

Tompkins County Workforce Development Board

MINUTES

Tuesday, September 24, 2024 | 121 E. Seneca Street, Ithaca, NY 14850

Present: S. Pronti, K. Babuka, K. Cerasaro, K. Franzese, D. Harrington, L. Holden, K. Kephart, P. Levesque, C. Malcolm, H. McDaniel, R. Olson, S. Pennell, D. Vreeland, S. Waight, C. Whitmore, Y. Wu, B. Nugent

Excused: T. Bruer, S. Cerquone, J. Cometti, K. Shanks-Booth, J. Tavares, A. Tunison, C. Walter

Staff: C. Sponn, D. Achilles, S. Frost, T. Basilius

Guest: C. Harris, New York State Department of Labor; C. Nardone, New York Association of Training and Employment Professionals (NYATEP) Executive Director

Call to Order

Mr. Pronti, Board Chairperson, called the meeting to order at 8:36 a.m.

Board Action Items

Approval of Minutes - June 25, 2024

It was moved by Ms. Whitmore, seconded by Mr. Levesque, and unanimously adopted by voice vote of members present to approve the minutes of June 25, 2024, as written.

Workforce Development Director Presentation: Department Update

Mr. Sponn's presentation is attached.

Board Retreat Presentation: Labor Market Analysis and Demographics Report

Mr. Harris's presentation is attached.

Board Retreat Presentation: New York Association of Training and Employment Professionals

Mr. Nardone's presentation is attached.

Continuation of Tompkins Workforce Development Strategy Discussions

Mr. Sponn continued with a discussion around “What are the Strength and Weaknesses of the Board.” The Board members split into 3 groups to discuss and then the Board came back into the full group to discuss their list of strengths, weaknesses, and ideas for future Board meetings.

Adjournment

The meeting was adjourned at 11:59 a.m.

WE ARE YOUR DOL



BRIEFING ON LABOR MARKET DEVELOPMENTS

WE ARE YOUR DOL

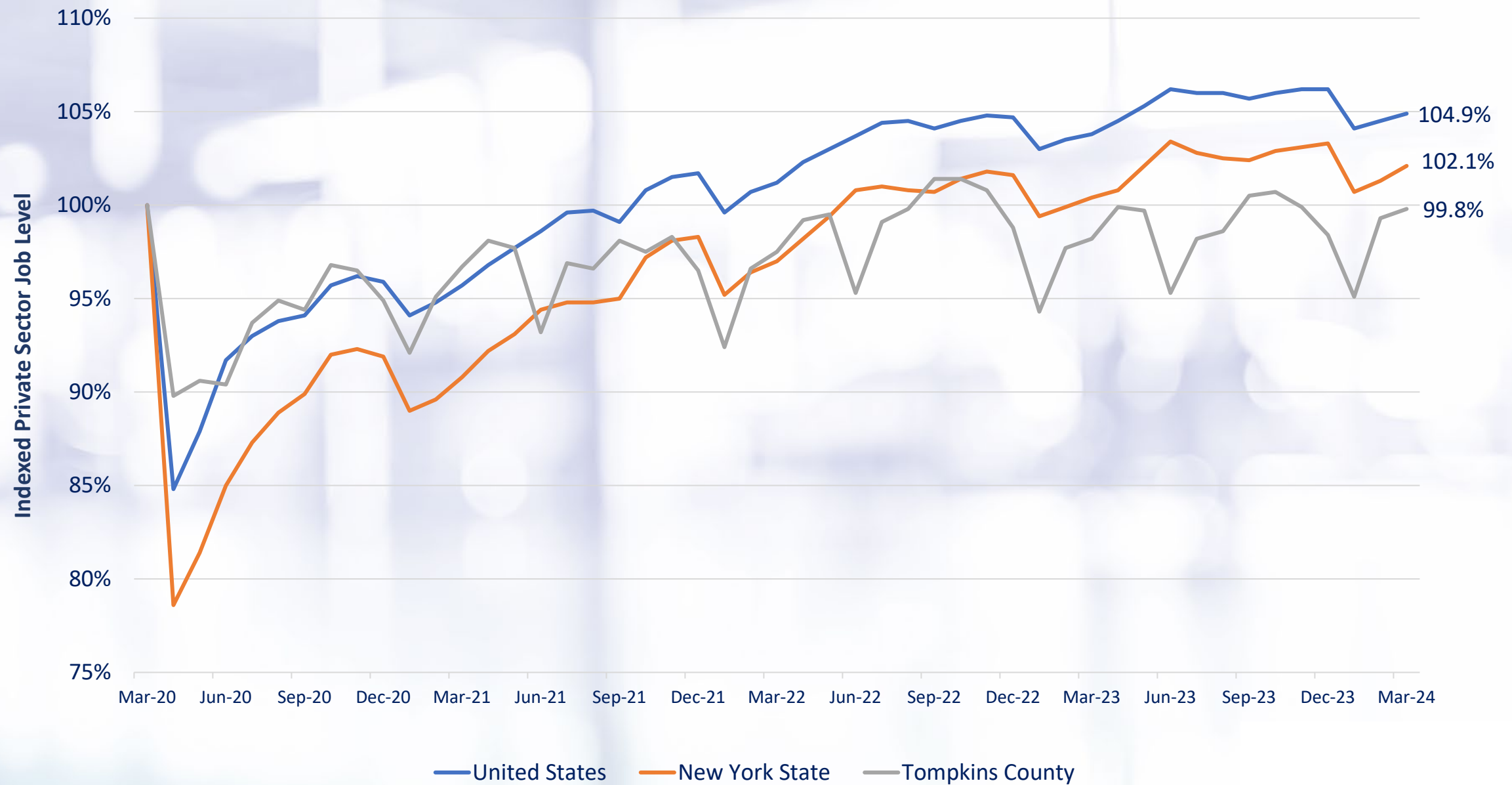


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BUSINESS SURVEY TRENDS

THE TOMPKINS COUNTY PRIVATE SECTOR JOB COUNT ON THE CUSP OF RECOVERY

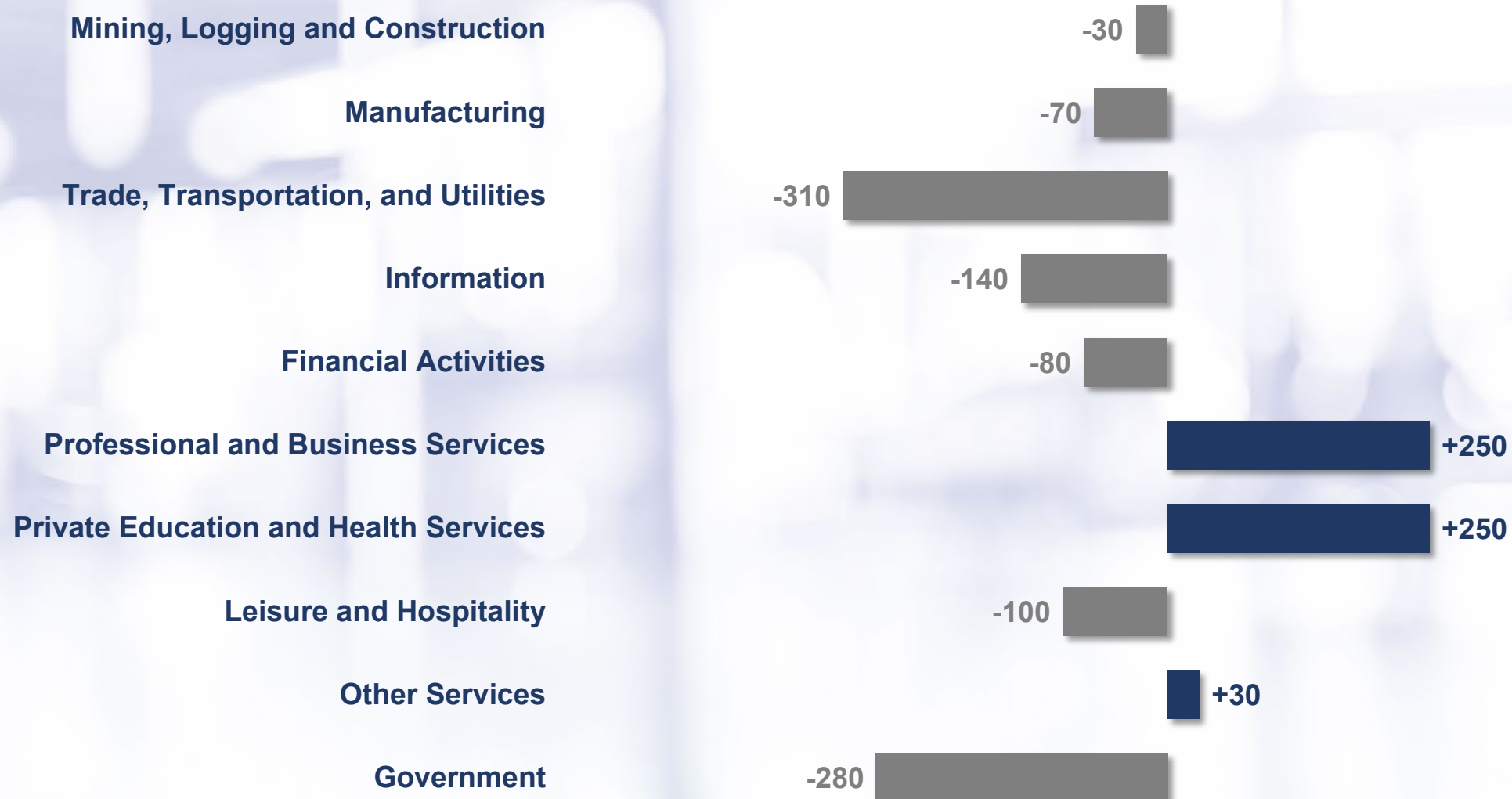
NUMBER OF PRIVATE SECTOR JOBS, UNITED STATES – NEW YORK STATE – TOMPKINS COUNTY, MARCH 2020 – MARCH 2024



Source: Quarterly Census of Employment and Wages

THREE INDUSTRIES HAVE OVERTAKEN PRE-PANDEMIC JOB LEVELS

CHANGE IN EMPLOYMENT BY INDUSTRY, TOMPKINS COUNTY, MARCH 2020 – MARCH 2024



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HOUSEHOLD SURVEY TRENDS

UNEMPLOYMENT RATE AND LABOR FORCE COUNTS REMAINS HISTORICALLY LOW

UNEMPLOYMENT RATES, UNITED STATES-NEW YORK STATE-TOMPKINS COUNTY, JULY 2023, JUNE 2024 & JULY 2024

Category	Jul 2024	Jul 2023	Jul 2019	Net '23-'24	% '23-'24	Net '19-'24	% '19-'24
Resident Civilian Labor Force	47,600	48,400	49,400	-800	-1.7%	-2,000	-4.0%
Employed	45,800	46,800	47,400	-1,000	-2.1%	-1,800	-3.8%
Unemployed	1,900	1,600	2,000	300	18.8%	-100	-5.0%
Tompkins County Unemployment Rate	3.9%	3.3%	4.0%	0.6		-0.1	
NYS Unemployment Rate	4.9%	4.2%	4.1%	0.7		0.8	
US Unemployment Rate	4.5%	3.8%	4.0%	0.7		0.5	

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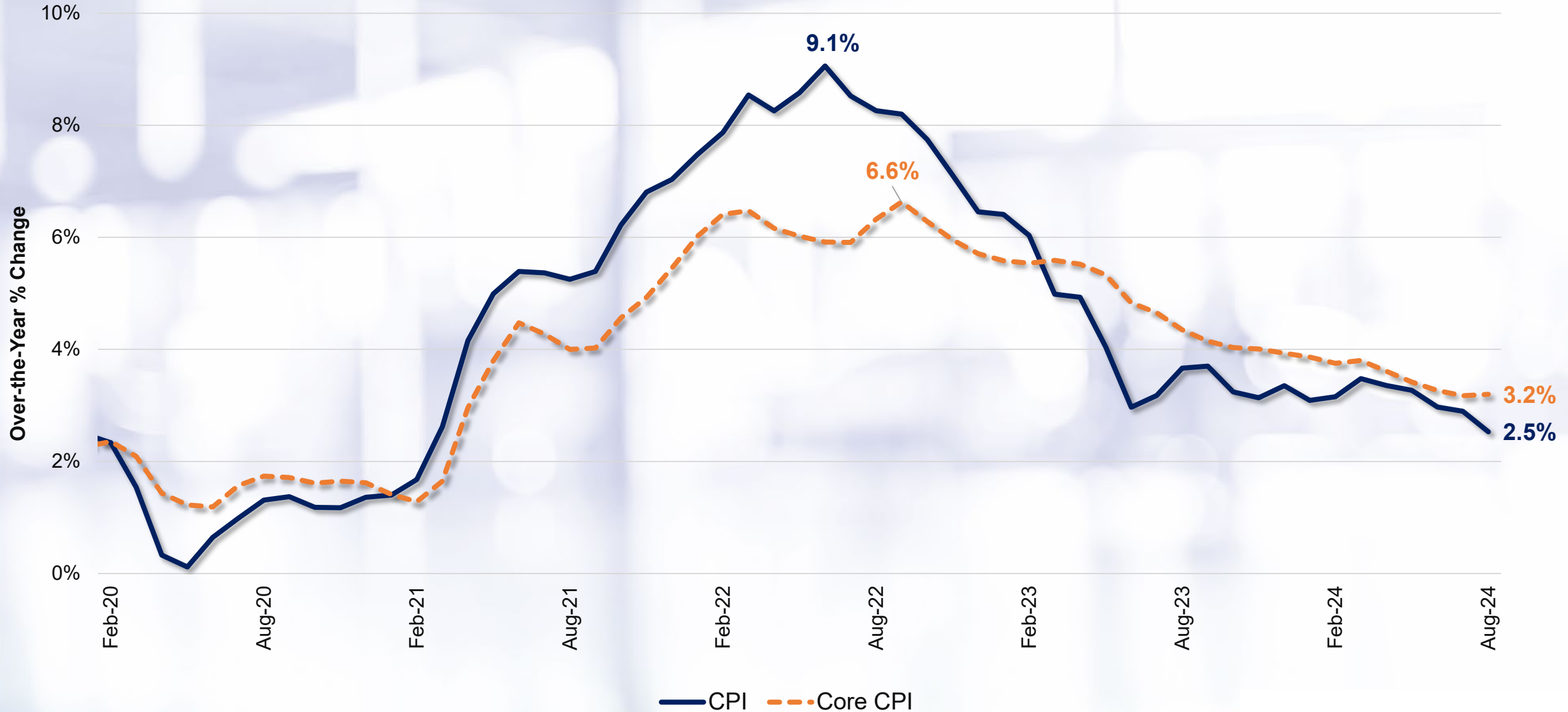


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CURRENT ECONOMIC TRENDS

U.S. INFLATION GROWTH SLOWED IN AUGUST 2024

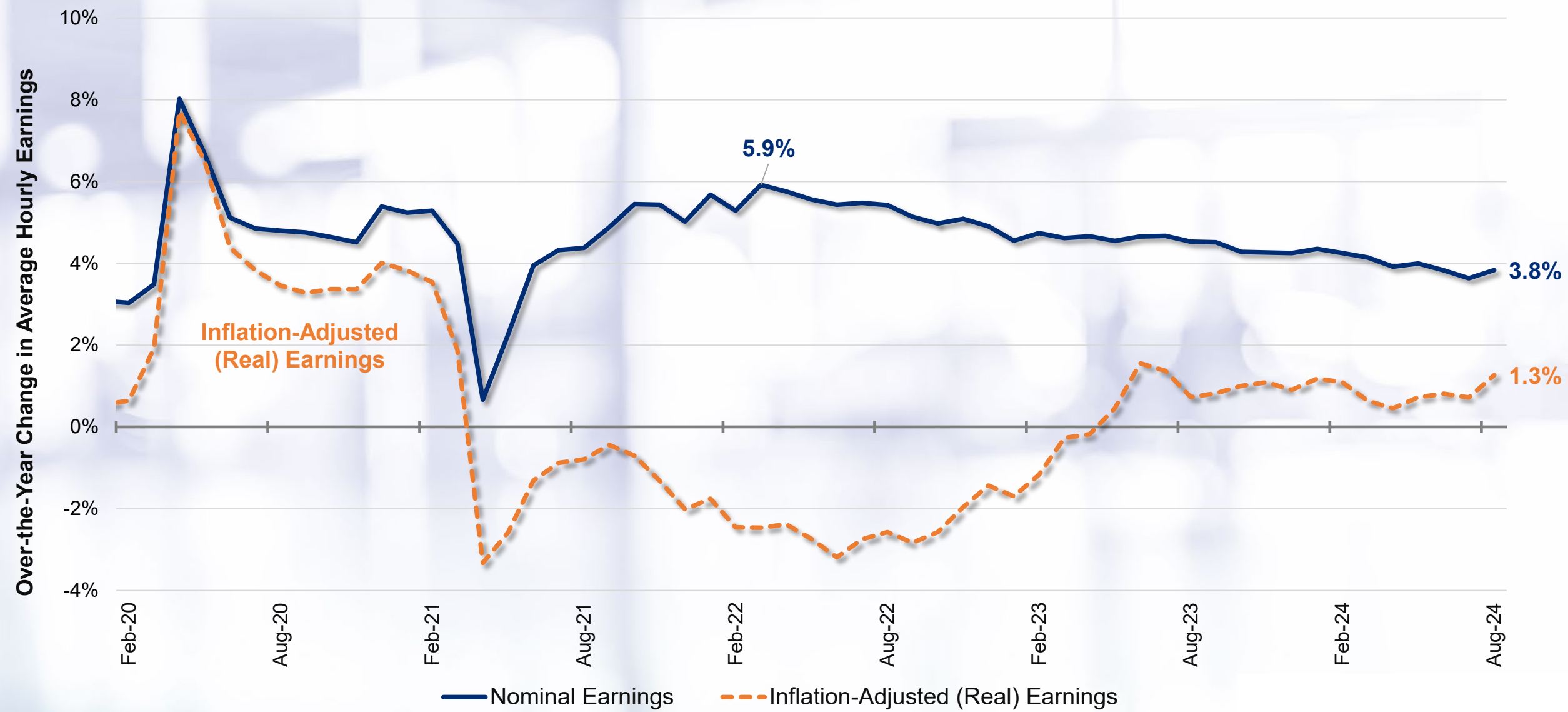
CPI, OVER-THE-YEAR CHANGE, FEBRUARY 2020 – AUGUST 2024 (NOT SEASONALLY ADJUSTED)



Note: Core CPI excludes changes in food and energy prices
Source: U.S. Bureau of Labor Statistics

REAL EARNINGS GROWTH INCREASED IN AUGUST 2024

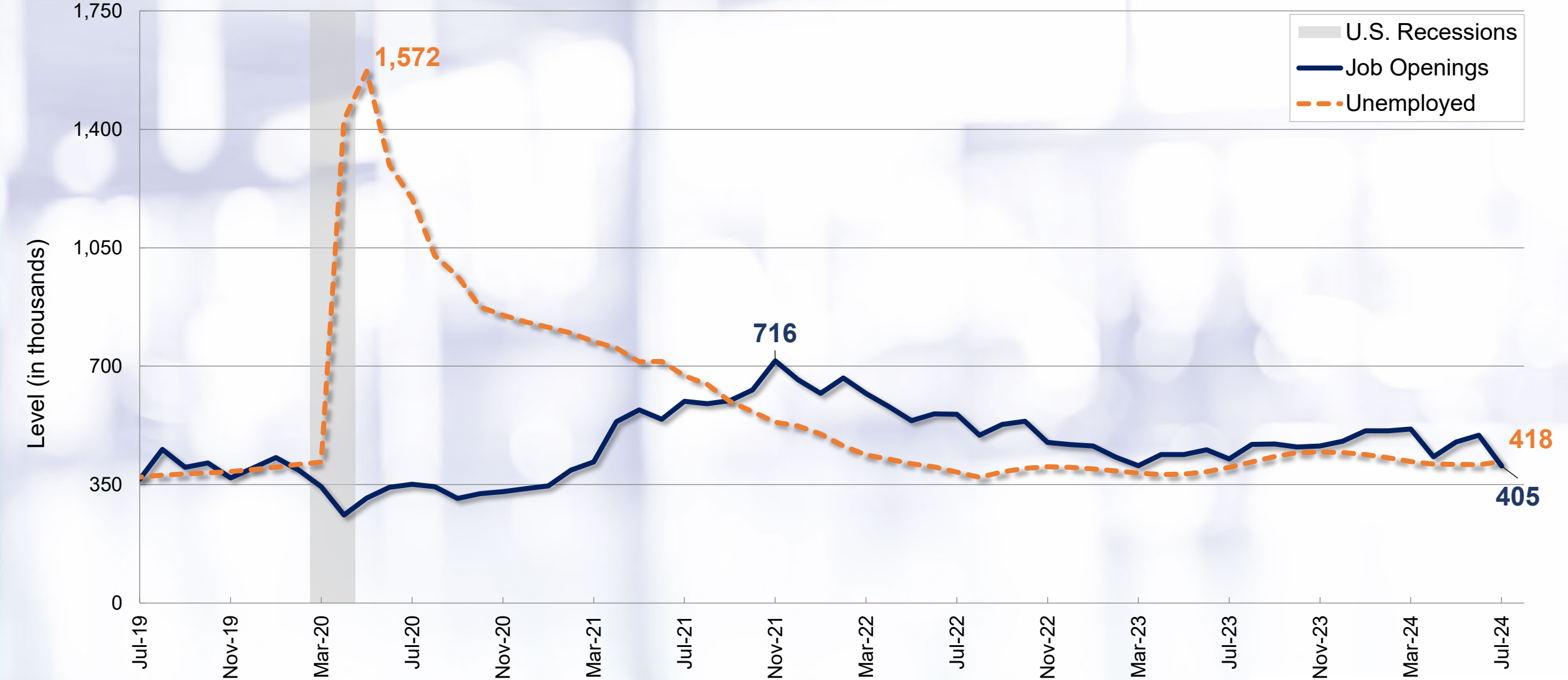
U.S. AVERAGE HOURLY EARNINGS (PRIVATE SECTOR), OVER-THE-YEAR % CHANGE, FEBRUARY 2020 – AUGUST 2024



Source: U.S. Bureau of Labor Statistics

JOB OPENINGS DECREASED IN JULY 2024

NYS JOB OPENINGS AND LABOR TURNOVER SURVEY (JOLTS), JULY 2019 – JULY 2024



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WHO IS WORKING IN NEW YORK?
A GENERATIONAL ANALYSIS

WHAT IS A GENERATION?...

- The modern concept of “generations” was first attributed to Karl Mannheim
- “Generation” is just a birth cohort...But it’s come to mean more, mostly thanks to Mannheim
- Most analysts use 15-year birth cycles (some exceptions!) to define the generational boundaries (most use the Pew Research Center’s definitions)
- In the past sometimes the definitions were a bit fuzzier, with longer or shorter cohorts defined by history or demography

...AND WHY DOES IT MATTER?

- Each new crop of people encounters a society that already exists.....
- ...and has a relationship with it, defined by shared experiences
 - Wars
 - Grand political and economic events
 - New technologies
 - The size of the cohort (“look at how many/few of ‘us’ there are!”)
 - Really any “big picture” event or circumstance (“Where were you when....”)
- Mannheim: “Generation” is like your location or your social class: It helps to determine where you can, or think you can, go whether you admit it or not

GENERATIONAL DIFFERENCES VS. FEAR OF YOUTH

- Almost everyone agrees that generational differences are real
- But almost everyone **also** agrees they're easy to overstate and may make you assume things about people inappropriately
- Even accepting Pew's definitions there can still be differences about what to call the different generations and what their characteristics really are
- New vocabulary word! "Juvenioia" : Fear of youth or youth culture

THE SIX GENERATIONS WORKING IN NEW YORK STATE

- Per the Pew Research Center's definitions, there are six different generations working, side by side, in New York State today
- Two need to be considered together, as you'll see
- From youngest to oldest, we have...

THE GENERATIONS WORKING IN NEW YORK STATE

GENERATION Z (BORN 1997-2012)

- The youngest and are entirely post-digital
- Some Key Experiences
 - Social networking
 - Growing concern for social issues and awareness of climate change
 - Gun violence (especially school shootings)
 - COVID-19 pandemic and the related rise of remote work
 - “Work at the office? What’s that??”

THE GENERATIONS WORKING IN NEW YORK STATE

MILLENNIALS (BORN 1981-1996)

- AKA “Generation Y,” grew up during the rise of the Internet – maybe they’re the first “internet natives?”
- Some Key Experiences
 - Dot.Com bubble
 - 2001 World Trade Center attacks and the rise of global terrorism
 - Great Recession

THE GENERATIONS WORKING IN NEW YORK STATE

GENERATION X (BORN 1965-1980)

- Smaller than Baby Boomers or Millennials, and that seems to matter
- Some Key Experiences
 - 1970s energy crises and the associated economic downturns
 - End of the Cold War
 - First Persian Gulf War
 - President Clinton's impeachment

THE GENERATIONS WORKING IN NEW YORK STATE

BABY BOOMERS (BORN 1946-1964)

- A large cohort
- Work more important than personal life?
- Many grand events and great social change
- Some Key Experiences (and they have many....)
 - Civil Rights/Vietnam War Protests
 - Kennedy and King Assassinations
 - Hippies rise to prominence
 - Apollo 11 Moon Landing
 - Watergate Scandal

THE GENERATIONS WORKING IN NEW YORK STATE

GREATEST GENERATION (BORN PRE-1928) & SILENT GENERATION (BORN 1928-1945)

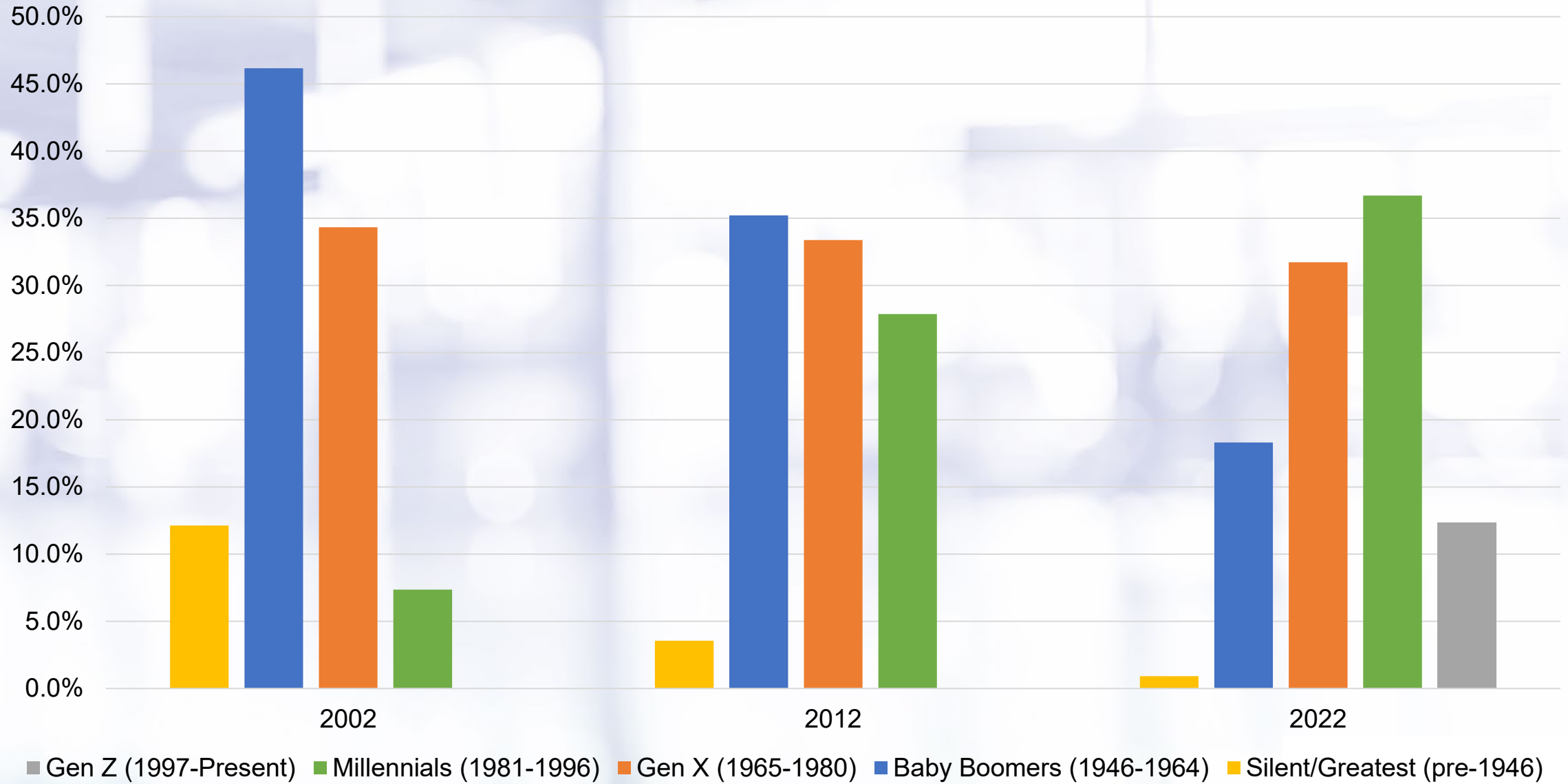
- “Silent Generation,” often not separately discussed, but defined the 1950s
- “Greatest Generation,” named in honor of their WWII service
- Tens of thousands still working, though aged 77+
- Taken together they symbolize stability and continuity, for better and worse
- Some Key Experiences (and, like the Boomers, they have many...)
 - Great Depression
 - World War II
 - Korean War
 - The rise of television

MILLENNIALS & GEN X ACCOUNT FOR 2/3 OF NYS WORKERS

Generation	Age in 2022	Employed (in millions)	Share of Total Employed (%)	Employment-Population Ratio (%)	% of Employed (Age 25+) with at least a Bachelor's Degree
Gen Z	0-25	1.1	12.4%	46.0%	58.9%
Millennials	26-41	3.3	36.7%	80.4%	56.7%
Gen X	42-57	2.9	31.7%	75.7%	49.0%
Baby Boomers	58-76	1.7	18.3%	40.1%	46.2%
Silent/ Greatest	77+	0.1	0.9%	6.8%	60.6%
Total		9.1	100.0%	57.7%	51.9%

MILLENNIALS ARE NOW THE BIGGEST GENERATION IN THE WORKFORCE

SHARE OF TOTAL EMPLOYMENT, NEW YORK STATE



Source: U.S. Census Bureau, Current Population Survey



Baby Boomers

1946-1964



Gen X

1965-1979



Millennials

1980-1995



Gen Z

Born after 1996

What they want from work

- A loyal employer
- Hierarchical culture
- The chance to mentor others
- Respect

- A trustworthy employer
- Problem-solving opportunities
- Competent colleagues
- Autonomy

- An empathetic employer
- Meaningful work
- Training for new skills
- Flexibility

- A culturally competent employer
- Competitive wages
- Mentorship
- Stability

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THANK YOU

QUESTIONS?

Christian Harris

Southern Tier Labor Market Analyst

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Email: Christian.Harris@labor.ny.gov



Tomkins County Workforce Development Board Retreat

September 24, 2024

Goals for Today



- Board members will better understand the role of NYATEP
- Board members will be aware of current challenges for workforce funding
- Board members will receive a refresher on the main points of WIOA
- Board members will begin discussions around Workforce Strategy

**How many of you
have engaged
with NYATEP?**



Who We Are

We are New York's Workforce Association.

NYATEP provides its members the leadership, vision, and advocacy for a thriving workforce in New York State.

Our focus is to ensure that every New Yorker and employer in New York State has access to the skills they need to work in and support a robust statewide economy.

Who We Serve

Our membership organizations services over a million people each year and spans New York's

- 33 local workforce development boards
- career centers
- State and City community college systems
- literacy providers
- community-based organizations
- local governments
- labor unions
- economic development agencies
- career and technical education providers and others



Our Impact

Voice

- A trusted, non-partisan voice
- Direct lobbying on Federal and State workforce issues
- Distill complex legislative or budget issues
- Members-only up to date political and budgetary communication
- National policy coordination with fellow State Associations, National Skills Coalition, and leading think tanks
- Diverse advocacy partnerships

Knowledge

- Bi-weekly Workforce Buzz reaching thousands of subscribers
- LevelUp NY provides low-cost, high quality organizational capacity building
- Peer to peer learning groups to support staff development
- Workforce Policy and Advocacy Academy
- Member networking and learning through two annual statewide conferences



Progress

- Cutting-edge labor market analysis and workforce intelligence via the State of the Workforce and the NYS Equity Analysis
- The Future Works Podcast
- Annual investment in pilot projects to produce an evidence base for the field
- Customized training, federal WIOA technical assistance, and consulting services

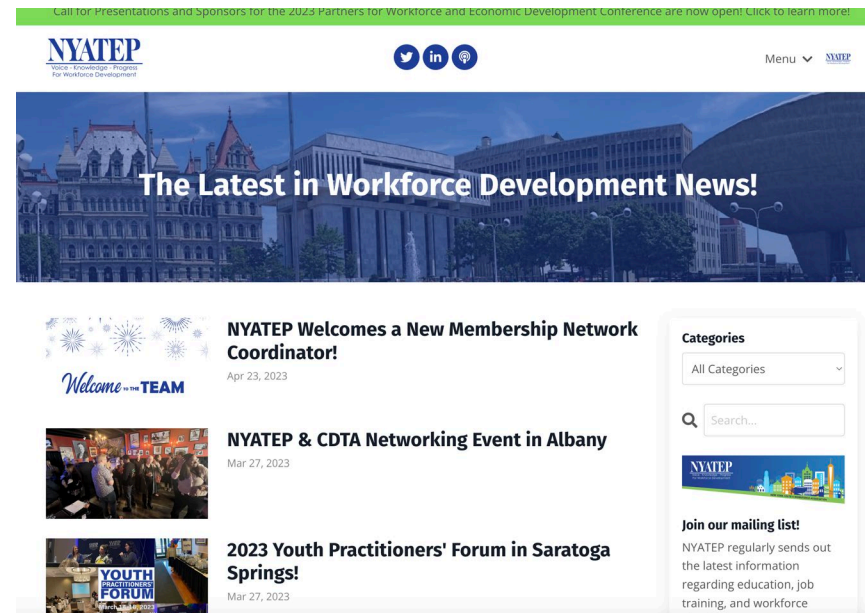


Supporting the Field

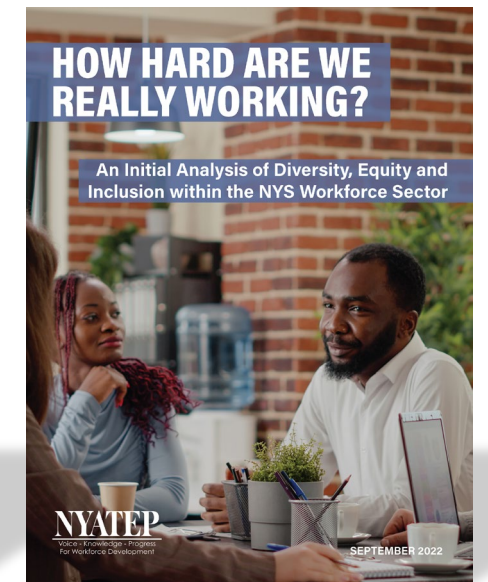
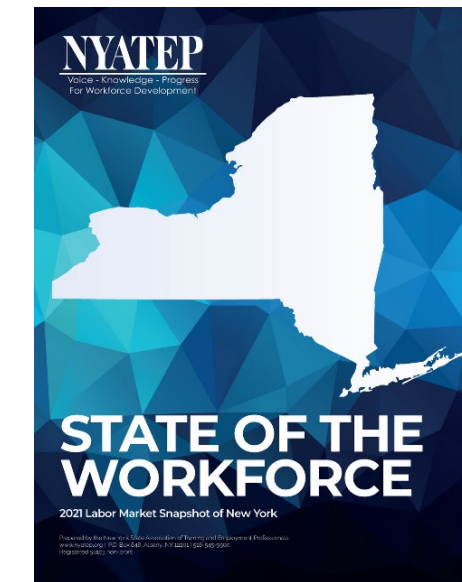
Workforce Buzz



Latest News



Recent Reports



The Future Works



Training Opportunities



What's Workforce Development?

Generally speaking, “workforce development” refers to the education, job training, and employment activities, including policies and programs, used by countries, states and localities to create, sustain, and retain a viable workforce.

Simply Put: It means ensuring a geography has trained workers for existing unfilled jobs in the labor market, but also the predicted job openings of the future.

Workforce Development is Not:

- A *NEW* idea
- Just getting someone a job
- A freeride for businesses
- “Training and praying”
- A second chance system
- A program focused ONLY on jobseekers or businesses



A Decade of Federal Trends

- Earn and learn, i.e., apprenticeship –concept of Industry Recognized Apprenticeships (I-RAPs); work-based learning
- Focus on Community Colleges as a driver for employer engagement and student success (i.e., \$2B TACCCT grants, wrap-around supports, accountability)
- Job quality and equity
- Skill-based hiring
- Focus on clean energy – electrification; broadband; infrastructure
- WIOA – and a focus on underserved populations

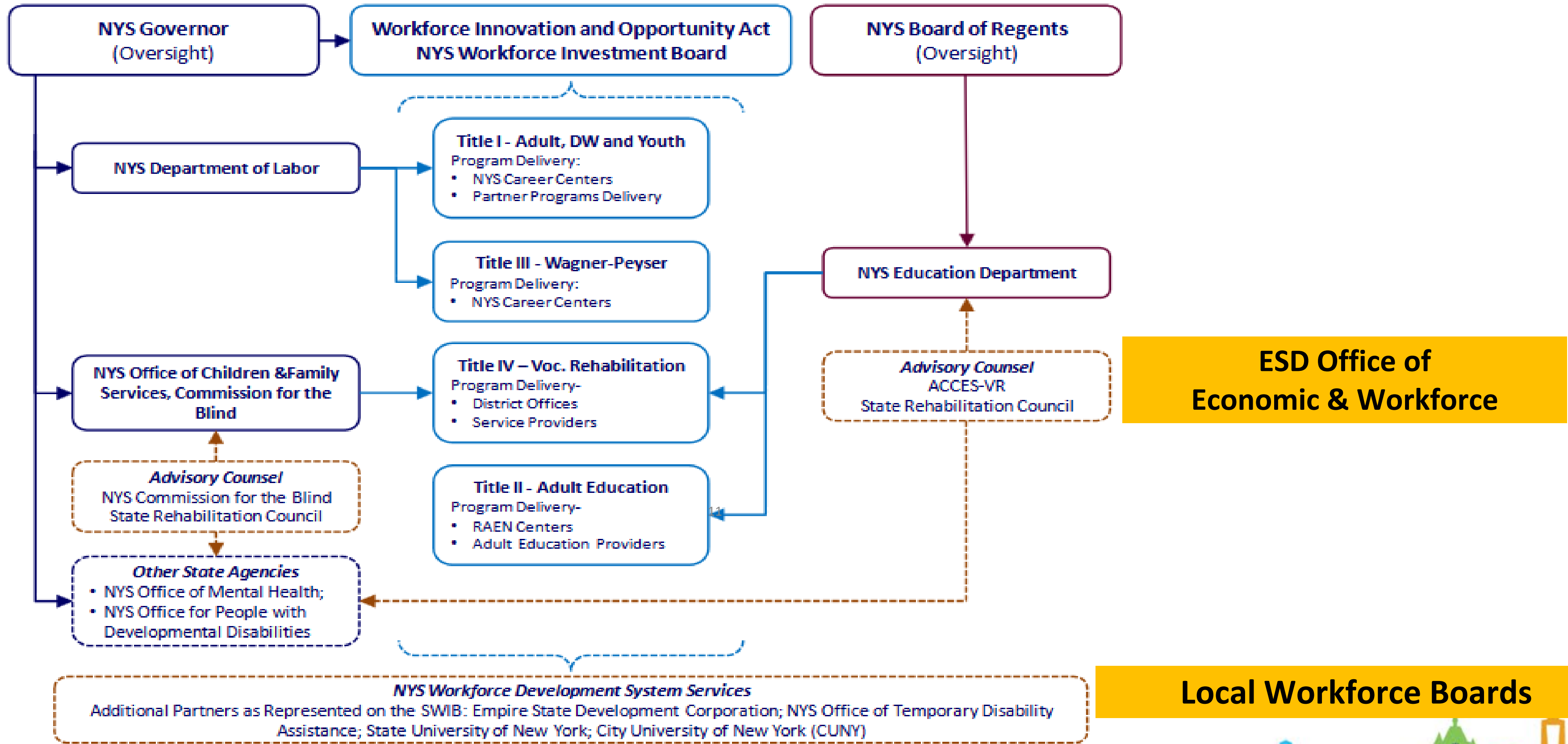
Workforce Innovation & Opportunity Act (WIOA)

- Federal law enacted in the United States in 2014
- It replaced the previous Workforce Investment Act (WIA) and made several significant changes to the workforce development system
- WIOA is a significant piece of legislation that plays a vital role in the workforce development system in the United States
- Workforce Innovation and Opportunity Act Reauthorization

What is the Purpose of WIOA?

- Increase access to education, training and employment; particularly for people with barriers
- Create a high-quality workforce development system by aligning education and workforce development systems
- Improve the quality of labor market relevance
- Promote improvement within the structure and delivery of services
- Increase the prosperity of workers and employers
- Reduce dependency, meet employer needs, enhance productivity and competitiveness in the nation

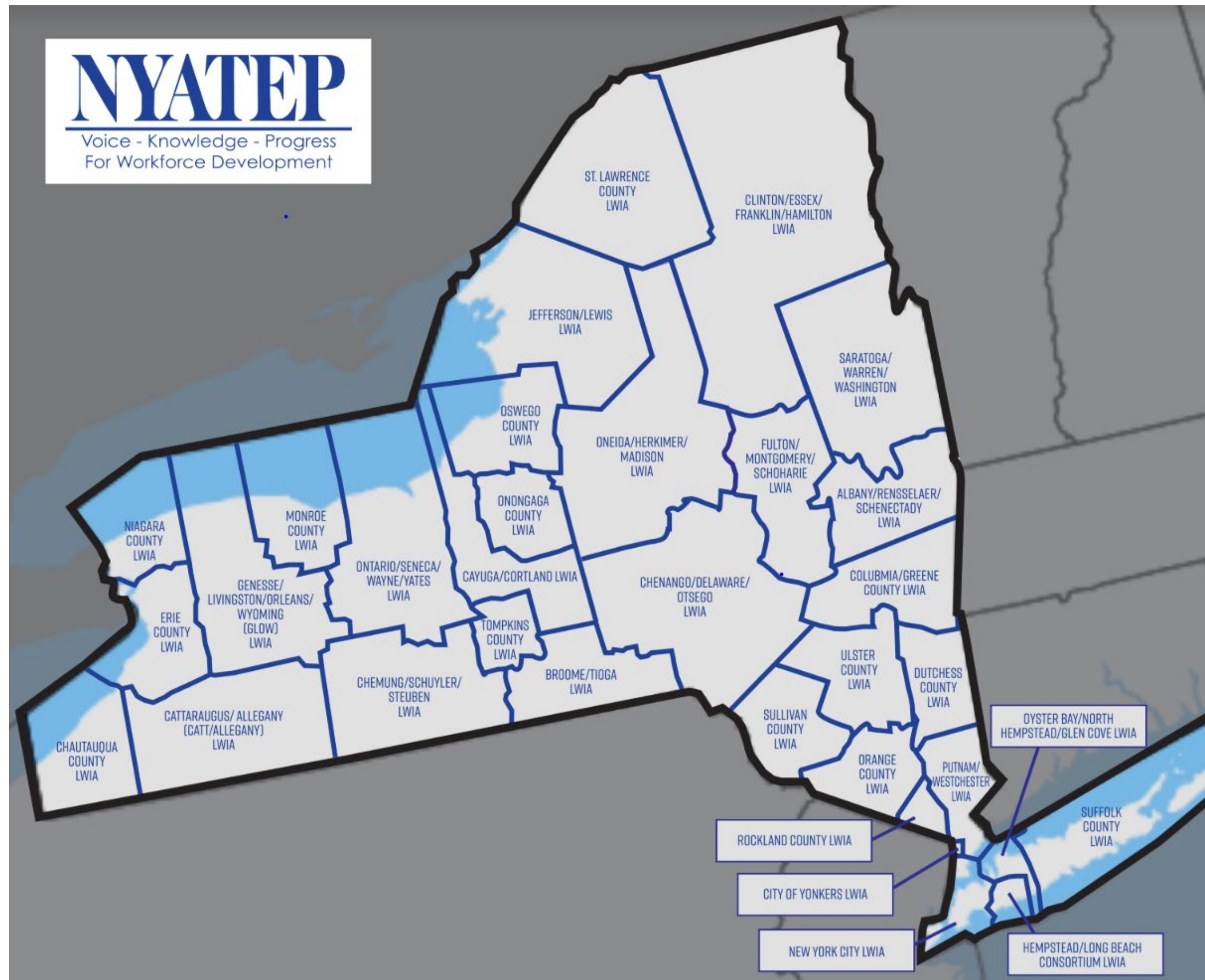
APPENDIX 1: WIOA ORGANIZATIONAL CHART



The State Workforce Board

- The SWIB is the governance body for state workforce development programs in New York. It has not convened since 2016-ish and is being “reconstituted by the Governor”
- Appointed by the Governor, membership includes the WIOA-required partners from business, labor unions, local government, NYS Executive and Legislative branches, and other representatives with experience addressing the workforce needs of those with barriers to employment.
- In October 2014, the previous SWIB Chairman Cozzolino established five standing committees – with the goal of alignment with the Regional Economic Development Councils:
 - Communications & Improving Regional Planning
 - Education & Credentials
 - Significant Industries
 - Aligning Workforce Programs
 - Outcomes & Metrics

33 Local Workforce Areas in NYS



What is the Role of a Local Workforce Board & its Members

Vision	The Board sets the vision for how the system should operate; put customers (business & job- or career-seekers) at the center; and the service delivery model
Structure	The Board determines the best structure for the system (i.e. virtual vs. bricks and mortar; contracting services vs. in house)
Alignment & Integration	The Board understands the system; and works to align programs that duplicate work or can expand work that aligns with its vision
Leveraging Investments	The Board works to bring in outside investment into the system or to leverage the WIOA funds

Role of Local Workforce Development Boards

Policy	Operations	Strategy
<p>Writing/Approving Local Plan</p> <p>Program Oversight: Local Board Policies – <i>decisions need to be made in Open Meetings</i></p> <p>Must make info publically available (i.e. on websites)</p> <p>Performance Negotiations w/NYSDOL</p>	<p>Technology Improvements</p> <p>Selection of Operators and Providers (RFPs)</p> <p>Budget and Administrative Oversight</p> <p>Accessibility for Individuals with Disabilities</p> <p>Programmatic Continuous Improvement</p>	<p>Workforce Research & LMI</p> <p>Convening Brokering and Leveraging</p> <p>Employer Engagement</p> <p>Career Pathways</p> <p>Promoting Promising Practices</p> <p>Coordination with Education providers</p>

Role of Workforce Boards in Action

Strategy

Workforce Research
& LMI

→ What is the role of the Board in highlighting local issues; industries in demand; ensuring economic & workforce development & education is using the same LMI info?

Convening Brokering
and Leveraging

→ How is the board the CATALYST for new partnerships? How are local initiatives related to workforce supported by the Board?

Employer
Engagement

→ Are Board Members hiring from the system? Using training? Serving as youth mentors? Do we need an intermediary?

Career Pathways

→ Are Board policies (i.e. training caps and in demand list) supportive of Pathways? How does the Board help create new pathways?

Promoting
Promising Practices

→ Are the Centers are engaging in high quality customer service? Are sector strategies & coordinated business engagement occurring? Does the LWIA need a request waivers? How is technology changing service delivery strategy?

Coordination with
Education providers

→ Is the Board engaging with local educational training providers to support pathways; business engagement; education incentives?

Why does the WIOA funding vary annually?



Adult

- Number of unemployed persons in areas with an unemployment rate of 6.5 percent or more
- Number of unemployed in excess of 4.5 percent of the civilian labor force
- Number of Adults/Youth whose income, or whose family income, was below poverty or below 70% of the lower living standard income level.

Dislocated Worker

- Total number of UI beneficiaries and long term unemployed;
- Number of unemployed persons in areas with an unemployment rate of 6.5 percent or more
- Number of unemployed under the Mass Layoff Statistics program
- Change in employment in industries with job losses in past five years
- Number of farms with net losses.

WIOA Adult Program
Program Year 2021 WIOA Title 1 Allocations
NYS Local Workforce Development Areas

Local Workforce Development Area	Adult Program			
	PY 2021 actual	PY 2020 actual	\$ Change 2021-2020	% Change 2021-2020
Capital Region	\$1,116,223	\$1,173,452	-\$57,229	-4.88%
Broome/Tioga	\$571,162	\$593,988	-\$22,826	-3.84%
Allegany/Cattaraugus	\$377,075	\$389,192	-\$12,117	-3.11%
Cayuga/Cortland	\$290,119	\$302,094	-\$11,975	-3.96%
Chautauqua	\$349,658	\$366,301	-\$16,644	-4.54%
Chemung/Shuyler/Steuben	\$516,750	\$537,866	-\$21,115	-3.93%
Chenango/Delaware/Otsego	\$344,249	\$352,388	-\$8,139	-2.31%
North Country	\$476,682	\$499,322	-\$22,641	-4.53%
Columbia/Greene	\$196,815	\$201,835	-\$5,020	-2.49%
Dutchess	\$510,872	\$473,893	\$36,978	7.80%
Erie County	\$2,296,594	\$2,333,790	-\$37,196	-1.59%
Fulton/Mont/Schoharie	\$360,568	\$370,203	-\$9,635	-2.60%
GLOW	\$487,592	\$498,382	-\$10,790	-2.16%
Hempstead/Long Beach	\$1,507,172	\$1,295,427	\$211,745	16.35%
Jefferson/Lewis	\$414,698	\$430,227	-\$15,529	-3.61%
Monroe County	\$1,767,334	\$1,949,205	-\$181,870	-9.33%
New York City	\$23,489,133	\$24,557,467	-\$1,068,334	-4.35%
Niagara County	\$637,708	\$688,466	-\$50,758	-7.37%
Herkimer/Madison/Oneida	\$886,113	\$927,528	-\$41,415	-4.47%
Onondaga County	\$954,868	\$942,522	\$12,346	1.31%
Finger Lakes	\$485,147	\$499,040	-\$13,893	-2.78%
Orange County	\$757,348	\$603,436	\$153,912	25.51%
Oswego County	\$382,672	\$400,003	-\$17,332	-4.33%
Oyster Bay	\$805,882	\$442,401	\$363,481	82.16%
Rockland County	\$557,665	\$500,262	\$57,403	11.47%
Saratoga/Warren/Wash	\$583,201	\$544,822	\$38,379	7.04%
St. Lawrence County	\$348,576	\$366,113	-\$17,537	-4.79%
Suffolk County	\$2,895,926	\$2,247,538	\$648,388	28.85%
Sullivan County	\$174,617	\$174,713	-\$96	-0.06%
Tompkins	\$155,147	\$164,373	-\$9,225	-5.61%
Ulster County	\$369,268	\$350,273	\$18,995	5.42%
Westchester/Putnam	\$1,359,126	\$1,208,658	\$150,468	12.45%
Yonkers, City of	\$602,624	\$618,712	-\$16,088	-2.60%
TOTAL	\$47,028,586	\$47,003,895	\$24,691	0.05%

WIOA Adult Program
Program Year 2022 WIOA Title 1 Actual Allocations
NYS Local Workforce Development Areas

Local Workforce Development Area	Adult Program			
	PY 2022 actual	PY 2021 actual	\$ Change 2022-2021	% Change 2022-2021
Capital Region	\$1,242,857	\$1,116,223	\$126,634	11.34%
Broome/Tioga	\$632,459	\$571,162	\$61,297	10.73%
Allegany/Cattaraugus	\$415,930	\$377,075	\$38,855	10.30%
Cayuga/Cortland	\$321,447	\$290,119	\$31,328	10.80%
Chautauqua	\$388,652	\$349,658	\$38,994	11.15%
Chemung/Shuyler/Steuben	\$572,457	\$516,750	\$55,707	10.78%
Chenango/Delaware/Otsego	\$378,160	\$344,249	\$33,911	9.85%
North Country	\$529,809	\$476,682	\$53,127	11.15%
Columbia/Greene	\$216,416	\$196,815	\$19,601	9.96%
Dutchess	\$534,517	\$510,872	\$23,645	4.63%
Erie County	\$2,513,390	\$2,296,594	\$216,796	9.44%
Fulton/Mont/Schoharie	\$396,648	\$360,568	\$36,080	10.01%
GLOW	\$535,197	\$487,592	\$47,605	9.76%
Hempstead/Long Beach	\$1,521,259	\$1,507,172	\$14,087	0.93%
Jefferson/Lewis	\$458,635	\$414,698	\$43,937	10.59%
Monroe County	\$2,017,381	\$1,767,334	\$250,047	14.15%
New York City	\$31,727,365	\$23,489,133	\$8,238,232	35.07%
Niagara County	\$719,853	\$637,708	\$82,145	12.88%
Herkimer/Madison/Oneida	\$984,475	\$886,113	\$98,362	11.10%
Onondaga County	\$1,029,901	\$954,868	\$75,033	7.86%
Finger Lakes	\$534,233	\$485,147	\$49,086	10.12%
Orange County	\$738,625	\$757,348	-\$18,723	-2.47%
Oswego County	\$424,834	\$382,672	\$42,162	11.02%
Oyster Bay	\$701,535	\$805,882	-\$104,347	-12.95%
Rockland County	\$574,215	\$557,665	\$16,550	2.97%
Saratoga/Warren/Wash	\$612,270	\$583,201	\$29,069	4.98%
St. Lawrence County	\$387,914	\$348,576	\$39,338	11.29%
Suffolk County	\$2,791,792	\$2,895,926	-\$104,134	-3.60%
Sullivan County	\$189,647	\$174,617	\$15,030	8.61%
Tompkins	\$173,427	\$155,147	\$18,280	11.78%
Ulster County	\$390,580	\$369,268	\$21,312	5.77%
Westchester/Putnam	\$1,393,770	\$1,359,126	\$34,644	2.55%
Yonkers, City of	\$662,971	\$602,624	\$60,347	10.01%
TOTAL	\$56,712,621	\$47,028,586	\$9,684,035	20.59%

Potential Disrupters



Politics: New Governor/Redistricting/Election Year

Economy: Inflation and continued supply chain disruptions; some sectors are still lagging in recovery/Automation/AI

Health: COVID-19 lingers, and mental health is at the forefront

Labor Market: Wages are trending upwards, so it's a worker's market – employers are having to do more to attract talent

What can we do right now?



Engage

Engage young adults early and often; work experience

Invest

Invest in incumbent worker training and those with high school diplomas or less - - especially as the technology changes the landscape of work

Adapt

Recognize the changing 'requirements' of the workforce – (and retaining workers adds to the bottom-line). The quality of the jobs you create matters.

It's MORE than Training

Economic and workforce entities need to ensure adequate housing, affordable broadband and childcare, healthcare, transportation exist in the region to support workforce expansion.

Discussion Questions



Labor Market Presentation:

- What surprised you about what was presented?
- How does what was shared align with what is happening in your business?
- What do you see as the biggest challenges to recruitment, retention, and training of the workforce in the region?

Thank You

Chris Nardone
Executive Director, NYATEP

cnardone@nyatep.org
518-729-8426

WORKFORCE DEVELOPMENT DEPARTMENT UPDATES

2024 Board Retreat

Christopher R. Sponn, Executive Director



Workforce
Development

GROWTH OF TC WORKFORCE DEVELOPMENT

- Successfully **completed restructure of two County departments** into Workforce Development
- Continued to become the **known convener of workforce stakeholders** in the community
- Enabled residents to be **aware of and gave access to programs that empowered them** to be in the workforce



Workforce
Development

GROWTH OF TC WORKFORCE DEVELOPMENT

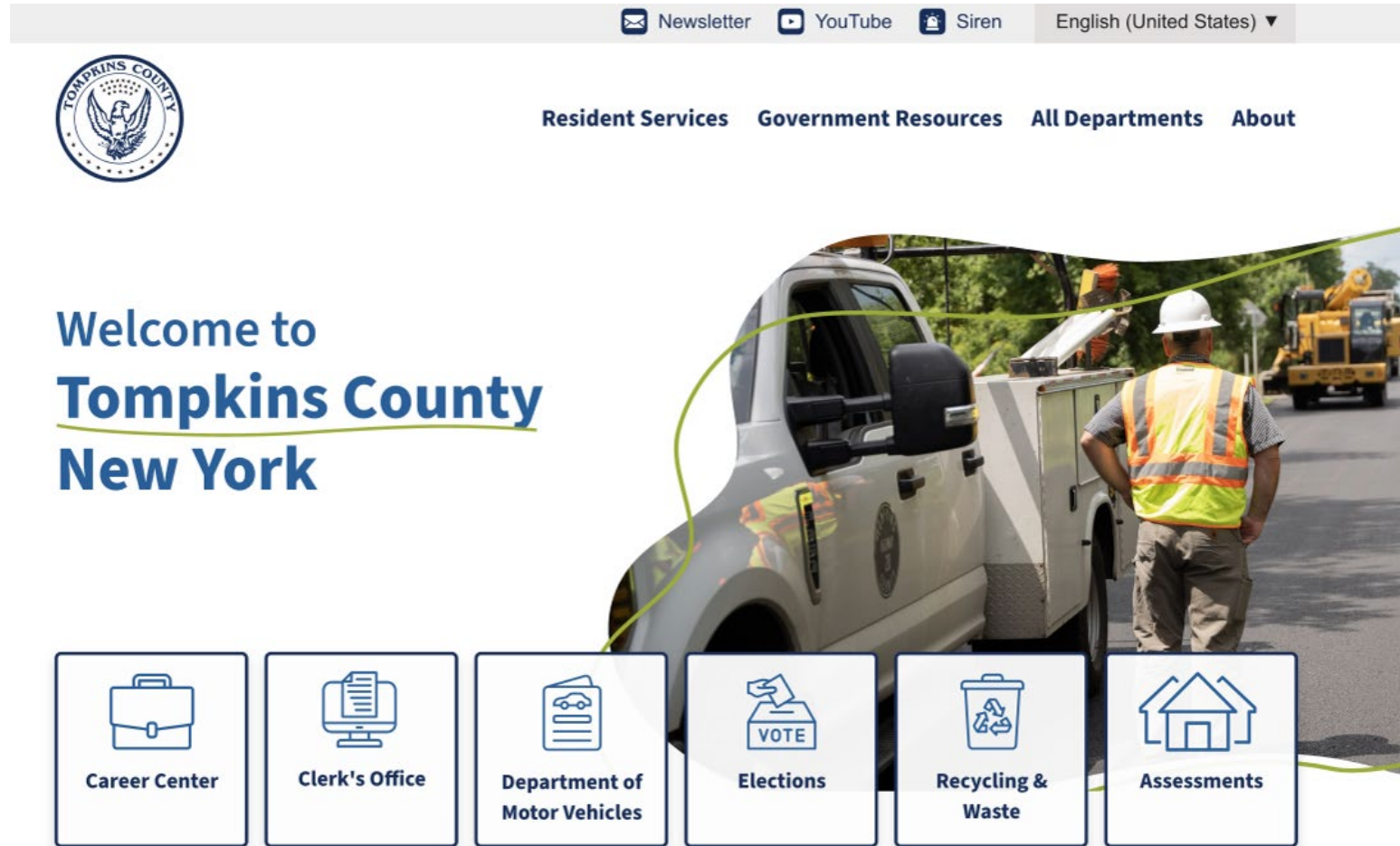
- Coordination and **alignment of resources**
- Creation of a **new culture and identity**
- Building of a structure for **future growth and innovation**
- Strategic Partnerships



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Board

COUNTY GOVERNMENT UPDATES

- Center for Government Building
- New Website Platform
- Incoming County Administrator
- First-Ever Strategic Operations Plan



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CHALLENGES AHEAD

- **Rising wage & fringe, inflation, and stagnant federal funds**
- County funds approximately **1/3** of budget
- Several strategic priorities **will be hard to meet**



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THANK YOU

A horizontal string of seven wooden clothespins is stretched across the frame. Each clothespin holds a small, rectangular piece of colored paper. The papers are arranged in the following order from left to right: orange, light orange, blue, red, yellow, pink, and light yellow. Each piece of paper has a single letter of the words 'THANK YOU' written on it in a simple, black, sans-serif font. The letters are: 'T' (orange), 'H' (light orange), 'A' (blue), 'N' (red), 'K' (yellow), 'Y' (pink), and 'O' (light yellow). The 'U' is on a yellow paper. The string of clothespins is centered horizontally and positioned in the upper half of the image.