



WORKFORCE
DEVELOPMENT COUNCIL
OF SEATTLE - KING COUNTY

BOARD ORIENTATION PACKET

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A MESSAGE FROM OUR CEO AND BOARD CHAIR

On behalf of the entire team at the Workforce Development Council of Seattle-King County, we are delighted to extend a warm welcome to you as a new member of our Board. We are honored to have you join us in our mission to catalyze system change in our region by centering racial equity to increase the prosperity and economic growth of workers, employers, and communities across Puget Sound.

At the WDC, we recognize that true change comes through collaboration and partnership. We understand the power of collective efforts and the importance of engaging many players in this work who are willing to invest in uplifting every community member to achieve their full potential. We are committed to leading transformative change that will evolve our region's workforce development efforts into an innovative industry, community, and outcome-driven system. Together, we will provide quality workforce development programs, career resources, and support services, ensuring that every individual is provided equitable opportunities to thrive in our regional economy.

Your extensive experience and expertise make you a valuable addition to our organization. We believe that your unique insights and perspectives will contribute significantly in our ongoing efforts to create meaningful impacts in the lives of those seeking employment opportunities and professional growth.

Enclosed within this packet is foundational information regarding the roles of the WDC, Board, and our partners in sustaining a regional workforce system centered on racial equity and job quality. We encourage you to actively engage in our organization's activities, share your thoughts, and participate in our discussions. Your commitment will play a vital role in steering our organization towards greater success.

Once again, welcome to the WDC family. We are truly excited to embark on this journey together and look forward to working closely with you to serve our community. If you have any questions or need more information after the orientation session, please contact us.

We are eager to begin this collaborative and fruitful partnership. Thank you for your dedication to the cause of workforce development.

In partnership,

Marie Kurose
Chief Executive Officer, Workforce Development
Council of Seattle-King County

Jiquanda Nelson
Board Chair, Workforce Development Council of
Seattle-King County

RELEVANT WEBLINKS

Here is a collection of links to help you best navigate the various websites and webpages regularly referenced and/or listed for suggested reading.

WORKFORCE DEVELOPMENT COUNCIL

- Homepage – <https://www.seakingwdc.org/>
- Board & Committee – <https://www.seakingwdc.org/board-and-committees>
 - Board Meeting Calendar & Documents - <https://www.seakingwdc.org/board-committee-meeting-calendar>
 - Strategic Dashboard – See STRATEGIC DASHBOARD in this document
- Workforce Dynamics – <https://www.seakingwdc.org/workforce-dynamics>
- Regional Strategic Plan – <https://www.seakingwdc.org/regional-strategic-plan>
- Client & Partner Success Stories - <https://www.seakingwdc.org/client-stories>
- Digital Equity Asset Map - <https://www.seakingwdc.org/digital-equity-asset-map>
- Self-Sufficiency Calculator - <https://thecalculator.org/>

LOCAL WORKFORCE DEVELOPMENT BOARD (LWDB) RESOURCES

- See BOARD DOCUMENTS in this document.

REPORTS

- Advancing Workforce Equity in Seattle – <https://www.seakingwdc.org/advancing-workforce-equity-report>
- Overlooked and Undercounted: Struggling to Make Ends Meet in Washington State – <https://www.seakingwdc.org/latest-news/2023/9/26/new-research-startling-rates-of-economic-insecurity-in-washington-state>

WORKSOURCE SEATTLE-KING COUNTY

- Homepage - <https://www.worksourceskc.org/>
- Locations - <https://www.worksourceskc.org/locations>
- Job Seeker Services - <https://www.worksourceskc.org/job-seeker-services>
- Business Services - <https://www.worksourceskc.org/business-services>

WIOA AND RELATED RESOURCES

- [Workforce Innovation and Opportunity Act | U.S. Department of Labor \(dol.gov\)](#)
- [WIOA Laws, Regulations, & Guidance | U.S. Department of Labor \(dol.gov\)](#)
- [Employment and Training Administration \(DOL \(Department of Labor\)\)](#)
- [ESDWAGOV - Workforce Innovation and Opportunity Act \(WIOA\)](#)
- [WorkforceGPS - Welcome to WorkforceGPS](#)
- [National Association of Workforce Boards \(nawb.org\)](#)
- [National Association of Workforce Agencies - Homepage | National Association of State Workforce Agencies \(naswa.org\)](#)

FINANCIAL INFORMATION RESOURCES

- [PY-22 Audit Report](#)
- [PY-22 Management Letter](#)

WORKFORCE DEVELOPMENT COUNCIL OF SEATTLE-KING COUNTY

- *PY-22 Financial Statements*
- *PY-22 ESD Monitoring*
- *PY-23 Budget*
- *WIOA Formula Allocation*

OUR WORK

The Workforce Development Council Seattle-King County (WDC) aspires to lead transformative change that will evolve our region's workforce development efforts into an innovative industry, community, and outcome-driven system with racial equity at its core. As the regional backbone for workforce development, the WDC uses a braided funding model to provide local businesses and organizations with the resources they need to modernize their employment and support services to uplift workers. We are committed to centering racial equity and community partnership as the cornerstones of how we approach our work, collaborating with a diverse set of partners to elevate job quality, economic growth, and prosperity for adults and youth throughout Seattle-King County.

Workforce equity exists when all workers, regardless of race or ethnicity, have equitable access to high-quality jobs that provide safe and healthy working environments and offer opportunities for advancement and meaningful growth. The current structure of our regional economy and labor market (pre- and post-pandemic) produces racial gaps in employment and wages, with stark occupational segregation in access to quality jobs, resulting from systemic barriers that have been constructed over time to benefit White people at the expense of Black, Indigenous, and People of Color. The mission of the WDC, and our partnerships, is to catalyze system change in the Puget Sound region to increase the prosperity and economic growth of workers, employers, and communities, grounded in the principle of racial equity. We do so with explicit intention, and a commitment to utilize data to measure impact.

VISION

ALL PEOPLE IN THIS REGION, REGARDLESS OF RACE OR ETHNICITY, SHARE IN ITS ECONOMIC PROSPERITY.

MISSION

We catalyze system change in the Puget Sound region to increase the prosperity and economic growth of workers, employers, and communities and to ensure racial equity. As a workforce intermediary, we:

- Advocate for system change of industry practices and to address barriers
- Broker a shared regional approach of strategies that are responsive to both community and industry needs
- Access and amplify resources by braiding funding sources
- Incubate & innovate strategies for racial equity impact and system change
- Analyze and use data to measure impact/drive system change

VALUES

As part of a change management consulting project in 2020, members of the WDC staff were asked to identify key values meaningful to the organization. These values were discussed and selected by all staff members to represent the most important behaviors team members embody in their everyday work, and ways to continue

modeling these actions moving forward. After being presented to the Board, the values were approved to represent the WDC.

The values are Integrity, Support, Adaptability, Inclusion, Trust, and Courage. Below are the descriptions composed by staff members to represent these values:

INTEGRITY “I WILL PRACTICE HONESTY AND CELEBRATE MY TEAMMATES FOR THEIR HONESTY.”

We do the right thing in a reliable way, choosing honesty, transparency, and authenticity. We have discussions, voice our opinions, honor the final decision, and are accountable for our actions. We show respect and kindness to everyone, support others, and demonstrate patience and understanding.

SUPPORT “I WANT TO BE A CHEERLEADER FOR OTHERS AND I WANT CHEERLEADERS FOR MYSELF.”

We rely upon one another and take interest in the many facets of each of our lives. We pay attention to how others are doing and practice empathy. We encourage each other to grow professionally, and we ask for and provide help when needed. We know that teamwork empowers actions that are not possible alone, and we work to build and improve upon effectual working relationships.

ADAPTABILITY “I EMBRACE LEARNING NEW TECHNOLOGIES, UNDERSTANDING NEW IDEAS, AND WORKING WITH NEW PEOPLE.”

We recognize there are many right ways to do things. We are flexible in our approach, understand that change is the only constant, and seek innovative solutions when faced with constraints. We transform our work with the future in mind, are agile in our planning, and value continuous improvement over perfection.

INCLUSION “I WORK TO CONTINUOUSLY LEARN ABOUT AND IDENTIFY GAPS IN EQUITY – WITH AN INDIVIDUAL AND SYSTEMS LENS.”

We work to ensure that all people, cultures, and identities are equally valued and recognized, under the belief that strength comes through the diversity and expression of our shared humanity. We honor all cultural and communication styles and promote respect in our work culture. We engage in continuous learning on how power and privilege operate at an individual and systemic level. We translate our knowledge into sustained action to dismantle white supremacy in all its forms.

TRUST “I GIVE TIME FOR FEEDBACK AND DIFFERENT COMMUNICATIONS STYLES AND AVOID PUTTING PEOPLE ON THE SPOT.”

We believe in the conviction and sincerity of others; we do what we say and believe others will do what they say. We seek direct communication to resolve concerns and work to build comfortable conversations. We listen to all ideas openly, accept and hear each other with empathy and without judgement, ask thoughtful questions, and assume positive intent when we have incomplete information.

COURAGE “I ADMIT WHEN I AM WRONG OR DON’T KNOW THE ANSWER.”

We speak up and challenge the status quo with each other and in the community. We embrace failure as an opportunity to learn and grow and encourage learning in public to model our values and to inspire courage in others. We recognize that it takes courage to confront systemic oppression and we honor the courage of community members, especially when they offer us feedback.

REGIONAL TRANSFORMATION

In 2018, the WDC Board of Directors, Seattle Mayor, King County Executive, private and public funders, and diverse workforce and community stakeholders set a new vision for a region-wide workforce development system: become a best in class, innovative, backbone organization that aligns the resources necessary to increase equity and maximize outcomes in our region. The role of the WDC changed to catalyze and support an equity-centered and industry-driven approach.

The transformation called for restructuring the Workforce Development Council to create a shared regional workforce development backbone organization and single Policy Board, providing regional strategic policy and coordination.

To implement this transformation, Marie Kurose was selected as the Chief Executive Officer of the WDC in 2019. A framework to transform the local workforce system was implemented and seeks to:

- Create a unified regional workforce development strategy & system to increase impact and scale
- Leverage and align federal, city, county, state, and other public and private workforce resources to increase scale and maximize investment impact
- Improve system structure, efficiency, and delivery through collaboration and coordination
- Remove barriers, racial disparities and provide equitable opportunities for residents to obtain and grow into living wage opportunities
- Coordinate and centralize industry engagement to inform workforce development system partners and strengthen partnerships
- Engage and partner with community and workforce training and system stakeholders to create innovative programs and practices to serve job seekers and businesses
- Center racial justice in our work while also addressing other inequities and disproportionately impacted communities.

Recommendations for centering racial equity to create systems change include:

- Use data to identify disparities in access to services and outcomes
- Implement targeted strategies to eliminate disparities
- Collect analyze and use community level, disaggregated data
- Advocate/Champion Equity in Employer Practices
- Authentic Community Engagement – Create Community Advisory Board
- Funding process to reflect equity and racial justice
- Accountability Measures – Equity at the Center
- Transparency – Funding, Served, Outcomes

The intention of the WDC’s work shifted to be driven by advocacy efforts and community and industry insights. Major modifications in implementation can be seen in the figure below.¹

MAJOR SHIFTS IMPLEMENTING THE REGIONAL WFD TRANSFORMATION VISION	
FROM	TO
WIOA Compliance Driven Plan	Regional Workforce Plan
Institutional Ownership	Collective Ownership
WDC Driven	Industry & Community Driven
Focused on WIOA Target Populations	Centering Racial Equity
Worker Centric (Skills & Training)	Systems Change
Job Placement (Outputs)	Equitable Economic Recovery (Results)
Neutrality	Advocacy

Figure 1. Slide from December 18, 2020, Full Board Meeting to show regional transformation changes.

REGIONAL BACKBONE

For the WDC, being the regional backbone organization means leading the charge of workforce development towards an equitable system that guides industry and community efforts towards a coordinated economic recovery strategy. We leverage our network by directing resources and investing in initiatives that align with our mission to progress an equity-centered and industry-driven approach. We advance our work through research-backed methods, consistently analyzing data to update our tactics. We advocate for effective programming that aims funding at the most vital priorities in our region.

Collaboration is essential to our work. The WDC team diligently cultivates and supports impactful partnerships that prioritize the current needs of job seekers. Through our program investments and advocacy efforts, we seek to intentionally deploy resources that address inequities in our economic and workforce systems for disproportionately impacted communities. As part of the regional transformation, the WDC’s intention to being the regional backbone organization concentrates collective efforts towards specific goals.

BRAIDED FUNDING MODEL

In the Braided Funding Model, multiple funding sources are combined or "braided" together to support programs and create a comprehensive and sustainable funding structure. This model weaves together funding from various public, private, and nonprofit sources, pooling these different funding streams to ensure effective initiatives run consistently for organizations and participants, and programs and services can extend their reach.

¹ See Full Board Meeting presentation detailing regional transformation at <https://www.seakingwdc.org/board-committee-meeting-calendar/2020/12/18/full-board-meeting>

Transforming how the region funds employment and job training

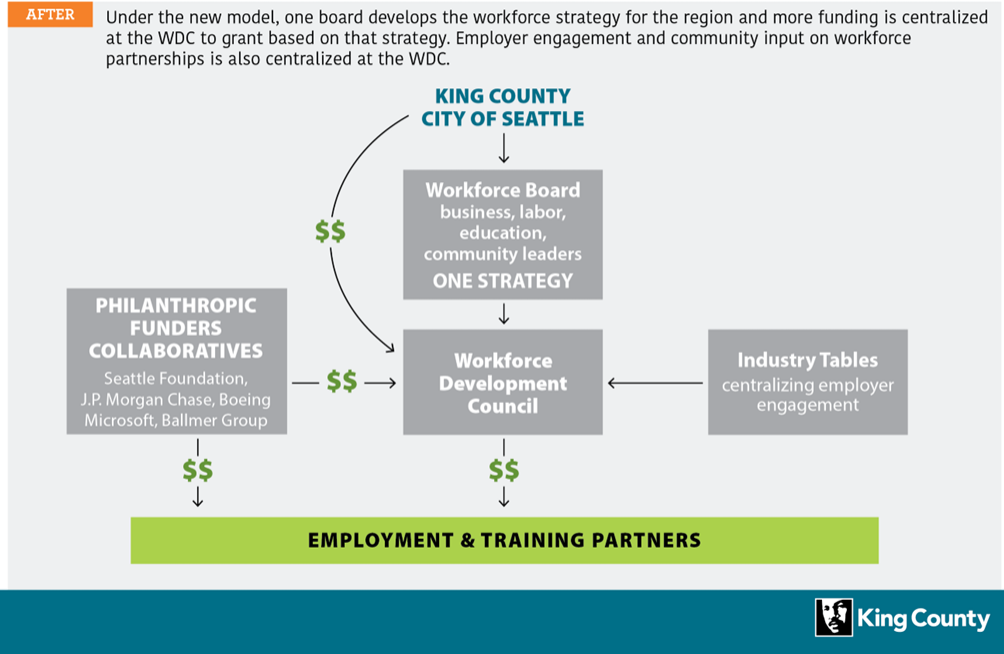


Figure 2. Slide defining part of the local funding model of the WDC.

As the regional backbone organization, the WDC’s role in this model is to judiciously plan, collaborate, and communicate with the involved organizations – funders and funding designees. We manage multiple funding sources and ensure that each funding stream is used for its intended purpose with strong fiscal management and reporting systems.

REGIONAL STRATEGIC PLAN – NORTH STARS

In 2021, the WDC published *Recover Better: A Regional Plan for Economic Recovery*². This Plan, also known as the Regional Strategic Plan (RSP), is a 3–5-year blueprint to drive strategic alignment and coordination of resources needed for racial equity and economic inclusion. The plan details a range of high-level strategic recommendations based on research and the identification of innovative national and regional practices.

The planning process and strategic framework were the basis of the WDC’s Workforce Innovation & Opportunity Act (WIOA) Plan update³ and intended to guide the WDC’s roadmap, priorities, and investment plan for creating a unified, equity focused, regional workforce development system. The plan development process included significant engagement with diverse workforce development stakeholders including WDC service delivery partners, community-based organizations, individuals who received services from those organizations, government, economic development, training providers, and industry partners including Labor

² Full plan and executive summary can be accessed at seakingwdc.org/regional-strategic-plan

³ For more information on WIOA, visit [WORKFORCE INNOVATION AND OPPORTUNITY ACT \(WIOA\)](#) in this document

and employers. The WDC also participated in parallel regional economic recovery planning efforts to share information and drive alignment and collaboration across the Puget Sound.

COVID-19 accelerated the urgency of this work and the need for an equitable economic recovery plan to address stark income inequality and racial disparities in job loss, and the disproportionate representation of Black, Indigenous, People of Color (BIPOC), and immigrant and refugee communities in low-wage jobs. Within the Plan, our central focus on racial equity is guided by two North Stars; we aspire to achieve equitable economic recovery and job quality to transform the workforce development system for all.

Our North Stars are defined as:

EQUITABLE ECONOMIC RECOVERY

Anchored on a recovery effort that prioritizes the inclusion of BIPOC workers and other economically marginalized communities; and the dismantling of structural and systemic racism across our institutions, such that all workers regardless of race or ethnicity have equitable access to high quality jobs and share in the region's economic prosperity.

JOB QUALITY

Raises the expectation and commitment of all partners in the workforce system to:

1. Improve the quality of existing jobs where BIPOC workers, immigrants and refugees are over-represented.
2. Placing BIPOC workers, immigrants, and refugees not into just any job, but into a quality job with livable wages and benefits, opportunities for advancement and assurances of a safe and healthy workplace.

These North Stars⁴ are undergirded by the following tenets:

- Recovery as an opportunity to rebuild better
- Centering equity
- Re-envisioning workforce development; and
- Broadening measures of success, including redefining job quality

Through our North Stars, we strategically implement programs and build partnerships that are explicit in supporting Black, Indigenous, People of Color (BIPOC) and immigrant and refugee communities. Because these communities have historically been marginalized from economic opportunity, we recognize that they are more vulnerable without an intentional and concerted effort to center their needs and ensure equitable participation in the region's recovery.

⁴ North Stars are described in more detail in Section IV of the Regional Strategic Plan: seakingwdc.org/regional-strategic-plan

STRATEGIC FRAMEWORK

The Regional Strategic Plan is strengthened by the Strategic Framework, which enlists the WDC, Board, and regional partners to rebuild the local workforce system with tactical pillars in mind. This Framework, pictured below, provides highlights of the primary areas of focus in the Regional Strategic Plan:

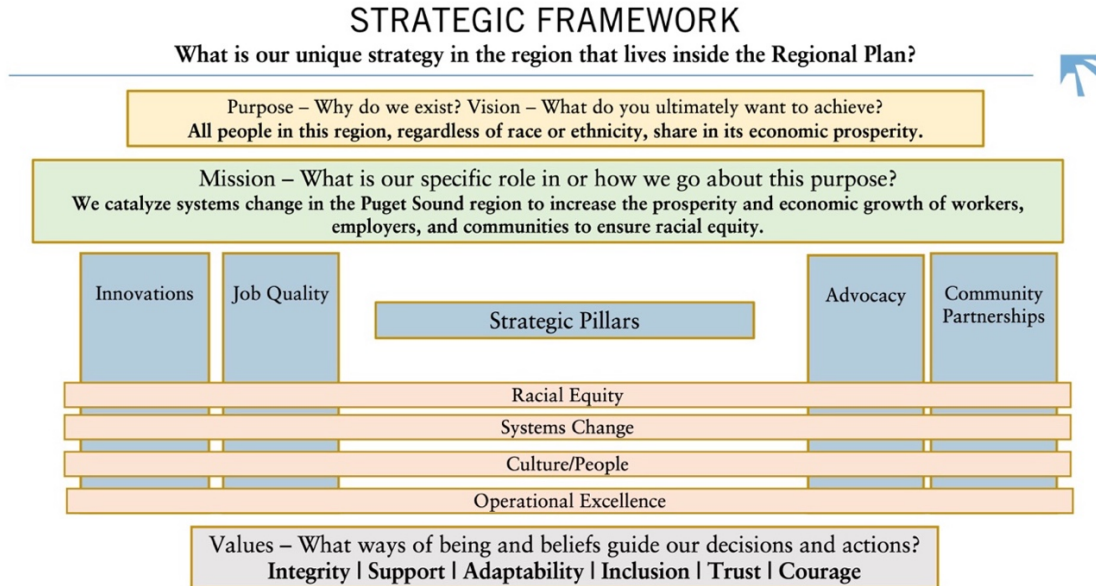


Figure 3. The Strategic Framework charts the goals of implementing the Regional Strategic Plan.

Definitions for Job Quality, Racial Equity, Systems Change, and Targeted Universalism can be found under the slides for the *December 8th, 2022 Full Board meeting*⁵.

The Strategic Framework was built to help define our goals for creating systems change for the local workforce development system. These goals were then captured in the Strategic Dashboard to detail specific measures in our programs that align with our mission.

⁵ Slides for the December 8th, 2022 Full Board Meeting can be found at https://static1.squarespace.com/static/53c04ba6e4b0012ad48d079e/t/63913989c950f2695cfae63c/1670461842624/WEB_SLIDES_Full-Board_120822_WDC-SKC.pdf

STRATEGIC DASHBOARD

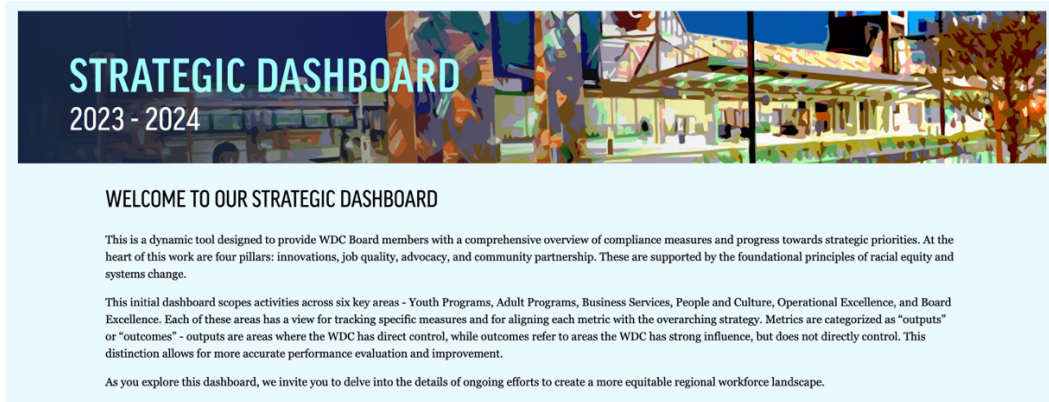


Figure 4. Strategic Dashboard webpage preview.

The Strategic Dashboard, launched in 2023, is a dynamic tool designed to provide Board members with a comprehensive overview of the progress made towards the WDC's strategic priorities. At the heart of this work are four pillars: innovation, job quality, advocacy, and community partnership. These are supported by the foundational principles of racial equity and systems change.

Members of the WDC staff and Board committed to various actionable goals in support of the mission of the RSP. These goals are reflected in the Dashboard across programs, departments, and organizational priorities. The alignment of these goals with the foundational pillars and principles of this work is detailed in the Dashboard too. The WDC staff and Board will review the Dashboard throughout the year and update progress.

To access the Dashboard, visit the [Board & Committees page](#)⁶ on our website and follow these steps:

- Under Board Resources, select *Strategic Dashboard*
- Enter the password: **WDCboardworks**
- Follow the instructions for Navigating the Strategic Dashboard to view the various pages of the workbook.

⁶ The Board & Committees webpage can be found at www.seakingwdc.org/board-and-committees.

ORGANIZATIONAL STRUCTURE AND COMMITTEES

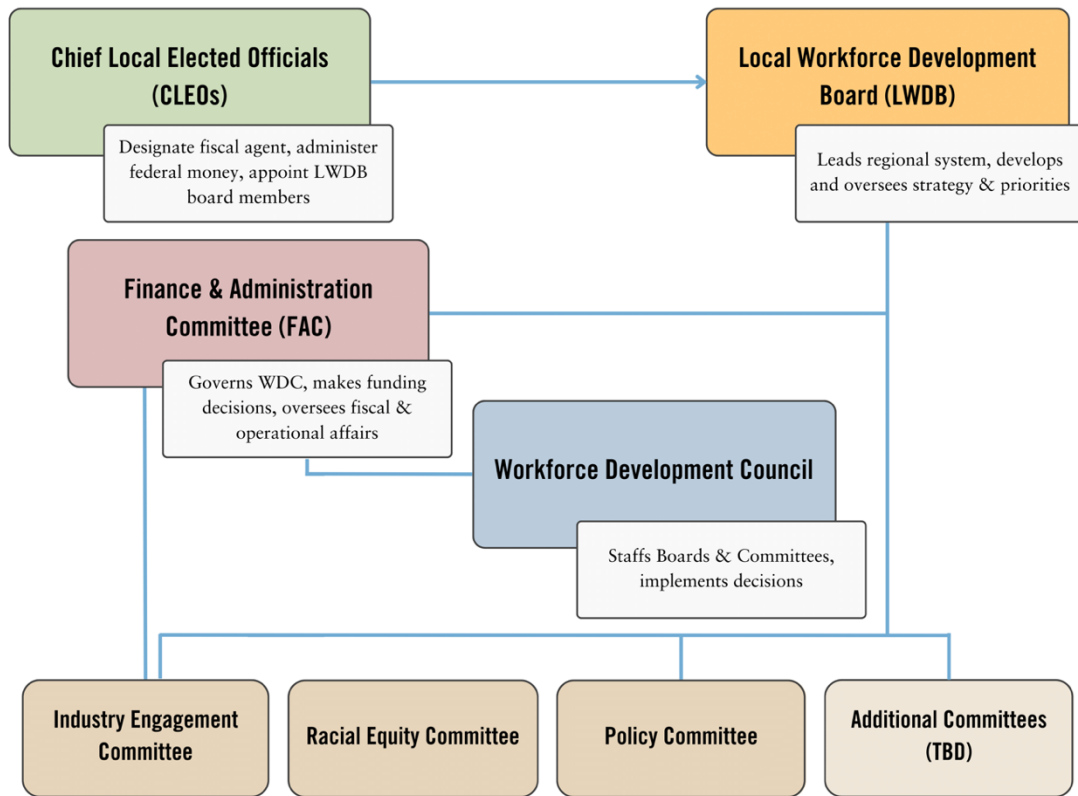


Figure 5. New Governance Structure. Approved June 2021.

The local workforce development system is maintained by key stakeholders across the region, as articulated under the Workforce Innovation & Opportunity Act (WIOA). Appointed by Chief Local Elected Officials (CLEOs), the Local Workforce Development Board (LWDB) oversees the strategy and priorities of various committees and the Workforce Development Council (WDC). LWDB members are leaders in business, workforce management, education, and training, and community development organizations across King County.

Currently, there are 19 members on the WDC’s Board representing local leaders in business, labor, and government.⁷ The Board Leadership team includes:

- **Chair:** Jiquanda Nelson, Chief Executive Officer, Diversity Window
- **Vice Chair:** Angela Dunleavy, Chief Executive Officer, Gourmondo
- **Secretary:** Katie Garrow, Executive Secretary Treasurer, MLK County Labor Council

⁷ For a full list of board members, please visit BOARD CRITERIA OVERVIEW AND CONTACT LIST in this document.

SUMMARY OF KEY ROLES & RESPONSIBILITIES			
Local Workforce Development Board	Chief Local Elected Officials	Finance and Administration Committee	Workforce Development Council
Leads & advocates for the regional workforce system	Administer federal grant	As a subset of the LWDB board, serves as the WDC board	Receives federal grant Serves as fiscal agent & administrator of federal funds
Develops workforce system vision, strategic plan & approves budget	Review & approve strategic plan & budget; designate fiscal agent	Evaluates and authorizes funding decisions	Backbone Functions <ul style="list-style-type: none"> • Innovation/Research • Labor market analyses • Industry Engagement • Data & Evaluation • Community Engagement • Strategy/Policy • Capacity Building
Performs other WIOA-mandated responsibilities	Appoint LWDB board members	Fiscal oversight	Staffs both boards, committees & work groups
Hires, manages and evaluates WDC CEO	Included in CEO's hire, annual evaluation & any termination decision		Employs LWDB CEO; CEO hires & evaluates other staff

Figure 6. Slide from Full Board Meeting in August 2021.

CHIEF LOCAL ELECTED OFFICIALS (CLEO)

Chief local elected officials and local chief elected officials, collectively called the CLEOs, are the County Executive of King County and The Mayor of Seattle. Chief local elected officials, (CLEO), work together with local workforce development boards and are charged with making policy decisions for their area to address the workforce needs of their citizens and residents. The CLEO is expected to play a few roles in concert with the State Workforce Development Board. In addition, CLEOs help coordinate workforce activities throughout the state.

The primary responsibilities of CLEOs include:

- Appoint, reappoint, and remove LWDB members in accordance with WIOA section 107, final WIOA rules at 20 CFR 679.320, and State of Washington provisions. LWDB appointments shall be for staggered two-year terms and shall continue until a successor is appointed;
- Designate the fiscal agent for the LWDA. The CLEOs have chosen to designate the WDC as the fiscal agent;
- Each of the two CLEOs shall serve on or shall alternatively appoint a single local elected official or executive-level local governmental appointee to the LWDB's Finance and Administration Committee, which also serves as the Board of Directors of the nonprofit, tax-exempt WDC corporation; and,
- Perform all other duties and functions assigned to CLEOs by the Workforce Investment and Opportunity Act (WIOA), by implementing Federal or State of Washington rules or policies, or by grant agreements.

Under the Workforce Innovation & Opportunity Act (WIOA), CLEOs are responsible for WIOA Title I and Wagner-Peyser Title III grant funds that are awarded to a local area. The CLEOs also oversee the operations of the local One-Stop Network and develop and submit a single regional plan in coordination with the local board members and other partners of the associated network. The regional plan describes the combined

activities undertaken by the local boards and their partners as described in their local plans. In addition, the CLEO approves the budget and cost allocation plan for the workforce center as well as the selection of the one-stop operator.

LOCAL WORKFORCE DEVELOPMENT BOARD (LWDB)

The Local Workforce Development Board (LWDB) is appointed by the CLEOs based on criteria set forth by WIOA. Our business-led LWDB represents private businesses, education, organized labor, local governments, community-based and nonprofit organizations, state agencies and economic development councils; it identifies workforce issues and concerns and bring together the necessary assets to facilitate solutions that foster prosperity for the region, local business and industry, and residents. The board provides strategic direction and oversight for the local area’s workforce plan, defines policies, goals and objectives that meet the workforce needs of business and individuals, and evaluates the workforce system that serves Seattle and King County: (1) encourage private, public and philanthropic investments that support public workforce system strategies; (2) develop effective sector partnerships and career pathways; and (3) envision and benchmark the successful delivery of high quality, equitable, inclusive and customer centered workforce services. Investments are made based on the strategic direction set by the Board and in keeping with the guidelines of the Workforce Innovation & Opportunity Act (WIOA). To locally enact WIOA, boards develop a local four-year plan that specifies a strategic vision with goals targeted at preparing an educated and skilled workforce.⁸

As part of Seattle-King County’s LWDB, the WDC gathers and disseminates information about the area’s labor market and businesses’ employment needs, builds a strong area-wide workforce development system of partners, convenes groups of businesses, labor, training providers, community-based organizations and worker and community stakeholders to develop solutions for workforce challenges, and oversees the local network of America’s Job Centers, called WorkSource in Washington State.

Additional roles of the LWDB include:

- Convene local workforce development system stakeholders, diverse community representatives, employers, labor, and local government to assist in the development of the *local plan*.
- Lead efforts to engage with a diverse range of employers to develop effective sector strategies and career pathways to ensure workforce investments meet the needs of employers and support economic growth, advancing opportunities for all workers and jobseekers.
- Partner with diverse community stakeholders, convening nonprofits, and un- and underemployed residents to identify programmatic and systemic barriers. Develop and implement strategies to increase employment, career pathways and economic opportunity.
- Conduct oversight for local workforce investment activities and the one-stop delivery system in King County; ensure the appropriate use, management, and investment of funds to maximize performance outcomes.
- Maximize and continue to improve the quality of services, customer satisfaction, and effectiveness of services provided.
- Leverage and align investments in job training, integrating service delivery across programs.
- The LWDB shall establish the set of qualifications, hire, evaluate and carry out any personnel actions related to the WDC’s chief executive officer.

⁸ For more information on WIOA’s implementation, see [LOCAL IMPLEMENTATION OF THE LAW](#) in this document.

- The annual workforce system budget will be approved by the LWDB and the CLEOs. Budget modification and budget management will be a WDC responsibility, subject to LWDB oversight.

Criteria to be selected as a Board Member is defined by the Workforce Innovation & Opportunity Act (WIOA).⁹ An overview of the LWDB's criteria and current Members can be found in BOARD CRITERIA OVERVIEW AND CONTACT LIST in this document.

WORKFORCE DEVELOPMENT COUNCIL

The WDC, through its designation as the local fiscal agent pursuant to 20 CFR 679.420 and agreement of the LWDB, shall carry out the following functions:

- Perform operational day-to-day and month-to-month workforce system tasks necessary to achieve the vision, goals and performance benchmarks established by the LWDB.
- Continue to be the fiscal agent, administrative entity, and workforce development grant recipient, responsible for grant writing and for receiving and disbursing workforce funds in accordance with the LWDB strategic plan and the Partnership Agreement. Fiscal agent duties are further described in the WIOA Final Rules at 20 CFR 679.420 (b) and (c).
- Employ the LWDB's Chief Executive Officer (CEO), who will staff both the LWDB and the WDC, and other administrative staff. The CLEO representatives on the Finance and Administration Committee/WDC Board of Directors will be included in the CEO's hire, annual evaluation and any personnel actions including termination recommendations. The CEO will hire and evaluate other WDC staff.
- Conduct procurements. Contract award recommendations will be made by the LWDB's Finance and Administration Committee/WDC Board of Directors in accordance with the LWDB strategic plan and subject to LWDB approval. Financial and programmatic monitoring and arranging for an independent audit shall also be WDC responsibilities.
- Negotiate and track mandatory local workforce system performance benchmarks established the State and USDOL, again subject to LWDB and CLEO oversight.
- Comply with the LWDB/WDC Code of Conduct, which governs conflict of interest situations.
- Operate in accordance with State of Washington statutes and rules governing nonprofit corporations; and,
- Adopt policies necessary to ensure accountability and compliance with Federal, State, and local laws, rules, and grant terms and agreements, including the Partnership Agreement.

BOARD & COMMITTEES RESPONSIBILITIES

The purpose of the committees or work groups of the LWDB and WDC is to fulfill the functions required under WIOA, and to do so in partnership with workforce development stakeholders not represented on the LWDB or the WDC Board of Directors.

As a part of its convening function, the LWDB may identify stakeholders with expertise that can help to carry out the functions of the LWDB through work groups or standing committees. Standing committees and work

⁹ For Board Criteria in the Workforce Innovation and Opportunity Act, see section 20 CFR 679.320(d): <https://www.ecfr.gov/current/title-20/chapter-V/part-679/subpart-C/section-679.320>.

groups must be chaired by a member of the LWDB and may include other members of the LWDB and other individuals who are not members of the LWDB who have demonstrated experience and expertise. Each LWDB member is expected to participate in at least one committee or work group.

Each committee or work group shall have a Committee Chair who may serve no more than two two-year terms. Committee and work group chairs shall be LWDB members, appointed by the Chair in consultation with either the LWDB or WDC.

The only mandatory LWDB standing committee is the Finance and Administration Committee/WDC Board of Directors. Finance and Administration Committee membership is established by the Partnership Agreement.

A quorum for committees, except the Finance and Administration Committee/WDC board of directors, shall consist of one third of the appointed committee members attending either in person or by electronic means.

FULL BOARD

Currently, there is not a defined charter for the Full Board. Below are the previously discussed purposes and roles the Full Board are recommended to take on. Future development is required to ensure the role of this Board is aligned with the current mission and goals of the WDC.

Purpose: To advise, govern, oversee policy and direction, and assist with the leadership and general strategic direction of the Workforce Development Council of Seattle-King County in order to support the organization's mission, vision and programs.

Organizational Mission: To champion a workforce and learning system that allows our region to be a world leader in producing a vibrant economy, and lifelong employment and training opportunities for every resident.

Organizational Vision: Leadership toward an inclusive, dynamic regional economy.

Local Workforce Development Board Purpose: Provide strategic and operational oversight in collaboration with the required and additional partners and workforce stakeholders to help develop a comprehensive and high-quality workforce development system in the region.

Responsibilities:

- Convene local workforce development system stakeholders, diverse community representatives, employers, labor, and local government to assist in the development and approval of the *local plan*.
- Industry Engagement: Lead efforts to engage with a diverse range of employers to develop effective sector strategies and career pathways that to ensure that workforce investment activities meet the needs of employers and support economic growth advance opportunities for all workers and jobseekers.
- Community Engagement: Convene and partner with diverse community stakeholders, nonprofits, and un- and underemployed residents to identify programmatic and systemic

barriers. Develop and implement regional planning strategies to increase employment, career pathways and economic opportunity.

- Program oversight: Conduct oversight for local workforce investment activities and the one-stop delivery system in the local area; and ensure the appropriate use, management, and investment of funds to maximize performance outcomes.
- Technology: Develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, workers, and jobseekers.
- Maximize and continue to improve the quality of services, customer satisfaction, effectiveness of services provided.
- Conduct CEO hiring/evaluation, annual budgeting, and performance accountability approval.
- Leverage and align investments in job training, integrating service delivery across programs.
- Guide and oversee local system strategy, policy, and advocacy efforts.

Expectations of Board Members:

- Attend and participate in meetings, including meeting preparation
- Advise and advance conversations in areas of expertise
- Help communicate and promote Workforce Development Council of Seattle-King County mission, vision, and programs to the community
- Become familiar with the organization's finances, budget, and financial/resource needs
- Share knowledge/data of industry workforce and training trends to inform strategies
- Exercise influence – leverage your business/organization and professional networks to develop strategic partnerships, engage in and support the LWDB's goals (Testify before legislators or elected offices to advance workforce priorities, convene stakeholders, support hiring of participants)

Required partners for board representation under the Workforce Innovation & Opportunity Act include:¹⁰

- Business Members, with a minimum of two members representing small business
- Workforce Representatives: labor management, community-based organization(s), organization(s) representing youth
- Other Required Members: education and training provider(s) as well as economic and community development entities including the State Employment Service office under the Wagner-Peyser Act serving the local area; and the programs carried out under title I of the Rehabilitation Act of 1973 like Temporary Assistance for Needy Families (TANF) and Vocational Rehabilitation

FINANCE & ADMINISTRATION COMMITTEE (FAC)

Below is the current charter for the Finance and Administration Committee (FAC) defining the roles and responsibilities for its members.

¹⁰ For full criteria, see BOARD CRITERIA OVERVIEW AND CONTACT LIST in this document.

Purpose: The Finance & Administration Committee shall act as the Board of Directors for the WDC, a Washington State nonprofit corporation that receives and disburses Federal and other grant funds for workforce development activities. The committee oversees the WDC, including all workforce system operations and expenditures.

Membership: The Finance & Administration Committee shall be made up of: 1) the King County Executive or another executive level County representative appointed by the County Executive; 2) The City of Seattle's Mayor or another executive level City representative appointed by the Mayor; 3) an organized labor representative selected by the labor representatives who sit on the full board; 4) the Chair of the full board; and 5-7) three other private sector board members selected by the LWDB.

Responsibilities: This committee shall oversee all fiduciary and administrative actions of the WDC, including issuing RFPs (Request for Proposals), evaluating and authorizing funding decisions, executing contracts, arranging for fiscal and program monitoring and compliance, audits, operations, and local policy.

- Fiduciary
- Administrative
- Audit
- Monitoring & Compliance
- Procurement
- Operations
- Local policies

Procedures and Staffing: The Finance & Administration Committee shall meet six times per year, and Robert's Rules of Order will be used in all meetings. A quorum shall consist of a majority of the appointed committee members. The staff of the WDC will provide support for all meetings.

INDUSTRY ENGAGEMENT COMMITTEE

Currently, there is not a defined charter for the Industry Engagement Committee. Future development is required to ensure the role of this Committee is aligned with the current mission and goals of the WDC.

POLICY COMMITTEE

Currently, there is not a defined charter for a Policy Committee. Future development is required to ensure the role of this Committee is aligned with the current mission and goals of the WDC. Below are some considerations for the purpose of a Policy Committee, which resulted from the Policy Workgroup (SUNSET):

- Inform policy development and advocacy strategies aligned with the WDC's Regional Strategic Plan (RSP)
- Serve as a coordinating table for WDC stakeholders on workforce-related policy initiatives driven by WDC organizations and associations represented on the WDC Board
- Bring recommendations to the full WDC Board for policy recommendations and proposals that have been discussed and vetted by key WDC stakeholders

- Serve as a core team of advocates prepared to advance WDC Policy Priorities, with support from WDC staff and consultants, through legislative and administrative advocacy on WDC policy priorities

RACIAL EQUITY COMMITTEE

Currently, there is not a defined charter for the Racial Equity Committee. While awaiting further development to ensure the role of this Committee is aligned with the current mission and goals of the WDC, some considerations for the purpose of the Racial Equity Committee can be found in the *RWSG Equity Workgroup Recommendations* presentation.¹¹

¹¹ The RWSG Equity Workgroup Recommendations presentation can be found at https://seakingwdc.sharepoint.com/:p:/r/sites/WDCTeam/_layouts/15/Doc.aspx?sourcedoc=%7B50F65132-585E-44EA-8E48-FD756BBFD25A%7D&file=RWSG%20Equity%20Workgroup%20Recommendationsrevised.pptx&action=edit&mobileredirect=true&DefaultItemOpen=1

BOARD DOCUMENTS

These documents provide a roadmap for the WDC’s governance and help to maintain order, uphold ethical standards, and fulfill the WDC’s mission effectively. Included below are copies of essential documents for WDC Board members. The full documents can be found by selecting the Figure image under each section.

BYLAWS

Bylaws for the WDC’s Board serve as rules and guidelines that outline the organization’s structure, operations, and decision-making processes. These bylaws are essential for ensuring transparency, accountability, and consistency within the Board. You can find a copy of these Bylaws in the Board Resources section of the *Board & Committees webpage*.¹²

**BYLAWS
of the
SEATTLE/KING COUNTY LOCAL WORKFORCE DEVELOPMENT BOARD
and the
SEATTLE/KING COUNTY
WORKFORCE DEVELOPMENT COUNCIL**

ARTICLE 1. Name

1.01 These bylaws pertain to the Seattle/King County Local Workforce Development Board (LWDB) as identified in the Workforce Innovation and Opportunity Act (WIOA), Public Law 113-128, July 22, 2014, sec.107(a) and the Workforce Development Council (WDC), a State of Washington nonprofit corporation.

1.02 The geographical region to be served by the LWDB and the WDC shall be the entirety of The City of Seattle and King County, and the regional labor market area which surrounds The City and the County.

ARTICLE 2. Authority

2.01 The LWDB is organized in accordance with the Federal Workforce Innovation and Opportunity Act of 2014, hereinafter referred to as “WIOA”, pursuant to Section 107(c) and (d).

ARTICLE 3. Definitions

Figure 7. Preview of the Bylaws for the WDC Board.

CONFLICT OF INTEREST

The Conflict of Interest policy establishes stringent guidelines to prevent conflicts of interest, maintain transparency, and ensure that public funds are used exclusively for public benefit. The policy aims to maintain fairness and equity in the decision-making, awarding, and allocation of Workforce Innovation and Opportunity Act (WIOA) and other funds received by WDC. Individuals with potential conflicts must disclose them before discussions or votes, excusing themselves from relevant matters. Violations must be reported and will be investigated by the WDC CEO or Board Chair. Sanctions will be determined based on the investigation's

¹² Find the Board & Committees page at <https://www.seakingwdc.org/board-and-committees>

findings. The Conflict of Interest policy can be found in the Administration & Fiscal Policy table on the *Policy & Guidelines* webpage.¹³



CONFLICT OF INTEREST

Workforce Innovation and Opportunity Act Policies and Procedures

EFFECTIVE DATE: April 19, 2019

POLICY #: A403

I. PURPOSE

To provide the Seattle-King County Workforce Development Council (WDC) a Code of Conduct to maintain fairness and equity in its decision-making and awarding and allocation of Workforce Innovation and Opportunity Act (WIOA) monies as well as any other monies received by the WDC.

II. BACKGROUND

A conflict-of-interest policy ensures that individuals or representatives of organizations entrusted with public funds will not personally or professionally benefit from the award, administration, or expenditure of such funds. As recipients of public funds, the WDC must assure that its staff, directors, and contractors use these resources for the benefit of the public rather than for personal benefit.

Figure 8. Preview of the WIOA Conflict of Interest policy for the WDC Board.

INSURANCE

The WDC Seattle-King has obtained Directors and Officers (D&O) insurance policies, which are both common and essential to safeguard the actions and decisions made by board directors and officers. D&O insurance provides coverage for defense costs, settlements, and judgments resulting from lawsuits and unfounded allegations brought against the nonprofit organization.

This type of insurance is crucial because it helps address the costs associated with defending against legal actions and settling claims arising from allegations against a nonprofit. Oftentimes, nonprofit organizations may not even be aware that their board members could be held personally responsible for the organization's actions. By securing D&O liability insurance for nonprofit organizations, you not only protect your organization's mission but also safeguard the personal assets of your board members.

PARTNERSHIP AGREEMENT

This Partnership Agreement establishes clear roles and responsibilities between the governments of the City of Seattle and King County, as well as the Local Workforce Development Board and the Workforce Development Council, emphasizing collaboration to address workforce development challenges. It includes provisions for insurance, liability, and amendments, ensuring comprehensive coverage of operational aspects and legal safeguards.

¹³ Find the Policy & Guidelines webpage at <https://www.seakingwdc.org/policies-guidelines>

PARTNERSHIP AGREEMENT
between the
CITY OF SEATTLE, KING COUNTY, the SEATTLE/KING COUNTY LOCAL
WORKFORCE DEVELOPMENT BOARD and the WORKFORCE
DEVELOPMENT COUNCIL

The Parties to this Partnership Agreement are: 1) The City of Seattle (the City), 2) King County (the County), 3) the Seattle/King County Local Workforce Development Board (the LWDB), and 4) the Workforce Development Council (the WDC), hereinafter collectively referred to as the "Parties."

WHEREAS, the Parties recognize the serious and complex problems resulting from unemployment, low wages and skill gaps among their citizens, and

WHEREAS, increased globalization, technological advances, accelerating demographic changes and gaps in equitable access to education, training and careers continually add to the mismatch between labor force skills and employer needs, and

Figure 9. Preview of the Partnership Agreement between the City of Seattle, King County, LWDB and WDC.

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)

Signed into law on July 22, 2014, the Workforce Innovation and Opportunity Act (WIOA)¹⁴ consolidated and replaced several previous workforce development laws, including the Workforce Investment Act (WIA) of 1998 and the Rehabilitation Act of 1973. It established several innovative programs and initiatives to help individuals prepare for, find, and retain employment, as well as to support employers in recruiting and training a skilled workforce. US Department of Labor has oversight over WIOA programs in all states and territories.

The enactment of WIOA seeks to revitalize and transform the public workforce system so that it reflects the realities of the 21st century economy and meets the needs of jobseekers, workers, and employers. WIOA affects more than a dozen programs receiving \$10 billion in annual training and education funding and programs that serve approximately 20 million Americans each year. As a member of the WDC, you are joining a national network of 550 local Workforce Boards with more than 12,000 business members.

Some key provisions of WIOA include:

- Creation of a new one-stop delivery system that combines employment, education, and training services under a single roof
- Establishment of new career and technical education programs to prepare individuals for high-demand occupations
- Development of industry or sector partnerships to address the workforce needs of specific industries or sectors
- Expansion of apprenticeship programs to provide on-the-job training and education
- Establishment of innovative programs to help individuals with disabilities enter or re-enter the workforce

Overall, WIOA is designed to help individuals build the skills and knowledge needed to succeed in the 21st century economy, and to help employers find the skilled workers they need to compete in a global marketplace. The WDC is authorized under WIOA and is certified by the Governor to represent the region. The Mayor of the City of Seattle and the King County Executive, as the Chief Local Elected Officials (CLEOs) appoint the WDC's Board members in accordance with WIOA Section 107(b) and the Governor.

LOCAL IMPLEMENTATION OF THE LAW

The vision for WIOA and the workforce system is to improve job and career options for our nation's workers and jobseekers through an integrated, job-driven public workforce system that links diverse talent to businesses. It supports the development of strong, vibrant regional economies where businesses thrive and people want to live and work. This revitalized workforce system is characterized by three critical hallmarks of excellence:

- The needs of business and workers drive workforce solutions;
- One-Stop Centers (WorkSource) provide excellent customer service to jobseekers and employers with a focus on continuous improvement; and

¹⁴ Review full Workforce Innovation and Opportunity Act (WIOA) at <https://www.dol.gov/agencies/eta/wioa>

- The workforce system supports strong regional economies and plays an active role in community and workforce development.

In Washington State, the governor designates statewide fiscal responsibility to the Employment Security Department (ESD), and local fiscal responsibility to city and regional governments. Washington is divided into 12 “areas”, and each is required to produce a local coordinated plan to provide services to jobseekers and businesses. These plans are coordinated by a One-Stop Operator who manages the local American Job Center Network system, known as WorkSource in Washington state.

To locally enact WIOA, Local Workforce Development Boards (LWDBs) develop a local four-year plan that specifies a strategic vision with goals targeted at preparing an educated and skilled workforce. The plan is approved by board members and the Chief Local Elected Officials. The plan illustrates how the LWDB, through its activities and functions, coordinates, and aligns resources among core programs and other partners that support the local workforce system. The governor appoints the Workforce Training & Education Coordinating Board to monitor state plans.

Seattle-King County is one of the 12 areas in Washington state charged with locally coordinating a plan to provide services to jobseekers and businesses.¹⁵ The implementation of WIOA is conducted through our partnerships and overseen by the LWDB. The One-Stop Operator team manages the daily coordination of the WorkSource system. Across the system, continuous improvement is supported through evaluation, accountability, identification of best practices, and data-driven decision making.

MEMORANDUM OF UNDERSTANDING

WorkSource Seattle-King County is federally mandated to have operating agreements with partners across the local workforce system. These agreements (known as Memorandum of Understanding or MOUs) ensure common standards of conduct throughout our regional WorkSource partnerships. Included in these MOUs are WIOA requirements, context for the local workforce development system including local implementation of the law and stakeholders that manage the system, and the roles and responsibilities of the partners.

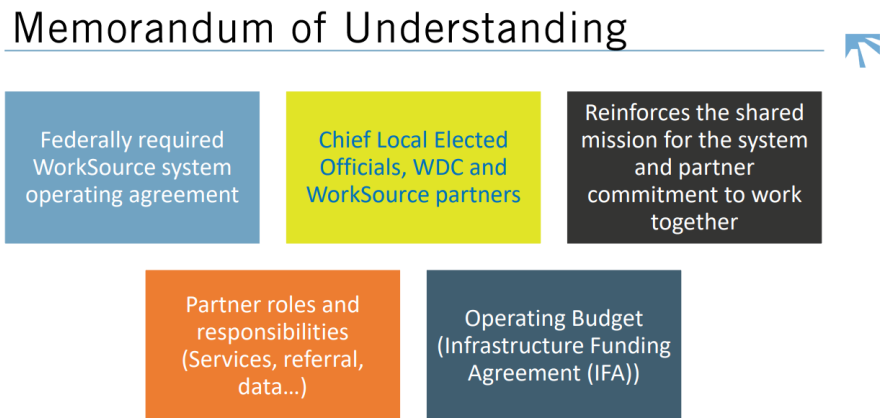


Figure 10. Memorandum of Understanding slide from Full Board Meeting on September 14, 2023.

¹⁵ The 2020-2024 Seattle-King County Workforce Development Plan (the “Local Plan”) can be found at https://www.seakingwdc.org/s/2020_2022-SeaKing-Local-Plan-update-signed-2022_Dec.pdf

INFRASTRUCTURE FUNDING AGREEMENT

WIOA requires a local area infrastructure and cost-sharing agreement among the required one-stop partners, where the overall WIOA budget reflects a cost allocation methodology that demonstrates how infrastructure costs are charged to each partner in proportion to the partner’s use of the one-stop center and the relative benefit received. The Infrastructure Funding Agreement (IFA) is a separate document from other MOUs and is collaboratively developed with One-Stop partners.¹⁶

The IFA for Seattle-King County describes the costs of maintaining our local WorkSource locations. These cost sharing agreements are required to contain all the WDC’s WorkSource partners that host physical WorkSource sites. These costs include renting the physical space, staffing, and providing WorkSource services. An overview of the most recent IFA can be found in the *September 14, 2023, Full Board Meeting* slides.¹⁷

Infrastructure Funding Agreement (IFA)

PY23 WORKSOURCE OPERATING BUDGET

- TOTAL: **\$2,243,374.**
- WIOA Title I (WDC) Share - **\$532,826.**

How WorkSource Partners will share the costs of the one-stop system:

- Physical infrastructure (rent, technology, etc.)
- Career Services (staffing)
- Other system costs agreed to by the partners (translation services, etc.)

Two types of IFA Partners:

- Required Partners
- Other

All partners must agree to the Local Funding Mechanism

- FTEs, square footage, and annual customer counts

Figure 11. Slide from September 14, 2023 Full Board Meeting.

ONE-STOP OPERATOR

The WDC oversees the One-Stop Operator (OSO or “Operator”)¹⁸, which in turn coordinates the regional American Job Center Network system, known in Washington state as WorkSource, in delivery of WIOA programs. The primary responsibility of the Operator is to coordinate all the activities and functions performed

¹⁶ For more information on WIOA’s IFA standard, see page 9 in the WIOA A Guide for Local Workforce Development Boards (LWDBs) and Chief Elected Officials (CEOs) at <https://static1.squarespace.com/static/53c04ba6e4b0012ad48d079e/t/6525e7cd4dadb96edf6b3513/1696983001409/WIOA-Guide-for-LWDBs-and-CEOs-compressed.pdf>

¹⁷ Find the slides for the most recent IFA at <https://www.seakingwdc.org/board-committee-meeting-calendar/2023/9/14/full-board-meeting>

¹⁸ The policy which governs the Operator contract is 03-2002 and can be found at https://static1.squarespace.com/static/53c04ba6e4b0012ad48d079e/t/5cd31d900852297d821a3a39/1557339537343/Policy+03-2002_Procurement_V5_0604-2018_EC-Rev.pdf

by the various one-stop partners, including states, local elected officials, and the LWDB. For WorkSource Seattle-King County, *Career Path Services* was selected by the WDC Board in an electronic vote in 2023.¹⁹

The functions relate to labor exchange and career services, such as job search, placement, training, and recruitment services. Whether the activities are funded by the Wagner-Peyser Act or WIOA, integrated service delivery is encouraged to streamline processes and to simplify the customer’s experience. By implementing a more integrated service delivery model, the Operator also helps build capacity and improve the efficiency of operations. Activities coordinated by the One-Stop Operator include:

- Orientation to information and services available through the one-stop
- Labor market statistics -- local, regional, and national
- Information on in-demand industry sectors and occupations
- Information on non-traditional employment
- Information on skills necessary to get a job or get a promotion in a demand occupation
- Performance and cost information for training by program and provider
- Information about local workforce area performance
- Information about performance for the local one-stop system
- Job vacancy listings
- Outreach and intake
- Job search which is a basic labor exchange service
- Job placement assistance which is a basic labor exchange service
- Help filing Unemployment Compensation claims by on-site staff trained in filing claims
- Reemployment services for those about to exhaust unemployment insurance benefits
- Career counseling
- Initial assessment of literacy, numeracy, English proficiency, aptitudes, abilities skills gaps, and support service needs
- Referral and coordination of activities to other programs within and out of the one-stop system
- Eligibility determination for the adult, dislocated worker, and youth programs
- Assistance in establishing eligibility for non-WIOA funded financial aid for education and training programs
- Information on support services, referral to child care, child support, Medicaid, The Children’s Health Insurance Program, Supplemental Nutrition and Assistance Program, Earned Income Tax Credits, welfare (TANF), and transportation

ONE-STOP PARTNERS / WORKSOURCE

One-Stop partners, known nationally as American Job Centers and locally as WorkSource Centers and Affiliates, are the heart of the workforce development system. These sites work with the One-Stop Operator to create a “go-to” system for job seekers, workers, and business. For a list of our local centers, visit our *WorkSource* website.²⁰

¹⁹ Find the e-vote in the June 22, 2023 Full Board meeting minutes at <https://www.seakingwdc.org/board-committee-meeting-calendar/2022/6/22/full-board-annual-meeting>

²⁰ Find local WorkSource locations at <https://www.worksourceskc.org/locations>

INVESTMENT OVERVIEW:

The Workforce Development Council of Seattle-King County funds community programs that increase access to essential resources and workforce development opportunities. These investments represent WDC’s commitment to pioneering an inclusive and equitable economic recovery that goes beyond traditional models, braiding²¹ public and private resources to meet the needs of community and industry. These programs support the mission of the WDC to increase the prosperity and economic growth of workers, employers, and communities and to ensure racial equity.

This is a brief overview of key program investments organized by their main funding sources: Workforce Innovation & Opportunity Act (WIOA), Other Government, and Private/Foundation funds. For a full summary of all our current investments, including overall goals, strategies, deliverables, and service providers funded per program, please see our *Investment Guide*.²²



Figure 12. Preview of the Investment Guide webpage.

WORKFORCE INNOVATION & OPPORTUNITY ACT (WIOA)

ADULT PROGRAMS

The Workforce Innovation & Opportunity Act, braided with King County Veterans, Seniors & Human Services Levy funds, provides a variety of services to adults who are furthest from opportunity, overrepresented among low income and unemployed individuals, and historically underrepresented in their access to services. These services prioritize job placements, training, and job retention, including career counseling, employment placement and retention services, interactive workshops, incentive payments, and more.

²¹ Visit BRAIDED FUNDING MODEL in this document to see the term defined.

²² Visit the Investment Guide at <https://www.seakingwdc.org/investment-guide>.

BUSINESS SERVICES & RAPID RESPONSE

The Business Services Team (BST) is dedicated to workforce planning needs of local industries and directly addressing those identified through Industry Leadership Tables. The BST leverages knowledge of programs and the collective strength of regional network of support partners through talent acquisition strategy development and engaging industry leaders with relevant opportunities to improve their workforce system. Services of the BST include directly connecting businesses and job seekers, supporting recruiting assistance through hiring events, layoff assistance, and more.

The Rapid Response team is led by the BST and is designed to minimize the amount of time affected employees spend laid off. This team facilitates resources on employment networks and helps businesses avoid layoffs by assisting with job re-employment.

DISLOCATED WORKER PROGRAMS

The Workforce Innovation & Opportunity Act, braided with King County Veterans, Seniors & Human Services Levy funds, provides a variety of services to adults who are furthest from opportunity, overrepresented among low income and unemployed individuals, and historically underrepresented in their access to services. Through a flexible funding model, the Dislocated Worker programs promote wraparound supports and financial resources for communities facing barriers to employment.

WORKSOURCE CONNECTION SITES

In response to the diverse needs of the Seattle-King County community, the network of WorkSource Seattle-King County sites has increasingly expanded to include community organizations with a portal to WorkSource services, called “Connection Sites.” This connects local organizations to resources from the Workforce Innovation & Opportunity Act.

Connection Sites create strong links to the community, ensuring that Black, Indigenous, People of Color have equal access to financial resources, training programs, and high-quality jobs within in-demand sectors. These sites provide customers and program participants with computer-dedicated access to WorkSource Seattle-King County services and information on basic needs resources such as food, transportation, housing, and more. By leveraging resources and knowledge through dedicated collaborative partnerships, these organizations become partners with local WorkSource Center and Affiliate sites, connecting their customers to a larger network of resources.

WORKSOURCE OPERATOR TEAM

The Operator role ensures that all partners in the WorkSource system receive real-time information on emerging labor market information, guidance from the Employment Security Department, and the technical assistance, training and support needed to effectively respond to COVID-19 recovery and help individuals find employment. The Workforce Innovation and Opportunity Act requires the WDC to competitively select an Operator to administer the area’s one-stop system.

The WorkSource Seattle-King County Operator is responsible for working in partnership with the WDC to integrate and streamline service delivery for all WorkSource programs and partners, including supporting communication across the system and providing guidance and technical assistance for all WorkSource staff.

The Operator creates strategies to expand outreach and service efforts to individuals facing obstacles to employment, conducts and analyzes customer survey data, and coordinates regional partnerships to ensure effective and efficient services.

YOUTH PROGRAMS

The Workforce Innovation & Opportunity Act provides a variety of services to in-school youth (ages 14-21) and out-of-school youth (ages 16-24) who meet eligibility requirements. Youth are provided a full range of services, including tailored internships and jobs with a prioritization of career pathways, work experience, and industry-recognized degrees and certificates. Each participant undergoes a comprehensive assessment to review skills, interests, strengths, and aptitudes, and support needs. Then they work with a qualified case manager to identify a career goal, service plan, and outcome related to education and employment. By offering education through tutoring, alternative schools, and learning centers, these programs can serve youth throughout Seattle-King County, either enrolled in school or outside of school systems, to work toward a high-school diploma and/or a General Education Diploma.

OTHER GOVERNMENT

CAREER CORPS

Career Corps aids unemployed King County residents, many of whom have been affected by the pandemic, in establishing long-term career pathways for improved jobs and pay. The program offers subsidized employment, work-based learning, training, and case management services. Further support includes job training and placement, upskilling for low-wage workers and those with lower educational attainment, and aid for dislocated workers.

ECONOMIC SECURITY FOR ALL (ECSA)

Economic Security for All (EcSA) is a poverty reduction initiative in Washington that enhances existing programs to support low-income residents in their quest for equity and self-sufficiency. Through intensive navigation, local innovation, and flexible support, EcSA fills gaps within existing programs. Managed by Local Workforce Development Boards (LWDBs), including the Workforce Development Council of Seattle-King County, it emphasizes historically marginalized populations, fostering innovation in reducing poverty.

Some of the program's priorities include creating and executing tailored career plans to ensure 100% participant income adequacy, engaging Black, Indigenous, and People of Color communities, rural areas, and people experiencing poverty in program design and execution, and collaborating across local, state, and federal levels to eliminate obstacles in delivering multiple benefits.

EMPLOYMENT SUPPORTS FOR INDIVIDUALS IMPACTED BY THE CRIMINAL LEGAL SYSTEM (ESIICLS)

The Employment Supports for Individuals Impacted by the Criminal Legal System (ESIICLS) project aims to increase access to employment, training, and education for individuals who have interacted with the criminal legal system. The program operates through community-led organizations to provide targeted and responsive services. The focus is on those disproportionately affected in BIPOC, immigrant, and rural populations.

JOBS & HOUSING PROGRAM

The King County Jobs and Housing Program aims to provide county-supported employment and housing assistance for 300-400 individuals experiencing homelessness and unemployment. It strives to stabilize participants' lives through temporary housing and employment, leading them towards permanent housing and job opportunities.

QUALITY JOBS, EQUITY, STRATEGY AND TRAINING (QUEST)

The Quality Jobs, Equity, Strategy and Training (QUEST) program is a Disaster Recovery Dislocated Worker Grant (DWG) funded by the State of Washington Employment Security Department under the Workforce Innovation and Opportunity Act. Its mission is to provide quality jobs to those affected by the COVID-19 pandemic, emphasizing equity. Services include career support, training such as work-based learning to align with participants' goals, and coordinated supportive resources to ensure quality, family-sustaining employment.

TICKET TO WORK

The Ticket to Work program aims to empower Social Security beneficiaries with disabilities by providing the necessary resources and support to gain and retain employment and achieve financial independence. The program enhances coordination between the Division of Vocational Rehabilitation (DVR) and employment services for eligible participants, bolstering partnerships centered on employment services for DVR customers. Participants can formulate an Individual Work Plan to achieve their career objectives and can benefit from immediate and long-term support for job retention and career progression.

PRIVATE / FOUNDATION

DIGITAL NAVIGATION SERVICES

Investment in digital infrastructure was underscored as a crucial need for job seekers in the Regional Strategic Plan. The WDC, alongside King County Information Technology and Seattle Information Technology, launched the Digital Navigator Cohort Grant to empower community-based organizations in their mission to strengthen the region's approach towards digital inclusion for marginalized populations such as Black, Indigenous, communities of color, immigrant and refugee communities, and those with disabilities. Programs and services include device distribution, digital skills, training, and access to affordable internet.

EQUITABLE RECOVERY

This investment by JPMorgan Chase empowers the WDC to implement a system-level response to the acute job loss resulting from the recent pandemic, and strategies that enhance data capacity, elevate job quality, and prioritize community voice. Elevating the voices and needs of Black, Indigenous, People of Color (BIPOC), as well as immigrant and refugee communities, the WDC has strategized to track equity indicators, center community influence, and advance quality job opportunities. These strategies include dismantling historical racial barriers and promoting access to quality jobs for marginalized communities. The effort encompasses systemic changes to policies and practices, focusing on an equitable economic recovery that aligns with the Regional Strategic Plan. Within an evolving economic context, the WDC's multifaceted approach sets a precedent for innovation, encompassing shifts in functions and operations, consultancy investment, and a commitment to racial equity, leading to a transformative change that goes beyond traditional funding models.

HUMAN-CENTERED DESIGN

This program aims to address challenges in service enrollment by refining disjointed and overlapping practices across WDC's subcontractors in the adult workforce development sector. It aims to enhance user experience and program efficacy by simplifying access and system operations to ensure swift and seamless service for participants with urgent needs. The WDC will align with communities, centering their experiences and voices in solution development, using human-centered design to empathize with and prioritize the experiences of BIPOC workers, immigrants, refugees, and other marginalized individuals to build efficient services for all.

YOUTH AT WORK: RECONNECTING OPPORTUNITY YOUTH TO EDUCATION & EMPLOYMENT

The Bank of America-funded "Youth at Work" program is designed to enhance the economic mobility of youth. It emphasizes education, skill development, job preparedness, and assistance in overcoming employment barriers. The program offers paid work experiences in key regional industries, supports new pathways through educational institutions into quality jobs, and provides career guidance for participants.

FINANCIAL STRATEGY

As the regional backbone of workforce development, the Workforce Development Council (WDC)’s financial strategy is essential for ensuring sustainability, maximizing impact, and fostering innovation in the local economy. It empowers us and the partners we work with to effectively meet our goals and creates lasting positive changes in the communities we serve.

Our strategy supports our management of funding through the Workforce Innovation & Opportunity Act (WIOA), Government Grants, and Private/Foundational contributions to ensure that each stream is used for its intended purpose. Through the Braided Funding Model²³, the WDC weaves these funds together to best serve relevant community initiatives while honoring the objectives of each funding stream.

WIOA FUNDING ALLOCATION PROCESS

WIOA funding allocation involves a multi-level process where federal funds are allocated to states, states develop plans and allocate funds to Local Workforce Development Boards, and LWDBs collaborate with local partners to design and implement workforce development programs tailored to the needs of their communities. Performance accountability and continuous improvement are fundamental aspects of this process, ensuring that the allocated funds are effectively used to enhance the skills and employability of the workforce.

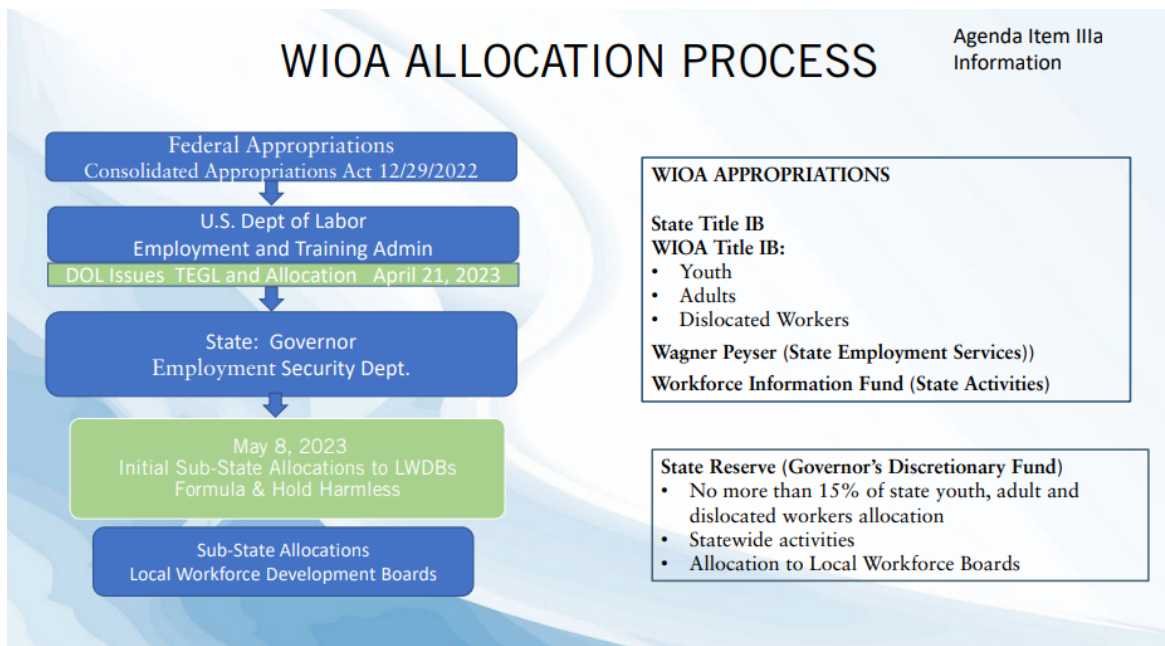


Figure 13. Slide from Finance and Administration Committee meeting on June 16, 2023.

WIOA requires a local area infrastructure and cost-sharing agreement among the required one-stop partners, where the overall WIOA budget reflects a cost allocation methodology that demonstrates how infrastructure costs are charged to each partner in proportion to the partner’s use of the one-stop center and the relative benefit received. For Seattle-King County, WIOA funding is allocated to the LWDB to support the WDC’s

²³ See BRAIDED FUNDING MODEL in this document for a full definition.

workforce services, job training, and employment assistance in our region. For more information on the purpose of WIOA funds, visit [Error! Reference source not found.](#) in this document.

WIOA FUNDING ALLOCATION PROCESS

STEP 1: FORMULA ALLOCATION METRICS

WIOA FORMULA ALLOCATION DATA

Youth and Adult

- # Unempl in Areas of Substantial Unemployment 6.5% +
- # Excess Unemployed more than 4.5%
- # Economically Disadvantaged Youth/Adults

Dislocated Worker

- # Unemployed
- # Excess Unemployed more than 4.5%
- # Long Term Unemployed 15 weeks plus

STEP 2: HOLD HARMLESS ADJUSTMENT

Intent: mitigate year-to-year volatility in funding levels

- No less than 90% avg % share from prior 2 years
- Redistributed from other Areas

Unemployment Data Source: State LMEA (July 2021 -June 2022)
Economically Disadvantaged Source: Census Jan 1, 2016- Dec 31, 2022

Figure 14. Slide from Finance and Administration Committee meeting on June 16, 2023.

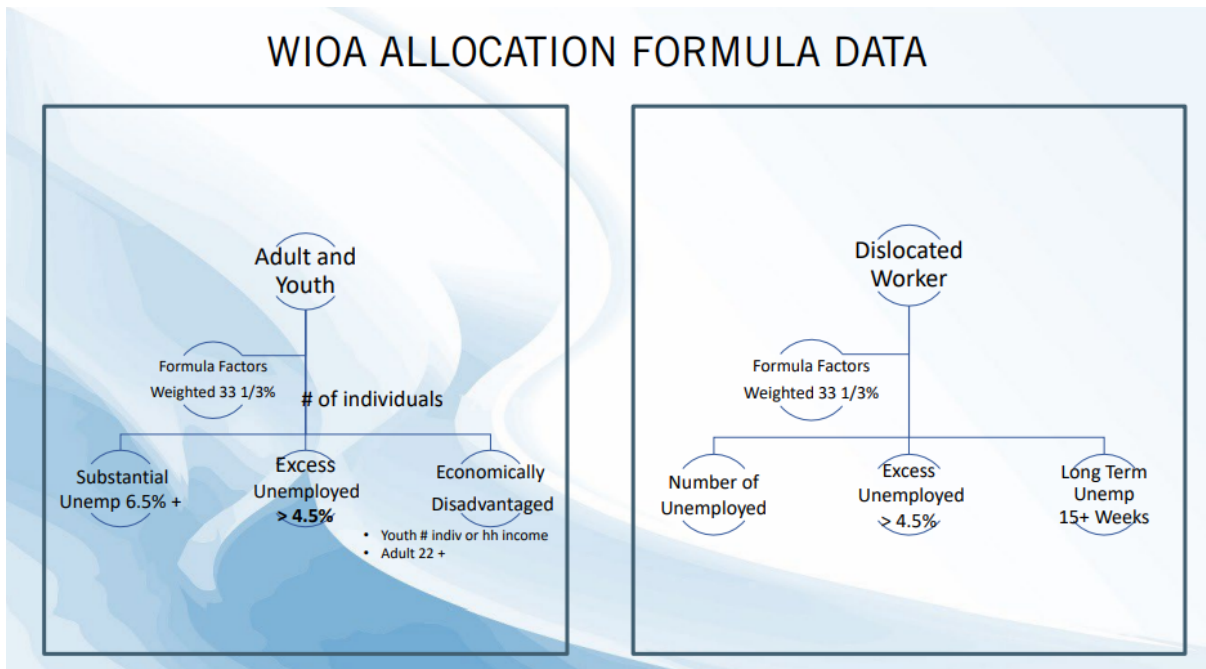


Figure 15. Slide from Finance and Administration Committee meeting on June 16, 2023.²⁴

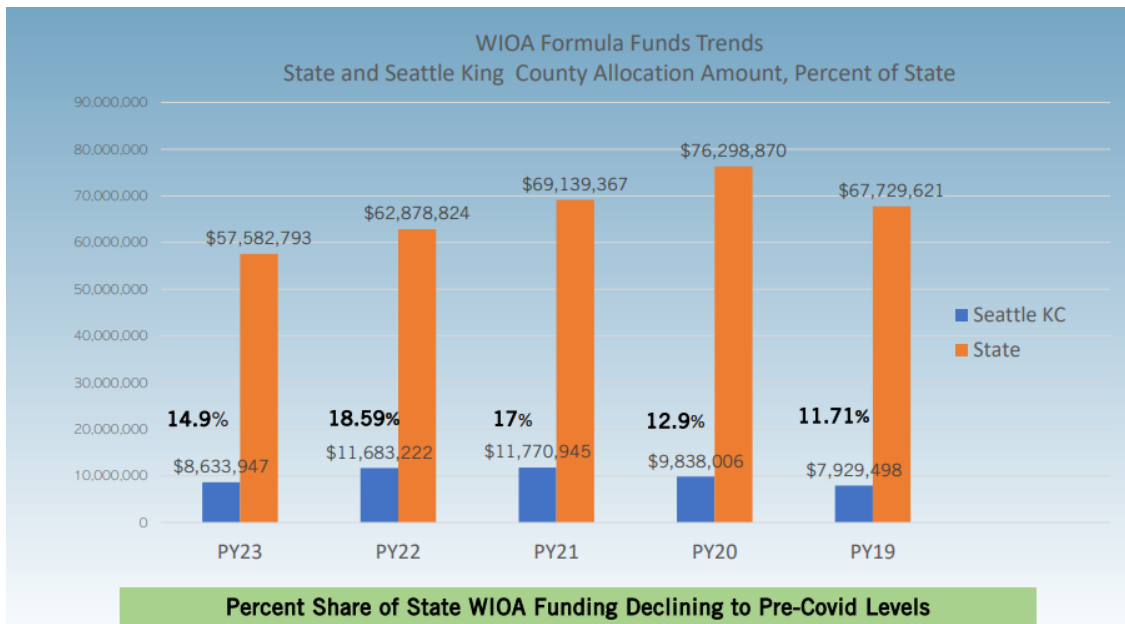
²⁴ Find these presentation slides on our website at <https://www.seakingwdc.org/board-committee-meeting-calendar/2023/6/16/finance-amp-administration-committee-1>

REVENUE



Figure 16. Slide from Finance and Administration Committee meeting on June 9, 2023.

Sources of revenue for the WDC can be seen in the graph above. The funds received by the WDC are used to sustain and further our mission-related work. Since the regional transformation, there has been fluctuation on the amount of funds received from each source. Notably, there is a particular rising need for additional Government Grants and Private Funding. While WIOA funds have grown steadily, the WDC’s percentage of Washington state’s WIOA allocation has not matched (see graph below).



The WDC uses the Braided Funding Model to apply multiple funding sources effectively across our organization. Operational expenses, programmatic services, and projects that align with and expand the WDC's mission and vision all operate through these funds. It is crucial to continue building diversified funding streams to continue the work of systems change in our regional economy.

FINANCIAL INFORMATION RESOURCES

- *PY-22 Audit Report*
- *PY-22 Management Letter*
- *PY-22 Financial Statements*
- *PY-22 ESD Monitoring*
- *PY-23 Budget*
- *WIOA Formula Allocation*

RESOURCES

The following pages include information to help you onboard into your position in the WDC's ecosystem. For more information or questions, please consult the *Board & Committees* page on our website.²⁵

FREQUENTLY ASKED QUESTIONS

Q: How often does the board meet?

The Full Board and Finance and Administration Committee each meet once a quarter. The full list of scheduled meetings can be found under UPCOMING MEETINGS in this document.

Q: How long are Board terms? What does reappointment look like?

The term of all offices and the WDC Board of Directors shall be two (2) years. Board appointments will be staggered to ensure member continuity beginning on the first day of either January or July and ending when a successor is elected. Each officer/director shall continue to hold their office/directorship until a replacement officer/director is elected. Any officer/director vacancy shall be filled by election at the next regular meeting for the remainder of the unexpired term. No member may serve more than four terms.

Each officer/director shall continue to hold their office/directorship until a new member for the position is elected.

Board terms and reappointment information can be found on our Board & Committees page under Board Resources in the *Bylaws* links.

Q: Where can I locate the Board meeting agendas, materials, slides, and minutes?

Agendas, notes, and presentation slides for meetings can be found on our Board & Committees page under Board Resources in the *Meeting Calendar* and *Minutes Catalog* links.

Q: What are the expectations for attendance at Board meetings?

Through the process of building the Strategic Dashboard,²⁶ Board members agreed on the following expectations for meeting attendance:

- 100% of meetings have enough board members attending to meet quorum
- Board members attend at least 3 of the 4 yearly board meetings

Q: What are the committees within the Board?

Currently, the WDC Board has a Finance and Administration Committee and Racial Equity Committee. More information about these committees can be found under BOARD & COMMITTEES RESPONSIBILITIES in this document.

²⁵ The Board & Committees page can be found at <https://www.seakingwdc.org/board-and-committees>

²⁶ Find more information on accessing the Dashboard under STRATEGIC DASHBOARD in this document.

Q: How can I stay informed about the WDC between meetings?

There are several ways to stay informed about the WDC between meetings. You can *subscribe to our emails* for news updates or follow us on *LinkedIn*, *Instagram*, and *Threads*.

Q: Where can I find the WDC's performance reports?

Performance reports can be found on our website. Please refer to the following links for more information on how the WDC conducts its work:

- Annual Report - <https://www.seakingwdc.org/annual-report-py21>
- Investment Guide - <https://www.seakingwdc.org/investment-guide>
- Regional Strategic Plan - <https://www.seakingwdc.org/regional-strategic-plan>

Q: How is the Board structured? Who are the other Board members?

For information on the Board's structure, please visit **ORGANIZATIONAL STRUCTURE AND COMMITTEES** in this document. For the criteria to be part of the Board, please visit **BOARD CRITERIA OVERVIEW AND CONTACT LIST** in this document. A current list of Board members can be found on the *Board & Committees* page on our website.

STAFF DIRECTORY

This directory reflects staff as of the latest update to this document. For the current staff list, please *visit our website*.²⁷

NAME	TITLE	PHONE
Abigail Taft	Industry Project Manager	206.448.0479
Alice Kim	Project Manager	206.829.1954
Ana Gaeta	Communications Specialist	206.448.0413
Avi Laudon	Policy Specialist	206.448.0418
Bryan Pannell	Director of Performance & Sector Partnerships	206.448.0475
Ericka Cox	Chief of Staff & Strategy	206.448.0476
Gyanendra Subba	Project Manager	206.448.0477
Jeff Sikora	Director of Finance & Contracts	206.448.0480
Jeremy Warren	Regional Workforce Management Analyst	206.448.0478
Joe Taylor	Communications Lead	206.448.0482
John Bowers	Director of Industry Strategies	206.829.1953
Karina Valentinas	Contracts & Compliance Manager	206.829.1945
Laura Kapuscinski	Budget Manager	206.448.0481
Leigha Paul	Operations Manager	206.448.0483
Marie Kurose	Chief Executive Officer	206.531.4729
Marisol Tapia Hopper	Director of Strategic Partnerships & Funding	206.829.1943
Michael Davie	Director of Programs	206.829.1944
Mimi Getahun	Executive Assistant	206.829.1951
Radhika Baliga	Accountant	206.448.1946
Sheena Clarke	Project Manager	206.829.1950
Shelan Aldridge	Project Manager	206.448.1947
Tracey Patrick	Accounting Technician	206.448.1948
Vey Damneun	Data Analyst	206.448.1949

²⁷ Our current staff directory can be found online at <https://www.seakingwdc.org/our-team>.

UPCOMING MEETINGS

These are the WDC Board Meetings scheduled for the 2023-2024 program year. Locations will be shared prior to the meeting. More details can be found on the [Board & Committees](#) page on our website.²⁸

DATE/TIME	MEETING TYPE
DECEMBER 8, 2023 - 9:00 AM – 11:00 AM	Finance & Administration Committee
DECEMBER 14, 2023 – 9:00 AM – 11:30 AM	Full Board Meeting
FEBRUARY 2, 2024 – 9:00 AM – 11:00 AM	Finance & Administration Committee
MARCH 15, 2024 – 9:00 AM – 11:00 AM	Finance & Administration Committee
APRIL 4, 2024 – 9:00 AM – 11:00 AM	Full Board Meeting
MAY 31, 2024 – 9:00 AM – 11:00 AM	Finance & Administration Committee
JUNE 6, 2024 – 12:00 PM – 4:00 PM	Full Board Meeting

BOARD CRITERIA OVERVIEW AND CONTACT LIST

Members of the Local Workforce Development Board (LWDB) must meet certain criteria under the Workforce Innovation & Opportunity Act and be selected by the Chief Local Elected Officials to represent leaders in business, labor, and other workforce representatives. More information on LWDBs can be found under [ORGANIZATIONAL STRUCTURE AND COMMITTEES](#) in this document. For a full list of current members, see the following tables or visit the [Board & Committees](#) page on our website.²⁹

I. Business Members (51%)

A majority of the members of the Local Workforce Development Board must be representatives of business in the local area.³⁰ Currently, 11 of 19 positions (or 58%) of the Board is represented by Business Members. At a minimum, two members must represent small business as defined by the U.S. Small Business Administration. Each business representative must meet the following criteria:

1. Be an owner, chief executive officer, chief operating officer, or other individual with optimum policymaking or hiring authority; and
2. Provide employment opportunities in in-demand industry sectors or occupations, as those terms are defined in WIOA sec. 3(23).

II. Workforce Representatives (20%)

At least 20% of the members of the Local Workforce Development Board must be workforce representatives.³¹ Currently, 5 of 19 positions (or 26%) of the Board is represented by Workforce Representatives. These representatives will include:

²⁸ The Board & Committees page can be found at <https://www.seakingwdc.org/board-and-committees>.

²⁹ A full list of current Board members can be found at <https://www.seakingwdc.org/wdc-board-members>.

³⁰ See 20 CFR 679.320(b) in the Workforce Innovation and Opportunity Act: <https://www.ecfr.gov/current/title-20/chapter-V/part-679/subpart-C/section-679.320>.

³¹ See 20 CFR 679.320(c) in the Workforce Innovation and Opportunity Act: <https://www.ecfr.gov/current/title-20/chapter-V/part-679/subpart-C/section-679.320>.

1. Two or more members from labor organizations;
2. One or more joint labor-management, or union affiliated, registered apprenticeship program within the area who must be a training director or a member of a labor organization;
3. May include one or more community-based organization representative with experience serving individuals with barriers to employment; and may include one or more representatives of organizations that have demonstrated experience in addressing the employment, training, or education needs of eligible youth.

III. Other Required Members

The Local Workforce Development Board also must include the following representatives from across the local workforce development system.³² Currently, 3 of 19 positions (or 16%) of the Board is represented by Other Required Members.

1. At least one eligible training provider administering adult education and literacy activities under WIOA title II;
2. At least one representative from an institution of higher education providing workforce investment activities, including community colleges; and
3. At least one representative from each of the following governmental and economic and community development entities:
 - (i) Economic and community development entities;
 - (ii) The State Employment Service office under the Wagner-Peyser Act (29 U.S.C. 49et seq.) serving the local area; and
 - (iii) The programs carried out under title I of the Rehabilitation Act of 1973, other than sec. 112 or part C.

³² See 20 CFR 679.320(d) in the Workforce Innovation and Opportunity Act: <https://www.ecfr.gov/current/title-20/chapter-V/part-679/subpart-C/section-679.320>.