Governor’s Best Practices Awards

Generating Growth

Workforce and Economic Development Conference 2009
Welcome to the 2009 Governor’s Workforce and Economic Development Best Practices Awards. These annual awards recognize outstanding projects, programs and people from around the state. This year’s awards were handed out at Spokane’s historic Davenport Hotel, Oct. 29, 2009.

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David S. Harrison is a senior lecturer at the Daniel J. Evans School of Public Affairs at the University of Washington, where students twice bestowed on him their Excellence in Teaching Award. He is also founder and coordinator of Strategies to Eliminate Poverty, a grant making program seeking to reduce the extent and severity of poverty in the Northwest. He also is the immediate past chair of the Workforce Training and Education Coordinating Board.

David came to the Northwest in 1986 to found and direct the University of Washington’s Northwest Policy Center, which for many years provided policy assistance to governmental leaders on economic vitality and workforce development. He is a skilled facilitator of government civic engagement and strategic planning efforts, having carried out numerous projects for local governments through Triangle Associates of Seattle.

David is known for his policy work: He co-authored “On Getting Out and Staying Out of Poverty: The Complex Causes of and Responses to Poverty in the Northwest.” He chaired Governor Gregoire’s Welfare Reform Task Force and was a senior advisor to Senator Maria Cantwell.

But he’s also known for his hands-on organizing. David has played a leading role in launching several initiatives designed to help individuals with barriers rise to their highest potential. He helped create Community Voice Mail so that homeless and phoneless people can stay connected. He helped launch SkillUp Washington which focuses on increasing the number of low income under-skilled working adults acquiring a post-high school credential. And he’s helped numerous other advocates and organizations move forward with their missions to address poverty.

Appointed by Governor Gary Locke and reappointed by Governor Chris Gregoire, David served as chair of the Washington Workforce Training and Education Coordinating Board from 2002 until the summer of 2009. During that time, the Workforce Board and its partners advanced and strengthened new strategies in the areas of dropout prevention; high demand capacity in community colleges; access to career and technical education for high school students; and the development of I-BEST, an educational model that blends job skills and academic skills.

Prior to moving to the state, David served as director of the Northeast-Midwest Institute in Washington D.C. and as a special assistant to Michigan Governor William G. Milliken. He holds a Master’s degree in Public Administration from the Kennedy School of Government at Harvard University. He and his wife Cynthia live on Bainbridge Island and have two grown sons.
Health Careers for Youth

Description
Health Careers for Youth (HCY) creates a career and education pathway for low-income youth who might otherwise overlook promising careers in health care. HCY provides high school students with career exploration, Certified Nursing Assistant (CNA) training, prerequisite coursework in nursing and allied health occupations, and work-based learning. CNA training and certification serve as a gateway to both employment and additional training for a broad array of health care careers such as nursing, phlebotomy, medical assisting, pharmacy technician, radiologic technologist and more.

This wraparound model creates a seamless, coordinated and supportive continuum between high school, college and the workplace. Partners include case managers, career counselors, teachers, college instructors and administrators, and employers. The Workforce Development Council of Seattle-King County worked with the Washington State Hospital Association’s Health Work Force Institute to develop and refine the HCY model in partnership with Renton Technical College, Seattle Central Community College, Seattle Vocational Institute and its Bright Future Program, North Seattle Community College, the City of Seattle Youth Employment Program, and the King County Work Training Program. The project was originally supported by a $200,000 grant from the Governor’s 10 Percent Workforce Investment Act discretionary funding and several leveraged funding resources.

Partners
Washington State Hospital Association’s Health Work Force Institute
City of Seattle, Youth Employment Program
North Seattle Community College
Seattle Vocational Institute, Bright Future Program
Seattle Central Community College
Renton Technical College
King County, Work Training Program
High Schools in Seattle and Renton School Districts

Results
Of the 40 students who completed the program:
• 90 percent completed CNA training.
• 60 percent passed the national CNA certification exam.
• Three out of four students successfully completed college coursework while in high school.
• Students in the second cohort earned more than 500 college credits in Running Start.

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Description
A group of concerned community leaders partnered with the Lincoln County Economic Development Council, to form the Odessa Public Development Authority (OPDA) which has been successful in bringing new businesses and jobs to the rural eastern Washington farming community of Odessa, population 980.

With the assistance of a Community Economic Revitalization Board (CERB) grant/loan, the OPDA constructed the first phase of the Odessa PDA Industrial Park to house its first building, which became the home of the North Basin Seed Company in 2000. Two more businesses constructed facilities with the help of CERB loans and grants in 2001 (Seed-Rite, a seed marketing company and SemBioSys which processes locally grown safflower for pharmaceutical purposes). In 2005, the OPDA, partnered with Inland Empire Oilseeds to also construct a large-scale oilseed crushing and bio-diesel processing plant, currently in operation.

The Barr Regional Bio Industrial Park, the OPDA’s current project, is under construction and its first business, Barr-Tech, will be operational in November 2009. The Barr Regional Bio-Industrial Park is dedicated to sustainable, renewable energy businesses. A second business, Blue Marble Energy, is now in the preliminary engineering stage and should be operational in the fall of 2010.

Results
Five new businesses and 40 family-wage jobs were created—with as many as 80 more on the way. One new business to a community as small as Odessa has a ripple effect throughout the community. If that business hires just one employee who chooses to relocate to Odessa from outside the community, it can bring more students to the school system, more patients to the hospital, additional taxes for governments and more spending in local businesses.

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Rural Outreach Nursing Education (RONE) project of Lower Columbia College

Description
The RONE project provides nursing education to areas of Washington that have limited access, helping address a critical skill shortage through classes delivered over the web. It is the only pre-licensure e-learning nursing program in the state and has been approved by the Washington Nursing Commission and accredited by the National League for Nursing Accrediting Commission. Rural hospitals, clinics and other outpatient facilities provide hands-on clinical experience as part of this two-year associate degree registered nurse program.

In 2006, Ferry County Hospital issued a call to “any college or university” in Washington to help with the critical shortage of licensed nurses in rural and remote areas. Lower Columbia College, on the other side of the state, responded to the challenge and now provides the e-learning courses. In January 2009, the first class of 11 students was admitted at hospitals and health care centers in Republic, Morton, Goldendale and Port Townsend. Another 100 students taking pre-nursing classes with an interest in RONE are located in: Ellensburg, Loon Lake, Colville, Chewelah, Coulee, Snoqualmie, Forks, Ocean Park, Friday Harbor, Willapa Harbor, Davenport and the Indian Health Service Clinic in Neah Bay.

By recruiting within their community and providing the training on-site, rural communities can now grow their own nursing staffs. Several other states have contacted Lower Columbia College about the RONE project in hopes of replicating it.

Results
Total hospital cost to train one RN through RONE is $42,000 compared to the $100,000 the hospital would spend to recruit and compensate a trained nurse. Lower Columbia College’s per student costs are comparable with campus-based nursing students (roughly $11,000 for two years), but no additional classroom buildings are needed.

Partners
Western Washington Area Health Education Center
Eastern Washington Partnership
Washington Center for Nursing
Washington State Hospital Association’s Health Work Force Institute
Ferry County Hospital, Republic
Jefferson Health Care, Port Townsend
Morton General Hospital, Morton
Klickitat Valley Hospital, Goldendale

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Spaulding Business Park Project

Description
The Port of Kennewick, working in partnership with the City of Richland, stepped outside its traditional role and got involved in the purchase, development and resale of property as a way to promote urban renewal, improve social services and promote economic development. The result of this initiative is the Spaulding Business Park, which has lured new business and corporate headquarters to Richland.

While ports traditionally invest in land for the long term, the Port of Kennewick purchased 30 acres of a blighted neighborhood with the express purpose of improving the land and moving it back out into the private sector. Some of the land purchased included vacated freeway frontage and overgrown, weed-filled lots that harbored illegal activities. Working with the City of Richland, the port was able to add streets, water, sewer and power infrastructure. The port then aggressively marketed and sold the parcels as part of the Spaulding Business Park. Land was made available to ARC of Tri-Cities, a nonprofit organization which provides services to people with developmental disabilities; and also to Tri-City Chaplaincy to support expansion of its hospice and grief counseling services.

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Results
The Spaulding Business Park has created 482 new jobs, bringing a wide range of services to Richland. The Port of Kennewick realized a profit of almost $1.3 million from its land improvement project and is looking for other revitalization projects to pursue.

Partner
City of Richland
Workforce Development Partnership at General Plastics Manufacturing Company

Results
The partnership created stronger employee involvement and a sense of ownership for the 25 participating employees. It also fostered a workforce capable of successfully competing in a global economy developed through the collaborative efforts of business, government and education.

Since 2006, the company has spent $14,218 to recruit, screen and assess 908 applicants. From this candidate pool, 144 were hired. Employee turnover, recruiting costs, and company staff time to source these positions were substantially reduced.

Description
A collaboration of business, government and education has demonstrated how an engaged Washington employer can recruit, maintain and develop a top-flight workforce capable of meeting the tough demands of a global economy.

General Plastics Manufacturing Company and the Business Connection (a 2004 Governor’s Best Practice award winner) collaborated on a comprehensive recruiting strategy which included an assessment tool designed to determine important characteristics of their best current employees. These assessments, used in conjunction with other tests and screening criteria, resulted in recruiting only applicants that met the company’s stringent requirements and who were also a “good fit” for the company’s culture.

In addition, the company contracted with Tacoma Community College, aided by a $48,000 Job Skills grant, to design a customized curriculum in manufacturing systems and to train 25 new managers and supervisors capable of succeeding current employees as they retire. Key success factors included General Plastics assisting with the course design, providing on-site training facilities, ensuring the training resulted in college credit and paying workers their salaries during the three-hour weekly training conducted from September 2008 to June 2009.

Partners
Tacoma Community College
WorkForce Central Business Connection

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Airport University

**Description**
Since 2005, Airport University has brought college credit-bearing classes to Sea-Tac Airport. Because the airport is on the border between two community college districts, Airport University allows students to take classes from both Highline Community College and South Seattle Community College and earn credits that connect directly to certificates and degrees offered by either college. So far, classes have been offered tuition-free, because of public programs that provide funding for low-income students, and through private foundation grants. Classes are taught in context of the workplace and airport employers play an active role in course design, helping market the classes to their employees.

Nearly 340 airport workers have completed Airport University credit-bearing classes, and close to 1,260 people (both workers and jobseekers) have completed non-credit bearing classes. Airport University has awarded 109 small scholarships (up to $450 each) to low-income airport workers. Most use these scholarships at Highline Community College, South Seattle Community College, and Renton Technical College, with some airport workers enrolling in four-year institutions, such as the University of Washington and Embry-Riddle.

**Partners**
Highline Community College
South Seattle Community College

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Construction Careers Academy

**Description**
A unique partnership between local industry and Whatcom County high schools created the Construction Careers Academy in 2007. The academy, which accepts juniors and seniors from 13 partner high schools, aims to grow the number of high school graduates working in construction-related fields. The academy offers students the opportunity to earn college credits and skills in areas related to careers in building and construction, such as math, reading and job-readiness. Using a nationally accredited curriculum, the academy provides a foundation of technical skills that leads to a variety of access points in the construction field—from entry-level jobs to apprenticeships to college-level study of manufacturing and construction.

The academy worked with the Whatcom Tech Prep Consortium to better connect with Bellingham Technical College. All students can earn up to 13 college credits in identified skill areas, and a student focusing on carpentry can earn an additional 25 credits. Private construction companies have offered paid internship programs for students after school, provided material for classrooms, cash donations and even gasoline cards for low-income students to get to job sites.

**Partners**
Whatcom County Tech Prep Consortium
Bellingham Technical College
Local construction-related organizations, businesses

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Esterline to Soar at Paine Field

Description
Esterline, a global producer of aerospace components and systems, is relocating the Seattle branch of its Control Systems operations and 560 workers to Paine Field in Snohomish County as a direct result of the combined efforts of local workforce development, economic development, government, and industry partnership. During 2007-2008, Esterline conducted a search for a new location and Snohomish County responded with an attractive land-use opportunity costing $47 per square foot as compared to $2.50 per square foot for the company to remain near its current location. The new site was also close to Boeing and other aerospace companies, came with a fast permitting process and provided a skilled local workforce. The new Esterline facility had its grand opening in September. Snohomish County is leasing a 14-acre parcel on airport property to developer Capstone Partners, which will build a 216,000-square-foot building and lease that to the local Esterline subsidiary. Capstone Partners will pay Snohomish County $289,000 a year for 55 years, demonstrating the significant investment of the property and permanence of the Esterline relocation.

Partners
Snohomish County Economic Development Council
Snohomish County Government
Snohomish County Airport Paine Field
City of Mukilteo

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Innovation in Rural Delivery of Career and Technical Education

The Institute for Extended Learning partnered with five rural school districts and the Eastern Washington Partnership Workforce Development Council to deliver the Basics of Electricity program to rural high school students and dislocated adult workers. Small rural school districts often cannot provide career and technical education programs such as this one because of financial constraints and not enough students to fill one class. But because of this partnership, students from Davenport, Republic, Colville, Newport and Selkirk were able to take advantage of this course at three separate locations simultaneously. The institute provided electrical simulation training stations for hands-on training. Students also completed virtual exercises on computers. Instructional technicians provided assistance to students as needed.

Seattle City Light, which operates the Boundary Dam in northern Pend Oreille County, also provided one of its workers as a classroom technician. Recently dislocated zinc mine workers took advantage of the training to increase their skills and build their resumes. Of the 47 students who initially enrolled in the program, 25 high school students received credit and 16 adults received certificates.

Partners
Davenport, Republic, Colville, Newport and Selkirk School Districts
Seattle City Light
Eastern Washington Partnership Workforce Development Council

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Integrated Contextual Cohort-based Healthcare Education

Description
In the fall of 2008, Renton Technical College, Highline Community College, Seattle Central Community College, Highline Medical Center, Swedish Medical Center, Valley Medical Center, Service Employees International Union 1199, and TRAC Associates joined together to remove barriers – academic, individual and systemic – that keep front-line healthcare workers from fulfilling their potential.

The Integrated Contextual Cohort-based Healthcare Education (ICCHE) program addresses the needs of industry through a series of courses taught in the context of work, along with hospital in-service classes and access to college credits. The result: All employee participants gained transferable college credits and 75 percent moved up the career ladder from untrained positions such as dietary aides, baristas and housekeeping into Emergency Room technicians and Advanced Certified Nursing Assistants (CNA).

Career and educational counseling helped ensure workers knew their options for career advancement and chose paths that best met their interests and abilities. The program also included a college preparation course, college math course and an advanced certified nursing assistant program which led to the first of its kind emergency room technician program in the state of Washington.

Partners
SEIU 1199NW
Seattle Central Community College
Highline Community College
Valley Medical Center
Highline Medical Center
Swedish Medical Center
TRAC Associates

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Intercity Transit Village Vans Program

Description
Intercity Transit’s Village Vans Program helps close the gap on one of the biggest hurdles low-income families face: lack of transportation. Data indicates that over 70 percent of work search problems for this population are rooted in a lack of transportation, making transition from government aid to a living-wage job much more difficult. Village Vans are free to qualified low-income job seekers and workers in Thurston County and provide safe, advanced reservation, door-to-door transportation. Many employment-related trips are complex for low-income residents, often involving multiple transfers, stops and wait times for those who rely on the bus to reach their job, drop off children at childcare, shop for groceries and run other errands.

Intercity Transit started the Village Van program in 2002 using start-up funding from a variety of state and federal sources. Through June 2009, the vans had driven over 2,500 passengers on 37,750 trips to employment support locations. The program also helps those in the Customized Job Skills Training Program by providing work experience, job search coaching and skill-building instruction to eligible volunteers who drive the vans.

Partners
Department of Social and Health Services Community Service Office, Tumwater
Pacific Mountain Workforce Consortium and WorkSource Thurston County
South Puget Sound Community College
Thurston Regional Planning Council

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King County Out of School Youth Consortium

Description
From case management and counseling, to GED preparation and high school credit retrieval, to job search and employment assistance, the King County Out of School Youth Consortium helps low-income youth (aged 16-21) re-engage with education and job training. In Program Year 2008, 126 youth attained their GED, 103 completed job readiness training, and 99 participated in a structured work experience or internship. Of the 387 youth served by the consortium during that year, 110 exited into unsubsidized employment and 44 entered post-high school education, advanced training, apprenticeship or military service. By working together, government, nonprofits and the community and technical colleges of King County helped youth in a unified way that otherwise would have been difficult to achieve.

More than 95 percent of the youth served were defined as low-income by the federal Workforce Investment Act. There is a strong correlation between low education levels and low-wage jobs, unemployment, incarceration and ongoing public subsidies. Helping at-risk young people who face barriers such as homelessness, disability, foster care and involvement in the juvenile justice system gain access to education, training and employment helps them realize their full potential.

Partners
YouthSource
Renton Technical College
Center for Career Alternatives
King County Work Training Program
Shoreline Community College North
YMCA of Greater Seattle
Neighborhood House, Rainier Vista
Multi-Service Center

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Long Term and Acute Care Career Progression Project

Description
Low-skilled adult workers employed in both acute care and long-term health care, along with certified nursing assistants and people new to the health care field, moved forward with their careers after receiving professional and technical skills training offered through this project. Workers were supported in completing Nursing Assistant Certified (NAC) training classes using the Integrated Basic Education Skills Training (I-BEST) model, which presents basic skills in the context of work. Workers also completed training modules in acute care skills, behavioral health, dementia and other areas. This Northwest Workforce Development Council-led project helped an increasing number of service and maintenance workers get the skills they needed to advance into NAC and beyond. Many of these workers speak English as a second language and required language assistance along with higher-level technical and job skills.

Of the 183 health care workers involved in this project, 159 were certified hospital nursing assistants who were able to boost their skills and earn higher wages. Nine long-term care workers completed and received certificates as restorative aides. These outcomes stand out in an industry facing high turnover and low retention.

Partners
Island Hospital
St. Joseph Hospital
Skagit Valley Hospital
United General Hospital
Whidbey General Hospital
Whatcom Community College
Bellingham Technical College
Skagit Valley College
Mira Vista Care Center

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Olympic Building Bridges Partnership

Description
This program provided comprehensive prevention, intervention and retrieval programs for 111 students who were at risk of dropping out of school in Bremerton, Port Angeles and Crescent School Districts. Of this group, just seven dropped out and nearly 90 percent reported a positive improvement in credits earned per semester. The Olympic Workforce Development Council targeted dropout prevention funds to the three school districts in Kitsap, Clallam and Jefferson counties that had the highest 2005-2006 dropout rates. Some 73 teachers participated in regional training, focused on supporting academic and behavioral success for all students. Case management was provided through specialists who served as liaisons between school staff, students and their families.

In addition to increased grade point average, credit recovery and student attendance—on-time graduation rates increased in two of the three school districts.

The Building Bridges program was created during the 2007 legislative session and was put in place in school districts around the state as part of a grant program aimed at dropout prevention.

Partners
Olympic Workforce Development Council
Olympic Educational Service District

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Pacific Northwest National Laboratory’s Technology Assistance Program

Description
The Technology Assistance Program (TAP) provides free services from national laboratory experts to technology-based small businesses needing that little push—or sometimes a big boost—to take a product from the drawing board to the marketplace. As a federal research institution with vast scientific resources, Pacific Northwest National Laboratory (PNNL) in Richland has helped technology entrepreneurs explore, develop and test new products, with 86 percent of projects benefiting Northwest entrepreneurs in Washington, Oregon and Idaho.

When a business contacts PNNL for technology assistance, the laboratory leverages one or more of its 4,200 experts, nearly 900 of whom hold doctorate degrees. In many cases, TAP assistance laid the foundation for new or improved commercial products and manufacturing. In at least four cases, technology assistance also contributed to the national award-winning commercialization of a technology. Since 1994, PNNL has conducted nearly 900 technology assistance projects. Surveys indicated 87 percent of assistance recipients said they implemented the advice, or planned to do so.

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Pathways to Health Care Careers

Description
Whatcom Community College and Bellingham Technical College teamed up to better meet the needs of students in health and nursing programs through one-on-one counseling, peer support, and by focusing on health care programs most in demand in Whatcom County. Pathways to Health Care Careers is funded through a three-year, $2.14 million Department of Labor grant, helping address chronic health care worker shortages in the state’s northwest region. Since fall 2007, the Pathways project has served over 500 underrepresented healthcare students. As of June 2009, 48 had completed a degree or certificate in allied health or nursing programs.

Academic support is a strong component of this project. Bellingham Technical College has a tutor present in the classroom one hour before each class to assist students. Students also get additional support in study groups and a tutor is available at both colleges’ Learning Centers. In addition, a “Peer Buddy Lunch” paired second-year nursing students with first-year students as informal mentors. Students also have access to Academic Success Coordinators, who provide advising and career guidance as well as tutoring and case management.

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Reaching Employability and Achieving Career Habits (REACH Plus)

Description
The Reach Plus program is a 160-hour, five-week program that helps low-income women who lack employable skills in Pierce and South King counties gain job skills, life skills and confidence to pursue a career that moves them past poverty and public assistance. Through education and training, counseling and wrap-around services, this program helps approximately 900 clients of Washington Women’s Employment and Education (WWEE) successfully enter the workforce each year.

The goal of REACH Plus is not simply placing low-income women in a job, but providing them with the tools, skills, confidence and supportive services they need to pursue a career that pays a living wage. For many women, the program is the first time they’ve felt invested in their own success. The program teaches appropriate workplace behavior, conflict resolution, employer expectations, leadership skills and self-management in a work-like environment that includes timed breaks, timecards and a high degree of individual accountability. WWEE staff members provide two years of follow-up supportive services to help ensure long-term success.

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Redmond Trip Reduction Incentive Program (R-TRIP)

Description
The city of Redmond was looking for a way to encourage more use of public transit, boost mobility to area employers and keep the city a green, desirable place to live. Redmond Trip Reduction Incentive Program (R-TRIP) brought those goals together by teaming with local employers, marketing a rewards program that encouraged residents to try alternatives to driving alone, and by providing a web site (www.GOrtrip.com) that allows commuters, participating employers and the Redmond community to track, manage and view the benefits realized by using commute options.

While R-TRIP has existed for the past decade as an umbrella brand for Redmond’s commute options programs, the new and improved web-based program launched in May 2008 took activity to a whole new level. Since that time, nearly 14,000 individuals (equivalent to 16 percent of Redmond’s employment) have joined the program, with eight employers (including Microsoft, Genie Industries, AT&T Wireless, Physio-Control and Honeywell) actively using the system to manage their commute option programs.

Partners
Greater Redmond Chamber of Commerce
Greater Redmond Transportation Management Association
King County Metro Transit
Microsoft Corporation

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Retired-Wired...Rethinking Retirement

Description
This focused, short-term training program managed by Community Colleges of Spokane is aimed at people aged 50-plus, helping older workers obtain job skills to enter, re-enter or remain in the workforce. The Rewired project gained new momentum with the economic downturn. Not only was the senior population growing, as Baby Boomers reached their 60s, but many found they had to return to work because they no longer had the finances to retire. At the same time, many working seniors were laid off. In fact, nearly half of the Plus 50 enrollments were dislocated workers.

The program is focused on business services and provides tune-ups in English, math, customer service and computer skills training. It also includes an orientation to the medical industry and accounting and bookkeeping. Classes are open monthly for enrollment on a year-round basis. Students are able to select the courses they want to take and determine how long they want to be enrolled (one, two, or three months). In the most recent six months, 43 students generated 135 enrollments.

Partners
ALTCEW
CPS/WorkSource
Greater Spokane Inc.
Institute for Extended Learning
Spokane Area Workforce Development Council
WorkFirst
AARP
Spokane Valley Chamber
Spokane Labor Council
Community Minded Enterprises

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Salishan: Minority and Women-owned Business Enterprise and Section 3 Participation

Description
When the Tacoma Housing Authority set out to complete the $225 million Salishan Hope VI Revitalization Project, officials also strove to achieve Section 3 and Minority and Women-owned Business Enterprise (MWBE) goals. A $35 million HOPE VI grant required compliance with Section 3, a federal law that sets certain goals for hiring and subcontracting. In this case, the project called for prioritizing hiring groups that included Salishan residents, residents of other Tacoma Housing Authority communities, participants in Youthbuild programs and other low-income Tacoma residents. The Salishan project—which will demolish and rebuild an entire neighborhood of 855 worn out public housing units and failing infrastructure—is the largest residential redevelopment in the history of the City of Tacoma.

The Tacoma Housing Authority deployed a multi-pronged strategy that included using an employment specialist and an oversight committee to reach their target rates. Ultimately, the project ended up with an even higher minority business participation rate of 35 percent, and far exceeded Section 3 employment hires, allowing even more targeted groups to gain valuable skills and experience.

Partners
Lorig Salishan LLC
Walsh Construction
Construction Oversight Committee

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Seattle Jobs Initiative’s Manufacturing Sector Cohort Training

Description
Low-income residents get help advancing up career pathways in the manufacturing sector and employers find valuable employees to fill middle-skill jobs through participation in the Seattle Jobs Initiative’s Manufacturing Sector Cohort Training program. This innovative program helps participants create pathways to economic self-sufficiency by integrating job skills training with wrap around support services. By providing critical skills quickly, this program gives participants a significant wage increase with minimal time out of the workforce.

Seattle Jobs Initiative works with community colleges to design and run the 14-week (full-time) training classes. The curriculum is based on direct employer input and mirrors the workplace. The starting wages of training graduates are about $13-$15 per hour, plus benefits. About 75 percent of graduates are still on the job at one year, and about half have received a raise.

Partners
South Seattle Community College
TRAC Associates
Center for Career Alternatives
Asian Counseling and Referral Service

Contact:
Anne Keeney, Executive Director
Seattle Jobs Initiative
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Self-Sufficiency Calculator

Description
Easy to use—yet based on detailed research—the Self-Sufficiency Calculator shows how a family’s size, the age of its members and geographic location determines a breadwinner’s “self-sufficiency wage.” The Self-Sufficiency Calculator was created in 2001 by the Workforce Development Council of Seattle-King County to help measure the true cost of living (housing, transportation, and childcare) for over 70 family types, using the Self-Sufficiency Standard for Washington. The tool was expanded in 2007 so that anyone in the state can determine the wages needed to meet basic needs and plan a pathway for economic self-sufficiency. This program year, the calculator was again updated with 2009 statewide data.

An online calculator, (www.thecalculator.org) it also gives career counselors a tool for exploring training and employment options with their customers, and saves data that shows individual progress toward self-sufficiency so that a program’s effectiveness can be more accurately measured. The calculator also shows public subsidies and work supports for which the user might be eligible and instantly connects him or her to information about applying for these supports.

Partners
Dr. Diana Pearce
School of Social Work
University of Washington
InCommand Inc.

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Shoreline Community College CNC Machinist Training Program

Description
The Shoreline Community College CNC Machinist Training Program helps students connect with this lucrative, in-demand career by providing both weekday and weekend classes to working adults. An I-BEST program (Integrated Basic Education Skills Training), it blends job skills with academic skills to help ensure more students are successful. It also includes an English-as-a Second Language and Adult Basic Education component. A Career Navigator provides wrap-around services such as advising and job placement assistance, and helps with transportation and childcare challenges.

The first year Shoreline offered the CNC program, just 12 students enrolled. Two years later, there are full classes of 22 students in the weekday program and recruiting is going well to fill the weekend program with another 22 students.

Contact:
Dr. Susan Hoyne
Dean of Science
Shoreline Community College
shoyne@shoreline.edu
(206) 533-6638

Partners

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Dr. Susan Hoyne
Dean of Science
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(206) 533-6638
South Central Workforce Council Community Jobs Program

**Description**
The South Central Workforce Council’s Community Jobs Program notched a significantly higher success rate than any other Community Jobs program in the state, while serving a higher percentage of underprivileged people in its four-county area of Kittitas, Klickitat, Skamania and Yakima counties. Working with other partners, the South Central WDC helped nearly 400 participants leave the federal welfare program Temporary Aid to Need Families (TANF) and into paid employment during 2007 and 2008, saving the state an estimated $919,000 in subsidies. Although program costs neared $4.5 million during the two-year period, participants’ labor injected nearly $1.9 million in saved wages at the nonprofit organizations where they worked.

Some 75 percent of participants transitioned into unsubsidized employment in 2008, the highest in the state. The Community Jobs program provides TANF recipients with 20 hours per week of paid, temporary employment, with another 20 hours spent on basic skills, English as a Second Language, job training or issue resolution. One-on-one case management helps participants overcome barriers that range from lack of work experience and no high school diploma to domestic violence and alcohol and drug abuse to limited English skills.

**Partners**
People for People
Northwest Community Action Center
South Central Region, Employment Security Department

**Contact:**
Amy Martinez
South Central Workforce Council
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(509) 574-1950

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Spokane Entrepreneurial Center LLC

**Description**
Before this project, there were few low-cost, low-obligation office facilities available in Spokane. The Spokane Entrepreneurial Center fills the gap by eliminating the need for first- and last-month deposits for cash-strapped start-up companies and entrepreneurs. The center also helps new companies stay nimble, by offering a month-to-month payment program that also includes low cost ($250-$350) rent in downtown Spokane.

Steve Salvatori, a newcomer to Spokane, bought and renovated a former hotel, opening the 10,000-square-foot Lorraine Building in October 2007, with 18 separate offices. In 2008, Salvatori purchased another building in downtown Spokane. This building houses an additional 17 units of Class C office space.

Amenities such as a shared conference room, WiFi Internet, parking, utilities, storage and security are free to tenants. Between the two locations, the Spokane Entrepreneurial Center has assisted with job growth in excess of 125 new positions. Currently, there are 44 businesses housed at the two locations. They include everything from hair salons to commodity traders to architects to website developers.

**Partner**
Greater Spokane Incorporated

**Contact:**
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Owner and director of Spokane Entrepreneurial Center
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(509) 944-0527
Teaching the Teachers Workshops

Description
Teaching the Teachers workshops introduce middle and high school teachers, counselors, career specialists and other educators to careers available to students in Spokane’s high-growth, high-demand industries, such as health care, manufacturing, aerospace and business and professional services. By exposing teachers to a sampling of local careers and talking with higher education instructors about the local program offerings, teachers are better equipped to advise their students and help guide them toward high-wage, high-skill careers.

Since the program’s inception in 2007, 33 workshops have been held. Nearly 250 teachers from middle and high schools participated during the 2008-2009 school year. Participants spend their mornings learning about the many careers within one industry and then spend the afternoon experiencing hands-on training. Participants receive free “clock hours” as they learn more thoroughly about the careers available in targeted industries and how their curriculum directly correlates to these jobs. Currently, Greater Spokane Incorporated and participating businesses cover the costs of these workshops, helping make this an affordable educational opportunity.

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