SHB 2684

North Seattle Community College Opportunity Center for Employment and Education Legislation

Report to the Legislature

December 2011

Washington State Board for Community and Technical Colleges

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North Seattle Community College—Opportunity Center for Employment and Education

PREFACE

In the 2009 session, the Washington State Legislature established an Opportunity Center for Employment and Education within the Seattle Community College District in HB 2684. The legislation directed that the Center shall house various educational and social service providers and integrate access to employment, counseling, and public benefit programs and services as well as education, training, financial aid and counseling services offered through community colleges; identify and form partnerships with community-based organizations that enhance the services and supports provided to individuals using the Center; and provide services including but not limited to Employment Security and workforce development council WorkSource services; job listing, referral, and placement; job coaching; employment counseling, testing, and career planning; unemployment insurance claim filing assistance; cash grant programs run by the department of social and health services; the basic food program; housing assistance; child support assistance; child care subsidies; WorkFirst and temporary assistance to needy families; general assistance and supplemental security income facilitation; vocational rehabilitation services and referrals; Medicaid and medical services; alcoholism and drug addiction treatment and support act referrals; case management and mental health referrals; community college financial aid; support services; college counseling services related to career pathways and basic skills resources for English language learners; high school completion; and adult basic education; and in partnership with the State Board for Community and Technical Colleges, jointly develop evaluation criteria and performance indicators that demonstrate the degree to which the center is successfully integrating services and improving service delivery.

PURPOSE of THIS REPORT

This report is submitted by the State Board for Community and Technical Colleges to the Washington State Legislature in fulfillment of 2009 HB 2684, Sec. 1(5) which reads in part:
State Board for Community and Technical Colleges shall report to legislative committees with subject areas of commerce and labor, human services, and higher education on the following:

(a) By December 1, 2010, the board, in partnership with participating agencies shall provide recommendations on a proposed site for an additional opportunity employment and education center.

(b) By December 1, 2011, and annually thereafter, the board shall provide an evaluation of existing centers based on performance criteria identified by the board and the opportunity policy work group. The report shall also include data on any federal and state legislative barriers to integration.

INTRODUCTION

The State Legislature's Capital Budget of 2003 called for "the State Board for Community and Technical Colleges (SBCTC) to conduct a study, with input from an advisory committee, on the feasibility and benefits of establishing one-stop satellite offices co-locating the Employment Security Department (ESD) and the Department of Social and Health Services (DSHS) on community college campuses."

The Legislature's intent was to improve service delivery to shared clients/students of the two-year colleges, DSHS, and ESD; to improve employment outcomes for people struggling to achieve self-sufficiency and

prosperity for their families; and to make better use of tax dollars by locating these services in facilities owned by the state rather than in leased buildings.

Essential elements of the resulting study included:

- A strategic evaluation of services to be co-located,
- The identification of the appropriate location on campuses, and
- The consideration of strategies to better integrate ESD and DSHS programs with basic skills, workforce, and academic programs of community and technical colleges to provide more opportunities for skill improvements and employability.

The advisory group was made up of representatives from SBCTC, ESD, and DSHS. North Seattle Community College (NSCC) was specified as the pilot location for the study. The study looked at general applicability across the state in addition to North Seattle Community College. The design of the study included evaluation of proposed services from client, staff, and funding perspectives. A recommendation was made for a site at NSCC.

OVERVIEW

The Opportunity Center for Employment and Education (OCEE)

On May 2 2011, the Opportunity Center for Employment and Education opened it's doors on the campus of North Seattle Community College campus. DSHS moved onsite on May 9, 2011.

The Opportunity Center is providing to residents of North Seattle access in one location to employment services, social services, financial supports, and post-secondary education provided by Employment Security/WorkSource, Department of Social and Health Services, North Seattle Community College, and multiple on-site partners.

Customers receive multiple services under one roof, allowing for streamlined customer service delivery. The Opportunity Center partners are committed to delivering services in an integrated manner that will allow clients to achieve self-sufficiency through employment and lifelong learning. The Center is accessible to customers through adjoining bus, future light rail and designated parking.

OCEE Planning Committees

The bill set out that the chancellor of the Seattle community college district, or designee, is to convene a policy work group charged with governing the opportunity employment and education center.
https://northseattle.edu/committees/ocee-steering
The work group membership included representatives of the King County Workforce Development Council, NSCC, ESD, and DSHS. The chairmanship, chosen from among the work group's membership on an annual basis, rotates among participating agencies. Three levels of planning committees have been established.

The Cabinet Group consists of the cabinet level or chief officer of each agency slated to move into the Opportunity Center for Employment and Education. Their goal is to review the progress of the Center on a biannual basis.

The Policy Committee policy level lead staff for each agency is responsible for making executive decisions regarding the project scope, direction, approach and resources for the Opportunity Center for Employment and Education. This committee is meeting quarterly.

An Integrated Services Manager was hired on August 1, 2010, and covered this role until August 1, 2011, when there was a transition to a new Integrated Service Manager. This position is responsible, on behalf of the executive leadership group across the four agencies, for leading the on-site Leadership Team in their ongoing collaborative development, implementation of the operational model for the OCEE, moving the vision of integrated services forward, and ensuring that the specific goals contained in SHB 2684 are achieved. The responsibilities are to:

- Develop and maintain a road map on the project's timeframes, process outcomes, and issues resolution
- Manage communications among the differing organizational cultures
- Work with the on-site managers/leaders and community partners toward achieving the vision of integrated services
- Assist partners in facility issues including telecommunications, electrical, and other key issues

The OCEE on-site Leadership Team functions under the auspices of the OCEE Policy Committee and Cabinet. The team includes the Administrators from DSHS, ESD/WorkSource, the NSCC Workforce programs, and the Integration Manager. The team is responsible for both the oversight of their individual programs and the collective leadership of the OCEE as demonstrated through a coordinated and collaborative working partnership with each other. The on-site Leadership Team is responsible for developing the working documents that will guide the OCEE as well as working towards integration and participating in activities that further that goal. The Leadership Team meets weekly.

OCEE Structure

Key services at the OCEE currently include:

Workforce Education:

- Career Advising
- Worker-Retraining Tuition Assistance
- Basic Food and Employment Training Program (BFET)
- Opportunity Grant
- Embedded Career Services program
- Assistance with applying for financial aid
- Assistance for WorkFirst customers going to school
- Access to Shoreline Community College Workforce education

WorkSource:

- Job Referrals
- Job search review
- Resume building
- Interviewing assistance
- Job search assistance
- Intensive job assistance and funding for training through Workforce Investment Act partners
- Division of Vocational Rehabilitation Services to Veterans and to WorkFirst customers are included in the WorkSource

DSHS
- TANF, WorkFirst
- Basic Food
- Medical
- Aged, Blind or Disabled cash assistance program
- Housing and Essential Needs
- Pregnant Women assistance program
- Diversion Cash Assistance
- Division of Child Support

Other key partnerships and services provided as identified in Appendix A.

PROGRESS TO DATE

While most of the focus for the Leadership Team has been on the work related to moving into the facility, making it operational and ensuring customers receive the critical services provided, there has been significant progress on achieving the OCEE integrated services goals. These include:

- Establishing evaluation criteria and performance measures as described in Appendix B
- Integrated customer reception and services provided in building lobby
- Leadership integration, agency and partners shared vision for integrated services
- Assessment of current data share agreements and initial work towards IT integration
- Initial cross agency training with partner staff and a plan for expanded training
- Service integration focused on referrals for services and cross agency teams
- Campus coordination with student services, Basic Skills/Instruction, facilities, safety and security planning
- Work with the North Seattle Community Grants Office to apply for grants in support of integrated IT services

To date there have not been federal or state barriers to integration identified but there are ongoing challenges related to each of the three primary partners each having their own IT system.

RECOMMENDATION

The OCEE has been operational with on-site services for only 6 months. While significant progress has been made with providing a broad range of on-site services, establishing performance measures and work toward achieving the vision of integrated services, it is still too soon to be able to fully assess the OCEE's impact on the community and with customer outcomes. Given the need for additional time for further implementation of integrated services and assessing outcomes coupled with current economic challenges, the recommendation developed in consultation with the Policy Committee, is to defer consideration of expansion of the model to additional sites at this time.

APPENDIX A

The Opportunity Center for Employment and Education
https://northseattle.edu/ocee

RESOURCES:
Educational Resource Area, 1st floor off the lobby: <u>**Not sure where to start out in the OCE&E? Come by the "ER".**</u> Find 8 computers available for college and career exploration, apply for benefits on WA Connections, do your on-line banking, and apply for financial aid. **Job Search Lab:** 19 computers for job search
Kid's Area: Play area for children while parents/guardians are conducting business in the OCE&E - 90 min. limit & must be potty trained

SOCIAL SERVICES
Community Psychiatric Clinic: Psychiatric assessment, counseling, case management and on-going therapy for children, adolescents, adults and families; medication management; referral to CD services and vocational services.
DSHS Division of Child and Family Services (DCFS): Case management for adolescents in child welfare system and children's administration information sharing
DSHS Division of Child Support (DCS): Child support establishment and collection as well as related services for both custodial and non-custodial parents.
DSHS King North Community Service Office: Cash, food, child care and medical assistance; EBT cards; substance abuse treatment referrals
Public Health-Seattle & King County: Public Health Nurse - Family Planning
YWCA DV (Domestic Violence): Domestic violence advocate

EDUCATIONAL SERVICES
COMPASS preparation drop-in workshops: Preparation for the COMPASS placement test; refreshes reading, writing and math skills for incoming students. Students can attend as many labs as they wish
Financial Literacy: This initiative seeks to achieve the following goals; provide financial literacy workshops and resources, assist individuals in securing bank accounts, offer credit and debt counseling, and coordinating the OCE&E as a site for tax preparation and the EITC (earned income tax credit).
Literacy Source: Small group instruction and 1-on-1 tutoring in Basic Skills, ESL, GED & referrals for workforce development
North Seattle Community College, Workforce Education: Tuition assistance program for low-income adults and dislocated workers seeking instruction at NSCC for high-demand professional/technical programs
Seattle Goodwill Industries: College 101 / Career Pathways Program includes pre-college enrollment services, Community College 101 class, college readiness workshops and ongoing educational support services
Shoreline Community College, Workforce Education: Tuition assistance program for low-income adults and dislocated workers seeking instruction at SCC for high-demand professional/technical programs
TRAC HealthCare Navigation: Intensive help with school funding & job training with an emphasis on the healthcare/medical field
WIA Partners - Asian Counseling and Referral Service (ACRS), Pacific Associates and TRAC (Training Rehabilitation Assessment Consultation): Job search assistance and support for low-income adults or dislocated workers; tuition and books assistance for low-income adults and dislocated workers seeking re-training for high-demand occupations

EMPLOYMENT SERVICES

Cares of Washington: Job search support for BFET (Basic Food Employment &Training) graduates, support services for basic food recipients

DSHS Division of Vocational Rehabilitation (DVR): Employment and training services for people with disabilities

WorkSource: Job search assistance and support; workshops and one-on-one assistance for resumes, cover letters, interview techniques, networking, career exploration, Unemployment Insurance (UI) assistance. *Includes WIA Partners - Asian Counseling and Referral Service (ACRS), Pacific Associates and TRAC (Training Rehabilitation Assessment Consultation)*

TRAC HealthCare Navigation: Intensive help with school funding & job training with an emphasis on the healthcare/medical field

Veterans Services: Through the WorkSource the Veterans' representative maximizes access to services for veterans; advocacy for veterans' employment and training opportunities; employer relations and job development.

YWCA BankWorks™: BankWorks Training Program - Training to become bank tellers.

YWCA CJ (Community Jobs): Job training for TANF (Temporary Assistance for Needy Families) recipients

YWCA HIP - Homeless Intervention Program: works with homeless individuals seeking employment

YWCA Offender Re-entry Program: job training, support and placement services to ex-offenders who are seeking a job in King County

The Opportunity Center for Employment and Education
https://northseattle.edu/ocee

SOCIAL SERVICES	On-Site	General Contact Info	Direct Contact Info
Community Psychiatric Clinic	Wed 1 PM – 5 PM Thurs 10 AM – 5 PM	1st floor - check in at DSHS kiosk 206-461-4544	Meredith Magder 934-0393
DSHS Division of Child and Family Services (DCFS)	Varying schedule throughout the week	1st floor - check in at DSHS kiosk	Sheila Wilson WLSS300@dshs.wa.gov
DSHS Division of Child Support (DCS)	Mon - Fri 8:00 AM – 5:00 PM	800-442-KIDS or 1st floor - check in at DSHS kiosk	206-341-7000
DSHS King North Community Service Office	Mon - Fri 8:00 AM – 5:00 PM	2nd floor – DSHS Lobby (877) 501-2233	www.waconnection.org 206-934-7403
Public Health-Seattle & King County	Mon - Fri 7:00 AM – 4:00 PM	2nd Floor - DSHS Lobby, Office 208	Karson Bennett, 206-934-7471 benneka@dshs.wa.gov
YWCA DV (Domestic Violence) Advocate	Mon & Tues 12:00 PM – 4:00 PM	1st floor - check in at DSHS kiosk	Norma Guzman 206-934-7454 nguzman@ywcaworks.org

EDUCATIONAL SERVICES	On-Site	General Contact Info	Direct Contact Info
COMPASS Prep	Tuesday	2nd floor - WFE office or	OCE&E Classroom 230 – drop in lab

	10:00 AM – 12:00 PM	Educational Resource Area off the lobby	
Goodwill's Career Pathways & Comm. College 101	Mon - Fri 8:00 AM – 5:00 PM	2nd floor - WFE office or 1st floor - Educational Resource Area	Monica Cheng 206-934-7478 monica.cheng@seattlegoodwill.org
Financial Literacy	Mon - Fri 8:00 AM – 5:00 PM	1st floor *Express Credit Union on-site Thursday 10 AM – 5 PM*	Wade Parrott 206-934-6153 Wade.parrott@seattlecolleges.edu
Literacy Source	Tuesday 2:00 PM – 4:00 PM	1st floor - check in at DSHS kiosk	Isabel Childs 206-934-7453 isabelc@literacysource.org
North Seattle Community College, Workforce Education	Mon - Fri 8:00 AM – 4:30 PM	2nd floor - WFE office or 1st floor - Educational Resource Area	(206) 934-3787 www.startnextquarter.org
TRAC	Wed 1:00 AM – 5:00 PM	1st floor - check in at DSHS kiosk	Demitu Argo 934-7453
Shoreline Community College, Workforce Education	Varying Hours Mon - Fri	2nd floor - WFE office or 1st floor - Educational Resource Area	206-934-6096
WIA Partners – ACRS, Pacific Associates and TRAC	Mon - Fri 9:00 AM – 5:00 PM	1st floor - Check in at the front desk or in the Educational Resource Area	

EMPLOYMENT SERVICES	On-Site	General Contact Info	Direct Contact Info
CARES of Washington	Tues 9:00 AM – 12:00 PM	2nd floor - WFE office	Sue Koeller, 206-934-3760 skoeller@caresofwa.org
DSHS Division of Vocational Rehabilitation (DVR)	Mon - Fri 8:00 AM – 5:00 PM	1st floor - check in at the front desk 206-440-2230	Bo Welch, 206-934-6095 welchrt@dshs.wa.gov
TRAC	Wed 1:00 AM – 5:00 PM	1st floor - check in at DSHS kiosk	Demitu Argo 934-7453
Veterans Services	Mon - Fri 8:00 AM – 5:00 PM	1st floor - check in at the front desk	
WorkSource	Mon - Fri 8:00 AM – 5:00 PM	1st floor - check in at the front desk (206) 440-2500	
YWCA BankWorks™	Mon - Fri 8:00 AM – 5:00 PM	1st floor	Marc Hill 206-934-6152 Angeline Sullivan 206-934-6156
YWCA CJ (Community Jobs)	Mon & Thurs 1:00 PM – 5:00 PM	1st floor - check in at DSHS kiosk	Irene Ng & Rebecca Meaux 206-934-7454
YWCA HIP - Homeless Intervention Program	Thurs 9:00 AM – 3:00 PM	1st floor	Cheri Dix 206-934-6156 cdix@ywcaworks.org
YWCA Offender Re-entry Program	Tues 9:00 AM – 5:00 PM	1st floor	Misty Gonzalez 206-934-6156 mgonzale@ywcaworks.org

APPENDIX B

Performance Measure Definitions
The Opportunity Center for Employment and Education

Customer Base: The three core partners NSCC, WorkSource, and DSHS, have agreed to a definition that reflects people officially enrolled in their data base systems SKIES (ESD), eJAS (DSHS), and HP3000 (NSCC). For the purposes of the OCE&E measures only, DSHS defines their customer base as only those individuals receiving cash assistance, food assistance, childcare or child support service.

Subset of Customer Base: The OCE&E performance measures will look at a subset of partner customers. That subset is defined as those who are documented to have been involved with two or more partners within the OCE&E.

Partner: This term refers to the partners in the OCE&E and is intended to denote an agency that provides a set of unique services that differ from other partner service offerings. Different eligibility criteria may be used if an agency should be considered a partner for performance accountability purposes. The definition of partner easily includes the three core partners of NSCC, WorkSource, and DSHS. It also includes Seattle Goodwill Industries, the Financial Asset Building Initiative, the Division of Vocational Rehabilitation, the YWCA BankWorks™ program, Literacy Source, Shoreline Community College Workforce Education, YWCA Community Jobs, YWCA Domestic Violence Counselors, and the Community Psychiatric Clinic. As additional partners are added to the OCE&E, the decision as to whether or not the performance measures will include their customers and services will be made by the leadership team.

Referral: The process of assisting a customer to obtain more services or resources from another partner. It is the intent of the OCE&E to maximize appropriate referrals and document them through a streamlined process. Our definition of "referral" is a formal process in which a person who would benefit from additional services or resources is connected to the appropriate partner.

Services: The resources available to a customer through the partners on site in the OCE&E. For the purposes of the performance measures, these services need to be documented.

Employment: For the purpose of the OCE&E performance measures, the definition of employment will be drawn from similar language used to define employment for the State of Washington in both the WorkFirst program and the WorkSource. This definition is defined as being part time (31 hours per week or less) or full –time (32 hours per week or more).

Agreed upon training or education program: This includes any skills upgrade, certificate, or degree at NSCC and other schools and community programs. This also includes skills training and upgrades such as Microsoft E-learning at WorkSource and vocational training programs offered by Community Based Organizations. Vocational training is defined as training for a specific job or sector.

The performance measures for the Opportunity Center are intended to reflect the value of integration. We acknowledge that each partner in the Center has performance measures that are unique to each agency. The OCE&E measures are intended to be succinct, clear and reflective of the value added through the integration of these partners. In that spirit, the team decided to focus on the subset of OCE&E customers who are documented to have been involved with two or more partners within the OCE&E. Involvement is defined through two distinct criteria:

- Customer efficiency through referral
- Services rendered and received through multiple partners

These criteria are measured in six performance measures. The first four measures reflect the value of integration on their own merit. They are:
1. Customers referred to one or more OCE&E partners
2. Customers who received a service from two or more partners
3. Referred customers who successfully earned a degree, certificate or otherwise completed an agreed upon training or education program
4. Referred customers who obtained employment

In order to obtain the above data, two process measures, which are already tracked by agencies, need to be measured. These include:
5. The total number of customers enrolled in any one partner program during a defined time frame
6. The number of customers who enrolled in a training or education program

Currently the performance measures are reported by individual agencies and partners, each using their own databases and reports. For example, the WorkSource reports in SKIES, though this is not a system used by DSHS, NSCC, or all the partners. This model does not allow us to document these performance measures as precisely and fully as we would like.

Absent a common, building-wide system for tracking customers and services, we are developing a way to work within each agency's current systems. The value of a common, building-wide system, however, drove the leadership team within the building to propose short term and long term goals.

Short term goals

- Establish appropriate data sharing agreements among agencies
- Contract with a business analyst to help create the blueprint for a common, building-wide system to produce performance measure reports that integrate data from all partners in the OCE&E

In the short term, it may be worth exploring how the agencies currently respond to complex data requests from the Legislature or other key partners. It would seem that the agencies may have some established way to already share and compile this data.

Long term goals
- Based on the recommendations of the business analyst, build the common, building-wide solution that would assist the building's business and reporting needs
- Build a customer interface/eligibility screen onto this solution that effectively and efficiently connects customers to services
- Leverage this performance measure tool so it can be used to drive business decisions and integration in the building for staff and customers

In the long term, the leadership could imagine an OCE&E specific IT solution that can exchange data with SKIES (ESD), eJAS (DSHS), HP3000 (NSCC) and potentially other partner databases. The database could be built to not only provide reports on performance, but also to help customers screen eligibility for and ultimately access multiple services, as modeled by the Washington Connections benefit portal.

Data points that the long term solution might track:
- Staff referrals
- A feedback process back to the person that referred the customer
- Timing of the referral
- Whether the customer followed up on that referral
- The outcome of the referral
- How many services a customer receives and over what time period