



LABOR LEADER RESOURCE:  
**Introduction to Serving on a Local  
Workforce Development Board**

Washington State Labor Council, AFL-CIO  
Workforce Development Department



**What's Inside:**

- *High-level information about the workforce system and how it's governed*
- *Links with additional information*
- *Labor's key values in workforce development*
- *Tips to be successful as a workforce board member*
- *A glossary of workforce acronyms*
- *And more...*

### DEAR LABOR LEADER,

**Thank you** for stepping up to serve on your local workforce board!

Labor representatives on workforce boards in Washington provide a vital service to workers in our state. You bring labor's voice to the table on behalf of all working families, assuring that public money is spent strategically and effectively to secure equitable access to high-quality jobs and stable, rewarding careers for all working people in Washington.

We hope the information provided below assists you in your work. If we can support you in any way, please reach out!

*~ WSLC Workforce Development Department*

### WHAT IS THE WORKFORCE DEVELOPMENT SYSTEM?

It is the network of organizations and programs preparing people for employment; helping workers advance in their careers; investing in workforce skill development; and assisting employers in attracting, hiring and retaining talent.

There are multiple public and private funding sources and target populations.

Stakeholders include, among others, students, workers, employers, public workforce agencies, education and training providers, unions, community-based organizations, state and local governments, trade associations and philanthropic organizations.



## WASHINGTON'S SYSTEM: BY THE NUMBERS

- 295** K-12 School Districts
- 7** State-Tribal Education Compact Schools (K-12)
- 34** Community & Technical Colleges
- 9** Educational Service Districts
- 182** Registered Apprenticeship Programs
- 6** Public 4-Year Universities
- 12** Local Workforce Development Boards/ Workforce Development Councils
- 36+** Full-Service WorkSource Offices  
(plus many other satellite sites)

## WASHINGTON'S KEY WORKFORCE DEVELOPMENT PROGRAMS

There are a range of state and federal workforce programs designed to serve specific populations and/or stakeholders. They are administered by multiple state agencies and include a large network of service providers. Funding levels fluctuate, as do individuals served, year to year. The Washington State Education & Training Coordination Board compiles information about 16 core workforce programs on an annual basis:

Workforce Training and Education Coordinating Board 128 10 <sup>th</sup> Avenue SW, PO Box 43105, Olympia, WA 98504-3105 360-709-4600 www.wa.gov		Washington Workforce Development Services														
Who is Served?	Low income youth 14 through 24 years old	Low income job seekers 18 and older	Dislocated workers	Foreign trade affected workers	Individuals with disabilities	Blind or visually impaired individuals	Low income adults who are recipients of Temporary Assistance for Needy Families (TANF)	Unemployed and dislocated workers, with a priority given to dislocated workers	High school graduates or persons 18 years or older, and students younger than 18 with school district permission	High school students in grades 9 through 12						
Services	Employment and Training Services										Occupational Skills Training					
Programs	Workforce Innovation and Opportunity Act (WIOA) -- Title I			Trade Adjustment Assistance	Division of Vocational Rehabilitation (DVR) -- Title IV		Services for the Blind Vocational Rehabilitation (SBV) -- Title IV	WIOA/Tanf under TANF		Worker Retraining Program	Postsecondary Professional Technical Education	Secondary Career and Technical Education				
Individuals Served Annually	3,081	16,782	6,671	861	6,679	1,022	2,867	2,075	571	8,789	11,882	150,689	179,717			
State Expenditures from July 1, 2019 - June 30, 2020	\$0	\$0	\$0	\$0	\$11,897,000	\$1,174,000	\$0	\$279,900	\$10,000	\$0	\$38,719,000	\$10,743,000	\$651,193,000*			
Federal Expenditures from July 1, 2019 - June 30, 2020	Trade \$14,622,000	Adult \$14,714,000	Dislocated Worker \$12,700,000	\$6,299,000	\$38,150,000	\$1,891,000	Education & Training \$1,614,000	Community Job/Career \$1,749,000	Community Works \$1,614,000	Employment Services \$1,614,000	\$0	\$12,265,000	\$1,783,000*			
Administering Agency	Employment Security Department	Employment Security Department	Employment Security Department	Employment Security Department	DSHS/Division of Vocational Rehabilitation	Department of Services for the Blind	DSHS State Board for Community and Technical Colleges	DSHS Department of Commerce	DSHS Employment Security Department	State Board for Community and Technical Colleges	State Board for Community and Technical Colleges	Office of Superintendent of Public Instruction				
Providers	Community-based organizations, Education of Service Workers, school districts, and city/county government through Workforce Development Councils	WorkSource CareerMatters sites, community colleges, community-based organizations, and local government agencies. Funds administered by 12 regional Workforce Development Councils	Employment Security Department and WorkSource Career Centers	DSHS/State services staff or DSHS, DSHS, and WorkSource Career Centers	Private service providers through community offices, as well as coordinated community partners	Community and technical colleges, private career centers, and community-based organizations	28 community-based organizations located throughout Washington	WorkSource offices and some Community Service Centers (CSCs)	Washington community and technical colleges, and several private career schools	All of Washington's 34 community and technical colleges	Office of Superintendent of Public Instruction					
Program Results	Employment Rate for Further Education: 57% Annual Savings: \$18,200 Net Benefits: \$1,800 10-yr Econ Impact: \$1,641 10-yr Taxpayer ROI: \$-0.33 to 1	Employment Rate: 59% Annual Savings: \$38,700 Net Benefits: \$4,200 10-yr Econ Impact: \$1,944 10-yr Taxpayer ROI: \$7 to 1	Employment Rate: 63% Annual Savings: \$62,600 Net Benefits: \$2,500 10-yr Econ Impact: \$1,934 10-yr Taxpayer ROI: \$4.60 to 1	Employment Rate: 60% Annual Savings: \$64,500 Net Benefits: \$1,200 10-yr Econ Impact: \$2,564 10-yr Taxpayer ROI: N/A	Employment Rate: 49% Annual Savings: \$1,700 Net Benefits: \$2,300 10-yr Econ Impact: \$2,564 10-yr Taxpayer ROI: \$0.10 to 1	Employment Rate: 49% Annual Savings: \$21,900 Net Benefits: \$1,200 10-yr Econ Impact: N/A 10-yr Taxpayer ROI: N/A	Employment Rate: 21% Annual Savings: \$21,900 Net Benefits: \$1,200 10-yr Econ Impact: N/A 10-yr Taxpayer ROI: N/A	Employment Rate: 57% Annual Savings: \$21,900 Net Benefits: \$1,800 10-yr Econ Impact: \$2,564 10-yr Taxpayer ROI: \$-0.30 to 1	Employment Rate: 61% Annual Savings: \$38,700 Net Benefits: \$1,800 10-yr Econ Impact: \$2,564 10-yr Taxpayer ROI: \$2.20 to 1	Employment Rate: 47% Annual Savings: \$38,700 Net Benefits: \$1,800 10-yr Econ Impact: \$15.28 10-yr Taxpayer ROI: \$2.20 to 1	Employment Rate or Further Education: 63% Annual Savings: \$11,890 Net Benefits: \$1,800 10-yr Econ Impact: N/A 10-yr Taxpayer ROI: N/A					

For full graphic visit the [Workforce Board Matrix](#) webpage.



## Workforce Innovation and Opportunity Act

### ABOUT THE WORKFORCE INNOVATION & OPPORTUNITY ACT

The federal **Workforce Innovation & Opportunity Act (WIOA)** governs the core workforce development programs under the Local Workforce Development Boards purview, requires coordination across workforce programs, charges states to operate “one-stop centers” or “American Jobs Centers” (WorkSources in Washington), and requires governance via state and local workforce development boards.

There are 4 “Titles” in WIOA that identify the various programs funded by the act:

**Title I** – Workforce Development Programs

The primary source of funds to serve dislocated workers, low-income adults and youth. Funds provide re-employment, job training and support services.

**Title II**– Adult Basic Education

The primary source of federal adult education and literacy funding, including English language services.

**Title III**– Wagner - Peyser

Funds the state’s labor exchange that supports job matching for job seekers and employers.

**Title IV** – Vocational Rehabilitation

Funds a wide range of services designed to help individuals with disabilities prepare for and engage in gainful employment, and secure financial and personal independence through rehabilitative services.



### THE ROLE OF THE STATE WORKFORCE TRAINING & EDUCATION COORDINATING BOARD

The **Washington State Workforce Training & Education Coordinating Board**, also referred to as the “Workforce Board,” is the state’s WIOA-designated Workforce Investment Board. The Governor-appointed board is comprised of equal voting membership representing labor, business and government. It is currently co-chaired by the Association of Washington Business and Washington State Labor Council, AFL-CIO.

The State Workforce Board, among others roles, advises the Governor and Legislature on workforce development policy, ensures that the state’s workforce services and programs work together, and evaluates performance.

The State Workforce Board submits Washington’s WIOA State Plan to the U.S. Department of Labor. Here is the most recent plan: **Washington’s WIOA State Plan PYS 2020-2023**

It also publishes the **Talent and Prosperity for All: The Strategic Plan for Unlocking Washington’s Workforce Potential**, also referred to as “TAP.” Regional workforce plans from all 12 Local Workforce Development Boards align with the TAP goals and strategies.



**WSLC President (2019-2023), Larry Brown  
Co-Chair, State Workforce Board**

*“With equal representation and leadership by labor and industry, our State Workforce Board stands as a model nationwide. It fosters combined advocacy, leadership and guidance to the workforce system by organized labor and our partners from business. Washington’s working families and the businesses where they work are best served when labor is at the table and helping lead.”*

### THE ROLE OF LOCAL WORKFORCE DEVELOPMENT BOARDS

Local Workforce Development Boards (LWDBs), or Workforce Development Councils, are required by the federal Workforce Innovation and Opportunity Act (WIOA). They are chartered to oversee and govern the one-stop delivery system (WorkSource offices and satellite sites in Washington), WIOA-funded programs, and broad workforce initiatives within their local workforce development area.



**Video: What is a Workforce Development Board**

Board make-up, including designated seats for worker and joint labor-management apprenticeship representatives, is defined by the Workforce Innovation & Opportunity Act. The work of the LWDB is done in conjunction with a wide range of partners and partner programs.

### LOCAL WORKFORCE DEVELOPMENT AREAS IN WASHINGTON

There are 12 Local Workforce Development Areas in Washington. Each has its own board and **regional workforce plan** that offers a vision for the local workforce development system.



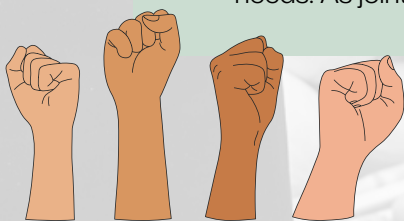
### THE IMPORTANCE OF LABOR'S VOICE



WIOA requires a certain percentage of state and local workforce board positions be filled by local workforce representatives, including one representing a Joint Labor-Management Apprenticeship Training Program. A more detailed guide on how labor positions are comprised and filled in Washington is available via the WSLC.

Labor is a critical voice for working people in the public workforce system. While labor's specific agenda varies from region to region, we generally agree upon the following set of guiding principles:

- Ensure that public training and education funds are used to prepare displaced and incumbent workers, youth, and others for **high-wage/high-demand jobs for high-road employers**. Where feasible and appropriate, encourage unionized employers to access these funds.
- When funds are allocated to prepare workers for entry-level jobs, assure that career pathways are spelled out so that these **workers may advance in their earning capacity and career trajectory**.
- **Promote other elements of high-road employment that go beyond wages**. Labor understands better than most the value of health care, retirement, job security, mobility and high-standard working conditions. Be that voice.
- **Work with unions in the region to promote the use of registered apprenticeship programs and recognized pre-apprenticeship programs** in traditional construction trades, as well as in less traditional occupations, like manufacturing and health care.
- Ally with industry and community partners to **ensure we are developing a system that works for all workers**— underrepresented workers, transitioning veterans, formerly incarcerated, people with disabilities, and many others who don't have equitable access to quality jobs across our state.
- Select **service providers that are aligned with our values** and advocate for working people – don't be fooled by flashy for-profit contractors over state workers or established community non-profits.
- Set policies that leave **flexibility and choice in the hands of working people** accessing the system.
- Pilot projects, industry sectors, development projects, etc., are often centered around business needs. As joint customers in this system, **ensure business AND labor are at the table**.



### TIPS TO BE SUCCESSFUL IN YOUR ROLE

- Regularly attend meetings
- Serve on board committees
- Attend LWDB-sponsored events
- Represent not only organized labor, but all working people in your region
- Build productive relationships with fellow board members and LWDB staff
- Regularly share information on workforce issues between your LWDB, Central Labor Council, local union and fellow labor board members across the state
- Build industry/labor/education/community coalitions

### WHAT YOU CAN EXPECT FROM YOUR BOARD AND ITS STAFF

- Receive advance materials including meeting minutes, agenda items, financial statements, etc.
- Receive quarterly and annual financial statements, an annual audit, and all needed materials to carry out the fiduciary responsibilities of the board.
- Be offered regular opportunities to discuss the organization's programs, goals, and status. Board members may also request such opportunities.
- Be offered opportunities to engage with the system and community as a representative of the board (e.g., via attending conferences, trainings, and community events).



### ADDITIONAL RESOURCES FOR WORKFORCE BOARD MEMBERS

**[AFL-CIO Working for America Institute](#)**  
**[Workforce GPS \(federal\)](#)**  
**[Workforce Professionals Center \(state\)](#)**  
**[National Association of Workforce Boards](#)**  
**[Washington Workforce Association](#)**



### ABOUT THE WSLC WORKFORCE DEVELOPMENT DEPARTMENT

The Washington State Labor Council, AFL-CIO is dedicated to advocating for Washington's working families. The WSLC Workforce Development Department brings that advocacy to workforce and economic development to ensure equitable access to quality jobs and rewarding careers. Key in that work is supporting labor members serving in all capacities of workforce development to be as effective as possible in their roles.

Our department is also committed to helping workers access all available employment and education resources to aid them in their career journey, including during layoffs. Please feel free to share our contact information with any worker(s) needing assistance from the WSLC.

### CONTACT US



From top left: Laurel, Kairie, Rachel, Chelsea, Emmanuel

You can reach the Workforce Development Department at 360-570-5161. Or contact staff directly:

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#### CONNECT WITH US!



### COMMON WORKFORCE TERMS & ACRONYMS

**ABE** – Adult Basic Education (Titles II & III WIOA)

**ADA** – Americans with Disabilities Act

**AJC** – American Jobs Center (“one stop”/ WorkSource)

**CBO** – Community-Based Organization

**CTC** – Community & Technical Colleges

**CTE** – Career and Technical Education  
Customized Training – Training provided to meet special requirements of an employer or group of employers

**DEIA** – Diversity, Equity, Inclusion and Accessibility

**DOL** – US Department of Labor

**DSHS** – Department of Social and Health Services

**DW** – Dislocated Worker (Title I WIOA)

**EDC** – Economic Development Council

**EEO** – Equal Employment Opportunity

**ESD** – Employment Security Department

**ESL** – English as a Second Language

**E&T** – Employment & Training

**ETA** – USDOL Employment & Training Administration

**ETP** – Eligible Training Provider

**ETPL** – Eligible Training Provider List

**GED** – Graduate Equivalency Diploma

**ITA** – Individual Training Account

**IW** – Incumbent Worker

**JATC** – Joint Apprenticeship and Training Committee

**JSP** – Job Skills Program (SBCTC)

**LEO** – Local Elected Official

**LMA** – Labor Market Area

**LMI** – Labor Market Information

**LWDA** – Local Workforce Development Area

**LWDB** – Local Workforce Development Board (also referred to as Workforce Development Council)

**MOU** – Memorandum of Understanding  
– an agreement among system partners

**NAWB** – National Association of Workforce Boards

**NGA** – National Governors Association

**OJT** – On-the-Job Training

**One-Stop** – (American Jobs Center/ WorkSource)

**One-Stop Operator** – The entity designated to oversee regional WorkSource operations

**OSPI** – Office of Superintendent of Public Instruction

**RSI** – Related Supplemental Instruction

**SBCTC** – State Board for Community and Technical Colleges

**SBE** – State Board of Education

**TAA** – Trade Adjustment Assistance

**TANF** – Temporary Assistance to Needy Families

**TRA** – Trade Readjustment Allowance

**UI** – Unemployment Insurance

**VA** – Veteran’s Administration

**VR** – Vocational Rehabilitation

**VOC-ED** – Vocational Education

**WEX** – Work Experience

**WDA** – Workforce Development Area

**WDC** – Workforce Development Council (also referred to as Local Workforce Development Board)

**WIC** – Women, Infants and Children

**WIOA** – Workforce Innovation & Opportunity Act

**WLMI** – Workforce & Labor Market Information

**WTECB/WTB** – Workforce Training & Education Coordinating Board – our State’s Workforce Board

**WWA** – Washington Workforce Association