

NACHSA Directors Award for Individual Achievement in a County

2005 Award Winner

Dannetta Graves, Montgomery County, Ohio

The National Association of County Human Services Directors Award for Individual Achievement in a County recognizes a county human services director whose efforts and commitment have contributed to improved services of society's most vulnerable individuals and to a greater awareness of the role played by human services agencies in the community. The 2005 award is given to Dannetta Graves, Director of Job and Family Services for Montgomery County, Ohio.

Dannetta Graves is a nationally recognized leader and innovator in human services and job training. In 2002, President Bush requested her participation in a national roundtable discussion on human services and welfare. Dannetta was the project coordination, development, implementation and administration of Montgomery County's highly successful job center, the largest one-stop center in the country, which has been recognized by the Department of Labor as an innovator under WIA. Dannetta was instrumental in developing the Five Star Job Centers of Southwest Ohio, whose REAP program is also being honored today. Her leadership also extends to child support. In 2004, she led the charge to integrate legal staff into the child support program to ensure better accountability and services to Montgomery County families. Her agency's child support call center is nationally recognized as a customer service model.

Dannetta has been a leader in NACHSA and NACo. She was vice-president of NACHSA and vice-chair of the Human Services and Education Steering Committee's Welfare, Social Services and Immigration Subcommittee. Her department's programs have been recognized by NACHSA as well as NACo's Achievement Awards several times.

A native of Lexington, Kentucky, she is a summa cum laude graduate of Wilberforce University. Dannetta began her public service career over 30 year ago as a public assistance worker and rose through the ranks of the department. Unfortunately for NACo and NACHSA Dannetta has decided to retire at the end of the year. She will be sorely missed. Please join us in congratulating Dannetta Graves as this year's recipient of NACHSA's Directors Award for Individual Achievement in a County.

National Association of County Human Services Administrators
Winner of the 2005 Innovations in Human Services Award

Program Title: Retention, Expansion, Attraction Program (REAP)
for Regional Employers

Year the Program was implemented: 2001

Program Contact: Dr. Linda Shepard

Title: Assistant Director

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Retention, Expansion, Attraction Program (REAP) for Regional Employers

The Five Star Job Centers of Southwest Ohio, located in Clinton, Fayette, Greene, Highland, and Montgomery County Ohio, have a program in place to address the employers needs in the region. The Program, known as Retention, Expansion, Attraction Program (REAP) for Regional Employers, is designed to assist employers in their decision to remain in the region, to expand their operations in the region, or to locate their operations in the region.

The program was established in November 2001 and the partnership between the five counties was formalized in July 2004. The five counties work closely and as a team with local Economic Development offices, the state Economic Development office, the Chamber of Commerce, the TANF agency, and the WIA office.

This close collaboration between these various entities has assisted the Five Star Job Centers with their efforts to increase and improve services to employers and job seekers. Additionally, the Five Star Job Centers have been successful in retaining

employers, attracting new employers, and in assisting employers with their expansion efforts.

When working with employers, a customized package is designed to address their needs, assist with incumbent workers, and assist with needed activities or services. Cost avoidance for the employer often is the determining factor in the employers' decision to remain in the area, expand operations, or in attracting new employers.

Leverage of various funding streams for training, OJT, customized training, and various incentives available is drastically increased when approached and pulled together on a regional basis and not on an individual county or One-Stop basis. Employers do not recognize county lines when dealing with their workforce needs. Therefore, in order to pull together the best packet for an employer when assisting with their workforce needs, the packet must be designed from a regional approach. The packet is stronger, more flexible, contains more benefits, services, incentives, and cost avoidance when designed and administered in a regional approach.

Retention, Expansion, Attraction Program (REAP) for Regional Employers

A metropolitan county working with rural counties can provide the needed workforce for employers located in rural areas. The rural area has the land and growth capacity that often times does not exist in a metropolitan area. Below is a listing of employers that the Five Star Job Centers of Southwest Ohio were instrumental in the employers decision to remain in the region, expand operation or to locate in the region. Several were based on a regional effort between the five counties prior to a formal partnership.

- Norgen
 - 108 employees retained and 25 new hires
- DMAX
 - 700 new jobs created
- Hormel/Power Logistics
 - 125 new jobs created
- YUSA Corporation
 - YUSA is Fayette County's largest employer

- We lowered the turnover rate and secured 900 jobs that were at risk
- Individuals are periodically screened and qualified
- Qualified individuals are referred and hired
- DHL/ABX (Located in Clinton County)
 - Over 12,000 were at risk in Ohio. Employer was presented a packet for retention and expansion. The employer decided to remain in Ohio and to add over 1,500 new jobs.
 - Note: As a result of this, 1,000 – 1,200 construction jobs were created
 - Astar Air Cargo Services moved additional airline jobs to Ohio
 - There was an expansion of trucking operations/jobs
 - Increased hotel/lodging demand
 - Increased new housing starts

Other employers have relocated to the area, employers considering moving out of the area have remained, and employers are expanding their current operations.

National Association of County Human Services Administrators

Winner of the 2005 Innovations in Human Services Award

Program Title: San Mateo Biotechnology Workforce Network

Year the Program was Implemented: 2003

Program Contact: Fred Slone

Title: Manager, Workforce Development

Agency: Human Services Agency

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Agency Director: Glen H. Brooks, Jr.

Building Collaborative Partnerships and career paths into Biotechnology

What was the need?

The San Mateo Biotech Training Program is an innovative solution for two powerful community needs. In the aftermath of 9/11, thousands of airline workers were laid-off in San Mateo County, with little hope of returning to their former industry. At the same time, the regional biotech industry faced immediate pressure to expand its workforce as promising drugs moved into large scale manufacturing. The San Mateo County Human Services Agency (HSA), providing social services including employment services, immediately recognized an opportunity to respond to both needs by retraining workers displaced by 9/11 for new careers in biotech manufacturing.

As part of Silicon Valley, the workforce of San Mateo County is subjected to frequent dislocations and mass layoffs as part of the creative destruction and innovation that drives our region. The Bio-Manufacturing Training Program is one of the core workforce answers to this disruption. The program leverages jobseekers' existing skills and then adds a layer of rapid, industry approved practical training. The result is rapid re-entry into the workforce and a career shift to a high growth industry with strong career paths. The speed of the program and the industry connection are key to its success.

Needs Assessment

San Mateo HSA worked with organized labor, community partners, the community college, and the Workforce Investment Board (WIB) One-Stop system to understand and assess the community need. This public collaborative also worked directly with a key industry partner, Genentech, Inc., to assess industry's workforce needs. As a result of a successful State grant competition, San Mateo HSA created a specialized employment center dedicated to the dislocated airline workers. This center served over 5,000 laid-off workers and provided HSA with unique and well-informed insight into the community need. HSA moved forward armed with clear knowledge and understanding of the skills and needs of the laid off workers.

Key Program Components

The Biotech Training Program is an intensive three month training program mapped to real-world skills and competencies identified by the industry. The curriculum includes applied math, lab skills, good manufacturing practices, safety and corporate culture. At the completion of the training, the former dislocated workers have the skills and the connections needed to move into new careers in the high growth biotech industry.

The key program components are:

1. Industry Involvement

From the beginning, Genentech provided input and resources to shape the program to generate the best outcomes for industry and jobseekers. Genentech staff scientists reviewed the training curriculum and taught some of the courses. Genentech staff have established strong feedback loops to their internal hiring managers and provide students with orientation, resume, and interviewing feedback customized to the industry culture.

2. Integrated Support Services

The program leverages San Mateo's highly integrated social services infrastructure to provide a support system that enables program participants to successfully complete the training. The program staff coordinate services available from WIA, CalWORKs, General Assistance, Food Stamps, housing support, and community partners. In addition, those services are further augmented through special grant funding. Demonstrating the effectiveness of this integration of services, 97% of the clients across five classes have successfully completed the training.

3. Paid try-out employment

Recognizing the need to supplement academic training with on-the-job experience, the partnership developed a three month, full-time internship to provide on-the-job training. As a continuing demonstration of industry's support for the program, the employer pays 50% of the cost of these internships.

Program Goals

The program had three measurable goals as well as broader social and workforce goals. The three core program goals were to achieve a graduation rate of 85% or higher, a placement rate of 80%, and a retention rate of 85%. In addition, the broader goals of the program were to develop a model for enabling dislocated workers to make a rapid career transition to a high growth industry and to enhance the collaboration between local employers and the public workforce system.

Program Results

The program has met or exceeded all of its goals.

- **97%** of the participants have graduated
- **80%** of the graduates have entered employment at wages of \$35K and above
- **91%** retention rate for employed candidates

The program is clearly a model for industry driven workforce solutions. The program received the 2005 national Recognition of Excellence Award for industry driven solutions from the Department of Labor. It was also recognized by the California Community College Chancellor's Office with the 2005 Excellence in Partnership award.

Building A System

Recognizing that great programs have a responsibility to share their knowledge, the Biotech Workforce Partnership in San Mateo has conducted a targeted and highly effective campaign to expand the program. From its start up with one employer, one college, and one County, the program has expanded to include three counties, three community college districts, three Workforce Investment Boards, and 14 employers who have hired graduates of the program. San Mateo funded a pilot class in Alameda County and provided technical assistance. As a result of that pilot, Alameda County and San Mateo secured federal funding to offer four more classes in Alameda and continue San Mateo's success.

Looking to the Future

San Mateo has already begun the next steps in growing the program. In 2005, San Mateo launched an innovative new program designed to expand access to the biotech program. This "Gateway Program" bridges the skills gap for disadvantaged youth and adults who are seeking entry into high wage/high growth careers such as biotechnology and allied health. The program provides health and life sciences contextualized math and English training in an intensive, 14 week college preparation course. Utilizing a successful Learning Community model already in place, the first Gateway class graduated in June 2005 and 100% of the graduates are continuing into post-secondary education or career training, including six students moving into the biotechnology training.

San Mateo County Human Services Agency would like to recognize the following partners whose innovation and commitment built a better community for all of us: Skyline Community College, Alameda and San Mateo County Workforce Investment Boards, California Employment Development Department, U.S. Department of Labor, Gruber & Pereira LLC., San Mateo Central Labor Council, Bayer Corporation, and Genentech.