

Snohomish County Workforce Development Council

Meeting the Skill Needs Of the New Economy

Five-Year Strategic Plan Update June 30, 2003

This Plan may be viewed or downloaded from the Internet at <http://wia.snocowdc.org>.
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Snohomish County Workforce Development Council
Five-Year Strategic Plan Update
Meeting the Skill Needs of the New Economy
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A. Introduction

The workforce of Snohomish County is its most strategic asset. A requirement of a growing and vibrant economy is the match between skilled employees and the needs of business. A requirement for increasing incomes of workers is access to quality education and training for both job prospects and life-long learning. And, a requirement for efficient labor markets is to assist job seekers to find productive work in a timely manner.

The five-year Strategic Plan Update: *Meeting the Skill Needs of the New Economy* is a blueprint to utilize our strategic workforce assets to meet the requirements of the new economy. The new economy is much more than technology based business. The new economy is all about the increasing rapid transformation of the economy and ways of doing business. It is about the skills required to work smarter, faster, and cheaper. It is about connecting to the global economy of production and trade. And of course it is about the knowledge economy: the Internet, telecommunications, and information technology to the extent they are transforming all of business.

The Strategic Plan is consistent with Governor Locke's three workforce challenges: reducing skill gaps, serving dislocated and incumbent workers, and improving wage progression for low-income workers. The goals, objectives, and strategies of the plan address each of the challenges with local actions. The Plan is also consistent with the following findings identified by Governor Locke's Competitiveness Council:

"Human capital and innovation are fundamental to gaining a competitive advantage in the modern economy. The success of companies, industries, and states increasingly depends on an educated, flexible workforce, their access to new technology, and their ability to rapidly innovate.

Strength in education, research and development, and technology commercialization is essential to cultivating and nurturing a growing, competitive economy. Other states and regions are investing massively in these areas, so Washington must act decisively or risk falling behind."

The next five years will be a time of enormous challenge and opportunity for Snohomish County. Its population will need access to a wide variety of educational programs. Currently, the projected need for post secondary education programs outstrips the capacity of educational programs. In addition, as the economy continues its shift toward technology and knowledge-based employers, educational institutions will need to retool their programs to fill forecasted needs.

Snohomish County is ground zero for many growth management issues. The county carries over 10% of the state's population with areas that are adjusting rapidly to requirements for infrastructure, schools, and parks. Many of its residents commute to jobs in adjacent King County as Seattle and the Eastside continue their dominance as high tech centers and urban commerce. However, this is changing as Snohomish County becomes a center for the new economy. Building indigenous industries for the new economy is a primary goal of this Strategic Plan.

As noted above, the number one factor for building the new economy is a skilled workforce. In study after study, business is requiring a higher skilled workforce to sustain growth. Positions across the spectrum are requiring not only technical skills, but foundation skills such as team-building, problem-solving, communication, leadership, and motivation/initiative. It is clear that to solve the demand for a skilled workforce, all education and training institutions from K-12 through higher education and all public and private providers must work together to create a seamless career development system.

As in any growing region and economy, far too many people who seek work or have barriers to employability are being left behind. Many public assistance recipients who have found employment still have difficulty in making ends meet and time to upgrade skills and increase wages. The digital divide between those that have access to technology and those who do not is a strong influence in determining whether others tap the earnings from the new economy. The Strategic Plan focuses resources on helping those low-income persons who need more intensive services and training to create progressive earnings.

The new economy also creates significant job dislocations and challenges for upgrading the skills of incumbent workers. A rapidly shifting economy with new applications in technology is a serious challenge for both business and workers to stay current and productive. Anticipating changing business requirements and assisting workers who become dislocated is another significant challenge for the Strategic Plan. The plan will work with employers and workforce providers to develop short-term training for multiple firms and to provide access to excellent services to assist dislocated workers to rapidly find new jobs at commensurate wages.

A major focus of the Snohomish County Workforce Development Council (WDC) is to create a comprehensive network of workforce development services. Neither employers nor job seekers should fall victim to a myriad of separate programs and eligibility requirements that prevent integrated services. The WDC has created a one-stop career development system for people searching for work and a single point of contact for employers to list jobs and to find access to

a variety of employer services. The WDC strives to bring together programs for public assistance, vocational education, tech prep, WorkFirst, and WorkSource into a common integrated planning and program framework.

Over the long term, Snohomish County will provide ample opportunity to assist low-income persons, build strong workforce programs tied to new jobs, and assure the benefits of prosperity are shared as widely as possible.

The Strategic Plan Update: *Meeting the Skill Needs of the New Economy* positions Snohomish County as a location of choice that brings together the best education and training, an excellent environment and quality-of-life, with workers prepared to meet the needs and demands of a competitive new economy. Over time, all workers and job seekers can and should be able to find productive employment in a strong and diverse economy in Snohomish County and the Puget Sound Region.

Plan Development and Input Process

The Snohomish County Workforce Development Council engaged in a wide discussion with partners and Council members in the initial development of this plan. There were two public hearings, forums with business leaders and focus groups with youth. The plan was published on the web site at <http://wia.snonet.org> both in preliminary draft form in December, 1999 and in the submitted form in January, 2000. Minutes and documents of all meetings were posted on the web site. This update was also posted on the WDC's web site at <http://www.snocowdc.org> in draft form in May, 2003 and in final form in June, 2003.

The Strategic Plan must be an iterative, living document. The plan serves as a starting and review point to implement the five-year vision and mission of the Workforce Development Council. Further detail will occur in the implementation of the goals, objectives, and strategies. Additional shaping of the plan is resulting from the profound changes in the Snohomish County labor market, described in Section H., below, as well as continuous improvement processes and performance results. The WDC will continue to solicit public input as it updates the Plan over the five year period.

B. Vision, Mission and Goals

The following are the adopted vision and mission statements for the Snohomish County Workforce Development Council. The Snohomish County Youth Council has also adopted vision and mission statements to guide the youth portions of the Strategic Plan.

Vision:

The Workforce Investment System in Snohomish County will provide universal access for job seekers to develop their careers, for employers to find skilled workers, and for the community to build its economic health and vitality.

Mission:

The Workforce Development Council will develop a fully integrated one-stop career development system that provides customer-driven services, continuous improvement, and accountability for results.

The Workforce Development Council will provide excellent strategic planning, policy development, and oversight of the workforce investment system by working directly with partners and customers to deliver first class workforce investment services.

Youth Vision:

The vision for the Snohomish County Youth Council is to maximize the potential of youth to achieve their aspirations, to find fulfilling employment opportunities, and to become pro-active citizens of Snohomish County.

Youth Mission:

The mission of the Snohomish County Youth Council is to advocate for youth to ensure that they are valued by their community, have access to comprehensive services, and are able to improve leadership and employment skills for a future of life-long learning and work.

Goals and Objectives of the Strategic Plan

SKILLS GAP

Goal 1: To close the gap between the need of the employers for skilled workers and the supply of Washington residents prepared to meet that need.

Objective 1.1 Create private-public partnerships to enable individuals to move up job and career ladders throughout their lives.

Objective 1.2 Increase the number of young people who understand and act on career opportunities available through career and technical education and training programs, including youth from target populations.

Objective 1.3 Expand mentor and work-based learning opportunities for all youth by working with the employer community.

Objective 1.4 Increase the capacity of high schools, community and technical colleges, and apprenticeship programs to provide high quality workforce education and training programs.

Objective 1.5 Increase education and training for older workers and retired individuals who want to return to work.

INCUMBENT AND DISLOCATED WORKER TRAINING

Goal 2: To enable workers to make smooth transitions so that they, and their employers, may fully benefit from the new, changing economy, by putting in place a coherent strategy for dislocated and incumbent worker training.

Objective 2.1 Increase economic competitiveness and prevent dislocation by expanding customized incumbent worker training.

Objective 2.2 Enhance business expansion and retention strategies.

Objective 2.3 Return unemployed workers to suitable work in as short a time as possible.

WAGE PROGRESSION FOR LOW-INCOME WORKERS

Goal 3: To assist disadvantaged youth, persons with disabilities, new labor market entrants, recent immigrants, and other low-wage workers to move up the job ladder during their lifetimes by developing a wage progression

strategy for low income workers. Specific progress will be made in improving operating agencies and reducing the earnings gap facing people of color, people with disabilities, and women.

Objective 3.1 Increase high school graduation rates.

Objective 3.2 Assist unemployed individuals to gain and retain employment.

Objective 3.3. Remove barriers for populations with unique obstacles to employment and increase the number of employers who hire individuals with disabilities, women, and people of color in high wage, high demand occupations.

Objective 3.4 Assist low income individuals to move up a career ladder by increasing training and developing career opportunities.

FACILITATE INTEGRATION OF WORKFORCE DEVELOPMENT PROGRAMS

Goal 4: Integrate workforce development programs to improve customer service.

Objective 4.1 Improve WorkSource services to customers, including target populations by bringing together individual partner programs to craft comprehensive solutions.

Objective 4.2 Develop and maintain service delivery capacity that is flexible and responsive.

Objective 4.3 Reach out to individuals from target populations in order to increase their use of WorkSource services, and provide services that meet their unique needs.

Objective 4.4 Facilitate the integration of workforce development programs that serve youth.

There have been profound changes in the labor market since the issuance of the original Strategic Plan in March, 2000. These changes to sections C., D., E., F., G., and H. are provided in Section I., below.

C. Economic and Labor Market Forecast

Key Points:

- ❑ *Snohomish County will continue to be in a growth period primarily through service businesses and technology employers.*
- ❑ *Health care and other service businesses continue to be strong employment generators.*
- ❑ *Demand for jobs will be throughout the regional labor market.*

The 2000 to 2005 period will continue to be a growth period for the Snohomish County economy. As the Asian economies recover, Snohomish non-aircraft manufacturing exports to those markets, including industrial machinery, electronic machinery, instruments, apparel and food products, will also rebound. As Asian orders for commercial aircraft and particularly delivery dates of those planes begin to accumulate, the Boeing Company's Everett-site production rate schedules will turn upward again. Boeing's Everett workforce levels may well recover some of the jobs cut during the 1998-2000 period and orders to local supplier firms will rise. Employment in the non-manufacturing sectors, which have been least affected by the current Asia and Boeing downturns, will see increasingly higher employment growth rates as the manufacturing sectors in the county provide extra stimulus to the services and trade.

In late 1999, Snohomish County had the second lowest unemployment rate in the state (3.2%). Projected over the next year, we continue to see a strong outlook, with slight increase in unemployment levels, to maybe as high as 4.1% by the end of 2005. However, by any economic measure, this period is expected to be a full employment economy. This should provide ample opportunity to assist low-income persons, to help build strong workforce programs tied to new jobs, and to assure the benefits of prosperity are shared as widely as possible.

The labor market will not be the same from one year to the next throughout the full five-year period. The year 2000 will mark the trough of the current cycle's down-phase. In 2000, job growth by Snohomish-based employers will be quite slow particularly in manufacturing, both aerospace and non-aerospace, and the unemployment rate though not high will exceed its 1999 levels, relative to typical

seasonal patterns. In 2001, job growth will rise slightly but still be very modest and the unemployment rate will be fairly steady.

Acceleration in job growth will occur in the 2002 to 2005 period. It is this period in which increased hiring by Boeing at the Everett site is expected. Hiring in related manufacturing industries will also occur, as Boeing suppliers increase their own production in response to Boeing orders. The Asian economies' overall recovery is expected to rebound most strongly in this period as well, which will mean hiring in export-manufacturing industries other than those related to aircraft. The unemployment rate would fall again during this period. However, if the national economy slows and the national unemployment rate rise, Boeing's hiring would result in a sharp increase in in-migration to Snohomish, as the news of Boeing's upturn became widespread and attracted job-seekers from out of state as has been the pattern in previous cycles.

Job seekers will find employment opportunities more easily obtained over the latter part of the 2000-2005 period than at the beginning, particularly in any occupations predominantly found in the manufacturing sectors. Construction is the exception to this outlook, since the current construction boom will have tapered off somewhat and the labor shortage in that field accordingly eased a little as a result. Construction jobs are expected to remain plentiful, however, as the county's residential housing needs steadily rise and the commercial sector responds to the coming cyclical expansion.

There is some caution in this five-year outlook, due to the uncertainty of timing and magnitude of recovery in the Asian economies. A less optimistic scenario, in contrast to the outlook just presented, would become the reality if Asia's demand for Snohomish manufacturing exports, including planes, does not rebound. In that event, manufacturing employment in the county would show virtually no growth in the 2000 to 2005 period, with job opportunities limited to the occasional opening due to turnover. Employment gains elsewhere in the county's economy would be slight to modest rather than strong.

Demand for particular skills in the Snohomish workforce will come from King and as well as Snohomish employers. Workers commute freely to jobs across the adjacent county line: in both the 1980 and 1990 censuses, approximately 30 percent of Snohomish's resident workforce were employed in King. The population of Snohomish is concentrated in the south-county region, within feasible commuting distance of mid- and north-King County employer job sites. For this reason, occupational demand from King County is an inherent part of labor market opportunities faced by Snohomish job seekers.

Ms. Roberta Pauer is the Regional Analyst for the Research Branch of the Washington State Employment Security and is easily recognized as the expert on economic trends for labor and market in Snohomish County. In a recent article in Washington CEO, Ms. Pauer addresses the differences between Snohomish County in latter part of the 90s and the middle to early 80s. A very telling quote from her reads in part,

“The Snohomish County economy is so extremely strong in a fundamental structural sense. Snohomish County never was a slouch county, but is much stronger now. That bodes so well for the coming decades. Snohomish County is economically quite a bit different in this last part of the 90s than it ever has been.”

The next three charts describe employment growth in Snohomish County for the past 5 years, for the current year and for projected employment in the year 2005. The increase in the past five years by Boeing and other suppliers led the actual numeric change, followed by business services, contractors, wholesale trade, social services, restaurants, and health services. Health care continues to be a very strong growth area for Snohomish County as 4 of the top 8 employers are in the health care industry. Some of the fastest growth rates are in electronics industries, air transportation, and local transit companies.

Projecting employment in Snohomish County in the year 2005, shows traditional manufacturing employment in a slight decline of -1.6%, although declines in transportation are being offset by increases in electronics and instrument companies. Construction continues to show strong growth as does wholesale and retail trade. Health care continues to show a very strong growth rate especially outside of the hospital area. Business services also shows continued strong employment growth.

Job Growth by Industry, March 1998/99

	Seattle/ Everett PMSA	Snohomish County
Total	2.4%	2.1 %
Manufacturing	-2.5%	-2.6%
Construction	3.3%	7.7%
TCU	3.3%	0.0%
Trade	2.7%	2.8%
FIRE	5.2%	13.6%
Services	3.6%	4.7%
Government	3.2%	1.9%

Growing Industries in Snohomish County 1993 to 1998 UI Covered Employment (10/7/99)

<u>SIC</u>	<u>Industry Title</u>	<u>Employment</u>		<u>Numeric</u>	<u>Percent</u>
		<u>1993</u>	<u>1998</u>	<u>Change</u>	<u>Change</u>
				<u>93 to 98</u>	<u>93 to 98</u>
37	Transportation Equipment	34,249	43,007	8,758	25.6%
73	Business Services	4,332	6,820	2,488	57.4%
17	Special Trade Contractors	6,449	8,205	1,756	27.2%
50	Wholesale Trade - Durable Goods	3,158	4,493	1,335	42.3%
83	Social Services	3,373	4,480	1,107	32.8%
58	Eating and Drinking Places	12,270	13,366	1,096	8.9%
88	Private Households	830	1,923	1,093	131.7%
80	Health Services	10,545	11,565	1,020	9.7%
54	Food Stores	5,453	6,397	944	17.3%
63	Insurance Carriers	1,972	2,803	831	42.1%
36	Electronic and Other Electric Equipment	1,183	1,991	808	68.3%
35	Industrial Machinery and Equipment	1,834	2,640	806	43.9%
79	Amusement and Recreation Services	2,357	3,157	800	33.9%
59	Miscellaneous Retail	3,986	4,750	764	19.2%
87	Engineering and Management Services	2,440	3,139	699	28.6%
75	Auto Repair, Services and Parking	1,467	2,056	589	40.1%
55	Automotive Dealers and Service Stations	4,088	4,655	567	13.9%
45	Transportation by Air	399	959	560	140.4%
72	Personal Services	1,746	2,273	527	30.2%
34	Fabricated Metal Products	1,249	1,725	476	38.1%
16	Heavy Construction, except Building	1,366	1,818	452	33.1%
57	Furniture and Home furnishings Stores	1,429	1,849	420	29.4%
65	Real Estate	1,887	2,235	348	18.4%
86	Membership Organizations	1,441	1,753	312	21.7%
41	Local and Interurban Passenger Transit	192	491	299	155.7%
07	Agricultural Services	1,246	1,542	296	23.8%
24	Lumber and Wood Products	2,817	3,091	274	9.7%
51	Wholesale Trade - Nondurable Goods	2,791	3,046	255	9.1%
47	Transportation Services	553	795	242	43.8%
60	Depository Institutions	2,113	2,348	235	11.1%
53	General Merchandise Stores	3,752	3,962	210	5.6%
20	Food and Kindred Products	1,230	1,423	193	15.7%
78	Motion Pictures	606	789	183	30.2%
52	Building Materials and Garden Supplies	1,586	1,730	144	9.1%
70	Hotels and Other Lodging Places	775	899	124	16.0%
38	Instruments and Related Products	4,584	4,685	101	2.2%

**Employment by Industry in Snohomish County
1997 Annual Averages and Projected 2005**

	1997 Annual <u>Average</u>	2005 <u>Projections</u>	Percent <u>Growth</u>
MANUFACTURING	62,600	61,600	-1.6%
Lumber & Wood Products	3,000	2,800	-6.7%
Fabricated Metal Products	1,600	2,000	25.0%
Industrial Machinery & Equip.	2,500	3,100	24.0%
Electronic & Other Elec. Equip.	2,000	3,000	50.0%
Transportation Equipment	40,200	36,300	-9.7%
Aircraft & Parts	38,800	34,900	-10.1%
Instruments & Related Prods.	4,900	5,100	4.1%
Food & Kindred Products	1,600	1,600	0.0%
Printing and Publishing	2,200	2,500	13.6%
CONSTRUCTION & MINING	13,700	15,700	14.6%
Building Construction	3,600	4,200	16.7%
Heavy Construction	1,700	2,100	23.5%
Special Trade Contractors	8,300	9,300	12.0%
TRANS., COMM. & PUBLIC UTILITIES	6,500	7,300	12.3%
Transportation & Utilities	4,200	5,000	19.0%
Communications	2,300	2,400	4.3%
WHOLESALE & RETAIL TRADE	45,400	54,800	20.7%
Wholesale Trade	7,200	8,300	15.3%
Retail Trade	38,200	46,400	21.5%
Building Materials & Garden	1,700	1,900	11.8%
General Merchandise	3,900	4,800	23.1%
Food Stores	6,300	7,600	20.6%
Eating & Drinking Places	13,700	17,500	27.7%
FINANCE, INS. & REAL ESTATE	8,800	9,800	11.4%
Finance	3,100	3,500	12.9%
Insurance	3,300	3,700	12.1%
Real Estate	2,300	2,700	17.4%
SERVICES	41,100	53,200	29.4%
Business Services	6,400	8,700	35.9%
Health Services	11,100	15,100	36.0%
Nursing & Personal Care	2,700	3,600	33.3%
Hospitals	2,100	2,300	9.5%
Social Services	4,200	5,600	33.3%
Engineering & Management	3,100	4,100	32.3%
GOVERNMENT	29,500	35,000	18.6%

Federal	2,200	2,400	9.1%
State	4,500	5,500	22.2%
Local	22,800	27,100	18.9%
TOTAL	207,600	237,400	14.4%

* Detail may not add due to rounding.

* Excludes proprietors, self-employed, members of armed services, workers in private households and agricultural workers. Includes all full- and part-time wage and salary workers receiving pay during the pay period including the 12th of the month (by place of work).

Source of Tables: Washington State Employment Security Department

D. Employer Needs and Shortages of Skilled Employees

Key Points:

- ❑ *Skill gaps exist in a wide variety of companies, but particularly in technology employers.*
- ❑ *Substantial growth in the service sector requires skill preparation from basic entry-level employment skills to post-graduate training.*
- ❑ *Some companies such as in telecommunications are experiencing a maturing workforce and need to ensure the ongoing recruitment of qualified workers.*
- ❑ *Educational capacity to meet skill gaps is constrained by funding and lack of instructors.*

The 2000 to 2005 period will be an accelerating rather than slowing phase of this region's economy, driven, to a large degree, by growth in the technology industries and other industries using the high demand technology skill sets, as identified using America's Labor Market Information System (ALMIS), localized O*NET products and services, and other local information. Technology, and the software industry specifically, will have an increasingly dominant presence in the region's economy. Telecommunications, electronics, software and information technology (IT) occupations and skill sets are in high demand in traditional technology industries as well as in other business service industries.

Technology however, is not the only area where skill gaps exist. Many of the service business occupations also require higher skill sets. Nearly 72% of the projected job openings will occur in the service sector. While technology training is a targeted sector, attention will also be directed to the training requirements in service areas to respond to those service demands. Responding to skill gaps

across a wide variety of businesses enables the matching of job applicants with entry level to post-graduate skills qualifications. Skill gaps exist where job applicants do not possess the requisite skills employers need. The skills range from the basic foundation and employability skills to specific technical skills required on the job. Between K-12 and higher education, institutions need to do a better job in ensuring all students acquire basic skills.

In 1995, there were 1,667 companies identified in the industry sectors of Computer and Data Processing Service and Prepackaged Software doing business in King, Snohomish, and Pierce Counties. Three years later, in 1998, there were 2,571 - an increase of 54 percent. These companies employed 42,000 in 1995 and 64,000 in 1998. Additional numbers of technology workers are employed in the business service sector. Rapid employment growth is currently occurring in this sector as e-business forces more use of technology skills.

Statewide, the high technology industry directly employs over 88,000 people with an annual payroll of \$5.9 billion (American Electronics Association). Technology sectors represented in Washington State include electronics and components, software, aerospace and defense, telecommunications and wireless communications, test and measurement equipment, digital media, medical devices and biotechnology. State employment in the high technology sectors grew 11 percent in the last year and is projected to double by 2005, according to Washington State's Employment Security Department.

The need for skilled technology workers has been documented repeatedly by expert analysts across the country, including experts in our local region. On the national level, the U.S. Department of Labor (DOL) projected a 90 percent increase in U.S. technology jobs between 1994 and 2005. The Bureau of Labor Statistics projected 108 percent growth in IT jobs between 1996 and 2006. According to the DOL's *Futurework*, some of the fastest growing occupations are computer engineers, computer support specialists, database administrators, data processing equipment repair technicians, desktop publishing specialists, and systems analysts. This is further supported by the thousands of foreign H1-B IT professionals brought into this region to fill job openings in some of the fastest growing companies.

Dr. Paul Sommers, a local economist with the University of Washington and the Washington Software Alliance, conducted a survey that identified a shortfall of 7,000 unfilled IT jobs in the region. In King County alone, a 16 percent + annual growth for Computer Engineers over a ten year period from 1998 to 2008 is expected. In the three county region, occupations with most projected job openings through 2008 include computer engineers with annual job openings of 2026, computer scientists with annual openings of 1,118, and IT systems analysts

with 939 openings. A 1998 analysis of technology-based companies in Snohomish County, conducted by the Economic Development Council (EDC), documented an average 110 percent increase in employment in the next ten years.

The demand for skilled workers in technology industries is growing faster than public and private capacity to fill demand. A survey of educational institutions in the region revealed a severe imbalance with demand for IT graduates outstripping locally educated supply by a factor of four. Community colleges in all three counties have seen enormous growth in the number of students interested in technology training programs.

Enrollment in Edmonds Community College's information technology courses is growing faster than in any other program, with a 40 percent increase over the past two years. All colleges project that enrollments could have been substantially higher if resources were available for expansion. The American Electronics Association's Washington Council Higher Education Task Force completed a four-month long study of higher education in Washington State and submitted a final report in October 1999. Key to their findings was the need for higher education programs to be networked and regionally focused with a variety of training packages for use by traditional and non-traditional learners. In addition, the report cited the need for industry to spearhead a drive for greater opportunities and acceptance of diversity in the technology sectors and to coordinate and focus its support of higher education.

The demand for skilled workers in technology industries is also fueled by the continuous and rapid invention of software applications that create new occupational categories and skill sets beyond the framework of the traditional labor market information systems. In addition, industries have induced additional occupational demand in other industries that use new technology applications. The induced demand adds to the pressure to train more technology workers, including custom software developers, network technicians, and web developers.

In a July 1999 poll of the 50 fastest growing technology companies in the Puget Sound region, the most important challenge was finding and keeping good people. Many of the companies reported that keeping new hires and existing employees is a significant problem as a majority of employees stay less than five years. This turnover rate poses a challenge not only for employers but also for employees and workforce providers who must also keep up with changing demands of the workplace and upgrading skills sets.

The high wages in the technology sectors and for many businesses in the region has made it difficult for education providers to recruit qualified teachers and

faculty. With high demand for specific skills, education programs have had to develop creative new ways to provide training and to encourage teachers to work both at high schools and community colleges.

E. Importance of Technology-Based Industries

Key Points:

- *Technology-based industries will be an increasing share of Snohomish County Employment.*
- *Technology companies are a central focus for the Economic Development Council of Snohomish County.*

The following reports of technology intensive employment provide a series of employment numbers within the high-tech and biotech related fields. (These are defined as: Technology-Intensive, R & D employment over 30%, and Other Technology Industries, R & D employment 10%-30%.) The following numbers will outline the parameters of our changing and/or expanding economy.

Interestingly enough, the Technology Corridor in 1985 had approximately 25 different companies, and total employment of approximately 200. In 1994 Technology Corridor companies were approximately 280, and total employment was approximately 12,500. The source for the following tables is Washington State Employment Security, 1998.

Snohomish County Technology-Intensive R&D Employment Over 30%

	1995	2005	% Increase
Engineering Services	1,012	1,776	75.49%
Software & Computer Services	774	1,734	124.03%
Research & Testing Services	473	830	75.48%
Drug Manufacturing	239	612	156.07%
Search & Navigation Equipment	658	824	25.23%
Measuring Equipment	2,171	2,714	25.01%
Aerospace	27,999	32,508	16.10%
Communications Equipment	248	363	46.37%
Medical Instruments & Supplies	1,543	1,943	25.92%
Management & Public Relations Services	543	953	75.51%
Electrical Industrial Apparatus	201	294	46.27%

**Other Technology Industries
R&D Employment 10% - 30%**

	1995	2005	% Increase
Electrical Distribution Equipment	26	38	46.15%
Special Industry Machinery	155	229	47.74%
Computer & Office Equipment	1,084	1,600	47.60%
Construction & Related Machinery	92	136	47.83%
Electronic Components	381	559	46.72%
Engines & Turbines	5	7	40.00%
Motor Vehicles and Equipment	N/A	N/A	N/A
Household Audio & Visual Equipment	333	487	46.25%
Agricultural Chemicals	N/A	N/A	N/A
Industrial Inorganic Chemicals	3	4	33.33%
Misc. Electrical Equipment & Supplies	N/A	N/A	N/A

**Snohomish County Influence On Puget Sound
High-Tech Employment
Technology-Intensive R&D Employment Over 30%**

	<i>Puget Sound</i> 2005	<i>Snohomish County</i> 2005	<i>Sno. Co.</i> % of Total
Engineering Services	22584	1,776	7.86%
Software & Computer Services	53272	1,734	3.25%
Research & Testing Services	12306	830	6.74%
Drug Manufacturing	1886	612	32.45%
Search & Navigation Equipment	2176	824	37.87%
Measuring Equipment	4625	2,714	58.68%
Aerospace	93013	32,508	34.95%
Communications Equipment	1363	363	26.63%
Medical Instruments & Supplies	6175	1,943	31.47%
Management & Public Relations Services	10549	953	9.03%
Electrical Industrial Apparatus	1122	294	26.20%

Other Technology Industries R&D Employment 10% - 30%

Electrical Distribution Equipment	269	38	14.13%
Special Industry Machinery	1876	229	12.21%
Computer & Office Equipment	3234	1,600	49.47%
Construction & Related Machinery	2164	136	6.28%
Electronic Components	4099	559	13.64%
Engines & Turbines	15	7	46.67%
Motor Vehicles and Equipment	4696	N/A	N/A
Household Audio & Visual Equipment	963	487	50.57%
Agricultural Chemicals	276	N/A	N/A
Industrial Inorganic Chemicals	660	4	0.61%
Misc. Electrical Equipment & Supplies	264	N/A	N/A

F. Significant Economic Development Opportunities

Key Points

- *Developments in business parks will provide targeted employment opportunities.*
- *Snohomish County must stay vigilant in its growth management efforts to attract and retain key employers.*

- *The Workforce Development Council will work closely with the Snohomish County EDC in the implementation of the Marketing Plan to customize workforce programs for employers wishing to locate in the county.*

In Snohomish County, there are a number of factors at work that should help to keep the local economy in a growth mode. This county has historically been looked upon as a region with potential and as the recipient of spillover growth from King County. The following topics help to demonstrate that the opportunities exist and that we fully anticipate a furthering of economic diversification.

The Snohomish County EDC has developed a targeted Marketing Plan to reach employers wishing to locate in the county. While the plan targets high technology employers, it will reach a wide variety of potential employers. These employers are a significant opportunity for workforce services. The Workforce Development Council will work closely to ensure that employers locating in the county are fully aware and utilizing customized employment and training programs.

Currently the most significant imminent development is the Port of Everett's Riverside Business Park. This business and industrial park, located along the Snohomish River waterfront in north Everett encompasses approximately 100 acres. This development will be coming on-line in mid to late 1999. Anticipated markets by the Port of Everett include warehouse distribution, light and medium manufacturing and office. It is anticipated that when completed and fully occupied the business park will have the employment carrying capacity of approximately 500-750. This does represent a significant economic development opportunity for this community.

CSR Associated Sand & Gravel, currently located in southwest Everett, is quickly nearing the terminus for mineral extraction. This fully re-mediated site of nearly 320 acres represents the most significant industrial property in the Puget Sound region. The Company intends to vacate the site this Spring and is actively developing a master plan for the site and will be pursuing a purchaser and or developer. The site is completely served with industrial capacity water and sewer, natural gas and electricity. It is envisioned that this site will be a corporate campus and will have significant employment and economic development opportunities.

The City of Everett-owned Simpson Mill site located in the community of Lowell, encompasses 180 acres of industrial/commercial property. The city is currently looking to ready the site for market. The site, located along the Snohomish River

represents another excellent opportunity for a major economic development. This is more long-term in nature than the prior two examples.

In north Snohomish County, the Smokey Point area continues to develop as a major economic development center. The City of Arlington is aggressively pursuing the development of the west side of the Arlington Airport as a master planned high-tech business park. The city anticipates that this development will be available for companies in the near future.

In east Snohomish County, the City of Monroe continues to experience growth at a very quick pace. The Fryelands Industrial Park, just west of downtown, is attracting the type of tenant originally anticipated over eight years ago; light industrial, value added manufacturing companies.

G. Labor Market Trends

Key Points:

- ❑ *Snohomish County leads all other counties in the State in job growth.*
- ❑ *The vast majority of the projected job openings (72%) will be in the more rapidly growing service sectors, such as transportation, communications, utilities, trade, finance, insurance, real estate, services and government.*
- ❑ *Self sufficient wage jobs will largely be limited to those with post high school education or technical training. The greatest gap will exist between the number of jobs available for those with baccalaureate degrees or better, and the number of openings for positions paying at or above \$38,000 a year.*
- ❑ *Huge gaps will develop between the number of available service and retail jobs available and the available workforce, largely due to the prevailing wage rates within these industries not paying sufficiently well enough to support a self sufficient living standard within Snohomish County. There will continue to be large numbers of working poor.*

Wages and earnings in Snohomish County in 1998 tend to be higher than statewide averages. However they are nowhere near the rates of King County. The average annual wage in Snohomish County is \$33,584 that is 102% of the statewide mean, whereas King County is 125% of the statewide mean. Retail trade at \$17,678 is only 99% of the statewide mean.

Snohomish County leads all other urban counties in the state in job growth. Between the years 1995 and 2005, an average of 13,000 jobs openings are expected each year, in over 14,000 businesses throughout the county. 1997

experienced 17,000 job openings alone. Over 72% of these jobs will be in the more rapidly growing service sectors of the labor market such as transportation, communications, utilities, trade, finance, insurance, real estate, services, and government. Slower growing goods producers will only account for 22% of the new jobs, and self-employment another 5%. Occupations estimated to have the highest growth in job openings (for 1995-2005) are outlined in the following charts.

**Top 40 Fastest-Growing Occupations In Snohomish County
Sorted By Increase In Number Of Jobs
1998 Current Data and 2005 Projections (9/27/99)**

Rank	OES Code	Occupation	1998 Empl	2005 Empl	Nominal Change	Growth Rate
1	49011	Salespersons, Retail	8424	9830	1406	17%
2	49023	Cashiers	4817	5770	953	20%
3	41002	Marketing/Sales Supervisors	5509	6404	895	16%
4	19999	Managers & Administrators, NEC	4748	5613	865	18%
5	68038	Child Care Workers	2764	3561	797	29%
6	65041	Comb Food Prep/Serv Wkrs	3634	4283	649	18%
7	19005	General Mgrs & Top Execs	4858	5504	646	13%
8	25102	Systems Analysts	2396	3015	619	26%
9	65038	Food Preparation Workers	2211	2772	561	25%
10	87102	Carpenters	4676	5195	519	11%
11	65008	Waiters & Waitresses	3467	3984	517	15%
12	98902	Hand Packers & Packagers	1851	2350	499	27%
13	31305	Teachers, Elementary	2654	3127	473	18%
14	55305	Reception/Information Clks	2245	2716	471	21%
15	31308	Teachers, Secondary School	2521	2966	445	18%
16	87402	Painters & Paperhangers	1695	2095	400	24%
17	66008	Nursing Aides & Orderlies	1620	1987	367	23%
18	85302	Automotive Mechanics	2228	2579	351	16%
19	15026	Food Service & Lodging Mgrs	1216	1564	348	29%
20	31321	Instructors & Coaches, Sports	928	1274	346	37%
21	32502	Registered Nurses	2418	2762	344	14%
22	31521	Teacher Aides, Paraprof	1907	2246	339	18%
23	85132	Maintenance Repairers, Gen Util	1852	2171	319	17%
24	97105	Truck Drivers, Light	1978	2297	319	16%
25	65026	Cooks, Restaurant	1541	1850	309	20%
26	61099	Service Supervisors, NEC	1831	2133	302	16%
27	67005	Janitors & Cleaners	3007	3293	286	10%
28	51002	Clerical Supervisors	1953	2237	284	15%
29	25104	Computer Support Specialists	482	752	270	56%
30	22199	Engineers, NEC	2218	2488	270	12%
31	25199	Computer Scientists, NEC	256	523	267	104%
32	68005	Hairdressers & Hairstylists	2012	2261	249	12%
32	97102	Truck Drivers, Heavy	2326	2575	249	11%
33	93905	Electrical/Electronic Assemb	917	1151	234	26%
34	22127	Computer Engineers	569	798	229	40%
35	63017	Correction Officers	714	943	229	32%
36	65032	Cooks, Fast Food	880	1100	220	25%
37	49008	Sales Representatives, NEC	1746	1950	204	12%
38	55347	General Office Clerks	5765	5968	203	4%
39	66002	Dental Assistants	629	822	193	31%
40	22126	Electrical & Electronic Engineer	2591	2780	189	7%

Top 40 Fastest-Growing Occupations In Snohomish County
Sorted By Growth Rate
1998 Current Data and 2005 Projections (9/27/99)

Rank	OES Code	Occupation	1998 Empl	2005 Empl	Nominal Change	Growth Rate
1	25199	Computer Scientists, NEC	256	523	267	104%
2	68035	Personal/Home Care Aides	234	392	158	68%
3	25104	Computer Support Specialists	482	752	270	56%
4	66005	Medical Assistants	345	506	161	47%
5	43014	Securities/Financial, Sales	257	379	122	47%
6	32308	Physical Therapists	275	402	127	46%
7	22127	Computer Engineers	569	798	229	40%
8	31321	Instructors & Coaches, Sports	928	1274	346	37%
9	32908	Dental Hygienists	399	547	148	37%
10	63017	Correction Officers	714	943	229	32%
11	68014	Amusement & Recreation Attends	455	600	145	32%
12	66002	Dental Assistants	629	822	193	31%
13	21108	Loan Officers & Counselors	353	462	109	31%
14	68038	Child Care Workers	2764	3561	797	29%
15	15026	Food Service & Lodging Mgrs	1216	1564	348	29%
16	98902	Hand Packers & Packagers	1851	2350	499	27%
17	13017	Engineer, Math, Nat Sci Mgrs	503	641	138	27%
18	27302	Social Workers, Med & Psyc	428	544	116	27%
19	25102	Systems Analysts	2396	3015	619	26%
20	93905	Electrical/Electronic Assemb	917	1151	234	26%
21	65038	Food Preparation Workers	2211	2772	561	25%
22	65032	Cooks, Fast Food	880	1100	220	25%
23	55335	Customer Service Reps	530	665	135	25%
24	32505	Licensed Practical Nurses	475	595	120	25%
25	31314	Teachers & Instructors, VocED	478	596	118	25%
26	87402	Painters & Paperhangers	1695	2095	400	24%
27	27305	Social Workers, Exc Med, Psych	793	981	188	24%
28	43021	Travel Agents	564	698	134	24%
29	66008	Nursing Aides & Orderlies	1620	1987	367	23%
30	55305	Reception/Information Clks	2245	2716	471	21%
31	34035	Artists/Commercial Artists	750	906	156	21%
32	97108	Bus Drivers, Ex School	492	596	104	21%
32	49023	Cashiers	4817	5770	953	20%
33	65026	Cooks, Restaurant	1541	1850	309	20%
34	97956	Operating Engineers	563	673	110	20%
35	97111	Bus Drivers, School	619	739	120	19%
36	19999	Managers & Administrators, NEC	4748	5613	865	18%
37	65041	Comb Food Prep/Serv Wkrs	3634	4283	649	18%
38	31305	Teachers, Elementary	2654	3127	473	18%
39	31308	Teachers, Secondary School	2521	2966	445	18%
40	31521	Teacher Aides, Paraprof	1907	2246	339	18%

Another important way of analyzing job openings is to target them by qualifications. An analysis of job openings by educational attainment assists job seekers and providers to focus their programs on those that can readily qualify for open positions.

With Less Than A High School Degree

Title	annual job openings	avg. hrly.wage
Cashiers	416	\$ 8.06
Fast food	160	\$ 5.98
Janitor/cleaner	146	\$ 8.74
Food Prep worker	134	\$ 7.11
Packaging	128	\$ 6.89
Other labor, help/matr moving	90	\$11.26
Other sales & related occup.	89	\$14.13
General laborer, groundskeeping	64	\$10.57
Dining room/cafeteria/bartender	57	\$ 5.93
Counter & rental clerk	50	\$ 7.31
Stock clerk, sales floor	50	\$ 8.19
Guard/watch guard	49	\$ 8.40

High School Diploma

Title	annual job openings	avg. hrly.wage
Retail sales	625	\$ 9.18
Waiter/waitress	365	\$ 5.93
General Office Clerk	224	\$ 9.90
Secretary, except legal & Med.	175	\$11.61
Receptionist/info. Clerk	133	\$ 9.04
Bookkeeping/accounting	122	\$11.51
Hairdresser/Cosmetologist	103	\$ 7.92
Truck Driver/Heavy/tractor-tra	100	\$10.11
Nursing Aide/Orderly/Attenda	96	\$ 8.48
Traffic/shipping & receiving	87	\$11.09
Truck Driver/Light-delivery	85	\$10.11
Assembly/fabricating	80	\$10.00
Childcare Worker	78	\$ 7.19
Stock Clerk, stockroom/warehou	67	\$ 9.73
Cook, specialty Fast Food	63	\$ 6.00
Postal Mail Carrier	62	\$13.53

Corrections Officer/ Jailer	55	\$15.72
Bartender	53	\$ 7.02
Teacher Aide/Educational Assist.	50	\$ 8.18
Driver/Sales Worker	49	\$13.79
Dental Assistant	47	\$12.86

Post Secondary Education

Title	annual job openings	avg. hrly.wage
First Line Supervisor/Sales	242	\$15.72
Carpenter	226	\$17.75
Teacher's Aide/paraprofessional	153	\$ 9.28
First Line Supervisor/Clerical	137	\$14.74
All Other Managers/Administra	130	\$23.53
Registered Nurse	126	\$20.44
Cook, Restaurant	119	\$ 8.39
Sales Rep/science & related	118	\$18.75
Automotive Mechanic	117	\$14.35
Maintenance Repair/general util	106	\$12.35
All Other Profes., Paraprof, Tech	100	\$17.16
Food Service & Lodging Manager	83	\$10.83
All Other Service Supervisor	82	\$14.17
Painter&Paperhanger/Constr.&M	80	\$14.56
All Other Management Support	80	\$17.82
Electrician	77	\$20.11
Fire Fighter	67	\$16.87
Marketing, Advertising, Public Re	61	\$24.32
Electrical & Electronic Tech.	58	\$13.90
Construction Manager	47	\$24.10

Baccalaureate or Graduate Degree

Title	annual job openings	avg. hrly.wage
General Manager/Top Exec	277	\$26.91
Computer Systems Analyst	228	\$22.88
Teacher, Secondary Ed.	215	\$18.87
Teacher, Elementary	172	\$18.20
Computer Engineer	120	\$27.12
Electrical \$ Electronic Engineer	86	\$22.82

Accountant & Auditor	85	\$17.37
Financial Manager	77	\$23.68
Teacher, Special Ed.	68	\$18.38
Teacher, Preschl. & Kinderg.	68	\$11.43
Industrial Engineer, except safety	54	\$22.33
Aeronautical & Astrona Engineer	52	\$28.67
All Other Engineers	50	\$25.00

H. Demographics of Current and Future Workforce

Key Points

□ *The high need populations within the county are:*

<i>a. High school dropouts</i>	<i>14%</i>
<i>b. Limited English proficiency</i>	<i>7%</i>
<i>c. Veterans</i>	<i>11%</i>
<i>d. Public Assistance recipients</i>	<i>6%</i>
<i>e. Families in poverty</i>	<i>11%</i>
<i>f. Offenders</i>	<i>10%</i>
<i>g. Juvenile offenders</i>	<i>7%</i>
<i>h. Disabilities</i>	<i>8%</i>

Snohomish County lies in western Washington State on the east shore of Puget Sound just north of King County and the Seattle metropolitan area. It has the 13th largest landmass of all of Washington's counties and covers a total land area of 2,098 square miles. The eastern half is primarily uninhabited forest and mountain terrain bordered by the crest of the Cascade Range.

The County has twenty incorporated cities the largest of which is Everett (86,730 in 1999). Higher than average growth rates for several city populations have been driven primarily by annexations that bring heavily settled unincorporated areas within city boundaries. The population living in unincorporated areas declined from 55.8% in 1990 to 49.8% in 1999.

The county's growth is fueled by the availability of land for development within the county, and it's immediate proximity to King County, available resources, and access to markets (I-5, I-405 and the ports). Specific areas of economic development within the near future are projected to include: SW Everett, the Port of Everett (old Weyerhaeuser Kraft Mill), the Tulalip Tribes, the Smokey Point area north of Marysville, Arlington Industrial Park at Arlington Airport, Monroe, at the Fryelands Industrial Park, and the industrial areas of Bothell and Lynnwood. Over the longer-term future, the communities of Stanwood, Arlington proper, and the US 2 corridor along Sultan and Gold Bar are projected to also experience business growth and expansion.

In 1995, the Washington State Office of Financial Management (OFM) projected that this county's population would grow from 525,596 in that year to 582,519 in 2000 and 719,914 by the year 2010. However, growth since then has exceeded expectations yielding an OFM estimate of 583,300 persons in 1999, a full year ahead of schedule. Already the third largest county in Washington State after King and Pierce Counties, Snohomish is now the second fastest growing county after Clark. While the official OFM projections will not be revised until after the 2000 Census, Puget Sound Regional Council (PSRC) projections released in June, 1999, indicate that the county may reach 605,164 persons by 2000 and 743,563 by 2010.

The PSRC projections indicate that Snohomish County's population will be 30.0% (139,522 persons) larger in 2000 than it was in 1990 and that it will continue to grow another 22.9% (138,399 persons) by 2010. Within the county, the most rapid growth during 1990-2000 occurred in the **East** region (cities of Gold Bar, Index, Monroe, Snohomish and Sultan) averaging 39.7%. That area is projected to grow by 23.7% during 2000-2010. Similarly, the **North** region (cities of Arlington, Darrington, Granite Falls, Lake Stevens, Marysville and Stanwood) grew by 39.3% during 1990-2000 and is expected to be 24.9% larger by 2010. The **Central** region (cities of Everett, Mill Creek and Mukilteo) grew by 29.7% during 1990-2000 and is projected to be 23.0% larger by 2010. The **Southwest** region (cities of Bothell, Brier, Edmonds, Lynnwood, Mountlake Terrace and Woodway) grew by 19.1%, the lowest rate of relative growth. It is expected to grow by 20.5% during 2000-2010.

In 1999, 28.2% (164,654) of the population was under 18 years of age; 7.2% (42,099) was under 5 years of age. Adults 18-64 years of age comprised 62.2% (362,689) of the population and those 65+ years old accounted for the remaining 9.6% (55,957). The fastest growing age group during the 1990-1999 years has been 50-54 year olds (83.5% gain) at the leading edge of the baby boom generation. The oldest, those 85+ years old, were the second fastest growing age group (61.9% gain). Young adults 25-34 years of age have actually declined by 10.2% since 1990.

The incidence of most kinds of disability increases with age and as the population ages, the concern for the limitations brought on by disabilities rises. The 1990 Census indicates that 8.3% (24,967) of persons 16-64 years of age reported some form of work disability, some with self-care limitations as well. That proportion jumped to 30.2% (12,645) for persons 65+ years of age. Another 1.5% (4,469) of those 16-64 and 4.2% (1,758) of those 65+ reported limitations in their ability to care for themselves even though they did not report a work disability.

Growth in the Snohomish County population since the last census coupled with the increasing age of the average citizen and the dearth of census information

about disabilities in children necessitates a search for other sources of information. The Current Population Survey conducted by the Census Bureau has little local detail but fills the gap left by the decennial censuses by providing trend information on a multi-state regional basis. Age-specific disability ratios derived from that survey and applied to multi-year estimates of our population's age structure indicate that the number of persons with some type of disability in Snohomish County is likely to be about 110,048 or 18.8% of the total population; of that number, about 53,316 (9.1%) have a severe disability. As the baby-boom generation begins to retire after 2010, those numbers can be expected to rise sharply.

Racial and ethnic diversity continued to increase during the 1990-1999 period. Native Americans increased by 32%, Blacks by 55%, Hispanics by 58% and Asian and Pacific Islanders by 79%. By 1999, nonHispanic Asian & Pacific Islanders accounted for 4.9% (28,510) of the total population; Hispanics, 2.9% (16,797); nonHispanic Native Americans, 1.4% (8,012); and nonHispanic Blacks, 1.2% (7,178). Given continued in-migration and the comparatively younger age distributions and higher birth rates in these groups, the trend toward greater diversity can be expected to continue.

The growth in Snohomish County's population has come from both natural increase (more births than deaths) and immigration but for every person gained through natural increase, 1.7 came from somewhere else. During the 1990-1999 period 74,500 persons moved into the county, a number second only to those that moved into Clark County, the fastest growing county in the state, and a number that is larger than the populations of 27 of the 39 counties in Washington State.

The number one factor driving this immigration has been the county's strong economy and the employment opportunities that it generates. By 1998, Snohomish County's labor force had grown to an annual average of 330,200 persons, 26.3% larger than it was in 1990 but only 10,500 were unemployed and the annual average unemployment rate was 3.2%, one of the state's lowest. The local economy has become more diversified in recent years with expansion occurring especially in high technology industries but the cyclical nature of aerospace manufacturing generally and Boeing in particular still has a powerful influence. Accordingly, falling production rates at Boeing have meant layoffs, about 9,000 since June, 1998, and more are expected. December, 1999, estimates by the Labor Market and Economic Analysis Branch of Washington State's Employment Security Department indicate that the labor force was 344,600 with 12,900 (3.7%) unemployed. They expect total employment in Snohomish County to drop during the coming year with unemployment rising to between 4.5% and 5.0%.

The 1990 Census indicates that Snohomish County started this decade with the highest median household income in the state, \$36,847. King County was a close

second. Since 1990, incomes in Snohomish County have grown substantially, to \$52,063 in 1999, driving the median up by 37.1%. However, King County's has risen much faster, especially since 1994, reaching \$64,795 in 1999. The statewide average was \$47,897, 46.8% higher than in 1990.

The number of persons in poverty in Snohomish County increased by 22% during the 1980-90 period, going from 24,812 in 1980 to 30,173 in 1990. However, the percent of the total population in poverty actually declined from 7.5% in 1980 to 6.6% in 1990. As is true elsewhere, poverty in Snohomish County affects the young disproportionately. Of those under 18 years of age, 8,275 (8.5%) were poor in 1980; in 1990, 10,976 (8.7%) were poor. While the poverty rate declined by 12% for the general population, it increased by 2.3% for those under 18 years of age.

Unfortunately, the poverty measure is a nationwide standard that does not consider the impact of the local cost of living on those who subsist at that level of income. Snohomish County's cost of living is high, second only to that of King County, and is driven primarily by a very high priced housing market. When the number of households that must seek support from income assistance programs is divided by the number of households in poverty, both as reported in the 1990 Census, the ratio that results (0.853) is higher for Snohomish County than for any other county in the state and much higher than the statewide average (0.636).

In 1995, the Census Bureau released mid-decade estimates of poverty for all counties nation-wide. While the methodology used entails a wide margin of error and should therefore be interpreted cautiously, they nonetheless indicate that poverty has increased considerably during years when employment has been plentiful and incomes generally rising. In that year there were an estimated 42,489 persons below poverty in Snohomish County, 40.8% more than in 1990. In no other county was the percent increase as large. The statewide increase was only 14.3%.

The current 1998 population estimate for Snohomish County is 568,100. The year 2012 forecasted population for the County is 714,244, an increase of 146,144. The City of Everett has a 1998 estimated population of 84,250; the forecasted 2012 population is 96,000 (an increase of 11,750). The southwest Snohomish County planning areas have a combined 1998 estimated population of 350,110. The year 2012 forecasted population for the southwest Snohomish County area is 443,740 (an increase of 93,630). This 26% projected countywide growth represents a fairly significant residential growth for the community of Everett and for all of Snohomish County.

The current (1998) population of the county is estimated at 568,100. This is expected to grow to 582,519 people by the year 2000. This reflects a growth rate of 53% between 1990 and the year 2000. The 1996 Census data breaks out the ethnic make-up of this population as follows:

89.5%	Caucasian
1.2%	African American
1.4%	Native American
5%	Asian
2.9%	Hispanic

Data from the Snohomish County Job Service Centers profiling users of their system (from 1997), profiles slightly differently:

91%	Caucasian
2%	African American
1.2%	Native American
3%	Asian
2.2%	Hispanic

The county population can also be looked at relative to other significant factors:

- 13.8 % of the population has less than a high school diploma. 6.6% of the total population is estimated to have difficulty with speaking English (28,219 persons from 1990 census data).
- Veterans constitute a significant target group within the county; 10.9% of the population. Of these, 4.7% are Vietnam era, and .3% are disabled veterans.
- July 1998 reports from Snohomish County Public Assistance offices, indicate that there are 3703 persons currently receiving assistance and required to work as part of their participation on the program. Approximately 6-7% of Snohomish County households are on public assistance. This is consistent with statewide averages, however it is more than north sound counties or King County.
- 10.8% of families are in poverty, compared with 11.9% statewide. Poverty is based on a 1997 Federal poverty level in which a typical family of four is \$16,700.
- The characteristics of the economically disadvantaged population of the county (persons below the standard poverty level or below 70% of the Lower Standard income level, and not in the Armed Forces or attending college) are extrapolated from LMEA Economic Population Estimates for 1996, and are broken out below:

- In FY 98 13,909 were TANF participants. This represented 2.52% of the county population. This percentage was 34th out of 39 counties and lower rate of participation than King or Pierce.
- The offender population in Snohomish County represents about 10% of the state's offender population consistent with the County's overall population percentages of 10% of the statewide population. 5,352 offenders were under active supervision in FY 98 in Snohomish County.
- The rate of juvenile arrests in the county is also less than the statewide average. The county rate is 69 per 1000. Although this is higher than King or Pierce County.

I. Update to C., D., E., F., G., and H.

Key Points

- ❑ *While Snohomish County has experienced a significant downturn in aerospace jobs, the County continues to show job growth.*
- ❑ *The majority of projected jobs openings (86%) will be in manufacturing, services, retail trades, government, and construction.*
- ❑ *Self-sufficient wage jobs will continue to be limited to those with post-high school education or technical training. There are opportunities for high school graduates to earn self-sufficient wages in the hospitality industry and through a variety of apprenticeship programs.*
- ❑ *Gaps will continue between the number of available service and retail jobs and the available workforce, largely due to the starting wage rate and the cost of living in Snohomish County. There will continue to be a growing number of working poor.*

Since the Five-Year Strategic Plan was originally issued in March, 2000, Snohomish County has experienced a downturn in wages and earnings in significant economic sectors due to the decline in the aerospace and avionics industry that was precipitated by the events of September 11, 2001. Wages in health care and business management (CEO level) have served to mitigate this downturn. Thus, the average annual wage in Snohomish County is \$37,760 which is a 12.43% increase from the 1998 wage survey conducted by Employment Security Department.

The rise in the Snohomish County unemployment rate mirrors the State unemployment rate of 7.3% which has been fueled by the loss of aerospace jobs and the domino affect this has had on the local and State economy.

Other sectors of the local economy continue to tread water or show growth in spite of the sagging aerospace figures. Business services, health care, and finance are projected to add significant jobs to the local economy to offset those lost in aerospace. The rebounds and declines of the Snohomish County economy are largely due to seasonal adjustments in the construction and the building trades, agriculture, and education jobs. Projections in yearly (2002-2003) job growth show that the strongest sector in construction, heavy and civil engineering construction, rose 14.3% compared to aerospace product parts and manufacturing which fell at a rate of 13%. Projections over the next two years show similar patterns which indicate that while Snohomish County has suffered from the loss of jobs in a significant industry, other industry sectors have experienced the necessary growth to maintain a balance within the economic structure of the County.

The hospitality/tourism industry continues to grow in Snohomish County. Significant investment has been made toward attracting visitors in development projects such as the Everett Sports and Events Center, the Tulalip Tribes Casino and planned theme park, convention centers planned for Lynnwood and Edmonds, and the Paine Field/Museum of Flight and hotel facility. Tourism accounts for over 10,000 jobs currently in the County with an average payroll of \$147,000. Accommodations and food services show growth in the range of 3 to 4% annually with food services and drinking establishments showing 2 to 3% growth.

Additionally, Snohomish County has made a major investment in the Everett Station as a portal for the Sound Transit commuter railway. This is expected to ease transportation problems and bring more people and jobs to the County over the next five years. Initial estimates show that the Everett-Seattle line could carry as many as 600,000 passengers annually by 2010. Sounder commuter rail services are expected to create more than 9,500 jobs within the Puget Sound Region by 2009. These jobs will encompass 23 different apprenticeship trades and will provide additional opportunities for engineers, office workers, and project managers.

The top 40 fastest growing occupations for Snohomish County sorted by growth rate and by number of openings are as follows:

Washington Occupational Employment Projections for Snohomish County, June 2002
Washington Employment Security Department, Labor Market and Economic Analysis Branch
High Growth and Declining Occupational Projections for Snohomish County Workforce Development Area
Sorted by Growth Rate

SOC Code	Occupational Title	Est. Emp. 3rd Quarter 2001	Est. Emp. 3rd Quarter 2003	Avg. Annual Growth Rate	Avg. Annual Growth	Avg. Annual Total Openings
292021	Dental hygienists	738	802	4.2%	32	42
319091	Dental assistants	836	907	4.2%	36	49
492022	Telecommunications equipment installers and repairers, except line installers	427	461	3.9%	17	24
291081	Podiatrists	278	298	3.6%	10	15
436013	Medical secretaries	898	963	3.5%	32	46
319092	Medical assistants	864	922	3.3%	29	52
413031	Securities, commodities, and financial services sales agents	733	779	3.1%	23	28
291111	Registered nurses	3,065	3,216	2.4%	76	130
252031	Secondary school teachers, except special and vocational education	840	880	2.4%	20	44
252022	Middle school teachers, except special and vocational education	552	578	2.4%	13	24
252021	Elementary school teachers, except special education	1,455	1,524	2.3%	35	64
251000	Postsecondary teachers	1,729	1,808	2.3%	40	86
259041	Teacher assistants	1,647	1,719	2.2%	36	67
291060	Physicians and surgeons	1,089	1,137	2.2%	24	38
311011	Home health aides	981	1,020	2.0%	20	31
533022	Bus drivers, school	625	649	1.9%	12	28
439999	Office and Administrative Support Workers, All Other	1,041	1,081	1.9%	20	35
253999	All other teachers, primary, secondary, and adult	1,104	1,145	1.8%	20	30
413021	Insurance sales agents	696	718	1.6%	11	28
433021	Billing and posting clerks and machine operators	801	825	1.5%	12	31
372011	Janitors and cleaners, except maids and housekeeping cleaners	2,858	2,929	1.2%	36	87
311012	Nursing aides, orderlies, and attendants	1,389	1,423	1.2%	17	33
471011	First-line supervisors/managers of construction trades and extraction workers	2,629	2,693	1.2%	32	86
119021	Construction managers	1,008	1,030	1.1%	11	25
372012	Maids and housekeeping cleaners	2,124	2,169	1.1%	23	68
434171	Receptionists and information clerks	1,918	1,953	0.9%	18	62
436014	Secretaries, except legal, medical, and executive	1,916	1,951	0.9%	18	47
339032	Security guards	1,340	1,364	0.9%	12	52
472061	Construction laborers	1,544	1,571	0.9%	14	26
493023	Automotive service technicians and mechanics	1,618	1,646	0.9%	14	51
352014	Cooks, restaurant	1,354	1,375	0.8%	11	60
353021	Combined food preparation and serving workers, including fast food	4,811	4,873	0.6%	31	404
431011	First-line supervisors/managers of office and administrative support workers	2,013	2,039	0.6%	13	47
434051	Customer service representatives	2,453	2,484	0.6%	15	32
353031	Waiters and waitresses	3,534	3,575	0.6%	20	237
373011	Landscaping and groundskeeping workers	1,554	1,551	-0.1%	-1	39
435081	Stock clerks and order fillers	1,950	1,944	-0.1%	-3	95
537062	Laborers and freight, stock, and material movers, hand	2,317	2,307	-0.2%	-5	88
537051	Industrial truck and tractor operators	651	648	-0.2%	-2	7
411012	First-line supervisors/managers of non-retail sales workers	738	733	-0.3%	-2	7
434151	Order clerks	680	675	-0.3%	-2	11
513022	Meat, poultry, and fish cutters and trimmers	171	170	-0.3%	-1	4
472031	Carpenters	3,338	3,317	-0.3%	-11	41

Washington Occupational Employment Projections for Snohomish County, June 2002
Washington Employment Security Department, Labor Market and Economic Analysis Branch
High Growth and Declining Occupational Projections for Snohomish County Workforce Development Area
Sorted by Annual Openings

SOC Code	Occupational Title	Est. Emp. 3rd Quarter 2001	Est. Emp. 3rd Quarter 2003	Avg. Annual Growth Rate	Avg. Annual Growth	Avg. Annual Total Openings
353021	Combined food preparation and serving workers, including fast food	4,811	4,873	0.6%	31	404
412011	Cashiers	5,697	5,640	-0.5%	-28	317
353031	Waiters and waitresses	3,534	3,575	0.6%	20	237
999999	All other occupations	4,691	4,605	-0.9%	-43	134
291111	Registered nurses	3,065	3,216	2.4%	76	130
435081	Stock clerks and order fillers	1,950	1,944	-0.1%	-3	95
537062	Laborers and freight, stock, and material movers, hand	2,317	2,307	-0.2%	-5	88
372011	Janitors and cleaners, except maids and housekeeping cleaners	2,858	2,929	1.2%	36	87
471011	First-line supervisors/managers of construction trades and extraction workers	2,629	2,693	1.2%	32	86
251000	Postsecondary teachers	1,729	1,808	2.3%	40	86
414012	Sales representatives, wholesale and manufacturing, except technical and scientific products	2,572	2,549	-0.4%	-11	71
372012	Maids and housekeeping cleaners	2,124	2,169	1.1%	23	68
259041	Teacher assistants	1,647	1,719	2.2%	36	67
252021	Elementary school teachers, except special education	1,455	1,524	2.3%	35	64
434171	Receptionists and information clerks	1,918	1,953	0.9%	18	62
352014	Cooks, restaurant	1,354	1,375	0.8%	11	60
439061	Office clerks, general	4,280	4,220	-0.7%	-30	53
319092	Medical assistants	864	922	3.3%	29	52
339032	Security guards	1,340	1,364	0.9%	12	52
493023	Automotive service technicians and mechanics	1,618	1,646	0.9%	14	51
319091	Dental assistants	836	907	4.2%	36	49
431011	First-line supervisors/managers of office and administrative support workers	2,013	2,039	0.6%	13	47
436014	Secretaries, except legal, medical, and executive	1,916	1,951	0.9%	18	47
436013	Medical secretaries	898	963	3.5%	32	46
252031	Secondary school teachers, except special and vocational education	840	880	2.4%	20	44
292021	Dental hygienists	738	802	4.2%	32	42
472031	Carpenters	3,338	3,317	-0.3%	-11	41
373011	Landscaping and groundskeeping workers	1,554	1,551	-0.1%	-1	39
291060	Physicians and surgeons	1,089	1,137	2.2%	24	38
433031	Bookkeeping, accounting, and auditing clerks	3,158	3,117	-0.6%	-20	36
439999	Office and Administrative Support Workers, All Other	1,041	1,081	1.9%	20	35
339095	Protective service workers, all other	321	314	-1.1%	-3	35
311012	Nursing aides, orderlies, and attendants	1,389	1,423	1.2%	17	33
434051	Customer service representatives	2,453	2,484	0.6%	15	32
433021	Billing and posting clerks and machine operators	801	825	1.5%	12	31
311011	Home health aides	981	1,020	2.0%	20	31
253999	All other teachers, primary, secondary, and adult	1,104	1,145	1.8%	20	30
413021	Insurance sales agents	696	718	1.6%	11	28
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533022	Bus drivers, school	625	649	1.9%	12	28
472061	Construction laborers	1,544	1,571	0.9%	14	26
119021	Construction managers	1,008	1,030	1.1%	11	25
252022	Middle school teachers, except special and vocational education	552	578	2.4%	13	24

Updated data from July 1, 2000 through March 31, 2003, demonstrates that an increasingly diverse population is utilizing WorkSource Snohomish County services when compared to the population that was utilizing Snohomish County Job Service Centers (see page 32).

Race

77.5%	Caucasian
5.6%	African American
3.0%	Native American
11.6%	Asian/Pacific Islander
2.3%	Other

Ethnicity

4.2%	Hispanic
95.8%	Non-Hispanic

The goals, objectives, and strategies described in Section L., below, are responsive to these changes in the Snohomish County labor market and the users of the WorkSource Snohomish County system.

J. Educational Attainment and Forecasts

Key Points:

- *Local school enrollment is the fastest growing in the state.*
- *The community colleges are doing a good job of training for jobs that pay well.*
- *Rapid population growth will strain the capacity of the K-12 system, as well as that of the post secondary training institutions. There will be more need to have professional education and short courses, certificated programs and part-time enrollment opportunities. Focus should be in computer sciences, environmental sciences, human services, nursing, engineering, and manufacturing technology.*

Snohomish County places a high priority on delivering first class educational services. It has excellent institutions at the K-12 with 15 school districts. It has two community colleges with a third Cascadia College just coming on-line that will serve some of the region and it has a Branch Campus of the UW just across the county line in King County. The region has focused on increasing higher education access and has been active in the college and university consortium to provide 10,000 new student full time equivalents over the next 20 years.

An analysis of vocational education data shows that Snohomish County values these programs and has been successful in integrating participants into the labor market and completing their studies. Its annualized earnings are the highest in the state for the period between July 1997 and June 1998. In adult basic education, Snohomish County earnings are lower, but we have a 67% rate of employment in the third quarter after participation. Median earnings for post secondary vocational-technical education is also the highest in the state of annualized earnings of \$22,076 during the same period. In apprenticeship programs, 58% completed their study, a rate that is relatively high when compared to other areas of the state with earnings from these programs again at a high rate compared to the state.

In other areas of educational attainment for both adult basic education and vocational technical education, the area could do better in ensuring that students attain appropriate credentials. In some cases, those that do not attain credentials are being placed in the job market early. In others, failure to complete is a potential barrier to future employment. Snohomish County WDC will be working closely with training institutions to create high rates of educational and credential attainment.

- Educational attainment is defined as those age 25 and over **not** having a high school diploma. Snohomish County attainment rate is better than the state average. Snohomish County is between 5 to 7 % whereas the state average is 7.1%
- The dropout rate for grades nine through twelve for the 1996-97 school year was 3 % or 807 students. If you include students whose status is unknown the rate increases to 4.2% or 1,140 students.
- Total school enrollment for the county is 108,092 for 1998-99. The increase from 1990-91 was 30.9%. This represented the fastest growth in the state for enrollment in Washington State public and private schools.
- The overall youth population from 0-17 is 157,427 or 10% of the population. Of this, 23,715 were 15-17 years old. 86 percent were white and 13.14% were non-white.
- The community colleges have had a high degree of success in placing students in well paying positions. For participants in job preparatory training, adult basic skills, and adult training, Snohomish County had the highest wage rates for participants entering the workforce. The 1998 report was for data 1995-96.

- A study published for the North Snohomish, Island, and Skagit County consortium in September 1998 details higher education needs in the North Snohomish County region. The study demonstrated a tremendous need for access to community colleges and 4-year programs. It is estimated that an additional 4,000 FTE enrollments will be needed by the year 2005. This figure grows to 9,000 FTE's by the year 2020. Increasing population forecasts will push this number higher. The study forecasted the need for professional education and short-courses, certificate programs and increasing part-time enrollments. Special focus areas will be business, computer science, environmental science, human services, nursing and engineering and manufacturing technology.

K. The Local Workforce Development System

The local workforce system has had significant success in past years and has a great deal of capacity for implementing services.

The WorkSource Partnership is made up of both mandatory and non-mandatory community partners. The Partnership operates a system that offers as many of the community's resources and services as possible and serves as the hub for employment and training services. The WDC has chosen to embrace a model reflecting a high degree of integration and seamlessness, and has set goals around the achievement and maintenance of integrated systems.

The participating partners offering services within this system include: the Employment Security Department, the Department of Social and Health Service including the Division of Vocational Rehabilitation, Edmonds Community College, Everett Community College, Skagit Valley College, Job Corps, the Housing Authority of Snohomish County, the Center for Career Alternatives, Community Trades and Careers, TRAC & Associates, Work Opportunities, Operation Improvement/Pathways for Women/YWCA, the Snohomish County Refugee & Immigrant Forum, Volunteers of America, Apprenticeships and Nontraditional Employment for Women and Men, and the Tulalip Tribes.

The employment and training programs represented within this mix include: the Wagner-Peyser labor exchange system, WorkFirst, TANF, Food Stamps, the Claimant Placement Program, the Senior Community Service Employment Program, WIA youth and adult programs, WIA dislocated worker and rapid response activities, Trade Act and NAFTA programs, Job Corps, Adult Basic Education and Literacy, Veterans Programs, vocational rehabilitation programs, as well as school district and juvenile offender assistance programs.

The integrated system of service delivery strives to minimize the number of times a client is asked to give the same information, and does not require that a client must navigate between providers to get the service mix that they want or need. It does attempt to offer the broadest level of multi-program cooperation as possible, and put customer choice as the defining driver of every client's plan. At any point of service entry into the system, an applicant will receive essentially the same orientation, assessment, presentation of choices, consideration for referrals, eligibility determination (when appropriate), core and intensive services. Affiliates sites offer additional specialized services for specific target group needs. Self-service and assisted self-service are a great part of the wealth of resources that are made available to any applicant within the system. The local web site, in tandem with the state WorkSource web site, offers a broad array of information and services to both job seekers and employers. Centers offer core service modules, intensive service modules, and added "enhanced" modules for special interest areas. Evening group activities in the centers include support groups, job clubs, and personal need classes (single parenting, anger management, domestic violence issues, etc.) as well as access to ongoing core and intensive services. The system strives to be available to the public at the hours that they need access, and currently offers some evening activities. It will expand services as need demands.

The use of a common client tracking system allows for shared participation in handling client services and in contributing to overall progress, shared accountability and record keeping.

The employer services system is the focal point of outreach services to employers. It is a unit made up of representatives from across the partner programs who work collectively to provide the highest caliber of services possible to employers. They are organized into account executive/employer service teams where each individual specializes in an industry area and develops long-term relationships with specific employers. Employers' services are organized into core, intensive and enhanced service options as well. Employers may choose between having direct electronic access to an open data base of job applicants to engaging in fee-for-service activities which involve providing intensive activity and application.

The development of customized training opportunities is a high focus area, as employers, or like employer groups identify labor short falls and common needs to employees, cross program solutions are developed which are responsive to industry needs.

L. Goals, Objectives, and Strategies

In setting goals, objectives and strategies, the WDC recognizes that the process of implementing them is a collaborative effort. The strategies are listed in narrative form to support dialogue with stakeholders around mutual benefits and commitments. The WDC utilizes WIA and other funds as venture capital to continue building and expanding a responsive workforce system that is employer-driven and consistent with future labor market needs; a system that draws together the strands of workforce, economic, community, and human development strategies in Snohomish County.

Goal 1:	To close the gap between the need of employers for skilled workers and the supply of Snohomish County residents prepared to meet that demand.
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Industry partnerships are key to the success of the Strategic Plan. Long-term customer relationships with employers provide avenues for success for eligible clients of WIA. Coordinated outreach and brokered services for employers have been established between programs. On-site employer assistance has been developed at each WorkSource Center. Assistance to businesses includes support in employee retention and wage progression strategies. Comparative labor market data is available for industries to utilize in developing job opportunities that will attract and maintain an effective workforce. The account executive/employer services team will explore new opportunities for partnership such as the creating of formalized relationships between "nesting" businesses that offer entry level jobs with businesses that provide career advancement opportunities following the nesting period.

Objective 1.1 Create private-public partnerships to enable individuals to move up job and career ladders throughout their lives.

Strategy 1.1.1 Form industry skill panels especially in high demand economic clusters such as health care and information technology to assess emerging and declining skill needs and develop training programs.

The WDC has identified key high demand industry clusters for development in Snohomish County through a collaborative, horizontal strategic planning process conducted with Snohomish County, the Economic Development Council of Snohomish County, institutions of higher education, Employment Security Department, and a broad base of community stakeholders. Horizontal strategic planning is a process that creates an opportunity for diverse groups, including business, education, public organizations, and private agencies to share in creating solutions to community challenges that each may have separately identified.

The following industry clusters have been identified for development through this process: tourism/hospitality; retail; manufacturing, especially aerospace manufacturing; biotech/biomedical devices; business services; building and construction crafts and trades; public services; education; and health care. An industry skills panel has been established for health care, the Health Services Careers Partnership, and others are under development for aerospace manufacturing, construction, and tourism/hospitality. Additional skills panels will be developed for each cluster. One of the primary purposes of the skills panels is to assess emerging skill gaps and advise partners on industry workforce development needs.

Strategy 1.1.2 Provide high quality labor market information that enables programs to respond to changes in the labor market and informs students and customers about current career opportunities, especially in high demand clusters such as health care and information technology.

Quality labor market information is a key to successful implementation of the WorkSource system. The WDC utilizes the excellent products developed by Employment Security Department's Labor Market and Economic Analysis Branch, including the WorkSource Explorer on-line suite of products, to develop plans and provide high quality career planning information to partner staff and WorkSource customers. This data is supplemented through studies commissioned by the WDC such as the Washington State Aerospace Industry Cluster Analysis: Implications for Workforce Development. These products are made available on the WDC's web site. In order to be more responsive to industry needs, an industry skills panel has been convened for the health care industry cluster to assist in customizing programs. The WDC and partners have also identified additional industry clusters for which panels will be developed. The information from all these sources is incorporated into partner staff training and job hunter curriculum, including curriculum being adapted for use with youth and people with learning disabilities.

Strategy 1.1.3 Develop modular curricula and assessment that are linked to industry skill standards.

Skill standards serve as a fundamental building block for determining industry needs. To address foundation skills standards, the Snohomish County WDC, other Washington WDCs, the Workforce Training and Education Coordinating Board, and business will participate in the National Institute for Literacy's (NIFL) Workplace Readiness Credential project. As a state pilot site, Washington will partner with the states of Florida, New York, New Jersey and Pennsylvania. These products will be developed to incorporate and add value to other assessments people are already using in the public and private sectors. The NIFL Workplace Readiness product will be a credential that helps people make a "life transfer," taking into account community, work, and family. The credential is a voluntary tool: it will not be a requirement for employment. Washington State employers and labor organizations across targeted industry clusters will be engaged

early in the development phase. As a result of Washington's involvement, employers and workers will have lifetime access to the non-proprietary products developed.

In addition to the work readiness skills standards being developed through this process, the WDC's Youth Council has identified skills in ten additional life domains that are critical to the healthy development of youth's employability skills and employment. The WDC will work with partners to develop curriculum that addresses these key developmental skills. In addition to the youth Job Hunter Workshop series being developed through a partnership with Employment Security Department from the Department's existing Job Hunter curriculum, the WDC and partners will develop youth workshops in citizenship, leadership, financial literacy, and other life skills.

Since 1994, NIFL has led a collaborative, nationwide effort to develop and implement 16 voluntary adult learning standards, known as Equipped for the Future (EFF) standards. Nearly 600 adult literacy programs in 38 states use these standards for teaching, and 17 states, including Washington, have adopted these standards as statewide learning results for one or more of their adult systems. The skill standards that have been developed for particular industry and occupation areas are being utilized by community colleges, training providers, and school districts in focusing the programs on training needs. The WDC and WorkSource web sites will have the latest information on skill standards and their use in developing curriculum and assessment systems.

In addition, the WDC and partners are addressing industry specific skills through a variety of means including funding of college capacity building following best and most promising practices models. The WDC also partners to obtain funds to address skills gaps in key industries through regional approaches. The WDC will procure training that is skills standard based through its Requests for Proposals and fund generation activities.

Strategy 1.1.4 Work with industry representatives to create opportunities for multi-firm training.

Industry cluster employers frequently have common training needs, both for basic skills and for meeting specific industry technical requirements. Snohomish County has had several very successful industry consortia address common labor market needs and develop common curricula for training unskilled workers. Often WorkSource Centers are the first to see trends in jobs going unfilled that have a common theme. Such trends represent potential multi-firm training opportunities and generate a team based exploration of potential training opportunity. Industry focus groups are developed with common employers to detail strategies for multi-firm training and methods to share costs.

Objective 1.2 Increase the number of young people who understand and act on career opportunities available through career and technical education and training programs, including youth from target populations.

Strategy 1.2.1 Form partnerships with industries to market their career opportunities to youth and their parents.

As noted above, the WDC is participating in a horizontal strategic planning process for developing targeted industry clusters. The account executive/employer services teams are working with these industries to identify and market their career opportunities. These efforts are being supported by monthly job fairs, including an annual youth-specific job fair, that bring youth, their parents, and industry together. The youth job fair is led by the WDC's Youth Account Executive who also develops tools, such as the interactive compact disc Employer Toolkit which guides employers through the laws and regulations associated with employing youth. The Youth Account Executive is also responsible for identifying work-based learning opportunities to be entered into the Key Connections database. School districts in Snohomish County will utilize the Key Connections database hosted by the WDC to connect students and teachers to job shadows, internships and apprenticeships. The database will be expanded for use in service learning and leadership opportunities. The WDC has also recruited a number of businesses to serve on its Youth Council to strengthen partnerships. Finally, the WDC will explore whole family services models for addressing the needs of low-income youth and their parents.

Strategy 1.2.2 Develop individual career plans for all youth to ensure awareness of links between learning and employment. Ensure all youth are aware of the range of career choices available including high wage, high demand occupations and non-traditional occupations.

A central component of success for the WorkSource system in meeting the needs of youth is the integration of services with other career development programs. In particular, the efforts of school district career centers, vocational services, tech prep, and other programs that assist students with career assessment and job opportunities will be linked to the WorkSource system. This will occur both through web-based tools and through the coordination of products and training offered by Employment Security Department and the WDC. It will also occur through certification of school district career centers as WorkSource affiliate sites. Representatives of both school districts and the community colleges are on the Workforce Development Council and programs are jointly reviewed to improve coordination. The WorkSource Partnership has adopted a set of principles that outlines the commitment to coordinate and collaborate on program development and service delivery, a commitment that the WDC's Youth Council strongly supports.

Funding for WIA is strategically focused on demand occupation needs and skill gaps and is based on detailed information on skill requirements and needs. Analysis of local workforce program capacity is continuously conducted to determine the need for new programs. The WDC is actively engaged in creating developmentally appropriate, universal access products for youth, both directly and through subcontracts; marketing these products; and providing training to schools and youth serving agencies throughout

the community. As appropriate, this work is coordinated on a regional basis consistent with grants developed by Snohomish, Seattle-King, and Tacoma-Pierce County Workforce Development Councils.

Innovative training methods are deployed to increase capacity, including industry trainers and multi-firm customized programs as well as shorter-term training programs. Youth are advised of training offerings at the Sno-Isle Skills Center and the national network of Job Corps Centers. In addition, distance learning is utilized to improve access to training programs. In conjunction with the horizontal strategic planning process, colleges and four-year universities are focusing on capacity building in skill gap areas. Coordination with Joint Apprenticeship Training Council Training Coordinators and Office of Apprenticeship Training and Employer Labor Services representatives will be ongoing to ensure youth's awareness of apprenticeship opportunities.

Strategy 1.2.3 Enhance educational attainment of career and technical education students with limited English proficiency.

The WDC funds educational support programs for in and out-of-school youth who are low-income and have additional barriers to employability development and employment, including limited English proficiency. These programs are designed to increase the English proficiency and academic performance of youth through the provision of services and activities that support school-based academic instruction. Such services and activities include instruction in career awareness and planning to help students with limited English proficiency make informed career development choices. These services also include tutoring and case management through high school or GED completion into 13th year plan implementation. The WDC continues to build its cadre of streams of service members to support these efforts. The WDC will also explore the development of opportunities for education and training that incorporates both native languages and English to meet the needs of youth in the community.

Objective 1.3 Expand mentor and work-based learning opportunities for all youth by working with the employer community.

Strategy 1.3.1 Provide support to employers in supplying work-based learning opportunities based on individual career plans.

The WDC supports a full-time Youth Account Executive who is a member of the account executive/employer services team. The Youth Account Executive develops materials, such as the interactive compact disc Employer Toolkit, to support employers in hiring youth. The Youth Account Executive also recruits employers to provide work-based learning opportunities that support individual career plans of youth by matching opportunities and youth through the WDC's database, Key Connections. The WDC will explore opportunities for replicating the Tri-County Workforce Development Council Business Education Partnership Initiative in Snohomish County.

Strategy 1.3.2 Increase adult mentoring of youth participating in workforce development programs.

*The WDC is seeking funding to support the county-wide replication of the Student Adventures in Learning mentoring partnership operated by the Edmonds School District and local Rotary Clubs. This partnership matches youth in WIA funded youth programs with mentors from local service organizations based on individual career plans. These efforts are being supplemented by the WDC's efforts at expanding the number of mentors available through streams of service programs such as the AmeriCorps*State Program.*

Objective 1.4 Increase the capacity of high schools, community and technical colleges, and apprenticeship programs to provide high quality workforce education and training programs.

Strategy 1.4.1 Develop new programs and increase student enrollments in workforce training especially in high demand industry clusters such as health care and information technology.

The WDC has engaged the services of Employment Security Department to create a developmentally appropriate version of its Job Hunter Workshop series specifically for youth. Once the curriculum is fully developed, ESD staff will begin providing train-the-trainer sessions to school district personnel, AmeriCorps members, and WDC WIA subcontractor staff. Additionally, the WDC will continue gathering, disseminating, and applying information on best and most promising practices for the provision of high quality workforce education and training programs. The WDC also funds the provision of pre-apprenticeship training which incorporates both classroom and applied learning through the performance of a community service. The WDC will continue to seek out opportunities to support the capacity building of community colleges and other institutions of higher education in industry clusters selected for development through the horizontal strategic planning process. The WDC will also continue to co-host the annual Community College Summit, begun in 2002, to provide information to workforce development staff on training available in demand industry clusters.

The WDC has also utilized the WIA funds available to support capacity building in health care. The WDC has also sought and been awarded additional funds to support the continuation of both local and regional efforts. The WDC is currently collaborating with a wide range of stakeholders to create expanded opportunities in the health care and other industry clusters targeted for development through the local horizontal strategic planning process and regional processes. As part of this effort, the WDC will research best practices in developing variable Individual Training Account models.

In addition to supporting the Snohomish Apprenticeship Network designed to help individuals access registered apprenticeships, the WDC will also explore opportunities

for creating health care apprenticeship opportunities as well as a Workforce Development Practitioner apprenticeship that focuses, in part, on the delivery of high quality, just-in-time career planning information. The WDC will also explore the possibility of replicating the Tacoma Careers Consortium in Snohomish County.

Strategy 1.4.2 Partner with industries to provide facilities, faculty, and equipment in high wage, high demand fields.

The WDC utilizes WIA and other funds to create customized, industry-focused, and on-the-job training proposal opportunities for targeted industries to utilize their facilities, faculty, and equipment as leverage and match for training and job creation in high wage, high demand fields. In addition to its current projects in the building and construction crafts and trades, the WDC has selected programs in telecommunications and pulp and paper manufacturing for funding. These efforts will continue to evolve with the rapidly evolving Snohomish County labor market.

Strategy 1.4.5 Expand apprenticeship training in emerging fields and expand preparation programs for apprenticeship in high demand clusters including construction.

The WDC currently funds a pre-apprenticeship training program in the building and construction crafts and trades through a customized training model. Participants in this program are constructing affordable housing for the Tulalip Tribes while receiving valuable training to prepare for apprenticeships. The WDC also funds the Snohomish County Apprenticeship Network through this project. The Network provides counseling, referral, and supportive services to help individuals enter United States Department of Labor and Washington State Department of Labor and Industries certified apprenticeships. The WDC will continue to maintain contact with the Joint Apprenticeship Training Councils to establish other pre-apprenticeship opportunities consistent with the evolving labor market.

Objective 1.5 Increase education and training for older workers and retired individuals who want to return to work.

Strategy 1.5.1 Encourage older workers and retired individuals who want to return to work to pursue education and specialized training and improve access for seniors to take advantage of the opportunities.

The WDC considers mature workers to be a priority target group and will seek to expand the funds available to address the needs of this population. Additionally, the WorkSource Partnership includes Employment Security Department which is operating the Senior Community Service Employment Program in Snohomish County. This program is utilized to provide mature workers with workforce re-entry work experience. Individuals who wish to continue education, training, and employment have sequential access to

WIA programs and services as well as the full range of programs offered through the WorkSource system to continue in their careers. These opportunities will include streams of service volunteer opportunities offered by the WDC and other community providers.

Goal 2:	To enable workers to make smooth transitions so that they and their employers may fully benefit from the new, changing economy by putting in place a coherent strategy for dislocated and incumbent workers.
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The Snohomish County WorkSource Partnership utilizes the Employment Security Department Job Hunter Workshop series to provide staff-assisted core services modules to workers. These include: Orientation and Assessment, Self-Management Skills, Looking for Work, the Employment Application, Researching the Labor Market, and Preparing for the Interview. In addition to these six basic core service workshops, the Partnership has developed six additional intensive service modules, which include: Barrier Removal (Why Did You Leave Your Last Job?), Stress Management/Time Management, Self-Esteem (Becoming the Best Me I Can Be), Your Expectations/Your Employers Expectations, and Conflict Management (Is Anybody Listening?). This provides consistency in basic and intensive services. Other Job Hunter modules have been developed in response to customer need and have been added to the menu of intensive services. These core and intensive services are coupled with the strategies outlined below to form a coherent approach toward addressing the needs of dislocated and incumbent workers.

Objective 2.1 Increase economic competitiveness and prevent dislocation by expanding customized incumbent worker training.

Strategy 2.1.1 Increase publicly supported customized incumbent worker training and provide incentives to both employers and employees for this type of training.

An important strategy for preventing worker dislocation is to assist companies to continually upgrade worker skills. The WDC, the account executive/employer services team, and the Economic Development Council of Snohomish County are responsible for identifying potential employers. The WDC is responsible for packaging skills upgrade training with local employers and their intermediaries, if any. In addition, the account executive/employer services team comes into contact with employers who identify such needs and bringing requests for assistance back into the system for response.

The WDC utilizes its public funds to support customized training for both underemployed and incumbent workers. The WDC has developed a self-sufficiency

policy and is in the process of acquiring a new tool for determining self-sufficiency to more clearly identify underemployed workers and their needs. The WDC has also joined a regional partnership to obtain additional public funds to support customized incumbent worker training within the health care industry. This program offers incentives for participating businesses which have clearly identified career ladder skills gaps and for employees who are being trained to fill those gaps. Exploration is continuing for replicating this model for the other industry clusters identified through the horizontal strategic planning process.

Objective 2.2 Enhance business expansion and retention strategies.

Strategy 2.2.1 Market retention services to at-risk business and their workers.

The WDC, Economic Development Council of Snohomish County, community colleges, Employment Security Department, and other key stakeholders are working together to develop action plan steps that support those portions of the horizontal strategic planning process that focus on business expansion and retention. These entities have also joined forces with their counterparts regionally to form a regional partnership that is working to retain aerospace manufacturing and association opportunities in the Puget Sound Region. Additionally, WIA funded case managers current market job retention services for business and the workers they employ through WIA programs. The account executive/employer services team and their rapid response members work closely with employers who are at-risk of downsizing to identify all options including retention. The account executive/employer services team is working with the WDC on the development of additional retention supports that may be offered to businesses, including those that are critical to the overall strength of targeted industry clusters.

Objective 2.3 Return unemployed workers to suitable work in as short a time as possible.

Strategy 2.3.1 Establish a coherent, flexible, and accessible dislocated worker service strategy and continue best practices such as rapid response labor-management committees.

All dislocated worker services will be delivered within the framework established by the Workforce Training and Education Coordinating Board.

Dislocated worker services are delivered through a one-stop model and are offered both on-site and at WorkSource Centers as appropriate. This model includes facilitated intake and assessment and comprehensive referral to training programs. Clients receive an assessment to identify transferable skills. This is followed by assistance with conducting an employment search to identify employment opportunities that offer targeted earnings replacement. Each client is assisted with placement or with researching the labor market demand occupations that are appropriate for retraining. Within the overall program

design, the resources of financial aid, Worker Retraining, Unemployment Compensation, Temporary Unemployment Extended Compensation, Worker Retraining, Training Benefits, Trade Adjustment Assistance, and WIA are combined to create a comprehensive financial plan. Program offerings to workers can include customized training opportunities that respond to labor market growth and labor market trends.

Prevocational training can be offered as necessary for dislocated workers that may be lacking basic skills, English as a Second Language skills, or other work readiness skills. Staff coordinate support services as necessary for dislocated workers who lack financial support to sustain activities or training required to return to the workforce.

Rapid Response activity is designed to coordinate transitional services, at the earliest point possible, for employers and workers affected by mass layoff or plant closure. Rapid Response activity is triggered by a WARN notice received by the State Employment Security Department in Olympia. Actual services provided may vary, depending on the size of layoff and interest from vested parties but may, at the direction of labor-management committees such as the aerospace committee, include in-plant orientations, job hunter workshops, and packaging of training programs utilizing all available resources for laid off workers.

Strategy 2.3.2 Expand pre-employment and apprenticeship programs.

Pre-employment programs are part of the intensive services options at WorkSource Centers. These services are coordinated with other pre-employment programs to maximize participation. Pre-apprenticeship programs have been developed in partnership with regional apprenticeship coordinators and local labor unions offering apprenticeship programs. Local efforts have been successful in bringing pre-apprenticeship and apprenticeship programs together to attract candidates. Additionally, the WDC funds the Snohomish County Apprenticeship Network to help individuals who complete pre-apprenticeship training as well as individuals who qualify for apprenticeships without such training complete the steps necessary to become an apprentice. Finally, Joint Apprenticeship Council Training Coordinators for many crafts and trades are involved in outreach marketing to the public schools and in the community to increase awareness of training and future employment opportunities.

Strategy 2.3.3 Provide retraining in high demand fields.

The Partnership targets WIA funded Individual Training Accounts to support the retraining of dislocated workers in the high wage, high demand industry clusters targeted for development through the horizontal strategic planning process. These funds are coupled with Worker Retraining, Trade Adjustment Assistance, National Emergency Grant, financial aid, and income supports such as Unemployment Compensation, Training Benefits, and Temporary Extended Unemployment Compensation to create a comprehensive financial plan to support the worker through training. The WDC also supports the development of training programs in high demand fields by financing

capacity building at community colleges. It is supporting the University Centers' creation of a database of facilities, faculty, and other resources that can be accessed to create on-demand training programs to meet emerging industry needs.

Goal 3:	To assist disadvantaged youth, persons with disabilities, new labor market entrants, recent immigrants, and other low-wage workers to move up the job ladder during their lifetimes by developing a wage progression strategy for low-income workers. Specific progress will be made in improving operating agencies and reducing the earnings gap facing people of color, people with disabilities, and women.
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The WDC is committed to ensuring that the needs of individuals from a number of target populations receive the services needed to progress in Department of Education career clusters and achieve self-sufficiency through the WorkSource Snohomish County system. The target populations that have been prioritized for service include: veterans, mature workers, individuals with disabilities, people of color, women, low-income individuals, and drop out youth including youth involved in the juvenile justice system and those aging out of foster care. The WDC is also committed to expanding universal access services available to youth throughout Snohomish County.

Objective 3.1 Increase high school graduation rates.

Strategy 3.1.1 Ensure all youth achieve the necessary core skills as established by industries in their chosen career pathways including the achievement of high school diplomas or entrance into postsecondary education or training programs.

The WDC's Youth Council provides guidance on the utilization of WDC resources to achieve this objective. The Youth Council focuses considerable resources on drop-out prevention strategies to ensure that in-school youth in WIA funded programs receive the supports needed to be academically successful and obtain high school diplomas. Additionally, the Youth Council has directed that programs be designed to provide sustained intervention starting with the transition from 8th to 9th grade that supports career awareness development and planning and the provision of case management support to youth until stabilized in a 13th year plan which may include postsecondary education or training, employment, or participation in a streams of service program such as AmeriCorps. For out-of-school youth, services are focused on earliest possible intervention to get youth back into a GED preparation or high school completion program as appropriate through credential attainment and stabilization in a 13th year activity. For both in and out-of-school youth, experiences will be coordinated within the following Department of Education career clusters consistent with the interests of each youth: Architecture and Construction; Business, Management, and Administration;

Education and Training; Finance; Government and Public Administration; Hospitality and Tourism; Human Services; Information Technology; Law, Public Safety, and Security; Marketing, Sales, and Service; Science, Technology, Engineering, and Mathematics; and Transportation Distribution and Logistics.

*The WDC continues to seek out programs and funds, such as the AmeriCorps*State program to support the expansion of these activities to make them available to all youth in Snohomish County.*

Strategy 3.1.2 Expand summer programs to address the education and employment needs of "at risk" students.

*The WDC is seeking to operate an AmeriCorps*State program through which summer educational, employment, and other developmental activities will be provided to at-risk youth throughout Snohomish County. The intent of such activities is to provide meaningful developmental experiences that increase each youth's awareness of opportunities and supports her/his return to school in the Fall.*

Additionally, the WDC's in and out-of-school WIA youth programs deliver summer services that connect classroom-based academic enrichment activities with work-based learning opportunities. The WDC also hosts a youth job fair each Spring to help connect youth with summer employment opportunities.

Objective 3.2 Assist unemployed individuals to gain and retain employment.

Strategy 3.2.1 Develop a more effective labor exchange to help individuals get jobs with the greatest potential for wage progression.

The WorkSource Partnership is committed to enhancing the efficacy of its labor exchange system through a number of strategies. First, the number of ways job seekers can register into the system have been simplified and expanded. The account executive/employer services team actively recruits employers that offer high wage jobs in targeted industry clusters to register their job orders in the system. The account executive/employer services team also organizes and manages monthly job fairs to increase labor exchange opportunities. Many of these job fairs are industry focused including local and regional aerospace and apprenticeship job fairs. Finally, the Partnership is continually expanding access to Internet based labor exchange opportunities such as those offered through America's Job Bank.

Strategy 3.2.2 Sustain and expand programs with demonstrated success in enabling low-income individuals to achieve wage progression.

The WorkSource Partnership will work more closely with WorkFirst and Community Jobs to develop sequential training, placement, and wage progression opportunities for

public assistance recipients. The Partnership is also exploring various configuration options for becoming a Ticket to Work Employment Network to create expanded opportunities for SSI and SSDI recipients. The Partnership has incorporated the Senior Community Service Employment Program into its sequential strategy as well. Partnership staff have been trained to explain the various tax credits available to low-income job seekers and their employers. The WDC will also support strategies such as the utilization of classroom and on-the-job training in stand alone, concurrent, and sequential formats that can enable low-income individuals achieve wage progression. Finally, the WDC is also planning on building upon the promising practice developed by WorkSource Lynnwood for dedicating staff to placement, follow up, and wage progression support for WIA participants.

Strategy 3.2.3 Expand access to support services, such as child care, especially for target populations.

Support services are critical in finding and retaining employment. Each WorkSource Center coordinates with local providers to improve access to available services. Strategies to increase access have been developed and include community audits of gaps in the continuum of care and development of cross-referral protocols and collaborative grant applications for additional resources. The one-stop model also provides opportunities to bring providers on-site. To the extent possible, providers of transportation, housing, child care, and health care have representatives available for quick linkages to services. Housing services are especially important to this region as high rental/housing prices force individuals and families to seek a variety of solutions to retain employment. The WDC is actively involved in addressing the affordable housing needs of Snohomish County through the utilization of its WIA resources to support pre-apprenticeship training which includes a hands-on component constructing affordable homes. The WDC has developed the Teen Yellow Pages in partnership with the Edmonds Police Department and Campbell Nelson Volkswagen. The Teen Yellow Pages provides a comprehensive array of support services for community youth. The WDC website includes a link to Snohomish County Community Links, a comprehensive directory of community resources available in Snohomish County. The directory is available in a wide range of languages to address the needs of customers with limited English proficiency. Finally, the Partnership offers a wide range of support services through the various programs operated by its members. These include programs that address issues associated with accessibility, mental health, health, substance abuse, domestic violence, and homelessness.

Strategy 3.2.4 Strengthen post-employment services for customers.

Post-employment services is a key component of facilitating wage progression and upgrading of skills. Once clients are gainfully employed, strategies for increasing wages are utilized. A focus of WIA funding is on increasing services and customized training to clients finding work and interested in gaining education and credentials. At each

Center, an active client list is maintained to determine which occupations and employees could most benefit from post-employment training. Training is offered utilizing a variety of training sources including adult basic education, public assistance, and WIA funds. The WDC will develop a competitive Request for Proposals to create such units in each WorkSource Center to support the provision of post-employment services for customers, including upgrade On-the-Job Training opportunities. Learnings will be incorporated into a continuous improvement process to refine the design and support replication.

Objective 3.3 Remove barriers for populations with unique obstacles to employment and increase the number of employers who hire individuals with disabilities, women, and people of color in high wage, high demand occupations.

Strategy 3.3.1 Plan for and implement the Ticket to Work Program.

The WDC and partners have taken an active role in planning for the Ticket to Work Program. In addition to having Americans with Disabilities Act compliance and accessibility assessments conducted by the Division of Vocational Rehabilitation and Washington Assistive Technology Alliance, on behalf of the Partnership, the WDC has applied for a Work Incentive Grant to advance this process. The grant will provide a Disabilities Program Navigator to be stationed at WorkSource Everett in a new transition facility designed specifically to meet the needs of people with disabilities and their independent living or vocational rehabilitation counselors. Centrally located in the transportation hub on northwest Washington, the transition center will be the primary physical portal to the workforce investment system for people with disabilities. The WDC, the Division of Vocational Rehabilitation, and partners are currently exploring the various options for configuring Ticket to Work Employment Networks in Snohomish County with the intent of developing a unified system for addressing the employment needs of recipients of SSI and SSDI.

Strategy 3.3.2 Educate employers, especially employers from high wage, high demand industries about the benefits of hiring individuals from target populations.

WorkSource account executive/employer services team members have been trained to market the wide range of tax credits available for hiring individuals from target populations. This expertise will be enhanced through the addition of a Disabilities Program Navigator to the WorkSource Partnership. Staff have a wide range of demographic and labor market information that documents the need to increase the pool of applicants considered for employment opportunities. Additional benefits of hiring people from target populations; such as reduced turnover, increased employee loyalty, and the ability to help develop employees; are presented as part of employer outreach efforts.

Strategy 3.3.3 Develop accountability and program improvement mechanisms for increasing employment and earnings for target populations.

Individual Employment Plans for each WIA participant outline both short- and long-range goals and strategies. With a system-wide access to this plan and cross agency responsibility to execute it, regular meetings occur with each participant to assure that s/he is continuing to progress and move forward in her/his plan. Follow-up and outreach activities are coordinated among intensive service providers. Follow-up with employers and employees is conducted regularly to identify key services and strategies to improve retention and wage progression. These strategies are integrated into account executive/employer services efforts. They are also integrated into client service strategies and training.

Objective 3.4 Assist low-income individuals to move up a career ladder by increasing training and developing career opportunities.

Finding employment is only a first step for reaching self-sufficiency. Eligible employees often have barriers to success in employment that require follow-up and support services, including upgrade On-the-Job Training opportunities. Reaching self-sufficiency is a process of gaining necessary skills and gainful employment and building upon these accomplishments. Employers who employ clients referred by WorkSource are surveyed to develop assistance strategies and methods for supporting retention. Sequential co-enrollment into programs, such as WIA, conducting wage progression and job retention services occurs to create a system which provides all individuals with career progression assistance. Additionally, the intensive service modules are available to any currently employed individual as a resource to address some of the specific behaviors or skills needed to maintain employment and achieve self-sufficiency.

Strategy 3.4.1 Expand customized training, apprenticeship preparation and apprenticeship programs, and other training opportunities for low-income individuals.

The WDC reserves funds each year for the creation of customized training, apprenticeship preparation/apprenticeship, upgrade On-the-Job Training, and other training opportunities for low-income individuals. These programs are created through a Request for Proposals process open to targeted industry clusters. The Partnership will explore replication of the Health Care Apprenticeship model operating in the Tacoma-Pierce Workforce Development Area. Account executive/employer services staff will continue to contact targeted industry clusters to present these opportunities as part of their business outreach efforts. Additionally, the WDC will continue to aggressively seek out funds to expand these opportunities through both local and regional efforts.

Strategy 3.4.2 Provide training programs at times and locations that are accessible to working people and provide support services to assist in overcoming barriers to training.

The Partnership increasingly utilizes evening, hybrid, and distance learning options to provide working people with training programs at times and locations that meet their needs. The use of hybrid and distance learning options frequently ameliorates the need for financial support services to overcome the barriers to training. When such barriers persist, the Partnership has access to a host of support services that it can access through the WorkSource system and/or through an extensive community network as described in Strategy 3.2.3, above.

Strategy 3.4.3 Increase basic skills instruction in the workplace and integrate it into occupational skills training.

Participants in WIA will receive the instruction needed to ensure that they have basic skills. Assessment of basic skills is offered to all participants. Community colleges integrate basic education and skills training in programs offered on site at the WorkSource Centers as well as in programs offered on college campuses. Customized training proposals developed in response to WDC Requests for Proposals may incorporate workplace literacy to be delivered on-site at the place of business and/or in traditional classroom settings. Program modes for the integration of basic and occupational skills, such as those developed by the Northwest Food Processors Association and partners, will be explored for applicability to Snohomish County targeted industry clusters.

Strategy 3.4.4. Support the development of career ladders leading to high wage, high demand occupations.

The WDC has supported a number of efforts to develop career ladders leading to high wage, high demand occupations. The primary focus has been on supporting community college capacity building in the health care industry cluster through the formation of a skills panel, through the funding of curriculum development and instructional equipment acquisition, and through the funding of career ladder training for industry incumbent workers. These approaches will be enhanced by exploration of apprenticeship opportunities such as the Tacoma-Pierce WDA Health Care Apprenticeship and replicated in the other industry clusters targeted for development through the horizontal strategic planning process.

Strategy 3.4.5 Create an offer financial incentives to employers and low-income workers to increase training.

WDC staff are exploring incentive options for employers who participate in training and retention efforts consistent with WIA objectives. Incentives may include options such as

additional customized training and programs that increase the likelihood of employee success including pre-employment training, screening, and assessment. Starting in 2003, the WDC will also host a Celebrate Success annual awards banquet at which leading edge employers will be recognized for their contributions to workforce development in Snohomish County.

Goal 4: To integrate workforce development programs to improve customer service.

A common vision is critical to the creation of a seamless, integrated workforce development system that delivers employer-driven, high quality customer services to youth, job seekers, and business. The WDC uses its resources as venture capital to create a workforce development system that meets the needs of all individuals and employers. To that end, the WorkSource Snohomish County Partnership has implemented the WorkSource one-stop career development system in Snohomish County. The Partnership has developed a highly integrated system that will allow anyone requesting services to find universal access to workforce development services and programs. There are two WorkSource Centers in Snohomish County, one in Everett and one in Lynnwood. These are full-service centers offering a complete array of services including core, intensive, and training services. There is also one comprehensive WorkSource affiliate site in Sky Valley as well as two target group affiliates; one for youth and one of dislocated aerospace industry workers. Affiliate centers provide core, intensive, and training services in outlying areas and/or to specialized populations. Additional self-service sites are being established at strategic points throughout the county to facilitate universal access and will be in places where clients can gain access to services.

There will be increased focus on integrating WorkFirst efforts with existing one-stop workforce development activities including the development of protocols for delivering the services of different programs sequentially and seamlessly.

It is important to recognize that mutual value must be created for partners to continue participating in the WorkSource system. Some of that value comes with common marketing, reduced overhead costs, reduced duplication of effort, creation of common technology solutions, collaboration in fund raising and implementation of excellent client service delivery systems with an expanded menu of services. Of equal benefit is the gain made to all as we shift to collaboratively helping each other to achieve goals and outcomes. The partners involved in WorkSource and WIA are committed to working as a team and meet on a monthly basis to improve operations, develop common tools, write grants collaboratively, and share best practices. Employers also need incentives for involvement in the WorkSource system. The strategy for involving employers is

to provide value-added services that enables both business and WorkSource to achieve performance outcomes.

Within the overall system, WIA programs focus on service to priority groups including public assistance recipients and low-income individuals including youth. Additional emphasis is placed on those individuals who face significant barriers to employment and/or are tribal members, mature workers, and people with disabilities. Consistent with the Jobs for Veterans Act, veterans who are eligible for the services of a specific program will be given preference within the statutory priority group requirements applicable to that program. The WIA youth program focuses on in and out-of-school low-income youth with additional barriers to employability development and employment. There is a strong emphasis on the development of basic skills and attainment of secondary credentials as well as entry into 13th year activities. Since funding is limited, the Council reviews priority needs within target populations and reshapes program design to meet areas of unfunded need.

It is important to note that WIA services are targeted to populations that are also served by other programs. WIA funds are utilized to fill gaps in other programs yet at the same time develop consistent training and curriculum with programs such as WorkFirst and Worker Retraining. Coordination between programs is essential for maximizing the use of WIA funding. At the same time, ensuring that WIA programs are integrated through cross-training and developing common referral and client flow systems is essential for success. The local WorkSource system coordinates its planning process with other local categorical planning processes to reduce cross purpose planning and duplication of effort as well as maximize resource coordination.

Objective 4.1 Improve WorkSource services to customers, including target populations, by bringing together individual partner programs to craft comprehensive solutions.

Strategy 4.1.1 Understand and respond to the needs of business customers and implement a coordinated, comprehensive strategy among WorkSource partners.

The Partnership has established an account executive/employer services team that develops and implements a coordinated, comprehensive strategy for addressing the needs of business in the industry clusters identified for development through the horizontal strategic planning process. The team includes staff from all partners and is guided by the WDC. One of the key approaches for understanding and responding to the needs of these business customers is through the utilization of industry skills panels that also operate under the guidance of the WDC.

Strategy 4.1.2 Improve customer service by collecting and using customer feedback, providing electronic services, and sharing information on customer service best practices.

The Partnership collects customer feedback in a number of ways. There a customer feedback cards widely available in the WorkSource Centers for use by customers. Additionally, there are customer evaluation forms that customers are asked to complete following every workshop offered in centers and affiliate sites. Customers are also encouraged to provide feedback on the efficacy of electronic resources including workshops in utilization of those resources to obtain employment. The WDC will be incorporating an electronic feedback option in the WorkSource Centers through virtual One-Stop software as well. The feedback from these mechanisms, as well as the Employment Security Department Mystery Shopper effort, are utilized to expand hours of service and workshop offerings as well as address areas in need of improvement. Customer service best practices, such as the Professional Networking Group, are shared through Partnership activities and replication materials.

Strategy 4.1.3 Provide program oversight, feedback, and improvement strategies for the WDC, partners, and programs.

In addition to continuous quality improvement, the WDC monitors performance and focuses services on priority target populations, programs, and outcomes. Performance oversight is a key activity of the WDC. Yearly updates of objectives and program design are conducted to focus on those areas that achieve the greatest results. In addition to monitoring WIA performance, the WDC will monitor the broad goals of the WorkSource system to include meeting all program goals, and expectations around universal access, integration, seamlessness, and customer satisfaction.

Strategy 4.1.4 Include all WorkSource partners in customer service training, including training in serving target populations.

The Partnership has established priorities for customer service training including training in serving target populations. These processes begin with an identification of the customer service issues to be addressed through assessments conducted by independent evaluators followed by identification of steps to be taken to improve service by partners. All partner staff have the opportunity to participate in Magic Moments training. The WDC periodically sponsors staff training to increase knowledge and sensitivity to priority target groups.

Strategy 4.1.5 Ensure that programs are available at times and places that are accessible to low-income working individuals.

Each WorkSource Center offers extended hours to serve clients. The hours offered at the two centers have been coordinated to ensure that evening services are available Tuesday,

Wednesday, and Thursday of each week at a location in Snohomish County. Efforts will be made to continue to expand universal access services during non-working hours for all WorkSource system portals.

Objective 4.2 Develop and maintain service delivery capacity that is flexible and responsive.

Strategy 4.2.1 Provide a statewide information system (SKIES) for case management that is shared by WorkSource partners.

The Partnership utilizes the statewide information system, SKIES, for tracking the activity of individuals registered in one or more programs offered by the WorkSource system. The partners are actively involved in providing feedback on functionality and providing data for entry into the system. SKIES training sessions are offered by trained staff for new staff as they are hired. The WDC Technology Manager and staff provide ongoing support in the use of this system.

Strategy 4.2.2 Develop systems to track and report core WorkSource services.

The WDC and partners have been utilizing a resource room sign-in database developed by the Employment Security Department at each WorkSource site. Additionally, attendance records are maintained for participation in other core service activities. The Partnership is currently in the process of implementing the Washington Tracking System for tracking access to core services. Implementation of this system will ensure that comparable data is being collected across the system.

Strategy 4.2.3 Find financial resources to sustain the WorkSource delivery system infrastructure.

The Partnership has been actively engaged in identifying and applying for resources to support the WorkSource delivery system infrastructure. This includes grants to be made to the WDC itself and to individual partners. These efforts will continue with particular emphasis on applying for funds that address the needs of mutual target populations and industry clusters identified for development.

Strategy 4.2.4 Implement a common process of continuous quality improvement in WorkSource Centers and WIA programs.

The WorkSource Partnership has selected two specific products for its quality improvement system. The Dept. of Labor's Simply Better assessment tools are utilized to conduct the baseline assessment of each center around the Malcom Baldrige Criteria. The Workforce Excellence Network's Strategic Scorecards will be utilized to set improvement goals for the following year. For youth, additional criteria and processes such as the Promising and Effective Practices Network (PEPNet) criteria and processes

will be evaluated and implemented as appropriate. Each center, affiliate, and provider involved in WorkSource must utilize the continuous quality improvement process and develop benchmarks for implementing improvements. Each selects their goals for the next year using these two tools and then monitors improvements consistent with the appropriate model.

Objective 4.3 Reach out to individuals from target populations in order to increase their use of WorkSource services and provide services that meet their unique needs.

Strategy 4.3.1 Provide individuals with disabilities with equal opportunities to benefit from WorkSource services.

The Partnership has launched an effort to ensure that individuals with disabilities are provided with equal opportunities to benefit from WorkSource services. Through a Work Incentive Grant procured by the Washington Workforce Association, both full-service centers have been assessed for Americans with Disabilities Act compliance and accessibility enhancement needs. Each center has identified additional technology-based enhancements that the WDC will procure through coordination with the Work Incentive Grant. The WDC has also applied for an additional Work Incentive Grant to create a system-wide Program Navigator position and establish a transition center within WorkSource Everett to meet the needs of people with disabilities. At the request of the Partnership, the WDC is also working with the Division of Vocational Rehabilitation to identify options for becoming a Ticket to Work Employment Network through which services to recipients of SSI and SSDI will be provided. Individual partners are also applying for status as Employment Networks and for additional grants to enhance the services currently available to people with disabilities.

Strategy 4.3.2 Increase outreach, recruitment, and marketing activities conducted in partnership with tribes and community based organizations serving target populations.

The Partnership is engaging in a range of activities designed to increase outreach, recruitment, and marketing activities conducted in partnership with tribes and community based organizations serving target populations including veterans and drop out youth. Partners include organizations that specialize in service to public assistance recipients, low-income individuals including youth, people with disabilities, and veterans. The WDC also subcontracts with the Tulalip Tribes and a community based organization to deliver apprenticeship preparation services to tribal members and other individuals eligible for WIA services.

4.3.3 Encourage diversity among the membership of local Workforce Development Councils and WorkSource staff to reflect the diversity of the community being served.

The WDC actively recruits Board members and staff that reflect the diversity of the community being served. This includes reviews of Board and staff composition by target population relative to the incidence of each target population in the general population. For Program Year 2003, the composition of the WDC Board of Directors is 29% women and 8% people of color. The composition of WDC staff is 74% women, 21% people of color, and 5% people with disabilities.

Objective 4.4 Facilitate the integration of workforce development programs that serve youth.

Strategy 4.4.1 Facilitate the transfer of information among workforce development programs serving youth.

WorkSource, Tech Prep, and school career programs coordinate to provide information and tools to young people on labor market needs and trends in labor markets. A virtual career center has been established on the WorkSource Snohomish County Key Connections youth web site and will be linked to the career tools created by WorkSource and youth related information available at the WorkSource web site. Information on skill standards and gaps is available on the web site and links to local and regional training programs. WorkSource staff will provide outreach into the schools offering labor market information and speaking to future labor market demands. Local industry representatives will be utilized to market the opportunities and address the needs of the future labor market. The Youth Council has identified specific target populations, including youth who have dropped out or are at risk of dropping out, young offenders, and youth ageing out of the foster care system for career awareness supports designed to meet their specific needs.

The WDC actively facilitates the transfer of information among workforce development programs serving youth. This effort is based on the results of a broad-based survey and integrated funding strategy developed by Business Government Community Connections and is being carried out by the WDC's Youth Council which is conducting a comprehensive community audit in each of eleven life domains that affect the employability/employment of youth. These domains have been prioritized and key youth serving programs/agencies identified for each. Focus groups will be established for each domain to develop action plans for integrating resources to address the needs of youth. A fully integrated service strategy has been developed for young, chemically dependent offenders. This effort will provide a template for future service integration efforts.

Strategy 4.4.2 Increase community infrastructure by designing and maintaining a continuum of support for youth with barriers to self-sufficiency through the funding of programs that have the greatest effect in addressing youth needs.

(a) Identify factors that contribute to students dropping out of school and work with school districts and providers to respond with prevention strategies.

The WDC and Youth Council work with school districts to analyze issues for students dropping out of schools and to develop alternative and customized programs to re-engage students in school. These factors assist the Youth Council to develop prevention strategies that are made available to all school districts. Protective factor and asset development are both important strategies for assisting youth to stay in school. Both protective factor and asset development strategies are linked to efforts of workforce through youth service agency programs and programs in the school districts.

(b) Expand the community infrastructure by increasing the number of WorkSource portals for youth.

Transportation is a significant issue for youth who live in communities throughout Snohomish County. Therefore, the WDC is focusing on expanding the number of youth-friendly portals to the WorkSource system in a number of ways. First, the WDC has certified a WorkSource Youth Center. The WDC is in the process of certifying school district career centers as WorkSource affiliate sites with the long-term goal of certifying all career centers in Snohomish County. The WDC is working with other youth serving agencies to create self-service sites. The WDC is also working with community partners to develop integrated service delivery strategies for specific populations of youth such as young offenders and youth ageing out of the foster care system. Additionally, the WDC is working with Employment Security Department to establish youth-friendly universal access services at each of the two full-service WorkSource Centers. The WDC is committed to increasing universal access options for Snohomish County youth through continued leveraging of funds, particularly the leveraging of non-WIA funds to serve in-school youth. Finally, the WDC's Youth Council takes a strong and decisive role in advocating for the needs of youth, locally, statewide, and nationally.

(c) Create community partnerships that will assist eligible youth in securing necessary services.

Partnerships with other youth agencies are critical to ensuring that eligible youth secure necessary services. Through the WDC's Youth Council, key youth service agencies are engaged in discussion about needs and gaps in services for youth. Cooperative grant writing and cooperative agreements are utilized to facilitate linking youth employment programs with community efforts. Additionally, a wide range of youth serving agencies have offices within the WorkSource Youth Center.

(d) Provide extended support services and advocacy to achieve long-term self-sufficiency for youth.

Providers of youth employment and training programs are utilized along with follow-up strategies of the Youth Council to provide extended follow-up services leading to self-sufficiency.

(e) Conduct assessment of best practices and review of outcome data to continually improve services to youth.

The WDC is committed to utilizing best and most promising practices in awarding WIA formula and 10% youth program contracts. Youth programs are also analyzed against outcome reports and continuous improvement processes. The Youth Council conducts a review of programs, conducts research on best practices for integrated programs, and reviews continuous improvement efforts. The assessment informs the budget and program design for each program year.

(f) Develop a system that is outcome driven.

Outcome measures from both state and federal indicators are being used to measure performance. Certified youth providers and other youth agencies review outcome measures and performance to determine to what extent shared programs can improve performance.

Strategy 4.4.3 Improve usage of community infrastructure by expanding linkages between youth, employers, and educators to enhance awareness of resources and increase access and usage of those resources.

(a) Keep students in school and re-engage dropout youth through an engaging applied learning curriculum that focuses on foundation skills, life and support skills, and leadership opportunities. Promote school district strategies that focus on supporting disadvantaged youth to engage in skill development, leadership opportunities, and academic skills.

The WDC works with targeted school districts to develop broader access for low-income, eligible youth to participate in workforce programs. Strategies include improving follow-up methods with Individual Education Plan students; marketing workforce and youth programs to school superintendents, principals, and vocational counselors; and working in partnership with school districts to increase the use of skill development, leadership training, and academic skill programs. The WDC will survey school district career specialists to determine needs for workforce development training and will schedule trainings on in-service days. The WDC will promote increased use of community service and service learning opportunities as supportive of youth development and the community.

(b) Provide eligible youth with a focused and effective program to attain appropriate educational and occupational credentials, secure gainful

employment, and secure necessary support services. Develop a network of certified providers that provide effective services in the county.

The WDC and Youth Council have implemented a process to select and certify youth providers that can address all ten WIA youth program elements as well as provide a developmentally appropriate approach toward addressing youth needs in the 11 life domains identified by the Youth Council as critical to employability development. These services are offered through either a protective factor or asset building approach delivered through a program of individual and tailored care. Certified providers must demonstrate effective services to the population through the request for proposals process and subsequent performance. Ongoing and increased focus will be placed on providing training in demand industry clusters for tribal youth as well as youth involved in the juvenile justice system and those aging out of foster care.

(c) Design a system that is user-friendly and provides easy universal access as well as access for targeted youth.

Programs that provide services to youth are developed in consultation with youth to ensure that they are user-friendly and easy-to-access. Through the WDC's cadre of AmeriCorps members, focus groups with youth will be held to analyze web site resources and to provide input on future objectives.

(d) Develop tools and a web site designed to map system resources for youth, provide seamless bridges between services and providers, and assist in identifying gaps and barriers to services.

Tools such as the Teen Yellow Pages and the Pocket Résumé have been developed that serves as a comprehensive gateway for Youth Council activities and programs for youth. An area will be developed by and for youth to provide input on gaps in services and comment on plans. A matrix of services and system map will be on the web site to map program services and to ensure bridges between programs. Further developments will include interactive features for providers, parents, youth, and schools to create links, resources and services on-line for youth. The WDC will continue to develop the Key Connections capability for matching youth with job shadows, internships, other work experiences, and employment as well as a coordinated marketing effort to promote services available to youth. The Youth Council also continues to map resources and recommend improvements to the youth system and increase access to and use of resource

M. Performance Accountability Measures

Performance measures are used for strategic planning and program design. Performance is measured against both Federal and State measures for Workforce Investment Act funding streams for adults, dislocated workers, and youth. The 17 Federal measures that were utilized for Program Years 2000, 2001, and 2002 will be replaced in 2004 by a set of common measures promulgated by the Office of Management and Budget (OMB) in response to the President's Management Agenda which addresses five government-wide goals to improve the effectiveness and efficiency of Federal programs. For Federal job training and employment programs, OMB has defined four performance indicators for adults including entered employment, retention, earnings increase, and cost efficiency and four indicators for youth programs including placement in employment and education, attainment of a degree or certificate, literacy and numeracy gains, and cost efficiency.

Starting July 1, 2004, These common measures for job training and employment will be applied to the following thirty-one (31) programs administered by six (6) federal agencies, as follows:

Department of Labor - Employment and Training Administration (17)

Adults:

WIA Dislocated Workers
WIA Adult
Trade Adjustment Assistance
NAFTA Transitional Adjustment Assistance
Employment Service
Native American Employment and Training
Community Service Employment for Older Americans
Migrant and Seasonal Farmworkers
H-1B Technical Skills Training
Veterans Workforce Investment Program
Disabled Veterans Outreach Program
Local Veterans Employment Representatives
Homeless Veterans

Youth and Lifelong Learning:

WIA Youth
Job Corps
Youth Opportunity Grants
Responsible Reintegration of Youthful Offenders

Department of Education (10)

Adults:

Adult Education

Vocational Education (3) – Basic Grants, Tribally Controlled Post-Secondary Vocational and Technical Institutions, Tech-Prep Education

Rehabilitation Services (5) – Vocational Rehabilitation Grants to States, American Indian Vocational Rehabilitation Services, Supported Employment State Grants, Projects with Industry, Migrant and Seasonal Farmworkers

Youth and Lifelong Learning:

State Grants for Incarcerated Youth Offenders

Department of Health and Human Services (1)

Temporary Assistance to Needy Families

Department of Veterans Affairs (1)

Vocational Rehabilitation and employment services and benefits

Department of the Interior (1)

Job Placement and Training

Department of Housing and Urban Development (1)

Youthbuild

The performance targets that have been established for Washington State for the transition year, Program Year 2003 (Year 4), under the existing measurement system are as follows:

Adult Measures

Entered Employment	75%
Retention	81%
Earnings Gain	\$3,600
Employment and Credential	68%

Dislocated Worker Measures

Entered Employment	78.5%
Retention	90.5%
Earnings Replacement Rate	86%
Employment and Credential	70%

Older Youth Measures

Entered Employment	70%
Retention	78%
Earnings Gain	\$2,850
Employment and Credential	45%

Younger Youth Measures

Skill Gains	73%
High School Diploma Rate	42%
Retention	58.5%

Customer Satisfaction

Employers	68%
Participants	75%

Local performance measures for Snohomish County will be negotiated from these statewide targets. Additionally, performance measures will be established and used for the overall WorkSource system to measure labor market efficiency, utilization of self-service resources, and system integration.