**Joint Municipal Action Committee**

Friday, June 11, 2021

8:00 a.m. – 9:30 a.m.

Remote meeting via Zoom

**CALL TO ORDER**

Chair Elizabeth Bonbright called the meeting to order at 8:01 a.m.

**ROLL CALL - JMAC COMMITTEE**

Elizabeth Bonbright, Chair, Tacoma Public Schools  
Kristina Walker, Vice-Chair, City of Tacoma

Jesse Baines, Metro Parks Tacoma

Andrea Smith, Metro Parks Tacoma

Marty Campbell, Pierce County

Ryan Mello, Pierce County  
Deanna Keller, Port of Tacoma

Korey Strozier, Tacoma Public Schools

**JMAC CHIEF EXECUTIVES**

Shon Sylvia, Metro Parks Tacoma

Joshua Garcia, Tacoma Public Schools

Anthony Chen, Tacoma/Pierce County Health Department

# **GUESTS IN ATTENDANCE**

Rosa McLeod, City of Tacoma

Carol Wolfe, City of Tacoma

Chrisy Vindivich, City of Tacoma

Bucoda Warren, City of Tacoma

Hunter George, Metro Parks Tacoma

Tim Reid, Metro Parks Tacoma

Sean Eagan, Port of Tacoma

Heather Moss, Pierce County

Alexandra Mather, Pierce Transit

Nathan BeVelle, Pierce Transit

Dianna Kielian, Community Member

Sally Perkins, Practical Solutions

Joseph Sterling, Rainforest Strategies

Katie Condit, Workforce Central

Kelly Jean Walk, Western State Hospital

Patricia Lisicich, Safe Streets

**APPROVAL OF AGENDA**

It was moved and seconded that the agenda be approved; passed unanimously.

**APPROVAL OF MINUTES**

It was moved and seconded that the minutes of May 14th, 2021 be approved; passed unanimously.

**AGENDA ITEMS**

**Update on Asset Mapping Tool – Consultant Joe Sterling:**

Let’s briefly remind us of the track we've been on and how much amazing progress you all have made.

As you recall, we began with the exercises around what is the future of the region, what's the future of JMAC, and from that came a JMAC 2.0 vision reflecting five years out. This was very rich and included not only what is possible, but the things that you all felt needed to be addressed. The vision lays out a notion of what we'd like to be, and then the question is how we get there through the lens of three strategic themes.

The three strategic themes that have been reviewed and embraced are what we call JEDI topics. The first topic is social justice, equity, diversity, and inclusion. The second theme is public health and safety, including security and policing. The third strategic theme that has emerged is the notion of community wealth building.

All JMAC members and agency representatives completed the rainforest scorecard assessment, which is all about innovation. We are basically approaching these three strategic themes as an innovation problem. Each one requires change. Each one requires new thinking and finding creative ways to get beyond the status quo. When we reviewed the results of the rainforest scorecard work, it became clear that some areas were very strong, and other places needed some work. Some areas needed a tremendous amount of work on how to begin to focus, and where do you start when you have a limited amount of time, limited amount of resources, and many competing priorities. We then developed the asset map which is a way of looking at these three strategic themes across six attributes by each JMAC agency. This now gives us an inventory of all the different kinds of work being done on these critical topics, which makes this a very comprehensive view of the transformation initiatives that are underway across the agencies represented on the JMAC.

When you start to put these initiatives together with the good work that's being done out in the community by public entities, nonprofits and other institutions, then some real magic can happen. This brings us up to where we are today. At last month's meeting, we had some very rich conversation about these different topics and how aware are we on overlapping initiatives. We're discovering that we're doing things in similar ways, and it opens the conversation about how to collaborate more effectively. Of course you have to factor in that there are many other things going on in the region, not the least of which is keeping the lights on, keeping the water flowing, and keeping all of the other governmental activities going while also addressing these topics. We’re going to have further conversations in the future about some of these areas to collaborate more/better/faster and for better value.

**Elizabeth Bonbright –** Thank you, Joe. At the later part of the meeting, we are going to talk about setting the agenda for the next meeting, and we'll be talking about how we're going to take the information that we've pulled together in the asset mapping tool, create work groups, and leverage it to prepare for the big Summit of 60 that that's coming on October 15th.

I'm excited that we're now starting to bring in some other voices, some great examples out in the community that can help us think about how we are strategically going to use the asset mapping tool and apply the good work we've done over the past four months to grease the wheels, and to work together collectively in a different way than we ever have before. Vice Chair, Kristina Walker is going to introduce our first guests.

**Kristina Walker –** Thank you, Chair. I will give a very short introduction of Carol Wolfe from Community and Economic Development to talk about our City of Tacoma Training and Employment Program (TTEP). If you were here at the last meeting, we had a few robust discussions about workforce training and how that intersects with both our JEDI work and how it leads to community wealth building. I think this would be a great start to the conversation.

**Carol Wolfe –** *Please see attached presentation.* Thank you, Council Member Walker. I've also invited Katie Condit, Executive Director of Workforce Central to participate in this presentation. We have found over the years that our work is completely linked. We need a local and a regional approach, and we need the expertise and commitment of Workforce Central to do the work that we would like to achieve successfully. Let me give you a bit of a background on what we call Tacoma Training and Employment Program (TTEP), as well as some background on Workforce Central. I will also highlight some alignments and enhancements to our programs and next steps to help give some guidance on more meaningful ways to address the JEDI goals and objectives.

The TTEP goal is to provide for the development of a trained and capable workforce to allow the City of Tacoma to draw upon a pool of qualified workers. The reason why it's important to recognize that, although we contract with partners in the private sector, primarily to do pre-apprenticeship, the end goal has always been to provide a capable workforce for the City of Tacoma. We are getting ready to make some adjustments to the program that will align well with some of the areas that your group is interested in moving forward. One enhancement is that we are going to update the geographic recruitment focus to include distressed zip codes, which will now include the TPU service areas.

We're also enhancing the way we contract for services out in the community, in that we're going to contract specifically for four distinct areas and not combine them all into one RFP. We need very specific culturally competent and currently trained individuals to help us with employment readiness training, but it also includes English language learners and other individuals. They are required to have experience with employment readiness training, case management and mentoring. We need to find individuals that have experience working in the public sector, as well as the private sector and with the unions to really beef up our third-party evaluation. Sometimes we need our third-party evaluators to reflect the community and their understanding about the goals and objectives on how we must evaluate our performance. Those are some of the enhancements that we're making to the TTEP program.

Lastly, Ms. Condit is here today since we really need to align with Workforce Central and the overall ecosystem. Another element we want to expand is our hiring outcomes and the definition of success. The TTEP recognizes employment success all along the way.

**Katie Condit** – I thought I'd start with the “why” so you could really understand the concrete outcomes we're aiming towards. Workforce Central is really focused on bridging the gap between employee, employers, and job seekers. Thinking about how we get individuals into complete paid work experience by completing training, learning, education, credentials, and certificates with jobs at the other end, the businesses providing work-based learning opportunities, ultimately leading to individuals being hired in jobs that lead to self-sufficiency. We have three “system goals” that we facilitated over the last couple of years that are not only Workforce Central goals, but goals across a partnership of over 30 agencies in Pierce County. They are focused on reducing the absolute labor market gap. Second goal is reducing the number of young people who are disconnected from education, training, or work. And lastly, reducing the number of residents who are adults without a high school diploma or GED, which we know is a high barrier to entry for employment. That is a framework of our goals.

Workforce Central's really a backbone for a system in the region. A lot of what it sounds like JMAC is talking about here is ‘how do we do this work together’ and that's exciting for us. We have a formal MOU with just with roughly 20 organizations; our four colleges, Goodwill, the City, the County, and several entities that are engaged in this work, and that really lays out our shared commitment to alignment. While we're certainly not in perfect alignment, we are working our way there based on the priorities that we're seeing today and how they can contribute to your conversation on where to continue aligning and investing. Lastly, we are advocating at the State level for policy around prioritizing populations with childcare and incentives for businesses with clear pathways for workers.

**Carol Wolfe** – From the City of Tacoma perspective, I want to tell you the next steps where JMAC might intersect or have some influence or some feedback that could be of service to us right now.

We are currently backfilling a very important, critical City position, which is our Workforce Partnership opening recently vacated by Clifford Armstrong.

We are also going out for a new RFP to solicit for our Tacoma Training and Employment Program services. We hope to get that out in that next quarter of 2021 and really build out those four different areas I talked about earlier.

We are going to be updating the TTEP Resolution in front of City Council, which talks about expanding those boundaries in the region with our other public partners.

Bates will be rolling out its pre-apprenticeship readiness cohort in the third quarter of 2021.

Lastly, we're going to continue to align our priorities and with the community and our other regional partners.

**Jesse Baines –** I’ve worked hard in the last four or five years to build apprenticeship programs in the community and partner with TTEP and several other apprenticeship programs locally. I can say that many of the barriers really come down to finding actual employment for the program graduates. It begs the question- if we're training people, and then we don't have direct employment for them, that is kind of a gap, right? There's working with employers in the community, but also providing specific incentives and resources for them. By letting them know that an employee will have case management is a tremendous benefit for a business. Are there are other types of incentives that as a group we could potentially talk through? Also, basic work tools and equipment required for employment are expensive.

**Elizabeth Bonbright –** Deputy Superintendent Garcia may expound on this, but there are a lot of parallels with what the City of Tacoma is doing and initiatives at the Tacoma School District. I see lot of places for synergy. This might be a perfect example of how these kinds of conversations can generate new partnerships.

**Josh Garcia –** This is an excellent time to make sure that Tacoma Public Schools is aligned with the City. We're big on apprenticeships, and we have some great success with that within our CTE programs, but I think there's an opportunity to improve. The average apprentice in Washington State is still around 28 years old. So, what does a pre-apprenticeship really lead to? And what are the other things that need to be provided to participate in a pre-apprenticeship and make it successful? Is it an awareness piece, or is it really building community wealth? It's one thing to build awareness, which I think is a critical element, but then where does that pre-apprenticeship really lead to? And in what fields do we have those pipelines?

**Kristina Walker –** Bucoda Warren mentioned in the Chat that another target demographic is adult learners who have barriers to workforce entry, and those who have been displaced in the workforce due to COVID, that's a great area to highlight. I know childcare keeps coming up, and I'm wondering if anybody wants to speak to that.

**Shon Sylvia –** I would like to describe how we’re working with some community partners to focus on one element of childcare, which is the afterschool childcare area, knowing that's not a complete piece, but it is a step where numerous partners are coming together. I would also like to say that the City of Tacoma and Workforce Central partnership in this program is really impressive. Your term “system alignment” and using these existing backbone agencies so you're not duplicating efforts is great to hear. How we look at this from the system versus these disjointed pieces we're all doing will result in good work, and I applaud your efforts.

For Metro Parks, our Park Board has asked our joint maintenance facility to create an understanding of an apprenticeship program and a pipeline. That work is in its early stages, and we're working with the City of Tacoma and a variety of agencies to figure that out. We want to understand how to look at teens. What does that pipeline look like, and how does it work into Bates? How do we place people within our own systems in the County, the City, the School Districts, so that we have this incredible opportunity to have the trades bringing our workforce to us from the very beginning?

Regarding childcare, Metro Parks is in partnership with a variety of nonprofits and for-profit agencies that will be in all 35 elementary schools. It doesn't matter where you live. You will have that same opportunity for enrichment, alternative childcare and primary childcare. We're bringing everyone together from the YMCA, Boys and Girls Clubs, a variety of other for-profit agencies to really explain what the need is, and how to support the community. We've been working with parents these past few months to understand what they were dealing with, what they need to be dealing with, and how do we create a program that they actually need versus what WE thought they needed. We currently don't have the mentorship program included. I would love to talk a bit about that. Lastly, we could schedule a JMAC topic just about childcare and really bring the players to the table and educate this group of people with the work that everyone is doing on that front. This group can help influence the direction that we're going.

**Josh Garcia –** Council Member Mello was a critical leader to helping align transportation. We do have childcare provider education programs where high school kids are also helping with after-school work through the ORCA passes. Ryan Wheaton at Pierce Transit continues to help us foster that relationship, along with Amy McBride with Tacoma Creates at the City. That is part of the childcare ecosystem. But we need to understand the whole ecosystem, aligned funding, and how we're all working together.

**Elizabeth Bonbright –** So moving on to health and safety. We wanted to have a conversation about policing and security and talking about how we can engage the community more. I’d like to introduce Priscilla Lisicich, Executive Director of Safe Streets. She will share their strategies on improving the relationships between law enforcement, security systems and the community.

**Priscilla Lisicich –** *Please see attached presentation.* Thank you. Safe Streets is a nonprofit, and we're small. We do grassroots mobilization, and we have been working for quite some time on strengthening community safety through grassroots organizing. Safe Streets was founded here in Pierce County in 1989 and has grown over the last 32 years. We have built some incredible networks of people that reflect the demographics of the community. Bringing new voices is also critical. So, we've launched our initiative to help address issues of equality and safety across our community, as well as strengthen social bonds and connections between grassroots and community partners.

Our board has engaged in a deep dive in diversity, equity, and inclusion. We've completed an internal assessment with a best practice model that really looked at our practices, our policies as an organization and how we develop our staff. Then we set goals that are focused on better connecting with people in the community at the grassroots level who are from the BIPOC communities. We also undertook redoing our strategic plan.

There's a lot of conversation about what can we do to get resources to the community without needing to call the police. Let's let the police do their work, but let's also get the needs met in the community, whether it's social services, mental health services, so on and so forth. An Initiative recently signed by the Governor is based on the Safe Streets model, and it will fund 15 communities statewide. This initiative is being funneled through the Department of Commerce, and they are currently working on an RFP. Our objective is to organize the grassroots cohort of people to share collective intelligence. This includes what do we need to do, when do we need to do it, and to move public safety forward and improve safety in Pierce County communities, especially BIPOC communities.

Safe Streets is going to launch a series of focus groups, listening sessions, even individual interviews to facilitate a proactive approach to identify community strengths around safety. Simply put, what does safety mean to you? What does it look like? What isn't happening, and what are the barriers and/or challenges for you and your community around safety? This will help us understand how we are going to build on our strengths and address those barriers. I'm looking forward to thoughts and ideas that you might have around it, but it is very much about reaching out into the community.

We are also convening with BIPOC partner agencies to do outreach and figure out how we can best populate those focus groups or bring forward individuals to be interviewed. We're going to talk directly to people. My staff have been trained in listening sessions with the health department, as well as gone through the healing circle training that was offered by the juvenile court. I've been working closely with the Tacoma Police Department and the Sheriff's department, and we have enthusiastic buy-off from them on this project. We need to educate people on what they can do that doesn't involve calling the police, so we can strengthen the safety net in the community, but also make sure we're not too Tacoma centric.

We currently have a core team that's been working on this, and we plan to hire a full-time coordinator. We have a communications strategy, and we're engaging a consultant and reviewing proposals.

**Elizabeth Bonbright –** Thank you! I do want to bring us back to the action question, which is how we can engage the community to bring compassion, equity and inconsistency to our security infrastructures, to focus on the themes of health, safety and JEDI.

**Anthony Chen –** I was in a regional meeting yesterday and someone made the statement that you cannot have equity if you don't engage the community. This is very fundamental. If we're going to strive for JEDI, you got to involve the community. I appreciate the approach that Safe Streets brings to this.

I want to really highlight that when you talk about public safety, people need to think bigger. We all think simply of law enforcement, but that is only one strategy for public safety. Addressing poverty is public safety. Community capital and social cohesion is public safety. There's even healthy community design. Law enforcement will tell you that you can design your streets, your lighting, your housing, all of that to reduce crime. But what we really need to stop thinking is that public safety means reforming police. It is not, that's just a small piece of it. If you really want to address public safety, you need to expand your thinking for the definition of safety. The only thing in common between public safety and public health is the word public. And we didn't even put public utilities in there. We know that public safety is an important piece of public health. However, the problem is that anytime you put public safety in the conversation, no one wants to talk about public health. They want to talk about law enforcement. I really appreciate Priscilla’s approach to engaging and talking to our community. I am happy to hear that one question for them is to ask, ‘what safety means to them’ (the community). That would be great to hear the responses.

**Elizabeth Bonbright –** I have a thought that generated from Dr. Chen's comments. I'm wondering if we could think about what would be in the health pot versus the safety pot that's different than policing and security. So, for example, homelessness which is a health issue, and a safety issue.

**Anthony Chen –** Well regarding safety, the examples that are obvious to us are people getting shot with guns, people getting beat up, etc. But what is not visible to us? Are kids getting bullied? Are people being hurt by their intimate partners? I mean, there's so much more. There's obviously violence in our community, but violence is only one of the things that leads to concerns about safety. It's not the only thing. A lot of safety issues are very much embedded in our cultural norms. Why is it okay for someone in a big pickup truck to harass bicyclists by intentionally driving too close to them. It's education and culturation. It's adverse childhood experiences as well. That's another one of the things that we look at for public health, how are all these systems connected? That's why I'm saying that we need to expand this thinking to adequately address the needs of the community.

**Other Issues for the Good of the Order – Elizabeth Bonbright**

For the next meeting it might be a good time for us to dive deep into the work of the asset mapping tool regarding all these topics, as well as form some workgroups. We are still asking staff to input information into the asset map tool. I'm also asking you to think through who from your staff might be good to have on each of these workgroups, as well as asking each of your board members to choose a workgroup to sit on as well.

The Summit of Sixty will be an all-day, immersive experience, held on October 15, 2021.

**NEXT MEETING:**

The next meeting is scheduled for Friday, July 9, 2021 unless cancelled.

**ADJOURNED:**

Chair Elizabeth Bonbright adjourned the meeting at 9:27 am.