# Center of Excellence FY 23-24 Work Plan (Quarter 1)

# Center Name: Center of Excellence – Building Resilience: Safe-Secure-Ready

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| **Core Expectations** | **Activity #1****Strengthening and Supporting Community Connections, Diversity, and Resilience**  |
| [x]  Economic Development[x]  Sector Strategy[x]  Ed/Innovation/Efficiency[x]  Supply/Demand | **Activity #1. Provide Leadership and Guidance for Building Resilience and Diversity, Equity, Inclusion, and Access (DEIA)**Center, working with its Advisory Board, provides leadership, guidance and actions that aligns w/State Boards DEIA Vision – “Recovering and Eliminating Racism and Implicit Bias,“ and supports a the elements of a Resilient WA that includes: improving social connectedness, increasing integration and involvement in planning, response, and recovery in all sectors, ensuring effective risk communications to the population and especially at risk and underrepresented communities, building social and economic health, knowledge, networks, and communication to build a diverse and competitive workforce. The Board established working sub-committees made up of Board Members, faculty, staff, and students to collaborate on activities and work products. The Board’s Co-Chairs will lead the Board in the Brand renewal strategies. Subcommittee chair Amelia Phillips leads the committee’s discussion to develop outreach opportunities in reviewing current career pathway programs' curriculum reduces implicit bias and social equity issues. |
| **Funding Sources %** | **Purpose** | **Projected Outcomes, Work Products, Completion Date**  |
| COE-Resilience – 100% | * Community resilience is the ability to prepare, adapt, withstand and recovery from all hazards and the brand communicates effectively the need for an educated and trained workforce to help communities cope, strengthen support systems, respond effectively, bounce back for adversity and improve social connectedness especially with at-risk populations.
* Review deliver social equity/social justice courses and activities in collaboration with current faculty, staff, and students to identify and address EDI issues of racism within the all-hazard emergency management field to improve outcomes communities and vulnerable populations.
* Our programs lead with racial equity and recruit diverse individuals. To help incorporate change in the culture.   People want to see themselves reflected within education and organizational values.
* Current occupation (CHMURA) Workforce Data Pilot will be utilized to show demographic changes in all career pathway programs. This project will demonstrate the use and effectiveness of occupational, industry, and other data to the workforce education and training system.
 | 1. Brand renewal -Brands are designed to connect organizations to customers and represent the COEs mission, vision, and values. The co-chairs will facilitate discussion regarding a brand refresh and the current refresh option which is “Community Resilience: Safe-Secure-Ready.” The original name was selected in 2009 when the Center received funding from federal Homeland Security Department to help prepare a skilled workforce to help maintain our national security, assure effective responses to all hazard emergency events through education and training and build disaster resilience in our communities. More than 14 years have passed and our brand needs a refresh.
2. Amelia Phillips, sub-committee lead, will identify committee members from the Board and other interested volunteers to serve on this committee which will communicate with constituencies regarding COE position on DEIA to our pathway programs and will host discussion 4 forums w/program faculty, students, and staff to improve effort/activities continually.
3. Committee will identify group/organizations and associations on our SBCTC campuses that are providing diversity and equity outreach to women in EM, Black Public Officials, and CTC VP/leads in DEIA for our state’s colleges and assess how the Center can work with them most effective by fall quarter 2023.
4. Julie Jefferson, will lead the activity to develop actions that help expand current and future workforce supply of Native educators and tribal educators and tribal members to obtain certifications/degrees in Public Safety and Health, Security, and Risk/EM Careers pathways and collaborate w/ DRB Women in Business Continuity Management: key themes for discussion include professional development, growth in women careers, skills or functional limitations, innovation and growth kills. Outreach will be ongoing.
5. Continue outreach to underrepresented communities and partner with an organizations such as: Aspiring Emergency Managers Online (AEMO), Black Emergency Managers Association, Institute for Diversity and Inclusion, and Coalition on Inclusive Emergency Planning (CEIP) to provide information on HSEM career pathways and educational opportunities and identify capacity, skills gaps, trends, and best practices gaps needed within the community resiliency pathways that require development of curriculum and certification. Quarterly activities will be identified.
6. Workforce Data Pilot will identify, extract, format, and deliver workforce, & related data, asking the Chumura Jobs EQ RTI platform. Centers participating in the Phase II Pilot and will engage in data collection, work w/RTI Jobs posting tool, and develop a community of practice and information dissemination process. Completion spring 2023 of this project and ongoing CHMURA data will continue throughout the year with colleges and pathway programs.
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| **Report and Analysis on Actual Outcomes and Products** |
| **Quarter 1** | 1. The Center discussed more details in rebranding with Advisory Board co-chairs. Will be receiving feedback at Nov. 1 Advisory Board Meeting for more possible names or comments.
2. Discussion for identifying more people to serve on DEIA subcommittee is planned and will be lead by Amelia Phillips on the Nov. 1 Advisory Board Meeting.
3. The subcommittee is continuing to identify groups/organizations and associations on our SBCTC campuses that are providing diversity and equity outreach.
4. Discussion for continued outreach will proceed at the November 1 Advisory Board Meeting with Julie Jefferson as the lead to discuss actions that will help expand opportunities to obtain certifications/degrees for tribal members and educators.
5. The Center continues to outreach to underrepresented communities by partnering with organizations and other Centers for our summits/events to provide information on HSEM career pathways and educational opportunities. During these events, the goals are to identify capacity, skill gaps, trends, and best practice gaps. The Center has been involved with weekly meetings for the Securing the Supply Chain Summit workgroup. (Meetings are currently being spaced out on a monthly basis instead with a pause in Nov. and Dec.)
6. Workforce data has been continually retrieved using the CHMURA JobsEQ tool. Trends data has been extracted and provided to various entities including, Fire Departments, the State Fire Marshall’s office, Pierce College Deans, Directors, etc. CHMURA data retrieval will be an ongoing process.
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| **Quarter 2** |  |
| **Quarter 3** |   |
| **Quarter 4** |  |
| **Analysis Quarter #1** | The Center received a full-time permanent program manager and a part-time permanent project specialist in August 2023 to support rebranding, identifying opportunities for outreach, and providing workforce trends/data. Due to the cyber security incident that happened to Pierce College from July 24, 2023 – Sept. 2023, email accounts and computers were inaccessible. All Center staff have been in the process of recovering as much information as they can prior to the incident. |
| **Analysis Quarter #2** |  |
| **Analysis Quarter #3** |  |
| **Analysis Quarter #4** |  |
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| **Core Expectations** | **Activity #2****Public and Private Partnerships**  |
| [x]  Economic Development[x]  Sector Strategy[x]  Ed/Innovation/Efficiency[x]  Supply/Demand | **Activity #2: Pathways to Partnerships: Statewide collaboration among COEs, pathway programs and public/private partnerships. Collaboration Among Centers, Pathway Programs, and Public/Private Partnerships.**The Center directors and staff will continue to hold joints summits, conferences, and training workshops that support the interdisciplinary of the Centers work done across the state in business, communication, safety and health care, social and behavioral sciences, public services and natural sciences and natural resources including climate change. Education/training will address the challenges of education adapting and addressing the changing dynamics from the pandemic, creating changing workforce needs and expectations. Develop curriculum/courses that could be implemented within the all hazard EM Degree Programs. Possible outcomes: educate up to 45 professionals per session and develop best practices/curriculum and training models.   |
| **Funding Sources %** | **Purpose** | **Projected Outcomes, Work Products, Completion Date** **Areas of collaboration:** |
| All COEs will split the funding sources evenly.  | Collaborate with Industry and Education in multiple sectors to develop and deliver information and training opportunities that will:* Build continuity and resiliency to address impacts of climate change on the health, resources, economics, and state’s communities.
* Recruit underrepresented groups to enter the all-hazard emergency management pathway programs.
* Provide opportunities for attendees to work together for community benefit.
* Allow the stakeholders to bring their concerns and ideas for possible solutions.
* Identify challenges, Issues, and Impacts from Industry experts.
* Evolving professions-trends are the major resilience issue including global trends, high impact events, climate risks that are emerging and will impact all of the CTC pathway programs across all industries/sectors: cyberattacks, natural disasters, and economic uncertainly.

  | 1. Working with all 12 COEs the marketing and outreach committee will develop a shared strategy for the year to information communities statewide about the COEs services.
2. Energy Innovation and Clean-Bio Energy: energy storage technologies such as batteries, hydroelectric storage, electrification of the grid, infrastructure, new technologies and business opportunities and fusion and other clean energy opportunities. Hosting would be at Moses Lake early fall or spring 2024. AWB would be a partner in a number of collaborations.
3. Pharma “Are We Ready” proposed Supply Chain conference will be in fall 2023. Work group is established. Participant’s 200 – 300 faculty, industry, students. Purpose Statement:
* Purpose: bring together stakeholders to discuss strategies and pathways to address emergency situations where access to medications, drug supplies, and healthcare is impacted due to a natural or man-made disaster situation; establish a way to maintain the supply chain integrity for healthcare access, especially to patients living in rural parts of WA where an emergency situation may impact them further and share ideas/resources during Summit to help establish and connect pharmacies to community resources to set up an emergency plan to maintain drug supply chain integrity.

Goals: * Establish current resources for addressing drug supply chain issues
* Discuss how the supply chain may be compromised due to a natural or man-made disaster
* Have conversations between community partners and pharmacy groups
* Help pharmacies establish a plan or update their current plan(s) to address a compromise in the drug supply chain manufacturers
1. COEs discuss w/programs and identify possible new/emerging professions that will be needed. Outcome of ID new programs or curriculum gaps and needs. Ongoing.
2. COEs will discuss Future of Work: AI as a future centerpiece. Of all of the technologies available to enterprises that help automate key workforce processes COEs and SBCTC/colleges needs to optimize the way we get work done and how we think about the “talent pool” with 35-45% of that talent pool are non-employees. Total talent intelligence is a gateway to understanding the totality of the future workforce and what skills, knowledge and abilities will be critical. 2024 timeline.
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| **Report and Analysis on Actual Outcomes and Products** |
| **Quarter 1** | 1. Marketing and Outreach committee have had ongoing meetings to continue the discussion about shared strategies for COE services.
2. Clean Energy Supply Chain Summit will be postponed until fall 2024 (possibly in October 2024). Weekly Supply Chain Summit workgroup meetings have been spaced out to be monthly meetings instead (with a pause in Nov. and Dec.).
3. The Pharmacy Supply Chain Preparedness Summit was on October 10, 2023 at Highline College in Des Moines, WA. Approximately 25 people attended virtually and 25 attended in person. Planning for the next summit is spaced out and on pause until January 2024(per item #2 above).
4. COE has continuing discussions about program statuses and possible professions needed through monthly check ins and quarterly advisory board meetings.
5. The Center is researching the impact that AI will have on workforce pathway programs.
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| **Quarter 2** |  |
| **Quarter 3** |  |
| **Quarter 4** |  |
| **Analysis Quarter #1** | Due to the recovery process from Pierce College’s cyber security incident, much of these processes have been paused and/or extended while staff have been regaining email/computer access.  |
| **Analysis Quarter #2** |  |
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| **Core Expectations** | **Activity #3 -** **Understanding Public Private Partnerships in Building Community Resilience**  |
| [ ]  Economic Development[x]  Sector Strategy[x]  Ed/Innovation/Efficiency[x]  Supply/Demand | **Activity #3: Understanding Public Private Partnerships in Building Community Resilience**Develop a systematic based on four central components applied as a continuous improvement model: 1. Creating shared understanding of community adversity; 2) assessing system readiness; 3) Developing cross-sector partnerships; and 4) engaging communities in a collaborative response cycle of Plan-Do-Check-Act (PDCA).

Coordinated, standardized, and accessible All-Hazards Emergency Management workforce education programs are critical to the state’s preparedness and economic resilience. Center will facilitate and support the design and development of a “vertical track” of seamless, coordinated, and standardized training programs for K-12 and Post-secondary education.  There are over 1.2 million students in K-12, and currently, no K-12 programs are addressing community resilience education.  The Center will continue to work with Skills Centers to incorporate the all hazard/resilience curriculums into current public safety and security-focused programs. |
| **Funding Sources %** | **Purpose** | **Projected Outcomes and Products** |
| COE Resilience - 100% | * The Center, in consultation with other degree programs, will develop options for Certificates and a concentration topic for a degree program (e.g., OSH, Fire Command, EMT/EMS, etc.). Goad: synchronize, customize, and standardize training to reach industry professionals and students quickly, efficiently, and cost-effectively.
* Implement a “vertical track” career pathway in Community Resilience at all educational attainment levels. Will share model curriculum information, evaluate need/demand, skills gap information, and identify opportunities for specialized curriculum and certifications.
* Communicate data/information to CTE educators to keep them abreast of new career cluster opportunities and best practices curriculum to help establish a K-12 pathway.
* [Washington Resilience Group | Office of Financial Management](https://ofm.wa.gov/about/special-initiatives/washington-resilience-group) October 2020, WA Resilience Group (originally called WRG) played a help in setting priorities that strengthen the resiliency of WA state as it emerged from COVID. The Group worked together to plan and implement actions that supported an equitable and just recovery, strong communities and a robust economy. Work included efforts: examine how the state did business to increase the resilience of our communities, health system, and economy. WRG worked collaboratively with state government/community partners to develop recommendations to improve service delivery and the customer experience.
* [Resilient Washington State—A Framework for Minimizing Loss and Improving Statewide Recovery after an Earthquake; Final Report and Recommendations (2012)](https://www.dnr.wa.gov/Publications/ger_ic114_resilient_washington_state.pdf) 2012 WA State Emergency Management Council and the Seismic Safety Committee published a report &recommendations for recovery after an earthquake. The report provided a plan for improving our state’s resilience which included life safety and human health, property protection, economic security, environmental quality, and community and continuity. Products: assessment of recovery capacity of major systems and infrastructure, timeframe for each component to recover and 10 specific recommendations for improving statewide resilience.
 | * Board sub-committee will complete review of current data and assess capabilities and gaps in first quarter.
* Recommend actions for identifying cultural types, skills needed/required, and strategies aligned culture and best practices.
* Possible current career options and opportunities that are available are:
* Mission Critical Operators - businesses that rely on continual operation defined as mission critical.
* International Crisis Communication –Lorraine Churchill table tops for youth; managing the message communication
* Disaster/Mental Health Intervention Certificate
* Risk and Emergency Management in Private Sector
* Climate Change curriculum –integrate change into courses across the disciplines: resources prepare for the cognitive, political and emotional complexities of teach climate change
* Tribal Partners- Julie Jefferson–lead
* State Board Climate Change
* CHUMRA data available and reports have been completed and will be updated for colleges and partners.
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| **Report and Analysis on Actual Outcomes and Products** |
| **Quarter 1** | * 1. Subcommittee with Fire, OSH & EM have completed their review. No recommendations have been made.
	2. Reports have been produced for partners and colleges with CJ, OSH, Fire, and EM
	3. New Fire Service surveys were completed and data was provided to colleges, OFM, Gov’s office and other state agencies.
	4. Reviewed list of opportunities and options that are available but will need to add in resources to follow up.
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| **Quarter 2** |  |
| **Quarter 3** |   |
| **Quarter 4** |  |
| **Analysis Quarter #1** | As previously stated, the Center received a full-time permanent program manager and a part-time permanent project specialist in August 2023 to review the list of opportunities and options in order to produce workforce trends/data. Due to the cyber security incident that happened to Pierce College from July 24, 2023 – Sept. 2023, email accounts and computers were inaccessible. All Center staff have been in the process of recovering as much information as they can prior to the incident, but are improving on the recovery process. |
| **Analysis Quarter #2** |  |
| **Analysis Quarter #3** |  |
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| **Core Expectations** | **Activity #4****Work Experience Marketplace**  |
| [x]  Economic Development[x]  Sector Strategy[x]  Ed/Innovation/Efficiency[x]  Supply/Demand | **Activity #4: Work Experience Marketplace – Mentorship, Coaching, and Job Shadowing Opportunities**Working with Sub-Committee, chair William Westmorland, will connect partners experiential learning opportunities, e.g. internships and mentorships, for students in the safety, security, and preparedness SBCTC programs to connect employers/students directly reducing barriers to participation in the market place. Continue to support several activities related to Career Connect and help K-12 students, parents, and high school and college staff/faculty to navigate the dual credit, career and technical education (CTE) pathway. |
| **Funding Sources %** | **Purpose** | **Projected Outcomes, Work Products, Completion Date**  |
| COE-Resilience – 100% | Career Pathways are expanding, and the needs of employers, students and educators are changing. COE will help identify and develop enhanced/expanded opportunities to provide students, faculty, and staff with training and experiential learning opportunities, internships, apprenticeships, volunteering, coaching, and mentoring. COE must collaborate and coordinate with the marketplace (public/private) and directly involve them in offering stable and ongoing work experience opportunities paid and unpaid.  Employers have an increased demand for Risk/Resilient professionals (6-8% growth predicted).  Current experiential learning programs are underdeveloped and unable to provide all that students need. Need to relaunch the internship and experiential learning program through a collaboration with “the marketplace” (both public and private) by developing a stable registry of experiential learning opportunities. We will identify different types of experiential learning, student and employer benefits, address access and equity, how we define the Center’s value proposition and how to engage employers.  We will develop a process model that the Centers career pathway programs will utilize for their experiential learning courses and develop a guide for employer engagement.   | 1. COE/Pierce College partners will continue working on the Pierce County Careers Connections (PC3) project and offer other SBCTC system colleges the template and support to replicate similar website capabilities. Identify funding resources to add 2 additional districts that indicate interest.
2. Continue to engage employers/colleges to provide career/skills advancement for employees. Quarterly.
3. Provide opportunities/incentives to employers to provide career/skills advancement for employees. Quarterly
4. Education/training workshops and seminars will provide skills development learning opportunities for participants to mentor and coach students. Job shadowing opportunities will be included in outcome. 1 per quarter.
5. Identify apprenticeship/inter-internships that support disciplines and develop a registry. Will be reported quarterly with a goal of 10 work experience opportunities quarterly and establish registry.
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| **Report and Analysis on Actual Outcomes and Products** |
| **Quarter 1** | * 1. COE has still been partnering with Pierce College to provide updates and design adjustments to the Pierce County Career Connections (PC3) website. Will have to still identify funding resources to add 2 additional districts to indicate interest.
	2. Discussions with employers/colleges to provide employees with career/skills advancements are still ongoing through check ins and Advisory Board Meetings.
	3. COE is still continuing to provide opportunities/incentives to employers to provide career/skills advancements. Summits/events are in the process of being planned to help provide opportunities.
	4. As previously stated, summits/events are currently planned and being put on throughout the year as ways to provide learning opportunities/training/education to help network participants in workforce with students for mentoring.
	5. Apprenticeship/internships that support disciplines are being slowly identified, but a registry still needs work on being fully developed. COE is currently able to identify 2-3 work experience opportunities quarterly to publish to coehsem website.
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| **Quarter 2** |  |
| **Quarter 3** |   |
| **Quarter 4** |  |
| **Analysis Quarter #1** | As stated again, due to the recovery process from Pierce College’s cyber security incident, much of these process times have been paused and/or extended while staff have been regaining email/computer access. |
| **Analysis Quarter #2** |  |
| **Analysis Quarter #3** |  |
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| **Core Expectations** | **Activity #5** **CTE Cluster Education Attainment** |
| [x]  Economic Development[x]  Sector Strategy[x]  Ed/Innovation/Efficiency[x]  Supply/Demand | **CTE Cluster: Law, Public Safety, Corrections and Security Educational Attainment**The state currently supports over 86,000 employees in the CTE Cluster of law, public safety, corrections, and security.  There is a growing demand in this cluster for security and protective service professionals, law enforcement, firefighters, and emergency medical technicians. Governmental and public service organizations employ about 40% of the workforce, with 60% employment in the private sector. Careers are also in the recreational industries, mental and health care, private risk management, supply change, and cybersecurity, insurance carriers, and general merchandise stores/warehouse enterprises. Center continues its collaboration with SBCTC liaisons to implement a number of workforce education legislative provisos and other initiates addressing law enforcement and public safety services. ESSB 5187 created the workforce education investment account with a state appropriation provided solely for the SBCTC to work with colleges and interested parties e.g. local law enforcement, WSP, to assess the recruitment and retention challenges for their agencies and develop recommendation to meet workforce needs. |
| **Funding Sources %** | **Purpose** | **Projected Outcomes and Products** |
| COE Resilience – 100% | * Centers involvement with CTE Cluster identifies barriers to meeting SBCTC EDI goals by building a diverse workforce.
* Expanding and supporting effective program partnerships to address relevant training/education.
* Identifies training capacity, skills gaps, best practices, and supporting HRB 1168 forest health workforce development.
* Supports and participates in the SBCTC SSEM Council’s which facilitates communication and collaboration amongst in order to provide leadership and professional development related to safety, security and emergency management which works to:
	+ facilitate communication and information sharing network;
	+ identifies best practices;
	+ works w/councils and commissions, local jurisdictions to enhance capabilities on campuses;
	+ provides students, faculty and staff information & training for preparedness.
 | 1. Center continues to work with SBCTC and partners on implementing ESSB 5187 which identified workforce recommendations focused on education and training programs and including outreach strategies designed to inform and attract students in non-traditional pathways. Report to Gov. 2024
2. Center continues to support the CJ Programs holding quarterly meetings to implement a core curriculum, standard course numbering, OER textbooks, and embed DEIA work in the curriculum and organize and support quarterly meetings of the CJ Work Group and support implementation of their work plans. Report quarterly.
3. Center working w/state’s Fire Marshall and Wildland Fire and Emergency Medical Services Programs, and associated groups established a joint working group and continues discussions/efforts to build program capacity and increase the pipeline of emergency medical and firefighters in the workforce. The Working Group of 59 Member and its co-chairs connect w/all of the SBCTC programs, design and complete survey, identify needs and gaps in curriculum, equipment, training, critical KSAs/learning outcomes, and faculty/staff capacity. Bi Monthly meetings.
4. Work with Fire and Emergency Medical and occupation Safety and Health programs to assess effectiveness of expansion of internships, apprenticeship programs for Fire and OSH and other collaboration with Construction Management, Allied Health, Ag and Natural Resources, Education, Manufacturing and Clean Energy and other COE. Opportunities for retraining sites funded by L and I. Complete 2nd quarter and ongoing initiatives.
5. Working with current 6 Advisory Brd. Members who represent EM/Security at state agencies, organize a meeting to discuss development of an All-Hazard EM State Agency Working Group. Complete 1st quarter.
6. Work with WSP Fire Training Academy Deputy Fire Marshal office to develop a stronger pipeline of firefighters from the HS Skill Centers Fire programs’ students into CTC and apprenticeship programs. COE providing WSP w/research from 2022 on program availability, content from each school’s web sites, and credit articulations. WSP is planning evaluation of the Skill Centers programs content for possible accreditation modification and setting up IFSAC testing for all students to facilitate hiring. Complete 2nd quarter and ongoing.
7. Mollie Sundvik has accepted the invitation from the Center to become a COE Advisory Board Members to represent the WA State Patrol Fire Training Academy and address DEIA issues. Board will discuss restoring the Center’s “Women in Leadership” annual conference.   Center will become a supporter of the Women in Fire Fighting organization.
8. Work with SBCTC Security, Safety, and Emergency Management Council which was established in 2011. Center supported and was an original member on the SSEM Council which facilitates communication and collaboration amongst WA State CTC safety, security, and emergency management personal. The Center will continue to serve as a training resource to colleges. Colleges must be well-prepared to plan for, respond to and mitigate impact of critical incidents on our college is more important than ever. Monthly meetings and annual training events.
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| **Report and Analysis on Actual Outcomes and Products** |
| **Quarter 1** | * 1. The Center continues to support the efforts regarding ESSB 5187
	2. CJ Programs workgroup are being re-established in order to identify current programs and faculty/staffing changes. The meeting for the workgroup has not been established as of yet, but will take place virtually to receive updates on current pathway programs at each college.
	3. The Center continues to work with Fire Marshall and EMS workgroup to discuss efforts to build program capacity and increase the pipeline within the workforce. A date for the next meeting is established to meet virtually/in-person at Pierce College Ft. Steilacoom for January 2024.
	4. Work with Fire, EMS, and OSH programs has continued in collaboration with other COEs.
	5. A meeting with EM/Security workgroup has to be re-established to discuss development of All-Hazard state agency workgroup.
	6. Working with WSP/Fire Marshall’s office to develop a stronger pipeline for firefighters is still ongoing. WSP/Fire Marshall’s office has been provided with CHMURA JobsEQ data trends. Discussion will continue at January 2024 meeting.
	7. The Center will have to re-establish connection with Mollie Sundvik to help address DEIA from Fire Training Academy perspective.
	8. The Center continues to be a member of SSEM(Security, Safety, Emergency Management Council) and work with them and SBCTC to further facilitate communication and collaboration. Nancy Aird was appointed as the alternate for Linda in order to continue attending meetings as needed.
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| **Quarter 2** |  |
| **Quarter 3** |  |
| **Quarter 4** |  |
| **Analysis Quarter #1** | As stated previously, due to the recovery process from Pierce College’s cyber security incident, much of these process times have been paused and/or extended while staff have been regaining email/computer access. Re-establishment of workgroup connections and organization collaborations is needed and will be an ongoing process.  |
| **Analysis Quarter #2** |  |
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| **Analysis Quarter #4** |  |