



EXECUTIVE COMMITTEE

Chair - Marilyn Hoppen, SVP Human Resources Kitsap

Vice Chair - Monica Blackwood, CEO/President West
Sound Workforce

Jessica Barr, Regional Director Washington State Employment Security Dept.

Cordi Fitzpatrick, Human Resources Director Security
Services Northwest

Chuck Moe, Field Rep Northwest Laborers-Employers
Training

COUNCIL MEMBERS

Business Members

Nicholas Gianacakos, Program Manager General Dynamics NASSCO

Daniel Stegier, CEO/President Lumber Trades, Inc Gillian Niuman, Human Resources People Support Services

Nicole Brickman, Human Resources Director YMCA Kitsap

Gregory Dronkert, CEO/President Pacific Mobility Group, Inc.

Peter Johnson, HR Manager McKinley Paper Company

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Lisa Donlon, General Manager Windermere Commercial

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Cindy Brooks, Executive Director Team Jefferson EDS

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Neal Holm, Electrician and Membership Development IBEW 46

Post-Secondary Education Members

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Dr. Marty Cavalluzzi, President Olympic College

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Kevin Gallacci, General Manager Clallam Transit System

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Community Based Members

Anthony Ives, Executive Director Kitsap Community Resources

Jeff Randal, Secretary District 1 Jefferson PUD

MEETING AGENDA

DATE: July 13, 2023

TIME: 10:00 a.m. - 12:00 p.m.

LOCATION: **ZOOM** | Meeting ID: 825 8883 6243 | Passcode: 334829

In-person: WorkSource Kitsap | 3120 NW Randall Way, Silverdale

ACTION ITEMS:

1. Call to Order - 10:00 a.m. and Welcome

2. Approval of July 13 Agenda

3. Approval of May 19 Meeting Minutes (Att. 3, p. 2-5)

DISCUSSION ITEMS:

4. Strategic Workforce Planning – Introduction (Att. 4, p. 6-16)

5. OWDC Director Report Out - Bill Dowling

6. One-Stop Operator Report Out – Ed Looby

COMMITTEE DEBRIEF:

- 7. Business and Economic Development Packet (Att. 7, p. 18-20)
- 8. Youth Packet (Att. 8, p. 21-23)
- 9. Operations Packet (Att. 9, p. 24-26)

10. 2023 Calendar (Att. 10, p. 27)

- 11. Public Comment
- 12. Adjourn

Next Meeting: September 14th via ZOOM

OLYMPIC WORKFORCE DEVELOPMENT COUNCIL (OWDC) MEETING MINUTES May 19, 2023

ACTION ITEMS:

- **1. CALL TO ORDER** The Olympic Workforce Development Council (OWDC) meeting was held in-person at Olympic College May 19, 2023. Jessica Barr, Acting Chair, called the meeting to order at 10:10 a.m.
- 2. OWDC Chair and Vice Chair not present.

Motion: Rusty Grable moved to approve Jessica Barr to sit as Acting Chair. Jeff Allen seconded the motion. **Motion carried unanimously.**

a. APPROVAL of May 19 Agenda

Motion: Gina Lindal moved to approve the agenda as presented. Danny Steiger seconded the motion. **Motion carried unanimously.**

b. MINUTES March 9, 2023 (Att. 2.b.)

Motion: Jeff Allen moved to approve the minutes as presented. Colleen McAleer seconded the motion. **Motion carried unanimously.**

c. CONSORTIUM IFA (Att. 2.c.)

Alissa provided an overview and highlighted changes to the operating budget, which included adding staff to two WorkSource locations, allocation changes, and budget increases for Clallam County.

Motion: Rusty Grable moved to approve the IFA as presented. Jeff Allen seconded the motion. **Motion carried unanimously.**

3. OCB (See page 4)

DISCUSSION ITEMS

4. Youth Focus Panel

The youth panel discussion and Q/A session covered the growing youth voices, how listening has changed, how central youth are to the conversation focused on equity, diversity, inclusion, and opportunity gaps.

Maggie Bartosovsky, Graduate Strong Youth Leadership Team discussed the youth leadership team representing Kingston, North Kitsap, Olympic, Central Kitsap, Klahowya, Bremerton, and North Mason High Schools. Maggie also discussed future bound activities including the youth

survey that included 221 respondents and the team held youth listening sessions. Maggie shared survey recommendation highlights that included: additional support to overcome, mental health barriers, housing, and transportation, in addition to internship programs and funding increases for services. The leadership team is hosting an event Tuesday, June 13th 4p – 6p, at Marvin Williams Center in Bremerton, RSVP by June 1st.

Kimberly Hetrick, Olympic Educational Service District discussed the K – 14 Pathways; career launch, career prep, and career explore and various programs and services available to students support by providing tours, site visits, speakers on campus. Kimberly also discussed on the job experiences and classroom alignment and program designed specific to support HS students. Kimberly also shared the challenges with adding new sectors to instructional programs, challenges that arise in rural areas to develop programs. Discussed the CCW coalition of partners working to build high school programs in addition to the Maritime Career Pathways designed to grow, train, and fill jobs in the maritime trades on the peninsula. Additionally, the CTE Pathway has since student participation increase and increases in post-secondary pathways as well. Kimberly also shared several graduation pathways and requirements for graduating students.

Rebecca Wilkson, Olympic College shared a personal story that many underrepresented, biracial, female students experience. Rebecca shared the difficulties experienced due to ethnicity and language, and the missed opportunities based on family dynamics, discrimination, racism, and microaggressions. Rebecca also shared the impact and challenges on how post-secondary education is viewed, a changing political climate, and challenges experienced in male dominated educational programs and sectors. Rebecca also discussed the opportunities to build equitable, diverse, and inclusive training.

Deborah Welch, West Sound STEM discussed the two WA STEM Networks and the career connect regional network, with over 80 members providing support and funding opportunities. The networks have a shared goal and work cooperatively, leveraging resources for local higher wage jobs. The networks also work on co-creating change for those furthest from opportunities via career connected learning and pathways. STEM is provided from Pre-k – 12 and the networks also focus on policy, post-secondary credential attainment, and workforce development.

Cynthia DeHope provided an overview of the program designed to engage, educate, and employ. The program seeks legislative engagement, partners, and employer participation opportunities. Relying on data and looking to create a dashboard that is available to everyone to track staff and engagement opportunities. All school districts on peninsula are members of the network. The network also organizes field trips and responds to CTE requests to set up mentorships, tours, and other opportunities. Cynthia also shared employer participation activities are available to serve on various advisory boards. Those interested to contact Deborah for more information.

Jeff Allen, Olympic Educational Service District discussed the Opportunity Youth program for youth 16 – 24-year-olds who are disengaged and are impacting by other barriers. Jeff also discussed 2021 graduation and unemployment rates by county in the Olympic peninsula. OSPI provides graduation rates online for those interested. Jeff also discussed the challenges with housing, transportation, food insecurity, ACEs, access to childcare, and healthcare. Systemic barriers also have a significant impact on disengaged youth moving forward successfully. Jeff also discussed connecting the gaps in education, workforce pathways, and services as well as the Open Doors Program – a re-engagement, performance-based program offering individualized support. Jeff also noted the most impactful component is access positive adult relationships.

Meeting Time Exceeded. Remaining agenda items will be emailed to board members.

- 5. OWDC Director Report Out Bill Dowling
- 6. One-Stop Operator Report Out Ed Looby

COMMITTEE DEBRIEF

- 7. Executive Meeting Minutes January 10 (Att. 7 p. 12-14)
- 8. Business and Economic Development Packet (Att. 8 p. 15-17)
- **9. Youth Packet** (Att. 9 p. 18-20)
- **10. Operations Packet** (Att. 10 21-26)
- 11. 2023 Calendar (Att. 11 p. 26)
- 12. Public Comment: None

NEXT MEETING: The next council meeting is July 13, 2023, virtual via Zoom

<u>ADJOURNMENT:</u> There being no further business to come before the Council, the meeting was adjourned at 12:28 p.m.

Meeting Minutes OLYMPIC CONSORTIUM BOARD In-person at Olympic College Friday, May 19, 2023

ATTENDEES – Commissioner Randy Johnson, Commissioner Kate Dean (via phone), Commissioner Charlotte

Staff: Bill Dowling and Luci Bench

- 1. CALL TO ORDER Commissioner Garrido called to order.
- 2. ACTION ITEM(S)
 - a. Approval of March 17 meeting minutes

MOTION: Commissioner Garrido noted corrections. Commissioner Johnson moved to approve minutes as amended. Commissioner Dean seconded. <u>Motion carried.</u>

b. Approval of March 31 special meeting minutes

MOTION: Commissioner Johnson nominated Commissioner Johnson.

Commissioner Dean seconded. Motion carried.

c. Approval of IFA/MOU

MOTION: Commissioner Johnson nominated Commissioner Johnson.

Commissioner Dean seconded. Motion carried.

ADJOURN: Commissioner Dean adjourned the meeting.

NEXT MEETING: Friday July 21, 2023.



Strategic Workforce Planning

STRATEGIC WORKFORCE DEVELOPMENT PLANNING TEAM (SWDP)

JULY 13, 2023



Project Lead Lolousi "Luci" Bench OWDC Program Analyst



Edward "Ed" Looby OWDC One-Stop Operator



Deborah "Deb" Kaiser QUEST Navigator



MEET YOUR SWDP TEAM



The WHAT & WHY

system which strives to ensure access to education and training for individuals. The goal is that modernize America's workforce development system. WIOA introduced a renewed and robust Passage of Workforce Innovation and Opportunity Act (WIOA) in 2014 was a vital step to training and education will lead to employment which will provide economic security for themselves and their families. WIOA also focuses on meeting the needs of employers. The Act also strives to provide assurance that trained and qualified workers will be available to fill their current and future openings. Through WIOA, a more collaborative and stronger service delivery system has been implemented.

Federal law requires each Local Workforce Development Area to provide a fiveyear plan to the Governor of the State of Washington.

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leff Randal, Secretary District 1 Jefferson PUD

The WHO?

Olympic Workforce Development Council Staff

Bill Dowling | Director

Ed Looby | One-Stop Operator

Alissa Durkin | Program Supervisor

Doug Washburn | Kitsap HS Director

Luci Bench| Program Analyst

Keisha Evans-Andersen | HS Supervisor

Olympic Workforce Development Council

Olympic Consortium Board

- Clallam Commissioner Randy Johnson
- Jefferson Commissioner Kate Dean
- Kitsap Commissioner Charlotte Garrido



Current Plan

A. JEFFERSON, & KITSAP COUNTIES COLOR

Integrated Workforce Plan | Program Years 2020 to 2024

Region Designation

。Clallam

Jefferson

Kitsap

Regional Sector Strategies

Service Strategy

Local Workforce Development Board Specific Component of Plan

Labor Market Data

Demographic characteristics

Needs of the employers

Analysis of region employment baseAnalysis of workforce

development activities



Purpose Development

CURRENT -

The Olympic Workforce Development Council (OWDC) serves Clallam, Jefferson, and Kitsap Counties and is an expert in support of the region's workforce development efforts. The Olympic Consortium Board, (comprised of County Commissioners from the three Counties), and the OWDC (comprised of business, labor representatives, and public sector leaders), are dedicated to the development of a workforce system that supports employers and jobseekers.

The OWDC serves as a hub for gathering and disseminating information about the area's labor market and business employment needs. The OWDC includes members representing business, education, state agencies, and nonprofits with a focus on finding innovative solutions for workforce challenges. These efforts include working closely with the K-12 system, especially the Career and Technical Education Directors, across the three-county area. OWDC staff work closely with colleges, business, and nonprofits via Business Services programs to assist in meeting the needs of jobseekers and employers alike. Additionally, OWDC staff seek to provide timely information on the economic development climate in the Counties.

The OWDC also oversees the local network of America's Job Centers, also called WorkSource. WorkSource is a demand-driven and integrated system of partners who share common goals. Workforce Centers and Affiliates in Silverdale, Port Townsend, Port Angeles, and Port Orchard are a focal point for developing community prosperity, one job seeker and one employer at a time. Each WorkSource is committed to serve as a community resource and provide excellent customer service.

- Why we Exist?
- Dedicated to the development of a workforce system that supports employers and job seekers
- Who do we serve?
- Business
- Job Seekers
- Education & Training Providers

The OWDC leads regional workforce efforts, dedicated to the development and implementation of innovative workforce systems, with a focus on community

prosperity and economic well-being.



MISSION

developing community prosperity, workforce strategies; we focus on one job seeker and one employer Utilizing locally relevant data to empower innovative and agile at a time.

> and exceeding the expectations of jobseekers and employers by providing data driven solutions

and innovative strategies for

workforce challenges.

Achieving economic prosperity

NOISIN



VALUES





Dedication

Agile

Inclusivity

Empowerment

Justice

Collaboration

Flexible

Diversity

Courage

Equity

Customer Centric

Transparency

Efficacy

Belonging

Trustworthy

Empathy

Responsive

Stewardship

Accountability Integrity

Productive

Innovative

Knowledgeable

Respect

Break



Timeline Due April 2024

Strategic Workforce Planning Olympic Workforce Development Council	50				
Luci Bench		Project Start:	Mon, 6/12/2023	2/2023	
		Display Week:	-		Jun 12, 2023 Jun 19, 2023 Jun 26, 2023 Jul 3, 2023 Jul 10, 2023 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 89 30 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16
TASK	ASSIGNED TO	PROGRESS	START	END	SSMIWIMSS
Research & Implementation					
Research and design	Luci Bench	25%	6/12/23	6/30/23	
Convene Team Members	Luci Bench	75%	6/20/23	7/1/23	
Introduction Email	Bill Dowling	%0	7/1/23	7/5/23	
Presentation & Implementation	SWDP Team	25%	6/15/23	7/6/23	
Needs Assessment Questionaire Development	SWDP Team	%0	7/1/23 7/10/23	7/10/23	
Data Gathering					
Needs Assessment Interviews		%0	7/1/23	8/15/23	
Assessment Data Analysis		%	8/15/23	9/1/23	
Board & Council Present of Results		%0	9/14/23 9/22/23	9/22/23	
SWOT Analysis		%0	9/14/23	9/16/23	
Group defined and recruitment		%0	9/14/23 9/30/23	9/30/23	13



Discussion: How can the Council engage?



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RESOURCES

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KITSAP COMMUNITY







District 114

Serving the Olympic & Kitsap Peninsulas



Department of Vocational Rehabilitation

Washington State
Department of Social
& Health Services













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BUSINESS AND ECONOMIC COMMITTEE MEETING AGENDA

DATE: July 13, 2023

TIME: 9:00 a.m. - 9:50 a.m.

LOCATION: Microsoft TEAMS Click here to join the meeting

- 1. Call to Order 9:00 a.m. and Welcome
- 2. New Member Introductions
- 3. Discussion Item(s)/Action Item(s)
 - a. WorkSource Employer Services, Hiring Events, and Emerging Opportunities
 - b. Rapid Response: Updates
 - c. Restructure discussion
- 4. WDA Trends from Members
- 5. Good of the Order
- 6. Adjourn

Next Meeting: Thursday, September 14th, 2023, via Microsoft TEAMS

OLYMPIC WORKFORCE DEVELOPMENT

Economic Development & Business Coordination Committee Meeting Minutes

9:00 a.m. – 9:50a.m. Friday, May 19, 2023 In-Person, Olympic College

In Attendance:

William Dowling, OWDC
Edward Looby, Career Path Services
Colleen McAleer, Clallam Economic Development
Clallam County Commissioner Randy Johnson

1. Call to Order

Meeting called to order by Edward Looby, at 9:18 a.m.

- 2. Introductions
- 3. Approval of Agenda (Attachment)

No quorum

4. Approval of March 9, Minutes (Attachment)

No quorum

5. Action and Discussion Items

- a. WorkSource Employer Services, hiring events, and emerging opportunities
 - Ed discussed hiring and interview events for the quarter, overall turnout has been low. Seven hiring events and three interview events in April. Five events have been scheduled/held in May. The hospitality event in Sequim was cancelled due to no participants for either job seekers or employers. Discussed the cost to attend as a potential barrier will promote to attend free of charge the next time.
- b. Rapid Response: Area Updates

None

6. WDA Trends from Members

a. Colleen McAleer, Clallam Economic Development discussed sustainable green processing coming to Forks and will create job opportunities. Colleen also discussed broadband updates and costs. There will be a presentation for the County and PUD to present options. Estimated average costs are currently \$32k per household using a mix of fiber optics and wireless the last thousand feet and more for rural areas. Colleen also discussed reimbursements at local hospitals and challenges impacting finances now that COVID funding has ended prompting restructuring and moving or limiting services in response. Layoffs are also a possibility. Peninsula College is also seeing a drop in student enrollments.

- b. Ed Looby, Career Path Services shared he is working the Department for Services for the Blind, Sequim has a large population of visually impaired persons. Ed will be touring two facilities and continues to work on renewing connections throughout the community.
- c. Bill Dowling, OWDC discussed a grant focused on broadband expansion training and collaborating with local tribes. PUD has \$5 Million available funding. Bill also shared that he will be meeting with Thurston County, early conversations starting with PACMA on building and creating fiber optics and other power generating opportunities.
- d. Randy Johnson shared the ways AI can be used to support green and sustainability projects.

7. Good of The Order

None

Next Meeting: Thursday, July 13, 2023, virtual

8. Adjournment:

Edward adjourned at 9:55 a.m.



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Jeff Randal, Secretary District 1 Jefferson PUD

YOUTH COMMITTEE MEETING AGENDA

DATE: July 13, 2023

TIME: 9:00 a.m – 9:50 a.m. LOCATION: via <u>ZOOM</u>

ACTION ITEMS:

- 1. Call to Order 9:00 a.m.
- 2. Approval of Agenda
- 3. Approval of Meeting Minutes from May 19, 2023 (Att. A)

DISCUSSION ITEMS:

- Accessing Youth Mental and Behavioral Health Resources Not students and employees but HUMANS
- 5. Career Connected Learning updates
- 6. WIOA Youth Pathways to Success updates
- 7. Good of the Order
- 8. Adjourn

Next Meeting: Thursday, September 14, 2023, via Zoom

OLYMPIC WORKFORCE DEVELOPMENT COUNCIL (OWDC) YOUTH COMMITTEE SUMMARY May 19, 2023

ATTENDANCE: Jeff Allen, Emily Manson, Deborah Welsh, Tiffany Skidmore, Kimberly Hetrick, and Cindy Brooks

The Olympic Workforce Development Council's (OWDC) Youth Committee meeting was held on Thursday, May 19, 2023, at Olympic College Lecture Hall.

APPROVAL OF SUMMARY:

The Youth Committee's March 9, 2023, Meeting Minutes and May 19, 2023, Agenda was reviewed and approved with no amendments.

DISCCUSION

1. Assessing Youth Mental Health & Behavioral Health

- **a.** Discouraging to youth that employers are turning down job candidates who might have a mental health, behavioral health, and/or disability for candidates that are highly skilled and require less assistance.
- **b.** Employers setting youth up for failure by marketing upper-level job vacancies to entry level youth.
- **c.** Employers treating people as a widget. Instead, employers should value people as an asset not a unit of production.
 - **i.** Employers are struggling to understand how to incentivize employees but continue to operate a business.
 - **ii.** Jefferson EDC is working with employers on how to be more efficient and manage their employees better.
- **d.** Majority of today's young adults were in important developmental stages when COVID hit causing high social anxiety rates among young adults.
 - i. Additionally, many young adults are facing future anxiety (housing insecurities, national disasters) which is overshadowing their thoughts of joining the workforce.
- **e.** Need to establish navigator roles to fill gaps in the school system and with employers.
 - **i.** Employer work with youth and youth work with employer to provide wrap around support services.

2. CCL Update

- i. Not participating in Round II CCL grant.
- ii. Chimacum Food Truck starts in the Fall.
- iii. Working to upskill or skill 5000 individuals and place 3000 into jobs.

3. West Sound STEM Update

- **a.** STEM Like Me-In-Person middle school program allowing students to engage with STEM professionals and participate in engaging hands-on activities.
- **b.** Currently recruiting for additional STEM professionals.
- c. New partnership with medical clinic.

4. Pathways Update

- **a.** Reaching enrollment and expenditure targeted outcomes.
- **b.** WEXs are continuing to increase.
- **c.** Trends
 - i. Seeing many young adults with multiple barriers, partnering with DVR to provide extra mental health assistance.
 - **ii.** Pathways staff working to break the silos in the community. It's the only way to overcome many barriers youth face.

ADJOURN

There being no further business to come before the committee, the meeting was adjourned at 9:56 am.

Next Meeting: Thursday July 13, 2023, via ZOOM



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OPERATIONS COMMITTEE MEETING AGENDA

DATE: July 13, 2023

TIME: 9:00 a.m. - 9:50 a.m.

LOCATION: Microsoft Teams Meeting

Meeting ID: 220 897 650 352

Passcode uarQ8q

1. Call to Order - 9:00 a.m. and Welcome

2. Approval of Meeting Minutes from May 19, 2023 (Att. xx)

3. Discussion Item(s)/Action Item(s)

a. Outcomes 'Framestorming'

b. Gap Analysis and Path Forward

4. Performance Reports

5. Adjourn

Next Meeting: via Teams September 22, 2023

Operations Committee Minutes Olympic WorkSource Development Council May 19, 2023

ATTENDEES: Mike Robinson, Jessica Barr, Gina Lindal, Terry Cox, Commission Garrido and Staff Luci Bench.

- 1. CALL TO ORDER: Mike Robinson called the meeting to order at 9:04 a.m.
- **2. ACTION:** Approval of May 9, minutes as presented. Gina Lindal moved to approve; Jessica Barr seconded. **Motion carried unanimously.**

3. DISCUSSION ITEMS

a. Brainstorming engaging partners activity: Frame Storming

All attendees were provided a 'framestorming' worksheet and sticky notes. Question: How might we engage more businesses and community-based partners in OWDC Operations.

Terry: Why can't we...? Time and Capacity for partners. Partners understand why this is more important than compating. What is the purpose for each partner? How can we ensure

more important than competing. What is the purpose for each partner? How can we ensure the meting time would be time well spent for the partners with clear outcomes? How do we build a partner inclusive agenda?

Gina: What can't we...? They don't know how their work aligns with OWDC efforts. We haven't invited them. They are unaware of the OWDC and our work. Invite them, educate them, and a market the work of the council. Need to develop outreach materials (if we don't have them already). Help with marketing material, events, and training. Decide which partners to invite and send invitations. Offer to bring guests to the meeting. Survey/new strategic plan that energizes partners.

Jessica: What can't we...? Lack of strong connections and a "why" "what's in it for me? How might we develop and share WIFM? Lack of understanding level of engagement/how they fit into the system. How might we develop/survey to engage/ ask what they need? How would they like to show up? Narrow industry sectors — access points into 'their world.' Lack of full business funding. How might we collectively market, engage, outreach by sector w/common message/brand? New OWDC Strategic Plan, create a roadmap!

Mike: Why can't we...? Lack of awareness, what's in it for me? Develop and build awareness. Low relationship awareness, need to take stock of what is current. How do we focus the councils' efforts? Outreach in the community, organize and develop outreach strategies. Commissioner Garrido: Why can't we...? How ca we stimulate more engagement +/- new ideas. Encourage conversations and actions: engage through survey? Are there key topics actions to focus on? Look at industry sectors to focus on actions/ pathways toward future benchmarks and success. New strategies, can there be a welcoming pathway to workforce development?

Luci: Why can't we...? What are we currently doing to engage and the do we have best practices? There are unknown entities in the community to make connections to. How do we reach out to those unknown entities? Through exposure in the form of outreach and marketing, and work on collaboration and scheduling to ensure adequate time is allocated.

Why are we asked to engage in the work we do? What are we trying to accomplish? Start at the larger system and develop a layered approach to engagement. OWDC as the driver. Mike suggested each current member invite another member to the table and Commissioner Garrido added to meet with the entities. As we move forward action items/tasks for committee.

b. Emergent Issues within our community Housing, unemployment, and childcare are the major issues. How are we reaching the individual that needs that assistance and providing them with the resources that are available? Terry pointed out that food insecurity is continuing to be a major issue. Food pantries have limits and changes at federal level filtering down creating barriers. All businesses struggle to hire and work with less. What are businesses doing to mitigate? Many are reverting to face to face and less virtual and/or developing hybrid models. Our current system has been affected by these changes and are working to find a balance between benefits for staff and continuing to serve customer.

4. Performance Reports

a. Provided no discussion.

Adjourn at 9:57 am.

NEXT MEETING: Thursday July 13, 2023

OCB - OWDC Combined Meeting (May & Nov) Exec OWDC Meeting (2nd Tuesdays) OCB Meeting (3rd Fridays)
OWDC Meeting (2nd Thursday)

9 a.m. to 12 p.m. 10 a.m. to 12p.m. 10 a.m. to 12 p.m. 10 a.m. to 12 p.m.

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