



Regional Economic Recovery Task Force

Framework for an Equitable COVID Recovery



THE NEED: Convergence of Crises

- **Regional Economic Dynamics** – Critical that we work together as a region in order to accelerate recovery
- **Economy Will Change** – The economy that emerges will not be the same as the one that went into the crisis.
 - Some clusters will rise, others will fall
 - On-shoring, near shoring
 - Telework (new neighborhood hubs)
 - Tourism, travel and hospitality
- **Job Losses** – It will take years to gain back what we lost
- **Workforce Challenges** – Providers will need to adjust skills training for displaced and younger workers
- **Marketing/Messaging/Branding** – Our region was hit first and now City of Seattle “self-imposed” crisis
- Although growing, **economy was not working for everyone before**



VISION FOR EQUITABLE RECOVERY

Together we can rebuild better, generating higher-quality jobs and wealth creation opportunities locally that advance racial inclusion.

Principles for Action

- Set goals to increase prosperity and racial equity

Adopt quantifiable metrics such as the wage and employment gap between whites and BIPOC and create a formal mechanism to track progress.

- Adopt a holistic strategic framework to pursue those goals

Promote local business and industry growth, upskill a racially-diverse talent base, and support connected communities. Look at job creation, job preparation and job access.

- Build new institutional coalitions to drive the change

Develop the capacity of credible existing institutions or new partnerships to execute a racially inclusive economic recovery plan.



KEY GOALS

- **Regional long-term plan, not a GSP plan.** Our goal is for all stakeholders from across the region to be able to see themselves in the final plan and for all strategies for long-term economic recovery to be regional in scope.
- **Framework.** As we have progressed through the planning process, we are now aiming to develop a framework that will guide development of more detailed strategies and actions.
- **Collectively drive inclusion and equity.** We together must commit to identifying and addressing barriers to economic prosperity in our region and throughout our communities.
- **Aspirational.** We hope this plan will include aspirational, innovative and transformational strategies that are unique opportunities for our region.
- **Actionable.** The intent is for the strategies identified to be broad and regional in scope but still concrete, focused and actionable.
- **Private Sector Leadership.** This Taskforce brings together private, public sector and non-profit organizations with a particular emphasis on ensuring private sector leaders play a lead role in informing and implementing the work.

TASK FORCE LEADERSHIP

TASK FORCE

chaired by

Betsy Cadwallader,
Puget Sound Market President, US Bank

Governor Gary Locke
Interim President, Bellevue College

Mayor Victoria Woodards
City of Tacoma

200+ Task Force Members

Industry Cluster Development

chaired by

Mayor Cassie Franklin
City of Everett

Brian Surratt
Alexandria Real Estate

Workforce & Talent

chaired by

Sheila Edwards Lange
Seattle College

Marie Kurose
Workforce Dev Council of Seattle-KC

Naria Santa Lucia
Microsoft

Mayors

Auburn, Arlington, Bellevue,
Everett, Kent, Marysville,
Seattle, Tacoma

Marketing & Tourism

chaired by

Dave McFadden
Port of Seattle

Tom Norwalk
Visit Seattle

Small Business

chaired by

Rob Brenner
Comcast Business

Kerrie Schroeder
Bank of America

Policy & Advocacy

chaired by

Dom Amor
Economic Alliance of Snohomish County

Michael Catsi
Tacoma Public Utilities

Michelle Merriweather
Urban League of Metro Seattle

RECOVERY WORK GROUPS

CREATING, GROWING, AND ATTRACTING INCLUSIVE BUSINESSES

Kerrie Schroeder
Bank of America

Brian Surratt
Alexandria Real Estate

Tom Norwalk
Visit Seattle

ENSURING PEOPLE HAVE ACCESS TO GOOD JOBS

Mayor Cassie Franklin
City of Everett

Michael Catsi
Tacoma Public Utilities

Dave McFadden
Port of Seattle

DRIVING ADOPTION OF MORE INCLUSIVE BUSINESS PRACTICES

Michelle Merriweather
Urban League of Metro Seattle

Naria Santa Lucia
Microsoft

CONNECTING GROWING, INCLUSIVE BUSINESSES TO DIVERSE TALENT

Sheila Edwards Lange
Seattle College

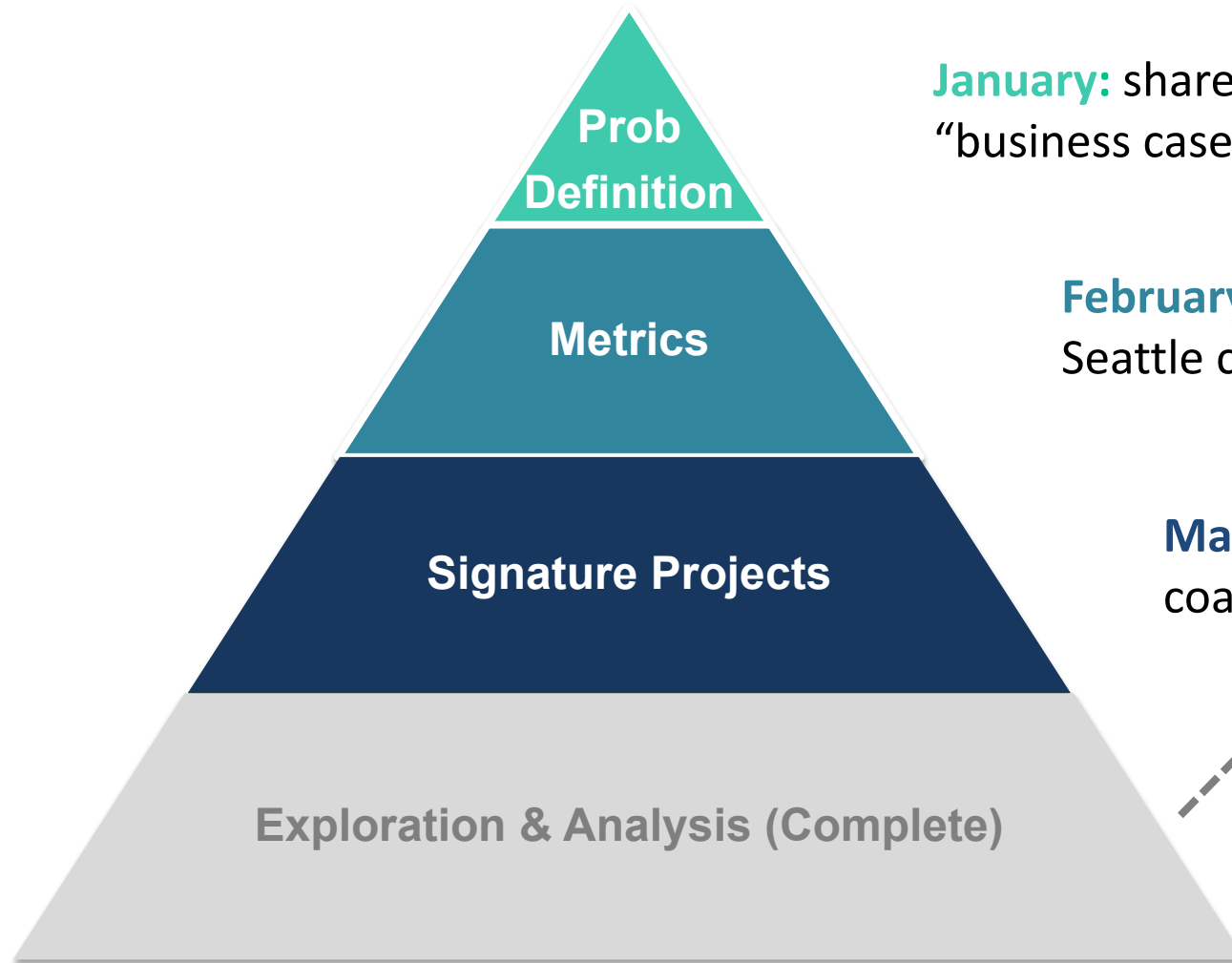
Marie Kurose
Workforce Dev Council of Seattle-KC

Rob Brenner
Comcast Business

TASK FORCE TIMELINE

Month	Milestones
May/June 2020	Planning begins, Mayors from across the region ask GSP to convene a long-term economic recovery planning process and Task Force ✓
July	Task Force Charter Developed , 200+ regional leaders invited to participate ✓
August	First Task Force Meeting ✓ Surveys sent and interviews conducted ✓
September	1 st Round of Work Group Sessions ✓
October	Second Task Force Meeting ✓
November	Exploration & Analysis drafted and endorsed by Task Force Co-Chairs ✓ 2 nd Round of Work Group Sessions and Surveys ✓
December	Exploration & Analysis phase/document completed, identified 5 goals, 40+ strategies, and 150+ opportunities for action with support from Community Attributes ✓ 3 rd Round of Work Group Sessions focused on <i>Problem Definition</i> ✓
January 2021	Economic Developers Work Group Session ✓ Problem Definition complete ✓
February	4 th Round of Work Group Sessions focused on <i>Metrics (in progress)</i> Metrics complete
March/April	5 th Round of Work Group Sessions focused on endorsing Signature Initiatives Signature Initiatives Endorsed & Leads identified Recovery Framework launched publicly

Process overview



January: shared definition of the problem and “business case” for investing in solutions

February: specific gaps that Greater Seattle can close in a specific time period

March: 6-10 initiatives led by regional coalitions – scaled and sustained to close gaps

Projects drawn from Opportunities for Action

The recovery must be inclusive

Economic recovery will be slow and incomplete if all people in the Greater Seattle region do not have the opportunity to prosper.

- **Inclusion will drive growth.**
Closing racial disparities in employment and income = **over \$26 billion** more GDP annually.
- **Inclusion will raise wages – for everyone.**
10% increase in female labor force participation = **+5% median wages** for women and men.
- **Inclusion will catalyze innovation.**
Above-average diversity on management teams = **1.8X** as much innovation-related revenue.
- **Inclusion will generate more high-growth startups.**
Closing race and gender disparities in ownership of high-growth firms = **6,000** more businesses.

The recovery must address “preexisting conditions”

Greater Seattle’s pre-Covid growth obscured serious underlying weaknesses.

1) Lack of good jobs and new businesses

860,000 people out of work or in low-wage jobs

- Over **30%** had at least a 2-year degree

13% decline in jobs in new businesses

- Denver and Austin: **gains of 12% and 35%**

Out of work: age 18-64, want a job or would benefit but stopped looking. Low-wage: less than \$18/hour. New businesses: less than 5 years old (data from 2008 to 2018)

2) Failure to realize potential of diverse talent

46% of emerging workforce is people of color, but:

- Only **39%** women of color with a college degree have a good job (vs. 65% of white men)
- People of color start very few businesses: 30% of college degrees, only **8%** of high-growth firms

Good job: \$24/hr and benefits. Potentially high-growth business: at least 5 employees and traded-sector.



The role of the Regional Recovery Task Force

This crisis demands a bold regional response.

But funders won't organize and invest at necessary scale without a compelling agenda.

The risk: transformative moment turns into small pilot projects, status quo returns.

Task force role:

- **Define the problem and opportunity clearly**
- **Create metrics that can be used to carefully measure progress**
- **Identify initiatives that need to be scaled or created to hit metrics**
- **Implement or support initiatives**

Proposed Horizon Goals

	<u>Out of Work</u>	<u>Low-Wage</u>	<u>Underemployed</u>	<u>Entrepreneurs</u>
Target	<10% of people are out of work	<33% of jobs are low-wage	>60% of workers w/ BA have good jobs	>30% of growth firms BIPOC-owned >50% women-owned
Work required	70,000 people connected to promising jobs	50,000 low-wage workers in new/improved jobs	60,000 jobs improved	4,000 new or larger firms
How we know it's possible	G. Seattle: 13% Minneap: 9.8%	G. Seattle: 36% Hartford: 32%	<i>(Black women)</i> G. Seattle: 39% LA: 57%	<i>(% of degrees)</i> BIPOC: 30% Women: 50%

Proposed Initiative Metrics

	<u>Out of Work</u>	<u>Low-Wage</u>	<u>Underemployed</u>	<u>Entrepreneurs</u>
Horizon Goals	70,000 people connected to promising jobs	50,000 people connected to living-wage jobs	60,000 jobs improved	4,000 high-growth, women- and min-owned firms
	↓	↓	↓	↓
Initiative Metrics	4,500 young women of color connected to promising jobs	5,000 young women of color connected to living-wage jobs	9,000 women of color in better jobs	1,000 new or larger businesses owned by people of color or women

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Why young women of color?

- Clearly hardest-hit population
- Initiatives must reach those that face the biggest barriers
- Business case for focusing on biggest source of untapped talent

Signature projects (examples)

Task Force to select in March. Key criteria: impact on metrics, regional in scope, engaged public-private leadership.

	Help Inclusive Firms Grow	Help Growing Firms Become Inclusive	Connect Inclusive, Growing Firms to Diverse Talent	
	<i>Create and grow innovative, inclusive firms (minority-/women-owned, diverse workforce, etc.)</i>	<i>Help high-growth firms change HR and other business practices</i>	<i>Provide equitable access to skill development opportunities</i>	<i>Ensure that diverse talent has physical access to jobs</i>
	<i>Convener:</i>	<i>Convener:</i>	<i>Convener:</i>	<i>Convener:</i>
Elevate	Industry Advancement (targeted consulting from Impact WA, UW/Ascend)		Earn and Learn (expand Year Up, Apprenti, and others)	
Coordinate		Impact Employer Coalition (Portland model, focus on training, promotion practices)	Tech Sector Partnership (San Diego model, link industry and education)	“Job Hubs” (Cleveland model, syncing infrastructure and ec dev)
Create	Minority Business Accelerator (Cincinnati model, focus on scaling existing firms via capital and procurement)	HireReach (Grand Rapids model, focus on hiring practices)		Regional “Opportunity Hubs” (Atlanta model, inclusive accelerators)

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