Group 6
Facilitator: Amy Newcomb

Design Challenge:
How might we elevate a more diverse workforce/talent pipeline to support businesses coming out of the pandemic?

IDEATIONS

- Leverage experiences from **veterans and retirees from JBLM**
- Remove **unnecessary educational qualifications** for jobs
- Create **internships** for BIPOC and women
- Engage students in **arts and creative and cultural learning** from a young age
- Focus on **work place experience** rather than collegiate degrees
- Create additional opportunities for **affordable child care**
- Host more **community-based funding** for small businesses and organizations
- Engage school districts **across the county**
- Work with more **rural communities** that are under served

Pic. 19: Group 6's ideation board on Mural.

Team 7
Facilitator: Autumn Diaz

Design Challenge 1:
How might we elevate a more diverse workforce/talent pipeline to support businesses coming out of the pandemic?

Design Challenge 2:
How might we learn more about the communities we serve?
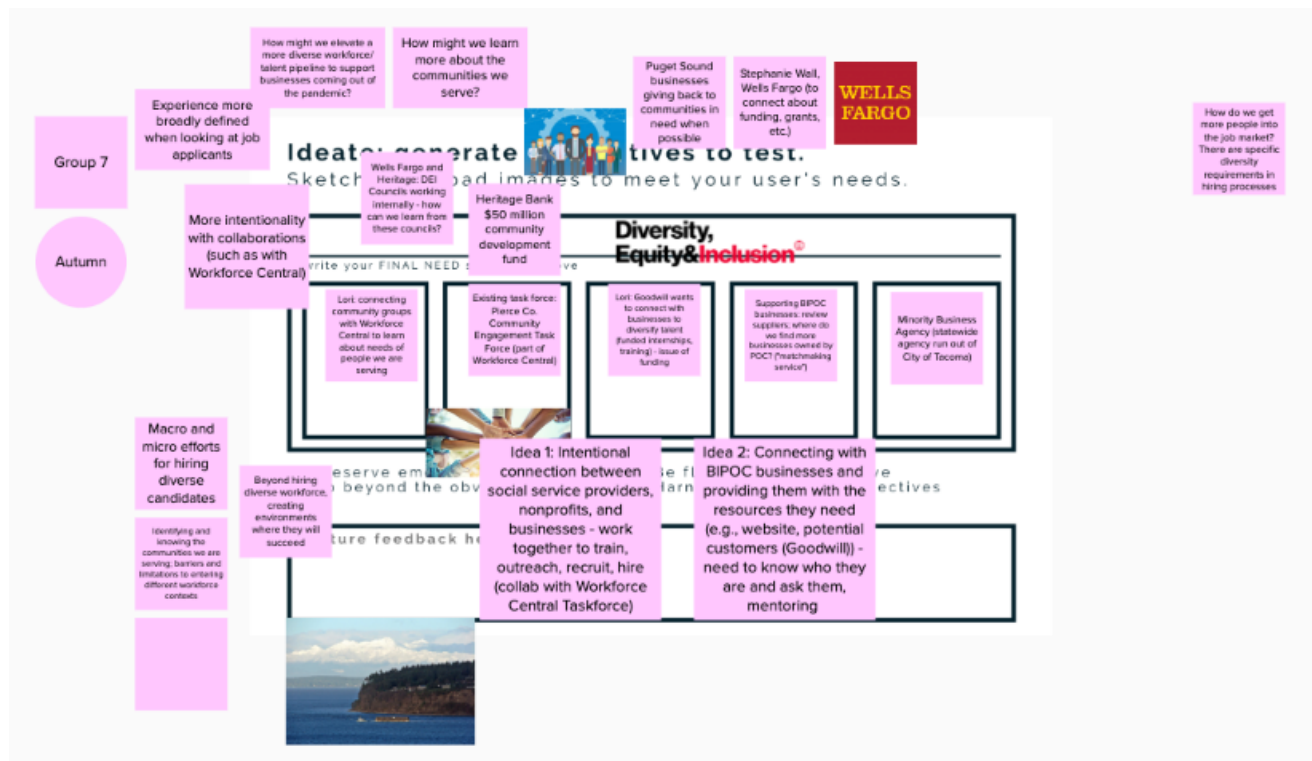
IDEATIONS

- Collaborate with the Pierce County Community Engagement Task Force to create an **intentional connection** between social service providers, nonprofits, and businesses
- **Connect** and **mentor** BIPOC businesses and provide them with the **resources** they need

IDEATIONS

- **Identify** and **know** the communities we are serving (i.e. their **barriers** and **limitations** to entering different workforce contexts)
- Utilize **existing collaborations** and partnerships to expand (e.g. Heritage Bank, Wells Fargo, Goodwill)

Pic. 20: Group 7's ideation board on Mural.

PROTOTYPING

After a quick coffee break, teams moved to their second breakout session to focus on prototyping using design kit materials (e.g., moldable clay, styrofoam, Post-its, markers) from their design kits. A prototype is an experimental model of an idea that allows you to test it before fully building the solution, essentially a proof of concept. It can be anything that takes a physical form – a wall of Post-its, a storyboard, a role-playing activity, a clay model.

Rapid prototyping is a critical step in the design thinking process. It is where ideas move into physical renditions and users get a chance to interact with them and provide feedback. If users cannot imagine themselves benefitting from the prototype, the prototype has not been effective. This phase is often one of the most difficult stages of the design thinking process because it forces participants out of their comfort zone. The following pages highlight each team's prototyping session.

Pic 21: Each participant received a design kit that included basic prototyping materials such as clay, pipe cleaners, styrofoam blocks, markers, and sticky notes.

Pic 22: Design kits waiting to be picked up for delivery by EDB Board Member Markiss Cooper's iHaulDelivery company.

GLOBAL INNOVATION AND DESIGN LAB

GROUP 1 | PROTOTYPES

Group 1
Facilitator: Krissy Kimura

Design Challenge 1:
How might we elevate a more diverse workforce/talent pipeline to support businesses coming out of the pandemic?
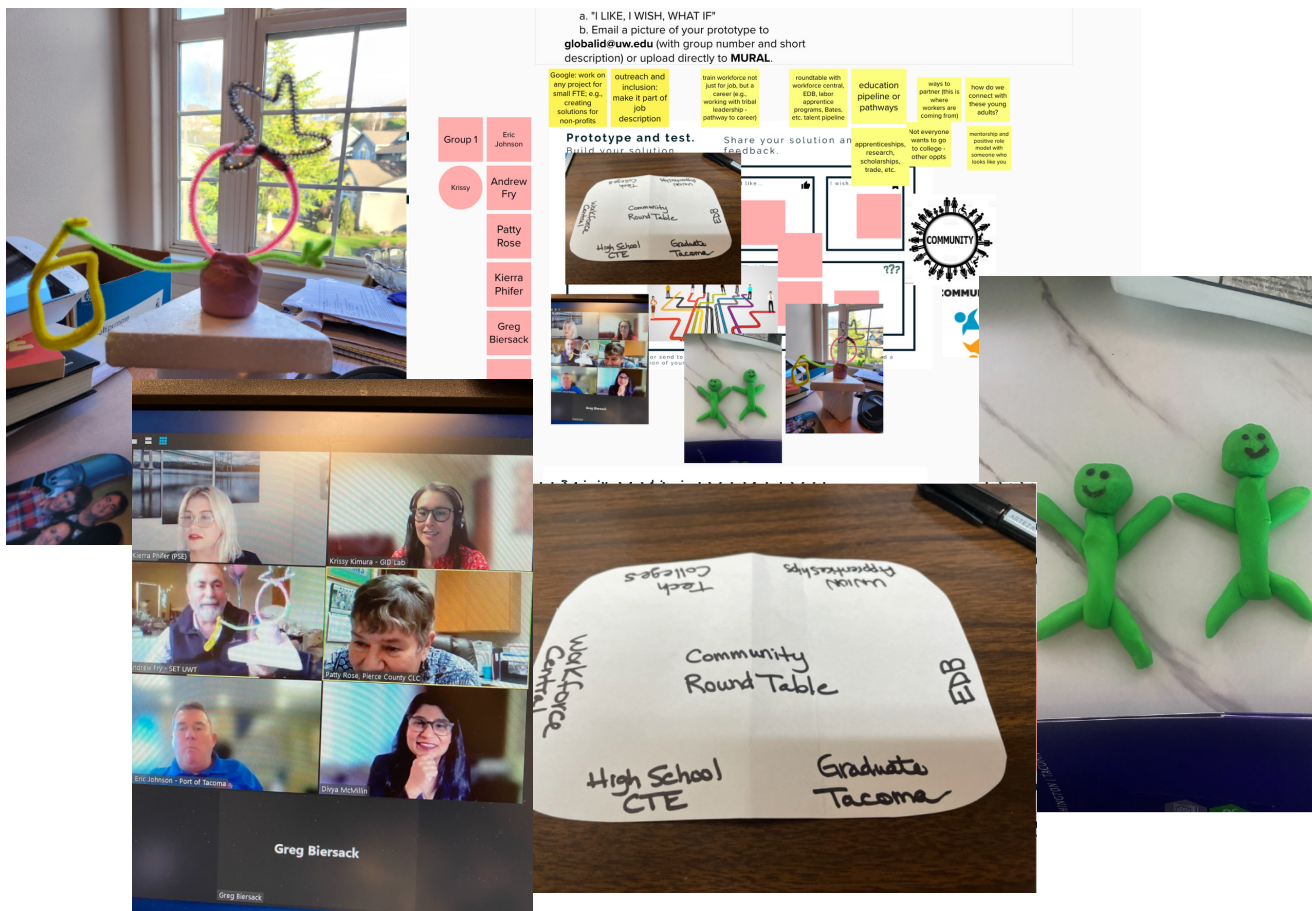
PROTOTYPES
- Have **workforce trained** not just for job, but a **career** (create a community round table)
- Make **outreach, diversity, inclusion** a part of everyone's job and include it in the job description with dedicated FTE

Design Challenge 2:
How might we learn more about the communities we serve?

PROTOTYPES
- Build a **mentorship and positive role model** with someone who looks like you
- Create **education/talent pipelines** or pathways through apprenticeship, research, scholarships, trade, etc.

Pic 23: Group 1's prototypes and prototyping board on Mural.

GROUP 2 | PROTOTYPES
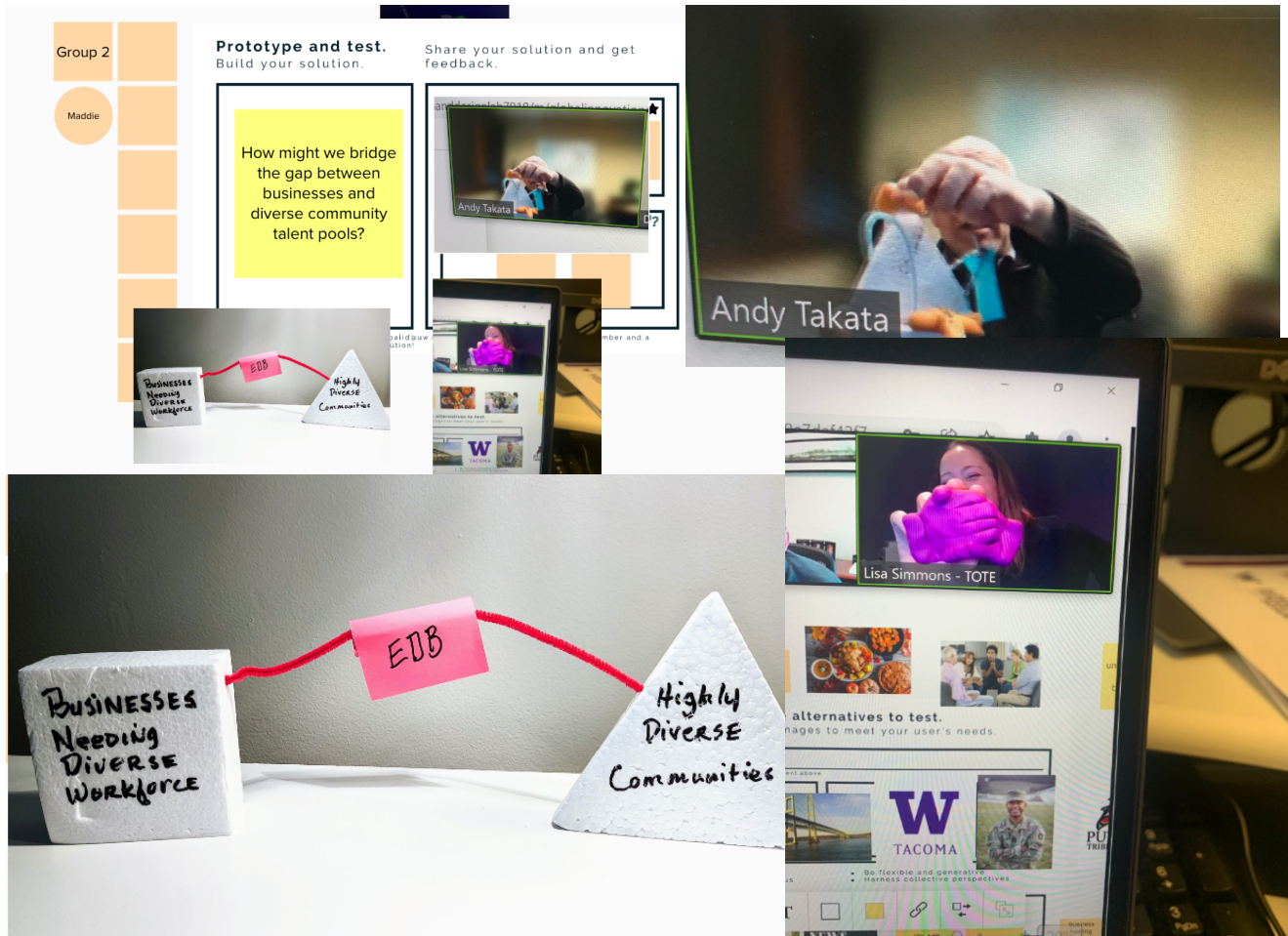
Group 2
Facilitator: Maddie Merton

Design Challenge:
How might we bridge the gap between businesses and diverse community talent pools?

PROTOTYPES
- Utilize the EDB as a bridge to connect **highly diverse communities** to businesses seeking a **diverse workforce**
- Create a place where business and community can come together **"hand-in-hand"**

Pic 24: Group 2's prototypes and prototyping board on Mural.

GROUP 3 | PROTOTYPES
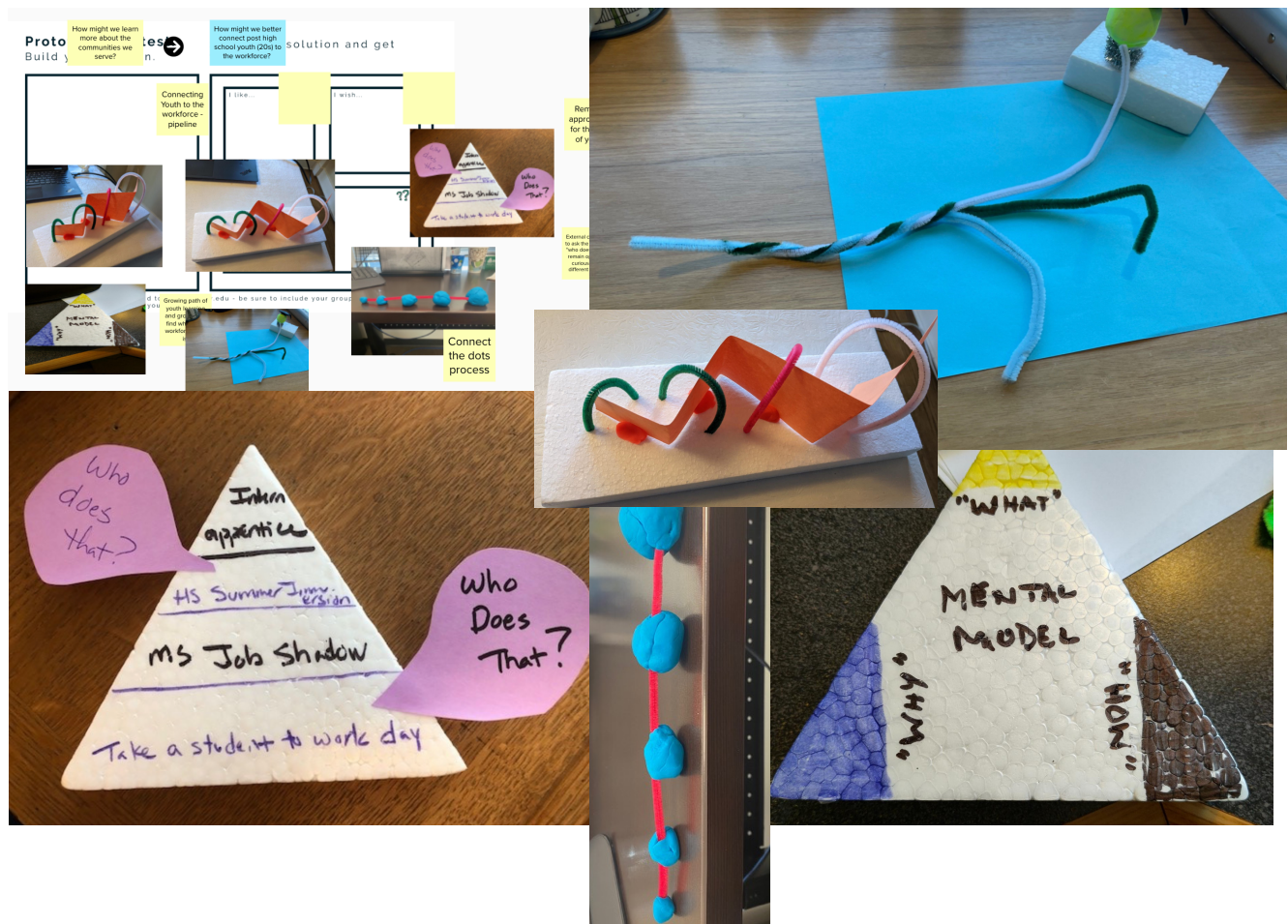
Group 3
Facilitator: Lan Allison

Design Challenge:
How might we better connect post high school youth (20s) to the workforce?

PROTOTYPES

- Grow a path for youth to **find what their workforce path looks like**
- Launch an external campaign to ask the question "who does that?" to **remain open and curious** about different careers
- Showcase **age appropriate work experiences** for youth

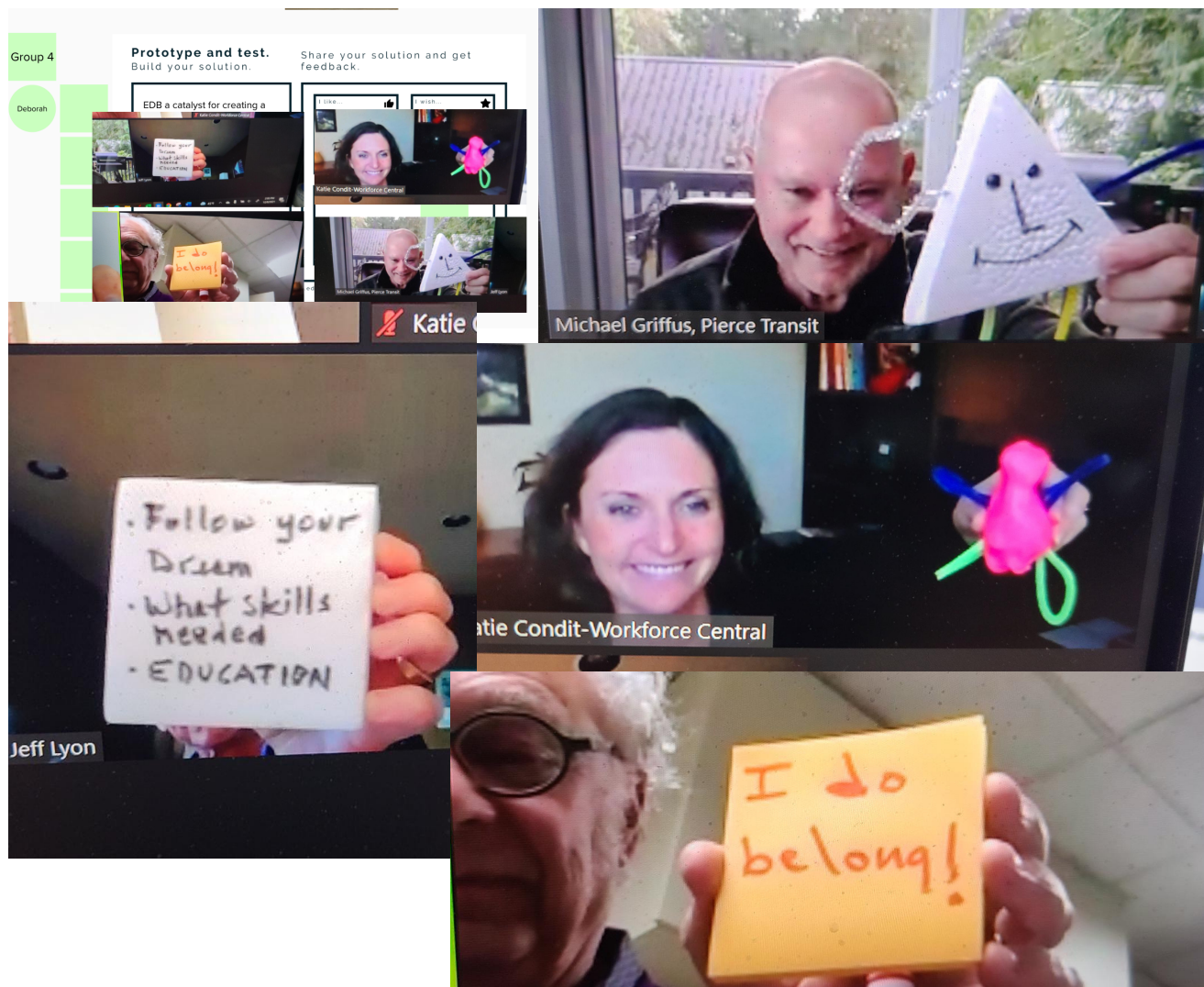**Pic 25: Group 3's prototypes and prototyping board on Mural.**

Group 4
Facilitator: Deborah Kelly

Design Challenge:
How might we elevate a more diverse workforce/talent pipeline to support businesses coming out of the pandemic?

PROTOTYPES
- Use EDB as a **catalyst** for creating a model for a talent **pipeline** for diverse businesses, educational opportunities, and resources
- Create an environment of **belonging** for all workers

Pic 26: Group 4's prototypes and prototyping board on Mural.

GROUP 5 | PROTOTYPES

Group 5

Facilitator: Sarah Bonds

Design Challenge:

How might we elevate a more diverse workforce/talent pipeline to support businesses coming out of the pandemic?

PROTOTYPES

- List **smaller employers** on the EDB website
- Host a **common platform** for showcasing people who are qualified for the workforce
- Create **internal pipeline**
- Identify a structure to help **grow individuals**
- Foster **talent management**
- Locate **sites** that people are using to search for jobs

Pic 27: Group 5's prototypes and prototyping board on Mural.
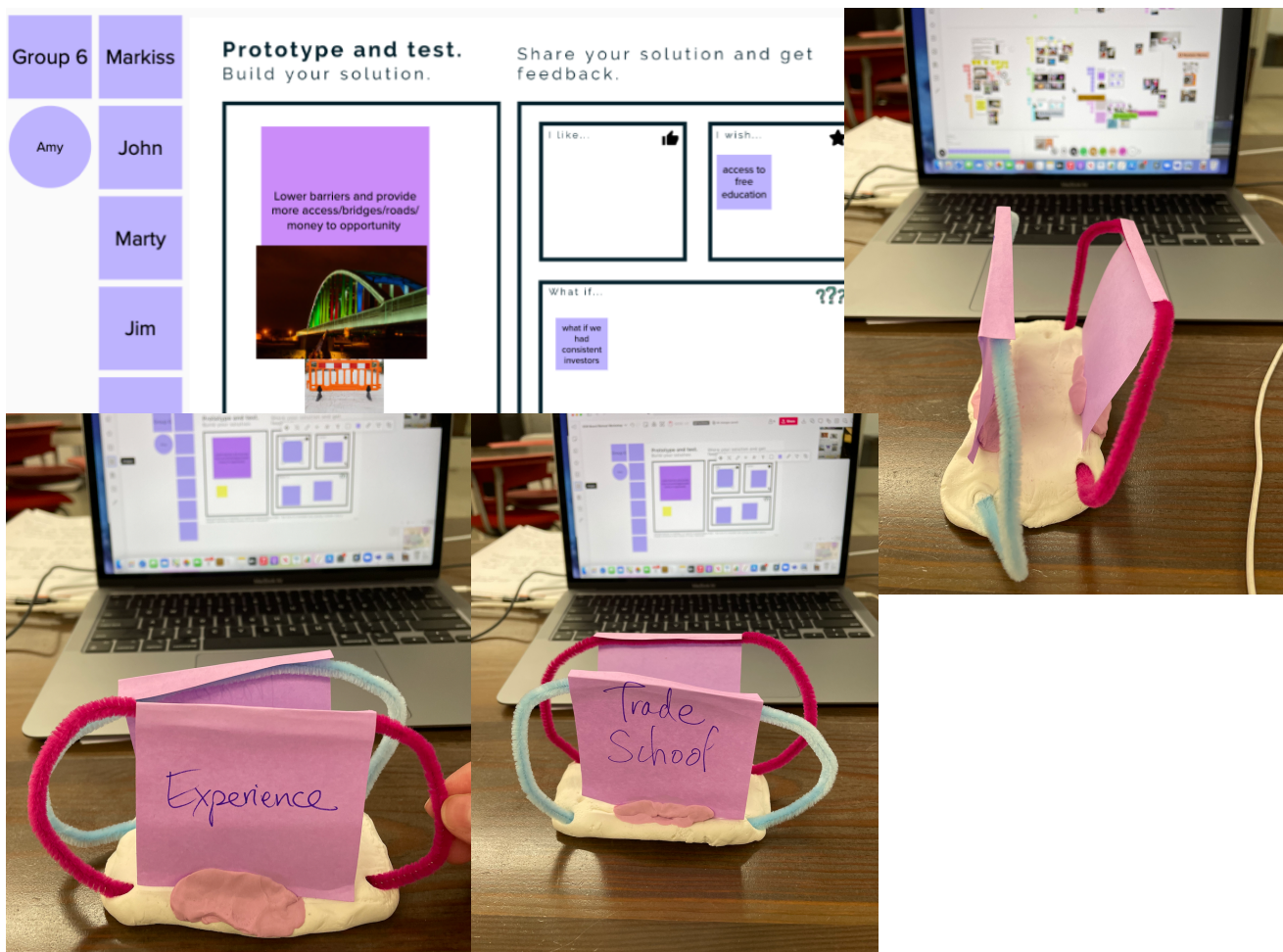
GROUP 6 | PROTOTYPES

Group 6

Facilitator: Amy Newcomb

Design Challenge:

How might we elevate a more diverse workforce/talent pipeline to support businesses coming out of the pandemic?

PROTOTYPES

- Lower barriers and provide more **access/bridges/roads/money** to opportunity
- Identify **consistent** investors
- Open up access to **free education**

Pic 28: Group 6's prototypes and prototyping board on Mural.

Group 7
Facilitator: Autumn Diaz

Design Challenge 1:
How might we elevate a more diverse workforce/talent pipeline to support businesses coming out of the pandemic?

Design Challenge 2:
How might we learn more about the communities we serve?

PROTOTYPES
Utilize **existing task force:** Pierce County Community Engagement Task Force (part of WorkForce Central)

PROTOTYPES
- **Connect** social service providers, nonprofits, and businesses
- Bridge EDB to **BIPOC businesses**

Pic 29: Group 7's prototypes and prototyping board on Mural.

FINAL PROTOTYPES SNAPSHOT

FINAL PROTOTYPES

Group 1:
- Build a **mentorship and positive role model** with someone who looks like you
- Create **education/talent pipelines** or pathways through apprenticeship, research, scholarships, trade, etc.
- Train **workforce** for a **career**, not the job at hand
- Make **outreach, diversity, inclusion** a part of everyone's job and include it in job the description with dedicated FTE

Group 2:
- Utilize the EDB as a **bridge** to connect **highly diverse communities** to businesses seeking a diverse workforce
- Create a place where **business** and **community** can come together **"hand-in-hand"**

Group 3:
- Grow a path for youth to **find what their workforce path looks like**
- Launch an external campaign to ask the question "who does that?" to **remain open and curious** about different careers
- Showcase **age appropriate work experiences** for youth

Group 4:
- Use EDB as a **catalyst** for creating a model for a talent **pipeline** for diverse businesses, educational opportunities, and resources
- Create an environment of **belonging** for all workers

Group 5:
- List **smaller employers** on the EDB website
- Host a **common platform** for showcasing people who are qualified for the workforce
- Create an **internal pipeline**
- Identify a structure to help **grow individuals**
- Foster **talent management**
- Locate **sites** that people are using to search for jobs

Group 6:
- Lower barriers and provide more **access/bridges/roads/money** to opportunity
- Identify **consistent** investors
- Open up access to **free education**

Group 7:
- **Connect** social service providers, nonprofits, and businesses
- Utilize **existing task force:** Pierce County Community Engagement Task Force (part of WorkForce Central)
- Bridge EDB to **BIPOC businesses**

SUMMARY

Prototyping sessions are fast-paced and intense, and this session was no exception! Each team worked with its design kits to bring ideas into the physical world. During the share out session it was clear that there were several overarching themes. Overall, **23 prototypes** were created and shared, giving the EDB several viable opportunities to pursue moving forward. EDB Board Chair Herb Simon closed out the Board Mini Retreat by thanking participants for their energy and enthusiasm, noting that their ideas and discussion at the workshop will help build a better Pierce County. Divya McMillin described the next steps for the GID Lab team: to organize the prototypes into affinities and collate the entire process in a final report.
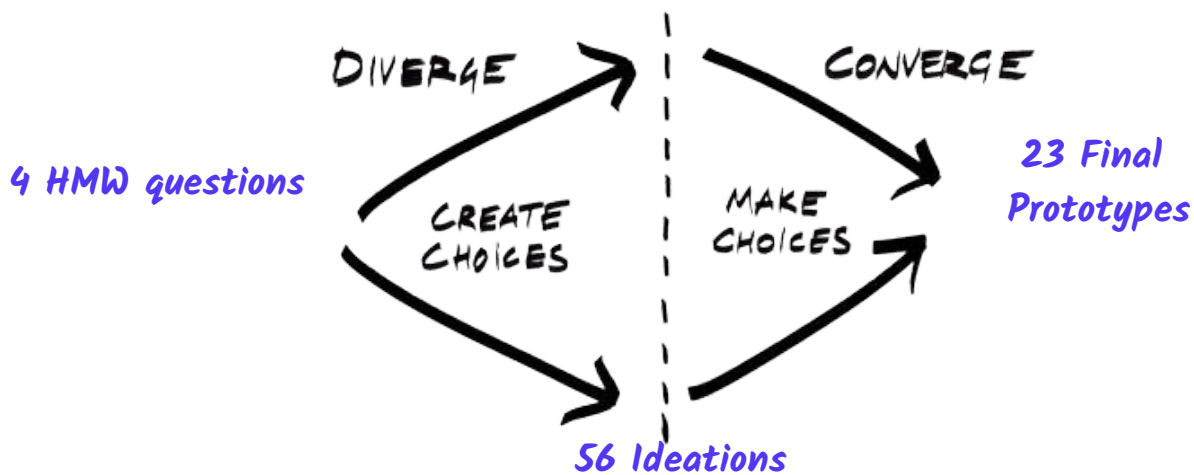
Pic 30: Design process showing divergence and convergence at the Board Mini Retreat.

Participant Feedback

Feedback for the Board Mini Retreat was very positive with participants enjoying the small group interactions and activities. In terms of improvement, many voiced preference for in-person gatherings acknowledging that the COVID-19 pandemic did not make that possible this year. Another common point of feedback was the need for more time for discussion and prototyping. However, design thinking sessions are necessarily short and fast-paced, to compel participants from ideas to action. Here are some comments:

- *"I thought it was a great discussion and interesting activities. I look forward to actionable items derived from it."*
- *"It was a great opportunity to get out of your comfort zone and really get to know a few of the other members."*
- *"I really thought the retreat was excellent! I enjoyed the presentation and facilitation from UWT."*
- *"Everyone did a terrific job and great energy and good direction for EDB."*

POSTSCRIPT: AFFINITY MAPPING

The GID Lab team collated the prototypes and conducted affinity mapping, an exercise that allows quick organization of ideas to reveal patterns. When teams sort items based on perceived similarity, they are able to define commonalities that are inherent, but not necessarily obvious. Affinity mapping is a great tool for re-imagining old ideas or ideating new ones. The following themes emerged:
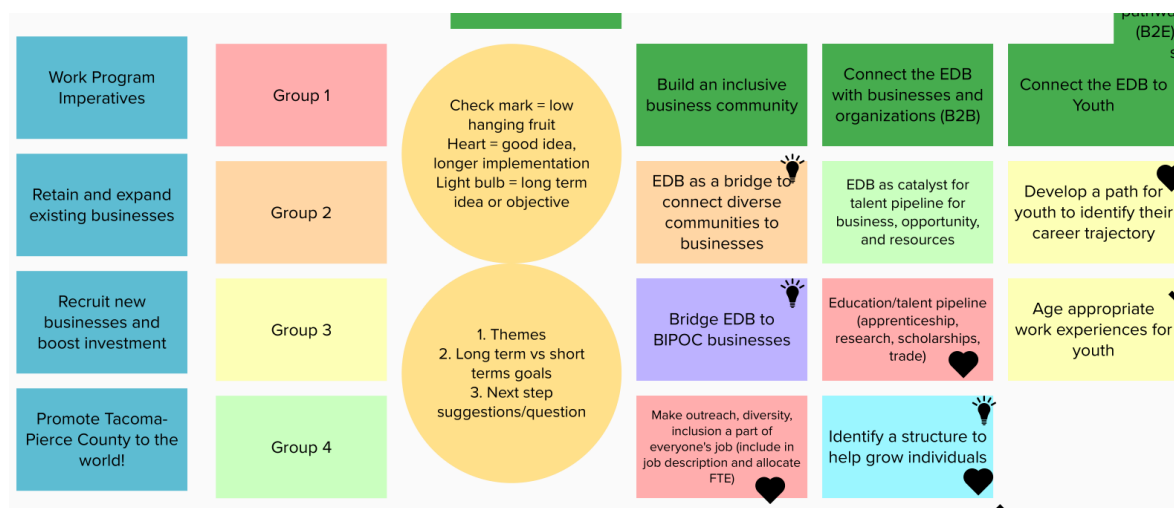
1. Build an inclusive business community
2. Connect the EDB specifically to job seekers such as youth and working adults; and
3. Connect the EDB to businesses and organizations

The first theme was overarching and included a focus on supporting BIPOC businesses and creating a sense of belonging for all. The other themes centered around connecting with different groups or users (i.e., businesses, youth, working adults).

Additionally, the GID Lab team analyzed feasibility of implementation and organized prototypes along the following:

- Easy implementation effort (low hanging fruit)
- Mid-level implementation effort
- Long-term challenge

The GID Lab team recommends a debrief session to prioritize prototypes and make decisions based on ease of implementation, as depicted on the next page.

Pic 31: Mural affinity mapping

PROTOTYPES ACCORDING TO FEASIBILITY OF IMPLEMENTATION

EASY IMPLEMENTATION

Theme 1: Build an inclusive business community

- Utilize **existing task force**: Pierce County Community Engagement Task Force (part of WorkForce Central)
- Identify **consistent** investors

Theme 2: Connect the EDB to job seekers

- Showcase age appropriate **work experiences** for youth
- Locate **sites** that people are using to search for jobs
- Launch an external campaign to ask the question **"who does that?"** to remain open and curious about different careers

Theme 3: Connect the EDB to businesses

- Use EDB as a catalyst for creating a model for a **talent pipeline** for diverse businesses, educational opportunities, and resources
- **Connect** social service providers, nonprofits, and businesses
- List **smaller employers** on the EDB website

MID-LEVEL IMPLEMENTATION

Theme 1: Build an inclusive business community

- Make **outreach, diversity, inclusion** a part of everyone's job and include it in job the description with dedicated FTE

Theme 2: Connect the EDB to job seekers

- Grow a path for youth to find what their **workforce path** looks like

MID-LEVEL IMPLEMENTATION CONTD.

Theme 2: Connect the EDB to job seekers contd.

- Foster **talent management**
- Host a **common platform** for showcasing people who are qualified for the workforce
- Build a **mentorship** and positive role model with someone who looks like you
- Train **workforce** for a **career**, not the job at hand

Theme 3: Connect the EDB to businesses

- Create a place where **business** and **community** can come together **"hand-in-hand"**
- Identify a structure to help **grow** individuals
- Create **education/talent pipelines** or pathways through apprenticeship, research, scholarships, trade, etc.

LONG-TERM IMPLEMENTATION

Theme 1: Build an inclusive business community

- Utilize the EDB as a **bridge** to connect **highly diverse communities** to businesses seeking a diverse workforce
- Bridge EDB to **BIPOC businesses**
- Create an environment of **belonging** for all workers
- Open up access to **free education**
- Lower barriers and provide more **access/bridges/roads/money** to opportunity

Theme 2: Connect the EDB to job seekers

- Create an **internal pipeline**

DESIGNING FORWARD

As we near the end of a second-year grappling with the COVID-19 pandemic, a recent U.S. Chamber of Commerce poll finds that small business owners are increasingly optimistic despite uncertainty and economic hardship. The desperate need for new solutions has re-ignited an interest in design thinking to solve through the financial crisis and, most pressingly, through the crisis of messaging in the public health sector. A September 2021 McKinsey article puts it bluntly, "This time it's personal", urging businesses struggling through the pandemic to put the human experience first. It rightly argues for design thinking that brings data and people to the center to remind us of value, as we co-design sustainable solutions *everyone* is invested in. No surprise then, that design thinking is a core methodology of the US Chamber of Commerce and even the Economic Development Board of Singapore.

The Economic Development Board (EDB) of Tacoma-Pierce County's goal to assess whether the imperatives in its 2021-25 Work Program are responsive to the needs of the recovering economy and to our most vulnerable businesses, demanded a human centered design approach. The focus on the EDB investor and community partner experience, contextualization within the interrelated challenges of COVID-19 and systemic racism set the stage for inspiring and rightly scaled prototypes. The 23 prototypes across the seven teams reflected common themes of community, connection, and belonging.

We thank Bruce Kendall for inviting the UW Tacoma GID Lab to partner in this project. We especially thank Herb Simon and Brian Marlow for their vision and investment in the process. We are deeply grateful to Sarah Bonds for her expert coordination and support. We thank Sarah, Maddie Merton, and Deborah Kelly for stepping up as facilitators and for helping us guide 50+ participants through the stages of ideation and prototyping. The Board Mini Retreat was a high energy, high impact workshop and we thank participants for their enthusiasm, empathy, and desire to make Tacoma-Pierce County a better community for all.

We remain ready to support the EDB's inspiring work forward!

Sincerely,

Professor Divya McMillin, PhD
Associate Vice Chancellor for
Innovation and Global Engagement

UNIVERSITY OF WASHINGTON TACOMA
globalid@uw.edu

MEET OUR DESIGN TEAM!

DR. DIVYA MCMILLIN
PROFESSOR AND ASSOCIATE
VICE CHANCELLOR

KRISSY KIMURA
ASSISTANT DIRECTOR

LAN ALLISON
PROGRAM
SPECIALIST

Dr. Divya McMillin (Ph.D. 1998, Indiana University Bloomington) is Professor of Global Media Studies and Dean of the School of Interdisciplinary Arts and Sciences, and Associate Vice Chancellor for Innovation and Global Engagement. McMillin's innovations in program design have led to the creation of the Global Innovation and Design Lab, the Global Honors Program, the Institute for Innovation and Global Engagement, and the Communication major. She has published three critically acclaimed books: International Media Studies (Blackwell 2007), Mediated Identities: Youth, Agency, and Globalization (Peter Lang, 2009), and Place, Power, Media (Peter Lang, 2018). Her publications on media audiences and participatory design are published in top-tiered journals and anthologies, meriting her Top Paper Awards from the International Communication Association. McMillin is the recipient of the UW Distinguished Research Award (2012), Distinguished Teaching Award (2017), and Community Engagement Legacy Award (2021). She is a global consultant for Cartus.

Krissy Kimura (M.A. 2013, Duquesne University, she/her) is the Assistant Director for the Institute for Innovation and Global Engagement. She brings an extensive background in project management, user centered design, and community development with experience working in low resource environments. Previously based in Washington, DC, Krissy was a contractor for the federal government where she worked as a Senior User Experience Designer. Prior to that she worked in international public health for several years, including on two USAID-funded implementation science projects aimed at improving policy and program implementation and as a Health Education Peace Corps Volunteer in Tanzania.

Lan Allison (B.A. 2020, University of Washington Tacoma, she/her) is the Global Innovation and Design Lab Administrative Specialist. She was one of the first GID Awardees for two consecutive quarters when the Lab first launched back in 2019. Lan has also worked as a Project Manager for United Way of Pierce County leading the Resilient Pierce County team in creating equitable solutions to reimagine health and human services for communities in Tacoma. She is currently working on obtaining her Master's in Human-Centered Design and Engineering at the UW Seattle campus and will graduate in the summer of 2022.

Appendix I: EDB Core Design Team

Bruce Kendall
President & CEO
Economic Development
Board

Herb Simon
Board Chair
Economic Development
Board

Brian Marlow
*Incoming Board Chair and
National Head of Investment
and Fiduciary Management*
KeyBank

Sarah Bonds
*Vice President, Business
Recruitment*
Economic Development Board

Maddie Merton
*Vice President, Business
Retention and Expansion*
Economic Development Board

Deborah Kelly
Director of Operations
Economic Development Board

Jackie Flowers
Director
Tacoma Public Utilities

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Appendix II: Survey Questions

1. What best describes your association with the EDB?
   a. EDB Board Member and Investor
   b. EDB Investor
   c. Potential EDB Investor
   d. Friend of the EDB
2. What sector of the economy do you represent?
   a. Private sector
   b. Government
   c. Education
   d. Non-profit
3. In the past 18 months, what top three challenges to growth have you experienced in your organization?
4. In the past 18 months, what unique challenges have you experienced in promoting an equitable and inclusive workplace?
5. The EDB's **Motto** is *Compete every day forever!* What innovation in your organization are you most proud of, in the past 18 months, that allowed you to create or sustain your competitive edge?
6. What are you most looking forward to in the next six months?
7. Do you have any other comments to share?
8. What is your name? (Optional)
9. What is the name of your organization? (Optional)
10. Do you wish to keep your responses confidential?
    a. Yes
    b. No

Appendix III: Focus Group/Interview Questions

1. Please introduce yourself and your organization.
2. What is your experience of the EDB's outreach to investors?
3. What specific thoughts or ideas do you have for the EDB to execute its mission of local, national, and global business investment and job creation?
   a. What are the barriers?
4. We have just reviewed the strategic imperatives of the 2021-25 Work Program. What might you say is missing? How might these be made more responsive/effective in the new commitment to equity and inclusion? To workplace safety?
   a. What might be barriers or concerns?
5. What is your experience of the EDB's response to COVID-19?
   a. What opportunities do you see for the EDB to emerge from the pandemic stronger than ever?
6. Is there anything from your own organization you would like to share? A specific example of a challenge uniquely posed by the pandemic, by an inequitable process? How do you work through that?
7. Is there anything else you would like to add that we have not yet covered?

EXAMPLES OF OUR WORK

Designing Solutions to Affordable Housing
United Way of Pierce County (Fall 2019)
Generated solutions through a design workshop for the 2019 From Poverty to Possibilities Summit.

Global Leadership and Engagement
*Pacific Lutheran University Act Six Scholars (*Fall 2019)
Equipped students with a toolkit of design thinking strategies for addressing their own barriers through leadership.

Strong Youth as a Business Model
Zenith West Gymnastics Academy (Winter 2020)
Identified and crafted avenues for Zenith West's growth in the Pierce County region.

Shared Futures
Institute for Global Engagement (Winter 2020)
Design thinking workshop to imagine and create pathways to career through campus-community collaborations.

Future of Mobility
Titus-Will (Winter 2020)
Ideated for creative ways to adapt to the increase in the automation industry and the rise of electric vehicles.

Financial Wellness
UWT-Student Affairs and WSECU (Summer 2020)
Assisted in creating a prototype for a Financial Wellness Program centered around economic justice for students.

Trust in Public Institutions in the Pandemic
City of Tacoma (Summer 2020)
Executed design sprint to develop networks of trust within the City of Tacoma and its volunteers.

Resilient Communities through Human Centered Design
United Way of Pierce County/Resilient Pierce County (Summer/Fall 2020)
Conducted user research and design thinking workshops to address barriers to accessing health and human services during COVID-19.

Next Leaders Initiative
South Sound Together (Fall 2020)
Designed to increase the number of people who aspire to civic engagement in the South Sound.

Equitable Business Frameworks
Tacoma Pierce County Chamber of Commerce (Winter 2021)
Design Sprint for Board of Directors executive team and design thinking workshop for all-Board retreat on new strategic plan for new mission, "Making the South Sound the most equitable and inclusive place to do business in Washington State."

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