

Promoting a Globally Competitive Workforce for Snohomish County

Two Year Strategic Plan 2011 - 2013



Workforce Development Council
Snohomish County

INTRODUCTION

Every two years, as a local workforce investment board established under the Workforce Investment Act of 1998 (WIA), Workforce Development Council Snohomish County (WDCSC) is required to prepare a two year plan. In the State of Washington, the plan is divided into two parts, the Two Year Strategic Plan prepared under guidance from the state workforce investment board, the Workforce Training and Education Coordinating Board (Workforce Board), and the Two Year Operations Plan prepared under guidance from the Washington State Employment Security Department WorkSource Standards and Integration Division (WSESD/WSID). The Two Year Operations Plan is prepared in conjunction with the WSESD Workforce Area Director for Snohomish County. Both documents are presented for public comment and approved by the Snohomish County Executive prior to submission to the appropriate state agency for approval. The Strategic Plan is then reviewed and approved by the Governor of the State of Washington. The vision, mission, goals, objectives, and strategies for the WDCSC’s Strategic Plan for 2011-2013 are provided below.

Vision

WDCSC will be the nationwide leader in providing a model system of universal access in which job candidates develop careers to achieve a livable wage, employers have access to a sustainable workforce, and the community can build upon its economic health and vitality.

Mission

WDCSC invests government and private funding to continuously increase the global competitiveness and prosperity of our workforce and businesses, fill current and emerging jobs, and provide full employment. Our investments are made through effective business, labor, community-based, educational, and service-provider organizations for the opportunity, economic well-being, and benefit of our entire community.

Goals, Objectives, and Strategies#

Goal 1 – 100% Global Competitiveness	
Board/CEO	Objective 1.1 – Influence public policy, leading to sustainable economic health and growth of our community.
Strategy 1.1.1 – Engage community to identify and align common public policy goals.	
Strategic Initiatives	Objective 1.2 – Create sustainable resources to promote global competitiveness of businesses.
Strategy 1.2.1 – Leverage funding sources through strategic partnerships with stakeholders.	
Strategy 1.2.2 – Develop products to increase global competitiveness of businesses.	
Infrastructure	Objective 1.3 – Increase awareness and use of the WorkSource system.
Strategy 1.3.1 – Refine the WorkSource outreach plan.	
Strategy 1.3.2 – Promote WorkSource products and programs and their benefits to the community.	
Service Delivery	Objective 1.4 – Lead a WorkSource system in which businesses attain the knowledgeable, skilled employees required to be competitive.
Strategy 1.4.1 – Implement an array of business services that increase global competitiveness.	

Goal 2 – 100% Jobs Filled

Board/CEO Objective 2.1 – Promote and use the WorkSource system.

Strategy 2.1.1 – Participate in initial and ongoing board education regarding the WorkSource system.

Strategy 2.1.2 – Place job orders with the WorkSource system.

Strategy 2.1.3 – Establish a Retooling Washington Coordinating Committee to ensure the system coordinates employer outreach, continuously improves job referral/skills matching, and expands on-the-job and direct connect training opportunities.

Strategic Initiatives Objective 2.2 – Assess employer needs.

Strategy 2.2.1 – Conduct research on and communicate employment trends and economic conditions to the WorkSource Business Services team.

Strategy 2.2.2 – Conduct research on and communicate apprenticeships and other work-based training opportunities to the WorkSource Business Services team.

Infrastructure Objective 2.3 – Measure, report, and evaluate the effectiveness of the WorkSource system for serving employers.

Strategy 2.3.1 – Create a reporting dashboard based on board defined business services metrics.

Service Delivery Objective 2.4 – Fill positions with the best possible candidates.

Strategy 2.4.1 – Connect businesses with graduates of work-based and classroom training.

Strategy 2.4.2 – Connect businesses with qualified long-term unemployed candidates.

Goal 3 – 100% Employment

Board/CEO Objective 3.1 – Assure continuous improvement of an effective WorkSource system.

Strategy 3.1.1 – Direct response to key metrics that measure outcomes and performance.

Strategy 3.1.2 – Establish a Retooling Washington Coordinating Committee to ensure the system coordinates outreach to Unemployment Insurance (UI) exhaustees.

Strategic Initiatives Objective 3.2 – Partner with organizations to enhance the WorkSource system.

Strategy 3.2.1 – Identify and convene partners who will provide the full continuum of employment related services.

Infrastructure Objective 3.3 – Measure, report, and evaluate the effectiveness of the WorkSource system for serving job candidates.

Strategy 3.3.1 – Create a reporting dashboard based on board defined job candidate metrics.

Service Delivery Objective 3.4 – Anticipate and deliver the right services to job candidates at the right time in an ever-changing, diverse environment.

Strategy 3.4.1 – Develop and deliver innovative job readiness strategies based on employment conditions and forecasting.

Strategy 3.4.2 – Expand and customize the menu of services available to increase the employability of all job candidates.

Goal 4 – 100% Ever Increasing Productivity and Prosperity	
Board/CEO	Objective 4.1 – Define current and future workforce challenges and lead community response.
Strategy 4.1.1 – Lead the Blueprint 2015 partnership.	
Strategy 4.1.2 – Identify and convene community stakeholders to select the critical few Blueprint-based action plans.	
Strategic Initiatives	Objective 4.2 – Develop initiatives to meet the workforce challenges of business and job candidates.
Strategy 4.2.1 – Lead the crafting of Blueprint-based, workforce-related action plan development.	
Strategy 4.2.2 – Develop high-quality workforce preparation and life-long career management programs.	
Infrastructure	Objective 4.3 – Create the efficient infrastructure required to implement initiatives.
Strategy 4.3.1 – Expand access points and options for delivering career management services county-wide.	
Strategy 4.3.2 – Make career management system wildly popular and used.	
Service Delivery	Objective 4.4 – Implement initiatives to grow the sustainable workforce business requires, providing opportunities for life-long career management.
Strategy 4.4.1 – Implement high-quality workforce preparation and life-long career management programs.	
Strategy 4.4.2 – Implement the Blueprint-based, workforce-related actions plans developed and funded.	

The workforce of Snohomish County is one of its most strategic assets. A growing and globally competitive economy requires a match between the needs of business and skilled employees. Efficient labor markets require that businesses and job candidates find productive matches in a timely manner. Increasing the productivity and prosperity of both businesses and workers requires access to quality education and training that impact both immediate job prospects and life-long learning. The industry-led actions that Snohomish County Government and WDCSC are taking in collaboration with Snohomish County education, economic development, community development, and human services are focused on one simple aim: **increase the effectiveness and efficiency of our workforce development system to ensure globally competitive business so this “new generation of prosperity” achieves its full potential.**

To that end, WDCSC is focusing every available resource to improve the productivity of the Snohomish County workforce development system by making three types of investments: investment in system capital, investment in system staff and services, and investment in the system’s multi-factor productivity. These investments will help us continuously advance toward realization of the WDCSC vision and mission as well as attain our four “stretch” goals: **100% global competitiveness, 100% jobs filled, 100% employment, and 100% ever increasing productivity and prosperity.** Ultimately, the prosperity of our businesses and residents, our county, our state, and our nation will be advanced as well. The *WDCSC Strategic Plan 2011-2013: Promoting a Globally Competitive Workforce for Snohomish County* (Plan) aligns with the three goals set for our state’s workforce development system in *High Skills, High Wages 2008-2018*:

1. Youth – Ensure all youth receive the education, training, and support they need for success in postsecondary education and/or work.
2. Adults – Provide Washington adults (including those with barriers to education and employment) with access to lifelong education, training, and employment strategies.

3. Industry – Meet the workforce needs of industry by preparing students, current workers, and dislocated workers with the skills employers need.

The plan also includes the three opportunities that hold the most promise for quickly helping unemployed workers and employers, as identified by participants of *Retooling Washington's Workforce for the Future* forums convened by the Workforce Board and partners:

1. Coordinated outreach to Unemployment Insurance exhaustees.
2. On the Job Training.
3. Coordinated outreach to employers combined with improved job referral/skills matching.¹

And, the plan is consistent with the following findings identified by County Executive Aaron Reardon's Snohomish County Citizens Cabinet on Economic Development:

“We must ensure that children receive an education that prepares them for employment or secondary schooling. We must ensure that postsecondary schooling is available for youth transitioning out of high school, adults furthering their education to improve their economic vitality or dislocated workers re-entering the workforce. Finally, we must ensure that businesses currently operating in Snohomish County, as well as those looking to expand or start a new business, have access to trained and motivated local employees. By investing in these areas, we help improve the economic vitality of individuals, families, and businesses in Snohomish County.”²

Additionally, the plan is consistent with the broad-based, demand-driven, industry cluster-focused strategy for targeting investment of scarce Federal and State workforce investment resources toward attracting, retaining, and expanding eight key industry clusters that drive the economy of Snohomish County as articulated in *Snohomish County Blueprint 2015: A Blueprint for Education, Workforce, and Economic Development in Snohomish County* (Blueprint).

Thus, WDCSC plans to fulfill its Federal mandate and local strategic role by utilizing its WIA Title I-B formula, 10%, Rapid Response Additional Assistance, and other resources to develop a WorkSource Snohomish County system (WorkSource) that is 100% globally competitive by filling 100% of industry jobs, achieving 100% employment, and powering our economic engine with 100% ever increasing productivity and prosperity.

The next two years will be a time of enormous challenge and opportunity for Snohomish County. Our population will need access to a wide variety of educational programs at a time when the projected need for postsecondary career and technical education outstrips capacity. In addition, as the economy continues its accelerating shift toward technology and knowledge-based industry, the workforce development system will need to continuously re-tool programs and services at the speed of business to help business generate jobs and fill forecasted job vacancies while retaining a seamless interface with job candidates and industry. This needs to happen in the most challenging economic climate Snohomish County has faced in decades.

The next two years present an opportunity for Snohomish County to enhance our position as a globally competitive economic center of regional, national, and international importance. This opportunity can be fully realized through a concerted and collaborative effort among Snohomish County Government, education, workforce, economic, community, and human development working hand-in-hand with business to ensure that every Snohomish County resident can achieve prosperity through progressive skill development and productive work in a demand industry cluster in her/his community. There are both immediate and long-term issues that must be addressed to realize the vision of prosperity for every resident.

¹ (Workforce Training and Education Coordinating Board, 2010): <http://www.wtb.wa.gov/Documents/Tab2Combined.pdf>

² (Snohomish County Citizens Cabinet on Economic Development, 2004): http://www.rcaanews.org/2004_SnoCoreport0804.pdf

In the short-term when jobs are scarce, far too many people who have barriers to employment are being left behind. Many public assistance recipients who found employment have either been laid off or are having difficulty making ends meet and finding time to upgrade skills and increase wages. The digital divide between those who have access to technology and those who do not is a strong influence in determining whether individuals are able to benefit from the new economy. Job candidates with barriers to self-sufficiency are crucial to our potential for growth. This plan focuses resources on helping individuals with barriers to self-sufficiency receive the intensive services and training needed to enter the labor force or get back to work or as quickly as possible.

The current economy has also created significant job dislocations, and assisting workers who have become dislocated is a significant challenge for the plan which contains strategies for implementation by WDCSC in concert with education and businesses to develop demand-driven, short-term training and to provide access to the services needed to assist dislocated workers to rapidly find new jobs at commensurate wages. It also contains strategies for addressing the needs of workers who have already been dislocated for 79 or more weeks including those workers who have exhausted their unemployment benefits.

In the long-term, economic shifts are creating 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 represents a significant challenge for the plan.

In study after study, we find that business will increasingly require a higher skilled workforce to restart and sustain growth. Positions across the spectrum will require not only technical skills but skills that equip job candidates for the future, such as the ability to acquire and use information and technology, work with others, be responsible, demonstrate integrity, demonstrate self-management, allocate resources, solve problems, and know how to learn. It is clear that government, education, workforce development, economic development, and community development must work together seamlessly to solve the long-term demand for a skilled workforce.

Therefore, a major focus of WDCSC is to create a comprehensive, fully integrated network of workforce development services. Neither business nor job candidates should fall victim to myriad distinct programs and eligibility requirements that prevent integrated services. The plan continues the work to actualize WorkSource as a demand-driven one-stop workforce development system for people searching for work and a single point of contact for businesses to list jobs and to find access to a variety of services to meet their needs.

Further, WDCSC, like the Workforce Board, recognizes that a longer-term horizon is needed, one that goes beyond getting participants into an entry-level job and emphasizes long-term economic successes and wage progression for system participants. To that end, all objectives discussed in this plan are 2011-2020 focal points, with strategies being implemented in the 2011-2013 span of time. This allows WDCSC to take action on strategies that immediately affect the unique needs, priorities, and resources of Snohomish County while also ensuring that future youth, adult, and industry needs are reflected. Combined, WDCSC's objectives and strategies will affect short-term and long-term gains for system participants and encourage career pathways and lifelong learning.

This plan positions Snohomish County as a location of choice that brings together the best education and training and an excellent environment and quality of life, with workers prepared to meet the needs and demands of a globally competitive economy. As the plan is implemented, our collective vision of all workers and job candidates finding productive employment in a strong and diverse, globally competitive economy will be realized.

BACKGROUND RESEARCH AND CONTEXT

The Great Global Recession

Much has changed since the 2009-2011 plan and we would be remiss not to mention the context in which the 2011-2013 plan has been created. The world economy is currently striving to recover from its deepest economic crisis since the 1930s.³ What began as a financial crisis in the U.S. and the United Kingdom quickly turned into the largest global recession in decades.⁴ The International Monetary Fund estimates that the global economy contracted by 0.6% in 2009 and the implications of this have been severe for many. Economic growth in developing countries was only 1.7% in 2009 compared with 8.1% in 2007. However, if China and India are excluded, the economies of developing countries actually contracted by 1.8%. The World Bank has estimated that an additional 64 million people will be living in poverty on less than US\$1.25 a day by the end of 2010 as a result of the global recession.⁵

Global recovery has been more rapid than expected with 4.5% growth projected in 2010 and 2011. However, financial conditions remain more difficult than before the crisis. Further, high unemployment poses major social problems. A serious concern across the globe is the potential for temporary joblessness to turn into long-term joblessness and to lower potential output growth. To limit damage to the labor market, organizations around the world must foster wage flexibility and provide adequate support for the jobless.⁶

Technically, the U.S. Recession began in December 2007 and ended in June 2009, as shown in the chart to the right, making the 18-month slump the longest since the Great Depression.⁷ The U.S. GDP fell at a 5.4% rate during the first quarter of the 2009 fiscal year and at a 6.4% rate in the second quarter.



While the economy began to grow again during the last quarter of the 2009 fiscal year, employment continued to fall. By the end of the 2009 fiscal year, eight million jobs had been lost since the beginning of the recession. Overall consumer-price inflation was negative over the course of the fiscal year and, as the economy weakened, the fiscal year 2009 budget deficit jumped to \$1,417 trillion—roughly triple the fiscal year 2008 budget deficit.⁸

As a result, the national unemployment rate, as well as state and county unemployment rates, remains stuck near a 27-year high, as shown in the chart below.⁹

³ (World Trade Organization, 2010): http://www.wto.org/english/forums_e/ngo_e/forum10_background_e.doc

⁴ (World Economic Forum, 2010): <http://www.weforum.org/documents/GCR09/index.html>

⁵ (Australian Government, 2010): <http://www.ausaid.gov.au/makediff/gec.cfm>

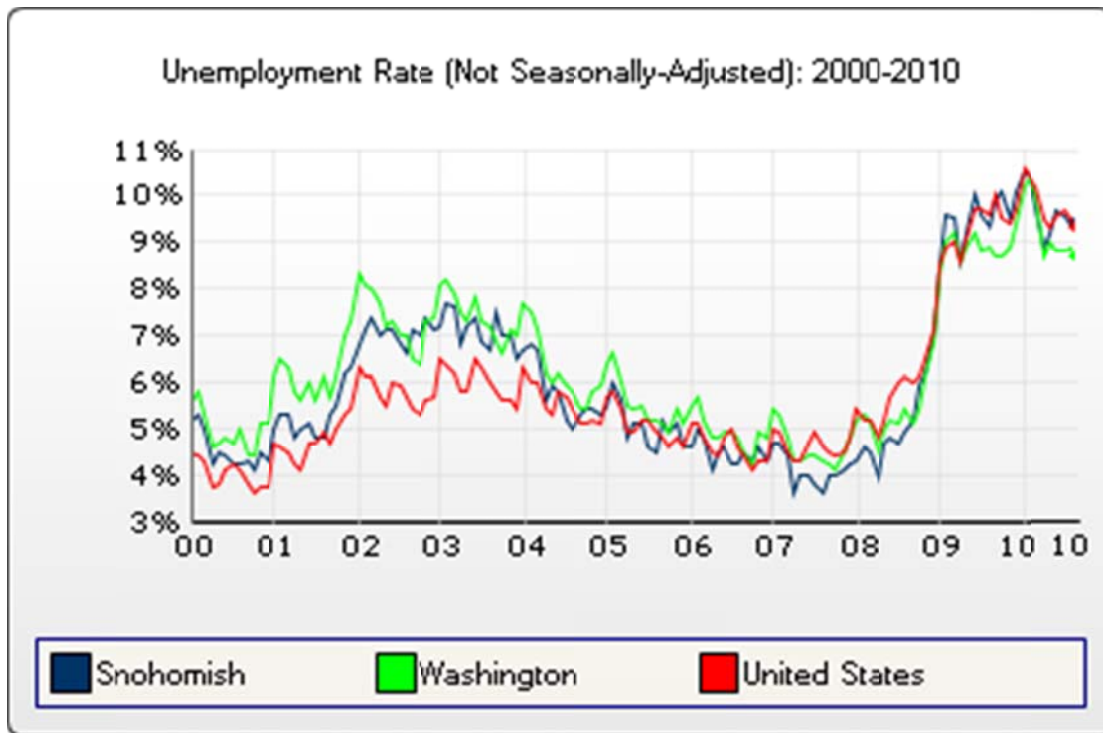
⁶ (International Monetary Fund, 2010): <http://www.imf.org/external/pubs/ft/weo/2010/01/pdf/exesum.pdf>

⁷ (Bartash & Mantell, 2010): <http://www.marketwatch.com/story/us-recession-ended-june-2009-nber-says-2010-09-20>

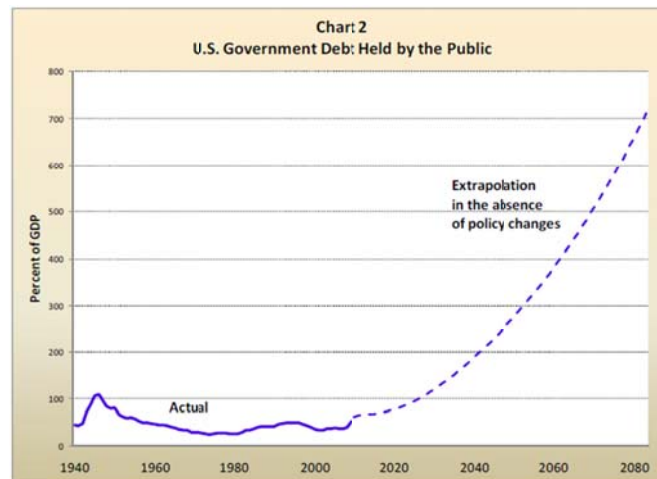
⁸ (United States Government Accountability Office, 2009): <http://www.gao.gov/financial/fy2009/09guide.pdf>

⁹ (Washington State Employment Security Department, 2010):

https://fortress.wa.gov/esd/lmea/countydashboard/Summary.aspx?area=53_04_000061



In light of the high unemployment rate and the devastating effects that unemployment has on families, the immediate focus of all forms of government is on encouraging private sector job creation. However, government must simultaneously address the medium- and long-term fiscal imbalance resulting from past budget deficits, the impact of the economic downturn, and demands on the nation's social programs, notably Medicare, Medicaid, and Social Security. As currently constructed, government's fiscal path cannot be sustained indefinitely and would, over time, dramatically increase the national budget deficit and debt, as shown in the chart to the right.¹⁰



There is increasing speculation that 2000-2010 might end up being America's lost decade. While the U.S. is on its way to recovery, no recovery from a recession is quick and painless and many predict the U.S. GDP will remain low in the coming five years as Government tries to remedy the high unemployment rate.¹¹

The economy received significant support from a wide range of actions taken to combat the financial crisis and from the American Recovery and Reinvestment Act of 2009 (ARRA). ARRA was passed by Congress and signed into law by President Obama on February 17, 2009. The purpose of the original \$787 billion ARRA package was to jump-start the economy and create and save jobs. Approximately one-third of ARRA was dedicated to tax cuts for businesses and working families, one-third went toward

¹⁰ (United States Government Accountability Office, 2009): <http://www.gao.gov/financial/fy2009/09guide.pdf>

¹¹ (Ram, 2010): <http://www.articlesbase.com/international-business-articles/impact-of-the-global-great-recession-and-its-implications-for-emerging-economic-markets-of-india-and-china-2103245.html>

emergency relief for those who borne the brunt of the recession, and the final third was devoted to making investments to create jobs, spur economic activity, and lay the foundation for future sustained growth. ARRA provided unprecedented levels of transparency and accountability so the public would know how, when, and where tax dollars were spent.¹²

In Washington, 7,918 awards totaling over \$7,332 billion were contracted, granted, or loaned from February 17, 2009 through September 30, 2009. These funds created a reported 16,409 jobs. In Snohomish County, 343 awards totaling over \$306 million were contracted or granted during the same time period. These funds created a reported 249 jobs.¹³

In other positive news, a flurry of new data showed the Washington economy improving. Consumer spending rose 0.4% in August and incomes increased 0.5%, the largest gain in eight months. The income gain was propelled mostly by the government's short-term extension of unemployment aid, not wage gains, but still boosts confidence. The overall economy grew at an annual rate of 1.7% in the April-June quarter and the personal savings rate edged up to 5.8% of after-tax income in August.¹⁴

However, all this was still not enough to relieve the enormous challenges facing Washingtonians. First, given the largely jobless nature of the current recovery, Unemployment Insurance (UI) is being dramatically affected as are the workers receiving that insurance. Secondly, while Washington closed a \$9 billion budget shortfall in the past year, six months after signing a balanced budget, the State was faced with a \$2.6 billion shortfall for 2009-2011.¹⁵ Additionally, the State is expected to be short \$4.8 billion for 2012-2013.¹⁶ As a result, jobs and services have been slashed with Temporary Assistance to Needy Families (TANF) and other human services being dramatically affected.

Currently, jobless workers may receive up to 99 weeks of UI. This includes up to 26 weeks of regular benefits paid through the UI trust fund and up to 53 weeks of emergency unemployment compensation (EUC) and up to 20 weeks of extended benefits funded by the federal government. Ordinarily, only 30-35% of unemployed workers receive extensions. Currently, over 70% of unemployed workers are receiving extensions.¹⁷

For the typical American family, the economy is still stagnant. There is very little sign of widespread prosperity. Even though economists may say that the recession officially ended last year, for the millions of people who are still out of work, people who've seen their home values decline, people who are struggling to pay the bills day to day, it's still very real for them.

Lawrence Katz, Harvard economist

Economic distress grips many.

The Seattle Times

11 million...The number of jobs the American economy needs to create in order to return to the pre-recession unemployment rate of 5%.

Economic Policy Institute

¹² (United States Government Accountability Office, 2009): <http://www.gao.gov/financial/fy2009/09guide.pdf>

¹³ (U.S. Government, 2010): <http://www.recovery.gov/Pages/default.aspx>

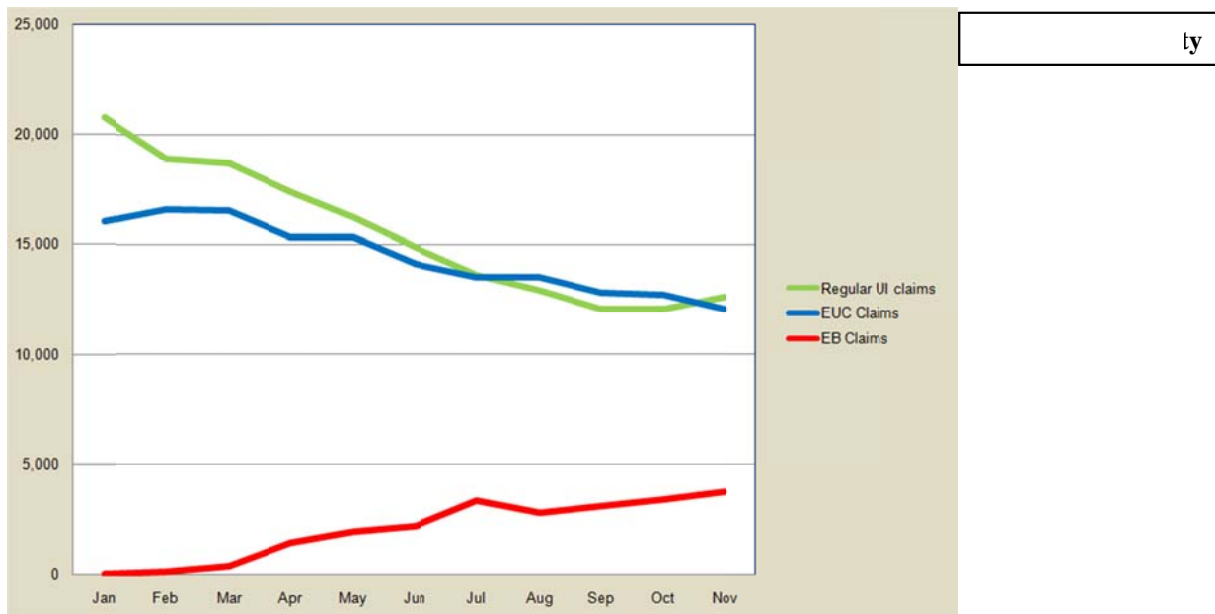
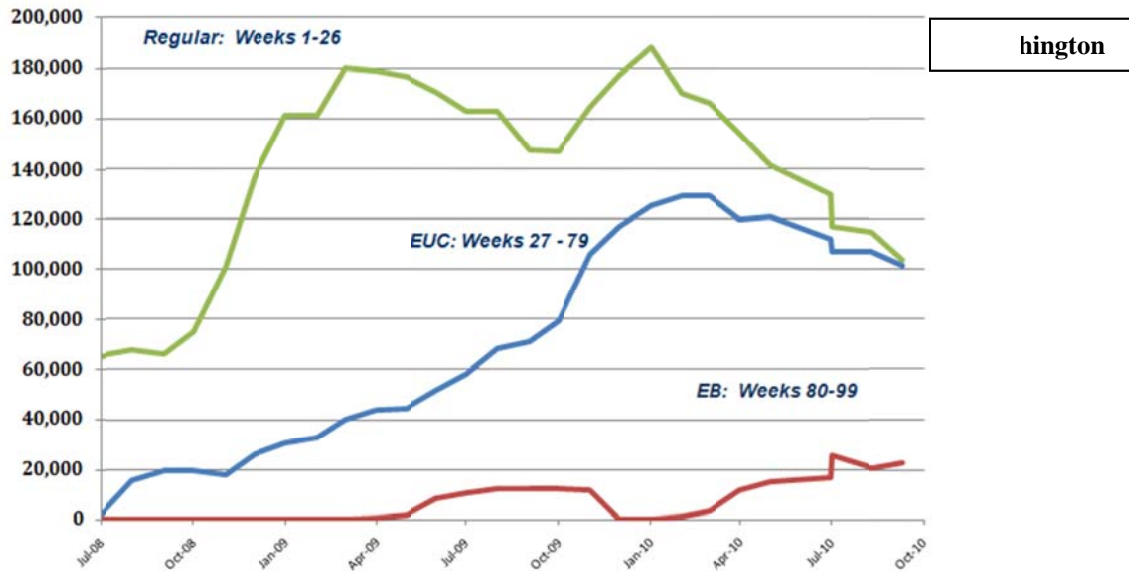
¹⁴ (Associated Press, 2010): <http://www.heraldnet.com/article/20101002/BIZ/710029952>

¹⁵ (Gregoire, 2010): <http://www.governor.wa.gov/priorities/budget/faq.asp>

¹⁶ (SnoValley Star, 2010): <http://snovalleystar.com/2010/11/05/washington-state-legislature-faces-tough-task-in-balancing-budget-deficit-after-voters-send-anti-tax-message>

¹⁷ (Washington State Employment Security Department, 2010): <http://www.esd.wa.gov/newsandinformation/releases/emergency-unemploy-benefits-phased-out.php>

The charts below show numbers of UI claimants in Washington and Snohomish County by type of benefit.



In Snohomish County, as of October 2010, 27,121 individuals were claiming UI benefits. Of those, 12,042 were receiving regular benefits, 12,708 were receiving EUC benefits, and 3,391 were receiving extended benefits. The total amount paid out in state and federal UI benefits was nearly \$45 million.¹⁸

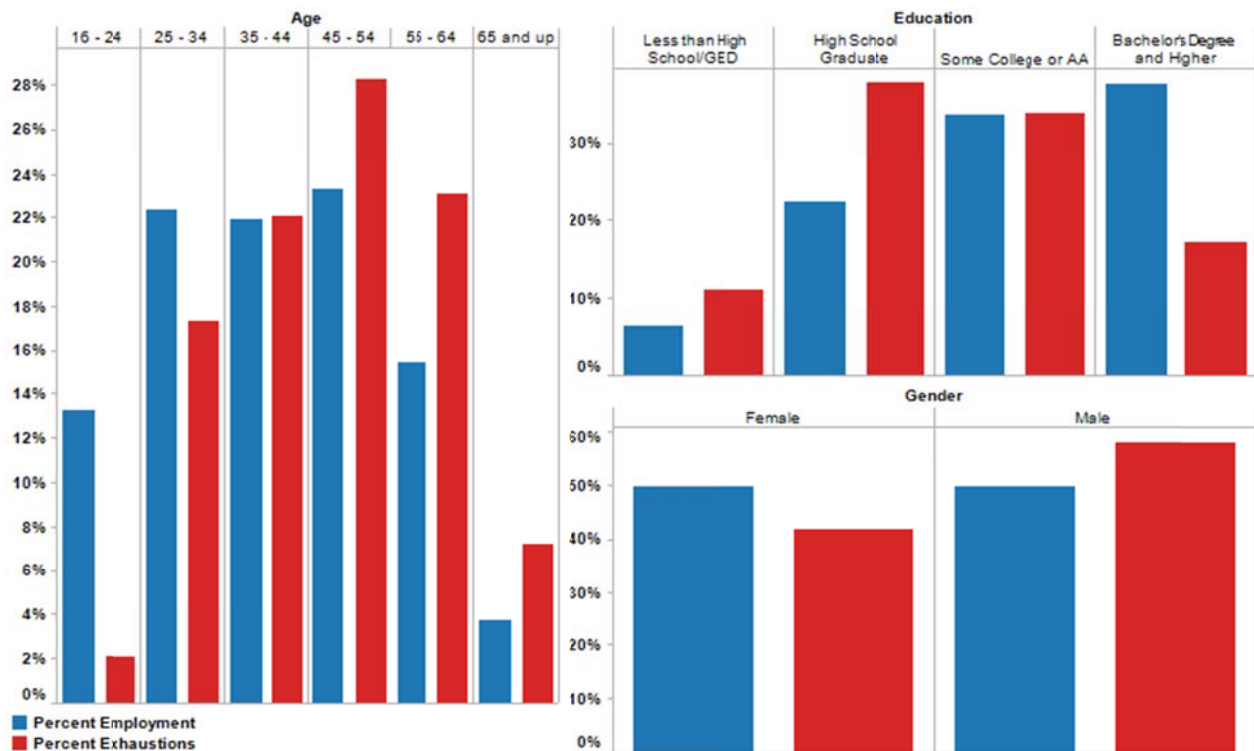
Of immediate concern are the numbers of people who have exhausted or who will soon exhaust their 99 weeks of UI benefits. Over 50% of people who start using UI will use all 99 weeks of benefits. By the end of 2010 nearly 35,000 unemployed workers had exhausted all of their UI benefits with an additional 500-1,000 Washingtonians adding to this figure each week. Over 2,500 unemployed workers in Snohomish County had already exhausted their benefits.

¹⁸ (Washington State Employment Security Department, 2010): Link not available

The table below shows the number of UI claimants in Washington who have exhausted their benefits.¹⁹

		Count As Of	Monthly Total	Cumulative Total
*November	2009		1	1
December	2009		2	3
January	2010		29	32
February	2010		1,403	1,435
March	2010		4,649	6,084
April	2010		2,755	8,839
May	2010		2,165	11,004
June	2010		2,078	13,082
July	2010		2,080	15,162
August	2010		3,158	18,320
September	2010		2,864	21,184
October	2010		3,857	25,041
November	2010		6,883	31,924
December	2010	11-Dec-10	1,665	33,589

Individuals in every age group, level of experience, and level of education are affected by UI exhaustion; nobody is left out of this dire situation. However, some groups are more represented than others. The charts below show the demographics of the Washington labor force compared to claimants who have exhausted all UI benefits as of October 23, 2010. Preliminary Snohomish County data mirrors state results.²⁰



¹⁹ (Washington State Employment Security Department, 2010): Link not available

²⁰ (Washington State Employment Security Department, 2010): Link not available

The fact that unemployed workers are exhausting their UI benefits does not mean they are going back to work. Adding to the already dismal data above is the fact that the official unemployment rate in Washington is actually much lower than the underemployment rate, a broader measure that also includes unemployed workers who did not apply for a job in the past 4 weeks as well as part-time workers who want a full-time job but cannot find one. In October 2010, the underemployment rate in Washington was 18.1%, compared to the national rate of 16.8%.²¹

As if the loss of UI benefits is not challenging enough, interviews with local service providers make it clear that families living in poverty will soon experience another significant challenge. Not only will these families exhaust UI benefits within a declining social service system, but they will also exhaust TANF benefits. For the first time since public assistance was enacted, TANF recipients will be limited to 60 months of benefits. While some families are exempt from this rule, 285 families will be removed from the program in February 2011 with more to follow each month. To add another punch to these already vulnerable families, families relying on child care benefits will now have to be at 150% of the poverty level to be eligible versus the current 175% of the poverty level eligibility. A long list of medical programs totaling \$521 million will also be cut. It is unknown at this time how many people will be affected by the new child care eligibility rule and medical program cuts, but it is will hit families extremely hard. Families who were barely meeting basic needs will now need to choose between child care, health care, and work, among other things.

According to The Seattle Times,

The economic toll – lost homes, lost savings, lost health care, lost retirement – has been well-documented. Far less public discussion has focused on the shattering psychic toll of our Great Recession....The confusion and distress of unemployment is about more than money, though the loss of income itself often triggers a cascade of what sociologists call ‘negative life events’ – marital tensions, stress-related health problems, deferred car repairs – that feed into an overall sense of hopelessness.²²

The result is masses of people will need to get a job or back to work fast. These individuals will soon be flooding WorkSource centers and other social service agencies for help. In short, the workforce development and health and human service systems will be severely challenged by a large number of individuals with complex and unique needs during the 2011-2013 biennium.

As the data demonstrates, much has changed. The Washington State Employment Security Department is encouraging each workforce development council in the state to develop solutions with local partners to meet the unique needs of their regions. WDCSC will ensure efforts are aligned with the opportunities and ideas highlighted in Workforce Training and Education Coordinating Board’s *Retooling Washington’s Workforce for the Future* report.

WDCSC’s Response

WDCSC did not delay in taking swift and effective action in response to the Great Global Recession. In fact, WDCSC saw the Great Global Recession coming and implemented strategies as far back as two years ago in response. Outlined below are some of the projects WDCSC has launched through aggressive development and activities and interagency collaboration since the onset of the Great Global Recession.

- YouthBuild Grant: The YouthBuild Program is a collaborative effort of WDCSC, Edmonds Community College, Everett Community College, and Housing Hope with funds awarded competitively to WDCSC by the U.S. Department of Labor to increase the stock of affordable

²¹ (Bhatt, 2010): <http://www.thefreelibrary.com/Economic+distress+grips+many+workers+in+state:+Nearly+1+in+5+are...-a0242418301>

²² (Rower, 2010): <http://www.thefreelibrary.com/Work+In+Progress:+Behind+lost+careers,+lost+confidence,+lost+purpose...-a0242628751>

housing in our county while addressing the education and workforce development needs of young high school drop outs.

- ARRA/5809 Grants: WDCSC has been able to utilize ARRA funds and matching 5809 funds from the State of Washington to launch a number of group training classes for adults in programs identified by the Blueprint Research and Development Committee as critical to future economic expansion.
- ARRA Energy Efficiency Training Grants: In collaboration with the Workforce Board, other workforce development councils, community and technical colleges, and apprenticeship programs, WDCSC has obtained significant resources to prepare Snohomish County residents for emerging employment opportunities in energy efficiency related occupations in the built environment.
- Aerospace Convergence Zone Grants: In conjunction with the Blueprint Steering Committee, the Snohomish County Airport, the Snohomish County Office of Economic Development, and numerous business, economic development, and education partners, WDCSC applied for and received designation of the Aerospace Convergence Zone as an Innovation Partnership Zone by Governor Gregoire. The Zone partners have been able to obtain resources to attract a major aerospace supplier and 600 jobs to the Zone as well as significant redevelopment funds that will attract additional firms. The partners have also supplied and attracted resources to launch the Washington Aerospace Research and Training Center to the Zone and offer a wide range of courses needed by industry.
- High-Growth Job Training Initiative and Community-Based Job Training Grants: WDCSC has collaborated with our local postsecondary educational institutions to attract funding for training in the Manufacturing and Health Care industry clusters from the U.S. Department of Labor.
- High Profession Opportunity Grant: Additionally, WDCSC and our education partners have been able to attract additional funding to create training programs in Allied Health Care from the U.S. Department of Health and Human Services.
- Fund for the Improvement of Postsecondary Education (FIPSE) Grant: In addition to attracting funding to increase training capacity, WDCSC and our partners have created strategies to increase educational persistence such as stackable courses, compressed education, hybrid/online classes, and social networking utilizing a grant from the United States Department of Education.
- Project HIRE: WDCSC is also utilizing funding from the Washington State Department of Social and Health Services/Division of Vocational Rehabilitation to meet the training needs of individuals with disabilities through Project HIRE.
- Project RISE: WDCSC is utilizing WIA resources and working closely with our WorkSource Snohomish County partners to provide intensive support to dislocated workers who have exhausted their Unemployment Compensation as well as those who will exhaust shortly.

Throughout this process, we have also worked to ensure that our system operations are as effectively integrated and efficient as possible. Some highlights of these efforts are summarized below.

- Reconfiguration of WorkSource Centers: WDCSC has collaborated extensively with WSESD, Arbor Education & Training, and our WorkSource Snohomish County partners to reconfigure the use of space in our two adult-serving centers to create a more user-friendly and efficient environment. Additionally, we have moved the WorkSource Youth Center into the Everett Transit Station one floor down from WorkSource Everett to better meet the needs of youth and ensure their ability to smoothly transition to the system's adult services.
- Integration Framework Initiative: WDCSC, WSESD, Arbor Education & Training, and our WorkSource partners have also embraced the integration framework developed by WSESD for ensuring the effective delivery of system services. We have developed draft policies that align with the framework and are launching an effort to provide extensive staff training in Change Management and Lean/Six Sigma to ensure every staff member is prepared to participate effectively in interagency teams to continuously improve system operations.

On a higher systems level, WDCSC has been instrumental in two community-wide strategic efforts to improve the way in which all human services are integrated to meet the needs of Snohomish County residents.

- **Impending Storm:** In response to the anticipated economic crisis, WDCSD and a large number of community partners joined forces to address the “Impending Storm.” These partners collectively launched the Help for Hard Times website which became a national model for helping dislocated workers conduct planning and help themselves. The partners also held a community event, Helping Hands for Hard Times, where community residents could learn first-hand about the resources available to them. The partners have now come together again under “Impending Storm II” to determine what steps to take in response to the large number of residents exhausting Unemployment Compensation, exhausting TANF, and losing other benefits critical to their well-being.
- **Investing in Families:** With the support of The Bill & Melinda Gates Foundation and Building Changes which administers the Washington Families Fund, WDCSC is working closely with Snohomish County Government and a broad array of human services partners to realign the delivery of housing, economic opportunity, and other human services to ensure all Snohomish County families are able to secure safe and sustainable housing as well as optimal self-sufficiency. Collectively, the Investing in Families partners have created a Landscape Assessment, a Strategic Plan, and an Implementation Plan through which a pilot project serving 50-100 families experiencing homelessness and at risk homelessness will be launched in July 2011. The learnings from this effort will be utilized to streamline the delivery of all human services to meet the needs of families and individuals experiencing and at risk of homelessness in our community.

WDCSC will continue to take swift and effective action and offer timely and relevant services in an ever-changing environment. To that end, the 2011-2013 plan focuses on strategies that address longer term needs while also being responsive to the urgent needs of our community.

Goal 1 – 100% Global Competitiveness

Global Interdependence and Implications for the U.S. and Washington State

There has been growing concern at the national, state, regional, and local levels about the competitiveness of the U.S. economy in the global marketplace. Between 1980 and 1990, world service exports grew from \$260 to \$780 million. Total world merchandise exports grew from \$2 to \$3.4 trillion during the same ten year period. These trends continued accelerating with service exports growing to \$2 trillion and merchandise exports growing to \$8.9 trillion in 2004. This represented an average annual rate increase of 9%. Foreign direct investment also increased exponentially from \$1.8 to \$8.9 trillion between 1990 and 2004.²³ Increases continued for several years and peaked in 2008.

In 2010, world trade rebounded after the sharpest decline in more than 70 years. Trade was set to expand by 9.5% in 2010 after a dismal 2009. Exports from developed economies are expected to increase by 7.5% in volume while shipments from the rest of the world should rise by around 11% as the world emerges from the current recession. The strong expansion will help recover some, but by no means all, of the ground lost in 2009 when the global economic crisis sparked a 12.2% contraction in the volume of global trade – the largest decline since World War II. While important, a 9.5% growth rate for trade is insufficient to bring about a return to pre-crisis levels, and even the 11% rate forecast for developing countries would not achieve that goal. However, two years of growth at this pace would result in trade levels surpassing the peaks of 2008.

Technological advances have allowed countries such as Brazil, Russia, India, and China (commonly referred to as the “BRIC” countries) to leapfrog over traditional economic development pathways employed by developing countries to become economic powerhouses on the global stage in a matter of years. The recent global economic crisis has accelerated the rise of the BRICs. The participation of Least-Developed Countries has also been increasing over the past five years. In short, the international supply of services is rapidly increasing.²⁴ At the same time, a near perfect storm of troubling events have created a challenging and uncertain environment for U.S. businesses. The collapse of the U.S. housing market, the resulting change in the global market for credit, and rising food and energy prices have led to economic slowdown, rising inflation, and a more difficult framework for policymakers.

These findings are particularly important to our state where one in every three jobs is related to international trade. In fact, Washington is the most trade-dependent state in the nation, exporting more on a per capital basis than any other state. Trade-related jobs are excellent for our state and individual and family levels as well, given that these jobs pay quite well. This means that Washington is extremely well positioned to take advantage of the globalization process. It also means that Washington will suffer disproportionately if the U.S. loses its competitive edge.²⁵

The increasingly globalized nature of the world economy is evident in the dramatic growth in trade and investment flows between nations. American leadership in terms of innovation, creativity, entrepreneurship, and commercialization of new technologies is in danger of slipping. We must take care to maintain a precious asset: the production of goods and services that a growing world market demands

Governor Gregoire’s Global Competitiveness Council

We see the light at the end of the tunnel and trade promises to be an important part of the [economic] recovery. But we must avoid derailing any economic revival.

General Pascal Lamy, World Trade Organization Director

²³ (Governor Gregoire's Global Competitiveness Council, 2006):

<http://www.governor.wa.gov/priorities/economy/council/finalreport.pdf>

²⁴ (World Trade Organization, 2010): http://www.wto.org/english/forums_e/ngo_e/forum10_background_e.doc

²⁵ (Governor Gregoire's Global Competitiveness Council, 2006):

<http://www.governor.wa.gov/priorities/economy/council/finalreport.pdf>

U.S. Ranking on Global Competitiveness Index

Overall, the U.S. ranks 2nd out of 133 world economies on the Global Competitiveness Index tracked by the World Economic Forum. While the overall U.S. ranking is high, the U.S. ranks much lower on several individual indicators. U.S. rankings on the Global Competitiveness Index's twelve pillars of competitiveness are shown in the table below.

	<i>U.S. Rank out of 133 world economies</i>
Basic Requirements	28
Pillar 1: Institutions	34
Pillar 2: Infrastructure	8
Pillar 3: Macroeconomic stability	93
Pillar 4: Health and primary education	36
Efficiency Enhancers	1
Pillar 5: Higher education and training	7
Pillar 6: Good market efficiency	12
Pillar 7: Labor market efficiency	3
Pillar 8: Financial market sophistication	20
Pillar 9: Technological readiness	13
Pillar 10: Market size	1
Innovation and Sophistication Factors	1
Pillar 11: Business sophistication	5
Pillar 12: Innovation	1

The twelve pillars are broken down into greater detail. The U.S. ranked lowest in the following areas: business costs of terrorism (121 out of 133), government deficit (122 out of 133), national savings rate (109 out of 133), government debt (114 out of 133), and soundness of banks (108 out of 133). Further, the Global Competitiveness Index lists the most problematic factors for doing business in the U.S, with the top five most problematic being: access to financing, tax rates, tax regulations, inefficient government bureaucracy, and inflation.²⁶

Other studies reveal different areas in which the U.S. is falling short compared to international competition. Though Americans increasingly realize their connections and contributions to globalization, the degree to which Americans know about and travel around the world is surprisingly low. Only 30% of Americans possess a valid passport and just 10% of U.S. citizens can speak a second language. In contrast, more than half of the people in the 27 nations of the European Union are bilingual and 28% are trilingual. Of U.S. students surveyed, 63% could not find Iraq on a map and 75% had no idea where Israel was or that Indonesia was an Islamic nation. Less than 1% of high school students are learning the languages most vital to this country's future: Chinese, Arabic, Farsi, Korean, Japanese, Russian, Hindi, and Urdu. However, English is mandatory for Chinese students. A shortage of strong foreign-language skills alone will make the U.S. less globally competitive, and the lack of cultural awareness in general will only compound the issue.²⁷ There has been extensive analysis of these and other indicators of global competitiveness at the national, state, regional, and local levels. A brief review of some of key works is provided below.

Review of National Level Literature

Ever since the recession, policymakers around the world have been talking about how to rebalance their national economies. While this mostly entails debt, it also involves reassessing the mix between the

²⁶ (World Economic Forum, 2010): <http://www.weforum.org/documents/GCR09/index.html>

²⁷ (Winchester, 2008): <http://www.parade.com/news/2008/12/how-america-can-maintain-its-edge.html>

service sector, which represents about 70% of the U.S. economy, and manufacturing, which makes up just 11%. There is a sense that the U.S. must rely more heavily on the business of producing goods. This involves competing not only against nimble, highly skilled, and cheaper labor giants like China, but against other nations that want to become factories to the world. In a 2010 Council on Competitiveness survey of 400 global CEOs, the most surprising finding is that it is innovation, not how cheap or expensive labor is, that determines whether a country will be successful in manufacturing.²⁸

There are several key publications that further examine steps the U.S. must take to remain competitive in the global marketplace.

Innovate America was produced by the Council on Competitiveness and clearly articulates the following challenge:

America's challenge is to unleash its innovation capacity to drive productivity, standard of living, and leadership in global markets. At a time when macro-economic forces and financial constraints make innovation-driven growth a more urgent imperative than ever before, American businesses, government, workers, and universities face an unprecedented acceleration of global change, relentless pressure for short-term results, and fierce competition from countries that seek an innovation-driven future for themselves.

In response, the Council developed a three point national innovation agenda to:

- Increase investment that revitalizes research, energizes entrepreneurship, and reinforces risk-taking and long-term investment.
- Create consensus-based innovation growth strategies, create an intellectual property regime, strengthen manufacturing capacity, and build innovation infrastructure.
- **Attract, develop, and retain a talented workforce** [emphasis added].

Specific strategies under this last point include:

- Developing an education strategy for a diverse, innovative, and technically-trained workforce funded with tax deductible scholarships and portable graduate fellowships, supported by reformed immigration policy that allows the U.S. to attract the best and brightest science and engineering students from around the world as well as supporting their employment in the U.S. following graduation.
- Catalyzing the next generation of American innovators through problem-solving based learning at all levels, bridging the gap between research and application, and establishing innovation curricula for entrepreneurs and small business managers.
- Empowering workers to succeed in the global economy by providing lifelong learning, accelerating the portability of health care and pension benefits, aligning training to skill needs, and expanding assistance to workers dislocated by technology and trade.²⁹

Talent will be the oil of the 21st century.

Deborah L. Wince-Smith, Council on Competitiveness President

Rising above the Gathering Storm was issued by the National Academy of Sciences, National Academy of Engineering, and the Institute of Medicine and raises the same concerns:

Having reviewed trends in the United States and abroad, the committee is deeply concerned that the scientific and technical building blocks of our economic leadership are eroding at a time when

²⁸ (Feroohar, 2010): <http://www.newsweek.com/2010/07/10/how-to-build-again.html>

²⁹ (Council on Competitiveness, 2005): http://www.compete.org/images/uploads/File/PDF%20Files/NII_Innovate_America.pdf

many other nations are gathering strength....The nation must prepare with great urgency to preserve its strategic and economic security. Because other nations have, and probably will continue to have, the competitive advantage of a low-wage structure, the United States must compete by optimizing its knowledge-based resources, particularly in science and technology, and by sustaining the most fertile environment for new and revitalized industries and the well-paying jobs they bring.

The National Academies developed four recommendations to address this challenge:

- Provide incentives for innovation and investment through a modernized patent system, realigned tax policies, and affordable broadband access.
- Sustain and strengthen the nation’s commitment to long-term basic research.
- Attract the best and brightest students, scientists, and engineers from within the U.S. and throughout the world by using scholarships, fellowships, and tax credits to increase the number and proportion of U.S. students who earn science and math-related degrees while improving visa processing for international students and scholars, providing mechanisms for students to remain in the U.S. following education, and supporting scholarly exchange globally.
- **Increase and expand America’s talent pool by improving K-12 science and mathematics education and improving articulation with postsecondary education [emphasis added].**³⁰

Two national level documents provide key insights around these issues. *America’s Fiscal Future: Implications for Higher Education and Global Competitiveness*³¹ was issued by the Government Accountability Office (GAO) and is based on the findings reported by the GAO in *21st Century Challenges: Reexamining the Base of the Federal Government*.³² These documents examine the composition of the current and projected Federal burden as a percentage of GDP with radically increased burdens in Social Security and Medicare/Medicaid spending by 2030, an increase fueled by an aging population as discussed in the section entitled *100% Employment – Providing Opportunity for All*. It will also be fueled by a growing net interest burden and will consume a growing share of the GDP. The GAO identifies the following forces shaping the U.S. and its place in the world:

- Large and growing long-term fiscal imbalance
- Increasing global interdependence
- Science and technology advances
- Diverse governance structures and tools
- Evolving national and homeland security policies
- Demographic shifts
- Quality of life trends
- The changing economy

The GAO characterizes the changing economy is characterized as follows:

The shift to a knowledge-based economy and the adoption of new technology has created the potential for higher productivity but poses new challenges associated with sustaining the investment in human capital and research and development that is so vital to continued growth. While the sustainability of U.S. economic growth has been aided by trade liberalization and increased market competition in key sectors, the sustainability of growth over the longer term will require a reversal of the declining national savings rate that is vital to fueling capital investment and productivity growth.

The GAO concludes that we cannot solve the problem with economic growth alone. A lack of growth, however, would greatly exacerbate our fiscal imbalance. This is a matter of considerable concern as discussed above and in the section entitled *100% Ever Increasing Productivity and Prosperity – Powering Our Economic Engine*.

³⁰ (Committee on Prospering in the Global Economy of the 21st Century, 2005):

http://www.hq.nasa.gov/office/oer/nac/documents/Gathering_Storm.pdf

³¹ (U.S. Government Accountability Office, 2007): <http://www.gao.gov/cghome/d08170cg.pdf>

³² (U.S. Government Accountability Office, 2004): <http://www.gao.gov/21stcentury.html>

In its examination of how the Federal government can and should support education and employment in light of these tremendous fiscal pressures, the GAO asks the following questions:

- How can existing policies (pension, disability, health, and immigration) and programs be reformed to ensure that employers have sufficient numbers of workers with the right skills?
- Is there a need for better coordination or integration among higher education policy tools and/or examination of those tools?
- How can the U.S. balance immigration policies, such as worker and student visa programs, to address employers' needs for workers with particular skills (particularly math and science), the nation's need to maintain global leadership in areas such as science and higher education, and the nation's homeland security requirements?

Washington and Snohomish County are not waiting for the Federal government to take action on these strategies to identify and implement strategies at the state and local level, as is made clear in the following literature review.

Review of State Literature

Governor Gregoire's Global Competitiveness Council identifies five challenges that must be addressed with prompt and decisive action to ensure continued U.S. leadership in global markets. These challenges include:

- Ensuring we have a state-of-the-art, reliable, and sustainable physical infrastructure system for agriculture, manufacturing, high-speed telecommunications, transportation, and trade utilizing diverse and renewable energy sources.
- Ensuring we are effectively marketing our quality of life, good schools, a prepared workforce, infrastructure, and ease of doing business to attract strategic economic partners.
- Ensuring we adopt a forward thinking and sustainable political strategy for supporting business in the global marketplace.
- Ensuring we support research and innovation as the key to economic growth.
- **Ensure we are preparing young people with the skills needed to enter the workforce and are providing opportunities for current workers to develop the skills needed throughout their careers [emphasis added].**³³

Governor Gregoire expands upon this work in *The Next Washington - Growing Jobs and Income in a Global Economy: 2007-2017* which endeavors to answer the question, "How can we stay ahead of the global transformation of the economy so we all benefit from its potential?" This work is founded in a vision of Washington as a small nation with unique, personal connections to global leaders and the following key assumptions:

- Washington is a force in the global economy and its ability to compete in that economy rests on the skills and innovation of its workforce.
- Education is the single most important economic investment we can make.
- The public sector should lay the foundation for private sector success through traditional and cutting-edge infrastructure.
- Political strategy needs to support that Washington is "open for business."
- Our investments should be focused and targeted and leverage private activity with the end goal of increasing our competitive advantage.

³³ (Governor Gregoire's Global Competitiveness Council, 2006):
<http://www.governor.wa.gov/priorities/economy/council/finalreport.pdf>

- We can and must create jobs without harming the environment through the use of clean technologies and renewable energy and without trading the needs of small firms for those of large ones or those of new industries for those of mature ones.

The Washington Economic Development Commission focuses on how innovation ties into global competitiveness, prosperity, and economic opportunity for all the state's citizens. The Commission's latest report, *The Washington Innovation Economy: New Economic Strategy for Prosperity*, proposes a new approach to economic development that seeks to unleash the innovation capacity of businesses, institutions, and communities in our state. According to the Commission:

Economic development has long been seen as a series of real estate deals in a zero-sum game of smokestack chasing. It is time to put to rest this old idea that prosperity is based on low cost inputs, and place new emphasis on improving the quality of inputs and on facilitating innovation outcomes as the driver of long-term competitiveness, growth and employment. The innovation model aims to create a new dynamic of relationships the innovation ecosystem that can link all the capabilities of the state to generate new knowledge, start and grow a business, utilize infrastructure and transform existing businesses. We need to encourage a variety of innovation ecosystems to emerge around the state as local players begin working more closely together within the context of their local assets. New innovation ecosystems will emerge organically as various players share a common vision and realize the advantages of collaboration. The Commission does not envision the state commanding the formation of specific innovation ecosystems, but rather brokering regional capabilities to draw strength from each other to exploit new opportunities.”

The Commission addressed three key drivers of an innovation economy – talent, investment and entrepreneurship, and infrastructure – and proposes specific ways to address those drivers. Talent recommendations include:

- Develop home-grown talent and attract talent from around the world.
- Build a strong framework for the coordination of economic and workforce development.
- Ensure that K-12 schools are preparing students for postsecondary education and work.
- Improve the output of the state's postsecondary system.
- Ensure that working adults can learn new skills and move up a career ladder.
- Communicate the need for change, discovery, life-long learning, and entrepreneurship.
- Facilitate job transitions and continue modernizing unemployment insurance.
- Strengthen apprenticeship programs.

Investment and entrepreneurship recommendations include:

- Compete for federal R&D funds in strategic areas.
- Expand the Strategically Targeted Academic Research (STAR) Program.
- Strengthen Innovation Partnership Zones.
- Create innovation awards.
- Implement a real-time Innovation Dashboard.
- Increase access to entrepreneurial capital.

Infrastructure recommendations include:

- Ensure infrastructure supports innovation.
- Provide smart utility services.
- Promote next-generation broadband.
- Leverage transportation spending to enhance the state's economy.
- Reduce dependence on oil.

- Enhance the state’s air and marine transportation facilities.
- Provide adequate tools for infrastructure funding.
- Streamline regulatory process.

Additionally, the Commission proposes a shift from a traditional economic development model to an innovation drive model, with specific shifts shown in the table below.³⁴

Traditional Model	Innovation Driven Model
Attracting companies	Investing in talent and infrastructure
Jobs	Quality of jobs, per capita incomes
Lowest cost of business inputs	Higher value inputs, increasing productivity
Focus on skills and single occupation	Focus on learning and career flexibility
Large corporations, economies of scale	Entrepreneurs, agile businesses, free agents
Top down economic development	Bottom-up partnerships and organic growth
Investing in technology inputs	Investing in innovation outcomes
Competing regions: zero sum game	Collaborating regions: value creation game
Closed innovation system	Open innovation systems, networks
Locally focused clusters	Globally focused clusters

Retooling Washington’s Workforce for the Future is especially relevant this discussion. As noted in the previous section, participants of *Retooling Washington’s Workforce for the Future* forums identified three opportunities that hold the most promise for quickly helping unemployed workers and employers. Forums were intended to foster an innovation driven model of serving unemployed workers and employers. Goals for each of these opportunities include:

- Opportunity #1: Coordinated outreach to Unemployment Insurance exhaustees.
 - Goal #1: Prior to exhaustion, provide UI claimants (currently on EUC or EB) service referral information.
 - Goal #2: Identify service tool chest and service points for referral to ensure service providers throughout the state can quickly identify and share resources with exhaustees.
 - Goal #3: Provide robust data about the exhaustee population to inform outreach and service provision, including demographic breakdown of who is in the pool and market analysis of skills available and work history.
- Opportunity #2: On the Job Training.
 - Goal #1: Utilize, improve, and expand all On the Job Training options to boost business output and get people back to work.
 - Goal #2: Connect unemployed workers with short-term training that increases their competitiveness in the labor market and re-tools them for economic recovery.
- Opportunity #3: Coordinated employer outreach combined with improved job referral/skills matching.
 - Goal #1: Form a state level steering committee for coordinating this initiative to improve business outreach and job referrals.
 - Goal #2: WDCs expand WorkSource partnerships for business services.
 - The Employment and Career Development Division of the Employment Security Department implements certain action steps to improve job referrals.³⁵

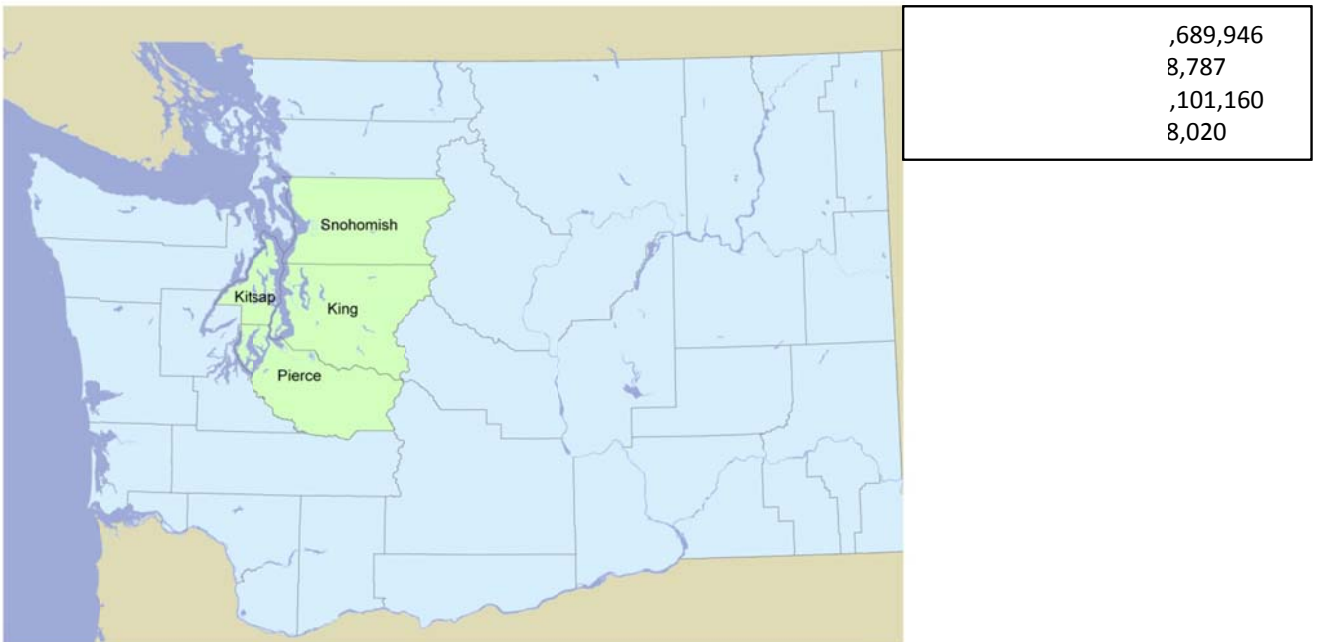
³⁴ (Washington Economic Development Commission, 2009): <http://www.wedc.wa.gov/Download%20files/WEDCStrategyDRAFTRelease.pdf>

³⁵ (Workforce Training and Education Coordinating Board, 2010): <http://www.wtb.wa.gov/Documents/Tab2Combined.pdf>

Efforts are paying off. In *The 2010 New Economy Index*, Washington ranked second in the nation when it comes to the innovation economy. The index uses 26 indicators to assess states' efforts to succeed in the innovation economy. Washington's high rank comes from strong performance in manufacturing, exports, on-line population, on-line agriculture, scientists and engineers, patents, and venture capital.³⁶

Review of Regional Literature

The Washington State economy is comprised of regional and local economies. The Central Puget Sound Region includes King, Kitsap, Pierce, and Snohomish Counties, as shown in the figure below. The land area of the Central Puget Sound Region is greater than the size of Connecticut and Rhode Island combined and accounts for 46% of the state population and 70% of its employment.³⁷



The Prosperity Partnership, a coalition of more than 300 government, business, labor, and community organizations in King, Kitsap, Pierce, and Snohomish Counties, is actively engaged in the development of a regional approach toward prosperity in a globally competitive environment built upon six foundations of a competitive economy:

- Improve the movement of technological innovations from research institutions to the marketplace.
- Nurture entrepreneurs and small businesses.
- Implement balanced, pro-competitive tax reform.
- Build an effective transportation system to support a world-class region.
- Secure broad-based prosperity in all parts of the region through a strong civic and non-profit community.
- **Ensure a vibrant, well-educated and adaptable workforce with an entrepreneurial spirit** [emphasis added].³⁸

Seattle is the strongest economy in America. Economic strength is the long term tendency for an area to consistently grow in both size and quality.

Policom Corporation

³⁶ (The Information Technology & Innovation Foundation, 2010): <http://www.itif.org/files/2010-state-new-economy-index.pdf>

³⁷ (Washington State Employment Security Department, 2010): <http://www.workforceexplorer.com/cgi/dataanalysis/AreaSelection.asp?tableName=Labforce>

³⁸ (Prosperity Partnership, 2005): <http://prosperitypartnership.org/strategy/ressummary.pdf>

The Partnership's strategies also target fifteen industry clusters for attraction, retention, and expansion. It has established work groups that have identified and are working to implement global competitiveness strategies for the aerospace, clean technology, information technology, life sciences, and logistics and trade industry clusters. Snohomish County education, workforce, and economic development institutions have taken the lead role on working with industry to develop and implement regional strategies for the aerospace industry cluster.

In exciting news, the Seattle-Tacoma-Bellevue Metropolitan Statistical Area (MSA) ranked as the strongest economy in the nation in 2010 based on rapid, consistent growth in both size and quality for an extended period of time. The Olympia MSA ranked 14th. The rankings do not reflect the latest hotspot or boom town, but the areas which have the best economic foundation. While most communities have slowed or declined during the recession, the top ranked areas are the ones that have been able to weather the storm. The study that leads to the rankings measures 23 different economic factors over a 20-year period to create the rankings.³⁹

In more good news, the Brookings Institution recently notes that King County has the largest business center not just in the state, but in the entire Pacific Northwest. In addition to the prominence of The Boeing Company, corporate heavyweights such as Amazon.com, Costco, Starbucks, and Safeco call the county home. The region is now leveraging its proximity to major research institutions to propel its economy forward⁴⁰ and has become the epicenter of cloud computing as Amazon.com and Microsoft move forward with this innovation, a development that will only enhance the region's already strong economic foundation.

Review of Local Literature

County Executive Aaron Reardon convened the Snohomish County Citizens Cabinet on Economic Development to issue the *Blueprint for the Economic Future of Snohomish County*. The Cabinet identified the four competitiveness issues of greatest concern for the economic future of Snohomish County in the global marketplace. These are:

- Implementing regulatory reforms that promote a healthy economic climate.
- Creating a tax and fee structure that ensures business and citizens derive value from government.
- Ensuring the county has the infrastructure needed to be globally competitive.
- **Meeting the education and training needs of our residents and local business** [emphasis added].

The Cabinet's Human Capital Subcommittee was responsible for developing recommendations for how Snohomish County, in cooperation with other public and private institutions, can improve the quality and readiness of its citizens to enter the workforce. Further, the committee was charged with assessing how to best train and provide incentives to attract and maintain a well-qualified workforce that contributes to the quality of Snohomish County. The committee's recommendations included:

- Using *Snohomish County 2010: A Blueprint for Education, Workforce and Economic Development in Snohomish County* (now Blueprint 2015) as a foundation for the development of a strategy to engage the community and legislators to support 0-20+ education with adequate funding to make needed education available and affordable.
- Providing basic supports to Snohomish County families, including child care, transportation, food, shelter, books, and the opportunity for every child to attend preschool.
- Developing strategies to make affordable, 4-year postsecondary education available in Snohomish County.

³⁹ (Policom Corporation, 2010): <http://www.policom.com/PDFs/Press%20Release%20May%202013.%202010.pdf>

⁴⁰ (The Brookings Institution, 2010): <http://www.areadevelopment.com/StudiesResearchPapers/12-3-2010/brookings-global-metro-monitor12034.shtml>

- Ensuring that WDCSC serves as a catalyst for workforce development and training in Snohomish County that leverages existing service delivery infrastructure.

The three key actions associated with this recommendation included:

1. Clear articulation by the County Executive of his vision for WIA in Snohomish County.
2. Review of all WDCSC board appointments, active recruitment of needed members, and Board education.
3. Obtain recommendations for WDCSC and system performance improvement through a community forum.⁴¹

County Executive Aaron Reardon has completed all three actions.

As may be seen from the above overview of related literature, the public discourse at the national, state, regional, and local levels regarding effective positioning for improving competitiveness in the global marketplace has been wide-ranging. It has also yielded remarkable consensus in several key areas. The focus and role of workforce development councils around the nation in addressing some of these key issue areas at the local level is discussed in the following section.

Focus and Role of WDCSC

As noted above, there are clear themes and focus areas that emerge from each of these analyses: the need to invest in research and development; the need to create state-of-the-art infrastructure; and the need to ensure our workforce development system helps youth and adults continuously develop and refine the skills needed to support their own career resiliency, the productivity of the businesses that employ them, and the prosperity of our county.

It is the specific charge of WDCSC to take a leadership role in conjunction with Snohomish County Government, education, and economic development to ensure our local workforce development system meets the needs of business and workers alike in the new, globally competitive environment. This coordinated work is being conducted by the Blueprint Partnership and is a call to action developed by partners working together to effectively create and foster a healthy and vital economy.

The purpose of Blueprint is threefold: to lay groundwork for the development of a strategic work plan around the key industry clusters targeted for economic development, to make the case that Snohomish County is a region for the development of these clusters, and to provide a framework for strategy. This framework is organized into three categories:

1. Identify jobs that are available and/or needed to expand clusters.
2. Identify knowledge and skills individuals need to be successful in the jobs.
3. Identify educational and training programs required to develop a skilled workforce to fill jobs.⁴²

The Blueprint Steering Committee meets quarterly to review its work, make updates, and develop a detailed action plan for the three strategies.

In this process, some of the ways in which WDCSC may, and in some instances, must utilize its resources to achieve Blueprint goals include, but are not limited to:

- Participating in state, regional, and local level committees and work groups.
- Convening and providing staff support to local level committees and work groups.
- Conducting labor market, skills gap, and related research and analysis.

⁴¹ (Snohomish County Citizens Cabinet on Economic Development, 2004): <http://www.co.snohomish.wa.us/documents/Departments/Executive/ccreport0804webversion.pdf>

⁴² (Workforce Development Council Snohomish County, 2010): <http://www.snocoblueprint.org/>

- Convening and staffing industry skill panels.
- Providing industry with labor market and best-in-class information to improve productivity.
- Implementing tools acquired by the system such as the Work Readiness Credential, the Self-Sufficiency Calculator, and Individual Development Accounts.
- Partnering to develop and implement job, career, and resource fairs.
- Developing materials to increase student and worker awareness of career opportunities in targeted industry clusters.
- Increasing opportunities for access to postsecondary and continuing education and training in those clusters.
- Funding staff and other supports to improve student success and completion rates (including such things as financial support services, financial asset development services, assistive technology, and short-term training in topics such as financial literacy, entrepreneurship, and computer use) for U.S. and foreign-born students.
- Funding staff, and other supports to improve student transition between levels of education (starting with middle school) and into training-related employment.
- Improving productivity, wage progression, and career resiliency through the funding of lifelong training through various modalities including classroom-based, work-based, online, and hybrid training.
- Investing scarce training resources in industry-led, just-in-time training including on-the-job training and apprenticeships.
- Otherwise facilitating public-private partnerships that promote academic achievement and skills training in targeted industry clusters.
- Ensuring the workforce development system operates in compliance with Federal, State, and local statute, regulations, and policy.
- Ensuring the workforce development system is accountable and operates at optimal efficiency and effectiveness.

Capacity Needs

The above focus and role requires WDCSC to develop and maintain capacity in several areas. These include:

- System infrastructure including centers, affiliate sites, and other portals as well as support of infrastructure maintenance and staff training.
- System products including education and training, staff, and other student/job candidate supports.
- System certification.
- Procurement of system contractors and other goods and services.
- Grant and contract management.
- Performance monitoring.
- Ongoing technical assistance.
- Professional development for staff throughout the system.
- Equal Employment Opportunity compliance.
- Grievance processes.
- Compliance with statutes, regulations, and policies.
- Risk management.
- Human resources management.
- Fiscal management.
- Data management.
- Continuous improvement.
- Application to WSQA for a Baldrige Assessment.
- Collaboration with government, education, and economic development to attract, retain, and expand businesses and employment opportunities within targeted industry clusters.
- Convening and staffing of committees, work groups, and panels.

- Legislative and policy research and analysis as well as research into best-in-class performance.
- Acquisition of development venture capital.
- Outreach and communication to businesses, youth, job candidates, fund sources, and the community.

The remaining investments are essential to the creation of a best-in-class workforce intermediary that fulfills the following functions identified in *Expanding Opportunities for Businesses and Workers*:

- Serve a variety of functions (unlike single purpose organizations).
- Generate ideas and innovative approaches to respond to the needs of business and workers.
- Secure resources.
- Promote improved policies.
- Promote promising practices.
- Engage key stakeholders and resources.
- Build systems between organizations including business intermediaries, WorkSource Snohomish County (WorkSource) centers, faith-based and community organizations, and placement/temporary employment firms.
- Integrate funding streams, services, and information services.
- Improve coordination and decrease duplication.
- Expand the reach of local workforce development systems.
- Focus on two customers: business and workers.
- Coordinate services that go beyond job-matching to enhance the capacity of workers and employers.
- Provide and broker services.
- Manage quality.⁴³

Short and Long Term Planning Implications

As may be seen from the above discussion, nations are increasingly interdependent in the global marketplace. In that marketplace, Washington is the most trade-dependent state in the U.S. and functions in the global marketplace as a small nation. While the U.S. still holds primacy in a number of key economic indicators, others make clear that the rest of world is catching up by making strategic and disciplined investments in research and development, infrastructure, education and workforce development, social services, and health care. It is important, even in the current recession, to look forward and plan to address the challenges presented by this situation. The number of job openings will be increasing as documented in the section entitled *100% Jobs Filled – Meeting Businesses’ Current and Emerging Needs*. Additionally, the number of jobs requiring skilled workers will increase and the skills those workers need will multiply. As may be seen in the section entitled *100% Employment – Providing Opportunity for All*, these challenges will be exacerbated by a projected slowing of growth in the number of workers available to fill those jobs and a significant gap between the skills those workers will need and the skills of current students who will be tomorrow’s workers. The section on *100% Ever Increasing Productivity and Prosperity – Powering Our Economic Engine* examines the impact the lack of skilled workers is already having on the innovation, expansion, and productivity of business and the concomitant impact on the various facets of prosperity for workers and their families.

It is the specific charge of WDCSC to take a leadership role in conjunction with Snohomish County Government, education, and economic development to assure our local workforce development system rises to this challenge to meet the needs of business and workers alike in the new, globally competitive environment. Some of the objectives and strategies addressed in the *Agenda for Action* related to this goal and analysis address the following questions:

⁴³ (Ray Marshall Center for the Study of Human Resources, 2005):
http://www.utexas.edu/research/cshr/pubs/pdf/wi_working_paper.pdf

1. What should be the role of the WorkSource system in achieving the goal of 100% global competitiveness?
2. How should WIA Title I-B Youth, Adult, and Dislocated Worker funds be used to realize that goal?
3. How should any WIA 10% funds be used to realize that goal?
4. What other partnerships, funds, and/or other resources should WDCSC seek out to realize that goal?

Goal 2 – 100% Jobs Filled

Despite record unemployment, employers around the world are desperate for talent. Our system’s current strengths and weaknesses related to the realization of our goal of achieving 100% jobs filled within this global competitiveness context are analyzed in the following section.

WDCSC is committed to achieving a 100% jobs filled rate by meeting the needs of businesses placing job orders with the WorkSource system. The following analysis of the changing labor market in Snohomish County provides the foundation for WDCSC’s objectives and strategies for achieving this goal.

Snohomish County Population and Labor Market

Snohomish County accounts for over 10% of the state population and is the third highest populated county behind King and Pierce Counties. Snohomish County had a population of 704,027 as of November 2010.⁴⁴ This is a dramatic increase from 1990 when the population was 465,628. The Snohomish County population grew 30% from 1990 to 2000 and 16% from 2000 to 2009.⁴⁵ The table below shows Snohomish County population growth by city from 2000 through 2009, the most recent year for which data by city is available.⁴⁶

City	2000	2009	Percent Growth Rate
Arlington	11,927	17,150	44
Bothell (part)	13,965	15,980	14
Brier	6,383	6,490	2
Darrington	1,136	1,505	32
Edmonds	39,544	40,900	3
Everett	91,488	103,500	13
Gold Bar	2,014	2,150	7
Granite Falls	2,347	3,375	44
Index	157	155	0
Lake Stevens	6,361	14,800	133
Lynnwood	33,847	35,740	6
Marysville	25,315	37,530	48
Mill Creek	11,525	18,480	60
Monroe	13,795	16,710	21
Mountlake Terrace	20,362	20,960	3
Mukilteo	18,019	20,110	12
Snohomish	8,494	9,145	8
Stanwood	3,923	5,590	42
Sultan	3,344	4,555	36
Woodway	936	1,190	27
Total	606,024	704,300	16

⁴⁴ (Economic Modeling Specialists, Inc, 2010): Link only accessible with a paid subscription

⁴⁵ (Snohomish County, 2010):

http://www1.co.snohomish.wa.us/Departments/PDS/Divisions/PlanningandTechnology/LR_Planning/Information/Demographics/DemographicsFAQs.htm

⁴⁶ Percent growth rate is determined using this calculation: present number - past number / past number * 100.

Projections show the population of Snohomish County will swell to 938,000 residents in 2025. The table below shows projected population growth by city from 2008 through 2025.

City	2009	2025	Percent Growth Rate
Arlington	17,150	27,000	57
Bothell (all)	15,980	51,565	N/A
Brier	6,490	11,085	71
Darrington	1,505	2,125	41
Edmonds	40,900	49,346	21
Everett	103,500	173,270	67
Gold Bar	2,150	3,500	63
Granite Falls	3,375	6,970	107
Index	155	190	23
Lake Stevens	14,800	46,125	212
Lynnwood	35,740	78,117	119
Marysville	37,530	79,800	113
Mill Creek	18,480	72,321	291
Monroe	16,710	26,590	59
Mountlake Terrace	20,960	22,561	8
Mukilteo	20,110	36,920	80
Snohomish	9,145	14,535	59
Stanwood	5,590	8,840	58
Sultan	4,555	11,119	144
Woodway	1,190	1,340	13
Total	606,024	704,300	16%

Snohomish County had a labor force of 378,910 in September 2010, the most recent month for which data is available.⁴⁷ While Snohomish County is known for large companies such as Boeing and Kimberly-Clark, the majority of Snohomish County employers have fewer than five employees, as seen in the table below. These companies, however, employ only 7% percent of our county’s workforce. Companies with twenty or more employees make up only 10% of the number of companies in the county, but employ 75% of employees in the county.

Employees	Firms	Percent of Total	Employment	Percent of Total
0-4	10,570	65.1	14,283	6.8
5-9	2,463	15.2	16,199	7.7
10-19	1,554	9.6	20,813	9.9
20-49	1,025	6.3	30,646	14.6
50-99	348	2.1	24,287	11.6
100-249	205	1.3	29,536	14.1
250-499	36	0.2	12,310	5.9
500-999	19	0.1	14,650	7.0
1000+	13	0.1	46,981	22.4

Economic Development with Emphasis on Industry Clusters

Snohomish County has eight industry clusters targeted for economic development. More than two-thirds of all Snohomish County firms are in one of the depicted industry clusters as are nine out of every ten workers. Below is a brief summary of each of the eight clusters. This section is intentionally brief as

⁴⁷ (Washington State Employment Security Department, 2010):
<http://www.workforceexplorer.com/cgi/dataanalysis/AreaSelection.asp?tableName=Labforce>

comprehensive reports (including detailed citations) for each cluster can be found on the Blueprint website at www.snocobblueprint.org.⁴⁸

Tourism & Recreation

Nearly 26,000 people work in Snohomish County's tourism & recreation cluster. Employment within the cluster has grown 23% since 2002 and decreased slightly from 2009 as a result of national and statewide drops in travel spending. Employment projections show this cluster growing 11% by 2015. Of all tourism & recreation occupations, those in culinary arts (most specifically specialty food services) are projected for the most growth through 2015.

Recent studies have shown tourism to be a \$911.6 million industry in Snohomish County, up 5.9% from 2008. This breaks down to about \$285 million in ground transportation, \$229.6 million in restaurants, \$126.6 million in retail stores, \$113.8 million in recreation and entertainment, \$108.5 million in lodging, and \$48.1 million in grocery stores. Tourism alone generates 9,610 jobs, \$203.2 million in payroll, \$14.7 million in local taxes, and \$51.6 million in state taxes. Snohomish County currently ranks third out of 39 counties in the state in terms of visitor spending, behind King and Pierce Counties.

The hotspot of tourism & recreation in Snohomish County is eco-tourism. The Snohomish County Tourism Bureau drives tourism to the area by promoting the natural beauty of the region. Aviation and agricultural activities are big businesses for the tourism & recreation cluster, as are other eco-tourism opportunities like bird watching festivals, events on the water, guided hikes, and seasonal festivals.

Manufacturing

Manufacturing in Snohomish County includes aerospace industries and the medical devices sector. **Over 36,000 people work in Snohomish County's manufacturing cluster. Employment within the industry increased 26% from 2002 and declined slightly from 2009. Employment projections show this cluster rebounding and growing a few percent points by 2015.** Most employees in Manufacturing work in aerospace manufacturing as aerospace engineers, engineers, and aircraft assemblers.

The hotspot of manufacturing in Snohomish County is aerospace. The influence of Washington's aerospace R&D and commercial aircraft industry can be felt on a global scale and is one of the reasons Washington is known around the world. Washington has one of the most robust and dynamic aerospace clusters in the world, with roughly 160 companies specializing exclusively in aerospace work and an additional 500 companies in the supply chain providing manufacturing and engineering services. If all firms that engage in aerospace manufacturing were included, it is estimated that Washington would have over 82,000 aerospace-related workers. In 2009, Washington's aerospace industry exported more than \$32 billion in products, making Washington the largest aerospace exporter in the United States. Geographically, the industry and supplier network is concentrated in King, Snohomish, Pierce, and Spokane counties, through there are pockets of activity across the state. Snohomish County has the highest concentration of aerospace workers and firms in the world.

Despite the current economic situation, the Snohomish County manufacturing cluster is facing a talent remain in the region and fill jobs with local workers. Without a high-quality local workforce, firms in Snohomish County's manufacturing cluster have three options: 1) outsource jobs requiring skills or recruit workers from other locations, 2) move to locations with a talented workforce, or 3) organize their work and workplaces so that they need fewer skilled workers and rely instead on low-cost labor. None of these choices is good for the overall economic health and quality of life in individual communities and our county as a whole.

⁴⁸ Data is based on the North American Industrial Classification System (NAICS), the current industry classification standard in the United States. Firms self-select which classification to use. For example, the aerospace industry in Snohomish County consists of firms that self-identify as Aircraft Manufacturing, Aircraft Engine and Engine Parts Manufacturing, Other Aircraft Parts and Equipment Manufacturing, and Boat Building. Figures do not include firms that manufacture products and parts for various industries, including aerospace, but self-identify as something other than Aerospace Products and Parts Manufacturing. Employment figures would be higher if it were possible to gather data on every firm that supports the aerospace industry. The same is true for other industry clusters.

Bio-Tech

Washington is one of the premier biotechnology (bio-tech) centers in the world and one of the fastest growing research centers in the United States. Washington has been ranked as the 5th largest life sciences cluster in the United States and the Puget Sound region has the nation's 8th largest concentration of biotechnology companies and research facilities. Snohomish County employs 10% of all Washington Bio-Tech employees. **About 1,000 people work in Snohomish County's bio-tech cluster. Employment within this cluster grew an impressive 138% since 2002 and more than 3% since 2009. Employment projections show this cluster growing another 17% by 2015.** The majority of employees in Bio-Tech work as scientists and technicians with average annual earnings per worker of more than \$100,000.

The hotspot of bio-tech in Snohomish County is a quickly-maturing sector. The bio-tech cluster is relatively new in Snohomish County, especially when compared to clusters with a longstanding tradition in Snohomish County such as Manufacturing and Agri-Business. However, that has not stopped bio-tech from becoming an important and growing segment of the economic base in a short period of time. Washington has the strongest Bio-Tech cluster in the nation relative to its size, and shows no signs of slowing down or losing ground.

Agri-Business

Agriculture has been a major industry in Washington, one that contributes extensively to Washington's economy and society by generating income and employment on 39,000 separate farms in all of Washington's 39 counties. The state's \$38 billion food and agriculture industry contributes 12% to the state's economy. Agri-business is a \$154 million industry in Snohomish County. **Nearly 2,400 people work in Snohomish County's Agri-Business cluster. Employment within the cluster dropped 8% from 2002 and 2% from 2009. Employment projections show this cluster decreasing another 3% by 2015.** One explanation for decline in employment is that agricultural workers are moving to higher paying jobs in other clusters. Farmers are in great need of qualified workers but are often unable to offer competitive wages. Farmers would need to offer at least \$12 per hour to remain competitive with other industries. Wages in the agri-business cluster did rise from an average of \$8.79 per hour in January 2009 to \$9.42 per hour in January 2010, making the average wage almost \$1 over minimum wage.

Another interesting trend in Snohomish County's agri-business cluster is local demand for locally grown goods. Whereas agriculture once focused primarily on large commodity crops, now agri-business includes a diverse range of local products such as oil seed crops, nurseries, produce for local restaurants and grocery stores, grass-fed beef, hay production, crops for seed production, and value-added products. Specialty crops are big business in Snohomish County and the export of such items generates wealth for local farmers. While agri-business may be a small cluster in terms of employment, it contributes considerably to the success of other clusters. This success only shows signs of continuing and increasing. A unique feature of Snohomish County agriculture is slow growth over time as demand requires, rather than speedy growth that trumps demand. This model ensures that local efforts are sustainable.

Education & Public Services

Over 41,000 people work in Snohomish County's education & public services cluster. Employment within the cluster increased 14% since 2002 and has remained stable since 2009. Employment projections show this cluster growing 10% by 2015.

Most employees in education & public services are local government employees working as K-12 teachers and instructors for colleges, universities, or professional schools. Demand for educators is balanced with current supply. This marks a shift from previous years when the demand for teachers far outweighed the available supply of talent. It used to be that personnel shortages resulted in industry competition, with schools luring teachers from other states. Specialized career and technical education programs were especially affected by the workforce shortage. Many Snohomish County school districts undertook nationwide searches only to lose applicants to other states providing incentives or higher pay. As a result of increased education and training programs for teachers, stronger recruitment efforts, and

competitive wages, Snohomish County now has enough talented educators to fill vacant positions. Further, as a result of the current recession, turnover is rarer, employees are retiring later than originally planned, and highly-talented individuals from other sectors of the economy are moving into Education positions due to their stability and excellent wages and benefits.

Other Public services sectors are facing the aging of the internal workforce. The average age of the County workforce is 46 years and many employees have been with the County for fifteen or more years. These long-term, older workers possess a great deal of experience and knowledge as well as an excellent work ethic. The County wishes to retain older workers to prevent the loss of institutional knowledge and both postpone and amortize the cost of training new workers.

Construction

Construction was one of Washington's biggest stars in terms of economic growth for many years, especially with regard to employment growth. In 2002, over 208,000 people worked in Washington's construction cluster. This figure grew to over 273,000 by 2008. Statewide employment began dropping in 2008 as a result of issues in the sub-prime loan market and a stalled housing market. The industry experienced even more drops in employment, a 26% decrease from 2008, as a result of the current global recession. Fortunately, the Snohomish County construction cluster fared better during the recession. **Over 22,000 people work in Snohomish County's construction cluster. Employment within this cluster increased 2% from 2002 and 11% from 2009. Employment projections show this cluster growing another 7% by 2015.** This growth is being attributed to the increased spending and activity in the construction of nonresidential buildings. The brisk pace of nonresidential building in the region helped cushion the Construction cluster from the impact of the housing slump.

The hotspot of construction in Snohomish County is green building. In the United States, residential and commercial buildings account for 65% of electricity consumption, 36% of energy use, 30% of greenhouse gas emissions, 30% of raw materials use, 30% of waste output, and twelve percent of water consumption. These statistics have led to the growth of the green building industry. The green building movement is the fastest-growing trend in the construction cluster. Since 2000, nearly 12,000 projects have been certified "Built Green" in King and Snohomish Counties, mainly in urban centers and new subdivisions. In King County more than 22% of new homes are constructed using green building practices, while in Snohomish County that number is 5-10%. A major trend that could reshape the construction industry is the growth of energy-efficient retrofitting, which is expected to grow sharply in the Puget Sound Region.

Health Care

Health care is one of the largest industry clusters in Snohomish County. The majority of occupations projected to grow the fastest in Snohomish County in the coming decade are concentrated in health care. Further, health care offers some of the highest salaries in the county, with eight of the top ten highest paying occupations in the county coming from this cluster. **Nearly 29,000 people work in Snohomish County's health care cluster. Employment within the cluster increased 29% from 2002 and 1% percent from 2009. Employment projections show this cluster growing another 15% by 2015.** Most employees in health care work as registered nurses. Despite the fact that jobs in health care are relatively stable and high paying, health care is desperate for qualified workers. This cluster has seen some of the largest skills gaps and workforce shortages, with more job openings than there are qualified applicants to fill the positions. Though the shortage of health care workers affects most fields, special emphasis is currently being placed on nurses. Registered nurse vacancies remain the highest of any occupation. Further, the age of the registered nurse population has been rising over the past two decades. In comparison to other clusters, Health Care is disproportionately composed of older workers. Health care employers can expect a large-scale exodus of older workers in coming years, one that will substantially reduce the size of the already strained nursing workforce.

The hotspot of health care in Snohomish County is the region's hospitals and health care centers. Providence Everett Medical Center was named one of the nation's 100 Top Hospitals. The Wound Care Center at Cascade Valley Hospital is ranked in the top twenty in the United States. Everett has become one of the world's few research centers for brain cancer. Further, the Providence Regional Cancer

Partnership won two national excellence awards for its awareness campaign. When Snohomish County's population reaches one million 30 years from now, local hospitals will be ready. For example, the Providence Everett Medical Center is finishing construction on a \$500 million medical tower to open in 2011, Cascade Valley Hospital opened the doors of the hospital's new \$46 million expansion, Swedish/Edmonds (formerly Stevens Hospital) expanded, and Swedish Health Services announced plans to open a new emergency center and medical care facility in Mill Creek.

Business Services

The business services cluster is the most diverse of all clusters, comprised of industries and occupations that provide a wide array of professional services to the business community. Business services is often used a barometer for the regional economy and its workforce due to the diversity of firms within the cluster, as well as their supporting role in the regional economy. **Over 75,000 people work in Snohomish County's business services cluster. Employment within the cluster increased 33% from 2002 and remained stable since 2009. Employment projections show this cluster growing 14% by 2015.**

The hotspots of business services in Snohomish County are transportation & logistics and information technology. Transportation as it pertains to business services deals mainly with the shipment of cargo, which is a significant industry in Snohomish County. Washington and the nation depend on the ability of the airports, highways, and rail lines in the Puget Sound gateway to move goods for retail, industrial, and agricultural sectors. Puget Sound ports serve a national market: 65% to 75% of the international containers entering these ports are transferred to rail to supply inland markets beyond Washington. Ports in this region comprise the third largest marine container load center in North America, behind only Los Angeles/Long Beach and New York/New Jersey.

While the transportation of cargo is the main focus of business services, the transportation of residents and workers has become of particular concern in recent years, given that people are experiencing increased difficulty affording gas and maintaining personal automobiles. This has resulted in fewer vehicles on highways statewide. In June 2009 (the most recent month for which data is available), an average of 1.52 million vehicles drove on state highways daily, about 14,000 fewer than in July 2008 and 85,000 fewer than July 2007. During the last four years, transit ridership in the Puget Sound grew 23%, outpacing a strong national increase in ridership of 10%. Transit ridership increased more than regional population, employment, transit service, and highway usage by automobiles. Transit agencies in Snohomish County have seen tremendous cuts at the same time as the demand for service has grown with significant implications for workers and industry.

The region's information industry is rooted in the local concentration of aerospace, university research, and technical occupations in other industries. Washington ranks 3rd among its ten peer states in concentration of high-tech employment, 2nd in the nation in new company creation, and 2nd in the nation in software exports. King County was recently ranked the 5th best county in the nation (with a population of 500,000 or more) for outstanding use of technology. Skagit County was ranked the 5th best county in the nation in its population category (less than 150,000). It is clear that the Puget Sound is a leader in the information industry, and the industry in turn is critical to the economic success of the region. In addition to these clusters targeted for economic development by the Blueprint partners, two additional clusters are important to our county's economic vitality.

Clean Tech

Clean tech is expected to be added as a Blueprint cluster in 2011. As clean technology grows nationwide, it also grows in Snohomish County. Growth comes from new technologies and new companies as well as more established companies choosing to redefine themselves at clean tech. The clean tech cluster in the Puget Sound region is composed of nine major industry categories: energy generation and distribution, non-residential construction, manufacturing, architectural services, engineering services, environmental consulting, research and development, and recycling and waste. **An estimated 22,900 people work in Puget Sound's Clean Tech cluster. That number is expected to grow by 1.4% annually over the next four to nine years, an addition of roughly 3,900 new jobs by 2017.** Approximately two third of all

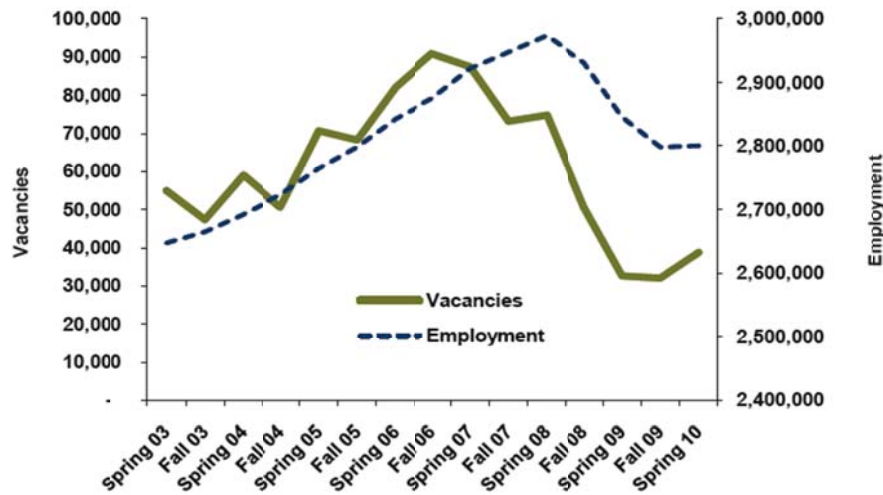
businesses and 75% of all jobs in clean tech are in King County. Over the past ten years there have been 64 venture capital deals with clean tech companies in the Puget Sound region, totaling \$477 million. This figure ranks Washington fifth in the nation in total venture capital investments and fourth in the nation in the number of deals over the past ten years. It is clear that clean tech is a force in our state and region.

Retail

Retail is not a Blueprint cluster. However, it is helpful to add retail to this discussion since the state of retail sheds light on the strength of the economy as a whole. In good news, the holiday hiring picture was merry. Retailers across the county hired more temporary holiday workers in 2010 than in 2009, adding 550,000-650,000 jobs. While this was not enough to make a significant dent in the nation’s unemployment rate, it offered work to those desperately in need of income and opened a new career pathway for some workers. It may also serve as an indicator of increased hiring in other industries.⁴⁹

Job Vacancies⁵⁰

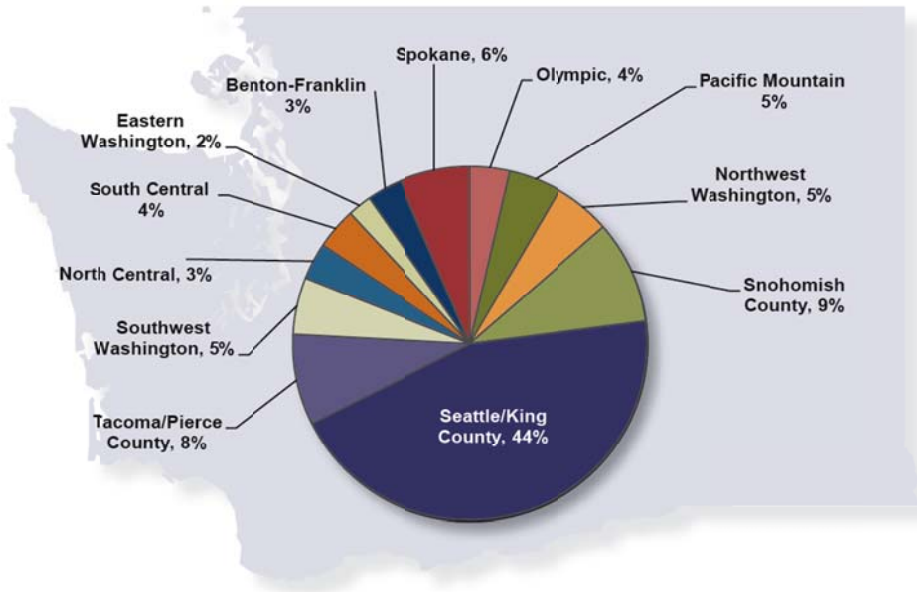
Spring 2010 records the first increase in the number of statewide job vacancies since fall 2006. Nearly 39,000 vacancies were offered compared to the all time high offering of 90,000 in fall 2006. Spring 2010 represents a 21% increase for positions compared to fall 2009. Vacancies continue to be disproportionately found in the metropolitan areas of King, Snohomish, Pierce, and Spokane counties and are most likely found in health care, retail trade, and accommodation and food services. Registered nurses are most in demand with an estimated 2,318 openings across the state. The bulk of openings are not for high-paying jobs: 23% of vacant positions offer less than \$10 per hour and 15% of vacancies are for positions offering \$10-\$14 per hour. Only 4% of vacancies are for positions offering \$30 or more per hour. The chart below shows Washington employment and job vacancies from 2003 through 2010.



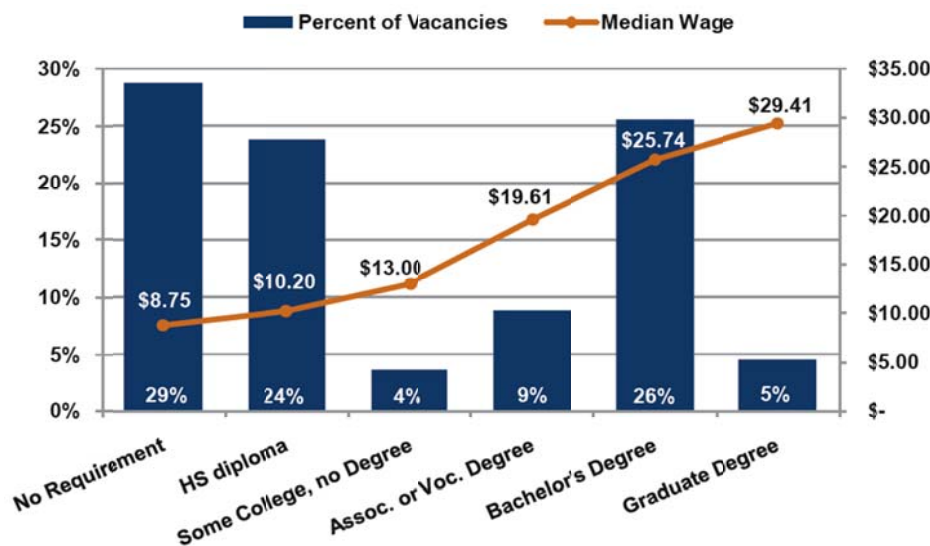
Of all the job vacancies in Washington, 9% are in Snohomish County. This is in line with Snohomish County’s share of employment in Washington, which is 9%. The chart below shows job vacancies by workforce development area.

⁴⁹ (Associated Press, 2010): <http://www.charlotteobserver.com/2010/10/02/1732295/holiday-hiring-picture-brightens.html>

⁵⁰ (Washington State Employment Security Department, 2010): http://www.workforceexplorer.com/admin/uploadedPublications/10467_JVSApril_2010Rep.pdf



The chart below shows vacancies by education and pay range during April 2010. The median wage rises with every increase in the level of education, peaking at \$29.41 per hour for openings requiring a graduate degree. The largest number of openings is among positions with no educational requirements.



Job Skills Gaps

A recent assessment conducted by the Workforce Board invited businesses and industry groups across Washington to participate in a survey that featured detailed questions about employee skills gaps. This assessment is the only comprehensive statewide survey of its kind and addresses workforce issues across a wide range of industries. 2,121 employers responded to the mailed survey in spring and summer 2010. Overall, 26% of hiring employers in Washington reported difficulty in hiring qualified applicants as compared to 60% in 2007. The reason for the dramatic decrease in difficulty is due to the recession; frequency of hiring declined from the previous survey and the pool of candidates is filled with highly skilled individuals looking for work. As has been the case in every biennial survey of employers, the shortage of vocationally-trained workers at the sub-baccalaureate level affected more firms than the shortage of workers at baccalaureate or above levels. The skills employers report the greatest difficulty finding remains occupational-specific skills, such as those required of an emergency room registered

nurse. After occupational-specific skills, the skills most difficult to find were general workplace skills such as the ability to solve problems, positive work habits, communication, adaptability, and teamwork.⁵¹

A more detailed analysis of the specific skills lacked by the current workforce is provided in the section entitled *100% Employment- Providing Opportunity for All*.

Short Term Strategy: Getting the Unemployed Back to Work

As may be seen from the above analysis, there are a significant number of job vacancies in Snohomish County that cannot be filled even in the current recession and jobless recovery. A key short term strategy to fill these vacancies needs to be a more effective matching of unemployed workers to vacant positions with strategies for ameliorating any skills deficiencies these workers may have. This may be done through the financing of short-term, industry-specific classroom based training, on-line and hybrid training options, and an aggressive increase in the use of on-the-job training through which businesses get reimbursed for the extraordinary cost of training required for these workers to become fully productive.

Long Term Strategy: Expanding the Supply of Youth and Young Adult Workers – MJ edit

While current shortages are limited, it will be essential to create a pipeline of youth and young adults who have the requisite skills if the goal of 100% jobs filled is to be achieved in the long term. In short, it is critical that all youth are in the labor force. Determining how to best invest scarce Federal resources to achieve that end has been a long and arduous process as shown in the indented paragraphs below, taken directly from *Reconnecting Young Adults 18-24: A Report to the Washington State Legislature*, which provide an excellent and succinct analysis of the history of Federal youth employment and training program investments.

In 1982, Congress directed federal funds to provide employment and training services to economically disadvantaged youth under the Job Training Partnership Act (JTPA). A 1994 long-term study of JTPA by Abt Associates, a social policy research organization, found discouraging results. There were no statistically significant positive effects for out-of-school youth (either male or female) from classroom training, on-the-job training, job search, or other services. Some researchers and JTPA practitioners questioned the random sampling and comparison group techniques used in the study. The evaluation did not assess the design of the programs nor the quality of services. The evaluation results, nevertheless, led many national policymakers to think that “nothing works for these kids.” Responding to the Abt study, and a 1995 U.S. Department of Labor report that stated JTPA youth programs were unsuccessful in raising long-term employment or earnings for youth, Congress significantly cut appropriations for the JTPA Out-of-School Youth Programs.

In the second half of the 1990s, practitioners, researchers, and policymakers began to point out that the employment and training components in the key federal programs had been maladapted to the needs of disconnected youth.

In 1997, the Levitan Youth Policy Network (Network) began to advocate for an integrated and comprehensive service delivery system among community partners to make a difference in the lives of disconnected youth. Leaders in the Network realized that this stage of development is critical, and that young people must be engaged in preparing for their future with the support of caring competent adults. The Network recommended seven “principles” in youth programs:

1. Each young person needs to feel that at least one adult has a strong stake and interest in his or her labor market success.

⁵¹ (Workforce Training and Education Coordinating Board, 2010):
<http://www.wtb.wa.gov/Documents/Tab7EmployerSurveyInitialResults.pdf>

2. Each young person must sense three things: that the activity or program has strong and effective connections to employers; that placing the young person into a paid position with one of those employers as soon as possible is of the highest priority; and that the initial job placement is one step in a continuing and long-term relationship with the program or initiative to advance the young person's employment and income potential.
3. Each person must feel at each step of the way the need and opportunity to improve his or her educational skills and certification.
4. Each person must feel that the program or initiative will provide support and assistance over a period of time--perhaps up to several years—that may include several jobs and several attempts at further education (brief, time-limited programs for youth that pointed only toward a job placement achieved little success).
5. Effective connections are needed between the program and external providers of basic supports such as housing, counseling, medical assistance, food, and clothing.
6. The program requires an “atmosphere” buttressed by specific activities that emphasize civic involvement and service—in short, an extension of practical caring beyond self, family, and friends.
7. Motivational techniques are needed, such as financial and other incentives for good performance, peer group activities, and leadership opportunities.

These seven principles were considered as Congress worked to design JTPA's successor, the Workforce Investment Act (WIA) of 1998. WIA aimed to move JTPA's patchwork system toward a more comprehensive approach for serving disadvantaged youth. WIA consolidated JTPA's year-round and summer youth programs into a single program that supports services for low-income youth between the ages of fourteen and 21 who face barriers to employment. In addition, WIA encouraged communities to develop a clearer picture of the diverse array of agencies and organizations, public and private that are critical to youth development.

The purpose of the WIA youth program is to provide effective and comprehensive activities to in-school and out-of-school youth seeking assistance in achieving academic and employment success. The Act described a new service strategy: 1) preparation for postsecondary educational opportunities, in appropriate cases; 2) strong linkages between academic and occupational learning; 3) preparation for unsubsidized employment, in appropriate cases; and 4) effective connections to intermediaries with strong links to the job market and local and regional employers.

WIA requires that ten program elements, including youth development activities, be made available to eligible youth:

1. Tutoring, study skills training, and instruction, leading to completion of high school, including dropout prevention strategies.
2. Alternative school services.
3. Summer employment opportunities that are directly linked to academic and occupational learning.
4. Paid and unpaid work experiences, including internships and job shadowing.
5. Occupational skill training.
6. Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive behaviors during non-school hours.
7. Support services.
8. Adult mentoring for the period of participation and a subsequent period, lasting at least a year long.
9. Follow up services for at least a year after completion.

10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral.⁵²

To address a lack of skilled workers in the pipeline, strategies must be in place to ensure that three groups of youth are provided with quality programs and options: 1) youth who are attending and progressing in school but who graduate without the skills needed to succeed in postsecondary education and/or employment, 2) youth who are on the verge of dropping out of school, and 3) youth who have dropped out of school.

To address the needs of all three groups of youth, effective student success, dropout prevention, and dropout retrieval efforts must be part of a sustained, well planned workforce development system. These programs must deliver relevant education, provide guidance and counseling, monitor student progress in real time, provide access to nonacademic support, tailor individual plans and targeted strategies for individual students, and include administrative support to partner with families and the community.⁵³

However, the reality is that student success, dropout prevention, and retrieval programs exist in a piecemeal fashion and current state regulations do not provide clear authority for the expenditure of education resources on these activities. As a result, many school districts do not have dropout prevention strategies in place and many communities have no way to reengage youth and young adults who have dropped out of school.

WIA Youth Program resources may be used to serve all three groups of youth, provided at least 95% of the youth served are also members of low-income families. At least 30% of the WIA Youth Program funds must be reserved, by law, for service to out-of-school youth which may include youth who have dropped out of school and youth who have a high school diploma or a GED certificate but read and/or perform computations below the ninth grade level. Locally, this investment has ranged from 35-50% and has been focused specifically on youth who have dropped out of school.

Statewide, in 2010, the WIA Youth Program served 4,254 Washington youth aged fourteen through 21. Of the youth served, 1,181 were nineteen to 21. The WIA Adult Program served a significant segment of young adults. In 2010, the WIA Adult Program served 438 youth aged eighteen to 24, or 8% of all program participants. That there has been significant learning from the long history of Federal investments in youth programming is reflected in the fact that, in all cases, services have positive long-term net impacts on employment, hourly wages, hours worked, and earnings.

Despite the success of WIA programs in serving all three groups of youth, thousands more young people are in need of services to ensure they stay in or return to school and learn the skills needed to succeed in further education, work, and life. An estimated 56,308 youth and young adults who are 19 to 24 are both unemployed and out of school. Many thousands more are in danger of becoming disconnected or graduating from high school with inadequate skills, no prospects, and no plans for the future.

There has been a precipitous decline in federal investments in youth programs since the 1980s. Given the current scarcity of WIA funds, it is important to optimize their use for maximum impact and to examine if and how that impact can be greater. This includes identifying and replicating best-in-class practices for all three groups of youth and making difficult decisions about how to allocate resources among them within statutory parameters. It also includes utilizing WIA funds to maximum effect by leveraging them with other funds.⁵⁴

⁵² (Workforce Training and Education Coordinating Board, 2008): <http://www.wtb.wa.gov/Documents/Tab8---ReconnectingYoungAdults18-24.pdf>

⁵³ (Building Bridges State-Level Workgroup on Dropout Prevention, Intervention, and Retrieval, 2009): <http://www.k12.wa.us/LegisGov/2008documents/BuildingBridgesWorkgroupDropoutReport-December2008.pdf>

⁵⁴ (Workforce Training and Education Coordinating Board, 2008): <http://www.wtb.wa.gov/Documents/Tab8---ReconnectingYoungAdults18-24.pdf>

WDCSC subcontracts WIA Title I-B Youth Program funds to the WorkSource Youth Center which operates a comprehensive program for youth who have dropped out of school. This center, one of the first of its kind in the nation, offers services to meet youth needs in all of the research-based life domains recognized by the WDCSC's Youth Council as critical to holistic youth development. It has been extremely effective in achieving the desired outcomes. Given the extreme complexity of the issues faced by the youth served in multiple life domains, it has the highest cost per participant.

In an effort to determine what works for this third group of youth, the Washington State Legislature passed Senate Bill 6261 calling the Workforce Board to examine programs to help young people between 18 and 24 years of age become successful in the workforce. The Workforce Board was also charged with making recommendations to improve policies and programs in Washington. Results of the study clearly demonstrate that there are a number of actions that must be taken to ensure all young people are connected to the workforce and ready to work.

According to *Reconnecting Young Adults 18-24: A Report to the Washington State Legislature*, the age span from 18 to 24 is a critical one for educational and labor market development, and the time to lay the foundation through work and learning for successful labor market participation and civic responsibility. However, one-third of unemployed Washingtonians are young adults, which is a troubling figure given that young adults account for just 16% of the overall working population. Washington's minority populations have a greater share of unemployed young people than their percentage of the population. For example, African Americans have twice as many unemployed young people than their share of the population, as do those who describe themselves as multiracial. The high unemployment rate for youth is expected to worsen as Washington, and the nation, experiences a recession. Complicating matters is the fact that three out of four unemployed young adults do not go beyond high school or obtain a GED.

The study identified several elements of a successful youth programs:

- Youth service providers hire highly-experienced staff with an extensive knowledge and connection to the local business community. They establish an excellent reputation among employers. They work carefully with partner agencies to foster collaboration so that packaged services are comprehensive.
- Programs connect with external providers of basic supports such as housing and counseling to address mental health, youth offender, and substance abuse issues.
- Incentives such as paid work experience and computer literacy classes help youth engage in skill building activities and avoid risk-taking behavior.
- Basic remedial education instruction is offered in a practical context by integrating ABE/ESL with occupational skills training. Innovative solutions are found for youth so they can enroll in effective alternative education programs with pathways to postsecondary education and employment always in mind.
- Young adults have at least one caring adult committed to their long-term labor market success.
- Young adults receive ample opportunities for leadership development through community service projects that encourage responsibility, positive behaviors, teamwork, management, communication, and civic empowerment.
- Program supports continue after young adults leave a program.⁵⁵

Successful youth programs are also expensive, ranging from \$4,500 per youth per year in WIA funds for the services offered at the WorkSource Youth Center to \$18,000-\$20,000 per youth per year for YouthBuild.

The Workforce Board has recommended additional funding given that the WIA Youth Program reaches only 3% of disconnected youth in the state. However, it is unlikely that supplemental state funding will be forthcoming in the near future.

⁵⁵ (Workforce Training and Education Coordinating Board, 2008): <http://www.wtb.wa.gov/Documents/Tab8---ReconnectingYoungAdults18-24.pdf>

It is incumbent upon WDCSC to determine how to balance investments to meet industry's need for skilled labor and the needs of youth in all three groups with very scarce resources to the benefit of all.

Short and Long Term Planning Implications

As may be seen from the above discussion, despite a current economic downturn, the labor market is forecasted to grow through 2015. Key industry clusters are also on the leading edge of increasing productivity through innovations in technology, processes, and goods and services, making the need for skilled workers absolutely critical to continued growth. These clusters also drive the expansion of other sectors and the creation of still more jobs.

100% Global Competitiveness – A New Context describes the impact this situation is already having on the position of the U.S. and Washington in the global marketplace and identifies actions other nations facing similar challenges are taking to reverse these trends.

Looking forward, the challenges presented by this situation will only intensify. Not only will the number of job openings increase, the number of jobs requiring skilled workers will increase and the skills those workers need will multiply. If we are to achieve 100% jobs filled, we must address the issues faced by in-school youth, youth at risk of becoming disconnected, and youth who are disconnected and ill-prepared for work and life in our community. We must also find ways to maximize the impact of the investment of Workforce Investment Act funds to create a supply of skilled workers. As will be further discussed in the section entitled *100% Employment – Providing Opportunity for All*, these challenges will be exacerbated by a projected slowing of growth in the number of workers available to fill those jobs and a significant gap between the skills those workers will need and the skills of current students and disconnected youth who will be tomorrow's workers. The section entitled *100% Ever Increasing Productivity and Prosperity – Powering Our Economic Engine* examines the impact the lack of skilled workers is already having on the innovation, expansion, and productivity of businesses and the concomitant impact on the various facets of prosperity for workers and their families.

It is the specific charge of WDCSC to take a leadership role in conjunction with Snohomish County government, education, and economic development in assuring our local workforce development system meets the needs of business for skilled workers to fill current and emerging jobs in the new, globally competitive environment. Some of the objectives and strategies addressed in the *Agenda for Action* related to this goal and analysis address the following questions:

1. What should be the role of the WorkSource Snohomish County system in achieving the goal of 100% jobs filled?
2. How should Workforce Investment Act Title I-B Youth, Adult, and Dislocated Worker funds be used to realize that goal?
3. How should any WIA 10% funds be used to realize that goal?
4. What other partnerships, funds, and/or other resources should WDCSC seek out to realize that goal?

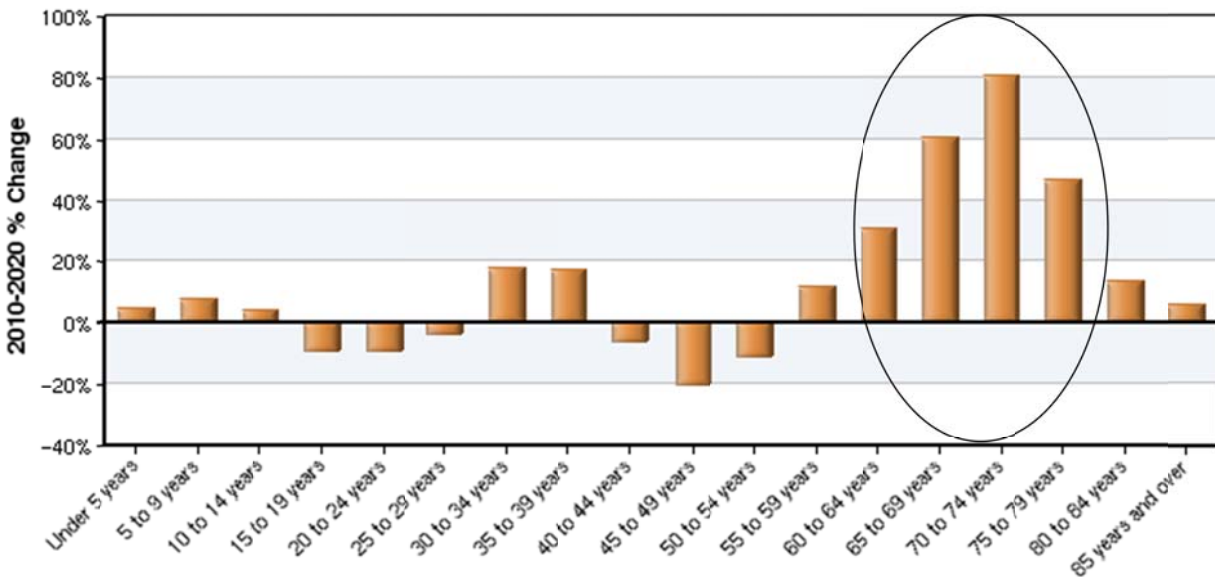
Our system's current strengths and weaknesses related to the realization of our goal of achieving 100% employment within this global competitiveness context are analyzed in the following section.

Goal 3 – 100% Employment

There is a challenge in meeting the diverse needs of the workforce in an economic climate where we need to get people back to work as quickly as possible. Nevertheless, WDCSC remains committed to achieving 100% employment by meeting the needs of every county resident regardless of her/his life circumstances affecting self-sufficiency and career resiliency. The following analysis of the changing workforce in Snohomish County provides the foundation for WDCSC’s objectives and strategies for achieving this goal.

Population Demographics

Age: The chart below shows population growth by age from 2010 through 2020. The ages showing the most growth are circled.⁵⁶



As demonstrated in the chart, the population of Snohomish County will shift to one with increasing numbers of older residents. The Snohomish County workforce will follow the same trend. According to the Bureau of Labor Statistics, the total labor force is projected to increase by 8.5% through 2016. The number of workers in the youngest group, age 16-24, is projected to decline while the number of workers age 25-54 will rise slightly. However, in sharp contrast, the number of workers ages 55-64 is expected to climb by 36.5%. The most dramatic growth is projected for the two oldest groups. The number of workers aged 65-74 and those 75+ is predicted to soar by more than 80%. By 2016, workers ages 65+ are expected to account for 6.1% of the total labor force, up from 3.6% in 2006. With the baby-boom generation about to start joining the ranks of those 65+, the graying of the workforce is just beginning.⁵⁷

The unemployment rate for persons aged 55+ has increased dramatically since the beginning of the recession. The jobless rate among older workers is currently about 7%. Although the rate of unemployment among older workers is lower than that for their younger counterparts, older residents who do become unemployed spend more time searching for work. In February 2010, workers ages 55+ had an average duration of joblessness of 35.5 weeks compared with 23.3 weeks for those aged 16-24 and 30.3 weeks for those 25-54.⁵⁸

⁵⁶ (Economic Modeling Specialists, Inc, 2010): Link only available with a paid subscription

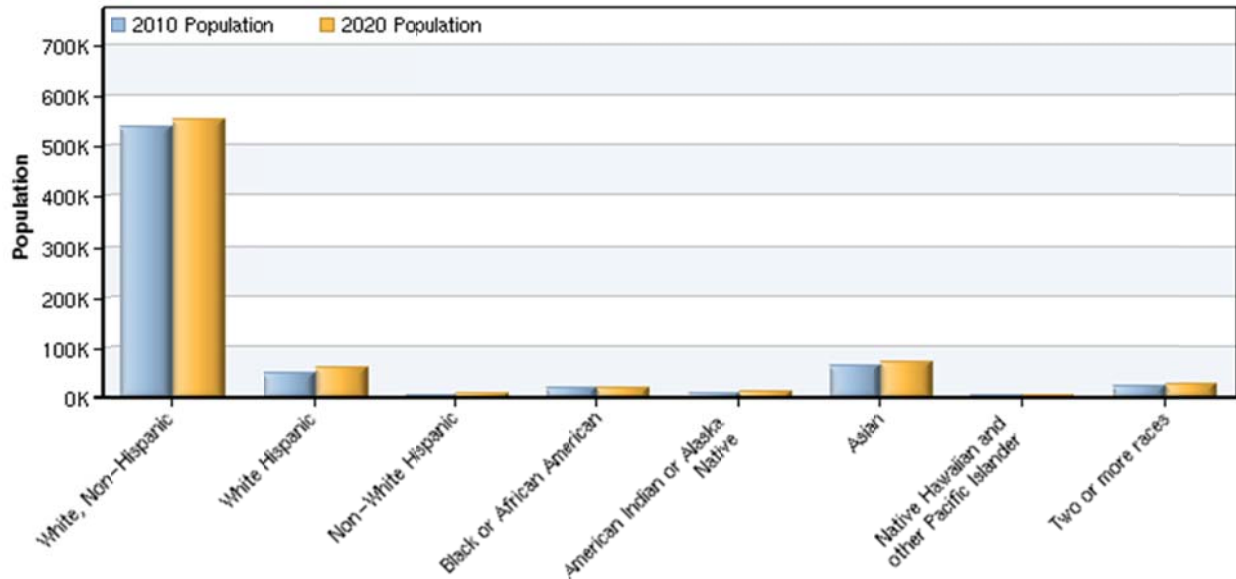
⁵⁷ (U.S. Bureau of Labor Statistics, 2008): http://www.bls.gov/spotlight/2008/older_workers/pdf/older_workers_bls_spotlight.pdf

⁵⁸ (U.S. Bureau of Labor Statistics, 2010): <http://www.bls.gov/opub/ils/pdf/opbils81.pdf>

Many 50-somethings not only need to reinvent themselves after a late-in-life job loss but must also recalibrate their expectations. To make matters even worse for older workers, the recession has cut into their retirement plans, sending retirement account balances down 32% from a peak of \$8.7 trillion in September 2007 to \$5.9 trillion in March 2009. As the recession kicked in, more than one in every four foreclosures and delinquencies involved Americans age 50+, this on top of the decade’s already sharp increase in bankruptcy filings for the 55+ age set. Sadly, people age 44-75 fear depleting their assets more than they fear dying.⁵⁹ For these reasons, workforce development strategies must include the mature workers in our community.

Race, Ethnicity, and Language: The chart below shows race/ethnicity distribution in 2010 and projected distribution in 2020.

Chart 8⁶⁰



Snohomish County forecasts are consistent with state forecasts, which show that the state’s workforce will become increasingly diverse as growing numbers of Latinos, African Americans, Native Americans, and Asian Americans enter the labor force. The workforce is increasingly mirroring the demographics of the population. Education and workforce development systems must prepare for more diverse students and a more diverse workplace. Lower levels of education and skills have negatively affected the labor market experiences of individuals from some racial/ethnic minority backgrounds who tend to earn less and are underrepresented in higher-level positions. Studies show that employees from these racial/ethnic groups earn higher wages after participation in workforce development programs. Community and technical college programs, apprenticeship programs, and English as a Second Language courses (if necessary), are important if individuals are to move into high wage, high skill jobs. While education cannot completely eliminate the challenges people from diverse racial/ethnic backgrounds face in the workforce, it goes a long way toward offering an opportunity to successfully advance. Over the next ten years the workplace will undergo increasing global integration and organizations will operate more freely across borders. Workers from diverse ethnic/racial backgrounds are critical if companies are to succeed in the global marketplace. By acting now, new opportunities can be created for previously underutilized populations with Snohomish County residents and our economy benefitting as a result.⁶¹

⁵⁹ (May, 2010): <http://www.theledger.com/article/20100913/news/9135052>

⁶⁰ (Economic Modeling Specialists, Inc, 2010): Link only available with a paid subscription

⁶¹ (Washington State Workforce Training and Education Board, 2006): Link not available

Gender: Current gender distribution in the workforce is balanced at 50/50, a situation that is expected to remain the same through 2020.⁶² Over the last three decades, women entered the workforce in increasing numbers due to higher education attainment, decisions to delay marriage and childbearing, changing gender roles, and household economic pressures. At the state level, men and women tend to choose different occupations: women gravitate toward business and professional occupations whereas the bulk of men work in construction, maintenance, production, and transportation. Women continue to earn approximately 80% of what men earn.⁶³

To better and more fully utilize women in the workforce, companies must consider workplace policies that address issues such as child care. An estimated 10–20% of nonworking mothers do not seek employment because child care is not available or affordable. About 20–25% of employed mothers report they would work longer hours if they did not have child care constraints. Only 74% of women return to their careers after having children even though 93% desire to do so.⁶⁴ Research shows that productivity increases when employers adopt family-friendly policies, such as on-site child care. With such policies women are able to establish a more stable work history, move into positions of higher level management, and achieve greater pay equity. Companies benefit from the retention of productive employees who desire to move up into higher level jobs.⁶⁵

Poverty: The official national poverty rate in 2009 was 14%—up from 13% in 2008, with 32% of the population experiencing at least one spell of poverty lasting two or more months from 2004–2007. This was the second statistically significant annual increase in the poverty rate since 2004. The poverty rate in 2009 was the highest poverty rate since 1994. In 2009, 43.6 million people lived in poverty, up from 39.8 million in 2008 – the third

In 2009, the number of those officially poor is the highest ever recorded – a total of 43.6 million.

U.S. Census Bureau

consecutive annual increase in the number of people in poverty. The number of people in poverty in 2009 is the largest number in the 51 years for which poverty estimates have been published. Between 2008 and 2009, the poverty rate increased for non-Hispanic Whites, for Blacks, and for Hispanics. For Asians, the 2009 poverty rate was not different from the 2008 poverty rate. The poverty rate increased for children under the age of 18 (from 19% to 21%) and people 18–64 (from 12% to 13%) from 2008 to 2009 but decreased for people 65+ (from 10% to 9%).⁶⁶

In spite of the relatively high standard of living enjoyed by Snohomish County residents, there is a persistent underlying poverty in the county. Though the recession has been disastrous for families throughout Washington, Snohomish County is among a small handful of counties that saw the fastest growth (1.9%) in total poverty from 2008 to 2009. The 2009 poverty rate in Snohomish County was 9.8%.⁶⁷

The figure on the following page shows the Snohomish County poverty rate by 2000 census tracts.

⁶² (Economic Modeling Specialists, Inc, 2010): Link only available with a paid subscription

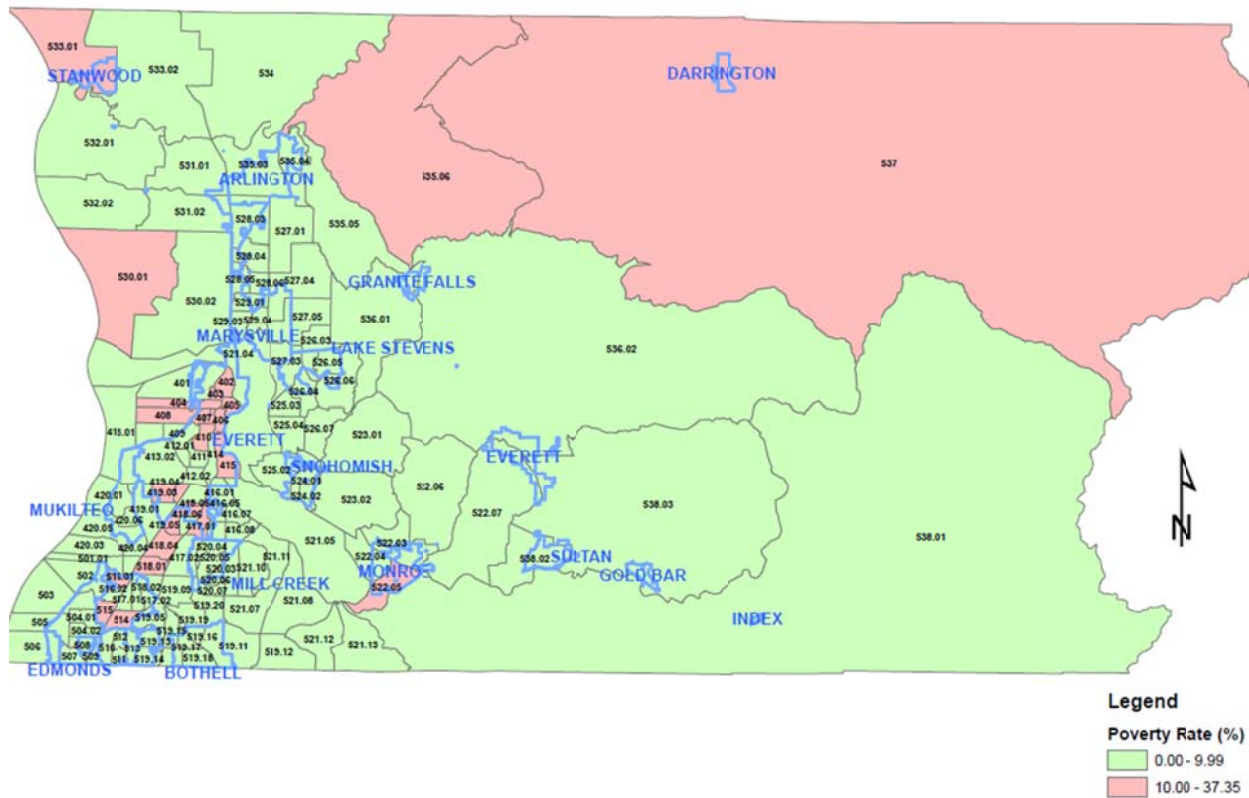
⁶³ (Washington State Workforce Training and Education Board, 2005): Link not available

⁶⁴ (Microsoft, 2007): Link not available

⁶⁵ (Washington State Workforce Training and Education Board, 2006): Link not available

⁶⁶ (U.S. Census Bureau, 2010): <http://www.census.gov/prod/2010pubs/p60-238.pdf>

⁶⁷ (Washington State Budget & Policy Center, 2010): <http://budgetandpolicy.org/schmudget/grays-harbor-yakima-clark-and-snohomish-counties-saw-biggest-increases-in-poverty-from-2008-to-2009/?searchterm=snohomish%20county%20poverty>



Results from a 2006 low-income household needs assessment conducted by the Snohomish County Human Services Department tell the story well. This assessment is based on the results of a survey administered to low-income clients representing 930 low-income households made up of 2,581 people (1,404 adults and 1,177 children). Of the survey respondents:

- 50% reported \$900 or less in total monthly income; 69% had household incomes at or below the Federal Poverty level.
- Many households relied to some degree on benefit programs such as TANF, SSI, and food stamps, though 40% reported that their benefits had been reduced or stopped.
- 16% reported having left home recently due to physical or emotional abuse.
- Priority needs included housing, affordable medical and dental care, and living wage jobs.
- 8% needed to use emergency housing, 8% needed some form of transitional housing, and 15% relied on HUD Section 8 rental assistance.
- 29% relied on energy assistance programs to heat their homes.
- 40% reported that someone in their household had gone hungry for lack of food.
- 35% were uninsured, with one in three saying their household had to contact 911 for some reason.⁶⁸

The results of Snohomish County Human Services Department’s 2010 survey are currently being tabulated.

Additional statistics based on information gleaned during meeting with partner organizations include:

- Nationwide, the number of families getting food stamps increased 50% since the start of the recession through March 2010. In Snohomish County there was a 60% increase in food stamp services in 2010.

⁶⁸ (Snohomish County Human Services Department, 2006):
http://www1.co.snohomish.wa.us/Departments/Human_Services/Publications/Low_Income_Needs_Assessment.htm

- Nationwide, welfare cases grew by 11% from the start of the recession through March 2010.
- North Sound 2-1-1 received 54,000 calls in 2010 and expects as many calls in 2011.
- The Sno-Isle library system saw a 10% increase in visitors in 2010, most of whom needed to access computers to conduct job search activities and apply for benefits.

Earned Income Tax Credit (EITC) statistics lend insight into the state of poverty in communities. The EITC is a refundable federal income tax credit for low-income working individuals and families. The EITC was put in place by Congress in 1975 to offset the burden of social security taxes and to provide an incentive to work. The amount of EITC received for individual tax returns varies by income and family structure. In 2009, the amount ranged from \$457 for a childless single tax filer to \$5,657 for families with three or more qualifying children. Unfortunately, up to 20% of those eligible for the EITC do not claim it. This has changed in recent years as a result of local efforts, such as United Way of Snohomish County's Free Tax Preparation Program, which helps people file and claim their refunds. In 2009, volunteers at United Way's free tax sites completed 1,657 returns worth \$2,905,868 in refunds for households whose average income was less than \$24,000 a year. The total EITC refunded for these sites was \$907,868.⁶⁹

People with Disabilities: Snohomish County is also home to many people with disabilities. Nearly 11% of Snohomish County residents, 73,890 people, report having a disability.⁷⁰ These conditions include visual and hearing impairments as well as conditions that substantially limit physical activities. Difficulties learning, remembering, or concentrating; dressing, bathing, or getting around inside the home; going outside the home; and/or working at a job may also impact the ability to obtain and retain employment.

The incidence of most types of disability increases with age, and as the population ages, the need for expanded capacity to address these issues also rises. Data shows that of people 21-64 years of age who experience a disability, only 63% are employed. While disabilities may present barriers to employment, recent advances in assistive features and technology as well as business education around the benefits of hiring people with disabilities can help even the playing field for individuals seeking employment while helping individuals in this underutilized talent pool realize their potential while contributing to the economy.⁷¹

Veterans: Veterans also constitute a significant population within Snohomish County. Nearly 60,000 veterans live in Snohomish County.⁷² Military personnel face significant challenges when they return home. Veterans find themselves either without benefits for employment and other supportive services or lacking information about how to access such benefits. During the annual homeless Point in Time count on January 28, 2010, of the 2,362 homeless individuals counted, 79 were veterans.⁷³ In addition, anecdotal information from the Snohomish County Human Services Department Veterans' Assistance Program and WorkSource Snohomish County veterans' services staff mirrors national reports that many veterans are returning from campaigns in Iraq and Afghanistan with challenges such as Post Traumatic Stress Disorder, dependency on alcohol and other drugs, and the need for intensive services to make a successful transition to employment and civilian life. Further, in this period of high unemployment, many war veterans find there are no jobs waiting for them when they return from their tour of duty. Worse, unemployment rates for young returning veterans can be three times as high as that of non-veterans in the same age group. The reason is clear: young veterans were recruited prior to learning a trade or skill. Military service prepared them for the challenges they would face in combat but in many instances, those skills do not readily transfer to the civilian workforce. Those who do transition into civilian jobs often

⁶⁹ (United Way of Snohomish County, 2010): Link not available

⁷⁰ (U.S. Census Bureau, 2010): http://factfinder.census.gov/servlet/ADPTable?_bm=y&-geo_id=05000US53061&-qr_name=ACS_2009_1YR_G00_DP2&-context=adp&-ds_name=&-tree_id=309&-lang=en&-redoLog=false&-format=

⁷¹ (Snohomish County Human Services Department, 2008): http://www.co.snohomish.wa.us/documents/Departments/Human_Services/Aging/Area_Plan/C-1gSPECIALPOPULATIONS.pdf

⁷² (U.S. Census Bureau, 2010): http://factfinder.census.gov/servlet/ADPTable?_bm=y&-geo_id=05000US53061&-qr_name=ACS_2009_1YR_G00_DP2&-context=adp&-ds_name=&-tree_id=309&-lang=en&-redoLog=false&-format=

⁷³ (Snohomish County Human Services Department, 2010): http://www.co.snohomish.wa.us/documents/Departments/Human_Services/OHHCD/Final2010PITreport.pdf

earn much less, at times 50% less, than they were earning in the military. It is critical that crosswalk programs are in place to help veterans transition into civilian positions.⁷⁴

Residents in Transition

As discussed in *The Great Global Recession*, unprecedented numbers of Snohomish County residents currently find themselves in transition. Increasing numbers of individuals need to enter the labor force for the first time as a result of a change in family composition, economic circumstances, or changing public policy. Slews of unemployed workers need to re-enter the job market after a protracted period being out of the labor force. Some have been dislocated due to injury, industry restructuring, or technological change as discussed in *100% Global Competitiveness – A New Context*.

The demographics of residents in transition have changed dramatically over the past decades and lend insight to the characteristics of individuals served by the workforce development system. The female unemployment rate has converged with the male unemployment rate as the female proportion of the labor force has increased. Racial differences in the unemployment rate are of longstanding importance as statistics reveal that non-Caucasian levels of unemployment remain substantially above those for Caucasian individuals.⁷⁵

Workforce Supply and Demand⁷⁶

Workforce supply is a measure of the number of prepared workers available to take positions in the workforce. Given the demand for workers at the 2-year postsecondary level, the supply of workers with postsecondary education or training that is one year but less than four years in length is of particular concern even in the current economic climate and certainly in the long term. The supply at this level, termed “mid-level preparation,” consists of individuals in community and technical colleges, private career schools, and apprenticeships with the supply of community and technical college students including both workforce education students and academic transfer students who do not transfer to 4-year institutions.

In any given year, 87% of mid-level preparation program completers are estimated to enter the workforce. Each year, there is a supply of approximately 25,000 newly-prepared workers coming out of community and technical colleges, private career schools, and apprenticeships. Employers, however, will have an average of 31,247 annual job openings at this level of education and training between 2011 and 2016. Thus, supply does not meet demand. Even if mid-level preparation grows at the same rate as the age-specific population (in other words, current participation rates are maintained) supply will still fall short of employer demand.

The number of workers requiring at least a bachelor’s degree for entry to occupations and as an ultimate preparation requirement may have substantial additional training requirements as measured by the gap between entry requirement and ultimate preparation requirement. In many cases, workers will enter the occupation with the higher level of preparation. In other cases, workers will need to seek additional education once employed.

As may be seen in *100% Jobs Filled – Meeting Businesses’ Current and Emerging Needs*, the demand for workers trained at the baccalaureate level and higher in technical occupations is not being met by current supply. Current degree production meets only 53% of the need in engineering and 41% of the need in computer science. Current degree production is sufficient to meet only 69% of the need for additional prepared workers in the medical professions; 69% of the need in editing, writing and performing occupations; 79% of the need in human and protective service occupations; and 86% of the need in

⁷⁴ (Dehm, 2010): <http://www.heraldnet.com/article/20100630/SCBJ02/706309928/-1/taxonomylist>

⁷⁵ (U.S. Department of Labor, 2009): http://wdr.doleta.gov/research/FullText_Documents/UI%20Benefits%20Study%20-%20Recent%20Change%20in%20Characteristics%20of%20Unemployed%20Workers.pdf

⁷⁶ (Washington Higher Education Coordinating Board, 2009): <http://www.hecb.wa.gov/news/documents/Skilled-EducatedWorkforce2009.pdf>

research, scientific, and technical occupations. This is particularly alarming given that eight out of every ten of the baccalaureate graduates in our state's workforce are Washington residents.

This situation will not be remedied by current students, young adults, and children who comprise the workforce of the future as is discussed below.

Education Snapshot

Early Learning: There is a growing body of research that indicates an investment in school readiness and early learning yields a very high rate of return. However, over 40% of teachers in Snohomish County say students enter school not ready to learn. Governor Gregoire created a Department of Early Learning and proposed a budget with vastly increased resources dedicated to meet the needs of our community's youngest learners. While school readiness and early learning are beyond the scope of WDCSC's work, the lack of school readiness significantly impacts K-12 school success, the preparation of high school graduates for the workforce and postsecondary education, and the need for postsecondary remedial coursework. It is therefore an important underlying factor in the following discussion.

K-12 Education: Snohomish County places a high priority on providing youth and adults with world class education and career and technical education (CTE) training. It has excellent institutions at the K-12 level in fourteen school districts and one CTE skills center. Within Washington, Snohomish County is home to 11% of those enrolled in public K-12 education. Of the 109,005 K-12 students in Snohomish County⁷⁷, 33% are enrolled in the free and reduced lunch program.⁷⁸ Another statistic widely examined is the dropout rate among various high schools. This statistic has only recently been standardized in the way it is reported across the state with a statewide rate of 5.1% compared to a 4.6% rate in Snohomish County. Even more telling is the on-time graduation rate which indicates how many of the entering freshman class graduate on time within four years. The Snohomish County rate is 76%.⁷⁹

Postsecondary Education in Community and Technical Colleges: Snohomish County is home to three community colleges—Cascadia Community College, Edmonds Community College, and Everett Community College. Cascadia Community College serves about 2,000 students; Edmonds Community College enrolls as many as 20,000 students per year,⁸⁰ and Everett Community College educates more than 20,000 students every year at seven learning centers through Snohomish County.⁸¹ Of all high school graduates in Snohomish County, 1% enroll at Cascadia Community College, 32% enroll at Edmonds Community College, and 36% enroll at Everett Community College.⁸²

Transfer to Postsecondary Education in 4-Year Institutions: In Washington, about 17,000 students transfer each year from community and technical colleges to public and private baccalaureate programs within the state. Another 3,000 students transfer out of state each year. The Higher Education Coordination Board System Design Plan calls for increasing the number of students who transfer to universities. One approach for doing so is to identify transfer barriers for students who appear to be well on their way to a university degree and creating action steps to increase transfer. A recent report by the Washington State Board for Community and Technical Colleges identified the following transfer barriers:

1. Community or technical college is too far away from a university or comprehensive university center.
2. Time is taken away from family, especially for women, by pursuing university studies.
3. Full-time work prevents students from pursuing university studies.
4. Students lack goals or are unsure about their futures.
5. The net cost of college is too high.

⁷⁷ (Office of Superintendent of Public Instruction, 2010): <http://www.k12.wa.us/DataAdmin/default.aspx>

⁷⁸ (Office of Superintendent of Public Instruction, 2010): <https://www.k12.wa.us/ChildNutrition/Reports/FreeReducedMeals.aspx>

⁷⁹ (Office of Superintendent of Public Instruction, 2010): <http://www.k12.wa.us/DataAdmin/default.aspx>

⁸⁰ (Edmonds Community College, 2010): <http://www.edcc.edu/about/facts.php>

⁸¹ (Everett Community College, 2010): <http://www.everettcc.edu/visitors/index.cfm?id=2242>

⁸² (Washington State Board for Community and Technical Colleges, 2010): http://www.sbctc.ctc.edu/college/d_index.aspx

6. Students cannot find the major-specific information they need.

The same report suggested the following action steps for increasing transfer:

1. Increase bachelor's options within a 20-minute commute.
2. Aim additional bachelor's programs toward the needs of older students including women with family responsibilities.
3. Increase associate degree completion for Native American students.
4. Community and technical colleges work jointly with universities to create a single advising service, a Transfer Plan B service for students who plan to transfer a few years after leaving the community and technical college system.
5. Focus transfer advising resources to embedding major-specific advising in key classes taken by students in each major.
6. Change university departmental web pages to provide major-specific transfer information.
7. Consider College 101 classes for students who would like to transfer to the university system.
8. Provide current and former students with clearer information about the net cost of attending universities.⁸³

Currently, almost 40% of Snohomish County college students attend 4-year institutions. Of those who attend 4-year schools, about 35% attend the University of Washington at the main campus in Seattle. Another 300+ students also attend the University of Washington at the Bothell Campus. The Lynnwood branch of Central Washington University at Edmonds Community College serves approximately 200 students from the region.

These figures are important because studies have shown college graduates experience greater job security. College graduates not only earn more, but are more likely to keep their jobs when times get tough and find work faster if they are laid-off. The national median duration of unemployment for college graduates was 18.4 weeks in August 2010 compared with 27.5 weeks for high-school graduates. To economists who look at the numbers, college is a necessary ticket to the middle class. That is not to say a diploma is the slam-dunk it used to be, but it does offer a level of security that lower levels of education do not.⁸⁴

Adult Educational Attainment: In Snohomish County, of those 25 years and older, close to 91% have a high school diploma or higher. Over 28% have at least a bachelor's degree. The breakdown in educational attainment for Snohomish County's population ages 25 years (a total of 463,234 people) and over is provided in the table on the below.⁸⁵

Educational Attainment among Snohomish County Adults	
Less than 9 th grade	2.6%
9 th to 12 th grade, no diploma	6.6%
High School Graduate or Equivalency	25.4%
Some College, no degree	26.7%
Associate's Degree	10.5%
Bachelor's Degree	19.9%
Graduate or Professional Degree	8.3%

⁸³ (Washington State Board for Community and Technical Colleges, 2010):

http://www.sbctc.ctc.edu/college/education/resh_rpt_10_1_transfer_non_transfer_students.pdf

⁸⁴ (Dougherty, 2010):

http://online.wsj.com/article/SB10001424052748704362404575479603209475996.html?mod=WSJ_hps_LEFTTopStories

⁸⁵ (U.S. Census Bureau, 2010): http://factfinder.census.gov/servlet/ADPTable?_bm=y&-geo_id=05000US53061&-qr_name=ACS_2009_1YR_G00_DP2&-context=adp&-ds_name=&-tree_id=309&-lang=en&-redoLog=false&-format=

Short and Long Term Planning Implications

As may be seen in *100% Jobs Filled- Meeting Businesses' Current and Emerging Needs*, even in the current economic climate, industry's demand for skilled workers currently outstrips supply. This trend will continue and accelerate which will, in turn, impede economic growth. This section points to some short-term "stop gap" solutions that could fill job vacancies, reduce the period of unemployment for dislocated workers, enhance the skills of those workers, and begin increasing the tax base. This section also demonstrates that there is no short-term resolution to this issue due to a number of factors including:

- The population is changing in terms of age, socioeconomic status, race, ethnicity, age, and country of origin.
- An increasing percentage of students aren't entering school ready to learn.
- Too few tenth grade students achieve proficiency on WASL Reading and Writing tests. Performance on the Math and Science tests is even more problematic.
- Too few students are moving directly into postsecondary education.
- Too many students need remediation at the postsecondary level and too few of those who take remedial courses enter and complete postsecondary academic or career and technical education programs.
- Completion rates need to increase for all students at all educational levels.

The challenges presented here will grow as the number of jobs requiring skilled workers increases and the skills those workers need multiply. As describe above, these challenges will be exacerbated by the projected slowing of growth in the number of workers available to fill those jobs and a significant gap between the skills those workers will need and the skills of current students who will be tomorrow's workers. The section entitled *100% Ever Increasing Productivity and Prosperity – Powering Our Economic Engine* examines the impact the lack of skilled workers is already having and is projected to have on the innovation, expansion, and productivity of business and the concomitant impact on the various facets of prosperity for workers and their families. Taken together, these sections articulate the challenges that must be addressed to secure a strong position for the U.S., Washington, and Snohomish County in the global marketplace.

It is the specific charge of WDCSC to take a leadership role in conjunction with Snohomish County Government, education, and economic development in assuring our local workforce development system meets the education and related needs of all youth and adults to prepare them for current and emerging jobs in the new, globally competitive environment. Some of the objectives and strategies addressed in the *Agenda for Action* related to this goal and analysis address the following questions:

1. What should be the role of the WorkSource Snohomish County system in achieving the goal of 100% employment?
2. How should Workforce Investment Act Title I-B Youth, Adult, and Dislocated Worker funds be used to realize that goal?
3. How should any WIA 10% funds be used to realize that goal?
4. What other partnerships, funds, and/or other resources should WDCSC seek out to realize that goal?

Our system's current strengths and weaknesses related to the realization of our goal of achieving not only an employed but a 100% productive and prosperous workforce within this global competitiveness context are analyzed in the following section.

Goal 4 – 100% Productivity and Prosperity

Snohomish County must kick-start its economic engine through business growth. However, research suggests job creation will likely remain weak for months or even years. Once employers do start hiring, some economists expect newly-created jobs to fall mainly into two categories of roughly equal numbers: 1) professional fields with higher pay and 2) lower-skill and lower-paying jobs. There are not expected to be many jobs in between. Not until 2014 or later is the nation expected to have regained all, or nearly all, of the 8.4 million jobs lost in the recession. Millions of lost jobs aren't likely to be restored this decade, if ever. In short, in the near term, there are not enough jobs being created to absorb the growing number of people seeking work. By 2018, the government forecasts a net total of 15.3 million new jobs. If that proves true, unemployment will drop far closer to a historical norm of 5%.⁸⁶

Fortunately, Everett was rated one of the ten least expensive U.S. cities for businesses, according to the 16th annual Kosmont-Rose Institute Cost of Doing Business Survey released by Claremont McKenna College's Rose Institute of State & Local Government. The annual report provides tax information about costs required to operate a business in 413 selected cities across the country. The survey is known best as the "tie-breaker" for companies that are contemplating a move or an expansion.⁸⁷

A new study reveals that start ups and young companies dominate net job creation in the U.S. and have done so for the last 30 years. Start up entry and survival rates have proven to be relatively steady over time and, because the number of new firms populating the American economy grows annually, companies five years of age or younger comprise the largest demographic sector each year. Over time, as these companies age, they decrease in number. However, for the past 20 years, net job creation from those that survive has been greater than that from businesses that open and close.⁸⁸

An advisory from the U.S. Department of Labor offers more detail about the impact of small businesses on the U.S. economy. According to the advisory, small businesses:

- Represent 99.7% of the nation's employer businesses.
- Employ just over half of all private sector employees.
- Pay 44% of total U.S. private payroll.
- Generated 64% of net new jobs over the past 15 years.

The U.S. Department of Labor goes on to explain:

Supporting the development of new small businesses through entrepreneurship is an increasingly important strategy in accelerating the pace of economic recovery in the United States. Entrepreneurial activities can spur economic recovery in many ways, including creating new employment opportunities for the unemployed through the development of small community-based businesses, generating job creation and tax revenue with the formation of high growth companies, and facilitating the transfer of innovative research to the commercial marketplace. The workforce investment system promotes entrepreneurship and small business development primarily by providing self-employment assistance to workforce system customers. Data gathered under WIA between 2005-2008 indicates that this assistance is provided to a small number of individuals – primarily dislocated workers – in a variety of local areas each year. As the workforce investment system supports the nation's economic recovery, providing entrepreneurship and self-employment training and assistance in a more systemic and strategic fashion is another way the system can leverage its resources to support unemployed and underemployed workers and create jobs...The Employment and Training Administration (ETA)

⁸⁶ (Associated Press, 2010): http://news.yahoo.com/s/ap/20100905/ap_on_bi_ge/us_employment_future_jobs

⁸⁷ (Snohomish County Business Journal, 2010): <http://www.snohomishcountybusinessjournal.com/article/20101015/SCBJ02/710289993>

⁸⁸ (Ewing Marion Kauffman Foundation, 2010): <http://www.kauffman.org/newsroom/causes-for-firm-formation-and-job-creation-reveal-keys-to-growing-economy.aspx>

encourages the workforce system to integrate entrepreneurship activities into the system's broader workforce development efforts.

Examples of roles WDCSC can play in support of entrepreneurship include:

- Engaging with local, regional, and state partners to foster an entrepreneurial environment and developing strategies to leverage workforce system resources to identify and support potential entrepreneurs.
- Informing WorkSource customers about opportunities for self-employment and entrepreneurship and working with customers to assess whether self-employment is a good fit.
- Helping WorkSource customers understand the range of entrepreneurship resources available and referring them to counseling and training that best meet their needs.
- Partnering with organizations that support entrepreneurship and co-locating small business development resources within WorkSource sites as partners.
- Seeking out opportunities to add entrepreneurship training programs to the eligible training provider list.
- Encouraging recipients of Individual Training Accounts to pursue entrepreneurship training where appropriate.
- Integrating entrepreneurship strategies into overall youth education and development activities for at-risk and out-of-school youth.
- Developing strategies to help small business owners to grow their businesses, such as developing training programs that help small business owners develop growth strategies to enable new job creation.⁸⁹

Several studies highlight the importance of individual entrepreneurial activity to our nation's economy. The U.S. Department of Labor indicates that, "Self-employment can be a valuable option for populations who wish to work but have the desire to own their own business or have barriers to employment which can be minimized through self-employment." Some of the specific populations cited include low-income workers, women, people with disabilities, and veterans.⁹⁰

Additionally, a substantial number of youth are leaning toward entrepreneurship to build their futures, to use their skills and abilities, and for the promise of making a better living. In August 2010 the Ewing Marion Kauffman Foundation posed questions about entrepreneurship to 5,077 youth ages 8-24 living in the U.S. According to the results:

- Business ownership captures the imaginations of America's youth, particularly for those who know a successful entrepreneur personally. Nearly 60% of youth know someone who started a business. Most often the people they know are parents or another family member.
- Four in ten young people started or would like to start their own business one day. This number is unchanged from a previous survey conducted in 2007, indicating that the recession had not dampened young Americans' enthusiasm for business ownership.
- Regardless of whether or not they know a business owner, earning a lot of money is the primary reason youth want to start businesses.
- Most youth agree they can successfully start their own business if they work hard.
- Youth who want to or have started a business are more likely than other youth to say starting a business is more desirable than other careers.
- Youth who have an interest in starting a business of their own would seek information first from someone who has started a business. In addition to reaching out to business owners, a majority of youth would conduct online research and turn to family members for assistance.

⁸⁹ (U.S. Department of Labor, 2010): <http://wdr.doleta.gov/directives/attach/TEGL/TEGL12-10acc.pdf>

⁹⁰ (U.S. Department of Labor, 2005): http://workforcesecurity.doleta.gov/dmstree/tegl/tegl2k4/tegl_16-04.htm

- The majority of youth who want to start or have started a business agree that their education made them interested in doing so.⁹¹

For these reasons, Governor Gregoire views the nurturing of entrepreneurs and small businesses as a priority. Governor Gregoire signed an executive order in October 2010 aimed at helping small businesses recover from the recession and simplifying the way they deal with government. The order directs state officials to review ways to reduce state costs and streamline or eliminate regulatory procedures for the 95% of Washington employers who have fewer than 50 workers. The Washington State Department of Commerce will work with business owners to develop a plan for \$20 million in federal funds available to Washington for small businesses. An additional \$600 million in loan funds is available for community banks. Regarding taxes, Governor Gregoire called for a review of current practices to ultimately cut state-imposed costs and come up with ways to provide alternatives for small business that fall behind on taxes.⁹² Strategies that stimulate jobs creation are key to *Retooling Washington's Workforce for the Future* as well, as described in previous sections.

Recognizing that business cannot increase workers' wages without an increase in output, WDCSC is committed to developing a Snohomish County workforce that continuously contributes, and continuously improves that contribution, toward the productivity of business. As will be demonstrated below, this contribution will, in turn, increase the prosperity of business, our community, and the workers themselves. The following analysis of the components of productivity and prosperity provides the foundation for WDCSC's objectives and strategies for achieving this goal.

Productivity

The U.S. Department of Labor Bureau of Labor Statistics (Bureau) defines productivity as "a measure of economic efficiency which shows how effectively economic inputs are converted into outputs." The Bureau further points out that "advances in productivity, that is the ability to produce more with the same or less input, are a significant source of increased potential national income. The U.S. economy has been able to produce more goods and services over time not by requiring a proportional increase of labor time but by making production more efficient."⁹³

Productivity is the key to our economic future. Workers who want things to stay the same will have a tough time. Worker who embrace productivity are doing well.

Hart Hodges, Director of the Western Washington University Center for Business and Economic Research

According to the U.S. Department of Commerce, innovation holds the key to rising productivity, and productivity gains are the key to both economic growth and a rising standard of living. The manufacturing industry is the national leader in initiating technological innovations and improved processes essential to raising productivity across a wide range of industry sectors and clusters: between 1977 and 2002, productivity in the overall economy increased 53% compared to 109% in the manufacturing sector, demonstrating the critical role the industry plays in the health of the U.S. economy.⁹⁴

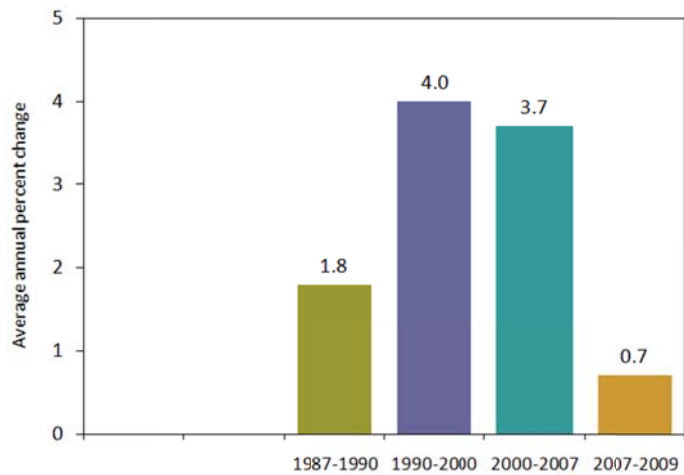
⁹¹ (Ewing Marion Kauffman Foundation, 2010): http://www.kauffman.org/uploadedFiles/youth_eship_factsheet_2010.pdf

⁹² (Heim, 2010): http://seattletimes.nwsourc.com/html/business/technology/2013265091_smallbiz27.html

⁹³ (United State Department of Labor, 2010): <http://www.bls.gov/lpc/faqs.htm>

⁹⁴ (U.S. Department of Commerce, 2004): <http://www.trade.gov/media/publications/pdf/manuam0104final.pdf>

Manufacturing is even more critical to the prosperity of Snohomish County, where it contributes more than 30% to the average monthly employment and total wages in covered employment. Unfortunately, in recent years productivity in the U.S. manufacturing industry has decreased. The chart to the right shows productivity in the manufacturing sector from 1987-2009.⁹⁵



According to the OECD, there are three key components to analyzing the growth of GDP: contribution of capital, multi-factor productivity, and the contribution of labor.

Since the OECD uses this conceptual framework to compare data across countries, it is useful to utilize this framework to assess the relative productivity of the U.S. economy. It is important to note that the relative contribution of capital to productivity in the U.S. is of great concern to global competitiveness groups at the national, state, and local levels. It is not, however, within the scope of this examination.

A detailed analysis of multi-factor productivity is also beyond the scope of this document but will be touched upon briefly due to its implications for workforce training. Multi-factor productivity (MFP) is defined as, “the change in GDP that cannot be explained by changes in the quantities of capital and labour that are made available to generate the GDP. MFP is sometimes described as disembodied technological progress...[and] comes from more efficient management of the processes of production through better ways of using labour and capital, through better ways of combining them, or through reducing the amount of intermediate goods and services needed to produce a given amount of output. Growth in MFP is a significant factor in explaining the long-term growth of real GDP.” The OECD also notes that MFP growth “was one of the factors that helped strengthen growth in Canada, Finland, France, Greece, Ireland, Sweden, and United States over the 1990s. A labor force that is increasingly skilled in continuous improvement processes and tools that can be applied in a total product lifecycle and industry context is essential to continued MFP growth.”⁹⁶

From the perspective of the average American worker, rising productivity translates into higher real wages and a broader range of higher-quality, lower-cost goods, meaning each additional dollar earned goes further.

Washington State Department of Commerce

Currently, the U.S. is in very strong standing in terms of labor’s contribution to productivity. According to the National Association of Manufacturers, within the U.S., productivity from manufacturing labor more than doubled during the past decade and leads all countries in the absolute level of labor productivity per hour and per employee. In fact, standing by itself, U.S. manufacturing would be the eighth largest economy in the world.⁹⁷

Components of Prosperity: Income, Education, and Program Completion

Not only is the income of U.S. residents high relative to the rest of the world, it is also growing at a rate that exceeds growth in cost of living as are the rates in Washington and Snohomish County. According to Pacific Northwest Regional Economic Analysis reports, total personal income increased 114% in the U.S., 96% in the Far West region, 117% in Washington, 123% in Western Washington, and a whopping

⁹⁵ (United States Department of Labor, 2010): <http://www.bls.gov/lpc/prodybar.htm>

⁹⁶ (Organisation for Economic Co-operation and Development, 2007): <http://www.oecd.org/dataoecd/61/17/39522985.pdf>

⁹⁷ (National Association of Manufacturers, 2010): <http://www.nam.org/Resource-Center/Facts-About-Manufacturing/Landing.aspx>

125% in Snohomish County between 1969 and 2008. In short, Snohomish County's per capita income gains surpassed the gains by the region, state, and nation.⁹⁸

The relationship between income and the cost of living is captured in the Self-Sufficiency Standard of wages which defines, for a given area, the income level that working adults must reach in order to meet their basic needs without subsidies of any kind. Unlike the Federal poverty standard, the Self-Sufficiency Standard accounts for the costs of living and working as they vary by family size and composition and by geographic location. Calculations are based upon estimates for housing, child care, food, transportation, health care, taxes, and miscellaneous expenses. Tax credits are also calculated in the final figures.

The Self-Sufficiency Standard of wages was updated for Washington in 2009. The counties with the highest Self-Sufficiency Standards are concentrated in Western Washington along Puget Sound. King, Snohomish, and Pierce Counties and Bainbridge Island have the highest Self-Sufficiency Standards in the state, ranging from \$38,593 to \$48,060. This is reflected in the earnings needed for self-sufficiency in Snohomish County by family size and composition. For example, the average single parent with one toddler and one school age child would need to earn \$20.42 per hour to achieve self-sufficiency. The average two parent family with one toddler and one school age child would need to earn \$14.05 per adult per hour.⁹⁹ However, in a recent report that looked at living wage jobs in each county in the northwest, we learn that 48% of job openings pay less than the living wage needed for a single adult. For working families the situation is even worse: 81% of job openings pay less than the living wage needed for a family with two adults (one working) and two children. In Washington, for each job opening that pays a living wage for a single adult, there are seven job candidates on average. For each job opening that pays a living wage for a single adult with two children, there are 17 job candidates on average.¹⁰⁰

The clear relationship between income and educational attainment is fully described in *100% Employment – Providing Opportunity for All*. This relationship has not been lost on our nation's youth. More than 90% of high school seniors say they plan to obtain postsecondary education but far fewer earn a degree of any kind. Furthermore, a study by the National Center for Higher Education Management Systems found that for every 100 students who start high school, only 69 earn a diploma within four years. Of those, only 39 enter college the fall after they graduate, only 27 will return to their college for sophomore year, and only 18 of those original 100 will earn associate's degrees within three years of enrolling in college or bachelor's degrees within six years of enrolling.¹⁰¹

It is important to note that there are promising programs being tested in our state to improve this rate as described in *100% Employment – Providing Opportunity for All*, above. In addition to examining unmet needs, the Workforce Board examined the disproportionality in educational achievement and employment outcomes by gender and race/ethnicity and found considerable disproportionality in one or both areas to be an issue in many of the above programs. They also examined employer satisfaction with the skills of program completers which was generally quite high. An examination of participants' median hourly wages, annualized earnings, and longer-term benefits after program exit found these programs to have a nearly uniform positive impact on short-term and lifetime earnings as well as increased tax receipts with apprenticeship programs yielding the most impressive results across the board.¹⁰²

These findings therefore present a mixed picture. Washington's workforce training programs clearly promote skills acquisition and increased earnings. However, they also have completion rates that could be improved were unmet needs and disproportionate educational attainment more effectively addressed. Educational program dropout rates at all levels coupled with the presence of disproportionate

⁹⁸ (Washington Regional Economic Analysis Project, 2010): <http://washington.reaproject.org/>

⁹⁹ (University of Washington, 2009): <http://www.swWDCSC.org/docs/wassr.pdf>

¹⁰⁰ (Alliance for a Just Society, 2010): http://nwfco.org/wp-content/uploads/2010/12/2010-1209_2010-Job-Gap.pdf

¹⁰¹ (New England Board of Higher Education, 2007): <http://www.nebhe.org/about-nebhe/news-releases/spring-2007-connection-explores-trends-and-indicators-in-n-e-education/>

¹⁰² (Workforce Training and Education Coordinating Board, 2006): <http://www.wtb.wa.gov/Documents/wtr06.pdf>

achievement have profound implications for the prosperity of Washington's workforce as discussed below.

Components of Prosperity: Total Compensation

Total compensation for workers is measured in terms of wages/salaries and benefits. And the cost of benefits, particularly the cost of health care, to businesses and their workers, is increasing exponentially. According to OECD, in terms of total health spending per capita, the United States spends almost 50% more than the next highest-spending countries and well over double the unweighted average of all OECD countries. The public sector continues to be the main source of health financing in all OECD countries apart from the United States, Mexico, and Korea. OECD data show spiraling public and private expenditures on health care in the U.S. with more than 55% of total health spending coming from private sources. A significant portion of these expenditures come from employer contributions to employee health care benefit plans. However, this massive public and private investment of resources into our nation's health care system is not yielding the desired results. According to the OECD, 21 member countries have a life expectancy greater than the life expectancy of Americans which is below the OECD average. The U.S. also has the dubious distinction of ranking first among all member nations in the percentage of its population age 15 and over who are obese, increasing the real cost of health care still further. The cost of providing long-term care to an aging population is projected to increase these costs exponentially in the coming decade. It is also important to note that low-income wage earners are least likely among all U.S. wage earners to have employer-provided health care benefits, compounding an already precarious situation.¹⁰³

Components of Prosperity: Savings, Tax Credits, Financial Asset Development, and Other Investments

Prosperity is also dependent upon savings, financial asset development, and investment which, in turn, stimulate the economy. According to *Promoting Financial Success in the United States: 2011 National Strategy for Financial Literacy* by the United States Financial Literacy and Education Commission,

The recent economic crisis has highlighted how essential it is that individuals and families have the information, education, and tools that they need to make good financial decisions in an increasingly complex U.S. and global financial system. Indeed, as we have learned, the financial difficulties of individuals and families can dramatically affect the financial health of local communities and regional markets. The crisis has also illustrated that the financial well-being of individuals and families is fundamental to national financial stability, and that a lack of financial literacy is one barrier that can lower standards of living and limit prosperity.

The Commission set forth a framework to provide the foundation for an overarching financial literacy strategy that could be adopted by any organization:

- Increase awareness of and access to effective financial education. Ensure individuals and families are aware of the importance of financial literacy and have access to financial education resources.
- Determine and integrate core financial competencies. Determine the personal finance knowledge and skills that individuals and families need to employ at various life states and for particular life events to make informed financial decisions. Integrate these competencies into effective resources and programs.
- Improve financial education infrastructure. Develop guidelines on content, training, and delivery channels for financial literacy and education providers. Promote opportunities for partnerships and information sharing.

¹⁰³ (Organisation for Economic Co-operation and Development, 2010):
http://www.oecd.org/document/11/0,3343,en_21571361_44315115_45549771_1_1_1_1,00.html

- Identify, enhance, and share effective practices. Support research and evaluation to identify effective programs and practices. Encourage the implementation and reproduction of evidence-based programs and practices for individuals and organizations.¹⁰⁴

In a global economy highly dependent upon the stability of a skilled workforce, another particularly important investment trend to follow is the investment in homeownership. Investment rates in homeownership are very sensitive to business cycles although long-term trends reflect population growth rates. The ability to save and develop financial assets can mitigate cyclical trends and help retain a skilled workforce in the community during inevitable economic downturns. Such retention will increasingly serve as a key variable in the economic recovery of communities and nations.

Since 2002, tax credits have been more widely used to finance postsecondary education than has Federal financial aid, sparking review of the efficiency and effectiveness of various programs designed to promote access to and the affordability of postsecondary education, particularly for non-traditional students such as working adults who can only attend school part-time.¹⁰⁵ Savings, tax credits, and other asset-building strategies may also be used to capitalize other investments such as investment in capital markets, entrepreneurial start ups, and homeownership.

The Workforce Board concludes that “the challenges of slower population growth and increasing skill needs make it essential that we provide historically underutilized populations with knowledge and skills to participate in tomorrow’s economy. We need to ensure we develop an adequate workforce that supports our employers and a thriving economy.”¹⁰⁶ The negative impact of disproportionate educational achievement on both prosperity and productivity is made explicit by the State Board for Community and Technical College. According to a report, “Washington would realize an estimated **\$3.9 billion** increase in total personal income and **\$1.4 billion** in additional tax revenues if all ethnic groups experienced the same educational attainment and earnings as whites [emphasis added].”¹⁰⁷

Educational attainment and earnings coupled with contained health care costs, increased savings, reinvestment of tax credits and other financial asset development and investment strategies would increase the prosperity of workers and their families and the productivity of their employers further yet.

As may be seen from the above discussion, productivity drives prosperity for both businesses and workers. And, improving the prosperity of the workforce generates capital which can be reinvested into industry, contributing to ever increasing productivity and prosperity in a globally competitive context, bringing this discussion full circle.

Short and Long Term Planning Implications

This section examines the impact the lack of skilled workers is already having and will continue to have on the innovation, expansion, and productivity of business and the concomitant impact on the various facets of prosperity for workers and their families.

As may be seen from the above discussion, with manufacturing leading the way, U.S., Washington, and Snohomish County industry is becoming more productive and continues to lead the world in productivity. The world, however, is catching up.

As discussed in *100% Jobs Filled – Meeting Businesses’ Current and Emerging Needs* and *100% Employment – Providing Opportunity for All*, even in the current recession, the U.S., Washington, and Snohomish County are facing a significant shortage of skilled workers. As is shown above, these

¹⁰⁴ (United States Financial Literacy and Education Commission, 2010):

http://www.mymoney.gov/sites/default/files/downloads/NationalStrategyBook_12310.pdf

¹⁰⁵ (United State Government Accountability Office, 2005): <http://www.gao.gov/new.items/d05325sp.pdf>

¹⁰⁶ (Workforce Training and Education Coordinating Board, 2006): http://www.wtb.wa.gov/Documents/hshw06_fullreport.pdf

¹⁰⁷ (Washington State Board for Community and Technical Colleges, 2005): Link not available

shortages are negatively impacting industry's ability to continue to rise to meet this challenge even though industry is striving to do so by financing classroom based and on-the-job training.

Our public- and privately-funded workforce training system is struggling to address the wide range of skill shortages reported, particularly among low-income students and students who have non-academic as well as academic needs that must be addressed. This translates, for too many of our community's residents, into low wages, inadequate benefits, little or no savings, and a lack of financial assets. This lack of prosperity, in turn, translates into a lack of capital to invest in industry, hampering productivity still further.

Looking forward, this situation presents challenges to our global competitiveness as described in *100% Global Competitiveness – A New Context*.

It is the specific charge of WDCSC to take a leadership role in conjunction with Snohomish County Government, education, and economic development in assuring our local workforce development system supports the productivity and prosperity of all youth and adults in the new, globally competitive environment. Some of the objectives and strategies addressed in the *Agenda for Action* related to this goal and analysis address the following questions:

1. What should be the role of the WorkSource Snohomish County system in achieving the goal of a 100% productive and prosperous workforce?
2. How should Workforce Investment Act Title I-B Youth, Adult, and Dislocated Worker funds be used to realize that goal?
3. How should any WIA 10% funds be used to realize that goal?
4. What other partnerships, funds, and/or other resources should WDCSC seek out to realize that goal?

WORKFORCE DEVELOPMENT SYSTEM DELIVERY

Programs and Role in System

The workforce development system in Snohomish County today has evolved substantially from its origins eleven years ago. This system attempts to integrate programs and services from more than 40 separate and distinct funding streams into a unified whole, providing demand-driven services to attract, retain, and expand businesses in the eight industry clusters targeted for economic development in Blueprint as well as supply-side services to help youth, adults in transition, incumbent workers, and apprentices receive the education, training, and support needed to realize self-sufficiency and career resiliency from the employment and career lattice opportunities made available in these industry clusters. It also utilizes planning and infrastructure funding from a variety of public and private sources to transform system responsiveness and cross-systems integration of human services programs. Current planning and infrastructure funding includes WorkSource system framework and policy implementation funding from WIA state funds and planning and infrastructure funding from The Bill & Melinda Gates Foundation to support the effective integration of housing, economic opportunity, and tailored prevention and intervention services into a seamless, high-performing system to end family homelessness.

The WorkSource physical infrastructure is comprised of two full service workforce development centers, WorkSource Everett and WorkSource Lynnwood, the WorkSource Youth Center, the WorkSource Sky Valley Affiliate, and a number of virtual one-stop centers or connection sites. These include youth-centered portals to the system in Arlington, Edmonds, Everett, Granite Falls, Lakewood and Marysville. They also include WorkSource connection sites throughout the Sno-Isle and Everett Public Library Systems. There are two “tiers” of connection sites, those that are available to the general public and those that are available to the population they serve. Each virtual one-stop center contains at least one computer station with Internet access, Washington Occupational Information System software, and the Microsoft Office suite of products. Career centers in each school district also serve as portals to the system and have access to the high quality career development materials available at WDCSC's website as well as websites hosted by the State, the U.S. Department of Labor, and the U.S. Department of Education. System staff are assigned to support industry with rapid response to downsizing and closure events county-wide and WorkSource facilities are available to support industry hiring activities and events.

There are additional WorkSource portals under development including a new site in Monroe and connection sites that will be operated at facilities managed by Snohomish County's network of shelter and housing providers in an effort to more effectively integrate housing and economic opportunity systems and services through the Investing in Families initiative designed to end family homelessness in our community.

On behalf of this system, WDCSC is charged with convening stakeholders and gaining meaningful input into the creation of a draft plan for approval by the Snohomish County Executive. Some additional responsibilities of WDCSC which functions as the system's primary intermediary include:

- Oversight of the WorkSource system.
- Development of linkages between government, education, workforce, economic, and community development as well as other human services in Snohomish County.
- Infusion of the voice of industry into all system activities.
- Provision of a coordinated and responsive system of outreach to business in all phases including outreach, start-up, expansion, downsizing, and closure.
- Promotion of the coordination of workforce development activities for youth, adults in transition, incumbent workers, and apprentices within Snohomish County.
- Establishment of a Youth Council to advise WDCSC on integration of services to Snohomish County youth.

To those ends, the plan serves as a roadmap for utilizing the funds from the separate programs and activities supported by WDCSC as shown in the table on the following page. Please note that funds made available through the American Recovery and Reinvestment Act (ARRA) are not included given that most of these funding streams expire on or before June 30, 2011.

Workforce Development Council Snohomish County				
System Portals	Cluster Initiatives	Adult Program and Services	Youth Programs and Services	Prosperity Tools
WorkSource Everett	Construction Carnival	Adult and Dislocated Worker Services	Comprehensive In-School Youth Services	Financial Asset Development
WorkSource Lynnwood	Summerpalooza	Business Services	Comprehensive Dropout Youth Services	Self-Sufficiency Calculator
WorkSource Youth Center	Biomedical Devices Partnership Zone		Dropout Prevention and Intervention	Investing in Families
WorkSource Sky Valley Affiliate	Aerospace Convergence Zone		YouthBuild	Career Trees
WorkSource Connection Sites	Rapid Response			
	Blueprint 2015			

Population(s) Served: Targeted Industry Clusters +							
Program	Incipient/New Entrants		Adults in Transition		Adults in Wage Progression		
	Youth	New/Re-Entrant Adults	Low-Wage Adults	Dislocated Workers	Incumbent Workers	Apprentices	
Wagner-Peyser	x	x	x	x	x	x	
Postsecondary Technical Ed.	x	x	x	x	x	x	
WIA I-B Adult Core Services		x	x	x	x	x	
WIA I-B Dislocated Worker Core Services		x	x	x	x	x	
Job Skills Program		x	x	x	x	x	
Customized Training Program			x		x	x	
Local Veterans Employment			x	x	x	x	
Secondary Career & Technical Ed.	x						
Perkins Secondary Career & Technical Ed.	x						
WIA I-B Youth	x						
Job Corps	x						
Juvenile Corrections Education	x						
Senior Employment		x					
Community Works		x					
Community Service		x					
Community WEX		x					
Washington Families Fund		x	x				
Division of Vocational Rehabilitation/Project HIRE			x	x			
TANF – WorkFirst		x	x				
Perkins Postsecondary Technical Ed.		x	x				

Allied Health Care Act/CATCH		x	x			
Community Based Job Training Initiatives (2)	x	x	x	x	x	
Fund for the Improvement of Postsecondary Education		x	x	x	x	
State Energy Services Partnership		x	x	x	x	x
Sound Energy Efficiency Development		x	x	x	x	x
Adult Ed. and Basic Skills		x	x			
WIA I-B Adult Instruction & Training		x	x			
Refugee Assistance		x	x			
Community Services Block Grant - Employment		x	x			
Business Enterprise for the Blind		x	x			
Vocational Rehab. for the Blind		x	x	x		
On-the-Job Training		x	x	x		
Disabled Veterans Outreach			x	x		
Claimant Placement				x		
Worker Retraining				x		
WIA I-B DW – Instruction & Training				x		
Trade Adjustment Assistance				x		
Training Benefits				x		
WIA I-B Statewide					x	
Apprenticeship						x

Business Utilization of WorkSource Centers

While WorkSource centers are not synonymous with the system itself, it is important to examine how centers, which are the system’s most visible entities, are perceived by business. On the national level, the one-stop system has had an impact on employers’ ability to find skilled workers. According to the U.S. General Accounting Office in their December, 2006 (the most recent year for which data could be found) report to Congress, *Workforce Investment Act: Employers Found One-Stop Centers Useful in Hiring Low-Skilled Workers; Performance Information Could Help Gauge Employer Involvement*, “Regardless of size, employers completing our survey hired a small percentage of their employees through one-stops and two-thirds of those they hired were low-skilled...Employers told us they would hire more job candidates from the one-stop labor pools if they had the skills for which they were looking [sic].” Further, the businesses surveyed used only one of the services offered by one-stops, the posting of job openings, with any frequency (96% of those surveyed). This is particularly interesting in light of the fact that only 60% of those surveyed found this service to be of use. Only 10% of those surveyed used the one-stop system to access training services: of those who did, only 60% found the services useful.

In contrast, 79% of the 38% who utilized the one-stop system to screen job applicants found this service to be of use. Nearly all (96%) of the 27% who utilized one-stop facilities for hiring found this service to be useful or very useful. These same percentages applied to the availability of labor market information through the one-stop system. Only 10% sought out information about financial incentives and employee supports but 90% of those who used this service found it to be useful or very useful. One hundred percent of the 10% who utilized the one-stop system for assistance with averting layoffs and downsizing found this service to be useful or very useful.¹⁰⁸

This analysis has implications for the utilization of scarce WIA resources to achieve its four goals.

¹⁰⁸ (United States Government Accountability Office, 2006): <http://www.gao.gov/new.items/d07167.pdf>

Service Delivery Design

WorkSource partners attempt to realize a service delivery model that is fully integrated and has goals for the achievement and maintenance of seamless service delivery. The system strives to minimize the number of times a business, youth, or job candidate is asked to give the same information and does not require that an individual navigate between providers to get her/his desired or needed service mix. The system does attempt to offer the broadest level of multi-program cooperation as possible and put customer choice as the defining driver for the development of every service plan. The WorkSource website, designed to be used in tandem with State and national websites, offers a broad array of information and services to career counselors, youth, job candidates, and industry. The use of a common business, youth, and job candidate tracking system is intended to allow for shared participation in handling customer services and in contributing to overall progress, shared accountability, and recordkeeping.

Workforce Investment Service to Business and Adults

In recognition that service to business and adults could benefit from a significant redesign, WDCSC approved a new service delivery model for implementation on or before July 1, 2007. Recognizing that system resources are finite, the new system will expand upon the number of efficient low-intensity interactions between businesses and job candidates. WIA resources will also be focused on effective high-intensity interactions between priority businesses and job candidates. The key components of this new service delivery model include:

1. Outreach/recruitment strategies designed to increase the number of businesses in industry clusters targeted by the Blueprint partners for attraction, retention, and expansion that place job orders with the WorkSource Snohomish County system. These recommendations are also designed to increase the number of qualified job candidates available for referral to those jobs.
2. Core services that improve the speed with which all businesses can fill job orders that do not require screening.
3. Orientation, initial assessment, and eligibility determination through which businesses and job candidates can be assessed for additional service needs and resources accessed to meet those needs.
4. Intensive services that improve the speed, consistency, and quality of referrals to fill job orders placed by targeted industry cluster businesses.
5. The provision of priority services that improve the speed, consistency, and quality of referrals to fill targeted industry business job orders that require customized screening. Improved access to training resources is also included to address situations in which there is a gap between business needs and the availability of skilled job candidates.

The key design factors considered in the development of this redesign were aimed at achieving a single overarching goal, that is, to **continue advancing our prosperity by filling jobs created in Snohomish County by regional and local economic development efforts with the best possible candidates**. The redesign was also developed with two issues in mind. First, current economic conditions require that the system immediately begin recruiting more qualified job candidates to fill jobs. In a labor market where a large number of jobs are going unfilled, the system cannot rely on “walk-in traffic” to meet industry’s needs. Secondly, the system needs to be agile and able to respond rapidly to constantly changing economic conditions. For each element of the redesign, WDCSC answered the question of whether implementation of a given strategy could or could not be reasonably expected to:

- Improve services to business customers as measured in employer customer satisfaction surveys (**Business Satisfaction**).
- Improve services to job candidate customers as measured in participant customer satisfaction surveys (**Seeker Satisfaction**).

- Improve services to specific target groups including but not limited to job candidates who are underemployed, English language learners, mature workers, people of color, people with disabilities, low-income, and/or have other barriers to economic opportunity (**Economic Opportunity**).
- Improve performance compared to measures established by the U.S. Department of Labor (**Federal Performance**).
- Improve performance compared to measures established by the Workforce Board (**State Performance**).
- Improve performance compared to the Governor's Government Management Accountability and Performance (GMAP) measures (**GMAP Performance**).
- Increase the number of businesses served (**Business Inputs**).
- Increase the number of job candidates served (**Seeker Inputs**).
- Align the actions of WDCSC with state and local strategies (**Strategic Alignment**).
- Increase integration of all WorkSource Snohomish County programs and services, a key State objective (**System Integration**).

To be able to achieving its overarching goal, WorkSource must be able to serve a larger number of Snohomish County businesses, particularly those businesses that are in industry clusters targeted for attraction, retention, and expansion by the Blueprint partners as well as businesses in emerging high-demand industry clusters. To do so, the system must be able to attract a larger number of job candidates with the skills needed by those industry clusters. The system must also be able to train job candidates who will be able to acquire the skills needed through a judicious investment of scarce training resources. And, it must be able to ensure that all residents receive access to the resources needed to benefit from our county's growing prosperity. The resources available for fulfilling these functions are limited. Therefore, WDCSC is focused on improving processes and services funded with existing resources. Through implementation of the above system process and services design changes, WorkSource will be able to support the realization of globally competitive and prosperous community to the benefit of all businesses and residents.

In addition to business, the system has been redesigned to address the needs of three specific groups of adults: adults in transition, incumbent workers, and apprentices.

Adults in transition include new labor force entrants, low-income workers, displaced homemakers, and workers facing dislocation including returning veterans. Current Federal, State, and local legislation allows for a comprehensive array of core, intensive, and training services for adults in transition. The resources available from these sources are inadequate to meet the needs of all Snohomish County adults in transition, however. **This represents a significant gap in the system's ability to meet the needs of businesses and job candidates.**

The services available to incumbent workers, that is, workers who are fully employed and in need of skills upgrading to support career advancement and the productivity of their employers, are more restricted. Incumbent workers and their employers have access to the full array of WorkSource core services. Intensive services that support planning for career resiliency are not available. In an effort to improve Washington's ranking in the bottom quintile of states on the basis of a per capita investment in incumbent worker training, State programs have been designed and funded to address the significant gaps in Federal programs designed to meet this need. These include the Job Skills Program and the Customized Training Program operated by community and technical colleges. The infusion of Federal Community Job Skills Training program funds to support the training of new and current production workers in the advanced manufacturing industry has had a significant impact on the skills gaps in that industry cluster. New Federal funding is addressing needs in the health care industry. Thus, these programs are meeting local industry needs. There remains a significant business-identified gap in the system's ability to facilitate on-the-job training and formal training for incumbent workers provided by the business itself and/or its proprietary partners, most typically supply chain and vendor businesses. Currently, there is

neither State nor local resources to address this need. **This represents a profound gap in the ability to meet needs of businesses and job candidates.**

In addition to the core services available to all adults through WorkSource, the system also provides a range of services designed specifically to meet the needs of current and would-be apprentices as well as to create a pipeline for their employers. Recruitment for apprenticeships is provided in K-12 schools by Joint Apprenticeship Training Coordinators. Pre-apprenticeship training is offered by the community colleges and organized labor. Individuals who enter apprenticeships through WorkSource also have access to follow up services to support their retention. Additionally, WDCSC works directly with industry cluster businesses and organized labor to create new apprenticeship opportunities including the creation of career ladders with apprenticeships in the construction trades and health services industry clusters. The impending labor shortages in many industries that utilize apprentices are profound and system resources are currently inadequate to meet the needs of these businesses and the workforce. **As is the case for adults in transition and incumbent workers, this represents a significant gap in the system's ability to meet the needs of businesses and job candidates.**

WorkSource also includes some additional key services. First, WorkSource staff work collectively to provide the highest caliber of rapid response services possible to support businesses and job candidates during downsizing, relocation, and closures. System staff also work with businesses and industry consortia on a just-in-time basis to mobilize resources to address emerging skills gaps.

Developmental Services for Youth

WorkSource has the capacity to provide youth with adult responsibilities the full array of services available to adults in transition. It also has the capacity to provide a wide range of developmental services to youth ages fourteen through 21 to address anticipated future workforce needs. Federal, State, and local resources are blended with guidance and leadership from WDCSC's Youth Council. The Youth Council has adopted a developmental service delivery model constructed around reducing risk factors and enhancing protective factors in the life domains shown below for each youth as needed through a program of Individual and Tailored Care. To the maximum extent possible, these services are provided to support prevention-based activities: education, employment, skills, housing, transportation, attitudes and behaviors, legal, health, treatment, family situation, and use of free time.

Every one of the ten youth program elements identified in WIA are provided to in-school youth as are additional services needed to support employability development, and development generally, for each youth served. Resources are focused in targeted schools to help youth remain in and succeed in school, resulting in on-time high school graduation.

WDCSC has also been actively engaged in an industry-led secondary and postsecondary career and technical education-workforce development partnership to create a model demand driven career pathways tools for Snohomish County's targeted industry clusters.

The 10 elements are offered to high school dropouts as are a wide array of additional services through the WorkSource Youth Center. These additional services are provided by a number of co-located partners offering services specifically designed to meet the needs of youth who have dropped out of school including GED preparation, health services, family services, independent living skills, and access to postsecondary options including postsecondary education and advanced training, Job Corps, the military, apprenticeship, and service programs. This facility is strategically located on the second floor of the Everett Transit Station in close proximity to WorkSource Everett to support a seamless transition between youth-focused and adult-focused system infrastructure and services. All youth services are intended to be coordinated into a program of sustained intervention that takes each youth to the point of stabilization in a 13th year plan with follow up supports provided as needed.

The Youth Council has identified specific target populations of youth for both in and out-of-school services including young offenders and youth aging out of the foster care system. WorkSource has

dedicated substantial financial resources toward assuring the integration of "wrap around" services to meet the needs of youth in these special populations.

In spite of the best efforts of all education and WorkSource partners, a comprehensive array of workforce and other developmental services is only available to a miniscule fraction of local youth. **This represents a profound gap in the system's ability to meet the needs of businesses and youth.**

Financial Asset Development Services for Youth and Adults

As outlined in *100% Ever Increasing Productivity and Prosperity – Powering Our Economic Engine*, the development of financial assets is critical to the productivity of America's businesses and the well-being of America's families. WDCSC has a longstanding partnership with United Way of Snohomish County, the Snohomish County Human Services Department, local housing authorities, banking and other asset-related industry representatives, and a wide array of faith-based and community organizations to develop a county-wide comprehensive financial asset development effort. These services include financial literacy services offered by the County and with Earned Income Tax Credit filing assistance offered by United Way.

Performance Accountability

To meet the challenges to 100% global competitiveness, 100% jobs filled, 100% employment, and a 100% productive and prosperous workforce, WorkSource must measure its performance, be accountable for results, identify opportunities for improvement, and continuously improve its performance. To that end, WDCSC was represented on the Performance Management and Continuous Improvement (PMCI) work group led by the Workforce Board. PMCI identified the following outcomes to be measured to support continuous improvement: competencies, employment, earnings, productivity, reduced poverty, customer satisfaction, and return on investment. Performance on measures associated with each of these outcomes is measured as part of the statewide measurement system as is performance on Federal outcomes. WorkSource performance is measured in comparison to Washington State outcome indicators as well as Federal common measures. Measurement is made, whenever possible, using administrative records as opposed to staff or participant self-report information.

Use of Performance Information

Performance information is 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. For the WIA Title I-B Adult and Dislocated Worker Program, the Federal measures that were utilized for Program Years 2000 through 2004 began being replaced in 2005 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. Many of the Federal measures applied in Program Year 2000 still apply as do the common measures. 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, 2005, these common measures for job training and employment are in the process of being applied to the following programs administered by the United States Department of Labor:

Department of Labor – Employment and Training Administration

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 Farm workers
H-1B Technical Skills Training
Veterans Workforce Investment Program
Disabled Veterans Outreach Program
Local Veterans Employment Representatives
Homeless Veterans
WIA Youth
Job Corps
Responsible Reintegration of Youthful Offenders
YouthBuild

Data Collection

WorkSource utilizes a statewide data collection system, Services, Knowledge, and Information Exchange System (SKIES), for capturing program-specific information on performance. There are 21 data elements that are, at a minimum, collected for every youth and job candidate customer accessing WorkSource program-specific service. Additional data elements are collected as required for a specific program. The data collected provides the information needed for local management of performance using leading indicators for employment, skills gains, credentials attainment, earnings gains, and retention. The data also provides the information needed at the state level by the Participant Outcomes Data Consortium to access and use administrative records to create performance reports consistent with Federal protocols. The data collected in SKIES also serves as a foundation for the employer and customer satisfaction surveys conducted by a third party firm. The State provides WDCSC with results using Federal protocols quarterly, annually, and biennially.

Continuous Improvement

WDCSC utilizes both leading indicator data and State reports to strategically plan for the workforce development system in Snohomish County as a whole and to fulfill its responsibility to oversee both WorkSource and programs under Title I-B of the Workforce Investment Act. Indicators allow WDCSC to identify areas of program strength as well as opportunities for improvement. The results are also utilized by system partners to establish priorities and outcome targets for continuous improvement. At the partner, program, and system levels, strategies are developed and implemented to effect planned improvements.

WorkSource will continue to use a continuous improvement system and process that incorporates performance data as well as real-time customer satisfaction information gleaned from web-based tools that interface with system web-based products, exit interviews, and other processes to improve the quality, efficiency, and effectiveness of the services it provides to businesses, youth, and job candidates. Such improvements may be in the areas of facilities, equipment, partners, programs, services, business process design, and other improvement techniques. Malcolm Baldrige Criteria for Performance Excellence or other continuous improvement criteria are utilized at each WorkSource center in an annual self-assessment process to review strengths and opportunities for improvement and develop continuous improvement targets. Implementation of a continuous improvement process will remain a prerequisite for certification/recertification of WorkSource sites.

Performance-Based Interventions

The data and information gleaned through all performance measurement processes are utilized by WDCSC to create performance-based interventions as indicated. WDCSC continues to actively collaborate with Washington State Employment Security Department to develop system reporting and performance goals as part of Governor Gregoire's Government Management, Accountability, and Performance (GMAP) initiative focused on improving the results of Washington State government. As noted above, completion of a continuous quality improvement self-assessment is required for a

WorkSource center to maintain its certification as a WorkSource facility. Additionally, any variance of $\pm 15\%$ on any leading indicator or a State report compared to target for any Federal or State performance indicator triggers a requirement for a corrective action plan which includes analysis of challenges and strategies for improvement as well as intermediate targets, if appropriate. Ultimately, performance is a factor in selection of WorkSource site operators and service delivery providers through competitive and consortium Request for Proposal processes managed by WDCSC.

WorkSource also shares in any performance-based financial incentives issued by the Federal Government with vocational and adult education. These funds are utilized to enhance the system consistent with State planning and guidance.

Assurances

WDCSC assures that necessary data will be collected and maintained for performance accountability for WorkSource and WIA Title I-B programs following State and Department of Labor protocols. In this manner, WorkSource remains focused on the needs of business, youth, and job candidate customers and is accountable for the quality of the results it achieves as it implements the objectives and strategies described below.

GOALS, OBJECTIVES, AND STRATEGIES

WDCSC's 2008-2009 strategic plan presented goals, objectives, and strategies to increase skill levels, employment, earnings, customer satisfaction, and return on workforce development investments. All work was focused on the unique needs, priorities, and resources of Snohomish County, and supported the goals and strategies set forth by the state workforce development board. WDCSC's 2009-2011 plan continued the focus on Snohomish County's unique needs, priorities, and resources while also supporting the Workforce Training and Education Coordinating Board's newest strategic plan, *High Skills, High Wages 2008-2018*. Linkages between WDCSC's objectives and the Board's objectives were clearly demonstrated. WDCSC's 2011-2013 plan maintains the same focuses while also responding to the urgent needs of Snohomish County resulting from the Great Global Recession and the Board's newest priorities highlighted in *Retooling Washington's Workforce for the Future*.

As stated in the introduction, WDCSC, like the Workforce Training and Education Coordinating Board, recognizes that a longer-term horizon is needed, one that goes beyond getting participants into entry-level jobs and emphasizes long-term economic successes and wage progression for system participants. To that end, all objectives discussed in this plan are 2011-2020 focal points, with strategies being implemented in the 2011-2013 span of time. This allows WDCSC to take action on strategies to immediately affect the unique needs, priorities, and resources of Snohomish County while also ensuring that future youth, adult, and industry needs are reflected. Combined, WDCSC's objectives and strategies will affect short-term and long-term gains for system participants and encourage career pathways and lifelong learning.

This plan positions Snohomish County as a location of choice that brings together the best education and training and an excellent environment and quality of life, with workers prepared to meet the needs and demands of a globally competitive economy. As the plan is implemented, our collective vision of all workers and job candidates finding productive employment in a strong and diverse, globally competitive economy will be realized.

In setting goals, objectives, and strategies, WDCSC 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. As the WDCSC mission makes clear, WDCSC invests WIA and other funds as venture capital to continue building and expanding a responsive workforce system that is industry-driven and consistent with future labor market needs; a system that draws together the strands of government, education, workforce, economic, community, and human development strategies in Snohomish County.

WDCSC recognizes that there may be some statutory and regulatory limitations regarding how the WDCSC can invest WIA funds in some of these activities. The U.S. Department of Labor encourages applications for waivers for relief and guarantees rapid review and decision making regarding any requests submitted. Such submissions may be made to the State in conjunction with the Snohomish County Executive if they are deemed to be mission critical.

Goal 1 – 100% Global Competitiveness – To achieve a WorkSource Snohomish County system that is 100% globally competitive.

Objective 1.1 – Influence public policy, leading to sustainable economic health and growth of our community. (Assigned to the Board/CEO)

Strategy 1.1.1 - Engage community to identify and align common public policy goals.

WDCSC has tremendous assets for addressing the challenges to global competitiveness faced by our county and our state. These assets include the ability to participate in state, regional, and local level committees and work groups; convene and provide staff support to local level committees and work groups; conduct labor market, skills gap, and related research and analysis; convene and staff skills panels; and disseminate information about best-in-class practices to improve productivity, to name a few. WDCSC will utilize these assets to conduct research and actively advocate for public policy that will support the development of Snohomish County's workforce. Of top priority is discovering the needs of stakeholders and hearing what is important in the community from those most affected by local issues. To that end, WDCSC will convene stakeholders and engage in discussions about what is most needed, how public policy could impact those needs, and how allied organizations could work together to move common goals forward. WDCSC will craft a public policy agenda and champion public policy goals at local, State, and Federal levels.

WDCSC will continue to utilize WIA resources on this objective as well as seek non-WIA resources.

To measure this objective, WDCSC will track the number of policies/bills related to public policy efforts that are developed, adopted, and/or implemented.

Objective 1.2 – Create sustainable resources to promote global competitiveness of businesses. (Assigned to the Strategic Initiatives Department)

Strategy 1.2.1 – Leverage funding sources through strategic partnerships with stakeholders.

Strategy 1.2.2 – Develop products to increase global competitiveness of businesses.

Current resources available to the WorkSource system are not adequate to realize WDCSC's goals. These system resources must be aligned with the resources of a wide variety of stakeholders and partners to ensure all Snohomish County businesses have the skills and opportunities needed to be globally competitive. To that end, WDCSC will increase efforts to leverage sustainable funding sources through strategic partnerships and use these resources to develop products for businesses.

WDCSC will continue to utilize WIA resources on this objective as well as seek non-WIA resources.

To measure this objective, WDCSC will track the number of dollars leveraged that advance strategic goals and the number of new partnerships/products created to advance strategic goals.

Objective 1.3 – Increase awareness and use of the WorkSource system. (Assigned to the Infrastructure Departments)

Strategy 1.3.1 – Refine the WorkSource outreach plan.

Strategy 1.3.2 – Promote WorkSource products and programs and their benefits to the community.

There is tremendous opportunity for improving industry's knowledge and use of WorkSource for meeting their recruitment, assessment, hiring, and retention needs, as reported by the Government Accountability Office on the national level and confirmed by a survey conducted by Marketing Solutions, Inc. on the local level. Improvements can be made in brand recognition, knowledge about the services available, and "word of mouth" advertising by businesses satisfied with the services received. Thus, WDCSC will refine an outreach plan and collateral materials. WorkSource site operators and service delivery providers will then be trained and prepared for communicating brand messages, promoting products and programs and

their benefits to the community, and for an increase in business based on the implementation of a successful outreach strategy.

WDCSC will continue to utilize WIA resources on this objective as well as seek non-WIA resources.

To measure this objective, WDCSC will survey businesses and report the percent of businesses recognizing the WorkSource brand. WDCSC will also track the number of news articles published and presentations delivered about WorkSource products and programs and their benefits to the community.

Objective 1.4 – Lead a WorkSource system in which businesses attain the knowledgeable, skilled employees required to be competitive. (Assigned to the Service Delivery Department)

Strategy 1.4.1 – Implement an array of business services that increase global competitiveness.

WDCSC will continue to focus on identification of the knowledge, skills, and abilities needed by employees throughout each career tree in all eight industry clusters targeted by the Blueprint partners for attraction, retention, and expansion. Training resources will be dedicated to matching job candidates with appropriate and effective training programs that produce skilled workers and industry-recognized credentials. Additionally, WDCSC will continue to help coordinate hiring events and other activities requested by business to facilitate the effective matching of job candidates and business.

WDCSC will continue to utilize WIA resources on this objective as well as seek non-WIA resources.

To measure this objective, WDCSC will track the number, type, and diversity of services offered to businesses and survey businesses to determine of those services increased the business's ability to increase global competitiveness.

Goal 2 - 100% Jobs Filled – To create a WorkSource system that is able to meet industry needs by Filling 100% of Snohomish County jobs with qualified job candidates.

Objective 2.1 – Promote and use the WorkSource system. (Assigned to the Board/CEO)

Strategy 2.1.1 – Participate in initial and ongoing comprehensive board education regarding WorkSource system.

Strategy 2.1.2 – Place job orders with the WorkSource system.

Strategy 2.1.3 – Establish a Retooling Washington Coordinating Committee to ensure the system coordinates employer outreach, continuously improves job referral/skills matching, and expands on-the-job and direct connect training opportunities.

The WDCSC Board of Directors is interested in leading the way and setting an example in actively and regularly using the WorkSource system. WDCSC currently offers all new Board members initial education regarding the WorkSource system. An additional educational component will be developed and implemented to ensure ongoing comprehensive board education. Education will be provided at Board meetings and at other time and venues throughout the year as WDCSC staff members connect with Board members inviting them to WorkSource events and other system activities.

The WDCSC President/CEO will convene a Retooling Washington Coordinating Committee comprised of WorkSource Snohomish County partners and key stakeholders to ensure that the system is utilizing the key strategies identified by the Retool Washington's Workforce partners to help speed economic recovery in our state.

WDCSC will continue to utilize WIA resources on this objective as well as seek non-WIA resources.

To measure this objective, WDCSC will track the number and types of educational opportunities offered to Board members and the numbers of job orders placed by organizations represented by Board members. Additionally, WDCSC will track changes in the number of on-the-job and direct connect training opportunities requested and utilized by Snohomish County businesses.

Objective 2.2 – Assess employer needs. (Assigned to the Strategic Initiatives Department)

Strategy 2.2.1 – Conduct research on and communicate employment trends and economic conditions to the WorkSource Business Services team.

Strategy 2.2.2 – Conduct research on and communicate apprenticeships and other work-based training opportunities to the WorkSource Business Services team.

Quality labor market information is critical to successful implementation of WorkSource services. WDCSC utilizes the excellent products developed by Washington State Employment Security Department's Labor Market and Economic Analysis Division, including the WorkSource Explorer on-line suite of products, and Strategic Advantage to develop plans and provide high quality career planning information to partner staff and WorkSource customers. This data is supplemented through studies commissioned by WDCSC and those provided by the Blueprint partners. The results of these studies are used specifically to match WIA participants with training programs and facilitate their entry into targeted industry cluster jobs with career advancement potential.

In addition to sharing labor market information with partners via the Blueprint website, WDCSC will make a concerted effort to ensure WorkSource Business Services team members specifically have the more specialized information they need to serve employers. The WDCSC research team will conduct international, national, state, and local research on employments trends and economic conditions and share this information with the WorkSource Business Service team via quarterly reports and/or presentations. The WDCSC research team will solicit feedback from Business Services team members to aid in the continuous improvement in the types of resources offered.

Equally critical to the global competitiveness of our community is providing WorkSource Business Services team members with information regarding apprenticeships and other work-based training opportunities. WDCSC will not only research and communicate opportunities, but also build relationships with and expand apprenticeships. WDCSC will work with the organized labor representatives on the Board of Directors as well as with the Washington State Department of Labor and Industries, the Joint Apprenticeship Training Councils, the Washington State Apprenticeship and Training Council, and other key stakeholders to expand upon our successful efforts to date to increase the number of apprenticeship opportunities and programs in targeted industry clusters. WDCSC will develop educational materials, conduct outreach in schools, and support training in apprenticeships as needed.

WDCSC will continue to utilize WIA resources on this objective as well as seek non-WIA resources.

To measure this objective, WDCSC will track the number and types of resources provided to WorkSource Business Services team members.

Objective 2.3 – Measure, report, and evaluate the effectiveness of the WorkSource system for serving employers. (Assigned to the Infrastructure Departments)

Strategy 2.3.1 – Create a reporting dashboard based on board defined business services metrics.

WDCSC is committed to providing a best-in-class recruiting process that meets the needs of job candidates, business, industry, and all employers. To that end, WDCSC will measure success and guarantee continuous system improvements.

WDCSC will continue to utilize WIA resources on this objective as well as seek non-WIA resources.

To measure this objective, WDCSC will track the steps taken to create a reporting dashboard.

Objective 2.4 – Fill positions with the best possible candidates. (Assigned to the Service Delivery Department)

Strategy 2.4.1 – Connect businesses with graduates of work-based and classroom training.

Strategy 2.4.2 – Connect businesses with qualified long-term unemployed candidates.

WDCSC is committed to providing a best-in-class recruiting process that meets the needs of job candidates, business, industry, and all employers and WDCSC will continue connecting businesses with the best possible candidates, especially graduates of work-based and classroom training and qualified long-term unemployed individuals.

WDCSC will continue to utilize WIA resources on this objective as well as seek non-WIA resources.

To measure this objective, WDCSC will track the number of graduates of work-based and classroom training and qualified long-term unemployed candidates offered positions as a result of the business connections facilitated by WorkSource.

Goal 3 - 100% Employment – To achieve a WorkSource system that is able to help 100% of job candidates obtain and retain employment in Snohomish County.

Objective 3.1 – Assure continuous improvement of an effective WorkSource system. (Assigned to the Board/CEO)

Strategy 3.1.1 – Direct response to key metrics that measure outcomes and performance.

Strategy 3.1.2 – Establish a Retooling Washington Coordinating Committee to ensure the system coordinates outreach to Unemployment Insurance (UI) exhaustees.

WDCSC is committed to providing a best-in-class recruiting process that meets the needs of job candidates, business, industry, and all employers. To that end, WDCSC will measure success and guarantee continuous system improvements.

The WDCSC President/CEO will convene a Retooling Washington Coordinating Committee comprised of WorkSource Snohomish County partners and key stakeholders to ensure that the system is utilizing the key strategies identified by the Retool Washington's Workforce partners to help speed economic recovery in our state.

WDCSC will continue to utilize WIA resources on this objective as well as seek non-WIA resources.

To measure this objective, WDCSC will track the number and types of responses taken based on results of measures for each outcome. Additionally, WDCSC will track changes in the number of UI exhaustees who utilize WorkSource Snohomish County services.

Objective 3.2 – Partner with organizations to enhance the WorkSource system. (Assigned to the Strategic Initiatives Department)

Strategy 3.2.1 – Identify and convene partners who will provide the full continuum of employment related services.

WDCSC will continue to collaborate with the Blueprint partners, the Investing in Families partners, the Help for Hard Times/Getting Snohomish County Back to Work partners, the Washington State Department of Social and Health Services Local Planning Areas, and other partners to identify and expand opportunities to enhance the WorkSource system through active and aggressive grant writing based on research-based plans and local needs. The focus will continue to be on developing the full continuum of employment and employment-related services to ensure that every job candidate in Snohomish County has access to the resources s/he needs to obtain employment and advance in her/his chosen career.

WDCSC will continue to utilize WIA resources on this objective as well as seek non-WIA resources.

To measure this objective, WDCSC will track the number and types of partnerships involved with providing services and resources garnered to enhance the WorkSource system.

Objective 3.3 – Measure, report, and evaluate the effectiveness of the WorkSource system for serving job candidates. (Assigned to the Infrastructure Departments)

Strategy 3.3.1 – Create a dashboard based on board defined job candidate metrics.

WDCSC is committed to providing a best-in-class recruiting process that meets the needs of job candidates, business, industry, and all employers. To that end, WDCSC will measure success and guarantee continuous system improvements.

WDCSC will continue to utilize WIA resources on this objective as well as seek non-WIA resources.

To measure progress on this objective, WDCSC will track the steps taken to create a reporting dashboard.

Objective 3.4 – Anticipate and deliver the right services to job candidates at the right time in an ever-changing, diverse environment. (Assigned to the Service Delivery Department)

Strategy 3.4.1 – Develop and deliver innovative job readiness strategies based on employment conditions and forecasting.

Strategy 3.4.2 – Expand and customize the menu of services available to increase the employability of all job candidates.

For new labor force entrants, WDCSC will expand partnerships with organizations to market career opportunities in order to attract, recruit, and retain a skilled workforce. WDCSC will continue working with industries to identify and market their career opportunities. These efforts are being supported by ongoing job fairs, including targeted job fairs for youth, mature workers, and other populations as needed, that bring youth, adults, and industry together. WDCSC will continue to utilize WIA Title I-B resources to expand partnerships with industry and impart information about their opportunities to all job candidates.

WDCSC will also invest WIA Title I-B resources in establishing a WorkSource presence at a variety of venues throughout Snohomish County. Staff stationed at school districts and on community college campuses will actively engage in outreach to students are nearing completion of their technical training programs to facilitate connection to industry businesses in need of their skills. Staff will collaborate with college staff to jointly host job fairs and hiring events. Staff will also work with local college staff to find out-of-county students to fill Snohomish County job openings when local students are not available.

For dislocated workers, services must be delivered in the right way and at the right time in order to be effective. Additionally, services must be flexible in order to meet the ever-changing needs of a rapidly changing environment. WDCSC's Rapid Response activities are designed to coordinate transitional services, at the earliest point possible and using the most relevant tactics, for businesses and workers affected by mass layoff or plant closure. Rapid Response activity is triggered by a WARN notice received by Washington State Employment Security Department in Olympia or a public announcement of downsizing, buy-out, or closure. Actual services provided may vary, depending on the size of layoff and interest from vested parties but may include in-plant orientations, Job Hunter workshops, and packaging of training programs utilizing all available resources for laid off workers.

All 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. Dislocated workers 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 dislocated worker 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, Unemployment Compensation extensions, Training Benefits, Trade Adjustment Assistance, WIA, and other funds are combined to create a comprehensive financial plan. Program offerings to workers can include customized training opportunities that respond to labor market growth and trends, particularly in locally targeted industry clusters. Prevocational training can be offered

as necessary for dislocated workers who may be lacking basic skills, English language skills, or other work readiness skills. Staff coordinates support services as necessary for dislocated workers who lack financial support to sustain activities or training required to return to the workforce.

WDCSC will continue to utilize WIA resources on this objective as well as seek non-WIA resources.

To measure this objective, WDCSC will track the number and types of strategies delivered to job candidates.

Goal 4 - 100% Ever Increasing Productivity and Prosperity – To achieve a WorkSource system that is able to help 100% of businesses and job candidates continuously enhance their productivity and prosperity.

Objective 4.1 – Define current and future workforce challenges and lead community response. (Assigned to the Board/CEO)

Strategy 4.1.1 – Lead the Blueprint Snohomish County Partnership.

Strategy 4.1.2 – Identify and convene community stakeholders to select the critical few Blueprint-based action plans.

WDCSC is a founding member of the Blueprint Partnership which is comprised of members from Snohomish County Government, K-20 education, workforce development, economic development, and industry to ensure our community is able to attract, retain, and expand businesses in eight targeted industry clusters. WDCSC will continue to convene the Partnership and its subcommittees to define current and future workforce challenges and lead the community response.

WDCSC will continue to utilize WIA resources on this objective as well as seek non-WIA resources.

To measure this objective, WDCSC will track the number of training programs, apprenticeships, and employment programs created as a result of the Blueprint Partnership. WDCSC will also track the number and kinds of other partnerships, projects, or programs created as a result of Blueprint-based action plans.

Objective 4.2 –Develop initiatives to meet the workforce challenges of business and job candidates. (Assigned to the Strategic Initiative Department)

Strategy 4.2.1 – Lead the crafting of Blueprint-based, workforce-related action plan development.

Strategy 4.2.2 – Develop high-quality workforce preparation and life-long career management programs.

WDCSC will continue working with the Blueprint partners and other partners to craft action plans and write proposals to attract resources to meet identified challenges with workforce and other services. The programs developed will be designed to provide high-quality workforce preparation and life-long career management for the individuals served with a focus on preparation for the industry clusters targeted by the Blueprint partners and the strategic industry clusters listed on the Workforce Board website at http://www.wtb.wa.gov/Documents/Clusters_SnohomishCountyWDA.pdf.

WDCSC will continue to utilize WIA resources on this objective as well as seek non-WIA resources.

To measure this objective, WDCSC will track the number of kinds of career management programs and initiatives crafted and/or further developed for the WorkSource system.

Objective 4.3 – Create the efficient infrastructure required to implement initiatives. (Assigned to the Infrastructure Department)

Strategy 4.3.1 – Expand access points and options for delivering career management services county-wide.

Strategy 4.3.2 – Make career management system wildly popular and used.

One aspect of efficient infrastructure is meeting the needs of individuals needing assistance technology. WDCSC will continue and expand partnerships needed to provide individuals needing access to assistive technologies with equal opportunities to benefit from WorkSource services. WDCSC is also concerned with using messaging and technology to make WorkSource services accessible and visible to underserved regions of Snohomish County and with using social networking platforms to reach out to all potential beneficiaries of system services.

WDCSC will utilize WIA Title I-B formula funds to develop streamlined processes for organizations throughout Snohomish County to apply for and become certified as WorkSource sites. This includes organizations that specialize in services to target populations. WDCSC will also utilize its Title I-B formula resources to aggressively recruit and support high schools, colleges, libraries, housing providers, and other entities throughout Snohomish County to become WorkSource connection sites. WDCSC will support the provision of training and technical support to these newly created system connection sites county-wide.

The creation of new system portals as described above will play a key role in the ability to provide training programs at locations county-wide. The WorkSource system will increasingly use evening classes, distance learning, hybrid instruction, on-line courses, and other options to provide youth and job candidates 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, system service delivery staff will continue to utilize a host of support services accessible through WorkSource and an extensive community network. Our hope is that through the implementation of these and other infrastructure plans, all of our services are widely popular and used.

WDCSC will continue to utilize WIA resources on this objective as well as seek non-WIA resources.

To measure this objective, WDCSC will track the number of new connection sites and options for delivering workforce development services and the use of these services.

Objective 4.4 –Implement initiatives to grow the sustainable workforce business requires, providing opportunities for life-long career management. (Assigned to the Service Delivery Department)

Strategy 4.4.1 – Implement high-quality workforce preparation and life-long career management programs.

Strategy 4.4.2 – Implement the Blueprint-based, workforce-related action plans developed and funded.

A central component of success for WorkSource in meeting the needs of youth and adult job candidates is the integration of services with other career management 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 WorkSource. This will occur both through web-based tools and through the coordination of products and training offered by Washington State Employment Security Department and WDCSC. WDCSC will continue to use WIA Title I-B formula and 10% resources as available to create developmentally appropriate, universal access products including targeted industry cluster career trees and curriculum for youth and adult job candidates, both directly and through subcontracts; disseminating these products; and providing training to schools and youth serving agencies throughout the community.

WDCSC will continue to utilize WIA resources on this objective as well as seek non-WIA resources.

To measure this objective, WDCSC will track the number of kinds of workforce development and career management programs and initiatives implemented in the WorkSource system.

PLAN DEVELOPMENT AND PROCESS

With the assistance of Andrew Ballard of Marketing Solutions, Inc., the Board of Directors and staff of WDCSC engaged in an evening and full day strategic planning process in late January 2011 to develop this plan. Prior to the Board strategic planning process, WDCSC also engaged in a broad-based discussion with stakeholders and heard from community members at two community forums held on January 25, 2011. Comments from the discussions and forums were provided to the Board during the strategic planning process and considered by Board members to be an important and informative contribution of the process. With the Board strategic planning process complete, the draft plan was published on the WDCSC website for public comment on March 16, 2011. A widely disseminated email inviting the public to review the draft plan (including the Snohomish County Executive and Workforce Training and Education Coordinating Board) was sent on March 16, 2011. WDCSC conducted a second round of discussions with stakeholders and heard from community members at one community forum held on March 29, 2011.

WDCSC received the following comments during the January 25, 2011 community forums:

Noon session

- *Crisann, Lutheran Community Services Northwest:* We like receiving employment information for our family center websites. This is helpful for program participants and we are happy to connect the family centers with WDCSC materials to help with outreach and supporting WDCSC's four goals. We are in need of materials in other languages.
- *Jerry, community member:* For many years I have thought the most important thing for any individual is meaningful employment. Employment impacts life in a positive way and is a key part of the quality of life for all of our community members – youth, veterans, older workers, etc. I would like to see WDCSC look more into what employment means to people and how it ties into living a meaningful life with a productive, prosperous future. Jobs are important, but people also need to understand why jobs are more than money, that prosperity includes meaningful work. A good job match is critical for this reason.
- *Sandra, WorkSource:* I see older workers needing help in working until they are 80+. I see people needing sustainable jobs but not being able to find the jobs to support the life they want to be living. People are getting jobs to pay rent and buy food and other basic need items, but are not able to find jobs to support future goals. The “graying” of the workforce is a big thing we need to consider. Also, green jobs are getting a lot of attention, but I am not seeing practical jobs in this area. If there are green jobs they don't seem to be a good match for the people coming into our centers. We need to bridge the gap between the dream job and reality.
- *Madeline, Edmonds School District:* I would like to emphasize how important the Connections program is in meeting the needs of kids. It is a critical part of the high school experience for many of our youth.
- *Mike, Lakewood School District:* WDCSC needs to play a role in facilitating next steps for kids for kid who don't want to go to college. There are STEM programs being offered at the middle school level to help kids explore different kinds of career pathways. These kinds of programs are important.
- *Ann, Future of Flight Aviation Center:* If we intend to be globally competitive, we need WSU to come into Snohomish County and we need WDCSC to be involved in making that happen.
- *Ron, Cascadia Community College:* Community colleges are good at education and training but are not able to have as many preliminary conversations about what students really want and what path is best for them, we rely on workforce development partners for that. We are finding that students want to enter our programs but don't have the necessary mathematics skills to enroll. Teamwork and communication skills are also lacking, not enough to prevent a student from enrolling, but enough to prevent a student from finding a job. Our next move is to continue to push career pathways and create a seamless system that produces the people we need for global competitiveness. The only way we are going to build a workforce is to partner, build strong career pipelines, and work with community

organizations to meet the needs of our students who are going through tough times. I commend WDCSC and if there is one thing we can do to meet WDCSC's goals, it is developing the career continuum and getting everybody on board.

- *Margaret, Cascadia Community College:* The career continuum is critical as is getting information to students. Students are not seeing the opportunities available to them. We need to deliberately identify small groups of people to explore a niche and use data to support outreach and growth in those areas. We need to develop really strong continuums and let people know how those continuums are working.
- *Unidentified, school district representative:* Please support STEM programs.
- *Ed, Housing Hope:* I am looking at Goal #3 and, having worked with homeless families for 23 years, the challenge for this population is that the barriers to employment are so significant that it takes a while to create pathways that are viable. We have been very pleased with the growing interest and attention to this issue by WDCSC. What we've learned is that reaching out to the homeless population requires a long-term transitional model to position families for success. Barriers, in addition to the social skills, basic education deficits, and life skill challenges, are the cost of housing and the requirements for child care. The amount of money a family needs to earn to have a sustainable wage becomes a psychological barrier to the participant and provider. Aligning WDCSC resources at the right moment in time to position families for stability and get them on a viable career pathway is the key to success in this area. There is nothing in WDCSC's goals that talk about addressing barriers to employability, and that is a key element that requires a specific kind of partnering. I would like to see this articulated in the strategic plan.
- *Crisann, Lutheran Community Services Northwest:* The strategic plan must address barriers in each of WDCSC's goals.
- *Mike, Lakewood School District:* WDCSC needs to realize that not all students have the support to take the next step to find a job. Please create programs to help kids as they move on.
- *Larry, Washington Aerospace Training and Research Center:* one of the biggest challenges we have in getting everybody employed is that not all our certificate programs qualify for student loans. There needs to be something put in place to invest in people who want to earn certificates.
- *Dave, private citizen:* I am a blue-collar guy who has been laid off after decades of work. I have been in the WorkSource system for almost a year and am facing challenges like disabilities. Having been in the system for a while, I have been seeing there are no practical opportunities for people who want to start businesses to get on-the-ground experience. I have also noticed that there are so many forms in the system and I wonder if there can be a unified approach so people only have to fill out one form and have that information apply to other forms.
- *Ann, Future of Flight Aviation Center:* I would like to see WDCSC create a simple number for access to employment information, as number as simple as 611.

Afternoon session

- *Teena, Everett Housing Authority:* I would like to see WDCSC have conversations about the employment needs and limitations of the immigrant and refugee population who may not have been trained in America. Low-income families all face employment challenges, but our immigrants and refugees who are well trained in their home counties are not given equal opportunities in the United States.
- *Kim, Shoreline Community College:* The foundation of the WDCSC mission is to have a skilled workforce and to get that we need to know what to train people in and what to improve their skills in. We need to know what emerging markets are, what emerging technology is, and where the trends are coming from. I would like to see more work done on demand-decline list and, if that isn't a viable way to go, use some other technique to be more time effective in what we determine we need to train the workforce in. We update the demand-decline list only one a year and so the list is out of date after a few weeks. Also, the demand-decline list is not a helpful way to look into the future and prepare workers for those jobs. We need to review data more frequently and base decisions on current and future data, not historical data.

- *Laura, Congressman Jay Inslee's Office:* I would like to see businesses with jobs talk to the organizations with people who need jobs. That connection is important and I wish it would happen more often.
- *Teena, Everett Housing Authority:* I would like to see something included in the strategic plan about how living wage jobs affect more than just one person. Families with sustainable living wages are more productive and more positive community members and help create safer and healthier neighborhoods. Understanding the “domino effect” of living wages is helpful to people who don't see that very often.
- *Sandy, Lakewood School District:* The youth employment market has virtually gone away. Youth are now competing with individuals who have long work histories. As a result, we are seeing more homeless youth and youth doing more poorly in school. At-risk youth who cannot find work turn to prostitution, drug dealing, gang involvement, stealing, etc. WDCSC needs to be intentional about addressing the needs of youth. My suggestion is to, by whatever means, bring back youth employment programs designed to keep kids in school while providing for their long-term education and training. We must give kids a productive way of supporting themselves.
- *Ken, community member:* When kids graduate they should have the academic skills they need for business employment and the technical skills they need for a trade. It seems to me that value needs to be placed on both kinds of skills to prepare students for multiple career paths.
- *Kim, Shoreline Community College:* Students need to graduate with college-level skills so they don't need to be retested and retrained in community college. Retesting and retraining takes time away from learning new skills and new trades.
- *Mary Kay, Center of Excellence Manufacturing:* WDCSC needs to help schools introduce apprenticeships and trades in middle school, to students and parents. Starting in high school is too late.
- *Sandra, Lakewood School District:* We need to take more responsibility in the community for how parenting affects youth development and, later, youth employability.
- *Teena, Everett Housing Authority:* I would like to see every student in middle and high school have the choice to take vocational classes at their own school, without having to wait until high school and then bus to another school.
- *Kim, Shoreline Community College:* It would be helpful to bring industry into schools and talk about what they do. This is different than a job fair or bussing kids to an event. I would like to see industry panels in schools.
- *Laura, Congressman Jay Inslee's Office:* The Congressman is very interested in education and bringing industry to kids, but we need the jobs there as well. We would like to see WDCSC increase industry jobs in Snohomish County so as youth learn about those jobs they can exit school with jobs to apply for.
- *Jennene, Snohomish County Human Services:* We cannot compete with countries like China nor do I think we want to. I would rather see us working really hard to help small businesses develop.
- *Brad, WorkSource:* I would like to see better alignment for WorkSource business services so we can truly act as job developers for unique populations like immigrants, refugees, and youth. We do not need another job board or job matching computer system; we need skilled job developers with expertise in various areas.
- *Deidra, Marysville School District:* Transportation is a factor in finding jobs in Snohomish County. It is a norm for Snohomish County residents to drive long distances to get to work. We need to help people find jobs close to home or access funds for public transportation.
- *Tania, Marysville School District:* I reiterate that youth continue to be supported and that youth programs continue.
- *Brad, WorkSource:* It would be great to see a Construction Carnival every week! I realize that is a big event, but what I mean is that youth need more opportunities to get hands-on experience with industry.
- *Frank, community member:* We must remember our dislocated workers and offer services responsive to their unique needs.

WDCSC received the following comments during the March 29, 2011 community forum: no additional comments were received.

WDCSC received the following comments via email and other means: no additional comments were received.

The WDCSC Board voted to approve the plan during its scheduled Board meeting on April 19, 2011. The plan was then reviewed and approved by the Snohomish County Executive and provided to the State.

This plan has been designed to be an interactive, living document. The plan serves as a starting and review point to implement the vision, mission, and goals of WDCSC. Further detail will occur in the implementation of ten-year objectives and two-year strategies. Additional shaping of the plan will result from ongoing changes in the Snohomish County labor market as well as continuous improvement processes and performance results. WDCSC will continue to solicit input as it updates the plan. WDCSC may expand upon its development process to create amendments to this plan. Specific procedures include:

1. Presentation of plan preparation instructions and extensive background materials to the Executive Committee and full Board of Directors. The establishment and prioritization of goals and objectives will be made during this process.
2. Engagement of all WDCSC staff in the development of strategies designed to achieve the Board-driven goals and objectives for Board review.
3. Presentation of the draft plan to the WDCSC's Youth Council and to WorkSource partners and the community in a community forum. Presentation of the Board of Directors priority goals, objectives, and strategies will be made and partner and community input on the goals, objectives, and strategies will be obtained during this process.
4. Presentation of the draft plan to the Snohomish County Executive for review and feedback.
5. Incorporation of Snohomish County Executive and community forum feedback into the final plan approved by the Board for submission to the County Executive.

ACKNOWLEDGEMENTS

WDCSC thanks the following representatives from the WDCSC Board of Directors. We also thank members of other WDCSC Boards and committees, community forum participants, and WDCSC staff.

Linda Armstrong – WDCSC Board Member – Aviation Technical Services
Brian Bookey – WDCSC Board Member – National Food Corporation
Steve Burch - WDCSC Board Member – Sno-Isle Tech Skills Center
Darrell Chapman - WDCSC Board Member – IBEW Local 191
Patty DeGroodt - WDCSC Board Member – Providence Everett Medical Center
Gwen Delp - WDCSC Board Member – Everett Community Service Office
Cathy Feole - WDCSC Board Member – Master Builders Education Foundation
Holly Flatt - WDCSC Board Member – Campbell Soup Company
Bud Fishback - WDCSC Board Member – The Boeing Company
Sandra Fowler-Hill - WDCSC Board Member – Everett Community College
Jerry Goodwin - WDCSC Board Member – AMT, Inc.
Tim Julius - WDCSC Board Member – Tulalip Resort Casino & Spa
Julie Lord - WDCSC Board Member – Employment Security Department
Phillip McConnell - WDCSC Board Member – Work Opportunities, Inc.
Dave McCrea - WDCSC Board Member – Horizon Bank
Kris McDuffy - WDCSC Board Member – Arlington School District
Jerri Mitchell - WDCSC Board Member – Catholic Community Services
Suzanne Monteiro - WDCSC Board Member – Division of Vocational Rehabilitation
Scott Nolan - WDCSC Board Member – Frontier Bank
Dale Peinecke - WDCSC Board Member – Giddens Manufacturing, Inc.
Anne Penny - WDCSC Board Member – Edmonds Community College
Frank Prochaska - WDCSC Board Member – Association of Western Pulp & Paper Workers
Melvin Sheldon - WDCSC Board Member – Tulalip Tribes
Louse Stanton-Maston - WDCSC Board Member – Everett Chamber of Commerce
Ken Stark - WDCSC Board Member – Snohomish County Human Services
Terry Sweeney - WDCSC Board Member – Philips Medical Systems
Cheryl Telford - WDCSC Board Member – Sno-Isle Libraries
Jeffry Tomson - WDCSC Board Member – Machinists, Inc.
Jan Vance - WDCSC Board Member – Greater Edmonds Chamber
Carlos Veliz - WDCSC Board Member – PCSI Design