

# WDC FULL BOARD

*March 25<sup>th</sup>, 2021*

# INTRODUCTIONS

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- Board member roll call
- CLEO representative roll call
- Other representatives from the City or County?
- Staff and guests, introduce yourselves in the chat

# CONSENT AGENDA

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- Review and approve draft agenda
- Review and approve January 21, 2021 meeting minutes

## 1. INTRODUCTIONS

## 2. CONSENT AGENDA

- Review and approve draft agenda
- Review and approve January 21, 2021 minutes



## 3. ACTION ITEMS

- Work Experience Policy P-210
- In-school Youth RFP
- Out-of-school Youth RFP

## 4. WDC GOVERNANCE

- Introduction, history, and background
- Portland Worksystems model
- The role of an Executive Committee
- Redefining the role of the Board
- Alignment with Regional Strategic Plan
- Bylaws & Designation Agreement
- Timelines and deadlines

## 5. BUSINESS SERVICES RFP

## 6. BOARD OFFICER NOMINATING COMMITTEE

## 7. ADJOURNMENT

# WORK EXPERIENCE POLICY P-210

## IN-SCHOOL YOUTH & OUT-OF-SCHOOL YOUTH RFPS

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*Action items for Board approval*



# RFP CONTEXT

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- **Board Leadership and Direction**

August 2020 – January 2021: Five meetings with a group of 8-11 Board Members and youth workforce experts to set vision and approve RFP direction

- **Community Engagement**

Virtual Bidder's conference with 100+ RSVPs

- **Deep interest, need for funding**

17 Letters of Intent to bid for In-School Youth

16 Letters of Intent to bid for Out-of-School Youth

# RFP HIGHLIGHTS

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1. Regional Strategic Plan in place & highlighted
2. Explicit focus on equity, prioritized BIPOC youth services & recruitment
3. Incentivized partnership – through allowable funding requests and optional bonus points



- Unanimity among raters:  
Encouragement & pride at seeing new organizations and partnerships applying and “heartbreak” that this investment cannot fill the obvious need
- See this as a pipeline of investment in the near, medium, long-term
- Requests exceeded available funding

# RECOMMENDATION OF IN-SCHOOL RATING COMMITTEE



Organization	Maximum Amount	Proposed Demographics	Highlighted Strengths
Boys and Girls Club of King County	\$128,952	<ul style="list-style-type: none"> <li>• 58% Black/African American</li> <li>• 13% Asian</li> <li>• 10% Multi-Ethnic,</li> <li>• 9% Hispanic/ Latinx</li> <li>• 5% American Indian or Alaska Native</li> <li>• 4% Native Hawaiian/Pacific Islander</li> <li>• 1% White</li> </ul>	Expertise, past performance, new partnerships/geography expansion Juvenile legal system connection, refugee focus, multi-generational approach, partnership with AJAC for pre-apprenticeship
Urban League of Metropolitan Seattle	\$120,000	<ul style="list-style-type: none"> <li>• 79% African/African American,</li> <li>• 21% spread between Asian, Native population, White, Mixed, Latinx</li> </ul>	Deep community ties, great school partners, Results Based Accountability approach
SafeFutures Youth Center	\$120,000	<ul style="list-style-type: none"> <li>• 58% African/African American</li> <li>• 32% Hispanic/Latinx</li> <li>• 6% Asian</li> <li>• 4% Other (Caucasian, Native American, Mixed)</li> </ul>	Juvenile legal system connection, refugee focus, multi-generational approach

*Note: Targets for enrollments will be determined through negotiation. From PY20, there will be a carry-in of about 80 youth with up to an additional 40 youth enrolled spread over the three providers.*



# RECOMMENDATION OF OUT-OF-SCHOOL RATING COMMITTEE

Organization	Max Amount	Proposed Demographics	Highlighted Strengths
King County Community & Human Services: Youth & Young Adults Division	\$1,000,000	<ul style="list-style-type: none"> <li>• 63% young people of color</li> <li>• 18 years average age at enrollment</li> <li>• 19% youth with criminal justice involvement</li> <li>• 7% youth experiencing homelessness</li> <li>• 17% young people with a disability</li> <li>• 12% young people with drug/alcohol issues</li> </ul>	Expertise and past performance as WIOA provider, quality improved, deeply embedded in youth re-engagement network, county-wide geographic reach, consortium with AJAC, YMCA, Airport Jobs
Seattle Goodwill Industries	\$250,000	<ul style="list-style-type: none"> <li>• 90% BIPOC youth, 58% male</li> <li>• 90% between 18 and 24 years old</li> <li>• 33% pregnant or parenting</li> <li>• 20% English Language Learners</li> <li>• 20% justice involved</li> <li>• 63% basic literacy skills deficient</li> <li>• 95% low income</li> <li>• 25% experiencing homelessness</li> <li>• Nearly all will have dropped out</li> </ul>	Expertise, past performance, new partnerships, entrepreneurship, virtual services, partnership with Renton Technical College and Relevant Engagement (tutoring)
New Horizons	\$146,707	<ul style="list-style-type: none"> <li>• 39% white non-Hispanic identifying</li> <li>• 23% Black or African American</li> <li>• 19% multi-racial</li> <li>• 10% Hispanic or Latino</li> <li>• 4% American Indian or Alaskan Native</li> <li>• 2% Asian</li> <li>• 1% Native Hawaiian or Pacific Islander</li> <li>• 2% are unidentified.</li> </ul>	Focus on unhoused youth, wrap around services including shelter, social enterprise model with skills and job training.

# FILLING THE GAPS

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- 10 ISY applicants represented \$3+ million in requested funds (for up-to available \$368,952)
- 8 OSY applicants represented \$4+ million in requested funds (for up-to available \$1,396,707)
- Role of the WDC and Board in closing this funding gap moving forward?

# RECOMMENDED ACTION DISCUSSION/VOTE

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The board is asked to consider and approve the recommendations for contract awards. If approved, new contracts will begin July 1, 2021 and end June 30, 2022, with an option for In-School Youth and Out-of-school youth contract renewals of up to three additional years, based on performance, funding and Board approval.

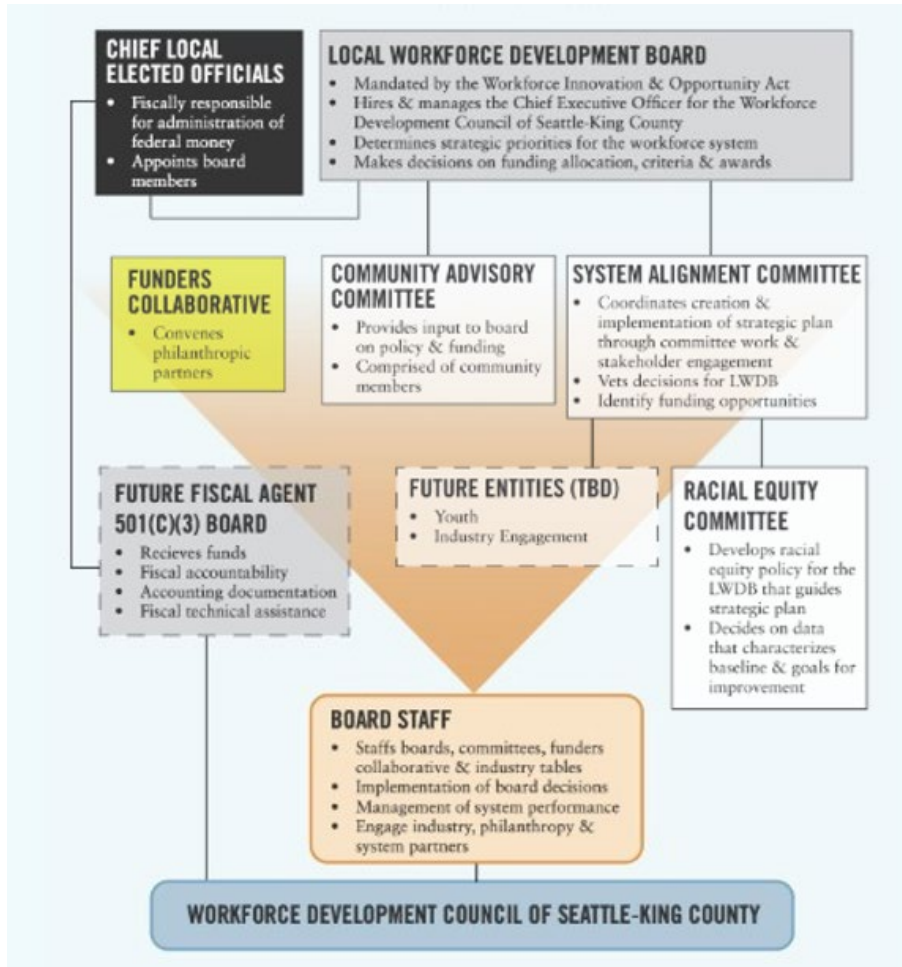
*Conflict of Interest: In accordance with the Workforce Innovation and Opportunity Act, and in compliance with federal procurement guidelines, the Workforce Development Council of Seattle-King County Board Members who directly represent, are employed by, or act as consultants to organizations or agencies having business before the Council, shall not vote on any matter or issue regarding said organization or agency. Any member having a conflict of interest will declare the conflict prior to any discussion on the matter.*

# SEATTLE-KING WORKFORCE SYSTEM GOVERNANCE

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Marie Kurose, John Chamberlin, James Paulson, Andrew McGough, Ashton Allison

# REGIONAL WORKFORCE TRANSFORMATION GOVERNANCE RECOMMENDATIONS 2018



## Recommendations:

- Sever LWDB's role as the WDC governance board.
- Maintain the LWDB's role as regional policy body
- Establish a separate board/governance body of the WDC for oversight of fiscal agent and operational/administrative functions
- Differentiate/separate WDC staff roles/functions:
  - Fiscal agent: fiduciary, monitoring, compliance and administrative functions
  - Staff to the LWDB: Policy, strategic direction and for regional workforce development system
- Establish new LWDB Committees to support transformation priorities: System Alignment, Racial Equity, Industry Engagement and Community Advisory

## Assumptions:

- Separate fiscal agent board will enable LWDB to focus on regional workforce strategy and avoid an overemphasis on the operational issues of the WDC and on the compliance issues related to the role of the fiscal agent.
- It is important that the board of the 501(c)(3) have deep knowledge and awareness of the LWDB goals.
- There is value to having fiscal agent staff and LWDB staff collaborate and communicate well.

# CHALLENGES IMPLEMENTING NEW GOVERNANCE MODEL

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- Lack of regional/new funding commitments to support separate structure, functions and staffing
  - Fiscal Agent Structure, Functions and Staffing
- Monitoring Findings:
  - State ESD Monitoring Report, April 2020: WDC must show sufficient non-WIOA resources to fund LWDB staff who are engaged in non-WIOA activities.
  - Department of Labor, February 1, 2021: Compliance Review of WIOA Governance System Findings: Local Board Authority Roles, Responsibilities and Decision-Making Functions Superseded by CLEOS
  - Bylaws
    - LWDB Oversight of the use and management of WIOA funds, including ensuring appropriate management and investment of funds
    - LWDB responsibility and roles for the functions of the local fiscal agent.
    - Required committees of the LWDB
  - Designation Agreement
    - Authorities and Responsibilities of the Fiscal Agent (monitoring, procurement, and financial audits)
    - Governance and Staffing – Need to be updated and consistent with official structure and in compliance with WIOA





## BYLAWS: CLEOs decision making authority over Local Board

- Article 5.02 (f) **If and to the extent designated by the CLEOs**, conduct oversight, in partnership with the CLEOs, of the use and management of WIOA funds, including ensuring the appropriate management and investment of funds to maximize performance outcomes under WIOA section 116;
- Article 5.02: k. “The LWDB shall hire a director pursuant Section 107(f) (1) (2) to carry out the functions of the LWDB
- Article 5.05 “The duties of the LWDB do not include, and the LWDB is not responsible for, the roles outlined in WIOA § 679.420, which are the functions of the local fiscal agent.”
- Article 12.04 “Required committees of the LWDB will include...”

## DESIGNATION AGREEMENT

- **Item 3, Authorities and Responsibilities of the Fiscal Agent:** b fiscal monitoring, j procurement policies, i. Ensure fare and competitive procurement process, including appeals
- **Item 4, Staffing and Item 5, Governance and staffing:**

Article 4, “CLEOs shall appoint qualified personnel to carry out fiscal agent duties.”

Article 5, “evaluation of the CEO shall include input from representatives of the Local Workforce Development Board so long as the Council’s CEO or other Council staff are fulfilling their role as staff for the local workforce development board, provided that the evaluations by the local workforce development board shall be for the purposes of evaluating the CEO in his or her performance of obligations of the Council acting as fiscal agent under WIOA.”

# PROPOSED GOVERNANCE STRUCTURE

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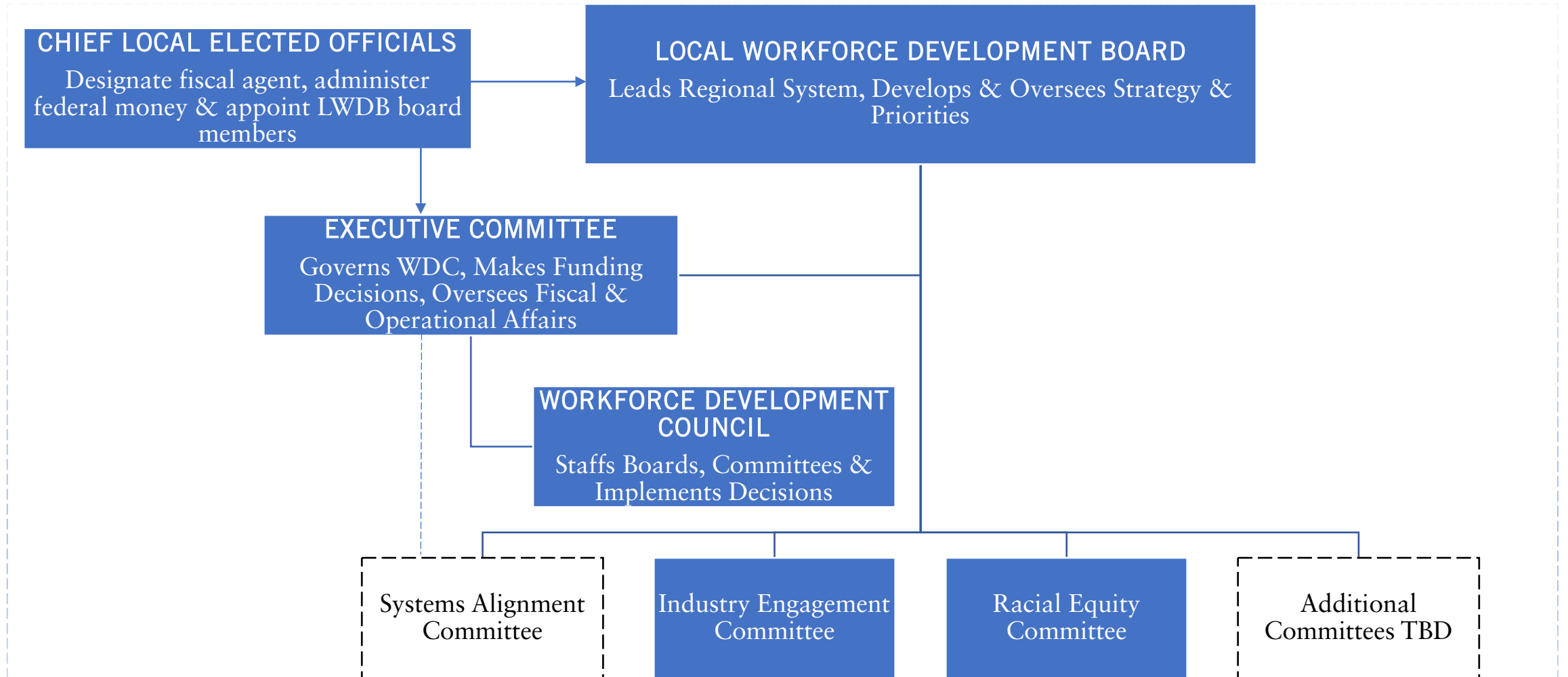
- Provides structure and process for administrative and fiscal oversight
- Does not require WDC to establish and fund two separate staffing structures and board processes
  - ✓ Ensures alignment of policy, strategy and compliance
  - ✓ Cost efficiencies
- Prioritizes operationalizing transformation vision and goals
- Transformation goals accomplished/initiated to date
  - ✓ Centering racial equity and economic inclusion
  - ✓ Regional WFD Strategic Plan
  - ✓ Partnership with BIPOC, Immigrant and Refugee and other Community Stakeholders
  - ✓ Strengthening community collaboration and accountability structures and practices
  - ✓ Industry Engagement – HILT, Industry Engagement Committee, Partnership with Labor
- Focus on building backbone capacity, fund development and regional commitment and alignment

# WORKSYSTEMS PORTLAND

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*James Paulson, Andrew McGough, & John Chamberlin*

# PROPOSED STRUCTURE



# LWDB VISION AND PURPOSE

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- Strategic leader and advocate for the workforce development system
- Envision and benchmark service delivery: high quality, equity centered, inclusive, customer focused
- Convene
- Encourage investments
- Sector partnerships
- Career pathways
- Perform LWDB responsibilities under WIOA, in the State Plan and in grant agreements

# WIOA: LOCAL BOARD FUNCTIONS

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- Develop and submit local plan, in partnership with CLEOs, to Governor
- Workforce research and regional labor market analysis
- Convene, broker, leverage
- Employer engagement
- Career pathways development
- Promote proven and promising practices
- Cutting-edge use of technology
- Program oversight
- Negotiate local performance accountability measures
- Select of operators and providers
- Coordinate with education providers
- Budget and administration
- Accessibility for people with disabilities



# STRATEGIC PLANNING

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- The LDWB will develop and approve the strategic plan for the Seattle/King County workforce development system, including the establishment and assignment of strategic goals to LWDB work groups. The work groups shall establish and regularly measure performance benchmarks for each strategic goal.
- The strategic plan shall also be reviewed and approved by the CLEOs.
- The WDC will staff the work groups and will draft plans as directed by the LWDB.

# BUDGET AND FISCAL OVERSIGHT

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- The annual workforce system budget is developed and approved by the LWDB and is also subject to review and approval by the CLEOs.
- Day-to-day and month-to month budget management and oversight is a WDC responsibility.
- The WDC is the local fiscal agent and workforce development grant recipient, responsible for grant writing and for receiving and disbursing grant funds.

# LWDB STAFF SUPPORT

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- The WDC's nonprofit corporation shall employ the LWDB's Executive Director and other staff authorized in the budget. The CLEOs will be included in the Executive Director's hire, annual evaluation and any termination decision. The Executive Director will hire and evaluate other staff.
- The WDC staff shall perform procurement functions on behalf of the LWDB. Contract award decisions shall be authorized by the LWDB's Executive Committee.

# THE WDC BOARD OF DIRECTORS

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- Will be the LWDB Executive Committee;
- Will include one City and one County local elected official, labor representation, LWDB Chair, LWDB business representatives.
- The WDC board will be chaired by the LWDB chairperson.
- All Board of Directors members shall also be LWDB members, except for the two CLEO representatives.

# RECAPPING KEY DUTIES ...

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- Developing and managing the Strategic Workforce System Plan is an LWDB responsibility, as is approval of the annual workforce system budget.
- Managing workforce system operations and expenditures is a WDC responsibility, overseen by the LWDB's Executive Committee.
- Procurement actions, including issuing and scoring RFP's and executing contracts, is a WDC responsibility, overseen by the LWDB's Executive Committee. Arranging for fiscal and program monitoring and audits is also a WDC responsibility.
- WDC Board decisions need not be re-submitted to, re-discussed or re-voted on by the full LWDB.

# SUMMARY OF KEY ROLES & RESPONSIBILITIES



Local Workforce Development Board	Chief Local Elected Officials	Executive Committee (WDC Board )	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"> <li>• Innovation/Research</li> <li>• Labor market analyses</li> <li>• Industry Engagement</li> <li>• Data &amp; Evaluation</li> <li>• Community Engagement</li> <li>• Strategy/Policy</li> <li>• Capacity Building</li> </ul>
Performs other WIOA-mandated responsibilities	Appoint LWDB board members	Serves as the WDC board	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



# LWDB COMMITTEE/WORK GROUP STRUCTURE

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- The LWDB Executive Committee becomes the WDC Board of Directors.
- Should the LWDB form additional standing committees or, instead, constitute “work groups” from time-to-time to focus upon strategic goals and objectives?
- The two CLEOs each have a representative on the WDC Board.
- WIOA authorizes the CLEOs to “review and approve” many LWDB decisions. Should CLEO “review and approval” happen at the WDC Board meetings? See the brief summary of CLEO responsibilities.

# WIOA CONSIDERATIONS ...

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- The two CLEOs choose the “fiscal agent” - the organization which draws down the \$, writes checks and stands between the two local governments (if something goes wrong) and financial liability. The fiscal agent **MUST** execute contracts and pay bills - 1) that are allowable under grant rules, 2) that fit within the annual budget approved by the LWDB and the CLEOs.
- The LWDB chooses the “administrative entity” which employs its staff.
- Supporting two separate entities is fractious and expensive. Agreeing on one fiscal agent/administrative entity (the WDC ) makes life a whole lot simpler.

# QUESTIONS & NEXT STEPS ...

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- Questions? Concerns?
- Model presented to SAC earlier in March
- John Chamberlin will draft the governance documents for Board and CLEO review and correction once we have agreement on the basic structure.
- Timeline: governance documents to Board for review in advance of May meeting. Action item and vote. Process complete by June 30, per monitoring agreement.

# BUSINESS SERVICES RFP

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- Released March 15, 2021 - <https://www.seakingwdc.org/rfp20-02>
- Currently open for questions & answers
- RFP reflects WDC's Regional Strategic Plan
  - Focus on Industry Leadership Tables as an industry engagement strategy
  - Prioritizing serving employers with quality jobs and embedded career pathways
- Bidder's Conference: Tuesday March 30, 2021, 3:30 – 4:30pm P.S.T.
  - Calendar invite found on the website
  - Proposals due to the WDC April 19 by 4 pm
- **Next up:** Recommendations from the rating team will be considered and voted on by the Full Board at the May 20<sup>th</sup> meeting

CALL FOR RATERS!

# BOARD OFFICER NOMINATING COMMITTEE

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Nancy Yamamoto, City of Seattle

- Chair, Vice Chair, Secretary, Treasurer.
- Officers elected by LWDB. Elections June 17.
- Nominating committee to be formed to determine the election process. The nominating committee consists of CLEO representatives and board members not running for office.
- A list of all individuals nominated for officer roles and willing to compete sent to the board 30 days in advance of elections.
- Term of two years beginning on the first day of July and ending the last day of June.
- Chair elected by the LWDB from among the business representative members as required by 20 CFR 679.330.





# ADJOURNMENT

Thank you! Our next Board meeting is  
May 20th