Budget Request ☐ Statutory Legislation ☒ Non-Monetary Policy/Practice Change

Is this a New Program or Responsibility of the Board being created? ☐ Yes ☒ No

Briefly Describe the Specific Recommendation to the Board:

Convene a Board Resource Acquisition Subcommittee after the Board's collective impact goals have been developed. The Committee will coordinate workforce system partners around completing a resource inventory and action plan to address resource gaps. The Board Resource Acquisition Committee will lead the charge to identify specific resources that support the collective impact goals.

The resource inventory will address:

1. What must be resourced to achieve collective impact?
2. How are we leveraging our current resources to support the Board's collective impact priorities—monetary, human, real estate/physical spaces, etc.?
3. What resources do we need to support the Board's collective impact priorities (gap analysis)?
4. How do partners (public and private) work together to obtain the needed resources to address gaps?
5. Where do we need to raise these resources? (This might include philanthropic partnerships or by approaching the state Legislature).

Achieving the Change: If this is a change that requires statutory amendment, which statute must be amended and how should the statute read (perhaps cut and paste the statutory language below and proposed a strikethrough or addition where appropriate)?

n/a.

No statutory changes are needed. A Board subcommittee can be charged through Board action at a regular meeting, or be amended into the Board's bylaws.

Assessing Near-Term Impact: How will your recommendation support economic recovery or the Board's role in coordinating workforce economic recovery.

More about supporting the collective impact goals of the Board, which are keyed to pushing inclusive economic recovery forward for all Washingtonians.

Note: Still working on defining "inclusive economic recovery" with objective metrics.

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Please complete one template per recommendation.

Assessing Long-Term Impact: How will the recommendation support the Board’s mission, vision, and values and *Talent and Prosperity for All* beyond pandemic recovery?

See the short-term statement. We can’t achieve the M/V/V of the community without the resources. The resource acquisition plan enables partners to live their M/V/V.

Assessing Other Strategic Considerations:

- a. Briefly describe anticipated benefits to disadvantaged populations, including rural and urban citizens, to assess the “equity” impact of the recommendation.

Given central role diversity, equity, and inclusion are slated to play in the Board’s collective impact framework, these populations are the priority served directly with this effort.

- b. Estimate the amount of “outside capital” that might be unlocked by this recommendation (basically—are there other sources of NON-STATE funding (federal, private) that might be leveraged WITH this recommendation)?

TBD on the amount; but this is a central tenant of the resource analysis.

Priorities for accountability/oversight Collective Impact Framework

- Create a collective impact framework for the workforce system
- The Workforce Board will function as the hub/overseer of the framework
- There will be 4-5 very clear collective goals that are set
- Among these goals, there will be distinct goals for
 - Short term – Covid-19 jobs and economic recovery
 - All terms -
 - Equity – tying especially into the poverty reduction aspects of helping people obtain a living wage job
 - Diversity
 - Inclusion
 - Business engagement
- Board members will make commitments/surface their organization's overlapping goals to these central goals
- To support these collective goals, collective metrics will be identified, and a data exchange mechanism defined
 - Given the many data stores in the system, it's not viable to propose a central vault.
 - Potentially have ERDC as the virtual data vault and workforce board as the Data exchange manager
 - Engage RIPL to help set this up as a part of their NSF grant
- The progress towards the goals would be shown and updated on a public facing dashboard
- Depending on the goal update frequency, have the Gov endorse these priorities/goals

Priorities for Accountability/oversight/DEI

- Create an Ombuds office for the Workforce system

WORKFORCE BOARD RECOMMENDATIONS TEMPLATE

Recommendation Area: Performance Accountability and Oversight

Brief Name of Recommendation: Inclusive Economic Recovery Data-Sharing and Data Trust

Total Cost (\$250,000 per year, \$500,000 for biennium):

Which Type of Legislation is Required for this Recommendation?

☐ Gov Action ☒ Operating Budget ☒ Other (WIOA) ☐ Non-Monetary Policy Change

Is this a New Program being created? ☐ Yes ☒ No (expansion of duties specific to economic recovery)

Recommendation Description: Through Gov's executive order (EO), to ensure public workforce development investments result in inclusive and equitable economic recovery, the Workforce Board, Employment Security Department, State Board for Community and Technical Colleges, the Economic Services and Vocational Rehabilitation Service Administrations of DSHS, and Services for the Blind will all be considered as one state eco-system for the purposes of data-sharing and transparent performance accountability. Public reporting will be aggregated to prevent identification of individuals being served.

The Education Research and Data Center at Financial Management will be the data vault that collects participant record data from all programs. The Workforce Board will serve as the Data Trust to develop data-sharing agreements and protocols, common metrics, the data dictionary, performance goals, protocols for reporting, identifying service gaps, and convening stakeholders for problem-solving. A public-facing dashboard will track the progress of the system towards goal attainment. For the purposes of the Data Trust, all data providers will have a voting seat, regardless of their voting rights for regular, statutory requirements of the Board.

Assessing Near-Term Impact

Briefly (2-3 sentences) describe the impact of the recommendation—jobs created, saved, or supported as a result of the recommendation. State the number and a short rationale of how that's being projected.

"What gets measured gets managed. What gets managed gets done." Transparent measurement of who is benefiting from public workforce development investments will tell the WTB, its stakeholders, and policy-makers whether we are meeting the goal of inclusive and equitable economic recovery. Data-shared among agency partners will help us understand the range and types of services required for various populations to achieve employment or re-employment in livable-wage, high-demand jobs. We will also be able to identify problems and service gaps, and "swarm" solution-finding and resource deployment among partner organizations.

Briefly (2-3 sentences) describe the jobs impact of the recommendation below—jobs created, saved, or supported as a result of the recommendation. State the number and a short rationale of how that's being projected.

The comprehensive workforce development system will help re-employ an estimated 200,000 dislocated workers over the next 2.5 years (through December 2022) in livable-wage, high-demand jobs. No one component of the system can achieve these goals on its own. Transparent measurement will facilitate coordination, alignment, and possibly integration across service and funding silos, which will streamline the customer experience and improve customers' economic outcomes.

Estimate the average annual salary of a job created by this program. \$50,000 per annum or \$24.00 per hour

Estimate the speed in which public systems might be expected to produce these jobs (weeks, months, years). Work-based training options, such as registered apprenticeships and Career Connect Washington Career launch programs may offer wages close to the start of program participation. Short-term IT and other certifications may result in job attainment within 3 to 4 months of enrollment. The average time to employment for those who need re-skilling is expected to be 6 to 9 months.

Assessing Long-Term Impact

Estimate the dollars saved or created for the state by enacting this recommendation (annually, if possible, though many other recommendations have 5 or even 10-year time scales).

Transparent, measurement and systemic coordination and collaboration will result in more efficient use of funds currently available. Coordinated, collaborative fund use will allow the system to serve more dislocated workers by streamlining services and reducing duplication. The Workforce board will also coordinate fund development from federal and philanthropic sources when significant service gaps are identified.

Assessing Strategic Considerations

Briefly describe anticipated benefits to disadvantaged populations, including rural and urban citizens, to assess the "equity" impact of the recommendation. Do not be exhaustive; we ultimately have space for 6-8 words.

Estimate the amount of "outside capital" that might be unlocked by this recommendation (basically—are there other sources of NON-STATE funding (federal, private) that might be leveraged WITH this recommendation)?

As federal resources are made available, this collaborative, evidence-based approach will make Washington's applications more competitive. This will also be attractive to philanthropies that often prefer not to fund sole government agencies.

WORKFORCE BOARD RECOMMENDATIONS TEMPLATE

Recommendation Area: Performance Accountability and Oversight

Brief Name of Recommendation: Establish Ombud Position

Total Cost (\$150,000 per year, \$300,000 for biennium):

Which Type of Legislation is Required for this Recommendation?

☐ Gov Action ☒ Operating Budget ☐ Other (WIOA) ☐ Non-Monetary Policy Change

Is this a New Program being created? ☒ Yes ☐ No

Recommendation Description: Create in state statute a Workforce Development Ombuds position and protocols within the agency of the Workforce Board to identify, investigate, and facilitate resolution of disputes and complaints from system customers. The Ombuds will be nominated by a tri-partite committee of the Board. The Ombuds will be appointed by the Governor and report directly to the Executive Director of the Workforce Board.

(1) The person appointed ombuds shall hold office for a term of six years and shall continue to hold office until reappointed or until his or her successor is appointed. The governor may remove the ombuds only for neglect of duty, misconduct, or inability to perform duties. Any vacancy shall be filled by similar appointment for the remainder of the unexpired term.

(2) The ombuds shall:

(a) Act as an advocate for jobseeker customers of the comprehensive workforce development system in their dealings with the state and local agencies responsible for service delivery;

(b) Identify, investigate, and facilitate resolution of disputes and complaints that cannot otherwise be addressed via direct communication between the customer and relevant agency; and

(d) Refer complaints to relevant agencies when appropriate.

(3) The ombuds may conduct surveys of customers. Survey questions and results are confidential and not subject to public disclosure.

(4) The ombuds is not liable for the good faith performance of responsibilities of service providers.

(5) All of the ombuds' records and files relating to any complaint or investigation made pursuant to carrying out the ombuds' duties and the identities of complainants, witnesses, or agency staff members shall remain confidential unless disclosure is authorized by the complainant or his or her guardian or legal representative. No disclosures may be made outside the office of the ombuds without the consent of the named witnesses or complainants unless the disclosure is made without the identity of any of the individuals being disclosed.

Assessing Near-Term Impact

Briefly (2-3 sentences) describe the impact of the recommendation—jobs created, saved, or supported as a result of the recommendation. State the number and a short rationale of how that's being projected.

Unemployment is a traumatic and vulnerable period for many individuals. Every decision to be made along the path to gainful employment can be anxiety-provoking. If system customers believe they have not received adequate or appropriate services, or that services were not satisfactory, they may be reluctant to

complain to the agency that is providing services to them for fear of making the situation worse. The Ombuds will be a third party, objective point of contact for the customer. The role of the ombuds and contact information will be provided over signature to each customer upon enrollment. Ombuds contact information will also be posted visibly in accessible locations at WorkSorce offices, workforce service sites, and education and training provider sites.

In addition to working to resolve issues raised by customers, the Ombuds will catalogue and track system complaints and subsequent resolutions. The Ombuds will provide detailed quarterly reports to the Board on the type and nature of complaints filed, as well as resolution strategies taken.

Briefly (2-3 sentences) describe the jobs impact of the recommendation below—jobs created, saved, or supported as a result of the recommendation. State the number and a short rationale of how that’s being projected.

The comprehensive workforce development system is expected to serve over 200,000 dislocated workers and other jobseekers over the next 2.5 years (through December 2022). This is an unprecedented burden on the system, but also on its customers that will be anxiously vying for access to employment opportunities. Human interactions can lead to miscommunications and mistakes at the best of times, and is likely to occur much more frequently because of the pandemic-induced service volume and over-burdened frontline staff. An Ombuds will provide a central point of contact for dissatisfied customers, and will help keep them on the path of a suitable service plan, with minimal disruption. The Ombuds will also provide valuable information and signals to the Board and its system partners on where there might be need for corrective action or targeted service improvement strategies.

Estimate the average annual salary of a job created by this program. N/A

Estimate the speed in which public systems might be expected to produce these jobs (weeks, months, years). N/A

Assessing Long-Term Impact

Estimate the dollars saved or created for the state by enacting this recommendation (annually, if possible, though many other recommendations have 5 or even 10-year time scales).

N/A

Assessing Strategic Considerations

Briefly describe anticipated benefits to disadvantaged populations, including rural and urban citizens, to assess the “equity” impact of the recommendation. Do not be exhaustive; we ultimately have space for 6-8 words.

The appointed Ombuds will be culturally competent and knowledgeable about the barriers and inequities of the workforce development system, including historical racial biases and institutional racism. The Ombuds will disaggregate data on complaints and resolutions by race and other demographics associated with historic economic disparities and marginalization.

Estimate the amount of “outside capital” that might be unlocked by this recommendation (basically—are there other sources of NON-STATE funding (federal, private) that might be leveraged WITH this recommendation)? N/A

TAB 2

Washington Workforce Training and Education Coordinating Board Values

As the WA Workforce Training and Education Coordinating Board, we are united and boldly support these values that align to our north star:

1. Racial Equity and Inclusiveness

We work to end systemic racism, value differences, and welcome all voices.

2. Innovative and Agile

We are nimble and creative in responding to the needs of our customers to revolutionize Washington's workforce system.

3. Collaboration

We value partnerships and proactively engage all stakeholders with open and honest communication.

4. Accountability

We are responsible to the public to ensure the effectiveness of all investments in the workforce system.

5. Integrity

We hold ourselves to the highest standards of ethics and honesty. Our moral compass aligns to our north star.