

# Workforce Development Council of Seattle-King County Local Strategic Plan 2009-2011

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## KING COUNTY ECONOMY

King County's workforce accounts for about a third of the state's total labor force and represents the largest labor market in Washington State. This workforce powers a regional economy that has the 12<sup>th</sup> highest gross metropolitan product in the nation and is ranked 48<sup>th</sup> (out of 550 economies) in the world<sup>1</sup>, and is a significant driver of the state's economic health. Although King County's industries have grown much more diverse in the last ten-plus years, the recession in the early 2000s – when the information technology and manufacturing sectors in particular shed large volumes of jobs – was a heavy hit to the workforce and local economy since they represent two prominent sectors of the county's economy.

King County was showing many signs of a strong economic recovery since the region lost more than 100,000 jobs in the last recession. Unfortunately, the current recession that hit in the last few months of 2008 has had a devastating effect on employment. The December 2008 King County area LMEA report shows that construction was down 9,000 jobs or 9.1 percent decline. The administrative support and waste management sector was down 4,300 jobs, a 5.1 percent decline. The retail sector was down 4,900 jobs over the year, a 3.2 percent drop. Employment services showed the largest percentage loss, dropping 19.0% in one year.

The chart below shows the most recently compiled estimates (June 2008) of employment by industry. The projections for 2011 and 2016 are likely in need of adjustment in the face of the downturn.

**Annual Average Nonagricultural Wage and Salary Employment  
Estimated 2006 and Projected 2011 and 2016  
Seattle-King County (in thousands) June 2008**

Industry	Estimated Employment 2006	Estimated Employment 2011	Estimated Employment 2016	Ave. Annual Growth Rate 2006-2011	Ave. Annual Growth Rate 2011-2016
<b>TOTAL NONFARM</b>	1,178,000	1,271,800	1,351,100	1.5%	1.2%
<b>NATURAL RESOURCES and MINING</b>	700	700	700	0.0%	0.0%
Logging	200	100	100	-12.9%	0.0%
Mining	500	600	600	3.7%	0.0%
<b>CONSTRUCTION</b>	70,500	72,300	75,100	0.5%	0.8%
<b>MANUFACTURING</b>	112,300	115,100	115,200	0.5%	0.0%

<sup>1</sup> U.S. Conference of Mayors, *U.S. Metro Economies*, June 2008.

<b>Durable Goods</b>	85,200	88,600	88,700	0.8%	0.0%
<b>Wood Products</b>	1,800	1,400	1,400	-4.9%	0.0%
<b>Nonmetallic Mineral Prod</b>	3,700	3,600	3,900	-0.5%	1.6%
<b>Primary Metals</b>	900	600	600	-7.8%	0.0%
<b>Fabricated Metal Products</b>	6,500	7,400	7,700	2.6%	0.8%
<b>Machinery</b>	5,600	5,700	5,800	0.4%	0.3%
<b>Computer/Electronic Products</b>	9,400	8,800	8,400	-1.3%	-0.9%
<b>Electrical Equipment and Appliances</b>	1,800	1,600	1,700	-2.3%	1.2%
<b>Aerospace</b>	42,900	47,700	47,600	2.1%	0.0%
<b>Other Transp. Equipment</b>	4,400	3,800	3,600	-2.9%	-1.1%
<b>Furniture &amp; Related Prod.</b>	2,700	2,400	2,400	-2.3%	0.0%
<b>Misc. Manufacturing</b>	5,500	5,600	5,600	0.4%	0.0%
<b>Non Durable Goods</b>	27,100	26,500	26,500	-0.4%	0.0%
<b>Food Manufacturing</b>	12,500	13,300	13,500	1.2%	0.3%
<b>Textile &amp; Apparel</b>	2,600	2,200	2,100	-3.3%	-0.9%
<b>Paper &amp; Paper Prod.</b>	1,900	1,600	1,600	-3.4%	0.0%
<b>Printing&amp; Related Support</b>	5,100	4,600	4,400	-2.0%	-0.9%
<b>Petroleum &amp; Coal Prod.</b>	200	100	100	-12.9%	0.0%
<b>Chemicals</b>	1,900	2,000	2,100	1.0%	1.0%
<b>Plastics &amp; Rubber Prod.</b>	2,900	2,700	2,700	-1.4%	0.0%
<b>WHOLESALE TRADE</b>	64,000	65,100	67,900	0.3%	0.8%
<b>RETAIL TRADE</b>	113,800	117,200	120,400	0.6%	0.5%
<b>Motor Vehicle and Parts Dealers</b>	12,300	13,000	13,100	1.1%	0.2%
<b>Food/Beverage Stores</b>	20,400	20,600	20,400	0.2%	-0.2%
<b>Gasoline Stations</b>	3,500	3,100	3,000	-2.4%	-0.7%
<b>Other Retail</b>	77,600	80,500	83,900	0.7%	0.8%
<b>TRANSPORTATION, WAREHOUSING&amp;UTILITIES</b>	46,800	49,300	51,100	1.0%	0.7%
<b>Utilities</b>	900	1,000	900	2.1%	-2.1%
<b>Transportation/Warehousing</b>	45,900	48,300	50,200	1.0%	0.8%
<b>INFORMATION</b>	72,600	83,300	95,400	2.8%	2.7%
<b>Software Publishers</b>	43,100	53,000	64,200	4.2%	3.9%
<b>Other Publishers</b>	4,000	3,600	3,200	-2.1%	-2.3%
<b>Other Information</b>	25,500	26,700	28,000	0.9%	1.0%
<b>FINANCIAL ACTIVITIES</b>	77,800	81,400	84,300	0.9%	0.7%
<b>Finance &amp; Insurance</b>	51,900	54,100	54,800	0.8%	0.3%
<b>Real Estate and Rental Leasing</b>	25,900	27,300	29,500	1.1%	1.6%
<b>PROFESSIONAL and BUSINESS SERVICES</b>	182,800	214,300	237,600	3.2%	2.1%
<b>Professional, Scientific and Technical Services</b>	86,400	104,100	113,500	3.8%	1.7%
<b>Management of Companies and Enterprises</b>	24,000	26,700	29,900	2.2%	2.3%
<b>Administrative/Support (except Employment Services), Waste Mgmt.</b>	38,700	42,200	46,400	1.7%	1.9%

<b>Employment Svcs</b>	33,700	41,300	47,800	4.2%	3.0%
<b>EDUCATION and HEALTH SERVICES</b>	124,900	140,100	153,000	2.3%	1.8%
<b>Private Education Services</b>	20,400	24,000	26,400	3.3%	1.9%
<b>Health Care &amp; Social Assist. Private</b>	104,500	116,100	126,600	2.1%	1.7%
<b>LEISURE/ HOSPITALITY</b>	108,900	118,300	125,100	1.7%	1.1%
<b>Arts, Entertainment and Recreation</b>	20,800	23,300	24,400	2.3%	0.9%
<b>Accommodation and Food Services</b>	88,100	95,000	100,700	1.5%	1.2%
<b>OTHER SERVICES</b>	41,000	43,600	46,200	1.2%	1.2%
<b>GOVERNMENT</b>	161,900	171,100	179,100	1.1%	0.9%
<b>Federal Government</b>	21,300	21,200	21,100	-0.1%	-0.1%
<b>State/Local Govt other</b>	63,500	67,200	69,900	1.1%	0.8%
<b>Educational Svcs govt</b>	77,100	82,700	88,100	1.4%	1.3%

Source: LMEA, Washington State Employment Security Department

## Job Vacancies and What Employers are Seeking

Job vacancies are an indication of immediate demand for workers by employers. In the October 2008 Job Vacancy Survey, the top three industries in King County representing the highest number of job openings were health care, retail and information. The responses by occupational group show that the jobs with the highest vacancies are sales, health care and office/administrative support.

## Top 10 Industries and Occupations with Highest Number of Vacancies

Industry	Estimated Job Vacancies	Reporting Education Beyond HS/GED	Requiring License or Certificate	Requiring Previous Experience
Health care and social assistance	4,932	58%	66%	84%
Retail trade	3,010	22%	12%	39%
Information	2,327	86%	6%	91%
Professional and technical services	2,207	66%	34%	74%
Accommodation and food services	1,517	6%	73%	47%
Manufacturing	856	54%	14%	77%
Finance and insurance	802	62%	21%	94%
Wholesale trade	687	53%	24%	79%
Other services, except public administration	666	45%	30%	62%
Educational services	530	58%	81%	92%
<b>Total in King County</b>	<b>20,084</b>	<b>50%</b>	<b>37%</b>	<b>71%</b>

Major Occupation Group	Oct 2008 Vacancies	Requiring Education Beyond HS/GED	Requiring License or Certificate	Requiring Previous Experience
Sales and Related	2,849	12%	19%	65%
Healthcare Practitioners and Technical	2,351	81%	94%	81%
Office and Administrative Support	2,262	27%	15%	100%
Management	2,057	92%	16%	94%
Computer and Mathematical	1,739	94%	10%	98%
Food Preparation and Serving Related	1,551	3%	77%	45%
Personal Care and Service	1,169	17%	19%	26%
Business and Financial Operations	944	89%	28%	99%
Transportation and Material Moving	862	6%	52%	71%
Architecture and Engineering	761	92%	24%	92%
Healthcare Support	739	63%	82%	51%
<b>Total in King County</b>	<b>20,078</b>	<b>35%</b>	<b>59%</b>	<b>100%</b>

Source: Washington State Employment Security Department, October 2008 Job Vacancy Survey

Wages in the labor market are one indication of the quality of the jobs available. Also apparent in the data is that, once again, education is an important ingredient to progress on the path to self-sufficiency.

Wage Range	Estimated Job Vacancies	Full-time Positions	Reporting Education Beyond HS/GED	Requiring License or Certificate	Requiring Previous Experience
\$8.07 - \$9.99/hr.	2,508	11%	1%	39%	19%
\$10 - \$14.99/hr.	3,719	24%	12%	25%	50%
\$15 - \$19.99/hr.	868	50%	45%	42%	80%
\$20 - \$24.99/hr.	719	42%	62%	66%	84%
\$25 - \$29.99/hr.	450	49%	61%	64%	91%
\$30.00/hr. & up	953	49%	92%	38%	96%
Wage Unspecified	10,866	37%	73%	37%	86%
<b>Total in King County</b>	<b>20,084</b>	<b>33%</b>	<b>50%</b>	<b>37%</b>	<b>71%</b>

Source: Washington State Employment Security Department, October 2008 Job Vacancy Survey

## Employer Reports of Difficulty in Finding Qualified Job Applicants

According to the most recent data available, employers continue to have difficulty finding and hiring qualified personnel. Even with the economic downturn, this gap shows that there are opportunities to more closely match the skills of the workforce with the skills employers need.

In fall of 2007, 60% of Washington state employers surveyed had difficulty finding qualified job applicants, compared to 51% in 2005 and 45% in 2003. In Seattle-King County, this percentage increased from 49% in 2005 to 56% in 2007. The difficulty included finding qualified applicants with either the job-specific skills or basic workplace soft skills needed.

## **SECTOR ANALYSES**

The Workforce Development Council of Seattle-King County annually determines the industry sectors in which we will focus our workforce development efforts using the following 10 criteria:

- Commitment of employers and/or labor to develop workforce and contribute resources
- Workforce is a critical issue to industry
- Importance of industry to economic development of Seattle-King County
- The WDC has the ability to address industry workforce issues (leverage point)
- Existence of industry intermediary/association
- Degree of demand for workers through employment growth or attrition
- Nature of industry demand (time-limited, long term, immediate, future)
- Does the industry provide wage progression and career ladder opportunities that can lead toward self-sufficiency?
- Are there parallel efforts underway the WDC can leverage?
- Participation of training and education institutions

Based on research of these ten criteria and previous expertise in convening partnerships and leveraging resources within specific sectors, the WDC annually reviews and approves the sectors that are both critical to the workforce and employer needs of King County and that we can affect through our work.

In 2008, the WDC Strategic Planning and Research & Development committees reviewed and approved the following priority sectors in which we will take the lead: Construction (including green building), Health Care, Manufacturing and Automotive. We will also continue to play a partnering role in life sciences/biotechnology and information technology as described in our 2007-2009 Strategic Plan. Finally, we will lead skills panels for the maritime industry and the interactive media subsector of IT beginning in 2009.

Below is a brief synopsis of each of our priority sectors as updated in spring 2008. Please note that much of the labor-market data in this section does not reflect the downturn and layoffs that began occurring at the end of 2008; the WDC will be using updated information and data to review our sector activities and adjust our priorities if necessary.

# Construction and Green Building

## Workforce Overview

Construction firms in King County employ more than 6 percent of the county's total payrolls and pay more than \$3 billion in total wages annually. Certainly, local construction projects and employment gains have served as a catalyst to development in King County in the last decade. While the nation's construction employment has declined since 2007, King County continued to see year-over-year growth into 2008. Also, the retirement age is younger than in most industries and, due to an aging workforce, a large percentage of workers are nearing retirement age. Concerning the Green Building movement, incumbent workers will require training in the new technologies associated with the new construction processes. Thus, the gaps in the construction industry's workforce will likely continue to be of critical issue.

While the projected average annual growth rate for construction in King County was expected to slow to just above one percent after 2009, demand for workers through attrition was expected to continue to increase. It remains to be seen how the current economic downturn will affect the local construction industry in the long term. Another factor affecting construction employment will be the federal American Reinvestment and Recovery Act (ARRA) investments in infrastructure, which will likely fuel a significant upswing.

The construction industry wages were about average in 2006, relative to all industries, at \$50,546 per year for covered construction workers. Many of construction's occupations provide higher starting wages that can provide or may lead to personal self sufficiency.

While labor market data is somewhat limited in this field because of its emerging nature, recent research suggests that the largest share of "green jobs" in Washington state is concentrated in King County, and that more than two-thirds of all green jobs in the county are in energy efficiency.<sup>2</sup> Other research has included an estimate in a recent U.S. Conference of Mayors study that green jobs in the Seattle metro-area could increase by more than 40,000 jobs over current levels by 2038.<sup>3</sup> The Northwest Energy Efficiency Taskforce (NEET), a convening of stakeholders from utilities, government, labor, industry, and others in the Northwest, has cited the workforce pipeline as a critical issue, specifically the projected retirement of approximately half the workforce in the coming five years, a decline in working age cohorts of the population until 2030, and declining numbers of workers, students, and graduates in the skilled trades and engineering programs.<sup>4</sup>

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<sup>2</sup> WA Employment Security Department, LMEA Division, *2008 Green Economy Jobs in Washington State*, January 2009.

<sup>3</sup> US Conference of Mayors, *US Metro Economies: Current and Potential Green Jobs in the US Economy*, (prepared by Global Insight for USCOM).

<sup>4</sup> NEET Workgroup #5, *Workforce of the Future*, December 2008.

## **Energy Efficiency: A subset of “green jobs” in construction and manufacturing**

The emerging clean technology sector is comprised of several segments, including energy efficiency, renewable energy, biomass, recycling, and green design. A fall 2008 analysis by 2<sup>nd</sup> Chance Washington identified energy efficiency as the most developed of these segments, both because of the foundation of existing skills within the local construction and manufacturing sectors, and because of the public policy emphasis it has received locally and at the state and federal levels.

Energy efficiency is poised to receive substantial investment as part of the federal economic stimulus package. At the state level, proposed bills in the legislature would invest state funds in energy efficiency, particularly weatherization. Locally, City of Seattle Mayor Greg Nickels announced in his 2008 State of the City Address new goals to increase energy efficiency of Seattle homes and commercial buildings, create job opportunities in the “green economy,” and save energy costs for Seattle residents and businesses.

The result of this policy focus and investment is to accelerate demand for workers in the energy efficiency field. Unfortunately, the educational system has not kept up with specific skill requirements, and employers are having a hard time finding job applicants with sufficient energy-efficiency skills and experience. Based on a survey of 100 companies in Washington and Oregon that provide energy efficient products and services, the Northwest Energy Efficiency Council (NEEC) surmises that the confluence of growth in the industry, lack of sufficient educational infrastructure, and attrition due to retirement will likely result in serious workforce shortages if not addressed. This represents both a challenge and an opportunity to train laid-off workers to fill the gap.

## **Industry Commitment to Workforce Solutions**

An aging workforce (and younger than average retirement age) as well as the wave of interest in “green skills” have generated concerns about workforce among employers in the industry. Intermediary organizations, such as the Master Builders Association (MBA), Construction Industry Trades Council, and Associated General Contractors (AGC), partner with the WDC or with WDC partners. Representatives of both the MBA and the AGC are participants on the Green Building Skill Panel. The Construction Center of Excellence at Renton Technical College, local labor unions, and the Advisory Council on Green Building are also partners to the WDC.

## **WDC Action Steps**

In construction generally, the WDC partners with industry training programs (vocational education, pre-apprenticeship, etc.) to provide job training, career exploration, internship and employment assistance to the region’s youth and other

unemployed residents. For example, the Youth Build program helps to prepare WIA-enrolled youth for employment in the construction trades.

In 2009, the WDC has been invited to discuss further pre-apprenticeship partnerships with a group of managers of project and labor agreements for large public works projects (Sound Transit, Brightwater, the Port of Seattle and the housing authorities).

In green/clean constructions specifically, the WDC and McKinstry Company formed a Green Design and Green Building Panel made up of 25 leaders from business, labor, education, economic development, government, and workforce development. This knowledgeable and pro-active group has identified critical needs in our region for green jobs training and allocated funding to support projects in three areas:

- Preparing the workforce for emerging, new green jobs
- Up-skilling the existing workforce, and
- Integrating green knowledge across industry sectors and the building trades

Among the panel's projects for 2009 are:

- The production of a career video by the Construction Center of Excellence at Renton Technical College to get job seekers and career changers interested in the career opportunities in the green building field. (January 2009)
- A survey of green building employers in King County to learn which jobs are in most demand and the skills needed for those jobs. (April/May 2009)
- The development of a sustainability training module for building trades apprenticeship programs to give all apprentices a foundation of green knowledge and practices. (to be done summer 2009)
- The creation of an advanced program for building managers in sustainability concepts and practices delivered through a community college. (fall 2009)
- A website portal to inform the community about green jobs and training pathways. (summer 2009)

## **Health Care**

### **Workforce Overview**

The health care industry is a major contributor to the economic climate of King County. This industry's employment measured 107,000 monthly jobs in 2008, and wages in the industry totaled nearly \$4.4 billion in King County in 2006. Although the economic downturn seems to have slowed growth in the health-care sector, the health care sector has not experienced the declines that other sectors of the economy have, and demand is still on the horizon for some time to come due to the convergence of an aging population (creating more need for health care services) and an aging workforce (accelerating attrition). The Health Workforce Institute reports that health care jobs are still "warm" despite the economic downturn. The results of the Institute's 2008 hospital workforce

survey, and a follow up online qualitative survey in early 2009, suggest that vacancies and demand persist in several key areas of health care, such as nursing (including NA-C), physical/occupational therapy, pharmacy, and surgical technology.<sup>5</sup> The Employment Security Department projects that King County will gain 10,500 jobs in the health care industry between 2011 and 2016; these job gains are due to both new openings and to attrition.

The industry's workforce is critical to health of the patients and thus, the success of the industry. The Washington State Hospital Association describes the health care workforce as "a chronic and growing shortage" which will, and does, impact health care delivery in the state. The Employment Security Department also estimates an immediate shortage of health care personnel in King County, with almost 5,000 vacancies in Health Care and Social Assistance firms in late 2008. Also, consider the aging workforce—nearly 21,000 King County health-care workers were age 55 or older in 2005; today's shortage of qualified health care workers will only be compounded as these workers retire. Add to this the fact that the King County population is also aging quickly, with the need for health care services quickly multiplying as well, and it is clear that the workforce shortage could threaten the competitiveness of Seattle-King County as a desirable place to live and work.

Career and wage progression opportunities certainly exist within the health care industry; however, due to the length and regulation of necessary training, this is sometimes a slow process. Programs with health-care training goals require a long-term approach and commitment, as training and on-the-job requirements may take years at each stage.

### **Industry Commitment to Workforce Solutions**

Because the quality of health care depends on the workforce, local employers have partnered with the Washington State Hospital Association, the associated Health Work Force Institute, the WDC (and other workforce development agencies), and local training institutions to help alleviate the workforce shortage in the industry.

Local employers, labor leaders, and educators have been actively working with the WDC and WSHA since the two convened the Health Care Industry Skill Panel in 2001 (an effort that led to specific strategies and initiatives that have been realized). These partners have continued to engage in planning and initiatives since that time, with a focus in two major areas: career progression for incumbent workers and strategies to encourage youth to consider health care careers. The Washington State Hospital Association has been an effective partner on this initiative; the associated Health Workforce Institute has expanded this partnership and provided data on the local health care industry, financial resources, and a connection back to the committed employers. The health-care industry has also financially supported workforce initiatives, both through the industry associations and directly. Five King County hospitals have

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<sup>5</sup> Health Workforce Institute, *What Jobs are Hot? Health Care Jobs are Warm*, January 22, 2009.

contributed substantial funds to WDC training initiatives, including \$500,000 in direct funds and more than \$1 million in indirect funds.

## **WDC Action Steps**

The health care sector is the WDC's oldest and most successful sector partnership, beginning with the 2001 skill panel and continuing through numerous adult and youth health-care training initiatives. The health care education system (both two and four-year institutions) has been a strong partner throughout. The WDC Career Pathways and the Health Careers for Youth projects represent long-standing relationships with committed employers, the Washington State Hospital Association's Health Work Force Institute and the colleges that have connected hundreds of adults and youth to this important sector.

Health care has been a focus sector in WIA programs and the WorkSource system as well, with industry events, job fairs and employer connections keeping systems working closely. In late 2007, the WDC developed a career map for health care that shows a sampling of occupations, their wages, and education and training pathways to achieve them. The *Map Your Career* tool, with printing generously donated by the Boeing Company, has been widely distributed throughout the WorkSource and youth systems. The WDC also coordinates the health-care focused Opportunity Mentorship program, which matches health-care students with nurses and others already working in the field to improve retention in training programs, successful completion and transition to employment.

The WDC will continue to support and expand our current health care partnership and initiatives.

## **Manufacturing, Including Aerospace**

### **Workforce Overview**

For many decades, the manufacturing industry in King County has been vital to our local economy and workforce. Although the sector has declined in recent years and our economy has diversified, manufacturing remains a significant industry in terms of volume of jobs, quality of jobs and wages, skill development/training needs of employers, and contribution to the local economy.

The manufacturing industry in the Puget Sound region includes food processing, printing and publishing, fabricated metal products, industrial machinery, transportation equipment, textiles and apparel. Approximately 42% of manufacturing employment within King County is in the transportation equipment industry, with aerospace as its largest sub-sector. ("Washington Manufacturing Research Project," WA State ESD). Aerospace products are the state's leading export, and a majority of the state's aerospace products are produced in the Puget Sound Region.

King County has the largest concentration of manufacturing businesses in the five-state Pacific Northwest region. About 40 percent of Washington state's manufacturing employment and more than 50 percent of the state's transportation equipment manufacturing employment is based in King County. King County is also the fifth-largest warehouse and distribution center in the United States ("Manufacturing Seattle & King County," *enterpriseSeattle*, [www.edc-sea.org](http://www.edc-sea.org), July 2002).

While the nation's manufacturing employment has declined severely since 2006, King County's continued to see year-over-year growth into 2008, especially in the aerospace sub-sector, but in others as well. Due to The Boeing Company's backlog of orders before the recent downturn, the need for skilled workers remained a critical workforce issue within the sector.

These jobs are typically well-paid and thus are associated with a higher economic multiplier than most jobs. The manufacturing sector wages were above average in 2006, at \$69,504 per year. Also, many occupations within manufacturing firms provide higher starting wages that can provide or may lead to economic self-sufficiency.

The Employment Security Department estimated nearly 1,800 vacant jobs in manufacturing in King County in the fall of 2007. At that time, strong positive growth was projected in the short-term, especially for aerospace. Although the long-term projections of new jobs were not as bright, an aging manufacturing workforce suggests that there will likely be a shortage of skilled workers if the region does not train workers to step in when today's older workers retire.

### **Industry Commitment to Workforce Solutions**

Manufacturing employers are involved in the Prosperity Partnership (which focuses on the aerospace cluster), the Puget Sound Industrial Excellence Center, and the Manufacturing Centers for Excellence in the Puget Sound region. Employers are seeking help in meeting workforce challenges and many are also engaged in different initiatives focused on the specific workforce needs of sub-sectors of the industry, for example the Aerospace Futures Alliance and the Ballard Interbay Northend Manufacturing and Industrial Center. These intermediary organizations are active in responding to the workforce needs of local manufacturing firms. In addition, local firms have contributed to the WDC's workforce efforts by sponsoring particular publications/products and by serving on the WDC Board.

### **WDC Action Steps**

The WDC continues to pursue partnership and funding opportunities with partners such as the Puget Sound Industrial Excellence Center in the Duwamish Corridor of South Seattle and the region's Prosperity Partnership. Also, the *Dream It, Do It* campaign and website informs on the opportunities available within manufacturing and connects job seekers to local industry associations, employers, and training in manufacturing.

WorkSource Seattle-King County partners with local employers to hold job fairs to better match jobseekers and employers in need of skilled workers. The WorkSource system's Business Services team works with the Boeing Company, in particular, to better connect job seekers to opportunities in the local aerospace sector.

In late 2007, the WDC developed a career map for manufacturing that shows a sampling of manufacturing occupations, their wages, and education and training pathways to achieve them. The *Map Your Career* tool, with printing generously donated by the Boeing Company, has been widely distributed throughout the WorkSource and youth systems.

## **Automotive**

### **Workforce Overview**

The repair and upkeep of the automotive vehicles in the Puget Sound are crucial to the business operations of the general economy and to the local transportation and logistics sector—another sector that is crucial to the Puget Sound economy. The imports and exports that move through the ports of the Puget Sound Area are carried most often by trucks, which require regular maintenance and repair.

Vehicles are increasingly dependent on specialized and sometimes complicated technologies; thus incumbent technicians need to be retrained and recertified in these new technologies. Also, new workers must be trained in order to maintain and repair the growing fleet of vehicles associated with an increasing population and economy. The industry wages associated with the automotive cluster are not especially high (as compared to the manufacturing or IT sectors), but related firms do typically provide wages that may lead to self sufficiency. The Employment Security Department estimates that hourly wages of automotive-related jobs start at \$12-13 per hour, but increase to \$24-27 per hour for experienced job-holders. Due to the career ladder opportunities and the relatively short time needed to become trained or certified, this is an attainable goal for many.

The need for certified technicians was projected to continue to increase with the numbers of vehicles in the local area and economy. In 2007, the Employment Security Department projected gains in automotive-related occupations to be between 15 and 19 percent between 2002 and 2012. While the demand for workers was not of imminent concern, as is for example the health care sector's need for registered nurses, the demand for certified technicians was expected to be steadily strong over the next decades. It remains to be seen whether the current downturn will affect the workforce in this industry long term.

## **Industry Commitment to Workforce Solutions**

Through investments by local car dealers, the Puget Sound Automobile Dealers Association (PSADA) was instrumental in the creation of the Professional Automotive Training Center at Shoreline Community College, which offers manufacturer-specific technician training programs as well as training for dealership operations personnel. The PSADA continues to be an advocate of industry workforce training; the PSADA-sponsored expansion of the program in 2008 included an increase in infrastructure of 40 to 50 percent and new cars on which to train.

## **WDC Action Steps**

Through a grant from the Aspen Institute, the WDC connected the WorkSource system to Shoreline's entry-level General Service Technician automotive program by creating an Advancement Navigator position. The navigator, an employee of a WorkSource/WIA service provider, helps students and staff coordinate resources such as financial aid, informs students of advancement training opportunities, works with local employers and provides career guidance and connections to jobs after program completion. Many WIA customers have been referred to the program through the navigator connection.

As part of our focus on this sector, the WDC and WorkSource sponsored an automotive industry forum in order to educate job seekers and better connect jobseekers to information about the industry and to local employers. The WDC will continue to partner with the PSADA and Shoreline's automotive training center and connect with other efforts, such as the Seattle Jobs Initiative partnership with the automotive program at South Seattle Community College.

## **Linkages Between Economic and Workforce Development**

### **From 2007-09 Local Strategic Plan:**

Local workforce development and economic development efforts are informed and educated about each other's strategies. Coordination is complex because 39 cities are represented within King County – with more than half the cities having their own economic development plans. The WDC collaborates with both EnterpriseSeattle, the local economic development council, and Puget Sound Regional Council's (PSRC) Prosperity Partnership – both of which also coordinate with many of King County's city economic development efforts. WDC has also connected one-on-one with a large number of King County's economic development offices.

The City of Seattle's Office of Economic Development and King County's Office of Business Relations and Economic Development are represented as ex-officio members of the WDC, and WDC's CEO is a board member of EnterpriseSeattle. WDC staff also participates in PSRC's Prosperity Partnership meetings as they relate to local workforce development strategies (e.g. Life Sciences and Information Technology cluster meetings). In addition, staff participates in a wide variety of local sector-based partnerships, many of which include economic development partners and initiatives.

### **2009-11 Update:**

The WDC continues to work closely with the economic development initiatives described above, as well as other local sector-focused efforts. The WDC's newly structured Industry Demand Committee was formed in 2008 to oversee in more depth our sector work and economic development partnerships.

The WDC has been especially involved in the development of targeted clusters. Because of our own sector analysis work, we have contributed our workforce focus to this process with the Prosperity Partnership, enterpriseSeattle and the City of Seattle's Office of Economic Development and sought to align our sector priorities with these when workforce development needs overlapped. We have also worked closely with the King County Office of Business Relations and Economic Development. These working relationships have led to results such as joint grant applications for local sector work (including a current grant with enterpriseSeattle to offer incumbent worker training) and skills panels, particularly the WDC's green building panel which is chaired by the then-chair of enterpriseSeattle (representing local construction company McKinstry).

New collaborations include:

- The WDC and 2<sup>nd</sup> Chance Washington submitted a joint application that is a finalist for a Living Cities grant to support clean energy workforce strategies in Seattle and the greater Puget Sound region. The project will focus on systematizing energy efficiency career pathways, bringing them to scale, and sustaining them over time. On behalf of the Collaborative, the City of Seattle's Office of Economic Development and the WDC would coordinate this Northwest Energy Efficiency Opportunities Project "NEW OP."

- The WDC was commissioned to provide sector recommendations to 2<sup>nd</sup> Chance Washington, the workforce funders collaborative seeking to increase access to postsecondary education and skills training for low-income adults.
- The WDC has a grant from the U.W. Small Business Administration, a portion of which will be used in the coming year to provide research and recommendations for the Puget Sound Regional Council's clean-technology cluster strategy.
- In 2009, through a state workforce board grant, the WDC will convene two new skills panels on the maritime industry and the interactive media industry, respectively. (See Industry Objectives for more detail.)
- Also through a state workforce board grant, the WDC will share its expertise on industry skills panels throughout Washington state in 2009. (See Industry Objectives for more detail.)

# THE CHANGING WORKFORCE IN SEATTLE-KING COUNTY

## Overview

King County's population as of 2007 is estimated at 1,859,284, according to the American Community Survey. In the past two years, the population has increased by 100,000 people. According to the 2000 Census, it has grown by 15 percent since 1990. Seattle, the state's largest city, represents nearly half of King County's total population.

The county's age breakdown as of 2007 is: 22 percent are under 18 years old; 11 percent are 65 and older; 28% are between 45 and 64; and 31 percent of the population is between 25 and 44 years old.

King County's population diversity has greatly increased in the past 20 years. As of 2007, 50 percent is female, and only 31 percent of the population is white, non-Hispanic. Nineteen percent of King County residents are foreign-born, as compared to 15 percent of the population in 2000 and just 9 percent in 1990. Twenty-three percent of King County residents over the age of five speak a language other than English at home (as compared to 18 percent in 2000). Approximately 13 percent of residents over age 5 reported disabilities.

King County median household income in 2007 was \$67,010, up from \$58,370 in 2005. However, 10 percent of King County residents and 12 percent of children are below the federal poverty level—up from 9 percent overall and 10 percent of children in 2005. In addition, research from 2006 shows that 21 percent of King and Snohomish county residents are living at or below twice the federal poverty level—a more accurate measure of actual poverty. In addition, among both counties one out of every eight full-time, working adults is living at no more than twice the federal poverty level. The gap between those who are earning a livable wage and those who are living below self sufficiency is increasing in our county.

Educational attainment is a critical characteristic of our workforce. Of the population over 25, 44 percent of King County residents hold a bachelor's degree or higher and 92 percent are high school graduates. Seattle-King County's highly educated workforce ranks above both state and national education attainment.

## Aging Workforce

In Seattle-King County and across the country, our population is aging—and with it, our workforce. King County's workers who were 55 and older made up 8 percent of job holders in 1990, but increased to 18 percent in 2005. Similarly, workers between 45 and 54 made up 14 percent of job holders in 1990, but the portion jumped to nearly 30 percent in 2005.<sup>6</sup>

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<sup>6</sup> *Aging Workforce in King County*, January 2009. Desiree Phair, Regional Labor Economist, Washington State Employment Security Department.

If projections come true, more workers will reach retirement age with fewer younger workers to take their place. One result could be large gaps in the labor force and possible economic hardship as companies scramble to find skilled replacements for retirees. Several important industries in King County – particularly education, health care, utilities, and public administration – are vulnerable because they have a high proportion of older workers. One factor that should alleviate this problem to a degree is the fact that many people will keep working past age 65 – out of necessity or desire. But preparation to avoid labor shortages as a result of an aging workforce is critical.

## **People of Color**

The number of people of color in King County has grown much more quickly in the last 20 years than the Caucasian population. People of color now comprise about 69 percent of the county's population. Compared with Washington State, King County has a disproportionate share of African Americans (6 percent) and Asian Americans (14 percent) and a relatively low proportion of Hispanic (7 percent) and Native American residents (1 percent). Asian American is the largest ethnic minority group in King County.

## **Immigrants and Refugees**

Washington state ranks fifth among all states with respect to the number of refugees resettled in the U.S. in 2006. King County remains the leading county in Washington state for residence for new arrivals, with about 3,000 resettled here each year. The percentage of foreign-born residents of King County grew from 9 percent in 1990 to 19 percent in 2007. Almost 50 percent of these residents are from countries in Asia.

About 23 percent of King County residents speak a language other than English at home; 70 percent of these—more than 282,000 people—say they speak English “less than very well” and 22% (more than 86,000 people) say they speak English “not well” or “not at all.” Non-English languages at home are fairly evenly distributed among Spanish, other Indo-European and Asian languages—again, King County is uniquely diverse among areas of the state.

## **Youth**

### **High School Graduation**

Beginning with the class of 2008, Washington state high school graduation requirements include meeting the 10<sup>th</sup> grade standards on the Washington Assessment of Student Learning (WASL). In the 2007-2008 school year, about 50% of 10<sup>th</sup> graders enrolled in public schools met basic requirements on the Washington Assessment of Student Learning (WASL) in math, 82% in reading, 40% in science and 87% in writing.

Our area follows this trend: Only half of students in Seattle and King County schools are meeting WASL math standards.

King County school districts are very concerned about the ability of their students to graduate and be prepared to pursue post secondary education and training opportunities. As a result, some districts have implemented a variety of WASL preparation activities including tutoring, WASL boot camps and summer programs.

### **High-School Dropouts**

King County school districts, along with others across the state, are pursuing aggressive education reform measures to better prepare students for lives of continuing education and long-term employment. Unfortunately, the situation does not seem to be improving. In the 2005 -2006 school year, OSPI data showed that more than 5,000 youth in King County—6.2 percent of high school enrollees—were dropouts, an increase from 4 percent in 2004-05.

Another measurement of school progress is the on-time graduation rate, which calculates the number of students who have graduated in four years since starting in grade 9. In 2005-06 the on-time graduation rate (OTGR) for all students in King County was 71%. Low-income students had an OTGR of 53.5% while Limited English students had a 54% rate. Four school districts had OTGR of 75% or under. They include Federal Way 72.1%, Highline 64.5%, Kent 67.4%, and Seattle 44.7%. In all cases, these numbers have declined since the 2004-05 figures.

The consequences of not graduating from high school are serious for both students and our society as a whole. Students who leave school without graduating face a struggle throughout their lifetimes to secure self sufficiency in the global economy. According to a 2004 Washington Population Survey, high-school dropouts on average make \$9,800 a year compared to \$29,000 for high-school graduates. Education is clearly the key to long-term success in employment.

Many youth also face other risk factors in addition to dropping out which can make finding a job even more difficult – teen pregnancy, mental and physical disabilities, poverty, language and culture. Many concerns remain regarding the preparedness of King County youth—particularly those from economically disadvantaged families—to successfully enter the workplace with the skills to earn progressively higher wages.

Since 2000, the WDC and its community partners have served more than 7,000 King County youth and have developed expertise in what keeps youth attached to school and to employment. Preparing young people for careers and productive adulthood requires more than the short-term job search and placement services typically offered to adult jobseekers. In order to succeed, youth employment programs must adopt a more developmental approach. They must offer young people ongoing contact with caring adults, frequent opportunities to apply on the job what they learn in the classroom, academic support services, and positive peer connections.

# **WORKFORCE DEVELOPMENT SYSTEM TODAY**

## **Overview**

The Seattle-King County “workforce development system” includes programs that use private and/or public (local, state, and federal) funds to prepare workers for employment, upgrade worker skills, retrain workers, or provide employment or retention services for workers or employers.

The workforce development system includes, but is not limited to:

- Secondary vocational-technical education
- Community and technical college vocational-technical education programs
- Private career schools and private college vocational programs
- Employer sponsored training
- Youth, adult, and dislocated worker programs
- Work-related adult basic education and literacy programs
- Activities funded under Wagner-Peyser
- State-approved, joint apprenticeship programs
- WorkSource/One-stop system
- WorkFirst
- Job Skills Program
- Services provided by the Department of Vocational Rehabilitation
- Services provided by the Department of Services for the Blind
- Private and public nonprofit organizations that provide job training and employment services
- Other local, state, and federally funded workforce development programs
- Other private workforce development programs

Employment, training, and related services are provided by a wide range of institutions, including schools, community and technical colleges, state agencies, community-based organizations, local governments, and the Workforce Development Council of Seattle-King County.

Only a small percentage of the system’s funding is found in WIA programs for disadvantaged youth, disadvantaged adults, and dislocated workers. Program such as postsecondary vocational-technical education, adult education and basic skills and secondary vocational-technical education have a much larger fiscal base within the system.

## **Major Workforce Development Programs:**

### **Secondary Vocational-Technical Education**

Career and Technical Education is a planned program of courses and learning experiences that begins with exploration of career options, supports basic academic and life skills, and enables achievement of high academic standards, leadership, preparation for industry-defined work, and advanced and continuing education. CTE programs meet the academic and career preparation needs of secondary students that will assist them in achieving the higher standards of education reform, including the state's Essential Academic Learning Requirements and Certificate of Mastery. Other workforce education and training programs offered by the K–12 system include school-to-work and tech prep programs.

School-to-work programs pair school-based learning with work-based opportunities to assist students in making the connection between high academic achievement and long-term workplace success. Tech prep programs allow students to earn college credit while still in high school by pursuing community and technical college vocational programs in conjunction with their high school course of work.

Occupational skill centers are another vocational education resource. The focus of skill center programs is to provide entry-level job skill training to high school juniors and seniors. Instructional strategies promote the mastery of competencies in an applied contextual manner, emphasize instruction in advancing technologies and strive to connect all learning to a workforce context.

King County currently has one skill center, the Puget Sound Skills Center in Burien. PSSC is a collaborative effort among Federal Way, Fife, Highline, Tahoma and Tukwila school districts and was the first such center in Washington when it opened in 1966. PSSC courses include 19 different programs ranging from auto-body technology and culinary arts to digital media production, medical careers and an off-campus Marine Technology program that operates at Seahurst Park in Burien. In addition to vocational training, the skills center also provides opportunity for students to earn a high school diploma that is issued by their sending high school.

A skill center partnership for northeast King County is being led by the Northeast Vocational Area Cooperative (NEVAC) with the participation of the WDC of Seattle-King County. In 2006, the NEVAC member districts (Bellevue, Issaquah, Lake Washington, Mercer Island, Northshore, Riverview and Snoqualmie Valley) were commissioned by OSPI to conduct a feasibility study into the need for skills center programs in the northeast King County area. The state legislature provided funding to look into ways to increase access to rigorous high-demand, high-wage career preparation programs for students, particularly innovative models for delivering instruction to students in rural and high-density areas of the state. In the feasibility study completed for the NE King County region, it was determined that a “system of branch campuses” would provide

better access to the students in this high-density region of the state than the traditional skills center model of a single core facility. This model was enthusiastically endorsed by legislators, business, industry and education partners.

A collaboration with Lake Washington Technical College (LWTC) is the front-runner of this branch campus model. LWTC is currently designing an Allied Health facility on their Kirkland campus, and has invited NEVAC to add a skills center administration center and allied health programming facilities to their plans. The partnership was enthusiastically received by legislators as a model for collaboration that provides a seamless transition for students from high school to post-secondary education and saves millions of taxpayer dollars (by not building a separate facility for the skills center).

Seattle Public Schools also explored the feasibility of creating a skills center for district students with the involvement of the WDC. The district submitted a proposal to the state in early 2009 for a model of multiple campuses throughout the district, including not only schools but also community colleges, worksites and other community-based sites. Partners, which include the Seattle Community College District, the Manufacturing Industrial Council and the City of Seattle as well as the WDC of Seattle-King County, will next explore specific program development, curricular choices, and locations for specific programs, beginning with Green Technology (in manufacturing, construction, energy, and engineering), Health Care, and Information Technology programs.

## **Community & Technical College Vocational-Technical Education**

Seattle-King County is home to 11 community and technical colleges. The current system includes:

- Seattle Central Community College
- North Seattle Community College
- South Seattle Community College
- Seattle Vocational Institute
- Cascadia Community College
- Shoreline Community College
- Bellevue Community College
- Highline Community College
- Green River Community College
- Lake Washington Technical College
- Renton Technical College

Vocational-technical programs include job preparatory training leading to certificates of completion, programs that lead to associate degrees, related classroom instruction for apprenticeship programs, retraining for dislocated workers, and upgrade training for those already employed.

## **Private Career Schools**

The Seattle-King County area has more than 90 private career schools on the Eligible Training Provider's List, offering courses in business, health, child care, transportation and a wide variety of other fields.

## **Disadvantaged Youth, Adults & Dislocated Workers**

Many youth and adults in King County are currently provided educational support as well as employment and training services funded by the federal Workforce Investment Act (WIA). The WDC administers WIA contracts and most services are delivered through contracts with local government agencies and community-based organizations. Intensive WIA Adult and Youth services are targeted to low-income individuals who have multiple barriers to employment. WIA contracts provide pre-employment training, job skills training, basic skills instruction and job placement and follow up. In the case of WIA Youth programs, such additional services as summer employment, academic tutoring, and leadership development programs are also provided to participants.

### **Disadvantaged Youth**

WIA Title I-B offers a comprehensive year-round program to low-income youth ages 14-21. The WDC currently contracts with the King County Work Training Program and the City of Seattle Youth Employment Program. These programs served 800 youth in Program Year 2007, 58% of whom were out-of-school (i.e., high school dropouts), while 41% were in-school youth. Approximately 75% of the out of school youth served are basic skills deficient, more than 31% are court-involved, and 14% are homeless or runaways. About 61% of the in-school youth were basic skills deficient and 13% had Limited English skills.

Youth services provided through WIA begin with a full assessment and include ongoing case management. Youth are taught about high growth industry sectors. They receive work readiness training and many participate in paid internships. Basic Academic Skills and tutoring services are incorporated into the individual development plans for each participant as needed. Program outcomes are focused on the development of basic skills, work readiness, occupational skills, and transition to post secondary education and employment.

## **Disadvantaged Adults**

WIA Title I-B Adult funds are currently contracted to four providers to provide services to 966 customers in PY07. Services are delivered through the WorkSource system and include core, intensive, Individual Training Accounts, support services and follow-up.

## **Dislocated Workers**

WIA Title I-B Dislocated Worker funds are currently contracted to three providers to provide services to 1,269 customers in PY07. Services are delivered through the WorkSource system and include core, intensive, Individual Training Accounts, support services and follow-up. Dislocated worker Funds also provide a coordinator for the King County Rapid Response team. This team is composed of staff from: the Workers Center, the Employment Security Department, the Washington State Board for Community and Technical Colleges and the King County Dislocated Worker Program. The WorkSource Operator Consortium provides leadership and management for the Rapid Response team. The majority of Rapid Response activities are provided at employer sites and include partner information, WorkSource information and job search workshops. In 2008, this team provided services to 55 employers (166% of the 2007 total) and more than 10,342 dislocated workers (239% of the 2007 total).

## **Adult Basic Education and Literacy Programs**

The WDC of Seattle-King County has long recognized job seeker literacy development as a pivotal foundation for closing current and future skill gaps. Since 1990 the WDC coordinated with local community and technical colleges, encouraging them to co-locate with WorkSource sites. With Renton Technical College as a partner, we pioneered work-based learning centers at which job seekers could be initially assessed in reading, math and English, using CASAS. Based on that assessment and its relation to the job seekers' employment goals, any job seeker could receive intensive instruction in areas of their skill development needs. Our community college co-located partner would give periodic CASAS based assessment indicating gains until the agreed upon goal was reached. Using this model, job seekers were assisted with work related literacy needs immediately, had clear goals and WorkSource staff assisting them.

The WDC of Seattle King County continues to support WorkSource and adult literacy providers' co-location. Renton Technical College is located at both WorkSource Renton and Downtown Seattle, serving a variety of job seekers with ABE/ESL/GED needs for the minimal state fee (now required), or assisting with fee waivers when appropriate. WorkSource Affiliate South Seattle Community College and the Bellevue Community College (BCC) Connection site, both WorkSource affiliated sites, can offer job seekers literacy assessment services. At BCC youth are co-enrolled in WIA, and Shoreline Community College Connection site now hosts Learning Center North, a center for

young people to attain their GEDs and move into community college programs. Learning Center North includes WIA youth staff and collaborates with the college's CEO program.

With Microsoft as an important partner, the WDC of Seattle-King County has also been assisting job seekers increase their skills in ITC – Information and Communication Technology. As technology skills are increasingly required for our lives, these skills have become basic as well. Using Microsoft's Unlimited Potential curriculum, instructors at multiple WorkSource sites welcome all job seekers to courses in Computer Fundamentals, Word, Excel, PowerPoint and Access. These are free of charge, with WIA and Microsoft grant funds supporting instructors. Between 2005 and 2008, 5,800 WorkSource customers have completed UP courses.

Workplace literacy is also a proven effective mechanism for delivering literacy and basic education skills to adults. The WDC's work-based literacy program, Literacy Works, offered working adults English classes that are not only convenient because they are delivered at the workplace, but also highly applicable since they are customized for their workplace and supported by the employer. In 2007, Literacy Works transitioned to an employer-funded program provided by Asian Counseling and Referral Service, a WIA and Literacy Works service provider.

## **State-Approved, Joint Apprenticeship Programs**

State-approved, joint apprenticeship programs combine on-the-job training—supervised by a journey-level crafts person or trades professional—with classroom instruction. Apprenticeships lengths range, depending on the program, and can last from three to five years. The programs and their standards are approved by the Washington State Apprenticeship and Training Council. At the local level, Joint Apprenticeship Training Committees (JATCs)—made up of equal numbers of employer and labor organization representatives—administer the programs. Employers and workers provide financial contributions to apprenticeship programs.

Of the state-approved, joint apprenticeship programs in the Seattle-King County region, most are in the building and construction trades. Apprentices earn while they learn, starting out at a set percentage of the journey level wage and then increasing as they progress through their apprenticeship. Apprenticeship programs receive the majority of their funding through training trust funds. State FTE funds are a secondary source. In most cases, these funds go to community and technical colleges to cover the costs associated with classroom and off-site instruction.

## **Pre-Apprenticeship Programs**

Pre-apprenticeship programs provide individuals with basic skills, job readiness and trade-specific training. These programs prepare their graduates to be more competitive

for opportunities, particularly apprenticeship openings. Most pre-apprenticeship programs target women, people of color, youth and the economically disadvantaged. Some focus on preparing participants for apprenticeship and jobs in the trades and crafts; others focus on general work preparation and trade-related jobs. Pre-apprenticeship programs provide a combination of basic skills, job readiness, trade-specific training and support services.

One example of a pre-apprenticeship program in King County is the Pre-Apprenticeship Construction Training (PACT) program at Seattle Vocational Institute, providing training in skills such as blueprint reading and certifications in first aid training. The WDC partnered with the PACT program and local unions to provide pre-apprenticeship training to help people access jobs with the Harborview Hospital construction project in 2007. In 2009, the WDC has been invited to discuss further pre-apprenticeship partnerships with a group of managers of project and labor agreements for large public works projects (Sound Transit, Brightwater, the Port of Seattle and the local housing authorities).

Apprenticeship and Non-Traditional Employment for Women (ANEW) is another example of a pre-apprenticeship program in King County. ANEW serves both women and men and provides classroom instruction and hands-on skill building to prepare graduates for work in the trades.

## **WorkSource/One-Stop System**

WorkSource, the state's one-stop delivery system, provides job seekers, workers, and employers access to a range of employment and training services, including:

- **Core Services**—eligibility determination; outreach, intake, and orientation; initial assessment; job search and placement assistance; labor market information; consumer information on employment and training programs; information and referral to support services; information on filing for unemployment; assistance in establishing eligibility for student financial aid; and follow up services for up to one year.
- **Intensive Services**—comprehensive and specialized assessment, development of individual employment plans; group counseling; individual counseling and career planning; case management for participants seeking training; and short-term pre-vocational services (e.g., “soft skills” training).
- **Training**—occupational skills training, including training for nontraditional employment; on- the-job training; programs that combine workplace training with related instruction; training programs operated by the private sector; skill upgrading and retraining; job readiness training; entrepreneurial training; adult education and literacy activities (in combination with any of the above); computer skills training (see “Unlimited Potential” under “Public and Private Workforce Initiatives” for more information); and customized training conducted with a commitment by an

employer or group of employers to employ an individual upon successful completion of training or continue to employ an incumbent worker.

In Seattle-King County, the One-Stop delivery system has three key entry points:

- WorkSource centers
- WorkSource affiliate sites
- WorkSource connections (self-service) sites

WorkSource on-site partners represent a variety of government, non-profit, and private organizations. Each partner contributes a unique and valuable service, which, when combined under one roof, results in a dynamic, “one stop” resource for businesses and job seekers to access employment and training services. Each site must undergo a rigorous process of evaluation to be certified as a WorkSource site every two years.

WorkSource Center and Affiliate partners sign a Partnership Agreement, a Site Contribution Agreement, and/or a Data Sharing Agreement (DSA), which outline the roles and responsibilities of each organization, both fiscally and in the day-to-day operations of serving the public through local WorkSource sites.

Following are brief descriptions of WorkSource Seattle-King County partners:

- AARP  
Offer career counseling and case management to jobseekers 55 and over, including an orientation to their online WorkSearch program.
- Asian Counseling & Referral Service  
Serves diverse communities of people with limited resources, including low-income families, refugees, and seniors living in King County; provides access to WDC’s workplace literacy program, Literacy Works.
- Bellevue Community College (BCC)  
Provides educational programs and services; self-service Connection site.
- CARES of Washington  
Promotes employment opportunities for individuals with disabilities and assists low-wage workers to increase their incomes and advance their careers via The Advancement Project (TAP).
- Cascadia Community College  
Provides educational programs and services.
- Casey Family Services  
Offers foster care for children, as well as post-adoption, preservation and reunification services for families.
- Center for Career Alternatives  
Provides a range of core, intensive and training services to adults, older youth, dislocated workers and businesses.
- Department of Corrections  
Provides workforce reintegration support for individuals leaving the prison system.

- DSHS  
Assists low-wage workers to increase their income and advance their careers; provides social and health services.
- Division of Vocational Rehabilitation (DVR)  
Provides vocational services for customers with disabilities that result in a significant impediment to employment.
- Employment Security Department (ESD)  
Washington State agency that has federal responsibility for the administration of the Workforce Investment Act and providing Labor Market Information, Unemployment Insurance and Employment Services (WorkFirst, Veterans and WorkSource) for businesses and job seekers; administers several WorkSource sites; serves on the Operators Consortium.
- Highline Community College  
Provides educational programs and services; self-service Connection site.
- Jewish Family Service  
Provides a range of core, intensive and training services to adults, dislocated workers and businesses.
- Job Corps  
Live-in program that provides at-risk youth, ages 16-24, access to education and job experience.
- King County Work Training Program  
Assists youth and young adults to finish high school (GED) and acquire workplace literacy and job skills; also one of three providers of WIA dislocated worker services; administers a WorkSource center; serves on the Operators Consortium.
- Lake Washington Technical College  
Provides educational programs and services.
- Neighborhood House  
Serves diverse communities of people with limited resources, including low-income families, refugees, and seniors living in King County; also a subcontracted provider of WIA dislocated worker services.
- North Seattle Community College  
Provides educational programs and services; self-service Connection site; hosts WorkSource affiliate site.
- O'Neill & Associates  
Assists businesses to employ, train, and promote individuals with developmental disabilities.
- Pacific Associates  
Provides a range of core, intensive and training services to adults, older youth, dislocated workers and businesses; serves on the Operators Consortium.
- Renton Technical College  
Provides educational programs and services.

- Ruth Dykeman Children's Center  
Provides mental health and drug/alcohol counseling to youth.
- Seattle Central Community College  
Provides educational programs and services.
- Seattle Vocational Institute  
Provides educational programs and services.
- Shoreline Community College  
Provides educational programs and services; self-service Connection site.
- South Seattle Community College  
Provides educational programs and services; WorkSource Affiliate site.
- TRAC Associates  
Provides a range of core, intensive and training services to adults, older youth, dislocated workers and businesses.
- WorkFirst  
A partnership to help families move from public assistance to self sufficiency.
- YWCA  
Provides job training, placement, and other support services to women and families, including the homeless; serves on the Operators Consortium; hosts a WorkSource affiliate site.

## **System Focus**

In King County, the designated Operator Consortium for PY08 consists of the King County Work Training Program, the YWCA of King and Snohomish Counties, Employment Security Department, and Pacific Associates. The Operator Consortium manages the WorkSource system and is responsible to coordinate four (4) major work components: realize the one-stop vision; serve a diverse customer base; promote sector-driven strategies; and promote economic self-sufficiency. All sites track core services through SKIES (services, knowledge & information exchange system). WIA providers contribute up to 20 percent direct-service time to core services as part of their contract deliverables. A locally developed website, [www.worksourceskc.org](http://www.worksourceskc.org), provides information to job seekers and businesses on local hiring events, resources for labor information and training. WorkSource staff also have access to partnership news, staff training opportunities and a comprehensive staff list that includes language capabilities throughout the system. WDC staff maintains the web site.

Operator staff take the lead on system-wide staff training. A series of seven (7) standard competencies are required of all staff who are seated at WorkSource: System Orientation, Principles of Customer Service at a WorkSource Site, SKIES (state mandated training), Equal Opportunity Complaint & Grievance Procedures, System Web Site Training, Computer Resources and Job Search Assistance.

## **Self-Sufficiency Calculator**

In 2001, the WDC board endorsed the family Self-Sufficiency Standard and incorporated this Standard as an important means of evaluating the success of our Workforce Investment Act programs. The Self-Sufficiency Standard calculates how much income working adults need to earn in order to meet their basic family household expenses without subsidies. Expenses that are calculated in the Self Sufficiency formula include: housing, transportation, child care, health care, food, taxes, and miscellaneous expenses.

In 2004, the WDC developed an online tool called the Self-Sufficiency Calculator ([www.thecalculator.org](http://www.thecalculator.org)). This tool can be used by anyone with Internet access and helps job seekers test wages and expenses against the Self-Sufficiency Standard for Washington. The WDC utilizes the data gathered from the Calculator to determine participants' progress toward self-sufficiency between program entry and exit.

### Outcomes in Seattle-King County

The WDC mandates that its WIA case managers save data in the Calculator for those customers who register for programs and have a total household income that is less than 100% of their self-sufficient wage. The following illustrates some outcomes we are able to generate from the saved data:

- 45% are minority customers (out of 3,200 customers)
- 32% have a high school or GED diploma and no post secondary education
- 69% of all 1,190 customers who exited our programs between 2004 and 2008 achieved 100% self-sufficiency or better
- An additional 19% were more than halfway to self-sufficiency at exit from the program.

### Expanding the Calculator

Due to the success of the King County Self-Sufficiency Calculator initiative and interest from a variety of constituents, the WDC embarked on a larger scale model of the Calculator to include a statewide database and on-line tool that provides Self-Sufficiency Standard information as well as work support information for programs across the state. The newly designed and expanded Calculator went live in October 2007. The WDC of Seattle-King County subsequently worked with Worksystems Inc. in Portland, Ore., to develop a Calculator (called the Prosperity Planner) for the state of Oregon. The Self-Sufficiency Calculator received the 2009 Innovation Award from NPower Seattle for nonprofit technology.

## **WorkFirst**

WorkFirst is the state's Welfare to Work strategy. WorkFirst requires Temporary Assistance to Needy Families (TANF) participants to prepare for, find, and maintain

employment. Workforce development-related components of WorkFirst are primarily administered by the Employment Security Department (ESD), and include job search workshops, subsidized employment, skills training, and pre-employment training. WorkFirst staff are now located at five WorkSource sites in King County: Redmond, Renton, North Seattle, Rainier, and Auburn.

The Department of Social and Health Services (DSHS) is the entry point and ongoing contact point for WorkFirst. DSHS staff provides eligibility determination (for TANF and related programs such as child care, medical, and food assistance), case management, and support services to WorkFirst participants. The WDC and its WorkSource partners continue to look for opportunities to integrate services and create partnerships.

## **Vocational Rehabilitation**

The Division of Vocational Rehabilitation (DVR) provides employment-related services to individuals with disabilities who want to work but need assistance. These individuals might experience difficulty getting or keeping a job due to a physical, sensory and/or mental disability. A DVR counselor works with each individual to develop a customized plan of services designed to help the individual achieve his or her job goal. DVR services include, but are not limited to the following: Counseling and guidance; Medical and psychological services; Vocational and technical training services; Rehabilitation technology services and devices; and Job placement and retention services.

Also, the King County Area Manager of DVR sits on the WDC Board of Directors and Vocational Rehabilitation counselors are located at four WorkSource sites: North Seattle, Redmond, Renton and Rainier. The effective partnership between DVR and WorkSource has resulted in helping identify and recommend solutions for any gaps in service delivery to people with disabilities. The WDC is also actively working with DVR staff to increase WorkSource staff skills and expertise through additional staff training around assistive technology and employing persons with disabilities.

## **Job Corps**

At four residential campuses in the state of Washington, Job Corps prepares young people for jobs in rigorous, college like programs that work. Through classroom and work-based training, young people master academic basics, develop positive work habits and learn job-specific skills.

In an effort to better serve King County Job Corps participants, a Career Transition Specialist is located at WorkSource Renton. In addition, the King County Job Corps Outreach Coordinator/Business Community Liaison sits on the WDC Youth Council.

## **Juvenile Justice**

The WDC of Seattle-King County and WIA youth providers have a strong partnership with King County Superior Court/Juvenile Court to serve court-involved youth. This partnership was expanded with the award of \$2 million in Department of Labor funding in late fall 2007. The grant adds two new career and education centers—one at YouthCare’s Orion Center, a center for homeless teens in downtown Seattle, and one at Multi-Service Center in Federal Way in south King County—to the WDC-funded, award-winning YouthSource center in Renton to serve youth who are offenders or at high risk of involvement in the juvenile justice system. The Building Futures partnership includes the King County Superior Court/Juvenile Court, the King County Work Training Program, Seattle Public Schools, the Puget Sound Educational Service District, YouthCare, the Minority Business Association and Tabor 100, the cities of Auburn and Federal Way, and the United Way of King County.

In addition, thanks to a leadership grant from the Seattle Foundation, the WDC will expand its Minority Business and Youth Alliance pilot to engage 50 young offenders of color with a minority small business for one year, offering internships, business mentors and career exploration to put them on a path to a promising future. Participants will receive full case management, assessment, mentoring, career exploration, job shadowing, occupation education portfolio and paid work experience.

The WDC leads the Alliance along with Juvenile Court Services of the King County Superior Court and other community partners. The court recruits and enrolls youth of color who are 15 to 18 years old, at risk of re-offending, and living in White Center, the Rainier Valley or Skyway. The court’s employment specialist assesses all youth and matches them with work experiences, service opportunities, mentors and career awareness events.

## **Public and Private Workforce Initiatives**

### **Career Pathways**

Career Pathways is a public-private partnership which stations WorkSource career counselors part time at five area hospitals to offer career options to hospital employees, not just to nurses and allied health workers who want to move up, but also low-skilled employees in housekeeping and food service who are interested in starting health-care careers. The career specialists offer a connection to training subsidies (including federally funded Individual Training Accounts through the WDC) and other services, such as English language learning.

Career Pathways currently operates at:

- Swedish Medical Center
- Group Health Cooperative
- Children’s Hospital and Regional Medical Center

- Virginia Mason Medical Center
- Harborview Medical Center

Since 2003, more than 1,500 hospital employees have received assessment and/or career counseling, and more than 500 have enrolled in subsidized health care training. The hospitals ensured the sustainability of Career Pathways in spring 2005 when they agreed to fund 50 percent of the cost of the on-site staff. Now in its third year, this investment is more than \$210,000. Hospitals have also contributed generous in-kind support, such as paid release time for employees to attend training, use of equipment for clinical training and office space and equipment for the on-site career specialists.

## **Unlimited Potential**

The Workforce Development Council of Seattle-King County, Microsoft Corporation and WorkSource partnered to bring Microsoft's free, versatile computer-training courses to more than 5,000 WorkSource customers, while paving the way for the program's rollout nationwide.

Beginning in 2005, Microsoft contributed roughly \$440,000 in student and instructor manuals, software and software upgrades for some 700 PCs, and project management and support. The WDC of Seattle-King County coordinated the program through the 11 other WDCs in the state, distributing software and curriculum to the 21 pilot sites and working with instructors and tech support staff.

In February 2006, thanks to the success of the pilot, Microsoft announced its donation of \$3.5 million in cash and software to implement Unlimited Potential in one-stop centers across the U.S., beginning with \$110,000 grants to nine cities, including Seattle.

Microsoft continues to support Unlimited Potential computer-skills classes in WorkSource Seattle-King County through a generous commitment of funds for instructor staff as well as curriculum, materials and hardware/software as needed. Classes are in high demand among jobseekers: Between 2005 and 2008, 5,800 WorkSource customers have completed UP courses.

The WDC will again partner with Microsoft in 2009 for Elevate America. The company will provide free vouchers for intermediate, online IT certification courses to jobseekers at WorkSource sites throughout the state, coordinated by the WDC.

# PERFORMANCE ACCOUNTABILITY

## MAJOR WORKFORCE DEVELOPMENT PROGRAM RESULTS

### Workforce Investment Act Adult Program

Results for Seattle-King County’s WIA Adult program, based on data provided via the online system Service, Knowledge, & Information Exchange System (SKIES) for July 2007–June 2008, show that nearly 80% of exited participants left with unsubsidized employment. This compares to a statewide rate of 80.5%, as shown in the table below. Average wages for those employed in King County was \$13.91 per hour.

	WIA Adult Program Results		# of Exiting Participants (King)
	King County	State-Wide	
Percent of Participants Exiting with Unsubsidized Employment	79.7%	80.5%	463
Average Wage per hour for Exited Participants in Unsubsidized Employment	\$13.91	\$13.81	463

In terms of demographics, over 63% of all WIA Adult participants served in Seattle-King County are women, as shown in the table below. More than two thirds, 71.5%, are participants of color. Only 6.4% of participants declared to be disabled. The percentage of participants who have limited English skills in King County is nearly 56%, compared to only 14% statewide.

	WIA Adult Program Demographic Data	
	King County	Statewide
<b>Served</b>		
Total Participants	964	5,178
<b>Gender</b>		
Percent Female	63.7%	63.4%
<b>Ethnic/Racial Background</b>		
Percent African American	41%	13.2%
Percent Asian	26.3%	7.0%
Percent Hispanic	7.6%	12.3%
Percent Native American	3.1%	3.6%
Percent Pacific Islander	0.4%	0.8%
Percent Caucasian	28.5%	69%
<b>Disabilities</b>		
Percent Disabled	6.4%	10.8%
<b>Targeted Group</b>		
Limited English	55.7%	14.0%

## Workforce Investment Act Dislocated Worker Program

Eighty-three percent of dislocated workers in Seattle-King County exited with unsubsidized employment, as shown in the table below. The average wage per hour for dislocated worker participants who exited in Seattle/King County was \$20.52, compared to \$16.52 statewide.

	WIA Dislocated Worker Program Results		# of Exiting Participants (King)
	King County	Statewide	
Percent of Participants Exiting with Unsubsidized Employment	83.3%	85.2%	651
Average Wage per hour for Exited Participants in Unsubsidized Employment	\$20.52	\$16.52	651

In terms of demographics, 59% of dislocated workers are women, as shown in the table below. About 32% of the participants served are people of color. Almost 8% have limited English skills, compared to 3.7% statewide.

	WIA Dislocated Worker Program Demographic Data	
	King County	Statewide
<b>Served</b>		
Total Participants	1,269	5,985
<b>Gender</b>		
Percent Female	59.1%	50.4%
<b>Ethnic Background</b>		
Percent Asian	13.7%	5.2%
Percent African American	12.0%	5.0%
Percent Hispanic	5.2%	7.8%
Percent Native American	1.7%	2.3%
Percent Pacific Islander	0.3%	0.4%
Percent Caucasian	67.8%	80.2%
<b>Disabilities</b>		
Percent Disabled	6.4%	6.2%
<b>Targeted Group</b>		
Limited English	7.8%	3.7%

## Workforce Investment Act In-School Youth Program

Over 24% of in-school youth participants exited the program into post-secondary school, and more than 57% exited the program into unsubsidized employment. Participants served spent an average of 106 weeks in the program. Comparatively, 89 weeks were spent statewide.

**WIA In School Youth Program  
Results**

	King County	Statewide	# of Exiting Participants (King)
Percent of Participants Attending Secondary School	0%	3.1%	141
Percent of Participants Attending Post-Secondary School	24.1%	18.6%	141
Percent of Participants Exiting with Unsubsidized Employment	57.4%	49.0%	141
Average Weeks Spent In The Program Before Exit	107	89	141

**In terms of demographics, 62% percent are women, as shown in the table below. Over 80% are youth of color, with almost 56% African American, 24.6% Asian, 10% Hispanic, 5% Native American, and 5% Pacific Islander. About 3% of youth participants served are homeless/runaway. This compares to 6% statewide. Additionally, 13% have limited English skills, compared to a statewide percentage of 5.6%.**

**WIA In School Youth Program  
Demographic Data**

	<i>King County</i>	Statewide
<b>Served</b>		
Total Participants	334	2,011
<b>Gender</b>		
Percent Female	62.3%	56.4%
<b>Ethnic Background</b>		
Percent African American	55.7%	19.0%
Percent Asian	24.6%	7.3%
Percent Hispanic	9.9%	19.6%
Percent Native American	5.4%	4.77
Percent Pacific Islander	4.8%	2.0%
Percent Caucasian	12.3%	64.3%
<b>Disabilities</b>		
Percent Disabled	15.3%	21.3%
<b>Targeted Group</b>		
Homeless Runaway	2.7%	6.3%
Limited English	12.9%	5.6%

**Workforce Investment Act Out-of-School Youth Program**

**More than 14% of youth in Seattle/King County who participated in the Out of School Youth Program entered a post-secondary education at exit, as shown in the table below.**

This compares to a statewide rate of 8.5%. On average, participants spent 68 weeks in the program. Statewide, 69 weeks was the average length of stay.

WIA Out of School Youth Program Results			
	King County	Statewide	# of Exiting Participants (King)
Percent of Participants Attaining a Recognized Credential	61.8%	58.8%	259
Percent of Participants Attending Post-Secondary School	14.3%	8.5%	259
Percent of Participants Exiting with Unsubsidized Employment	56.0%	57.7%	259
Average Weeks Spent In The Program Before Exit	68	69	259

In terms of demographics, more than half are youth of color, with 32.6% African American, 8% Asian, 14% Hispanic, 9% Native American, and 6% Pacific Islander. Over 91% were High School dropouts and were not attending school at enrollment. This compares to 71% statewide. Additionally, 13.7% were homeless runaways compared to 9.5% statewide and 31.6% were offenders compared to 25% statewide.

WIA Out of School Youth Program Demographic Data		
	<i>King County</i>	Statewide
<b>Served</b>		
Total Participants	466	2,550
<b>Gender</b>		
Percent Female	57.9%	57.4%
<b>Ethnic Background</b>		
Percent African American	32.6%	14.6%
Percent Hispanic	14.4%	20.8%
Percent Native American	8.8%	7.2%
Percent Asian	7.9%	3.4%
Percent Pacific Islander	5.8%	2.2%
Percent Caucasian	51.7%	70.9%
<b>Disabilities</b>		
Percent Disabled	8.8%	13.7%
<b>Targeted Group</b>		
Not Attending School, High School Dropout	91.0%	71.7%
Homeless Runaway	13.7%	9.5%
Offender	31.6%	25.4%

# THREE-YEAR ACTION PLAN

## The WDC's Priorities and Goals

Every three years the WDC creates a WDC Three-Year Action Plan that creates near-term priorities and goals around the areas of convene, advocate, innovate, and invest. The Three Year Action Plan is a guide, providing strategic direction and goals for the Board, its committees, and staff. The three-year plans are developed with input from WDC board committees and staff, as well as public review. WDC committee work plans are developed on an annual basis, identifying action steps that enable the WDC to make progress toward achieving the organizational goals articulated in this Action Plan.

## AGENDA FOR ACTION

### Vision

Leadership toward an inclusive dynamic regional economy.

### Mission

To champion a workforce and learning system that enables the Seattle-King County region to be a world leader in producing a vibrant economy and lifelong employment and training opportunities for all residents.

### Who We Are and What We Do

The WDC is a 501c (3) nonprofit organization governed by a volunteer board appointed by the King County Executive and Seattle Mayor. The WDC works to provide a world-class workforce training and development system for the residents and employers of King County.

The WDC works toward the mission and vision stated above in a variety of ways:

**CONVENE:** The WDC serves as a research and development center for workforce issues, sharing our expertise with the community, leading partnerships and cultivating champions. By bringing these champions together around one issue to chart a common course, the WDC builds sustainable success. We invest and participate in strategic initiatives to strengthen our economy and ensure that all residents have the opportunity to achieve success and progress toward economic self-sufficiency.

**ADVOCATE:** The WDC advocates for workforce development in many ways: by educating legislators as they make policy and funding decisions; by speaking up for career education in schools; by championing those who might be left behind by mainstream employment programs, such as immigrants and people with disabilities; and by acting as a resource on workforce issues for the community.

***INNOVATE:*** The WDC leads the WorkSource system in King County, seamlessly linking its own employment and training efforts with those of the private sector, community organizations, colleges, labor groups and government. WorkSource centers and affiliates throughout King County offer valuable information and resources, in addition to active job matching, development of jobseeker skills and training to fit business needs – continually improving, adjusting, expanding, and enriching services to meet the changing needs of our customers and provide them with opportunities to achieve economic self-sufficiency. For youth, we lead a comprehensive youth development system that includes internships, mentoring, work-based learning and job opportunities.

***INVEST:*** The WDC invests valuable and scarce resources toward the above goals, guided by a Strategic Action Plan and a rigorous procurement process that contracts services to more than 40 agencies across King County.

## **BOARD COMMITTEE RESTRUCTURING**

In 2007-08, the WDC restructured its board committees to align them with our key focus areas and those of the state's *High-Skills, High Wages* plan. Three previous committees were replaced or evolved into new committees. In addition, the Youth Council became the Youth Committee with a more proactive and enhanced role. The WDC board committees are now:

### Employment Connections Committee (formerly Standards and Evaluation)

Develop strategies and oversee operations that connect adult job seekers with education and employment opportunities and open paths to job and wage progression. Develop and implement strategies that advance workers towards economic independence through financial supports and career and wage progression. Identify gaps in services to target populations; lead coordination efforts across public programs and systems; direct “lean” and “quality” system improvements.

### Industry Demand Committee (formerly Strategic Planning and Research & Development)

Develop and implement strategies that align the region's workforce supply with industry demand as the foundation for economic growth. Identify workforce needs in industry sectors which contribute significantly to regional growth and offer middle-to-high wage jobs with accessible career ladders. Design innovative methods to engage low-wage industries/employers in work support and career advancement strategies. Evaluate and disseminate information on effective job readiness assessments, soft skills training curricula, job matching/referral mechanisms and other business services tools.

### Youth Committee (formerly Youth Council)

Develop strategies and oversee operations that prepare in-school and out-of-school youth for the world of work through education, career exploration, skill development and work experience. Align career development activities for youth with identified

industry needs and trends. Engage both K-12 and post-secondary education in efforts to expand access to career education and labor market information to interested students and their parents.

#### Finance Committee (formerly Finance and Organization)

Oversee the financial health of the organization including investments, financial statements and audit. Manage membership, election of officers, bylaws and other compliance functions. Develop and lead fundraising efforts including both contributions and social enterprise.

#### Executive Committee

Acts on behalf of the full board in all areas except those specified in our bylaws as exclusive to the full board. Membership is based on representation of constituencies mandatory to the full board and is either conveyed through selection by constituent group, committee chairmanship, elected office holder or invitation.

### **GOALS AND OBJECTIVES**

The WDC developed the priorities and goals below for its Three-Year Action Plan through 2008. In 2009, as the new committees delve into their subject matter in a deeper way than before, priorities and goals will be revised.

**PRIORITY A:** Identify current and future workforce trends, needs, and priorities, and disseminate information to workforce development stakeholders.

#### **THREE-YEAR GOALS:**

- Generate qualitative and quantitative research and analysis, including identification of best practices that serves as the basis for evaluation, innovation and system change.
- Disseminate learnings to local, state, and national audiences.
- Lead regional efforts to identify strategies that better align economic development and workforce development initiatives.

**PRIORITY B:** Champion a strong and effective employment and training system that is responsive to local workforce needs.

#### **THREE-YEAR GOALS:**

- Ensure mechanisms for understanding and responding to the varied service needs of a diverse customer base (including “target populations” and those who may not easily access the workforce development system).
- Educate and inform public officials and other key policy makers about specific workforce needs of job seekers and employers in our region.

- Define and communicate a regional workforce policy and system reform agenda.
- Ensure that local perspective is incorporated in national policy forums.
- Increase public and industry awareness of the importance of lifelong learning and workforce development.

**PRIORITY C:** Support the growth and development of effective and innovative employment and training programs.

**THREE-YEAR GOALS:**

- Improve service delivery and customer outcomes through integration of “progress toward self-sufficiency” principles into system-wide program operations.
- Attain better employment outcomes for adults/dislocated workers through increased system alignment within the broader employment and training community.
- Increase work-based learning and employment opportunities that better prepare youth to make the transition to productive adulthood.
- Enhance the system’s ability to respond to business needs across King County.
- Lead/support the development and refinement of sector-specific workforce strategies.

**PRIORITY D:** Ensure the long-term viability and effectiveness of Seattle-King County's employment and training system.

**THREE-YEAR GOALS:**

- Expand and diversify current funding sources to increase the WDC's capacity to meet regional workforce needs with flexible and responsive programming.
- Improve competitiveness for funding through sound fiscal and program practices and innovative business models.
- Enhance existing, and forge new partnerships that leverage and integrate funding to minimize duplication of effort and maximize efficient use of resources.

**WDC Staff Priorities**

In addition to the above mentioned three-year goals, WDC staff identified the following three themes for current and future efforts to further enhance programs and the local workforce system:

- Focus on increasing and enhancing local partnerships in order to leverage resources, improve our system, and define the WDC role in the community.
- Increase our emphasis on and rigor in analysis and evaluation to enable us to assess the quality and effectiveness of our system and initiatives. Rigorous analysis and evaluation should allow us to both understand the demographics of the area we serve and determine how good a job we are doing of meeting the diverse employment needs of King County residents and businesses.
- Focus our efforts and resources to ensure we are able to sustain our successful efforts.

## ***High Skills, High Wages Strategies***

In *High Skills, High Wages 2008-20-18: Washington's Strategic Plan for Workforce Development*, a number of "Steps to Get Us There" actions identify the WDCs as having or sharing the lead implementation role. The following are our local actions in response to these priorities.

### **Youth Objectives**

**Youth Objective 2: All Students leave high school prepared for success in further education and/or work. Steps To Get Us There:**

- Expand pre-apprenticeship and apprenticeship opportunities for youth. Lead(s): OSPI, Association of Washington Business, labor organizations, WDCs, Workforce Board, with other partners.

The WDC will continue to connect youth to pre-apprenticeship and apprenticeship opportunities. Recent efforts include partnering with Seattle Vocational Institute on Pre-Apprenticeship Construction Trades (PACT), a course for young people considering the trades; summer projects with apprentice-related training at South Seattle Community College's Georgetown campus; and partnership with CWEST, the Seattle Public School's introduction to trades program. In 2009, the WDC has been invited to discuss further pre-apprenticeship partnerships with a group of managers of project and labor agreements for large public works projects (Sound Transit, Brightwater, the Port of Seattle and the local housing authorities).

The WDC has begun offering apprenticeship training for staff provided by the state's Department of Labor and Industries. The sessions, held in September 2008, included 33 staff from youth service providers from throughout the county.

In 2008, the WDC published *Map Your Career*, a guide to career pathways in five key industries in King County. The section on construction describes pre-apprenticeship and apprenticeship programs. More than 4,000 copies of this publication were distributed throughout King County WorkSource system and to community-based organizations and school districts. In particular, youth service-provider staffs received training and information about CTE programs and pre-apprenticeship and apprenticeship programs. Our local youth job fairs include representatives from several apprenticeship programs.

- Provide opportunities for all youth to connect to the workplace, including mentorships, job shadows, internships and a variety of other strategies including:
  - Building upon the mentorship component of the In-Demand Scholars program. Lead(s): OSPI, Association of Washington Business, labor organizations, WDCs, Workforce Board, with other partners. Requires the support of Governor and Legislature and General Fund – state appropriations.

The WDC will seek ways to increase mentorship in youth programs. We have learned not only from In-Demand Scholars, but from our current Opportunity Mentorship program, which pairs college students in health-care training programs with health-care professionals already working in the field. In addition, the WDC has received a Seattle Foundation grant to expand the Minority Business and Youth Alliance to match court-involved young people with work experiences and mentorship.

### **Youth Objective 3: All students graduate from high school.**

#### **Steps To Get Us There:**

- Identify and make recommendations to reduce the fiscal, legal and regulatory barriers that prevent coordination of program resources across agencies and community-based organizations to support the development of sustainable dropout prevention, intervention and retrieval partnerships. Lead(s): OSPI, Workforce Board, WDCs, with other partners. Requires the support of Governor and Legislature.

Our Youth Council has made Dropout Prevention and Intervention a priority and will continue to work locally and at the state level for better ways to prevent dropouts at all levels and assure graduation rates and completion alternatives for all young people. Some of these efforts include our ongoing participation in the local PathNet partnership of the Education Integration Task Force, which targets the dropout epidemic.

One of the WDC's successful youth programs is the Dropout Prevention and Intervention Program that targets youth who have already dropped out of high school. The program re-engages approximately 25 youth per year, helps them attain a secondary credential, and provides case management to help students make a successful transition to employment and/or post secondary education. With further funding, the WDC hopes to continue this important program and expand enrollment to reach more youth who are at-risk or who have dropped out of the school system.

Since 2003, the WDC has led a series of partnerships with hospitals, colleges, and public schools that start at-risk students, especially bilingual youth of color, on career paths in health care. These programs link young people directly to health-care certificate programs at local community/technical colleges and to work-based learning opportunities in hospitals. Youth take prerequisite and training courses while still in high school, work at hospitals during the summer to gain experience, and earn an LPN or even higher certificate within a year of graduation. The newest WDC partnership to address health careers for youth includes the Washington State Hospital Association, the City of Seattle, several local community colleges, and faculty/staff of Seattle public high schools. The 40 students earn high-school and college credits for basic and CNA (certified nursing assistant) coursework, and are taking the CNA exam as a gateway to a wide range of health care professions.

- Identify support services for at-risk youth and their parents, and implement action steps. Lead(s): OSPI, ESD, WDCs, with other partners. Requires the support of Governor and Legislature – state appropriations.

The WDC and our youth service providers and partners are dedicated to leveraging community support services and resources for at-risk youth and their families and will continue to seek these connections. One example is our in-school youth program's close connections within school districts to coordinate WIA and school resources for support services.

**Youth Objective 4: Reduce unemployment rates among older youth, and improve their career prospects. Steps To Get Us There:**

- Create summer youth employment programs. Lead(s): WDCs, Workforce Board, OSPI, with other partners.

In summer 2008, the WDC's youth projects provided more than 200 summer work experiences to young people. Thanks to funding from the American Reinvestment and Recovery Act, the WDC will greatly expand summer jobs for youth in 2009 and beyond. Following the implementation of this massive summer jobs effort in 2009, the WDC will continue to seek ways to sustain these vital summer work experiences.

- Connect unemployed youth to expert "navigators" who can guide them to postsecondary resources and work experience opportunities. Lead(s): WDCs, OSPI, SBCTC, with other partners.

The WDC piloted a navigator project at Shoreline Community College's automotive training program through the Aspen Institute. The grant funds a staff person employed by a WIA/WorkSource provider who helps students in the General Service Technician course (an I-BEST course) to navigate the system of financial aid for courses and

connects them to work experience opportunities, such as internships in local automotive companies.

The WDC also partners with Bright Future, a program that provides guidance and “navigator” expertise to at-risk youth attending community and technical colleges. Bright Future is an important component of the WDC’s Health Careers for Youth project, which allows students to earn credits toward health-care careers while still in high school and connect to continued education and work right after graduation.

Finally, the WDC partners with Renton Technical College to provide a staff member at RTC who can connect young people with a range of I-BEST classes. The WDC will seek additional opportunities to use the navigator model to increase the participation and retention of at-risk young people in postsecondary programs.

- Seek a WIA I-B Youth waiver or WIA Adult 18-24 waiver for the maximum age eligibility and supplement these resources with state funds. Lead(s): ESD, Workforce Board, WDCs, with other partners.

The WDC will continue to support efforts to seek waivers for older youth up to age 24. In the meantime, the Recovery Act has fortunately increased the eligible age limit to 24 for summer jobs activities.

- Connect disadvantaged youth to AmeriCorps and Service Corps opportunities. Lead(s): ESD, OSPI, WDCs, with other partners.

The WDC will encourage service providers to connect youth participants to Americorps and Service Corps opportunities. These programs are integrated with YouthBuild and several other youth programs within our system.

## **Adult Objectives**

### **Adult Objective 1: Increase the number of adults who have at least one year of postsecondary training. Steps to Get Us There:**

- Conduct an ongoing marketing campaign to inform the general public about the employment and earnings benefits of postsecondary training, especially in high employer demand programs of study. Lead(s): Workforce Board, OSPI, SBCTC, ESD, Department of Labor and Industries – Apprenticeship Training Council, HECB, private career schools, business and labor organizations, WDCs, with other partners.

In 2008, the WDC of Seattle-King County was invited by the Workforce Alliance to lead a state-level version of TWA’s national Skills2Compete advocacy campaign. Skills2Compete calls for a “skills guarantee” of at least two years of postsecondary

training or education for every citizen and highlights the important role that middle-skill jobs (those that require more than high school, but less than a four-year degree) still have in the economy.

The WDC convened a steering committee of stakeholders from a variety of organizations (including business, labor, education, and others) and areas of the state. The WDC and TWA jointly published the report *Washington's Forgotten Middle-Skill Jobs* in June 2008, sharing it with legislators and partners and publicizing it in statewide media outlets. The stakeholders group has drawn in endorsements from a wide variety of industry associations, employers, community-based organizations and WDCs. Stakeholders have also participated in national Skills2Compete briefings organized by TWA. In January 2009, the WDC invited lawmakers to a legislative briefing at the state capitol to highlight the importance of middle-skill jobs and ensuring access to postsecondary training.

Other communications efforts by the WDC include our *State of the Workforce* full report which we publish every five years, and shorter *State of the Workforce Update* reports on specific topics (such as the aging workforce and the working poor) several times a year. The WDC also has a designated communications staff person who responds to media requests, sends press releases, maintains our website content and supports the communications needs of the agency, WorkSource Seattle-King County and specific initiatives.

The WDC will continue to lead Skills2Compete in the near future and will look for ways to leverage its message for education campaigns led by others in the state. We will also continue to publish reports and shorter communications to inform the community about the value of skills training.

### **Adult Objective 3: Adults with barriers to employment and training enter education and career pathways that lead to self-sufficiency.**

#### **Steps To Get Us There:**

- Expand the use of the self-sufficiency calculator to all workforce development councils, and provide training for frontline staff. Lead(s): WDCs, ESD, with other partners.

The WDC of Seattle-King County developed the Self-Sufficiency Calculator and in 2007 expanded its data capabilities to all of Washington state, updated the Calculator with new Self-Sufficiency Standard formulas and relaunched the website ([www.thecalculator.org](http://www.thecalculator.org)). The WDC continues to take the lead in maintaining and updating the Calculator and to provide training to frontline staff across the state. Continued updates and maintenance are part of our request for framework/integration funding.

The WDC also consulted with Worksystems Inc. in Portland to bring the Calculator model to Oregon. In 2009, the Self-Sufficiency Calculator won the annual Innovation Award from Npower Seattle.

- Enhance professional development and provide credentials for career coaching, mentoring, and instruction in life skills and employability skills for WorkSource staff, training institutions, community-based organizations, employers, and others. Lead(s): ESD, WDC, working with SBCTC, business and labor organizations, with other partners.

The WDC and WorkSource Seattle-King County have made staff professional development a priority. Staff who are seated at WorkSource sites, regardless of employer, are required to attend training in core competencies in serving the needs of WorkSource customers. In addition, WorkSource and WDC staff worked closely with community-college staff to develop a desk aid called the *Insider's Scoop*, a comprehensive guide to multiple training resources in both systems, and to train WorkSource and college staff in using the tool. Non-WorkSource staff, such as WIA youth providers, have also been encouraged to attend these trainings.

Employer customers have benefited from professional development through our local system's Business Breakfast seminars provided in partnership with the Small Business Administration. Recent topics included employee issues and employment law and tips and resources for recruiting veterans. The WDC and WorkSource also recently held two events for employers on exploring workplace flexibility for multigenerational workplaces.

The WDC will continue to support staff and community trainings/events. If funded through the WorkSource framework RFP, these offerings will be increased.

- Enhance employment and training options for targeted populations (people of color, people with disabilities, and women), ex-offenders, and veterans. Lead(s): ESD, WDCs working with SBCTC, business and labor organizations, with other partners.

Given our area's high percentage of targeted populations, including limited-English speakers, ex-offenders, veterans and people with disabilities, the WDC has long made targeted populations a priority. WIA contractors are required to explain how they will reach out to targeted populations and specific strategies for serving them. Many bring expertise with certain populations. In addition, through the WorkSource site certification process, site-wide goals and priorities are set around the needs of the site's particular mix of customers. Integration with veterans' services is especially high in our system, with King County Veterans Services co-located at WorkSource Renton and Employment Security veterans staff working closely with business services staff to put on job fairs. Another targeted population for our area is older workers. The WDC partners with the Mature Worker Alliance to offer job fairs and workshops tailored to this population, and also launched a website called [EmployExperience.com](http://EmployExperience.com) to provide information and resources to employers about hiring and retaining older workers.

Many sites have co-located programs for targeted populations such as a Department of Corrections program at South Seattle Community College, the Homeless Intervention Project at WorkSource Downtown and Redmond, and a DOL-funded ex-offender project at WorkSource Rainier. The WDC and WorkSource Seattle-King County will continue to seek partnership, staff training and other ways to improve and expand employment and training options for targeted populations.

- Improve workforce development services for individuals with disabilities by:
  - Reaching out to more people with disabilities, and utilize community-based organizations to assist with this.
  - Reassessing the business needs of employers and services to customers with disabilities.
  - Building stronger linkages between workforce development services and programs that provide the essential support services needed by many individuals with disabilities to participate in the workforce.
  - Enhancing partnerships with other state, local, and private organizations that deliver services to individuals with disabilities. *Lead(s): ESD, WDCs, DSHS – DVR, with other partners.*

The WDC and WorkSource Seattle-King County continue to seek ways to enhance services to customers with disabilities. The state Division of Vocational Rehabilitation is still an active and co-located partner in most sites, and WorkSource staff are all trained in accommodations and resources for customers with disabilities. Most recently, WDC staff began working with the state's director of DVR to enhance the Self-Sufficiency Calculator with more information on benefits for workers with disabilities.

- Develop a system to provide post-employment services to adults to improve work retention and career advancement. *Lead(s): ESD, WDCs, business and labor organizations, with other partners.*

The WDC's October 2007 report, *Working and Still Poor in King County*, highlighted the fact that the then-high level of employment masked the fact that a large and growing group of people in Seattle-King County are already working, yet still living in poverty. They may need coaching or training to move up into a better position that pays more or offers benefits. Many are eligible for public benefits that can get them over a rough stretch, but can't take time off work to apply. To meet this need, the WDC developed The Advancement Project. This WorkSource-based program (funded by United Way) supports low-income working people through one-on-one coaching and direct assistance for housing, transportation and other barriers. TAP is integrated into the WorkSource system so that participants have access to the system's resources. TAP staff also provide training and technical assistance to increase the capacity of WorkSource staff to help low-income people who are working.

The WDC is also strongly engaged with the work of 2nd Chance Washington, a collaborative of regional public and private funding organizations dedicated to reducing poverty through access to, and completion of, post-secondary education and an employer-recognized certificate. The organization targets individuals without postsecondary credentials, between 18 and 54, who are at or below 200 percent of the federal poverty level. The WDC has been a part of planning for the group and recently provided an analysis of sectors to target. The WDC will also manage contracts and outcomes for 2nd Chance Washington.

The WDC will continue to seek ways to improve work retention and career advancement both for WIA customers who become employed and for WorkSource customers who are already employed but who need career advancement. For example, WorkSource held an evening resource fair for working adults called “Getting Ahead” that offered resource tables with information about transportation, child care, food assistance and other services along with workshops with employment topics tailored to working people.

**Adult Objective 4: The WorkSource system provides integrated and effective customer service without barriers associated with separate, individual programs. Steps To Get Us There:**

- Identify barriers to integrated customer service and implement solutions. Lead(s): All organizations represented on the Workforce Board with other partners. (Note: Kris Stadelman represents local government on the Workforce Board)
- Increase integration of WorkSource partner programs through methods such as co-enrollments and co-locations among WorkSource partner programs. Lead(s): ESD, WDCs, with other partners.

Note: The 2009-2011 Local Strategic Plan should summarize regional WorkSource integration initiatives—including activities planned under the PY 2008 WIA 10 percent grant for WorkSource integration, if appropriate.

- Improve the integration of assessments, counseling, employment services, and training in the WorkSource system. Lead(s): ESD, WDCs working with SBCTC, private career schools with other partners.

The WDC of Seattle-King County, Employment Security Department, Seattle-King County WorkSource Operator Consortium, and the seven local WorkSource sites have collaborated extensively to design the most efficient and effective integration strategies, given the dramatic increase in customer flow.

In March 2008, a King County Integration team was formed with leadership from both the WorkSource Standards and Integration Division and CCD Assistant Commissioner level, and from the local King County area (WDC CEO, COO, ES Area Director and Deputy Area Director). This group has been meeting consistently to address various

integration topics including front-end service delivery, core services, SKIES, local leadership issues as discerned through the WorkSource certification process, Performance Indicators and Business Services.

In July 2008, a joint committee of partners from both the Workforce Development Council and the Employment Security Department was established to discuss strategies around integration and continuous quality improvement (CQI). The committee spent an estimated 60 hours participating in focus groups, conference calls, internal work, board orientations, and training related to integration issues. Specific topics included strategies to improve the front-end environment for all WorkSource sites, defining and clarifying CORE service hours, SKIES, WorkSource survey results from the 2009-2010 certification process, performance indicators, and business services. These meetings are continuing as King County strives to ensure that customers receive high value and satisfaction with WorkSource services and products at all sites.

The WDC and ESD teams met with the seven WorkSource sites during January and February 2009 to share and gather information on the recent layoffs, the work of the leadership team on integration and the priority needs of the system for integration. From this, the system developed its key needs to include in our system's request for state funds through the framework/integration RFP. These funds have been approved and in 2009 will allow us to take our integration work to the next level through the following:

- Technology and computer upgrades;
- A comprehensive assessment of the front-end services process;
- Additional foreign-language capacity;
- Maintenance and improvements for the Self-Sufficiency Calculator;
- Training for staff in a number of areas;
- Materials for rapid response, business services and the self-sufficiency calculator;
- Creation of an online version of our successful "Insider Scoop" desk aid.

In addition to these joint planning efforts, the WDC and WorkSource Seattle-King County focus on integration and continuous quality improvement through our WorkSource site certification process. In 2008, all seven WorkSource sites and four community-college Connection sites underwent a rigorous review to obtain recertification. All sites submitted a written action plan, which in addition to customer feedback blitz scores/comments and staff survey results, were reviewed by a team composed of representatives of the WDC, ESD and the WorkSource Operators. System requirements included availability and use of data-tracking systems, finance and partner contributions, and support of the WorkSource Partnership Agreement, while sites were also required to explain how their sites met the four themes of 1) realizing the one-stop vision; 2) promoting economic self-sufficiency; 3) serving a diverse customer base; and 3) promoting sector-driven strategies. Other requirements included incorporating customer feedback and an onsite review. Strengths and opportunities for improvement were identified for each site.

- Improve linkages with community-based organizations, especially those that serve target populations, ex-offenders, and veterans. Lead(s): ESD, WDCs, Workforce Board with other partners.

The WDC and WorkSource Seattle-King County has strong linkages with many community-based organizations, particularly those who form the core of our WIA service providers (see partners list). For example, as mentioned above, limited-English-speaking people are a key target population in King County, and our CBO partners bring not only language expertise but also connections to a world of vital and culturally relevant services for immigrants and refugees. Our WorkSource affiliate in downtown Seattle is housed at the YWCA's Opportunity Place, which offers multiple services for the homeless (including a WDC-led, HUD-funded employment program).

A new linkage opportunity is the expansion of WorkSource Connection sites to community-based organizations in 2009. The WDC has piloted four of these self-service, internet-based sites at community colleges. Meanwhile, the Department of Labor has led a national effort to increase access to one-stop services through community- and faith-based organizations and other service system such as libraries.

The WDC of Seattle-King County was invited to join this effort, called the SHARE Network, in November 2008. DOL provides assistance with project coordination and staff training, and in return the WDC must commit to establishing a network of at least 10 access points. The four current WorkSource Connection sites count toward the required total, leaving six to be developed.

With the goal of increasing one-stop access for jobseekers living in poverty, WDC staff collected and reviewed data from the 2000 Census, the 2006 American Community Survey (ACS), and King County Public Health Department to locate areas of highest poverty in Seattle and King County according to zip codes. This data was compared to PY '07 and PY '08 SKIES data on WIA-enrolled dislocated workers, adults and youth, to better understand people living in poverty and WIA enrollments in King County.

In spring 2009, the WDC will release a Request for Qualifications with the intention of added six new Connection sites from responding community and technical colleges, community- and faith-based organizations and library systems. Sites will receive SHARE Network training during implementation. In addition to the established Connection site criteria established for the original four sites (e.g., computer access, physical space, referrals to other sites, etc.), responses will focus on the areas of King County identified as having high poverty and on the target populations of Hispanic/Latino, Native Hawaiian/Pacific Islanders, people with disabilities and limited-English-proficient youth.

- Identify opportunities for partnership that will provide resources to serve more customers in the workforce development system. Lead(s): All organizations represented on the Workforce Board.

The WDC and WorkSource Seattle-King County will continue several key partnerships that bring resources into the workforce development system. The first is with our local community and technical colleges. Representatives from the colleges meet quarterly with staff from the WorkSource Operators Consortium, the WDC, and WIA adult, dislocated worker and youth providers to continue to enhance staff knowledge on new programs, address program barriers, and streamline services to students and customers. Four working committees of this group have made great strides in ensuring that the college and the WorkSource system can leverage their respective resources. A few accomplishments include the *Insider's Scoop* training provided to college and WorkSource staff, along with a desk aid; joint customer outreach efforts; system-wide access and services coordinated between the colleges and WIA providers to ensure assistance with job placement for students completing their training programs; and staff cross-training to improve the referral/placement process for both systems.

Another key partnership is with Microsoft Corporation. The WDC of Seattle-King County first reached out to this local/global employer in 2005 to bring Microsoft's free, versatile Unlimited Potential computer-training courses to 21 pilot sites in Washington state, while paving the way for the program's rollout nationwide. Since then, Microsoft has continued to provide funding for UP classes (including instruction staff) for customers of WorkSource Seattle-King County.

The WDC will again partner with Microsoft on the company's new program, Elevate America, announced in March 2009. With the goal of upgrading the technology skills of two million workers, the program has two parts. The first is a web portal where visitors can learn about IT skills required for different jobs and can access online Microsoft training programs to learn basic computer skills. The second is a system of free vouchers that will allow the recipients to access Microsoft's eLearning software courses and some certification exams. Microsoft will partner with the WDC of Seattle-King County to roll out the Elevate America program to one-stop systems in Washington state for the benefit of WorkSource customers. The project will be implemented throughout 2009.

## Industry Objectives

### **Industry Objective 2: The workforce development system strengthens Washington's economy, focusing on strategic industry clusters as a central organizing principle. Steps To Get Us There:**

- Coordinate workforce development and economic development planning efforts at the state and local levels, including emphasis on industry clusters. Lead(s): Workforce Board, WDCs, CTED, EDCs, ADOs.

As described above in the Linkages Between Economic and Workforce Development section, the WDC has closely coordinated our sector work with the industry cluster development of local economic development initiatives. These relationships include joint planning and grant applications for projects with both workforce and economic development goals. Our newly formed Industry Demand committee will oversee our sector planning efforts and work with economic development agencies.

- Establish Industry Skill Panels that provide information on skill needs in strategic industry clusters in all workforce development areas. Lead(s) Workforce Board, CTED, WDCs, and other partners.

The WDC has gained a great deal of expertise over the years in convening and facilitating effective industry skill panels. Our most recent skills panel in Green Design/Green Building has identified critical needs in our region for green jobs training and allocated funding to support projects such as a new career-information video to draw interest from jobseekers and career changers; a spring 2009 survey of green building employers in King County; the development of a training module for green knowledge and practices that can be incorporated into building trades apprenticeship programs (summer 2009); and the creation of an advanced community-college program to train building managers in sustainability concepts and practices (fall 2009).

In 2009, through a state workforce board grant, the WDC will convene two new skills panels on the maritime industry and the interactive media industry, respectively. The maritime project will be coordinated with and leverage other public and private investments, including: (1) the \$18 million grant recently received by the Seattle Maritime Academy for maritime training facilities infrastructure; and (2) up to \$25,000 in additional in-kind leverage from maritime employers and leverage from regional public/private maritime training institutions. Grant partners will focus on the maritime transportation cluster in the greater Puget Sound Region. Up-front activities will focus on convening an industry-led leadership team to guide the project, an assessment of employers' middle skills jobs (skill sets, regulatory training requirements), and a map of regional maritime training offerings. Partners will outline a maritime careers competency management system, career pathways, a maritime training secondary curriculum, and better coordination between postsecondary training providers. Interactive media represents a wide variety of new and emerging interacting industries and sectors, including video games, media, animation, film making, sound and music.

The goals of the interactive media planning grant are to: (1) establish a current economic and workforce development baseline for the interactive media cluster; (2) analyze and document the career ladders and lattices that exist in the cluster; (3) develop a plan to meet long-term the workforce needs of the cluster; and (4) expand marketing and communication strategies regarding the importance of the cluster to the regional economy.

Also through a state workforce board grant, the WDC will share its expertise on industry skills panels throughout Washington state in 2009. The objectives of this effort include:

- To assist new skill panels in how to effectively plan and recruit for skill panel members;
  - To highlight best practices and lessons learned and share this information in a manual of information on skill panel representation, leadership, staffing, budgeting, impact analysis, resources, tools/strategies, and impact analysis;
  - To provide technical assistance to newly formed skill panels and provide an opportunity for them to share their challenges and successes;
  - To disseminate a video that captures previous panel members' reflections on participating in a strategic planning process;
  - To address sustainability.
- 
- Prepare more individuals to work in industry clusters that provide middle-wage and high-wage job opportunities. Lead(s) SBCTC, private career schools, Department of Labor and Industries-Apprenticeship Training Council, Workforce Board, WDCs, with other partners.

The WDC focuses its sector efforts (see Sector Analysis section) on preparing individuals for family-sustaining jobs. The WDC also requires that all WIA adult and dislocated worker providers be involved in sector-based efforts on behalf of customers and describe and document these sectors. The WDC has also developed programs, events and tools—particularly our *Map Your Career* product—to inform jobseekers about career pathways in our priority sectors.

- Provide the best possible services to support industry clusters by
  - Identifying and removing barriers to serving industry clusters.
  - Identifying and implementing best practices in industry cluster development.
  - Identifying and implementing best practices in unified business services at WorkSource Centers.
  - Providing incentives to regions and local areas to convene and support industry clusters through programs and resources.

*Lead(s): Workforce Board, ESD, EDC, CTED, WDCs, with other partners.*

The WDC will continue to apply our sector partnerships and expertise to enhance the services of the local WorkSource system, including business services. An example is WorkSource's industry forums that bring together employers, training programs and

others to give WorkSource staff and jobseekers alike the chance to learn about a targeted industry in-depth. Two industry forums (health care and clean/green technology) were held in 2008-09 and more are planned for the future. WorkSource also holds sector-specific job fairs, like the health-care job fair in January 2009.

- Establish a state initiative modeled after the WIRED grant program. Lead(s): Workforce Board, CTED, WDCs, ADOs, with other partners.

The WDC has actively engaged in regional workforce initiatives (such as a recent Regional Investment Grant application) and will work with the workforce board and other partners on a statewide initiative.

- Convene an annual conference for workforce and economic development. Lead(s): Workforce Board and CTED, with other partners.

The WDC will participate in the annual workforce conference, including offering a presentation if appropriate and possible.

**Industry Objective 3: Current and dislocated workers, and job seekers receive education and training that builds competitive skills and businesses. Steps to Get Us There:**

- Align eligibility criteria for dislocated worker programs. Lead(s): Workforce Board, ESD, SBCTC, WDCs, with other partners.

The WDC will support efforts to align eligibility criteria for dislocated worker programs and work with other partners as needed. For example, the statewide WEOC subgroup on integration may be an appropriate venue.

- Establish a toolbox of work-ready assessments and promote their use in a variety of settings. Lead(s): Association of Washington Business, Workforce Board, ESD, WDCs, WorkSource Center partners agencies.

In early 2006, the WDC was also made aware of a developing partnership between CASAS and LRI/AccuVision who are working together toward a Workforce Skills Certification. CASAS assessments provide the academic portions of the certificate, and AccuVision adds to the credential using their already established WorkForce Readiness System; video-based assessments covering Customer Care and Personal Qualities. Since then, the WDC has created a pilot project to create an employer recognized Workforce Skills Certificate in the King County area. Partnering with us are WorkSource South Seattle Community College, CASAS and LRI/AccuVision. In the past year, we have gathered and analyzed data about the levels of academic and interpersonal skills of

specific populations pre and post tested including youth, ex-offenders, dislocated workers, apprentices and college students in truck driving and professional office courses. Employer focus groups including representatives from health care and transportation sectors have reviewed the pilot plan, and have informed the partners of their interest to continue involvement as the project enters its second year.

The WDC also continues to offer providers opportunities to try out work readiness assessments. We currently offer a menu to best serve our different customer bases. The Employment Readiness Scale (ERS) works best with dislocated workers and is available for all WorkSource customers. Our Business Solutions team is also aware of our system's work readiness assessments, as they work to best serve our community of employers. Work will continue to create a meaningful, recognized local certificate that indicates a job seeker's strengths and articulated work readiness level combining CASAS and LRI/AccuVision assessment.

In summer 2008, the WDC revised its assessment policy and is working with adult and dislocated worker providers to increase the use of assessments with customers.

## **PLAN DEVELOPMENT PROCESS**

The plan development process will include:

- Research updates on the regional economy and labor market, as well as our current and future workforce trends;
- A 45-day public comment period;
- Review and input from the ESD Workforce Area Director;
- Input from the WorkSource Operator Consortium;
- Input from WDC board members;
- Final approval by the WDC's Full Board.

**APPENDIX A:****WORKSOURCE SITES & PARTNERS**

<b>Site</b>	<b>Contact Name</b>	<b>Contact Information</b>	<b>Partners on Site</b>
WorkSource Redmond 7735 178 <sup>th</sup> Place NE Redmond, WA 98052	Paul Christopherson	425.861.3737 pchristopherson@esd.wa.gov	DVR Pacific Associates YWCA TRAC ESD Lake Washington Technical College Cascadia Community College King County Work Training
WorkSource Renton 500 SW 7 <sup>th</sup> St., Suite 100 Renton, WA 98057	Nancy Loverin Center Manager  Veronica Wade Operations Manager	206.205.3530 nancy.loverin@metrokc.gov  206.205.3544 veronica.wade@metrokc.gov	DVR Pacific Associates ESD KCWTP CARES of WA Renton Technical College TRAC Associates Jewish Family Services Neighborhood House ACRS O'Neill & Associates Job Corps Ruth Dykman Youth & Family Svcs. Center for Career Alternatives YWCA AARP
WorkSource Affiliate North Seattle Community College 9600 College Way N., #1151 Seattle, WA 98103	Kathy Keollker	206.440.2525 kkeollker@esd.wa.gov	DVR Pacific Associates ESD Shoreline Community College TRAC Associates North Seattle Community College
WorkSource Affiliate Auburn 2707 'I' Street NE Auburn, WA 98002	Nicole Ferrer	253.804.1155 nferrer@esd.wa.gov	ES KCWTP Pacific Associates

WorkSource Affiliate Rainier 2531 Rainier Avenue S Seattle, WA 98144	Millicent Blocquer	206.721.6000 mblocquer@esd.wa.gov	DVR Pacific Associates ES Seattle Central Community College Seattle Vocational Institute TRAC Associates ACRS
WorkSource Affiliate South Seattle Community College 6000 16 <sup>th</sup> Avenue SW Seattle, WA 98106	Duncan Burgess	206.764.7962 dburgess@sccd.ctc.edu	Neighborhood House TRAC Associates Worker Retraining Department of Corrections Pacific Associates
WorkSource Affiliate Downtown Seattle 1151 3 <sup>rd</sup> Avenue Seattle, WA 98101	Aboubaker Ali	206.436.8604 aali@ywcaworks.org	Renton Technical College TRAC Associates YWCA ACRS Neighborhood House South Seattle Community College Pacific Associates
<b>WorkSource Connection Sites:</b>			
Bellevue Community College 3000 Landerholm Circle SE Bellevue, WA 98155 (2nd floor of Student Services Building)	Joy Prosis	425-564-2113 jprosis@bellevuecollege.edu	
Highline Community College 2400 S. 240 <sup>th</sup> St. Des Moines, WA 98198	Erik Tingelstad	206-878-3710 x3599 etingels@highline.edu	
North Seattle Community College Workforce Ed.Tech. Building, Rm. 1648 9600 College Way North Seattle, WA 98103	Jon Frodema	206-527-3618 jfrogdema@sccd.ctc.edu	
Shoreline Community College 16101 Greenwood Avenue N Shoreline, WA 98133	Barbara Loney	206-546-6927 bloney@shoreline.edu	