



WDC FINANCE & ADMINISTRATION COMMITTEE

April 29th, 2022



SEAKINGWDC.ORG



WELCOME & INTRODUCTIONS

Angela Dunleavy, Chief Executive Officer, FareStart

AGENDA

- Review draft agenda

I. INTRODUCTIONS

II. ACTION ITEMS

- Minutes - March 4th, 2022
- Youth RFP Recommendations
- Incumbent Worker Training Policy
- Operator Extension

III. FORECAST

- WIOA 2022 -Budget Cuts & Planning
- PY-22 Grant Update
- Funding for Backbone Functions

IV. REPORT OUT

- Grant Applications/Awards
 - WorkRise
- Fiscal Administration
 - Monitoring
- Board Member Re-Appointment Letters & Vacancies Posted

V. ADJOURNMENT

ACTION ITEMS



Minutes - March 4th, 2022

Youth - Request for Proposals

Incumbent Worker Training Policy

Operator Extension


RFP NO. 21-04

POPULATION-BASED STRATEGIES WIOA YOUTH PROGRAMS

Review Panel Recommendations
WDC Finance & Administration
Committee Meeting
April 29, 2022

ACTION ITEM



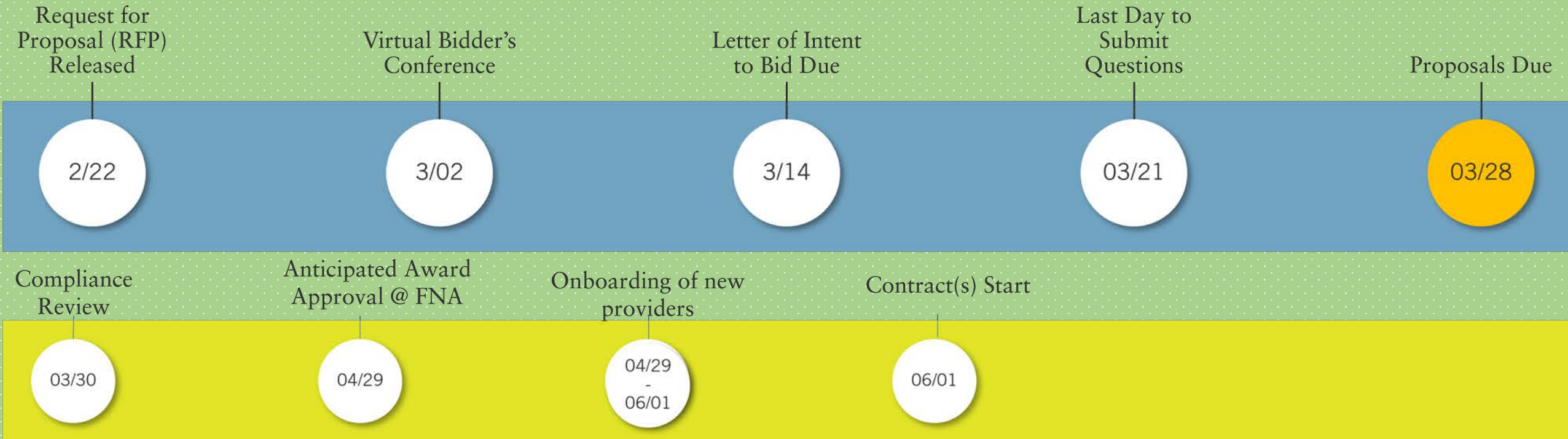
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- A large yellow arrow pointing downwards, positioned to the left of the list items.
- I. Background**
 - II. Review Process & Timeline**
 - III. Funding Information**
 - IV. Analysis of Top Proposals**
 - V. Recommendations**
 - VI. Action Requested**
 - VII. Questions**

RFP TIMELINE



Innovative Youth Employment Programs

REQUEST FOR PROPOSALS (RFP) #21-04



AVAILABLE FUNDING



Funding broken into two categories (WIOA definitions):

- In-School Youth
- Out-of-School Youth
- WDC applies 80/20 split to WIOA Youth funding
- “Estimated” funding levels because allocations are announced by Dept of Labor in spring
- Up to \$950,000 is available for the program period of June 1, 2022, until June 30, 2023.

Estimated Funds Available

| | |
|----------------------------------|------------------------|
| WIOA In-School Youth Program | Up to \$190,000 |
| WIOA Out-of-School Youth Program | Up to \$760,000 |
| Total Funds Available | Up to \$950,000 |

PROGRAM DESIGN – POPULATION BASED



Proposals will be required to demonstrate how services will be provided to demographic groups that are traditionally underfunded and overrepresented among out-of-school youth and low-income status relative to the total King County population:

1. BIPOC Opportunity Youth ages 16-24
2. Immigrants and Refugees and/or English Language Learners
3. Homeless Youth
4. Justice Involved Youth

PROPOSALS / FUNDING REQUEST



| Count | Organization | Consortium or Single Agency | WIOA In School or Out of School Youth | Amount Requested | Funding Available |
|-------|--|-----------------------------|---------------------------------------|-----------------------|---------------------|
| 1 | El Centro de la Raza | Single Agency | Out of School | \$196,535.00 | |
| 2 | East African Community Services | Single Agency | Out of School | \$168,935.00 | |
| 3 | Safe Futures Youth Center | Single Agency | Out of School | \$179,720.95 | |
| 4 | King County Dept of Community and Human Services | Consortium | Out of School | \$402,806.67 | |
| 5 | Northwest Education Access | Single Agency | Out of School | \$118,564.31 | |
| 6 | Renaissance 21 | Single Agency | Out of School | \$166,789.00 | |
| 7 | Communities of Rooted Briallance | Single Agency | Out of School | \$224,163.20 | |
| 8 | Lutheran Community Services Northwest | Single Agency | Out of School | \$299,999.93 | |
| 9 | Partner In Employment | Consortium | Out of School | \$450,000.00 | |
| 10 | Boys and Girls Club of King County | Single Agency | In School | \$190,000.00 | |
| 11 | Urban League of Metropolitan of Seattle | Single Agency | In School | \$232,812.00 | |
| | TOTAL | | | \$2,630,326.06 | \$950,000.00 |

ANALYSIS OF TOP PROPOSALS



Proposals demonstrated strengths and experience in the following areas:

- ❖ Centers equity advancing race-conscious policies, programs, and services.
- ❖ Delivers innovative programs in employment, education, work readiness training, authentic relationships, and mental health the due to the negative impact of the Covid-19 Pandemic.
- ❖ Provides services to target populations with integrated social services, strong emphasis on youth development and whose board of directors and leadership and staff are reflective the communities prioritized for services.
- ❖ Facilitates participant linkages to critical work supports and barrier removal resources, both internally and externally among community and business partners (including legal, adult education, behavioral health, transportation partners)

ANALYSIS OF TOP PROPOSALS



| Name of the organization | Amount Requested | Target Population | # of Youth Served | Consortium | Consortium Members |
|--|------------------|-------------------|-------------------|------------|--|
| Safe Futures Youth Center | \$179,720.95 | ALL | 25 | No | |
| Boys and Girls Club of King County | \$190,000.00 | 1,3 | 30 | No | |
| King County Dept of Community and Human Services | \$402,806.67 | 1 | 20 | Yes | <ul style="list-style-type: none"> • Renton Technical College • For the culture black dot Collective |
| Partner In Employment | \$450,000.00 | 1,2 | 100 | Yes | <ul style="list-style-type: none"> • The Machinists Institute • Congolese Integration Network • Cham Refugees Community |
| El Centro de la Raza | \$196,535.00 | 1 | 50 | No | |

RECOMMENDATIONS



The evaluation panel recommends funding the following organizations for from June 1, 2022, through June 30, 2023.

| Count | Name of the Organization | 13-month recommended funding |
|-------|-------------------------------------|------------------------------|
| 1. | Boys and Girls Club of King County | \$ 190,000 |
| 2. | Safe Futures | \$ 170,721 |
| 3. | El Centro de la Raza | \$ 196,535 |
| 4. | Partners in Employment - Consortium | \$ 196,372 |
| 5. | King County – Consortium | \$ 196,372 |

ACTION REQUESTED



The committee is requested to consider and approve the recommendations for contract awards. If approved, new contracts will begin June 1, 2022, and end June 30, 2023.

QUESTIONS / FEEDBACK

INCUMBENT WORKER TRAINING (IWT) PROGRAM POLICY

WDC Finance & Administration
Committee Meeting
April 29, 2022

WHAT IS INCUMBENT WORKER TRAINING?



For businesses to remain competitive in the Seattle-King County's thriving economy, a well-trained workforce that is up-to-date on industry-recognized skills is necessary. The Incumbent Worker Training (IWT) under WIOA provides workers and employers funding for continuing education, training, and upskilling to increase both participants' and companies' competitiveness.

Benefits

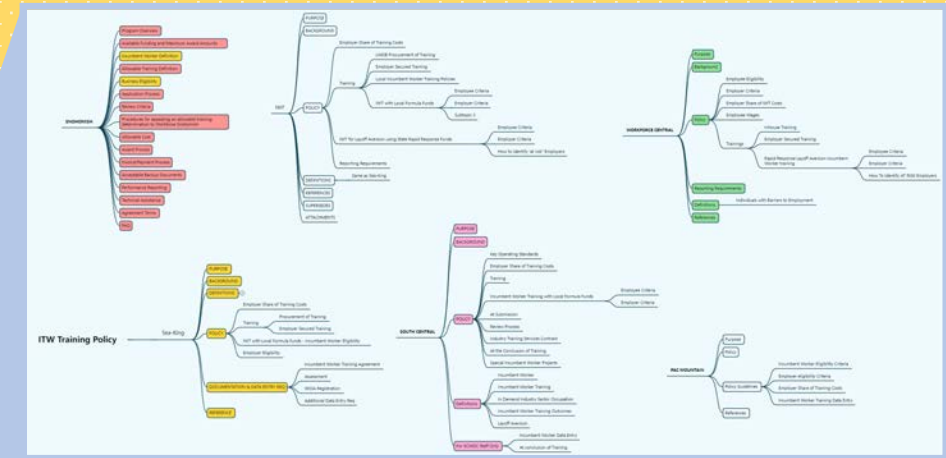
- ✓ *Help avert potential layoffs of employees, and/or*
- ✓ *Increase the skills of employees so they can be promoted within the company and create backfill opportunities for the employers.*

Updates

- ✓ *Administrative changes*
- ✓ *Reserving \$ 30,000 of WIOA Adult and Dislocated Workers for funding the IWT program*

APPROACH & PROCESS

- Researched & Reviewed IWT program policy of other local boards
- Talked to businesses expressing interest



EQUITY IMPLICATIONS

The WDC launched the review of local policies in alignment with the Regional Strategic Plan strategies for an equitable economic recovery. In order to mitigate disparities in underserved populations and communities of color, the updated policy emphasizes leveraged creative funding models and a strategy to expand access to credentials with labor market value through incumbent worker training, especially workers for color rapidly and at scale.



POLICY OUTLINE

Incumbent Worker Training Program Policy

PURPOSE

BACKGROUND

DEFINITIONS

POLICY

Allocation

Applicability

Cohorts

Employer Share of Training Costs

Training

IWT with Local Formula Funds -

Procurement of Training

Employer Secured Training

Incumbent Worker Eligibility

Employer Eligibility

PROCEDURE

Key Operation Standards

Application Process

Review Process

Incumbent Worker Training Agreement

At the Conclusion of the training

DOCUMENTATION & DATA ENTRY REQ

Incumbent Worker Training Agreement

Assessment

WIOA Registration

Additional Data Entry Req

REFERENCE

ACTION REQUESTED



The action requested to the committee is to approve the \$30,000 reserved from the WIOA Adult and Dislocated Worker Programs for the purpose of funding the Incumbent Worker Training Program.

QUESTIONS / FEEDBACK

OPERATOR CONTRACT - REVIEW & RECOMMENDATION



- **What is the Operator's role?**
- **Background:** Federal law requires a competitive procurement process at least once every four years. Current Operator is Seattle Jobs Initiative (SJI), procured in 2019.
- **Process:** Monitoring results for Operator contract
- **Recommendation:** WDC recommends contracting with SJI for another year, through June 30, 2023.
- **Action Requested:** The Finance and Administration Committee is requested to recommend approval of an additional year to Seattle Jobs Initiative's Operator contract, as allowed by the federal WIOA Joint Final Rule, for a total of four years.

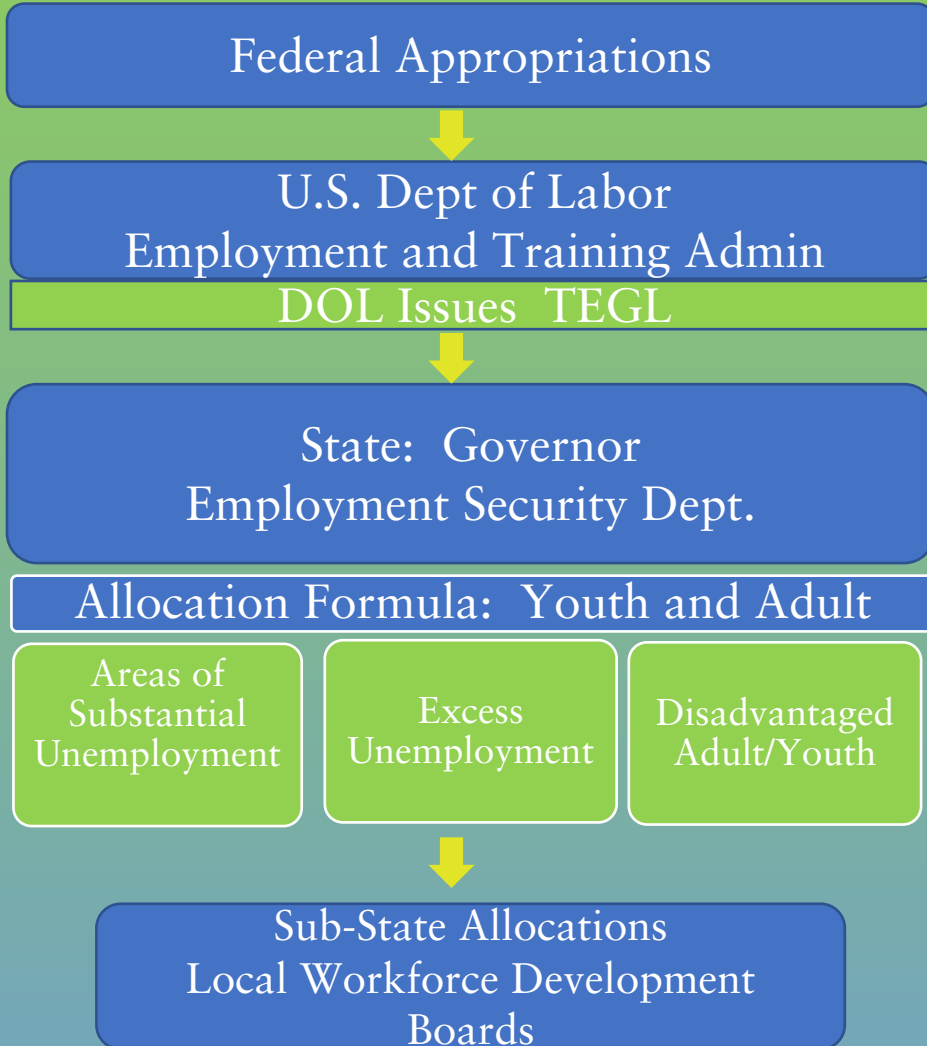
QUESTIONS / FEEDBACK

FORECAST

- WIOA 2022 - Budget Cuts & Planning
- PY22 Grant Update
- Funding for Backbone Functions

WIOA 2022 – BUDGET CUTS & PLANNING

WIOA ALLOCATION PROCESS



February 2022:
ETA issued PY22 preliminary allocation estimates : \$62,225,430

WIOA Title IB:

- Youth
- Adults
- Dislocated Workers

Wagner Peyser (State Employment Services))

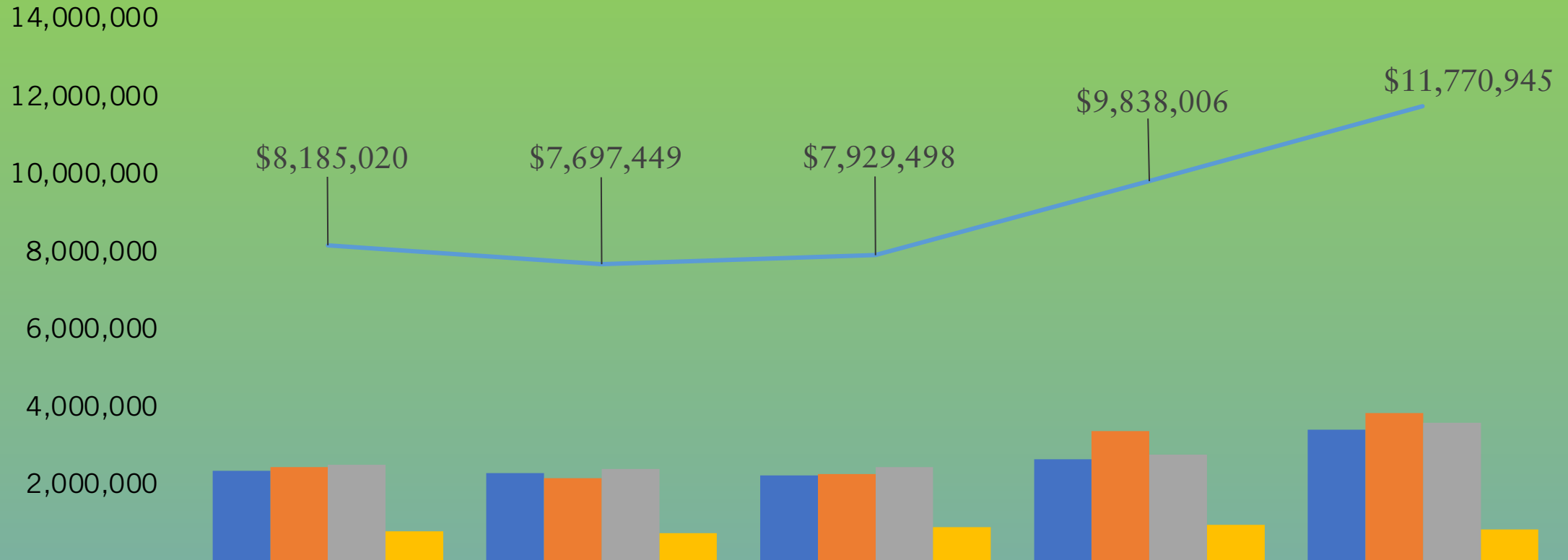
Workforce Information Fund (State Activities)

State Reserve (Governor's Discretionary Fund)

- No more than 15% of state youth, adult and dislocated workers allocation
- Statewide activities
- Allocation to Local Workforce Boards

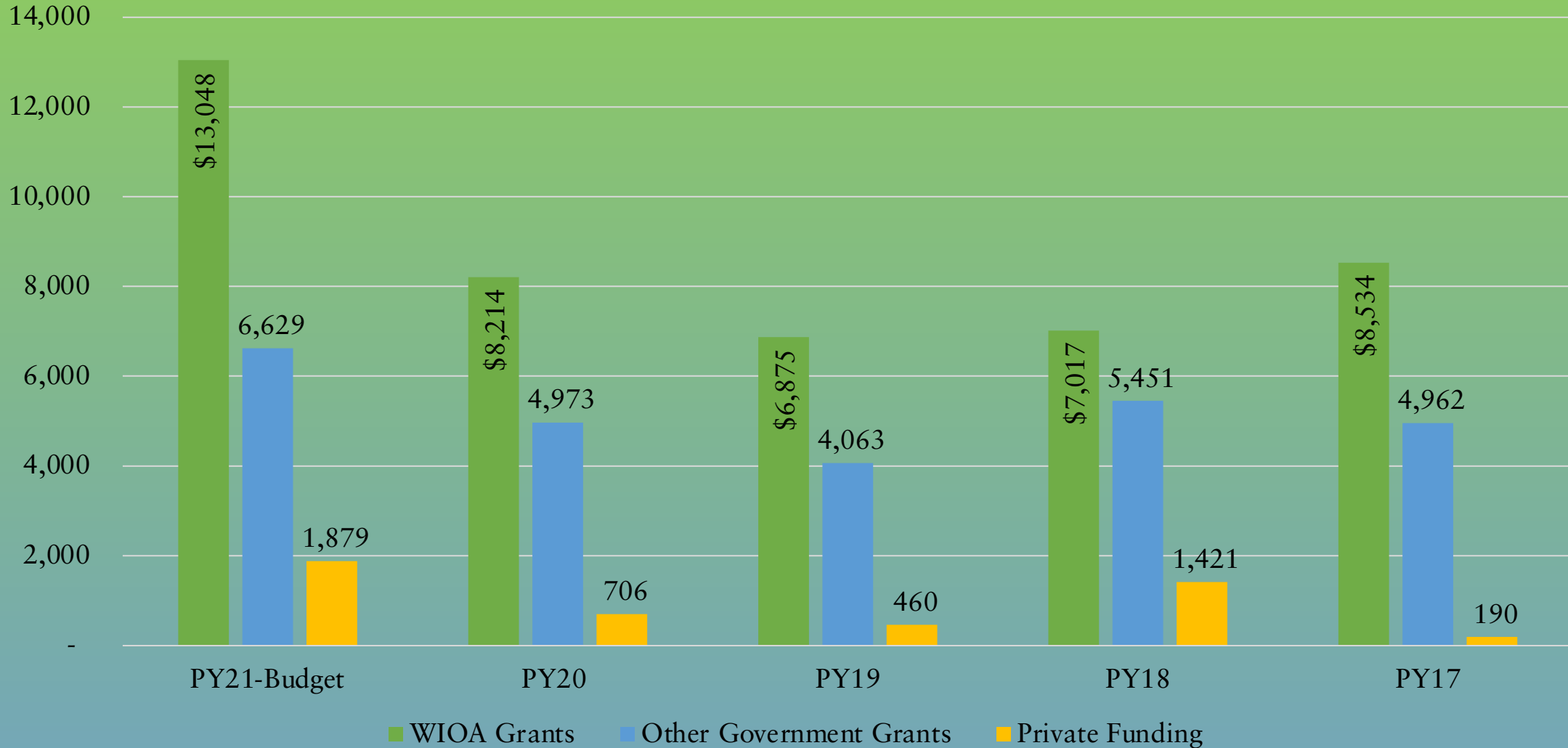
PENDING: ESD notification of LWDB PY22 funding

HISTORICAL WIOA FUNDING LEVELS



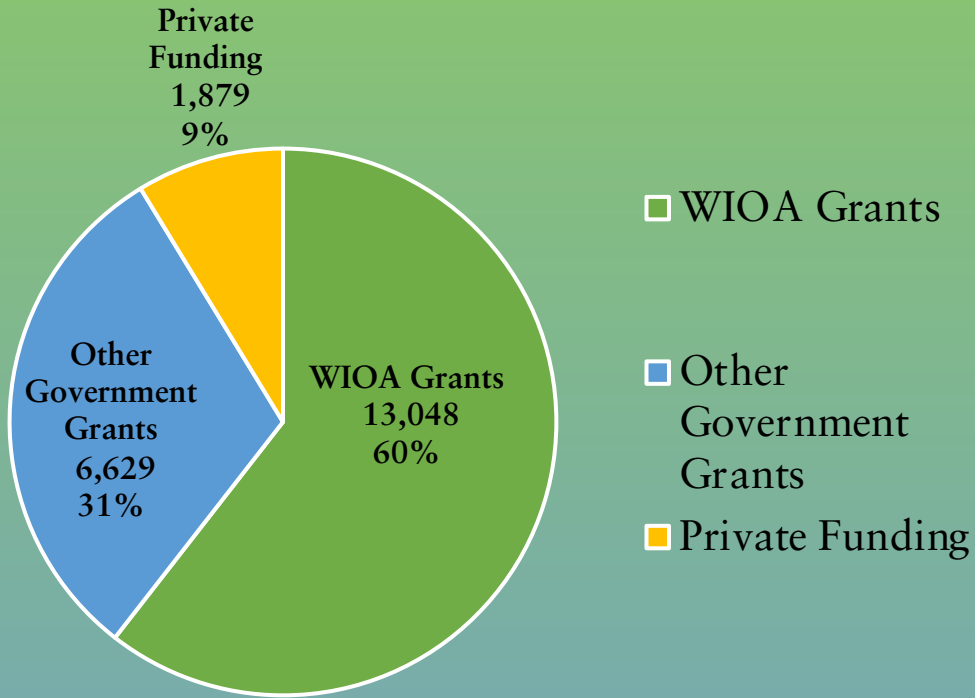
| | PY17 | PY18 | PY19 | PY 20 | PY 21 |
|------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Adult | 2,375,226 | 2,316,801 | 2,255,184 | 2,667,093 | 3,432,178 |
| DW | 2,464,437 | 2,186,414 | 2,290,816 | 3,396,504 | 3,864,032 |
| Youth | 2,526,856 | 2,424,490 | 2,465,891 | 2,790,611 | 3,610,515 |
| ACP | 818,501 | 769,744 | 917,607 | 983,798 | 864,220 |
| WDC Total | \$8,185,020 | \$7,697,449 | \$7,929,498 | \$9,838,006 | \$11,770,945 |

HISTORICAL REVENUE BY SOURCE

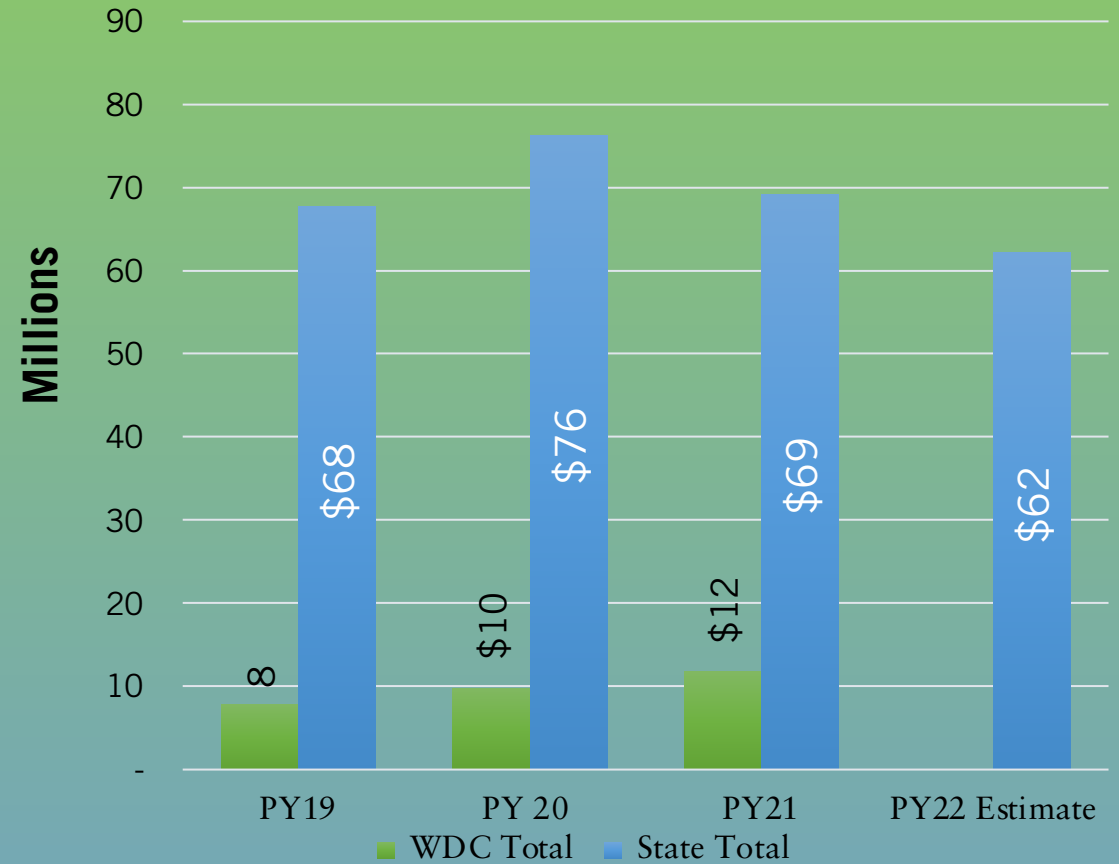


PY 22 WIOA TITLE IB - PLANNING ESTIMATES

PY21 BUDGET REVENUES BY SOURCE



PY19-PY21 WDC/STATE WIOA ALLOCATION

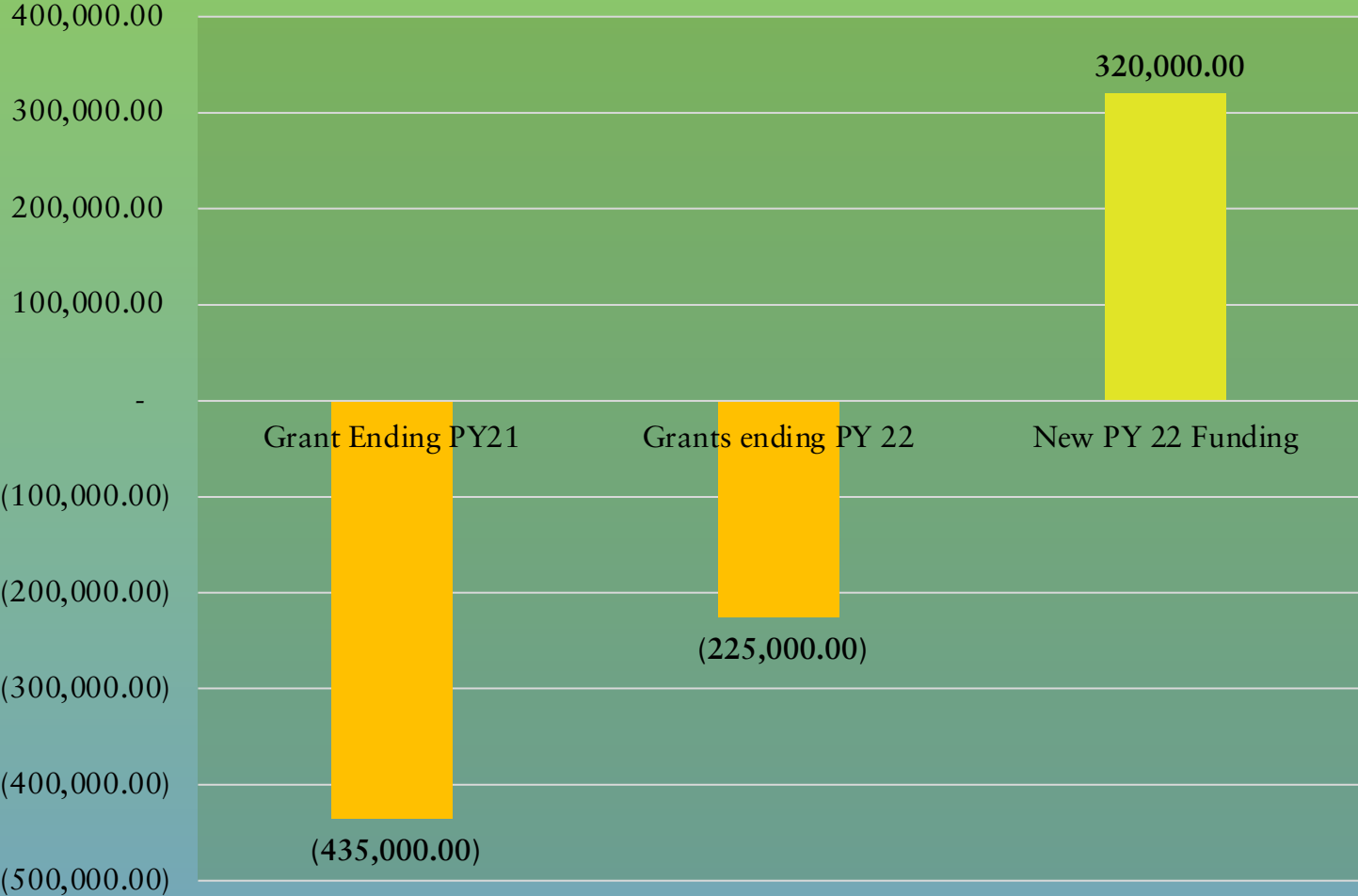


PY22 GRANT UPDATE

NON-WIOA FORMULA FUNDS GRANT STATUS



Non-WIOA Grant Status



| Grant Ending PY21 | Grants ending PY 22 | New PY 22 Funding |
|-------------------|---------------------|-------------------|
| (435,000.00) | (225,000.00) | 320,000.00 |

FUNDING FOR BACKBONE FUNCTIONS

REGIONAL BACKBONE: FUNDING AND CAPACITY



Background:

- Regional Transformation expanded the WDC role and responsibilities
- BCG recommendations to support the new functions
 - Lean Backbone: 25 FTE
 - Need for 1-\$2M if only WDC and SRP integrate (2017 salary levels)
 - Additional investments will be needed to support programmatic activities
- To date, regional partners have not funded backbone infrastructure
- Transformation has been funded by private grants and WIOA salary savings
- PY2022 revenues (public and private) are declining

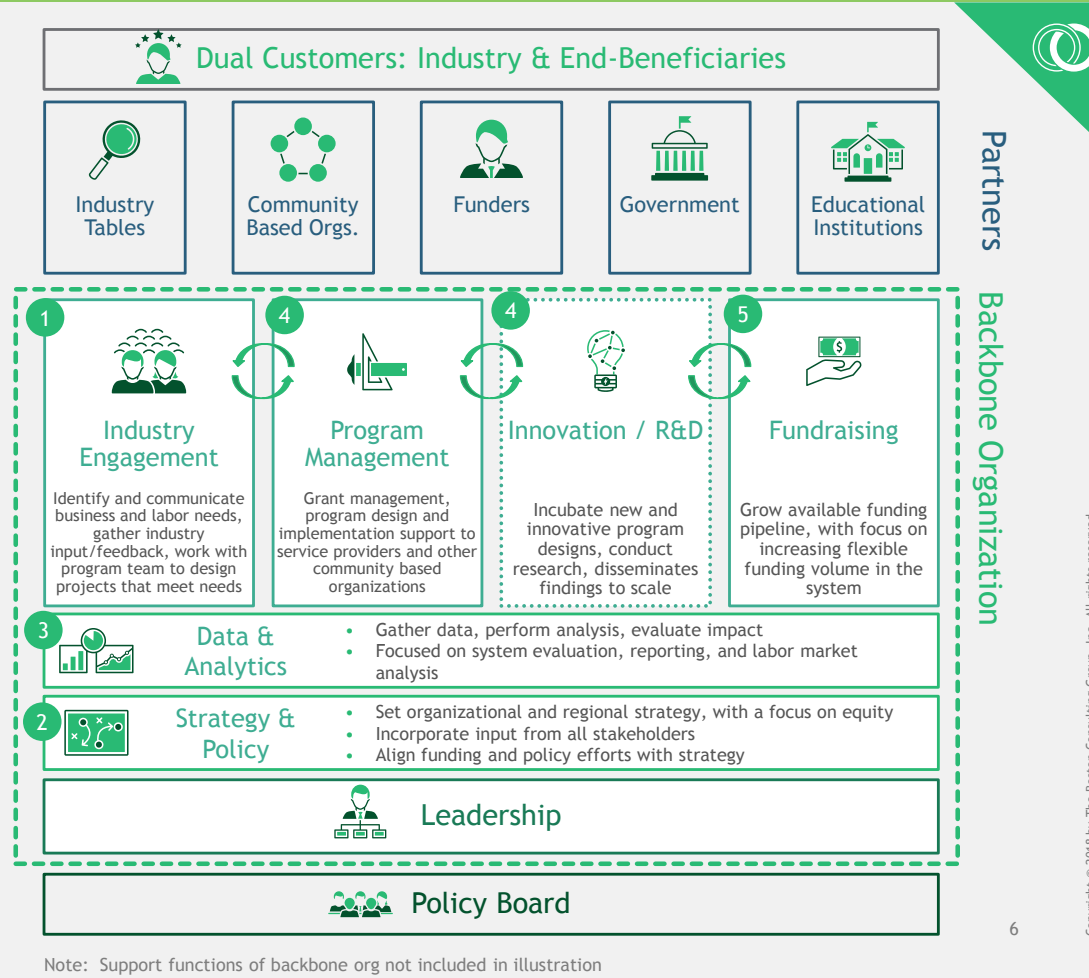
Request: Finance and Administration Committee leadership and partnership to raise funds to support backbone organization

REGIONAL BACKBONE ORGANIZATION: TARGET OPERATING MODEL



Target operating model

- 1 Industry-driven
- 2 Equity-focused
- 3 Outcome- and data-oriented
- 4 Targeting both scale and innovation
- 5 Leveraging federal funding with more flexible dollars



Note: Support functions of backbone org not included in illustration

Backbone Support (Administrative) Functions

- WIOA and Non WIOA Finance
- Communications
- Compliance and Reporting
- Grants/Contract Management
- IT
- Board & Executive Support
- Administrative Support

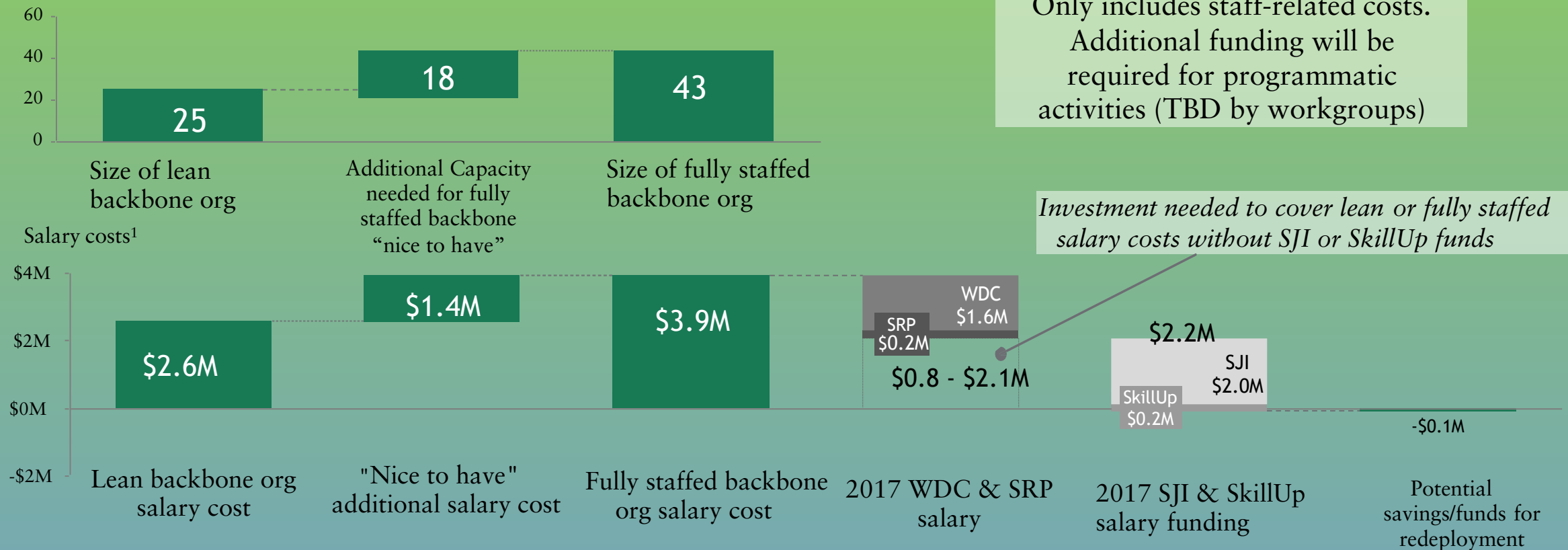
Source: Boston Consulting Group, *Creating a backbone organization for workforce development*, May 2018

ESTIMATED BACKBONE HEADCOUNT COSTS OF ~\$2.6-\$3.9M

Will require investment of ~\$1-\$2M if only WDC and SRP integrate (Based on 2017 salary levels)



Staff Members: WDC Current Staffing 18 FTE



Only includes staff-related costs. Additional funding will be required for programmatic activities (TBD by workgroups)

Investment needed to cover lean or fully staffed salary costs without SJI or SkillUp funds

1. Cost is only inclusive of projected employee salaries; fully-loaded FTE cost will be higher

Note: Average salaries based on org level (L1 @ ~\$250K, L2 @ ~\$150K, L3 @ ~\$75K). HC costs estimates likely conservative (e.g., may need to match private sector salaries for industry engagement team, may need to match current salaries of L2 employees making more at current employer, etc.)

Source: Organization financial information, BCG analysis

WDC CAPACITY ASSESSMENTS/GAPS

REGIONAL TRANSFORMATION AND STRATEGIC PLAN



| Regional Plan Strategy | Current | Leverage/Capacity | Gaps/Needs |
|---|---------------------|--|--|
| 1. Invest in Subsidized Transitional Employment w/Pathways | Present | Disaster Recovery Grant CARES, Fed Leg (Infrastructure) | Flexible Funds, Regional Partnership |
| 2. Advance Sector Partnerships & Strategies | Present/ Growing | NFWS, Construction, Tri-County WF Alliance | Strategy and Program Development Capacity |
| 3. Co-Create & Co-Invest in High-Demand Career Pathways | Nascent | WIOA, JPMG IE Funds, PAYA grant, Labor, Regional Partnership | Apprenticeship and career pathways development expertise |
| 4. Partner w/Employers & Industry on Equitable Recovery | Nascent/ Present | Port Maritime Industry Table funds JPMC, HILT, Tri-County Workforce Alliance | Staffing and funding to support industry engagement and sector strategy; Business services expansion |
| 5. Measure & Track Equitable Economic Recovery | Needed | JPMC- Equity Metrics, State WD Data, Brookings Cohort, NFWS, JFF O4O | Data Analytics & Impact Capacity (Staff and Partnerships) |
| 6. Build Meaningful & Sustainable Community Influence & Power | Nascent/ Growing | Equitable Recovery and Reconciliation Alliance, BIPOC Partnership | Funding to support community engagement, partnership and strategy development |
| 7. Research & Innovation | Needed | WF system data & partner relationships, NFWS, national think tanks/policy | Innovation/R&D Staff and Consulting Capacity |
| 8. Advocacy | Nascent/ Growing | Brookings Local Site Partner, Center for American Progress, NFWS, BIPOC partnership, JFF | Natl/Regional Policy Capacity |

PY 2022 PRIORITIES



FUNDRAISING CAPACITY

Strategic Partnerships and Funding
Grants Writer



BACKBONE SUPPORT FUNCTIONS

Grants and Fiscal support administrative processes to braid public and private dollars,
Board strategy and administrative support



INDUSTRY, LABOR & COMMUNITY ENGAGEMENT

Sustainable funds to support industry tables (staff and contracting)
Career pathways and apprenticeship development expertise
Funds to support community partnerships prioritizing BIPOC strategy and policy development



DATA: RESEARCH, INNOVATION & IMPACT

Director of Impact
Data analytics staff resources

QUESTIONS / FEEDBACK

REPORT OUT

- Grant Applications/Awards: WorkRise
- Fiscal Administration: Monitoring
- Board Member Re-Appointment Letters & Vacancies Posted

GRANT APPLICATIONS & AWARDS



WorkRise: Pilot Projects for Advancing Economic Mobility

- Submitted 4/8/22 \$403,734.00 2 years

Research focus: Partners - WDC and UW Center for Women's Welfare

- Determine effective training models that best support economic self-sufficiency
 - Work Based Learning
 - Individual Training Account (ITA)
 - Job search only, no training
- Use Self Sufficiency calculator
 - data pre and post WIOA enrollment
 - wages at unsubsidized employment placement/UI records
- 5/31/22 - Finalists invited to submit full proposals due 7/12/22

FISCAL ADMINISTRATION

- Monitoring

MONITORING



The Workforce Development Council of Seattle-King County (WDC) and other State agencies such as the Employment Security Department are required by Federal regulations applicable to the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (2 CFR 200 or “Uniform Guidance”), §200.331, requires pass-through entities to monitor the activities of the subrecipient as necessary to ensure that the subaward is used for authorized purposes, in compliance with Federal statutes, regulations, and the terms and conditions of the subaward’s are being met.

- **Frequency** – Annually as Federal funds are not an entitlement and require compliance with Uniform guidance.
- **Review** of Subrecipient/Sub awardee's Fiscal, Administrative and Program including State ETO database for compliance
- **WDC goal** to provide technical assistance and support for WDC subrecipients based on monitoring findings/issues.



BOARD MEMBER RE-APPOINTMENT LETTERS & VACANCIES POSTED

BOARD MEMBERSHIP UPDATES



- Reappointments (terms expired)
- New Appointment
 - Brian Surrat, Greater Seattle Partners (Replacing Brian McGowan)
- Current/Upcoming Vacancies

| Board Criteria | Beginning Term |
|--------------------------------------|----------------|
| Workforce Representative (Community) | June 2022 |
| Business | June 2022 |
| Workforce Representative (Labor) | January 2023 |
| Required Partner (Adult/Basic Ed) | January 2023 |



ADJOURNMENT

Thank you

*Our next Finance & Administration Committee meeting is Friday, June 3rd.
The in-person Annual Board Meeting is Thursday, June 23rd.*