



FEASIBILITY STUDY

**Case for
Creating the
SE Seattle
Economic
Opportunity
Center**

*Community Cornerstones:
Commercial Stability-
Opportunity Center
Feasibility*



2014

This study was authored by: Rich Nafziger (Visiting Assistant Professor, Seattle University), Susan Crane (SkillUp Washington), Ellen Greene, Judith Olsen (Impact Capital), and Lance Matteson (SEED). Annie Laurie Armstrong (BGCC) provided GIS mapping analysis and support.

Many thanks to all of the people and organizations that have been involved in this feasibility assessment. The residents and organizations in Southeast Seattle were clearly excited about the idea of co-locating business assistance services, education and other services in a single accessible location.

The authors also appreciate the contributions of City staff, particularly Steve Johnson, Ryan Curren, Nora Liu, and Theresa Barreras.

SkillUp Washington is Seattle's workforce education funders' collaborative. For more information about SkillUp, please visit: www.skillupwa.org

Graphic design by Noise w/o Sound

Cover photo by Ryan Castoldi

TABLE OF CONTENTS

| | | |
|-------|---|----|
| I. | Overview | 4 |
| II. | Next Steps | 5 |
| III. | Background | 6 |
| IV. | Community Interviews | 13 |
| V. | Appendix A: List of Interviewees | 19 |
| VI. | Appendix B: Othello Property Map | 22 |
| VII. | Appendix C: Background Report on Integrated Service Models | 23 |
| VIII. | Sources | 34 |

THE CASE FOR CREATING THE SE SEATTLE ECONOMIC OPPORTUNITY CENTER

SE SEATTLE: A HISTORY OF ISOLATION AND NEGLECT, AN OPPORTUNITY FOR PROGRESS

SE Seattle is a predominantly low-income and multicultural mix of neighborhoods with a history of isolation, neglect, and unmet needs for accessible and effective education, job creation and business services. The advent of five light rail stations will help end the neighborhood's isolation, and create a new opportunity to establish an accessible Economic Opportunity Center that can help people get an education, get a job, or grow a business.

WHY IS AN ECONOMIC OPPORTUNITY CENTER NEEDED?

- SE Seattle has pent up potential for economic growth: immigrant entrepreneurial energy, youth, diversity – but is held back by lack of accessible, culturally appropriate access to education, good jobs, and business services.
- National research confirms that people and business start-ups experience greater economic growth when they can access multiple services in one location. The Opportunity Center for Employment and Education on the North Seattle Community College campus, has shown how integrated services help people succeed (For more information about program models, please see Appendix C).
- Interviews with community leaders and residents show strong support for an Economic Opportunity Center, and its creation is consistent with existing neighborhood plans.

WHAT WOULD THE SE ECONOMIC OPPORTUNITY CENTER INCLUDE?

First and foremost, the Center would ensure that all program staff are culturally competent, that major languages of the area are fully accommodated, and that services are tailored to the area's needs.

POST-SECONDARY EDUCATION

- A new Seattle Vocational Institute campus could work in partnership with the Seattle Jobs Initiative and the WSU Small Business Development Center or Renton Technical College to create job- and skill-specific classes.
- Programs that help people learn job skills and English simultaneously, known as I-BEST Programs can help people complete courses quickly.

CULTURALLY COMPETENT JOB AND BUSINESS SERVICES

- A culturally competent one-stop business development center with expertise and partnerships could include the WSU Small Business Development Center, Start Zone NW, the Southeast Seattle Effective Development (SEED), the Rainer Valley Capital Development Fund, and the UW.
- A range of employment services would be provided, such as WorkSource and DePaul Industries, which connects people to temporary jobs with employer incentives to make them permanent.
- A possible business anchor tenant could provide jobs onsite.
- Partnership with Neighborhood House to house the City's new Financial Empowerment Center could provide financial education to individuals.

Once established, the SE Economic Opportunity Center could continue to grow and add services that help this community become a vibrant center of economic growth and individual success that transforms SE Seattle.

NEXT STEPS

The results of this preliminary investigation suggest a one-stop location for residents to get an education, get a job, or develop a business is needed and desired in SE Seattle. There is enthusiasm to move forward with creating an Opportunity Center and the following have been identified as next steps.

1. Share findings broadly among stakeholders for feasibility and feedback.
2. Continue discussions with partners, including those who originally expressed interest, to confirm timelines and determine program space needs.
3. Task an appropriate organization to create a predevelopment budget to include the identification of appropriate parcels for the Opportunity Center and assemble resources necessary for site acquisition.
4. Investigate funding possibilities and identify funding sources from public and private entities for further project advancement.
5. Augment and develop this report based on the results from discussions with partners and the community. Outline further processes for engaging the community and collecting input moving forward.

PART I: BACKGROUND

A NEW MODEL: THE OPPORTUNITY CENTER AT NORTH SEATTLE COMMUNITY COLLEGE

In 2009, Rep. Frank Chopp and Rep. Phyllis Kenney sponsored successful legislation to create a new community service delivery model. The Opportunity Center for Employment and Education, located on the North Seattle Community College campus, is a model for delivering integrated services. It provides residents of North Seattle access to employment services, financial counseling, economic support and post-secondary education—all in one location. The 45,000 square foot building was funded in 2009 with \$10 million of state capital budget dollars and \$10 million in Certificate of Participation (COP) dollars. Lease payments from agencies that use the building fund the COP. The legislature has expressed interest in replicating the center at other locations in the state.

ASSESSMENT OF NEEDS AND RESEARCH ON BEST PRACTICES TO ENSURE SUCCESS OF THE SOUTHEAST SEATTLE ECONOMIC OPPORTUNITY CENTER

This report summarizes and draws from an extensive study of the needs of SE Seattle, and the potential for creating an Economic Opportunity Center with services customized for this area. The study includes interviews and conversations with over 50 community leaders and a dozen community organizations. It also includes research on neighborhood needs, and a study of national best practices for improving economic opportunity by bundling services in an integrated service model.

Based on this work, we recommend the creation of a SE Seattle Economic Opportunity Center that could include housing, financial counseling and planning, as well as small business assistance and a nonprofit temporary employment agency to supplement the employment services.

The ideal scenario would be a one-stop location for residents of the community to *get a temporary job, qualify for and find a family wage permanent job, go to college, get help or start a business.*

NATIONAL BEST PRACTICES AND THE SE SEATTLE ECONOMIC OPPORTUNITY CENTER

For nearly two decades, federal and state government, public agencies, and private organizations have created innovative models to integrate services for low-income workers and families. The “one-stop” approach provides bundled services that take a holistic approach to the complex issues of finance, education, housing, employment, and other challenges faced by low-income workers and families.

The proposed SE Seattle Economic Opportunity Center will draw from the best practices developed over the past few years in service integration, because it is now abundantly clear that bundling services results in better outcomes for the people who use them.

The key lessons of a study of service integration models from around the country are:

- When people use multiple bundled services provided at one location, they achieve a higher rate of success as measured in income, financial stability, and other measures.
- Strong bonds among community partners are a key element of effectiveness of one-stop centers, and this includes both partners present in integrated service centers, and the many non-profits, ethnic organizations, community and business groups, and neighborhood associations in the surrounding area.
- Data that measures progress towards clearly defined goals is essential.
- The work is never finished; success requires continuous quality improvement and ongoing efforts to strengthen community partnerships, respond to local needs as they emerge, and adapt to an ever-changing economy.

NEIGHBORHOOD ISOLATION AND ITS CONSEQUENCES

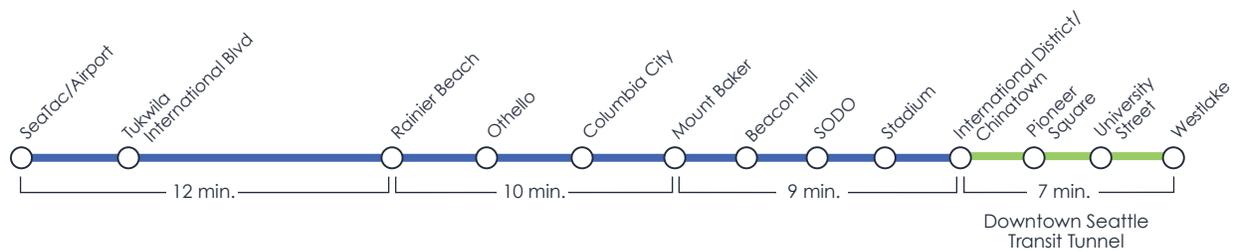
The SE Seattle community lacks access to business education and services, post-secondary education, retail outlets and disaster services. The neighborhood population is younger and more diverse than the rest of the city. While it has a few national banks, it lacks community banks, and is a hornet's nest of predatory lenders. Most of the employment, education and social services serving the neighborhood are several miles north of the center of the neighborhood. Despite low educational attainment in the neighborhood, it is the furthest neighborhood from any post-secondary education in the City of Seattle.

The best illustration of isolation is the City of Seattle's emergency preparedness network. Seattle's Emergency Communication Hubs are the centers created for residents to gather and receive services and information during a crisis or disaster. Hubs collect information on local situations, needs and resources. They relay this information between neighbors, hub sites and to Seattle's Emergency Operation Center (EOC). Echoing the fate of diverse and low-income neighborhoods in New Orleans before and after Hurricane Katrina, there is little emergency response capacity in SE Seattle. Out of 45 "officially prepared" neighborhood hubs, 43 of them are located in North or West Seattle¹. A "Hub desert" exists in SE Seattle, and it is emblematic of the paucity of a wide range of social, educational and economic services in this area.

A DYNAMIC COMMUNITY

SE Seattle's isolation from the rest of the city can soon become a thing of the past. Sound transit's light rail line provides five of its 12 stops in Southeast Seattle: Rainier Beach, Othello, Columbia City, Mount Baker and Beacon Hill. The line provides service to Sea-Tac airport, First Hill's hospitals and Downtown Seattle. If the neighborhood were able to develop integrated business, employment, and education services near central sound transit stops, it could provide the backbone for new jobs and economic growth.

¹ [Office of Emergency Management: Hub Locations Throughout the City January 2013](#)



The SE community is one of the two most dynamic business communities in the region. Data from Washington State University and the Department of Revenue shows that between 2007 and August 2013, 6,714 new businesses opened in the neighborhood. At the same time another 4,513 were closed for a net growth of 2,201 businesses. The net growth in business formation in the community is twice that of the state of Washington and the Seattle Metropolitan area growing 52% during that time period. Improved business services could curtail the net closure rate and create jobs in the community.

Figure 3 Business closures and opening: 2007/01/01 - 2013/09/30

| Zip Code | City Name | Opened | Closed | Gain/Loss | pct. chg. |
|----------|---|---------|---------|-----------|-----------|
| | Statewide | 556,387 | 440,313 | 116,074 | 26% |
| | Greater Seattle Area | 556,387 | 440,313 | 116,074 | 26% |
| 98118 | Rainier Valley | 3,951 | 2,699 | 1,252 | 46% |
| 98122 | Central District | 3,623 | 2,389 | 1,234 | 52% |
| 98144 | Industrial District/ Mt. Baker/ Beacon Hill | 2,763 | 1,814 | 949 | 52% |

Demographically speaking, SE Seattle is the city’s youngest neighborhood and one of the most diverse. One quarter of the population is under the age of 18 (Figure 4A), and two-thirds are people of color (Figure 4B). The combination of entrepreneurialism, youth and diversity provides tremendous potential for the neighborhood to grow and thrive.

Figure 4A: Population under 18

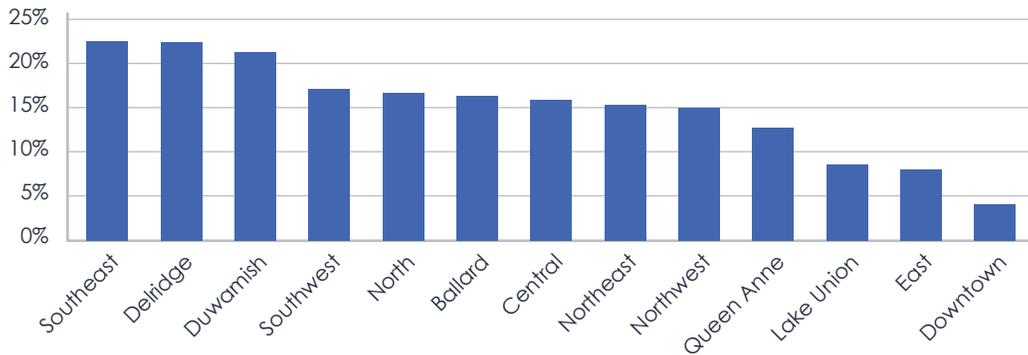
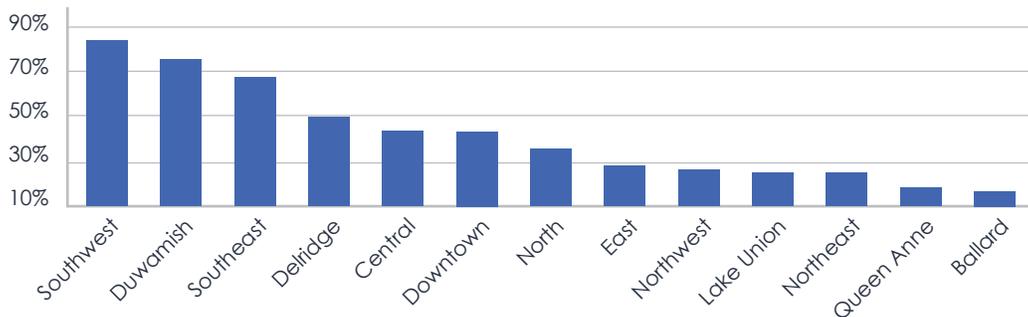


Figure 4B: People of Color



POST-SECONDARY EDUCATION

The community’s youthful population creates a tremendous potential for jobs and economic growth. Unfortunately, the 18 to 24 year old population has an educational attainment significantly below that of the City of Seattle as a whole. Over 1,300 residents have dropped out before finishing high school, and the proportion of the populations with workforce credentials or bachelor degrees is half that of the rest of the city. A recent study by the Road Map Project indicates that fewer career and technical education pathways are offered in SE neighborhood schools than any other district in the study area.

Figure 5: Population 18 to 24 Educational Attainment

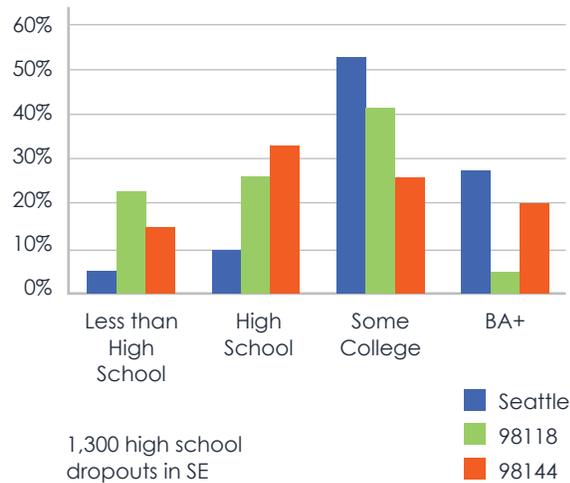
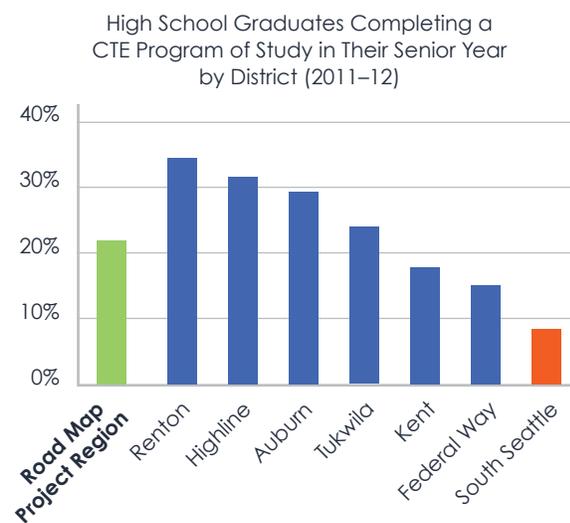
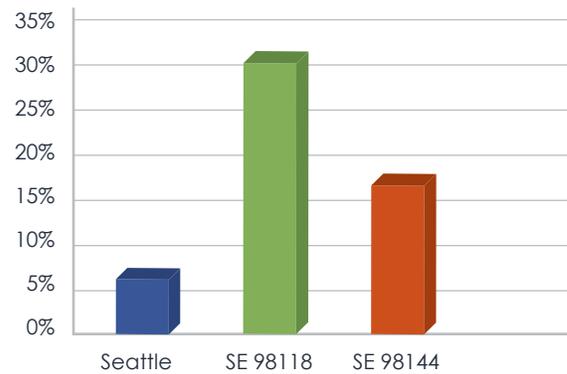


Figure 6: Career and Technical Education



Along with the youthfulness of the population, diversity is another key economic asset to the community. However, 20,000 residents are non-English speakers (defined in the Census as those who speak English “less than well”). English as a second language programs linked to professional and technical education are a high priority for the community.

Figure 7: Speak English “less than Very Well”



Nearly 20,000 SE residents speak English less than very well.

While SE Seattle is in the South Seattle Community College catchment area, Seattle Central Community College draws the most students both from Franklin High School and Rainier Beach High School. Bellevue Community College actually draws more students from the neighborhood than South Seattle Vocational Institute also draws a majority of its students from SE Seattle. (Figure 8).

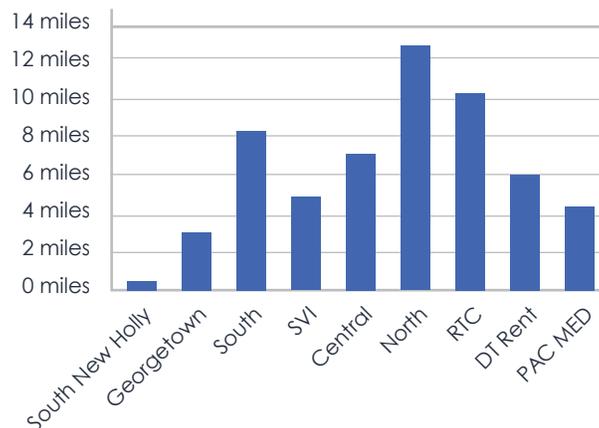
Figure 8: College of Choice

| | Rainier Beach | Franklin |
|--------------------|---------------|----------|
| Seattle Central CC | 22% | 32% |
| UW | 17% | 22% |
| South Seattle CC | 12% | 7% |
| Bellevue CC | 0 – .5% | 17% |
| Renton TC | 0 – .5% | 0 – .2% |

Zip code 98118, the Southern portion of the district, has more community college students than any other zip code in the city. When combined zip code 98144 (the Northern half) there are a total of 2,385 college students in the neighborhood.

In fact, Seattle Central and SVI draw more students from SE Seattle than any other neighborhood, including those immediately adjacent to the colleges. (Figure 9) Some of this problem will be solved by the creation of new health care programs at the PAC MED center on North Beacon Hill. But the fact remains that commuting distances from the SE neighborhood range from 7 miles to Central, 5 miles to SVI and over 8 miles to South Seattle Community College. Transit times to South Seattle are over one hour.

Figure 9: Distance from Othello Station to Colleges



With the exception of Central, the highest community college density is typically in the immediate areas surrounding each college. The closer to the college; the higher the enrollment rate. This suggests that locating more post-secondary education programs in the neighborhood could have a significant impact.

Figure 10: Average Distance to College Student is Attending & Total Number of Enrolled Students

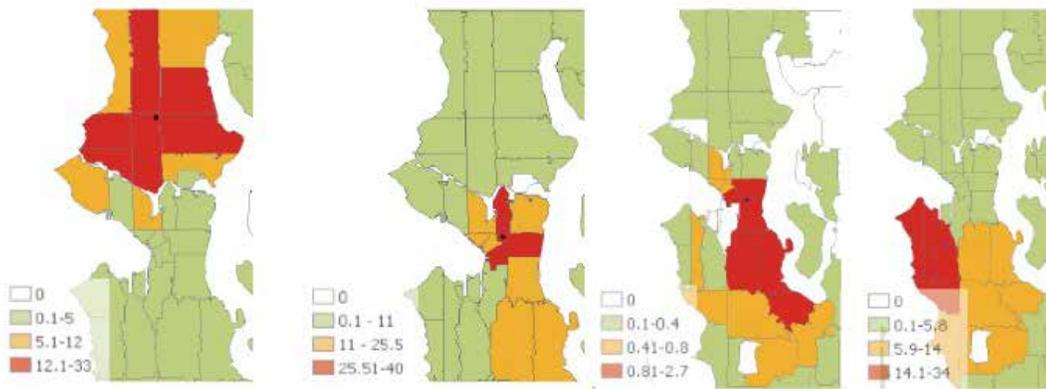
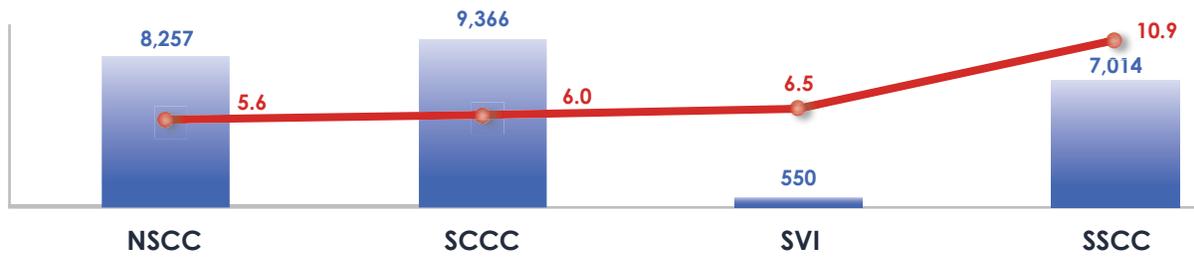
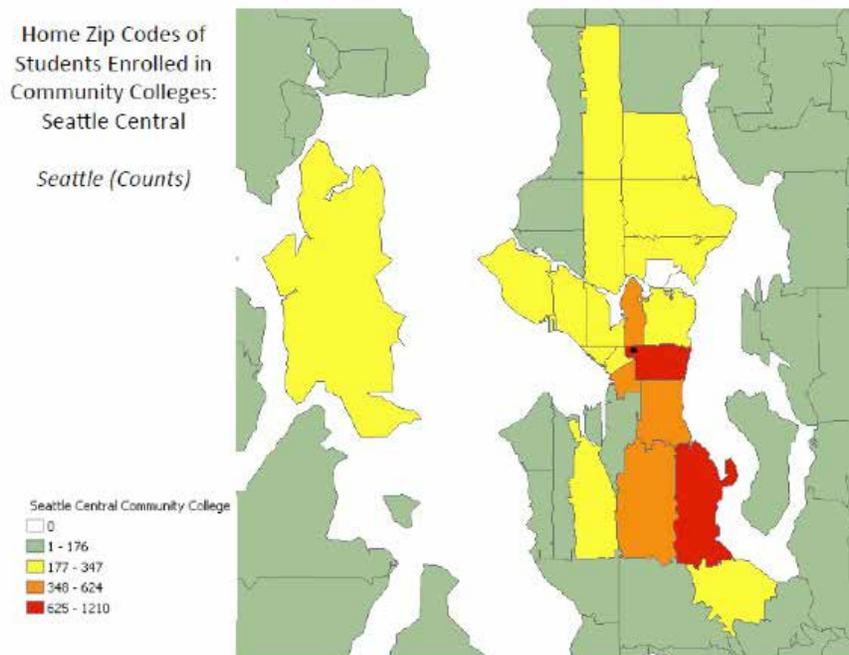


Figure 11: Home Zip Codes of Students Enrolled in Community Colleges: Seattle Central



PART II: COMMUNITY INTERVIEWS

The idea of creating an Economic Opportunity Center in SE Seattle was discussed with ten city and legislative leaders, and with fifty nonprofit and community leaders in SE Seattle during late 2013 and through the first quarter of 2014. Many neighborhood residents and organizations have recently engaged in planning discussions for the area, and they see the advent of an Economic Opportunity Center as supportive of the community's values and the vision of its Neighborhood Plans.

There is a clear consensus in the neighborhood supporting the creation of an Economic Opportunity Center with services customized for the linguistically and culturally diverse people who live there. In fact, the concept of providing “a skill training center and community center that is a one-stop opportunity for low-income residents” is a key priority identified by the Refugee Federation Service Center. There is also a strong desire for new initiatives that focus on fostering economic self-sufficiency rather than simply trying to remediate poverty.

Several themes emerged from discussions with community residents and leaders about creation of an Economic Opportunity Center¹:

- Preserving economic and cultural diversity as the neighborhood's strength and identity is a very high priority.
- Preserving economic and cultural diversity as the neighborhood's strength and identity is a very high priority.
- There is a strong desire to create and sustain jobs that pay living wages, and encourage large as well as small businesses (and the Economic Opportunity Center itself) to hire people from the neighborhood.
- The entrepreneurial energy of SE Seattle is a vital asset, but to make the most of it, there is a need for technical assistance and

peer support to strengthen existing businesses and entrepreneurs, and this assistance needs to be accessible to those who speak languages other than English.

- Culturally relevant social, housing and other services need to be more readily available, and they should connect people to education and economic opportunity.

Below is a summary of interview comments about how the Opportunity Center could address community needs in Othello or Rainier Beach.

DIVERSITY

Maintaining the region's economic and cultural diversity is an overarching priority. The Rainier Beach Neighborhood Plan Update specifically says that “The number one thing that people want to preserve is Rainier Beach's diversity” (p. 8).² This is fundamental to neighborhood identity and is a treasured asset that communities hold as a strength. Building on the diversity, as well as building connections within the community, is a goal of residents and reflects the

¹ See Appendix A for Interviewee List

² Rainier Beach Neighborhood Plan Update, March 2012

Urban Village strategy that Neighborhood Plans articulate. Interviewees said again and again that a focus needs to be made on the community's people with inclusive, culturally relevant, and equitable development as the key to building success in SE Seattle.

The Opportunity Center could support Community Cornerstones, a HUD funded grant program that outlines strategies for equitable transit-oriented development (TOD). Although TOD has the potential to improve the lives of local residents, it also has the potential for displacing people with low-incomes and “creating a risk of losing the unique mix of ethnic businesses that make up these neighborhoods as improvements are made and rents rise over time” (p. 4).³ Equitable development balances TOD and the needs of low-income residents. While managing rental costs is critical, creating an Opportunity Center that increases access to higher education, expands employment, and strengthens local businesses could also help meet the equitable development goals. Similarly, this idea of “a skill training center and community center that is a one-stop opportunity for low-income residents” was identified by The Refugee Federation Service Center as one of its key priorities (p. 2).⁴

SERVICES

The tension between low-income residents and economic development can be felt in the community. One sentiment is that services are not available or accessible in the area, and when services do exist, access is the stressor. Often services fail to address cultural needs; some interviewees thought that immigrant communities feel existing services don't accommodate their languages or important cultural needs such as daily prayer. Instead, strong social and cultural institutions offer more authentic support

through community centers and faith communities. As outlined in the Rainier Beach Neighborhood Plan Update, people see a healthy community as one that has an interconnected community and “a neighborhood that provides access to resources necessary to live a healthful life” (p. 6).⁵ Some said it can be difficult to know what specific services are available, and embedding this with an educational component would be helpful. The message is loud and clear: ensuring that an Opportunity Center is culturally relevant and linguistically accessible to a diverse community is essential.

Others feel that SE Seattle is a “dumping ground” for services that attempt to ameliorate people's needs rather than build on their strengths. Many of those interviewed are aware that there are many nonprofits in the area, but feel they are diffuse and obscure. Most know there is a DSHS building nearby and a Work-Source on Rainer Avenue. The perception is that these offices are big bureaucracies and it is hard to tell how robust their programs are or what they actually do. Some feel that traditional services foster dependence, and would rather build on assets of the community. Nearly all interviewees thought the Opportunity Center could alleviate some of the tension and provide relevant and respectful human services in the community.

³ Community Cornerstones: A new model for development in Southeast Seattle: A study and proposal for an Equitable Transit-Oriented Development Loan Program, City of Seattle Office of Housing, January 2013

⁴ Refugee Federation Service Center: Growing Transit Communities Equity Grant First Phase Final Report, 2012

⁵ Rainier Beach Neighborhood Plan Update, March 2012

EDUCATION

Education in SE Seattle is a high priority for this community. Interviewees report a need for affordable child care and more early learning opportunities like Head Start for young children. The Othello community has one of the highest percentages of children in Seattle.⁶ Several mentioned that public schools are not meeting standards compared to other areas of the city, and there have been school closures in the area. The Rainier Beach Neighborhood Plan reports that, “42% of Rainier Beach High School students are not graduating within 4 years, and under half of these graduates are enrolling in post-secondary education within one year of graduation” (p. 10).⁷ Community members repeatedly expressed the desire to have successful education visible in the community, including post secondary educational opportunities that don’t currently exist in the area.

Another issue that surfaced frequently is that college programs in other parts of the city are not very accessible to young people in SE Seattle because they are so far away. College students must commute a long distance to reach Seattle Central, and South Seattle Community College is not considered an option by most students because of the lack of east/west public transportation. This need is also articulated in the Rainier Beach Neighborhood Plan Update strategy to “recruit an institution (community or branch

college) to the community to provide college level curriculum as well as reinforce the value and availability of post high school education” (p. 11).⁸ A common perception is that this is a forgotten area of the city, and a branch campus that responds to the community’s need is an exciting idea with strong support.

Many residents want access to a community college that will provide a doorway to higher education and training. They feel the need for both degree or academic programs and vocational education. Renton Technical College is difficult for students to get to using public transportation, and to help address this, the college is working to partner with Rainier Beach High School to offer an applied BA in software management. The community wants more of such opportunities to engage young people. Interviewees also want education for working adults that provides real connections to career paths and living wage jobs. It’s also important that educational programs accommodate the residents they serve. Ideally, they would be offered with flexible hours for those not working during the standard business day, as well as in various languages. Some felt a need for more accessible ESL classes, while others believe that ESL alone is not planning for the future, but reinforcing a deficit model. Several thought that integrating English into skills training coursework, as in I-Best programs, could be a more meaningful approach to building language skills.

EMPLOYMENT

Many see educational opportunities as a critical missing link in the area, and a means to the end of securing employment. People don’t just want jobs; they want jobs that pay a living wage. Neighborhood Plan goals include “family-wage jobs and a variety of employment” and this sentiment emerged in many interviews (p. 10).⁹

⁶ Othello Neighborhood Plan Update, January 2010

⁷ Rainier Beach Neighborhood Plan Update, March 2012

⁸ Rainier Beach Neighborhood Plan Update, March 2012

⁹ Othello Neighborhood Plan Update, January 2010, pg 10

There aren't enough jobs that pay a living wage in the area and creating jobs in residential neighborhoods is a challenge, yet many believe there is a need to focus on the success of the area's people through making jobs available. Generally speaking, residents don't work in the Valley unless it's for small businesses. According to the Othello Retail Analysis, only 15% of worker destinations are in South Seattle.¹⁰ People also report that there is a disconnect between those who are employed and those who are not. Businesses in the area don't hire from the neighborhood and mainstream businesses loathe to employ immigrants. Many interviewees hoped that the Opportunity Center could create new jobs in the neighborhood, including staffing the Opportunity Center with community members.

Pathway programs to career jobs would be very welcomed in SE Seattle. Othello's Neighborhood Plan specifically outlines goals for apprenticeship programs for youth, jobs for teens, and "employment training opportunities for all, including support specifically for immigrant and refugee families" (p. 11).¹¹ Similarly, the Rainier Beach Neighborhood Plan recognizes a need to align jobs with education and mentoring opportunities.¹² Interviewees suggest creating training and employment partnerships with large manufacturing companies that are in the Rainier Beach and Othello area as part of the Opportunity Center's work. This would help provide job training and skills that connect peo-

¹⁰ Community Cornerstones Othello Retail Analysis, February 2014

¹¹ Othello Neighborhood Plan Update, January 2010

¹² Rainier Beach Neighborhood Plan Update, March 2012

¹³ Retail Development Strategy for Rainier Valley, December 2009

ple with employment opportunities. Some see the need for more local non-polluting industry to provide jobs, because there is no access to the light industrial work that is in the region. The lack of public transportation's east/west connection makes transportation terrible unless you live near the light rail, and getting to the train station can be a challenge with all the hills. Some people said convenient access to light rail is not fully worked out and part of the issue is the lack of parking. For those without cars, bus service is awful and many of those interviewed mentioned increasing transportation difficulties with recent cuts to Metro routes.

BUSINESS ASSISTANCE & ENTREPRENEURSHIP

Interviewees said there is a lack of retail stores in the area, forcing residents to travel away from the area to shop for items like clothes or electronics. The community's concern is supported in the Retail Development Strategy for Rainier Valley which recommends the development of new businesses to expand the existing retail mix. In addition, it recommends encouraging and supporting existing businesses to address gaps in the retail market by offering deliveries, adding new product lines, and using mobile vending units to sell products.¹³

The most common small businesses are restaurants. Some of those interviewed mentioned the community's interest in a commercial kitchen to provide infrastructure to grow small food businesses (for example, expanding to include catering services) or providing space for pop-up stores. Part of the Rainier Beach Neighborhood Plan outlines creating a hub of food and agricultural production in conjunction with the Urban Farm & Wetlands Preservation Project at the Rainier Beach station. The idea of creating a sustainable food industry has given

rise to a concept similar to an Opportunity Center, but focused around food. The vision of a Food Innovation Center “is to create a multi-purpose facility that combines commercial kitchen facilities for training and production, classroom space, and supportive services (computer lab, day care, public agency offices) in order to create a center that can bring together education, training, job creation, food production and community connection.”¹⁴

The community is filled with entrepreneurs. One interviewee said that refugee women in particular run businesses and can do so on their own, yet many felt that technical assistance with insurance, lease negotiations, and help to deal with regulatory issues such as licensing and taxes could be helpful. Some feel technical assistance with technology and programs like QuickBooks is needed, and an open computer lab with access to online classes could also be useful. These community needs are also captured in the Retail Development Strategy for Rainier Valley which makes the recommendation to “continue, and intensify, technical assistance to Rainier Valley’s independent businesses” (p. 22).¹⁵ Yet those interviewed said it can be hard to get

¹⁴ Rainier Beach Food Innovation Partners’ Workshop Participant Questionnaire

¹⁵ Retail Development Strategy for Rainier Valley, December 2009

¹⁶ Othello Neighborhood Plan Update, January 2010

¹⁷ Retail Development Strategy for Rainier Valley, December 2009

¹⁸ Community Cornerstones: A new model for development in Southeast Seattle: A study and proposal for an Equitable Transit-Oriented Development Loan Program, City of Seattle Office of Housing, January 2013, p18

people to attend so offering technical assistance classes can be a challenge. Some suggested that a peer-to-peer model could be more effective in providing business assistance. This idea of peer support and mentoring to preserve the multicultural character of small business is also echoed in Othello’s Neighborhood Plan.¹⁶ The Retail Development Strategy points out that business owners usually don’t have time to attend workshops and often those most in need of assistance are least likely to participate. Based on their experience, “the most effective approach is to offer assistance in a variety of formats, on an ongoing and consistent basis, with periodic incentives, competitions, and public recognition to assist and reward positive changes” (p. 22).¹⁷ Many feel that an Opportunity Center could provide a hub for this kind of outreach and support.

The Community Cornerstones work also identifies a Commercial Stability Strategy to “provide technical support and innovative approaches to stabilize and grow local businesses in the established multicultural district between Othello and Graham streets on Martin Luther King Way” (p. 2). Reflecting the vision of the Opportunity Center, the recommended action items for the Othello Station Area include utilizing vacant land for catalytic mixed-use developments that “focus on expanding economic and educational opportunities for youth and/or local immigrant entrepreneurs” as well as “economic development investments focused on small business assistance and youth-oriented career and vocational support” (p. 15). Recommendations for Rainier Beach station similarly include “concepts that expand local economic, social, or commercial opportunities” that an Opportunity Center could fulfill (p. 18).¹⁸

Those interviewed pointed out that access to credit and information about it is needed. Especially lacking is micro lending. Though there are a couple lenders in the area, word is not getting out to people and those making referrals don't know or understand enough about it. The Othello Retail Analysis survey of businesses found, "Small Business Assistance would be beneficial, especially in terms of loans to area businesses" (p. 28).¹⁹ Further, within various ethnic groups, communities now lend among themselves because traditional, interest bearing loans are not always culturally appropriate. It is thought that in various lender circles the model must be modified to be sensitive to different communities.

Community leaders often mentioned a vision for incubator space to support the creation of new businesses in the region. The Rainer Beach Neighborhood Plan incorporates incubator strategies that focus on start-up businesses like food production that could connect to the area's Urban Farm project. One suggestion is a commercial land trust that could help provide capacity to help people start a small business on their own. People also recognize that incubators are difficult to fund and ideally are set up as real estate deals and include public/private partnerships. Those interviewed thought combining incubators with technical assistance in an Opportunity Center could provide space and support to give businesses the best chance at success.

¹⁹ Community Cornerstones: Othello Retail Analysis, February 2014

²⁰ Othello Neighborhood Plan Update, January 2010

HOUSING

The mixed income New Holly development is well regarded by interviewees, but they note that affordable housing for larger families is lacking. One interviewee explained that often "affordable" housing ends up meaning smaller housing because it is less expensive to build, yet extended families need three bedrooms. The poor condition of multi-family housing and healthy housing stock are also issues. The market can't bear the higher cost housing, so rents in some areas are more affordable. Affordable assisted living is also needed in SE Seattle; elders need housing in a community they can call their own, and senior housing helps families stay together. These needs for affordable housing, especially for people with low-incomes, larger families and the elderly are also articulated in the Othello Neighborhood Plan.²⁰

CONCLUSION

Community and nonprofit leaders interviewed expressed strong support for an Opportunity Center in SE Seattle. The neighborhoods want to preserve their strength and identity as economically and culturally diverse, and see a culturally relevant Opportunity Center as an asset to developing the region equitably. It could provide access to education and training that is visible and embedded in the community, make available jobs that pay living wages, provide technical assistance to strengthen existing businesses and support entrepreneurs. An Opportunity Center that provides a catalytic hub for education, employment and entrepreneurs is needed and will be welcomed by the community.

APPENDIX A

ECONOMIC AND FINANCIAL OPPORTUNITY CENTER: COMMUNITY INTERVIEWS

We'd like to extend our gratitude to each of those who took the time to talk with us. Special thanks to the City of Seattle's Office of Housing, Office of Economic Development and Department of Planning and Development, as well as to each of you who had short conversations with us about an Opportunity Center. All of your insights and expertise are very much appreciated.

COMMUNITY ORGANIZATIONS

Pamela Banks, CEO, Urban League of Metropolitan Seattle

Theresa Barreras, Neighborhood Business District Revitalization Manager,
City of Seattle Office of Economic Development

Teresita Batayola, CEO, International Community Health Services

Jack Brummel, Executive Director, Washington Access Fund

Nathan Buck, Associate Director of Education & Community Services, Neighborhood House

Alice Coday, Senior Project Manager Contract, Seattle King County Asset Building Collaborative

Alice Davis, Chief Credit Officer, Community Capital Development

Greg Davis, Technical Assistance Manager, Casey Family Programs & Rainier Beach
Empowerment Coalition

Susan Davis, Executive Director, Rainier Valley Chamber of Commerce

Jerry DeGriek, Senior Policy Advisor to Mayor McGinn

George Dignan, Workforce Development Services Administrator, King County

Gylan Green, Executive Director, Washington C.A.S.H.
Anson Fatland, Associate Vice President for Economic Development and External Affairs, WSU
Aaliyah Gupta, Acting Director, City of Seattle Immigrant and Refugee Affairs
Mary Hackney, Executive Director, Steps to Recovery
Steve Hanson, President, Renton Technical College
Harry Hoffman, Vice President Western Washington, Housing Alliance Action Fund
Rick Hooper, Director, City of Seattle Office of Housing
Matt Houghton, Workforce Development Manager,
City of Seattle Office of Economic Development
Bob Johnson, Executive Director, International Rescue Committee
Steve Johnson, Director, City of Seattle Office of Economic Development
Haeyok Kim, Executive Director, Interim Community Development Association
Wayne Lau, Executive Director, Rainier Valley Community Development Fund
Mona Lee, Community Advocate, Othello Station Community Advisory Team
& Othello Park Alliance
Andrew Lofton, Executive Director, Seattle Housing Authority
Steve Louie, Southwest Neighborhood District Coordinator,
City of Seattle Department of Neighborhoods
Nora Liu, Community Development Manager,
City of Seattle Department of Planning and Development
Lance Matteson, Executive Director, Southeast Effective Development
Seanna Melchior Ruvken, Project Manager, Seattle-King County Workforce Development Council
Holly Moore, Executive Dean, South Seattle Community College Georgetown Campus
Diane Narasaki, Executive Director, Asian Counseling and Referral
Gary Oertli, President, South Seattle Community College
Tim Parham, Othello Station Community Advisory Team
Yun Pitre, Southwest Neighborhood District Coordinator,
City of Seattle Department of Neighborhoods
Ed Pottharst, Southwest Neighborhood District Coordinator,
City of Seattle Department of Neighborhoods
Bill Rumpf, President, Mercy Housing Northwest
Kristin Ryan, Director of Seattle Office, Jonathan Rose Companies

Daphne Schneider, Othello Station Community Advisory Team & Co-Chair of the
Othello Park Alliance

Marléna Sessions, CEO, Seattle-King County Workforce Development Council

Mike Skinner, Director, Center for Inclusive Entrepreneurship, Bainbridge Graduate Institute

Rosanna Stephens, Director of Planning and Program Development, Seattle Goodwill

Brian Sullivan, Senior Development Manager, Seattle Housing Authority

Sue Taoka, Executive Vice President, Craft3

Tony To, Executive Director, HomeSight

Rob Van Tassell, Director of Housing and Community Development,
Archdiocesan Housing Authority

Evelyn Thomas Allen, Director, Catholic Housing Services/WHEA

Catherine Verrenti, Education and Community Services Director, Neighborhood House

Jill Wakefield, Chancellor, Seattle Community Colleges

Jeff Wendland, Director of Employment and Citizenship, Asian Counseling and Referral Service

Henry Yates, Principal, Yates Consulting LLC

Nancy Yamamoto, Senior Policy Analyst, City of Seattle Office of Economic Development

POLICY MAKERS

Frank Chopp, House Speaker, Washington State House of Representatives

Sally Clark, Seattle City Council

Bruce Harrell, Seattle City Council

Bob Hasegawa, Washington State Senate

Fred Jarret, Deputy King County Executive

Adam Kline, Washington State Senate

Ed Murray, Mayor of City of Seattle

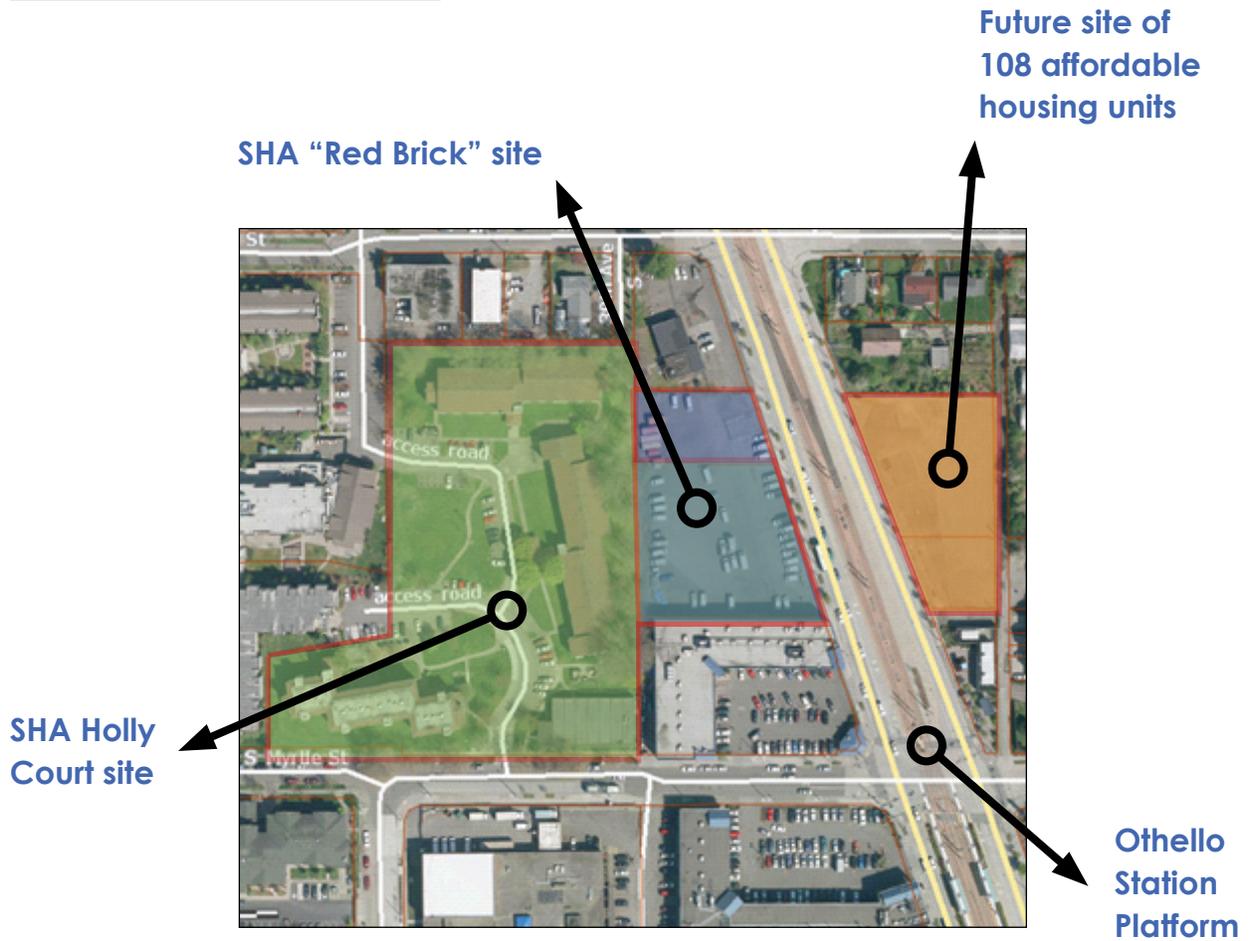
Eric Pettigrew, Washington State House of Representatives

Sharon Santos, Washington State House of Representatives

Gael Tarleton, Washington State House of Representatives

APPENDIX B

OTHELLO PROPERTY MAP



SHA's Holly Court Site Characteristics:

- 165,338 SF
- Multiple access points
- Zoning:
 - NC3-65
 - FAR – 2
- 90 units of older housing units on largest parcel
- Parcel 3395060400

SHA's Red Brick Site Characteristics:

- 48,526 SF
- MLK access
- Zoning:
 - NC3P-85
 - FAR – 5.75
- Vacant
- Parcels 3333002980 and 3333002990

APPENDIX C

BACKGROUND REPORT ON INTEGRATED SERVICE MODELS

For nearly two decades, federal and state government, public agencies, and private organizations have charted innovative models that seek to integrate services for low-income workers and families. The movement towards integrated services marks a profound change in delivery of services. Oftentimes, the traditional models of services delivery fails to reach those who would benefit from it the most. There are varieties of reasons as to why, from difficulty wading through eligibility requirements to difficulty juggling multiple appointments with different agencies all over town. The “one-stop” model attempts to break down these barriers and provide services that take holistic approach to the complex issues of finance, education, housing, employment, and more faced by low-income workers and families. The proposed South Seattle Economic and Financial Opportunity Center is fortunate to draw from stable and successful resources across the nation.

For the proposed center to be successful, it must reflect the needs and interests of the community. Based on community research and feedback, this report identified strong need and interest for the following services:

1. **Social Services.** Low-income families face significant barriers in accessing beneficial services. A strategic way to deliver services would be to offer it in one location to bridge the gaps in information and location.
2. **Financial Stability and Security.** Lack of financial security holds back low-income families from moving upwards on the economic ladder. By providing economic support to establish financial stability, a pathway to self-sufficiency is formed.
3. **Education.** South Seattle residents face distance and transportation barriers in attaining post-secondary education. Institutions such as South Seattle Community College or Renton Technical College are located in areas difficult to attend by public transportation, the most relied means of travel for South Seattle residents.
4. **Employment and Job Training.** Having a good paying job is a staple to building a secure future; as such, it is crucial to provide a hub where South Seattle residents can connect with local businesses for employment and career development.
5. **Small Business Development.** Small business makes up a significant sector of South Seattle’s market; unfortunately, many small businesses close within couple years in operation. Having a support system that provides feedback and guidance on best business practices will promote stable and sustainable small businesses in the area.

Of the five mentioned above, integrated services for small business development is fairly new concept on its own, as such a model based on small business development itself has yet to be fully

developed. The best practices will feature three prominent models: (1) employment placement and training model; (2) financial literacy and security model; and (3) the Opportunity Center for Employment and Education at North Seattle Community College model. The three models share similarities, but each operates under its unique mission in providing services that fit the needs of the community.

EMPLOYMENT PLACEMENT AND TRAINING MODEL

I. Background

Enacted in 1998, the Workforce Investment Act (WIA) consolidated multiple employment-related public programs into a unified system through which comprehensive labor market information, job training, and job-finding assistance could be provided at a one-stop location. In doing so, WIA streamlined services, provided universal access, and enhanced state and local flexibility for employment-related public programs. WIA permits state and local governments to provide Temporary Assistance

²¹ Structural changes include changes in the agencies administering human service programs, an increase in the number and types of service providers, and blending of funding streams. Procedural changes include changes in client-related processes, such as co-location of multiple programs in one-stop offices, common client intake, assessment, and case management processes, integration of staff from multiple agencies into teams, and integration of client data in shared information systems. The goal of these changes, either explicitly or implicitly, is to create a more comprehensive and responsive system.

for Needy Families (TANF) services at the one-stop centers. As a permitted relationship, the organizational and procedural approach²¹ of WIA and TANF partnership is a matter of state and local discretion.

II. WIA Models

California and Missouri offer two distinct approaches in providing integrated WIA and TANF services.

A. Sacramento County, California

In Sacramento County, there are 12 one-stop centers called America's Job Center of California (AJCC). The goal of Department of Economic Development for Sacramento County is to encourage a mix of large and small businesses that create significant number of jobs and generate substantial public revenue. In alignment with this goal, the local Workforce Investment Board (WIB) identified nine occupational clusters to target; one of which is health care. To achieve this goal, AJCCs in Sacramento County each have a staff member devoted to assisting individuals interested in health care careers. This demonstrates great alignment in goal and practice, which can also be found on a greater scale with low-income/TANF customers.

The partnership between AJCC and CalWorks, California's version of the TANF program, is strongly encouraged, but not required. Despite it being an option, in 2006, 131 CalWORKS programs/staff co-located within a total of 162 comprehensive AJCC locations. In Sacramento County, customers are referred to AJCC or CalWorks as needed. This ensures that the customer receives benefits accessible to them. See Figure 1.

In 2006, the California Department of Social Services (CDSS) led and developed a new



initiative called Learning Labs. The move came as an acknowledgment by CDSS that AJCC might not want to serve TANF clients, as they represent more intensive cases. Learning Labs works to integrate services through the Local Workforce Investment Area, the local Job Service, the California WIB, and the state Employment Development Department (EDD) to move individual clients from intake at the AJCC to assessments and then employability status in a skill relevant to the local economy. Learning Labs have a common pool of co-enrolled customers, a common set of services available to all customers, shared staffing, and common performance measures. The state's role is to issue integrated service delivery policy that is specific enough to offer meaningful guidance yet broad enough to permit the Local Workforce

Areas to plan and implement their own locally tailored strategies for integrated service delivery.

Along with service integration, the data of respective programs have become more fully integrated. Both DHA and EDD staff have access to the other's database so referrals and follow-up are facilitated. Sacramento Employment and Training Agency (SETA) provides reports to DHA using data matches so that DHA can report the hours spent on activities for CalWORKs participation rates. As part of the Learning Lab's Integrated Service Delivery Plan, EDD's SMARTware application filled out for a customer applying for WIA services were streamlined to a one-page document, the follow-up process to determine eligibility was eliminated, and case management was replaced with job coaching. Other collaborations between SETA and DHA include providing free tax preparation for CalWORKs families, and consultations on funding proposals, funding recommendations, performance evaluations, and plans.

In an interview with the Nelson A. Rockefeller Institute of Government at University at Albany, the WIB chair described a collaborative spirit among the stakeholders for the common goal of assisting people become self-sufficient. The AJCC operator's leadership focuses on "helping people find more than a job." They emphasize that they want their customers to be able to improve and advance in their employment through education, vocational training, and/or promotion opportunities. WIB is active in conducting employer outreach and focus groups to find out where the jobs are. Board members use their position in the business world to do outreach for Sacramento Works.

Partners are incredibly important for the success of WIA. Sacramento Works has wealth of part-

ners, such as Sacramento County DHA, Sacramento County Department of Health and Human Services, State Departments of Rehabilitation and Employment Development, the Sacramento Housing and Redevelopment Agency, the Sacramento County Office of Education, five school districts, Los Rios Community College District, local Chambers of Commerce, community-based organizations, and economic development organizations. Staff members from partnering agencies are usually co-located at each of the Career Centers. In addition, EDD and DHA staff members are co-located at five of the One-Stop Career Centers.

B. St. Louis, Missouri

The St. Louis Agency on Training and Employment (SLATE) Career Center is the only comprehensive one-stop center within the central city of St. Louis. Much like California, Missouri has developed a program that partners TANF clients with the Career Centers, but with a different approach. The state has contracts with community-based organizations such as MERS/Goodwill and Better Family Life, to provide case management of TANF clients in the Career Centers. Formal or informal collaborations for employment services involve the Career Center, local businesses, and the service contractors, and not Family Support Division (FSD) a division of the Missouri Department of Social Services (MDSS). MERS/Goodwill is the main subcontractor that provides TANF's employment-related services, Career Assistance Program (CAP). MERS/Goodwill has been involved with providing services to low-income individuals for a long time and has many ties to the community and businesses. MERS/Goodwill staff is formally trained to the needs of low-income clients, and because they only provide services to Temporary Assistance (TA; Missouri's version of TANF) clients, they

are able to provide the individualized client attention and intensive follow-up needed for this population.

SLATE and the FSD relate primarily at the local level. FSD handles the intake and processing of cash assistance, food stamps, or other supports and the Career Center staff handles the employment needs of clients. The referral process for TANF eligible individuals is electronic. When the customer applies for TA with FSD, they are referred for the work component electronically from FSD's mainframe system (known as Family Assistance Management Information System, or FAMIS) to DWD's database system (known as Toolbox). FAMIS and ToolBox "talk" with each other each night. The systems are integrated, but separate. Only relevant information of a client's employment needs/information is shared with DWD. At the end of each month, DWD sends a file to FSD containing information on all the services provided and hours of participation for TANF clients, which FSD uses for its own reporting requirements to comply with federal monitoring of work participation levels. In turn, FSD sends DWD a file each month containing latest information on case closings and openings and data on work participation levels provided to the federal government. DWD staff has had an interest in gaining fuller access to FSD information for the clients they serve, but FSD has maintained data access narrowly tailored to DWD's responsibilities, with the information systems otherwise separate. While not fully integrated, data sharing improves the customer experience because all the information is synced and accessible to the two programs.

SLATE's service partners play an important role by going out into the community and establishing relationships with businesses for jobs. SLATE's partners include: City of St.

Louis, Missouri Division of Workforce Development, The American Indian Council, St. Louis Public Schools, Missouri Division of Vocational Rehabilitation, St. Louis Community College, Division of Employment Security, Family Support Division, Child Support Enforcement, and Independence Center/MERS/Goodwill.

III. TAKE AWAY

As a federally mandated and funded program, WIA is well established in delivering services for work and work-related activities. The option of providing TANF is also a positive factor, especially when there are additional programs created specifically to ensure the success of that population. However, there are limitations to the WIA model. Foremost, the model is limited only to work and work-related activities and may not capture all the complex issues that low-income families face; such as financial stability and asset building. In addition, the WIA model success greatly lies with its partners. If the one-stop center lacks effective service partners, the center itself becomes ineffective in its ability to place and train customers for local jobs.

FINANCIAL SECURITY AND LITERACY MODEL

I. BACKGROUND

The Annie E. Casey Foundation is a private charitable organization that is dedicated to helping build better futures for disadvantaged children in the United States. One of their initiatives is the Family Economic Success (FES). The Foundation believes that the greatest trouble that children face in America today are those whose parents lack the earnings, assets, services or social support systems required to consistently meet their families' needs. Through the Center for Community and Economic Opportunity (CCEO), the Foundation invests in a comprehensive, two-generation approach to help these isolated families secure adequate incomes, stabilize their finances, accumulate savings, and live in vibrant, economically viable neighborhoods.

The Center for Working Families (CWF) is one of the five core components of FES. CWF are neighborhood-based hubs that assist low-income families with reaching financial stability

Center for Working Families' Bundle Services

| Employment / Career Services | Income / Work Supports | Financial Services / Asset Building |
|--|------------------------|---|
| Job readiness, job placement | Public benefits access | Educational workshops and financial coaching |
| Hard skills training, job placement | Tax credits | One-on-one financial coaching and counseling |
| Career advancement: education and skill training, advising | Student financial aid | Financial services products: access to better priced products (check cashing, loans, savings) |

and moving up the economic ladder. These centers bring together, or bundle, a full range of essential economic supports in one convenient location to help families build self-sufficiency, stabilize their finances and move ahead. See Figure 2.

To ensure that organizations are held accountable, CWF sets measures that go beyond job placement, such as:

- Changes in financial behaviors and capacity
- Changes in earnings and family income
- Changes in credit scores
- Changes in debt and uses of debt
- Savings for short and longer term needs

II. CWF MODELS

The Local Initiatives Support Corporation (LISC) Chicago and SparkPoint, in partnership with United Way of the Bay Area, are two highly successful service hubs modeled after CWF. In the past decade, the CWF model has expanded into community colleges; however, that model will be discussed in the Opportunity Center for Employment and Education section.



A. Local Initiatives Support Corporation (LISC) Chicago

Founded in 1979 by the Ford Foundation, Local Initiatives Support Corporation (LISC) seeks to help both community-based and for-profit development organizations transform distressed neighborhoods into healthy ones, where people choose to live, do business, work and raise families. For LISC Chicago, the bedrock of its community improvement model centered on building and rehabilitating housing until the late 1990s. Faced with limitations in community

improvement based on housing alone, LISC Chicago incorporated the “comprehensive community development” model from New York’s South Bronx and piloted the method in three Chicago communities.

The “New Communities Initiative” started with community planning processes that engaged a broad base of participants within a neighborhood. The planning centered around improving the “quality of life,” meaning anything and everything, from housing and retail to health, safety, youth programs, the arts and whatever else the resident planners felt important. Only a few years after the implementation of New Communities Program (NCP) citywide, LISC Chicago began to integrate CWF’s model, which combined employment and financial services at community locations, into the mix.

The mission of LISC Chicago is to connect neighborhoods to the resources they need to become stronger and healthier. It does this through three main program structures: the LISC neighborhood network, subject-specific programming, and grants, loans and technical assistance.

LISC neighborhood network. A network of neighborhood-based lead agencies help coordinate activities and investments among more than 70 partners across 30-plus Chicago community areas. Following the NCP model, LISC Chicago builds capacity and supports staff in each community to lead the local work, engage community and citywide partners, identify neighborhood challenges, and respond to new opportunities. LISC Chicago also connects resources to other neighborhood networks by supporting peer learning and investing in community-based initiatives.

Subject-specific programming. LISC Chicago serves as a program developer and broker to

connect funders and government agencies to neighborhood partners that can implement new initiatives. In addition, LISC Chicago neighborhood networks are a delivery system for both new and sustained programming. LISC Chicago manages multiple-neighborhood programs in seven core areas: education, safety, health, tech, business, housing, and income & credit-building.

LISC Chicago’s Neighborhood Lead Agencies consists of 16 community-based organizations through which LISC’s resources are channeled. They organize the planning, set the redevelopment agenda, and implement the programs, often working with LISC’s other partners to get the job done. In addition, there are 12 community-based organizations that operate CWF, with support and guidance from LISC Chicago, to increase financial stability among low-income residents. LISC Chicago’s neighborhood partner for education is Elev8. Elev8 seeks to transform the educational achievement and life outcomes of disadvantaged middle school students in five Chicago schools.

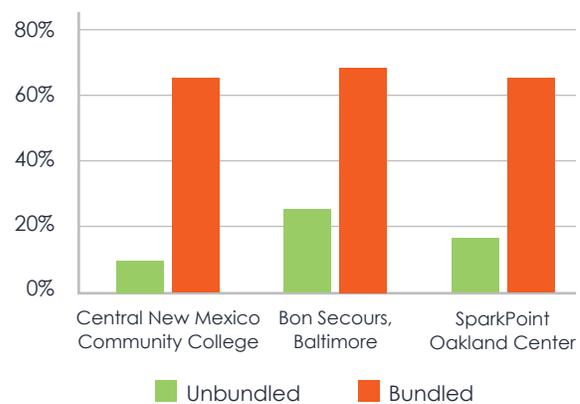
Grants, loans and technical assistance. LISC Chicago makes grants to support neighborhood planning, community-based programs, and capacity building. It also provide project technical assistance, pre-development financing, and bridge loans for real estate development, including housing, mixed-use and community facilities, to both nonprofit and for-profit partners across the Chicago metro area.

B. SparkPoint: Partnership with United Way of the Bay Area



Created by United Way of the Bay Area, SparkPoint Centers are financial education centers that help individuals and families who are struggling to make ends meet. SparkPoint helps clients address immediate financial crises, get them back on their feet, and build financially secure futures. Each Center brings together non-profit organization and government partners to help clients build assets, grow income, and manage debt. SparkPoint clients work with a coach, who helps create a step-by-step plan to set and achieve personal financial goals. Mindful that change does not happen overnight, SparkPoint commits to working with clients for up to three years to achieve their financial goals. SparkPoint services focus on three areas: improving credit, increasing income, and building assets.

Unbundled vs. Bundled Services
 % of Clients Achieving Economic Goal



The main focus of SparkPoint is financial security, but it also provides integrated services in the following areas: free tax preparation, career-path employment, education, and starting or growing business. Acknowledging the difficulties that a low-income individual may face in wading through eligibility rules, scheduling multiple appointments, making trips to several offices, and filling out multiple forms, SparkPoint “bundles,” i.e., integrates, its services

as a single entity to remove those barriers. All SparkPoint service providers use one system and set of metrics to track clients' progress. SparkPoint strongly encourages its clients to utilize two or more integrated services because it is more effective in addressing the complex issues that struggling households face. SparkPoint has found that clients utilizing more than one service were three times more successful in achieving financial goals than clients who used only one. Furthermore, as Figure 3 demonstrates, there is greater success rate of clients who achieve their economic goal in "bundled" services versus "unbundled" services.

In partnering with United Way, SparkPoint Centers are able to tap into United Way's key strengths, such as a robust network of partners, experience leading large-scale initiatives, and a wealth of experience.

A Robust Network of Partners. United Way is uniquely positioned at the intersection of employers, government, nonprofits, labor organizations, and working individuals and families. Tackling poverty requires the collective power of all of these groups. Through SparkPoint, United Way is guiding this collaborative effort.

Experience Leading Large-scale Initiatives. United Way has a strong track record of convening partners on complex initiatives that achieve results, such as "Earn It! Keep It! Save It!," one of the nation's largest free tax assistance programs. In implementing the initiative, United Way brought together 200 public- and private-sector partners across seven counties to complete more than 50,000 tax returns for low-wage families. The coalition has returned \$200 million to the Bay community since it began in 2003.

A Wealth of Expertise. Over the last decade, United Way has made grants and provided counsel to hundreds of top-performing financial stability programs. As a result, SparkPoint has the expertise to gather the region's most impactful partners to build SparkPoint; ensuring each Center has the right mix of skills and resources necessary to maximize client success. As part of the national United Way network, SparkPoint has the benefit of sharing and learning best practices from other United Ways around the country that focus on financial stability.

III. TAKE AWAY

The CWF model is a well-known and highly successful model that has proven effective in many communities across the state. Its success lies in many of its key features, such as taking a holistic approach towards tackling complex issues facing low-income families; establishing realistic economic goals and measurements; demonstrating flexibility in meeting the needs of the community; and having data measurements to track successes as well as places for improvement. But there are limitations to the CWF model. Other than supplying the model and best practices, the Foundation does not provide any monetary support in adopting the model. Furthermore, much like the WIA model, the success of the CWF model depends on its service partners. As exemplified in both LISC Chicago and SparkPoint, each center is successful in part due to the richness and variety of effective partners that are willing to work together in delivering integrated services.

OPPORTUNITY CENTER FOR EMPLOYMENT AND EDUCATION MODEL

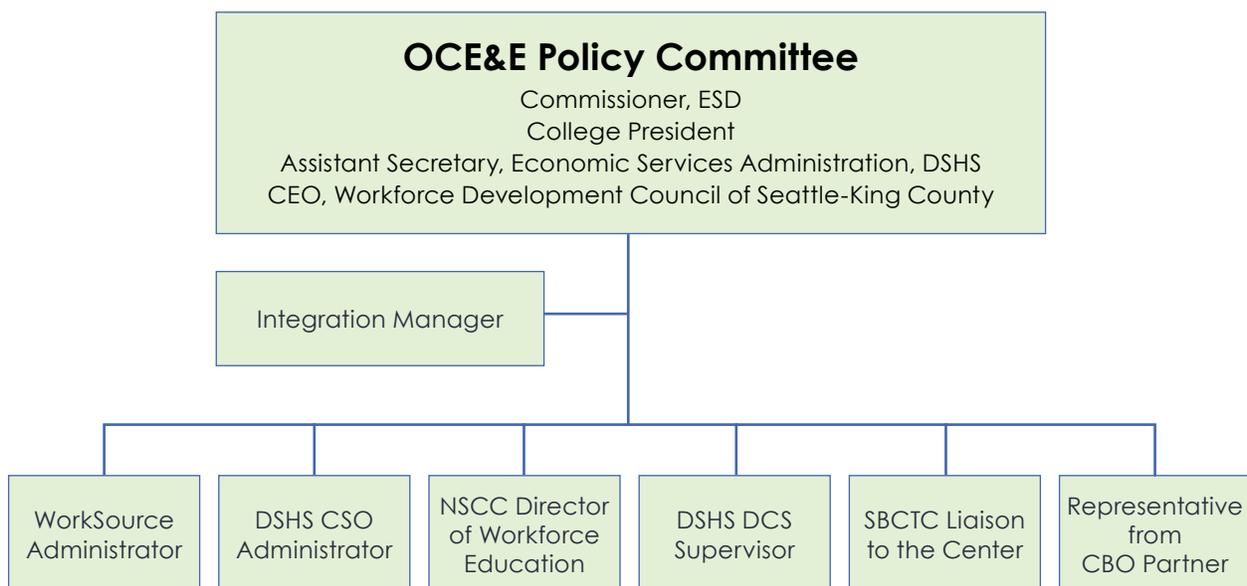
The Opportunity Center for Employment and Education (OCE&E) at the North Seattle Community College (NSCC) is Washington's first one-stop center. The OCE&E integrates

three state agencies: social services, through the Department of Social and Health Services; educational services, through NSCC; and employment services, through WorkSource Affiliate North Seattle. The movement towards placing integrated service centers within community colleges was pioneered by CWF. Since its inception nearly a decade ago, the community college model has seen much success in delivering effective integrated services. In particular, the OCE&E also stated its reasons for deliberately placing the center in community college campus:

1. To provide access and familiarity to education to a population of traditionally underserved people that might not consider education as an option
2. To provide direct access to services not traditionally found on a college campus in order to help students access, retain, and complete their college training programs
3. To provide direct access to enhanced employment services and support in order to help people access living wage jobs

The vision of OCE&E is to bring employment, education, and social service providers together in an integrated partnership to provide customers with seamless, streamlined service delivery to help them on their path towards self-sufficiency.

But bringing in three separate state agencies, with its own unique mandates (whether federal or state), policies and procedures, as well as culture is no easy task. Guiding the process is the Policy Committee, which consists of a senior or policy level lead for each agency including the College President, the Commissioner for the Employment Security Department, the Assistant Secretary of the Economic Services Administration from DSHS, and the CEO of the Workforce Development Council of Seattle-King County. The committee is charged with making executive decisions related to the OCE&E, in addition to approving and establishing policy; directing coordination between agencies; and monitoring, reviewing, and approving budgets, goals, objectives and studies. The committee provides on-going support and direction to guide the Integration Manager, and leadership teams as they shape the center’s integrated service delivery. In cases where the Integration



Manager is unable to resolve disputes or conflicts, the Policy Committee will step in to handle those matters. The committee meets quarterly with the Integration Manager for a report on how the integration work is progressing. This is a chance to share successes, but more importantly, to inform of any road-blocks, barriers, and challenges. It is the role of the Policy Committee to assist, when possible, with removing barriers impacting the center.

See Figure 4 for the organizational chart of Policy Committee, Integration Manager, and Senior Leadership.

The moment that a customer enters into OCE&E, an integrated front desk greets him or her. There is only one line and one desk for three the primary agency partners, DSHS, ESD, and

NSCC. The front desk is staffed by each of the primary agency partners and there is no sign to indicate which staff member belongs to what agency. Given the integrated format of the front desk, it is crucial that the Front Desk Team work closely together. The Front Desk Team is cross-trained on each of the agency IT systems, and has a general knowledge of all services, procedures and programs in the building.

In addition to the primary service partners, which are the state agencies, OCE&E has great array of non-profit organizations as well as other government agencies that deliver complementing services. See Figure 5 below for list of partners.

The beauty of the integrated services model at OCE&E is that it brings in different agencies

OCE&E Partners

| Social Services | Education Services | Employment Services |
|---------------------------------|---|--|
| DSHS King North CSO | NSCC WFE | WorkSource Affiliate North Seattle |
| DSHS DCS | Shoreline CC WFE | CARES of Washington |
| DSHS DCFS | Compass Prep | DSHS DVR |
| Community Psychiatric Clinic | College Navigation Programs: Seattle Goodwill College 101, Air Washington Aerospace, SJI Career Pathways Programs in Healthcare, Manufacturing & BIT American Financial Solutions | Veterans Services |
| King County Public Health Nurse | | YWCA BankWorks |
| YWCA DV Advocate | | YWCA Community Jobs |
| Catholic Community Services | | King County Homeless Employment Program |
| HEN Program | Goodwill Computer Basics | NSCC Embedded Career Services & Internship |
| Express Credit Union | | |

Figure 5

that one may not instantly consider as a valuable partner. Take for instance DSHS' Division of Child Support (DCS); what may seem like an anomaly is in actuality a great example of how the systems at OCE&E are integrated. Consider a father, who is behind in his child support payments; a most likely scenario is that he is behind in his payments because he lacks the funds to pay. At OCE&E, a staff member at DCS can offer the father an opportunity to improve his financial situation by walking him over to the employment services. This not only benefits the father, but also his children. This instant connection is valuable and efficient.

III. TAKE AWAYS

The OCE&E is a new model, having opened its doors in 2011. Despite being in its infancy, the OCE&E is doing great work in serving the residents of North Seattle. OCE&E essentially adopted many of the successful features of the CWF model and infused higher education in its delivery model. From the moment that the customer enters the building, OCE&E strives to integrate services for the benefit of the customer. But like all models, there are limitations. Foremost, despite being in operation for nearly two years, OCE&E has yet to build and implement a reporting system to measure the performance of the integrated services. It is part of their short-term goals, but the fact that OCE&E is operating without being able to provide data of its performance may be challenging in measuring success. Furthermore, data sharing is an issue that has to be resolved. Each state agency has to function within its legal parameters and while it is understandable that complete data sharing is not a permitted, or even a desired, outcome; there must be an exchange of data between the three state agencies (and potentially other partner databases) to help screen customer eligibility and access to multiple services.

EOC CASE STUDY SOURCES

[Center for Working Families at Community Colleges: Clearing the Financial Barriers to Student Success](http://www.aecf.org/sitecore/content/Globals/Publications/Knowledge%20Areas/Family%20Economic%20Success/Base%20Knowledge/OverviewOutcomes/CenterWorkingFamiliesCommunityColleges.aspx)

<http://www.aecf.org/sitecore/content/Globals/Publications/Knowledge%20Areas/Family%20Economic%20Success/Base%20Knowledge/OverviewOutcomes/CenterWorkingFamiliesCommunityColleges.aspx>

[America's Job Center of California](http://www.americasjobcenter.ca.gov/News_and_Data.aspx)

http://www.americasjobcenter.ca.gov/News_and_Data.aspx

[California Employment Development Department](http://www.edd.ca.gov/Jobs_and_Training/)

http://www.edd.ca.gov/Jobs_and_Training/

[California Welfare-to-Work, Department of Social Services](http://www.cdss.ca.gov/cdssweb/PG141.htm)

<http://www.cdss.ca.gov/cdssweb/PG141.htm>

[California Work Opportunity and Responsibility to Kids \(CalWORKs\), Department of Social Services](http://www.cdss.ca.gov/calworks/)

<http://www.cdss.ca.gov/calworks/>

[California WorkForce Investment Board](http://www.cwib.ca.gov/)

<http://www.cwib.ca.gov/>

[LISC Chicago](http://www.lisc-chicago.org/index.html)

<http://www.lisc-chicago.org/index.html>

[LISC Chicago, Case Statement](http://www.lisc-chicago.org/uploads/lisc-chicago-clone/documents/lisc_chicago_case_statement_9.16.13.pdf)

http://www.lisc-chicago.org/uploads/lisc-chicago-clone/documents/lisc_chicago_case_statement_9.16.13.pdf

[LISC Chicago, Engage, Plan, Act](http://www.lisc-chicago.org/uploads/lisc-chicago-clone/documents/engage_plan_act_ncp_history_10-31-11.pdf)

http://www.lisc-chicago.org/uploads/lisc-chicago-clone/documents/engage_plan_act_ncp_history_10-31-11.pdf

[LISC, Financial Opportunity Centers](http://www.lisc.org/section/ourwork/national/family/foc/elements)

<http://www.lisc.org/section/ourwork/national/family/foc/elements>

Missouri Department of Economic Development

<http://ded.mo.gov/home.aspx>

Missouri Jobs.mo.gov

<http://jobs.mo.gov/Employer>

Missouri WorkSmart

<https://worksmart.ded.mo.gov/home/view.cfm>

SparkPoint

<http://sparkpointcenters.org/>

SparkPoint, SparkPoint Information Kit

http://sparkpointcenters.org/wp-content/uploads/2011/02/SparkPointOverview_v12.pdf

The Annie E. Casey Foundation, Family Economic Success

<http://www.aecf.org/MajorInitiatives/CenterforFamilyEconomicSuccess.aspx>

The Annie E. Casey Foundation, Family Economic Success, Center for Working Families

<http://www.aecf.org/MajorInitiatives/CenterforFamilyEconomicSuccess/CentersforWorkingFamilies.aspx>

Workforce Investment Act:

Additional Actions Would Further Improve the Workforce System (GAO-07-1051T)

<http://www.gao.gov/new.items/d071051t.pdf>

PARTNERS

COMMUNITY CORNERSTONES

Community Cornerstones implements the vision of the Southeast Seattle community for their future as detailed in recently adopted Neighborhood Plans. \$3 million from a HUD Community Challenge Planning Grant and \$5.9 million in local public and private sources are funding a new model for equitable development that supports the existing economically and culturally diverse residents and businesses while also welcoming new ones.



GROW SEATTLE

Seattle's Office of Economic Development (OED) supports a healthy business environment and empowers companies to grow and compete. They provide services directly to businesses through advocacy, retention and expansion assistance, and workforce development. OED's program to invest in neighborhood business districts is the Only in Seattle initiative, which works with businesses, property owners and other community leaders to organize around a common vision for a business district and attract investment.



IMPACT CAPITAL

Impact Capital is an intermediate lender providing credit, financial, and technical assistance to non-profit community development organizations and underserved communities across Washington. Working with partners, their goal is to transform distressed communities into vibrant, inclusive, and sustainable neighborhoods. They make strategic capital investments to improve the quality of life for residents in our region.



SEED

Founded in 1975, SouthEast Effective Development (SEED) is a not-for-profit community development corporation. Through their Housing and Economic Development Programs, their mission is to improve the quality of life in Southeast Seattle by creating partnerships and inspiring community investments. SEED believes that making a difference in our community is a lifelong commitment.



SKILLUP WASHINGTON

SkillUp Washington partners with post-secondary and workforce systems to increase education attainment and to build the talent pipeline of skilled workers in high-demand fields, such as manufacturing. Working together with community colleges, business, philanthropy, and the public sector, SkillUp aligns workforce training programs with industry needs and provides the training necessary for adults to earn a living-wage job.



"The work that provided the basis for this publication was supported by funding under an award with the U.S. Department of Housing and Urban Development. The substance and findings of the work are dedicated to the public. The author and publisher are solely responsible for the accuracy of the statements and interpretations contained in this publication. Such interpretations do not necessarily reflect the views of the Government."



c/o The Seattle Foundation
1200 Fifth Ave. Suite 1300
Seattle, WA 98101
(206) 388-1670

skillupwa.org