

**WASHINGTON STATE
WORKFORCE TRAINING AND EDUCATION COORDINATING BOARD
MEETING NO. 109
MARCH 16, 2006**

High Skills, High Wages 2006: Draft Goals, Objectives and Strategies

In this tab is the first draft of the goals, objectives and strategies to be included in the fifth chapter of *High Skills, High Wages 2006: Our Agenda for Action*. This draft is based on input from the Youth, Low-Income and Target Populations, and Skills Gap work groups that met December 2005 through February 2006. These work groups included stakeholders representing employers, labor, education, community-based organizations, and state and local government. The members for each work group are also included in this tab.

This draft of the goals, objectives, and strategies reflects input from Board Chair, David Harrison, and the Interagency Committee that met on March 3, 2006. Development of objectives and strategies for Goal 4 on integration of services will occur at a later time.

We have organized the goals, objectives, and strategies by customer group: Youth; Adults (including those with barriers to education and employment); and Industry (including employer and workers). The objectives outline an ideal system and the strategies outline the steps that can be taken in the next few years to move towards that ideal. Compared to the 2004 plan, we present a more limited number of objectives and strategies, making the plan more focused and accessible.

At the March meeting, the Board will review the draft goals, objectives, and strategies and indicate any changes prior to the draft being disseminated for further public review and comment. In May, the Board will review the full draft of chapter 5 "Our Agenda for Action" that will include the goals, objectives, and strategies and related narrative and decide whether to approve it for wider public review.

Board Action Required: Adoption of the Recommended Motion.

RECOMMENDED MOTION

WHEREAS, State statute RCW 28C.18.060 directs the Workforce Training and Education Coordinating Board to “Develop and maintain a state comprehensive plan for work force training and education, including but not limited to, goals, objectives, and priorities for the state training system,” and

WHEREAS, State statute RCW 28C.18.080 directs that the “state comprehensive plan for work force training and education shall be updated every two years and presented to the governor and the appropriate legislative policy committees.”

THEREFORE BE IT RESOLVED, That the Workforce Training and Education Coordinating Board approves the dissemination of the draft goals, objectives, and strategies for *High Skills, High Wages: 2006*, for public review and comment.

Goals and Strategies for *High Skills, High Wages: 2006* (Goals 1 – 3)¹

Our vision is a workforce development system that offers every Washington resident access to high-quality academic and occupational skills education throughout his or her lifetime, effective help to find work or training when unemployed, the personalized assistance to make progress in the labor market, and Washington employers access to the skilled workforce they need. By anticipating and planning for economic and demographic changes, the workforce development system enhances the prosperity of the state.

We envisage our ideal workforce development system to be:

Responsive to the needs of our economy, our employers, our students, and our workers.

Connected—so that agencies and programs are working toward the same goals, utilizing resources effectively and efficiently; programs are seamless for participants.

Accessible—we meet our customers “where they are” overcoming financial and socio-economic barriers; providing articulated education and career opportunities so that individuals can re-enter education and training at any time throughout their lives.

Respectful of diverse cultures; we serve people of color, women, and individuals with disabilities ensuring that we remove education and employment disparities for these populations.

Outstanding—Our workforce development system is comprehensive with the highest quality education, training, and employment services and the capacity to serve all those in need.

Our Goals

The goals, objectives, and strategies for *High Skills, High Wages: 2006* are the result of collaboration with workforce development stakeholders across Washington, representing employers, labor, education, related public agencies, private, non-profit, and community-based organizations.

1. **Youth:** Ensure all Washington youth receive the education, training, and support they need for success in postsecondary education and/or work.
2. **Adults:** Provide Washington adults (including those with barriers to education and employment) with access to lifelong education, training, and employment services.
3. **Industry:** Meet the workforce needs of industry by preparing students, current workers, and dislocated workers with the skills employers need.

¹ Goal 4 on system integration will be developed later. Please note this is only the draft goals, objectives, and strategies. The full chapter five will include narrative that discusses the underlying issues.

4. **Services:** Integrate services provided by separately funded workforce development programs so that we provide the best possible service to our customers.

Moving Toward our Ideal Workforce Development System

The following section addresses the four critical workforce development goals by first defining an objective and then providing strategies to ensure we move towards that objective. We outline strategies for the key customers in the workforce development system: Youth; Adults (including those with barriers to education and employment); and Industry (including employers and workers).

Strategies Serving Youth

Youth Goal: Ensure all Washington youth receive the education, training, and support they need for success in postsecondary education and/or work.

Objective 1: All students graduate on-time.

- 1.1 Expand the Dropout Prevention Initiative to ___ more high schools. *Leads: Office of Superintendent of Public Instruction (OSPI), Employment Security Department (ESD), Workforce Training and Education Coordinating Board (Workforce Board), and Workforce Development Councils (WDCs).*

Objective 2: All students leave high school prepared for success in further education and/or work.

- 2.1 Increase the number of students who complete a career and technical education sequence and/or course requirements for admission to a four-year college or university. *Lead: OSPI.*

Objective 3: There is a Comprehensive Guidance System throughout the K-12 system that provides students and their parents with a comprehensive curriculum to individually plan their pathway and prepare for future education and/or work after high school.

- 3.1 Expand implementation of the Best Practice Comprehensive Guidance System, Navigation 101, across the K-12 system. *Leads: OSPI and Workforce Board*
- 3.2 Integrate Individual Education Plans with the 13th year plan required for graduation. *Lead: Division of Vocational Rehabilitation, Department of Social and Health Services (DSHS) working with OSPI.*

Objective 4: There are secondary career and technical education programs throughout the K-12 system that enable students to explore career pathways and complete preparatory coursework that matches their aspirations. The career pathways are articulated with postsecondary education and training, and result in industry certification.

- 4.1 Expand opportunities for secondary students to take career and technical education preparation programs and career assessments. *Leads: OSPI and Workforce Board.*

- 4.2 Boost the academic content of career and technical education programs and recognition of academic course equivalencies. *Lead: OSPI working with High Schools.*
- 4.3 Develop model statewide career and technical education articulation agreements that provide a program of sequenced courses and ensure all students have access to dual enrollment options. *Leads: State Board for Community and Technical Colleges (SBCTC) Centers of Excellence, Industry Skill Panels, and OSPI.*
- 4.4 Expand pre-apprenticeship training to prepare students for direct entry to apprenticeship programs. *Leads: Washington State Apprenticeship and Training Council at the Department of Labor and Industries and OSPI.*
- 4.5 Pilot the Work Readiness Credential for career and technical education completers. *Leads: Workforce Board and OSPI.*

Strategies Serving Adults, Including Those With Barriers to Education and Employment

Adults Goal: Provide Washington adults (including those with barriers to education and employment) with access to lifelong education, training, and employment services.

Objective 5: Increase the number of adults who have at least one year of postsecondary education and training and a credential.

- 5.1 Provide wrap-around support services, in addition to financial aid, to more low-income adults so they can complete at least one year of training and obtain a credential. *Leads: SBCTC working with DSHS.*
- 5.2 Expand the I-BEST programs by _____. (I-Best programs are those that integrate English as a Second Language/basic skills with occupational skills training.) *Lead: SBCTC.*
- 5.3 Establish industry-based credentials in occupational/general workplace skills for students that complete one-year of training. *Leads: SBCTC and Workforce Board working with AWB Institute for Workforce Development.*

Objective 6: Case Management is accessible for all adults in need of special services.

- 6.1 Create and take advantage of opportunities to redirect resources to front line case management. *Leads: ESD, SBCTC, DSHS, and WDCs.*

Objective 7: Postsecondary education and training provides opportunities for going in and out of training over the course of life-long learning.

- 7.1 Expand vertical and horizontal articulation among two- and four-year community and technical colleges and universities. *Leads: SBCTC and Higher Education Coordinating Board (HECB).*
- 7.2 Expand the availability of applied baccalaureate degrees. *Lead: SBCTC working with HECB.*

Objective 8: Comprehensive career information is readily accessible to adults.

8.1 [to be developed]

Strategies Meeting the Needs of Industry (Including Employers and Workers)

Industry Goal: Meet the workforce needs of industry by preparing students, current workers, and dislocated workers with the skills employers need.

Objective 9: The Workforce Development System prepares workers with the strong general workplace skills that employers need.

9.1 A wide variety of local organizations should pilot the Work Readiness Credential.

Objective 10: The Workforce Development System supplies the number of newly prepared workers required to meet employer needs.

10.1 Increase capacity in mid-level education and training programs (greater than one year but less than four years) by __. *Leads: Governor, Legislature and , SBCTC.*

10.2 Increase Apprenticeship completers by __. *Leads: Governor, Legislature, SBCTC, and Washington State Apprenticeship and Training Council at the Department of Labor and Industries.*

10.3 Provide adequate funding for education and training programs that are in high-demand by employers. *Lead: Governor, Legislature, SBCTC, HECEB, Community and Technical Colleges, and Universities.*

Objective 11: The Workforce Development system meets employer and worker needs in key economic clusters.

11.1 Further develop skill panels by sustaining and creating more panels in key economic clusters, establishing statewide panels in select industries and by enhancing the ability of skill panels to leverage resources to address skills shortages. *Leads: Workforce Board, Governor, and Legislature.*

11.2 Establish Centers of Excellence in __ more clusters. *Lead: SBCTC.*

11.3 Increase the number of workers receiving customized training by __. *Leads: Governor, Legislature, and SBCTC.*

11.4 Develop expertise at WorkSource Centers in serving the needs of local employers in key clusters. *Leads: ESD and WDCs.*

Objective 12: Unemployed workers return to suitable work in as short a time as possible.

12.1 Dislocated worker strategy [to be developed]. *Leads: SBCTC and ESD.*

Youth Work Group
High Skills, High Wages 2006

Mike Ahern
DSHS/Aging and Disability Services
Administration
PO Box 45310
Olympia, WA 98504-5310
(360) 725-3405 (phone)
ahernmr@dshs.wa.gov

Craig Bill
Acting Executive Director
Office of Indian Affairs
PO Box 40909
Olympia, WA 98504-0909
(360) 902-8826 (phone)
cbill@goia.wa.gov

Bobbi Arnold
Evergreen High School
14300 NE 18th Street
Vancouver, WA 98684
(360) 604-3700 (phone)
(360) 604-3702 (fax)
barnold@egreen.wednet.edu

Tamara Bosler
Program Manager
Tri-County Workforce Development
Council
120 South Third Street #200A
Yakima, WA 98901
(509) 574-1950 (phone)
(509) 574-1951 (fax)
tamara.bosler@co.yakima.wa.us

Kathy Bartlett
Special Ed & Learning Director
Office of Superintendent Instruction
PO Box 47200
Olympia, WA 98504-7200
(360) 725-6088 (phone)
(360) 586-1631 (fax)
kbartlett@ospi.wednet.edu

Rick Butt
DSHS/Childrens Administration
PO Box 45710
Olympia, WA 98504-5710
(360) 902-7976 (phone)
rlbu300@dshs.wa.gov

Richard Berkowitz
Director, Pacific Coast Operations
Transportation Institute
2200 Alaskan Way, Suite 110
Seattle, WA 98121
(206) 443-1738 (phone)
(206) 443-0917 (fax)
tinstitute@qwest.net

Shelly Calligan
Career & Tech Education Director
Puyallup School District #3
PO Box 370
Puyallup, WA 98371
(253) 841-8761 (phone)
(253) 840-8884 (fax)
sacalligan@puyallup.k12.wa.us

Kelly Beverly
Center of Excellence in IT
Bellevue Community College
3000 Landerholm Circle SE
Bellevue, WA 98007-6484
(425) 564-4230 (phone)
(425) 564-2261 (fax)
kbeverly@bcc.ctc.edu

Madelyn Carlson
Executive Director
WorkSource Toppenish Services
PO Box 190
Toppenish, WA 98948
(509) 865-7630 (phone)
(509) 865-5116 (fax)
madelync@nactopp.org

Terry DiJoseph
Catholic Community Services
100 23rd Ave. S.
Seattle, WA 98144
(206) 328-5719 (phone)
(206) 328-5699 (fax)
terryd@ccsww.org

Rod Duckworth
Career & Tech Education Director
Office of Superintendent of Public
Instruction
PO Box 47200
Olympia, WA 98504-7200
(360) 725-6242 (phone)
(360) 753-4515 (fax)
rduckworth@ospi.wednet.edu

Mike Eberle
DSHS/Juvenile Rehabilitation
Administration
Green Hill School
375 SW 11th
Chehalis, WA 98532
(360) 740-3479 (phone)
eberlmk@dshs.wa.gov

Lisa Edwards
Workforce Development Dean
Clark College
1800 East McLoughlin Blvd
Vancouver, WA 98663
(360) 992-2925 (phone)
(360) 992-2863 (fax)
lpletcher@clark.edu

Daniel Fey
Manager
Workforce Development Council Of
Seattle-King County
2003 Western Avenue #250
Seattle, WA 98121-2162
(206) 448-0474 (phone)
(206) 448-0484 (fax)
dfey@seakingwdc.org

Heather Fredericks
Director
Construction Center of Excellence
Renton Technical College
3000 NE 4th St
Renton, WA 98056
(425) 235-2352 (phone)
(425) 235-5816 (fax)
hfredericks@rtc.edu

Tami Gillespie
Program Coordinator
ESD/Employment & Training Division
PO Box 9046
Olympia, WA 98507-9046
(360) 438-4161
(360) 438-3174
tgillespie@esd.wa.gov

Marianna Goheen
Career Development Asst Director
Highline School District #401
Box 66100
Burien, WA 98166
(206) 433-2339 (phone)
(206) 433-2264 (fax)
goheenml@hsd401.org

Judy Hartmann
Executive Policy Advisor
Governors Executive Policy Office
PO Box 43113
Olympia, WA 98504-3113
(360) 902-0638 (phone)
judy.hartmann@ofm.wa.gov

Kirk Hopkins
Spokane School District
N. 4141 Regal St.
Spokane, WA 99207
(509) 354-7427 (phone)
(509) 354-7474 (fax)
kirkh@spokaneschools.org

Mike Hudson (co-chair)
Executive Director
Institute For Workforce Development
and Economic Sustainability
PO Box 658
Olympia, WA 98507
(360) 943-1600 (phone)
(360) 943-5811 (fax)
mkeh@awb.org

Uriel Iniguez
Executive Director
Washington State Commission on
Hispanic Affairs
PO Box 40924
Olympia, WA 98504-0924
(360) 725-5660 (phone)
(360) 754-0199 (fax)
uinguez@cha.wa.gov

Jo Jacobson
Director
Pierce County Careers Connections
(PC3)
8815 South Tacoma Way #216
Lakewood, WA 98499
(253) 984-6004 (phone)
(253) 984-6003 (fax)
jjacobson@pc3connect.org

Rosulund Jenkins
Commission on African American Affairs
PO Box 40926
Olympia, WA 98504-9026
(360) 725-5663 (phone)
rjenkins@caa.wa.gov

Cinda Johnson
Principal Investigator
Seattle University/Center for
Change in Transition Services
PO Box 222000
Seattle, WA 98122-1090
(206) 296-6494 (phone)
cinda@seattleu.edu

Kathleen Lopp
Executive Director
Washington Association For Career
& Technical Education
PO Box 315
Olympia, WA 98507-0315
(360) 786- 9286 (phone)
(360) 357- 1491 (fax)
kal@wa-acte.org

Ed Madden
Apprenticeship Coordinator
Department of Labor & Industries
900 Ocean each Hwy, S-10
Longview, WA 98632-4013
(360) 575-6927 (phone)
(360) 575-6918 (fax)
madf235@lni.wa.gov

Mark Madison
Prof-Tech Education Director
Edmonds School District #15
20420 68th Avenue West
Lynnwood, WA 98036-7400
(425) 670-7000 (phone)
(425) 670-7182 (fax)
madisonm@edmonds.wednet.edu

Bill Moore
State Board for Community and
Technical Colleges
PO Box 42495
Olympia, WA 98504-2495
(360) 704-4346 (phone)
bmoore@sbctc.ctc.edu

Gay Neal
Human Services Planner
Olympic Workforce Development
Council
614 Division Street
Port Orchard, WA 98366-4676
(360) 337-4879 (phone)
(360) 337-7187 (fax)
gneal@co.kitsap.wa.us

Dana Richardson
Executive Policy Advisor Education
Governors Executive Policy Office
PO Box 43113
Olympia, WA 98504-3113
(360) 902-0546 (phone)
dana.richardson@ofm.wa.gov

Lisa Romine
Managing Director
North Central Workforce
Development Council
234 North Mission Avenue
Wenatchee, WA 98807-2360
(509) 663-3091 (phone)
(509) 667-1562 (fax)
lisar@skillsource.org

Ricardo Sanchez
Associate Director of Academic Affairs
Higher Education Coordinating Board
PO Box 43430
Olympia, WA 98504-3430
(360) 753-7833 (phone)
ricardos@hecb.wa.gov

George Scarola
League of Education Voters
PO Box 1727
Seattle, WA 98111
(206) 728-6448 (phone)
george@educationvoters.org

Marlena Sessions
Chief Operating Officer
Workforce Development Council of
Seattle-King County
2003 Western Avenue #250
Seattle, WA 98121-2162
(206) 448-0474 (phone)
(206) 448-0484 (fax)
m.sessions@seakingwdc.org

Elizabeth Smith
Policy Research Manager
Department of Labor & Industries
Specialty Compliance Services
PO Box 44400
Olympia, WA 98504-4400
(360) 902-4425 (phone)
(360) 902-5292 (fax)
smel235@lni.wa.gov

Beth Thew (co-chair)
Executive Secretary & Treasurer
Spokane Regional Labor Council
1226 North Howard Street
Spokane, WA 99201-2410
(509) 327-7637 (phone)
(509) 327-2331 (fax)
bthew@spokanelabor.org

Dennis Wallace
Career & Tech Education Director
Yelm School District #2
PO Box 476
Yelm, WA 98597-0476
(360) 458-6543 (phone)
(360) 458-6198 (fax)
dennis_wallace@ycs.wednet.edu

Sally Zeiger Hanson
Policy Associate
SBCTC/Education Services
PO Box 42495
Olympia, WA 98504-2495
(360) 704-4334 (phone)
(360) 580-0050 (fax)
shanson@sbctc.ctc.edu

Low-Income and Target Populations Work Group
High Skills, High Wages 2006

Dr. Bernal Baca
Yakima Valley Community College
PO Box 22520
Yakima WA 98907
(509) 574-4967
bbaca@yvcc.edu
everdusco@yvcc.edu

Craig Bill
Acting Executive Director
Office of Indian Affairs
PO Box 40909
Olympia, WA 98504-0909
(360) 902-8826 (phone)
cbill@goia.wa.gov

Betty Buckley
Executive Director
Stone Soup Non-Profit Consultants
PO Box 422
Republic, WA 99166
(509) 675-2725 (phone)
betty_buckley@msn.com

Kari Burrell
Executive Policy Advisor
OFM/Core Team's Executive Sponsor
PO Box 43113
Olympia, WA 98504-3113
(360) 902-0645 (phone)
(360) 586-8380 (fax)
kari.burrell@ofm.wa.gov

John Clayton
Director of Community Services
DSHS/Economic Services Administration
PO Box 45440
Olympia, WA 98504-5440
(360) 725-4888 (phone)
claytjl@dshs.wa.gov

Debbie Cook
Special Programs Assistant
Washington Assistive Technology
Alliance
3411 South Alaska Street
Seattle, WA 98118
(206) 616-5913 (phone)
(206) 721-4103 (fax)
debcook@u.washington.edu

Kathy Cooper
Policy Associate
SBCTC/Basic Skills Programs
PO Box 42495
Olympia, WA 98504-2495
(360) 704-4322 (phone)
(360) 664-8808 (fax)
kcooper@sbctc.ctc.edu

Richard Corak
Worksource Director
Tacoma Goodwill Industries
Rehabilitation
714 South 27th Street
Tacoma, Wa 98409
(253) 272-5166 (phone)
(253) 272-3966 (fax)
rcorak@tacomagoodwill.org

Karen DiPol
Vadis (Worksource Affiliate serving Pierce
County)
1701 Elm Street
Sumner, WA 98390
(253) 863-5173, ext. 228 (phone)
karen@vadis.org

Aurea Figueroa
Department of Social and Health Services
Employment and Assistance Program
PO Box 45470
Olympia, WA 98504-5470
(360) 725-4623 (phone)
figueal@dshs.wa.gov

David Gandara
Director of Community Development
Moneytree, Inc.
6720 Fort Dent Way, Ste. 98188
(206) 246-3500 (phone)
(206) 835-2670 (fax)
dave.gandara@moneytreeinc.com

Mark Gardner
Senior Policy Analyst
Seattle Jobs Initiative
330 Sixth Avenue North #301
Seattle, Wa 98109-4613
(206) 628-6985 (phone)
(206) 628-6986 (fax)
mgardner@seattlejobsinit.com

Uriel Iniguez
Executive Director
Washington State Commission on
Hispanic Affairs
PO Box 40924
Olympia, WA 98504-0924
(360) 725-5660 (phone)
(360) 754-0199 (fax)
uinguez@cha.wa.gov

Carlos Jacques
Special Populations Transition Director
Walla Walla Community College
500 Tausick Way
Walla Walla, WA 99362-9267
(509) 522-2500 (phone)
(509) 527-4480 (fax)
carlos.jacques@wwcc.edu

Rosulund Jenkins
Commission on African American Affairs
PO Box 40926
Olympia, WA 98504-9026
(360) 725-5663 (phone)
rjenkins@caa.wa.gov

Cinda Johnson
Principal Investigator
Seattle University/Center for
Change in Transition Services
PO Box 222000
Seattle, WA 98122-1090
(206) 296-6494 (phone)
cinda@seattleu.edu

John Knutsen
President
Express Personnel Services
19125 33rd Avenue West #D
Lynnwood, WA 98036
(425) 775-4903 (phone)
(425) 778-3090 (fax)
expersvc@gte.net

Ken Koernke
Employment Security Department
WorkFirst
PO Box 9046
Olympia, WA 98507-9046
(360) 438-3142 (phone)
kkoernke@esd.wa.gov

Stephen Kozak
MIG Project Manager
DSHS/DVR
PO Box 45340
Olympia, WA 98504-5340
(360) 725-3652 (phone)
(360) 438-8007 (fax)
kozaks@dshs.wa.gov

Tony Lee (co-chair)
Community Action Director
Fremont Public Association
PO Box 31151
Seattle, WA 98103
(206) 694-6700 (phone)
(206) 694-6777 (fax)
tonyl@fremontpublic.org

Kelly Lindseth
Program Manager
CTED/Workforce
PO Box 42525
Olympia, WA 98504-2525
(360) 725-4135 (phone)
(360) 586-9319 (fax)
kellyl@cted.wa.gov

Deb Marley (co-chair)
Assistant Secretary
DHS/Economic Services Division
Administration
PO Box 45070
Olympia, WA 98504-5070
(360) 902-7808 (phone)
(360) 902-7848 (fax)
marledl@dshs.wa.gov

Israel Mendoza
Director
SBCTC/Office of Adult Literacy &
Basic Skills
PO Box 42495
Olympia, WA 98504-2495
(360) 704-4326 (phone)
(360) 664-8808 (fax)
imendoza@sbctc.ctc.edu

Sandy Miller
Workfirst/Employment Security Department
PO Box 9046
Olympia, WA 98507-9046
(360) 438-3221 (phone)
smiller@esd.wa.gov

Adrian Moroles
Sea Mar Community Health Centers
8720 14th Ave. S.
Seattle, WA 98108
(206) 790-0106
adrianmoroles@seamarchc.org

Paula Norby
Workforce Education Dean
Tacoma Community College
6501 South 19th Street
Tacoma, WA 98466-6100
(253) 566-5132 (phone)
(253) 566-5154 (fax)
pnorby@tcc.ctc.edu

Terry Redmon
Special Programs Chief
DSHS/Division of Vocational
Rehabilitation
PO Box 45340
Olympia, WA 98504-5340
(360) 725-3646 (phone)
(360) 407-3915 (fax)
redmot@dshs.wa.gov

Don Rennegarbe
Director
Tacoma Community House
PO Box 5107
Tacoma, WA 98415
(253) 383-3951 (phone)
(253) 597-6687 (fax)
drennegarbe@tchonline.org

Tina Orwall Shamseldin
THCH Coordinator
Seattle Office of Housing
700 5th Ave. #5700
PO Box 94725
Seattle, WA 98124-4725
(206) 733-9079 (phone)
tina.shamseldin@seattle.gov

Rhonda Simmons
Executive Director
Seattle Jobs Initiative
330 Sixth Avenue North #301
Seattle, WA 98109-4613
(206) 628-6984 (phone)
(206) 628-6986 (fax)
rsimmons@seattlejobsinit.com

Andi Smith
Academic Policy Analyst, Academic Affairs
Higher Education Coordinating Board
PO Box 43430
Olympia, WA 98504-3430
(360) 753-7890
andis@hecb.wa.gov

Patricia Stoneman Lowe
Statewide WIA Prgm Administrator
DSHS/Division of Vocational
Rehabilitation
1700 East Cherry Street
Seattle, WA 98122
(206) 568-5527 (phone)
(206) 568-5826 (fax)
lowep@dshs.wa.gov

Judy Thornton
Educational School District #101
1025 West Indiana Avenue
Spokane, WA 99205-4400
(509) 456-7660 (phone)
jthornton@esd101.net

Suzanne Wall
Service Employees International
Union (SEIU) Local #775
15 South Lander
Seattle, WA 98134
(206) 838-3203 (phone)
(206) 838-3201 (fax)
swall@seiu775.org

Theresa Wea
Diversity Coordinator, Academic Affairs
Higher Education Coordinating Board
PO Box 43430
Olympia, WA 98504-3430
(360) 753-7822 (phone)
theresaw@hecb.wa.gov

Skills Gap Work Group
High Skills, High Wages 2006

Richard Berndt
Director of Industry Sector Initiatives
Snohomish County Workforce Development
Council
917 134th Street SW, Suite B-3
Everett, WA 98204
rberndt@snocowdc.org

Marcus Courtney
Organizer
Washington Alliance of Technology
Workers/CWA Local #37083
2900 Eastlake Avenue East #200
Seattle, WA 98102
(206) 726-8580 (phone)
(206) 323-6966 (fax)
courtney@washtech.org

Carolyn Cummins
Economic Dev Policy Associate
SBCTC/Workforce Education
PO Box 42495
Olympia, WA 98504-2495
(360) 704-4339 (phone)
(360) 586-4421 (fax)
ccummins@sbctc.ctc.edu

Marilyn Dahl
Administrator
WorkSource North Seattle
12550 Aurora Avenue North
Seattle, WA 98133
(206) 440-2500 (phone)
(206) 440-2501 (fax)
mdahl@esd.wa.gov

Todd Dixon
Operations Manager
Moses Lake Worksource Affiliate
1616 South Pioneer Way
Moses Lake, WA 98837
(509) 766-2559 (phone)
(509) 766-4131 (fax)
tdixon@esd.wa.gov

Nettie Dokes
Chair
City of Seattle Washington
Apprenticeship Committee
PO Box 34023
Seattle, WA 98104-5031
(206) 386-1604 (phone)
(206) 386-1729 (fax)
nettie.dokes@seattle.gov

Diana Dollar
Edmonds Community College
728 134th St. SW, Ste. 128
Everett, WA 98204
(425) 640-1840 (phone)
diana.dollar@edcc.edu

Mabel Edmonds
Clover Park Technical College
4500 Steilacoom Blvd
Tacoma, WA 98499
(253) 377-1754 (phone)
mabel.edmonds@cttc.edu

Dave Gandara
Director of Community Development
Moneytree, Inc.
6720 Fort Dent Way, Ste. 98188
(206) 246-3500 (phone)
(206) 835-2670 (fax)
dave.gandara@moneytreeinc.com

Julie Grant
Grant & Associates
1107 Harrison Ave
Olympia WA 98502
(360) 754- 0701 (phone)
julie@grantcounseling.com

Rich Hadley
President/CEO
Spokane Regional Chamber of Commerce
801 West Riverside Avenue #400
Spokane, WA 99201
(509) 459-4102 (phone)
(509) 747-0077 (fax)
rhadley@chamber.spokane.net

Rado Harrington
Sunnyside Chamber of Commerce
PO Box 360
Sunnyside, WA 98944
(509) 839-0339 (phone)
rado@sunnyside-eda.biz

Barbara Hins-Turner
Center of Excellence Director
Centralia College
Center of Excellence in Energy
600 West Locust Street
Centralia, WA 98531
(360) 753-3433 (phone)
bhins-turner@centralia.ctc.edu

Amy Johnson
Health Policy Coordinator
Spokane Regional Chamber of Commerce
801 W. Riverside, Ste. 100
Spokane, WA 99201
(509) 459-4119 (phone)
ajohnson@chamber.spokane.net

John Lee
Department of Veterans Affairs
PO Box 41150
Olympia, WA 98504-1150
(360) 725-2152 (phone)
joh@dva.wa.gov

Janet Lewis (Co-Chair)
Labor Representative
IBEW Local 46
19802 62nd Ave. S.
Kent, WA 98032
(253) 395-6519 (phone)
janet@ibew46.com

Asbury Lockett (Co-Chair)
Project Manager
Envisioned Results Coaching
401 Olympia Ave NE #11
Renton, WA 98056
(425) 687-5021 (phone)
(425) 988-0241 (fax)
alockett@envisionedresults.com

Laura Lutz
City of Seattle
700 Fifth Avenue #5752
Seattle, WA 98104-5072
(206) 684-4538 (phone)
(206) 684-0379 (fax)
laura.lutz@seattle.gov

Ed Madden
Apprenticeship Coordinator
Department of Labor & Industries
900 Ocean each Hwy, S-10
Longview, WA 98632-4013
(360) 575-6927 (phone)
(360) 575-6918 (fax)
madf235@lni.wa.gov

Susannah Malarkey
Technology Alliance
1301 5th Ave #2500
Seattle, WA 98101
(206) 389-7348 (phone)
(206) 903-3423 (fax)
susannahm@technology-alliance.com

Cindy Morana
Washington State Council of Presidents
504 East 14th #110
Olympia WA 98501
(360) 753-5107 (phone)
cmorana@energy.wsu.edu

Scott Morris
Senior Vice President
Avista Corporation
PO Box 3727
Spokane, WA 99220
(509) 495-4147 (phone)
(509) 495-8725 (fax)
denise.materne@avistacorp.com

Steve Mullin
Washington Business Roundtable
520 Pike Street, Suite 1212
Seattle, WA 98101
(206) 623-0180
smullin@waroundtable.com

Carol Nelson
President and CEO
Cascade Bank
2828 Colby Ave.
Everett, WA 98201
(425) 259-8525 (phone)
cnelson@cascadebank.com

Linda Nguyen
Strategic Initiatives Planner
Tacoma-Pierce County Workforce
Development Council
3650 South Cedar Street
Tacoma, WA 98409
(253) 591-5810 (phone)
(253) 594-7932 (fax)
lnguyen@pic.tacoma.wa.us

Bruce Nimmo
Workforce Specialist
Worksource Vancouver Town Plaza
5411 East Mill Plain Blvd #3b
Vancouver, WA 98661
(360) 735-5062 (phone)
(360) 735-5107 (fax)
bnimmo@esd.wa.gov

Mary Ellen O’Keeffe
Prof-Tech Education Dean
North Seattle Community College
9600 College Way North
Seattle, WA 98103
(206) 527-3701 (phone)
(206) 527-3606 (fax)
mokeeffe@sccd.ctc.edu

Laura Porter
Department of Social and Health Services
Family Policy Council
PO Box 45015
Olympia, WA 98504-5015
(360) 902-7885 (phone)
portele@dshs.wa.gov

Tim Probst
Executive Director
Washington Workforce Association
601 Main Street #403
Vancouver, WA 98660
(360) 693-6362 (phone)
(360) 693-6371 (fax)
timprobst@washingtonworkforce.org

Jeffrey W. Raker
Economic Development Associate
Puget Sound Regional Council
1011 Western Ave., Ste. 500
Seattle, WA 98104
(206) 464-6179 (phone)
jraker@psrc.org

Ginger Rich
Manager
CTEDd/Business Retention & Expansion
2001 Sixth Avenue, Ste. 2600
Seattle, WA 98121
(206) 256-6112 (phone)
(206) 256-6125 (fax)
gingerr@cted.wa.gov

Elizabeth Smith
Policy Research Manager
Department of Labor & Industries
Specialty Compliance Services
PO Box 44400
Olympia, WA 98504-4400
(360) 902-4425 (phone)
(360) 902-5292 (fax)
smel235@lni.wa.gov

Jody Smith
Human Resources Director
Multicare Health System
PO Box 5299
Tacoma, WA 98415-0429
(253) 403-1372 (phone)
(253) 403-1307 (fax)
jody.smith@multicare.org

Dodd Snodgrass
Economic Development Specialist
Port of Bellingham
Economic Development Department
1801 Roeder Avenue
Bellingham, WA 98227
(360) 676-2500 (phone)
(360) 594-4389 (fax)
dodds@portofbellingham.com

Randy Spaulding
Associate Director
Higher Education Coordinating Board
PO Box 43430
Olympia, WA 98504-3430
(360) 753-7823 (phone)
randys@hecb.wa.gov

Deborah Stephens
Senior Policy Advisor
CTED/Directors Office
PO Box 42525
Olympia, WA 98504-2525
(360) 725-4023 (phone)
(360) 586-8440 (fax)
deborahs@cted.wa.gov

Marc Webster
Budget Assistant
Office of Financial Management
Education Division
PO Box 43113
Olympia, WA 98504-3113
(360) 902-0650 (phone)
(360) 664-2832 (fax)
marc.webster@ofm.wa.gov

Gena Wikstrom
Executive Director
Washington Federation Private
Career Schools & Colleges
16700 NE 79th Street, Ste. 201
Redmond, WA 98052
(425) 376-0369 (phone)
(425) 376-1065 (fax)
exec@washingtonschools.org

Michael Worthy
Board Member
Higher Education Coordinating
Board
PO Box 61725
Vancouver, WA 98666-1725
(360) 906-9510 (phone)
(360) 759-1795 (fax)
mikew@bocc.com

Jan Yoshiwara
Director
SBCTC/Education Services
PO Box 42495
Olympia, WA 98504-2495
(360) 704-4353 (phone)
(360) 586-0050 (fax)
jyoshiwara@sbctc.ctc.edu