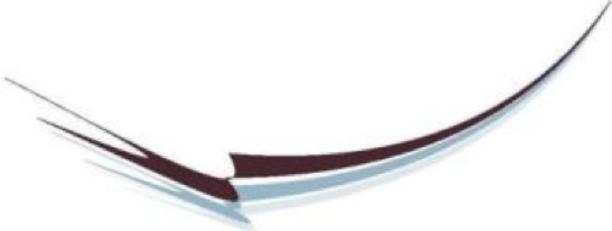


# Promoting a Globally Competitive Workforce for Snohomish County

**Four-Year Strategic and Operations Plan  
2013 – 2017**



**Workforce** Development Council  
**Snohomish** County

## INTRODUCTION

The Workforce Investment Act of 1998 (WIA) requires that each local workforce investment board develop an operations plan designed to detail local policies, procedures and activities carried out in the local area (Sec.118). The regulations governing WIA provide specific instructions for the contents of each of these plans (20 CFR 661.350). WIA also requires that the local operations plan be aligned with the WIA Title I-B/Wagner-Peyser State Integrated Plan.

Executive Order 99-02 directs Washington State Workforce Development Councils (WDCs), in partnership with Chief Local Elected Officials (CLEOs) to develop a local integrated plan for the workforce development system that includes both a strategic plan and the plan required in Sec.118 of the Workforce Investment Act (WIA). The local integrated plans shall be consistent with the state's Strategic Plan for Workforce Development (Executive Order 99-02 Part 7.b.) and the State Integrated Workforce Plan.

In an effort to align requirements and reduce duplication of planning processes, the Workforce Training and Education Coordinating Board (Workforce Board) and the Employment Security Department (ESD) drafted these guidelines for use by the WDCs in the development of a new local integrated workforce plan. To accomplish this objective, the State is requesting a plan containing five distinct sections:

1. Strategic plan
2. Local area profile and information on WIA services providers
3. Operations plan
4. WIA assurances checklist
5. Certification by the Chief Local Elected Official(s) and the Workforce Development Council Chairperson

Both WIA regulations (661.350 13(b)) and Executive Order 99-02 directs WDCs to submit their areas' integrated plans to the Workforce Board and ESD for review. Once reviews are completed, the Workforce Board, in consultation with ESD, is responsible for taking action to recommend Governor's approval of the plans.

## SECTION 1: STRATEGIC PLAN

### Vision

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

### Mission

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

### Goals, Objectives, and Strategies

<b>Goal 1 – 100% Global Competitiveness</b>
<b>Objective 1.1 – Promote WorkSource services to support identified industry needs.</b> <i>Strategy 1.1.1 – Identify industry needs.</i> <i>Strategy 1.1.2 – Increase market penetration in targeted industries.</i>
<b>Objective 1.2 – Expand services based on the needs of the community.</b> <i>Strategy 1.2.1 – Serve more individuals each year.</i> <i>Strategy 1.2.2 – Generate more grant funds each year.</i>
<b>Goal 2 – 100% Jobs Filled</b>
<b>Objective 2.1 – Promote WorkSource relationships with business and industry.</b> <i>Strategy 2.1.1 – Develop products and programs based on business and industry needs</i> <i>Strategy 2.1.2 – Promote products and programs to increase the number of repeat customers.</i>
<b>Objective 2.2 – Address employer workforce needs.</b> <i>Strategy 2.2.1 – Fill more jobs each year.</i> <i>Strategy 2.2.2 – Place more grant participants into jobs each year.</i>
<b>Goal 3 – 100% Employment</b>
<b>Objective 3.1 – Use WorkSource services to connect all job candidates to demand occupations and industries.</b> <i>Strategy 3.1.1 – Share labor market information and career planning products with job candidates.</i> <i>Strategy 3.1.2 – Share job openings in demand industries and occupations with job candidates.</i>
<b>Objective 3.2 – Mitigate barriers to employment.</b> <i>Strategy 3.2.1 – Develop and implement a barrier tracking system.</i> <i>Strategy 3.2.2 – Determine job readiness through use of the Employment Readiness Scale.</i>
<b>Goal 4 – 100% Ever Increasing Productivity and Prosperity</b>
<b>Objective 4.1 – Offer career gateway services that link people to meaningful employment.</b> <i>Strategy 4.1.1 – Develop products and programs so more job candidates are employment ready.</i>
<b>Objective 4.2 – Utilize emerging technologies.</b> <i>Strategy 4.2.1 – Develop new and emerging technology trainings for job candidates.</i>

The above objectives and strategies are further described in the *Agenda for Action* beginning on page 51.

In setting goals, strategies, and objectives, WDCSC recognizes that the process of implementing them is a collaborative effort. As the WDCSC mission makes clear, WDCSC invests WIA and other funds as venture capital to continue building and expanding a responsive workforce system that is industry-driven and consistent with future labor market needs; a system that draws together the strands of government, education, workforce, economic, community, and human development strategies in Snohomish County. The industry-led actions that Snohomish County Government and WDCSC are taking in collaboration with Snohomish County education, economic development, community development, and human services are focused on one simple aim: **increase the effectiveness and efficiency of our workforce development system to ensure globally competitive business so this “new generation of prosperity” achieves its full potential.**

To that end, WDCSC is focusing every available resource to improve the productivity of the Snohomish County workforce development system by making three types of investments: investment in system capital, investment in system staff and services, and investment in the system’s multi-factor productivity. These investments will help us continuously advance toward realization of the WDCSC vision and mission as well as attain our four “stretch” goals: **100% global competitiveness, 100% jobs filled, 100% employment, and 100% ever increasing productivity and prosperity.** Ultimately, the prosperity of our businesses and residents, our county, our state, and our nation will be advanced as well.

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

The *WDCSC Strategic Plan 2013-2017: Promoting a Globally Competitive Workforce for Snohomish County* aligns with the three goals set for our state’s workforce development system in *High Skills, High Wages 2012-2022*: 1) multiple pathways for first careers, 2) multiple pathways for employers and workers, and 3) Washington’s Workforce Development System is a model of accountability and efficient co-investment.

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

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

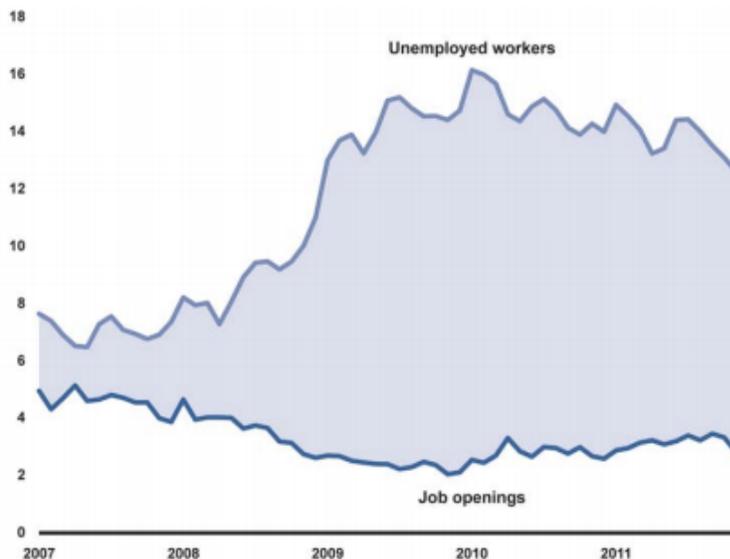
WDCSC recognizes that there may be some statutory and regulatory limitations regarding how the WDCSC can invest WIA funds in some of these activities. The U.S. Department of Labor encourages applications for waivers for relief and guarantees rapid review and decision-making regarding any requests submitted.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

## THE AFTERMATH OF THE GREAT RECESSION

Much has changed since the 2011-2013 plan and we would be remiss not to mention the context in which the 2013-2015 plan is being created. The world economy is still striving to recover from the Great Recession, its deepest economic crisis since the 1930s. What began as a financial crisis in the U.S. and the United Kingdom turned into the largest global recession in decades.<sup>1</sup> Global recovery was more rapid than expected and the U.S. is recovering significantly better than the International Monetary Fund had reason to expect.<sup>2</sup> However, financial conditions remain more difficult than before the crisis. High unemployment poses major social problems. A serious concern across the globe is the potential for temporary joblessness to turn into long-term joblessness and to lower potential output growth. To limit damage to the labor market, organizations around the world must foster wage flexibility and provide adequate support for the jobless.<sup>3</sup>

In light of the high unemployment rate and the devastating effects that unemployment has on families, the immediate focus of all forms of government after the Great Recession was on encouraging private sector job creation.<sup>4</sup> The Washington economy did improve as a result; consumer spending rose and the overall economy grew.<sup>5</sup> Additionally, unemployment rates have slowly diminished from their Great Recession peaks. The Washington unemployment rate decreased from its peak of 10.2% in February 2010 to 8.5% in September 2012. The Snohomish County unemployment rate decreased from its peak of its 11.4% in February 2010 to 7.6% in September 2012.

However, this has not been enough to relieve the enormous challenges facing individuals and families. The chart below shows the stark difference between the number of job openings and the nation and the number of unemployed workers, in millions, from 2007 through 2011.<sup>6</sup>



<sup>1</sup> World Trade Organization, 2010: [http://www.wto.org/english/forums\\_e/ngo\\_e/forum10\\_background\\_e.doc](http://www.wto.org/english/forums_e/ngo_e/forum10_background_e.doc)

<sup>2</sup> CBS News, 2012: [http://www.cbsnews.com/8301-505123\\_162-57530421/imf-chief-predicts-slow-global-recovery/](http://www.cbsnews.com/8301-505123_162-57530421/imf-chief-predicts-slow-global-recovery/)

<sup>3</sup> International Monetary Fund, 2010: <http://www.imf.org/external/pubs/ft/weo/2010/01/pdf/exesum.pdf>

<sup>4</sup> United States Government Accountability Office, 2009: <http://www.gao.gov/financial/fy2009/09guide.pdf>

<sup>5</sup> Associated Press, 2010: <http://www.heraldnet.com/article/20101002/BIZ/710029952>

<sup>6</sup> United States Government Accountability Office, 2012: <http://www.gao.gov/assets/600/590408.pdf>

Too many individuals in our community fall into the void of joblessness or underemployment. According to Harvard economist Lawrence Katz:

For the typical American family, the economy is still stagnant. There is very little sign of widespread prosperity. Even though economists may say that the recession officially ended...for the millions of people who are still out of work, people who've seen their home values decline, people who are struggling to pay the bills day to day, it's still very real for them.<sup>7</sup>

According to The Seattle Times:

The economic toll – lost homes, lost savings, lost health care, lost retirement – has been well documented. Far less public discussion has focused on the shattering psychic toll of our Great Recession...The confusion and distress of unemployment is about more than money, though the loss of income itself often triggers a cascade of what sociologists call ‘negative life events’ – marital tensions, stress-related health problems, deferred car repairs – that feed into an overall sense of hopelessness.<sup>8</sup>

These kinds of stories, now in the news daily, do not come as a surprise. What may be a surprise to many is another reality of the Great Recession – the shrinking middle-class. The middle-class has been shrinking in size, falling backward in income and wealth, and losing its characteristic faith in the future since 2000. However, it is in the past few years that this group's situation has become dire. In the aftermath of the Great Recession, 85% of self-described middle-class people say it is more difficult now than it was a decade ago to maintain their standard of living. The middle-class, which in 1971 included 61% of all adults, included only 51% of all adults in 2011. The shrinking of the middle-class has been accompanied by a dispersion of the population into the economic tiers above and below. The upper-income tier rose to 20% of adults from 2011, up from 14% in 1971 and the lower-income tier rose to 29%, up from 25%. While the median wealth of the upper-income tier has remained essentially unchanged over the past several years (\$569,905), the median wealth of the middle-income tier fell 28% to \$93,150 and the median wealth of the lower-income tier fell 45% to \$10,151.<sup>9</sup>

Most in the middle-class are feeling a heavy financial burden. More than 60% had to reduce spending in 2012 because money was tight and about half report it will take at least five years to recover, including 8% who predict they will never recover. Nearly 30% agree that hard work and determination are no guarantee of success for most people and less than half think their children's standard of living will be better than their own.<sup>10</sup>

To complicate matters, though Great Recession employment losses were concentrated in mid-wage occupations, recovery employment gains have been concentrated low-wage occupations, which are growing 2.7 times as fast as mid-wage and high-wage occupations. The chart on the following page shows that low-wage occupations constituted 21% of recession job losses and 58% of recovery growth, mid-wage occupations constituted 60% of recession job losses and 22% of recovery growth, and higher-wage occupations constituted 19% of recession job losses and 20% of recovery growth. The unbalanced recession and recovery means that the long-term rise in inequality in the U.S. will continue as the “good jobs” deficit becomes deeper than it was at the start of the 21<sup>st</sup> century.

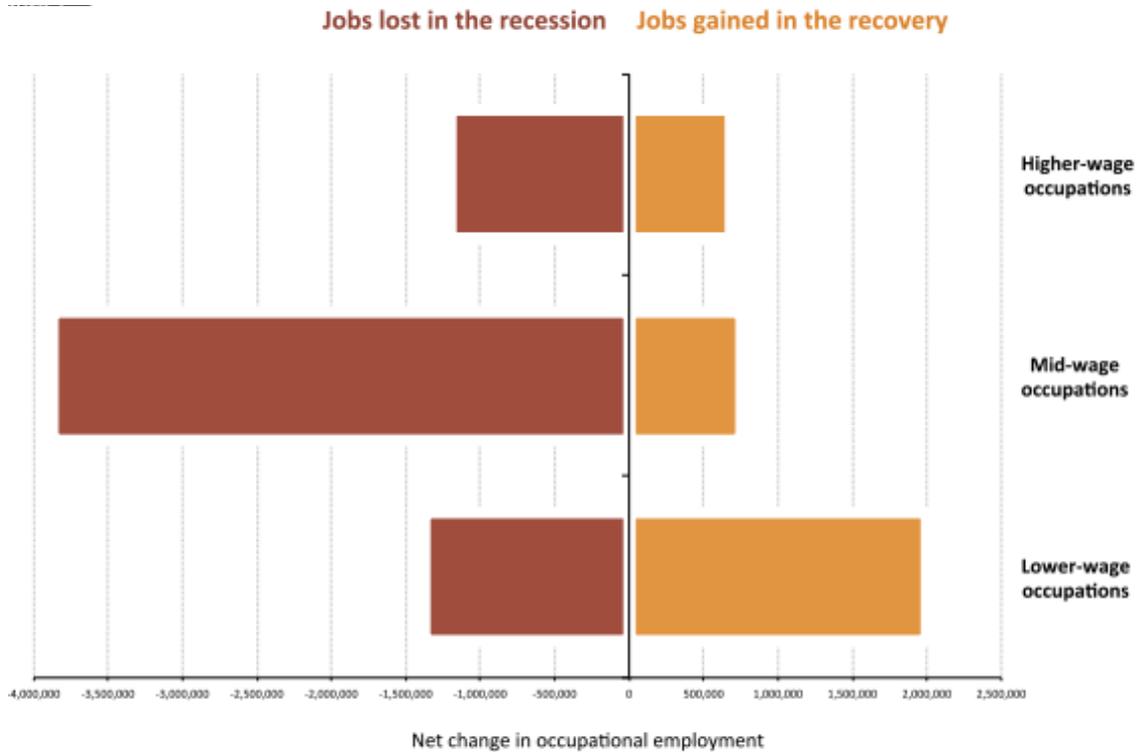
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<sup>7</sup> The Wall Street Journal, 2010: [http://articles.marketwatch.com/2010-09-20/economy/30792294\\_1\\_nber-recession-james-poterba](http://articles.marketwatch.com/2010-09-20/economy/30792294_1_nber-recession-james-poterba)

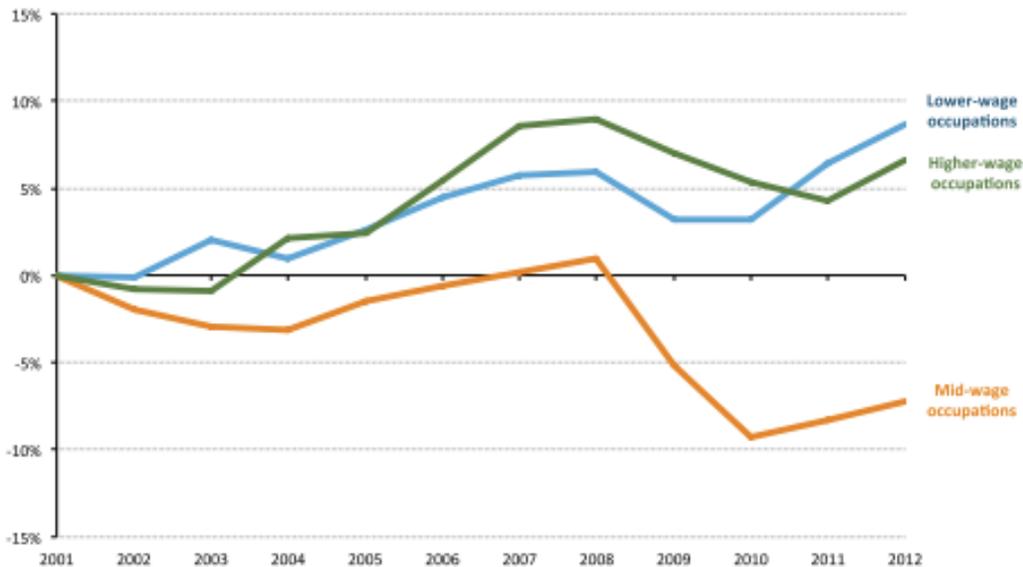
<sup>8</sup> The Seattle Times, 2010: [http://o.seattletimes.nwsourc.com/html/pacificnw/201339968\\_pacificjobs21.html](http://o.seattletimes.nwsourc.com/html/pacificnw/201339968_pacificjobs21.html)

<sup>9</sup> Pew Research Center, 2012: <http://www.pewsocialtrends.org/2012/08/22/the-lost-decade-of-the-middle-class/>

<sup>10</sup> Pew Research Center, 2012: <http://www.pewsocialtrends.org/2012/08/22/the-lost-decade-of-the-middle-class/>

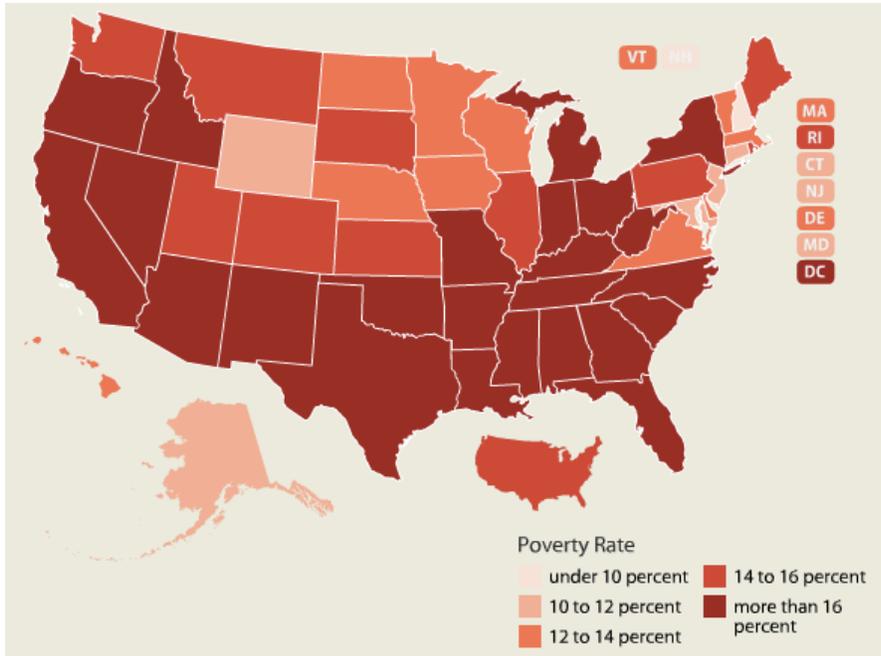


The chart below shows the steady rise in inequality from 2001 to 2008, with low-wage and high-wage occupations experiencing more growth than mid-wage occupations. The hollowing out of the middle became more pronounced during the recession and continues to leave its mark on the recovery.<sup>11</sup>

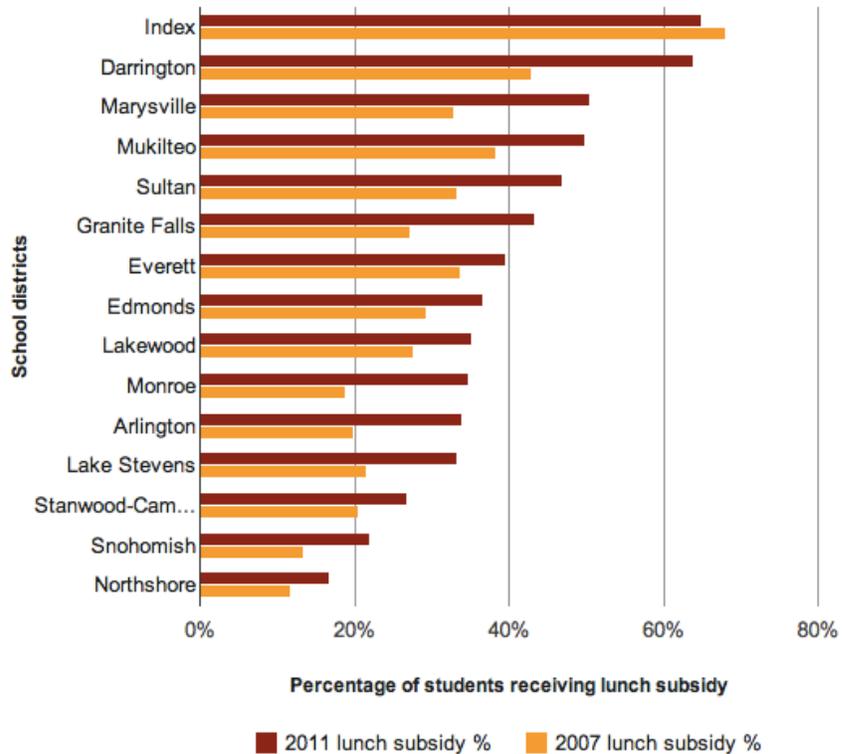


Another worrisome fact is that recovery poverty rates are not decreasing. The real median household income declined between 2010 and 2011, a second consecutive annual decline, and the poverty rate of 15% in 2011 was not statistically different from 2010. Approximately 28% of the population had at least one spell of poverty lasting two or more months from the beginning of 2009 to the end of 2010. The figure below shows 2011 poverty rates by state.

<sup>11</sup> National Employment Law Project, 2012: [http://www.nelp.org/page/-/Job\\_Creation/LowWageRecovery2012.pdf?nocdn=1](http://www.nelp.org/page/-/Job_Creation/LowWageRecovery2012.pdf?nocdn=1)



The Washington poverty rate is 14% (929,258 individuals). The Snohomish County poverty rate is approximately 10%.<sup>12</sup> Another indicator of poverty in a community is the number of students relying on free and reduced-price lunches. The number of students who receive free and reduced-price meals through the National School Lunch Program has steadily increased over the past five years in every school district in Snohomish County with the exception of Index. In Snohomish County, 35% of students received free/reduced lunches in 2011.<sup>13</sup> The chart on the right shows the percent of students receiving lunch subsidy in each of Snohomish County's school districts in 2011 compared to 2007.<sup>14</sup>



<sup>12</sup> United States Census Bureau, 2011: <http://www.census.gov/prod/2012pubs/p60-243.pdf>

<sup>13</sup> United Way of Snohomish County, 2012

<sup>14</sup> Heraldnet, 2012: <http://www.heraldnet.com/article/20121125/BLOG48/711259965/-1/news01>

Earned Income Tax Credit (EITC) statistics lend additional insight into the state of poverty among working individuals and families. The EITC is a refundable federal income tax credit for low-income working individuals and families. Congress enacted EITC in 1975 to offset the burden of social security taxes and provide an incentive to work. The amount of EITC received for individual tax returns varies by income and family structure. In 2012, the amount ranged from \$475 for a childless single tax filer to \$5,891 for families with three or more qualifying children.<sup>15</sup> Unfortunately, up to 20% of those eligible for the EITC do not claim it. This has changed in recent years as a result of local efforts, such as United Way of Snohomish County's Free Tax Preparation Program, which helps people file and claim their refunds. In 2012, volunteers at United Way's tax sites helped 2,511 returns get over \$4.2 million in refunds<sup>16</sup>, compared to 1,657 returns and \$2.9 million in refunds in 2010<sup>17</sup> and 2,231 returns and \$4.1 million in refunds in 2011.<sup>18</sup> More than a quarter of this amount was received through the EITC.

The consequences of middle-class attrition are monumental. As the middle-class shrinks, individuals and families move into neighborhoods of either affluence or poverty. As an article in the New York Times explained, "There is more residential sorting by income, with the rich flocking together in new exurbs and gentrifying pockets where lower- and middle-income families cannot afford to live." Individuals and families in lower income neighborhoods have less access to high-quality jobs, schools, housing, childcare, healthcare, transportation, and support networks.<sup>19</sup> A quarter of all full-time working-age adults are not able to meet economic needs like housing, utilities, food, healthcare, and transportation for themselves and their families.<sup>20</sup>

The paragraphs below bring special attention to childcare, financial asset development, healthcare, housing affordability, and transportation, as these quality of life components are critical for building a vibrant and thriving community with strong economic and workforce development and employment stability.

**Childcare:** The Center for American Progress recently outlined the key facts to know about the importance of childcare in the U.S. as it pertains to families and employment:

- Low-income and middle-class working families need more help with childcare for the good of future generations of Americans and for greater economic productivity and prosperity now and in the future.
- In most U.S. families, all of the adults work. Fewer than one-in-three children today have a full-time, stay-at-home parent. In 1975, only a generation ago, more than half of all children had a stay-at-home parent, usually the mother.
- Because most parents work outside the home, most children under five years old receive childcare from someone other than a parent. Almost one-quarter of children under the age of five are in some form of organized childcare arrangement, such as day care centers, nurseries, and preschools. This includes one-third of those with an employed mother and more than one-quarter of those whose mothers are not employed but are in school.
- Family care remains the most common type of childcare arrangement across all marital and employment statuses. Three-quarters of full-time employed mothers utilize some form of family care at least part of the time, compared to 86.3% of part-time employed mothers.
- The annual cost of care for an infant in a childcare center is higher than a year's tuition at the average four-year public college in most states. The average weekly childcare payment for families with children under ages of 15 was \$138 in the spring of 2010, with families spending 7.8% of their monthly income on childcare. For families with only children under the age of five, the weekly average childcare payment was \$171 in 2010, or 10.1% of the family's budget.

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<sup>15</sup> IRS, 2012: <http://www.irs.gov/Individuals/Preview-of-2012-EITC-Income-Limits--Maximum-Credit--Amounts-and-Tax-Law-Updates>

<sup>16</sup> United Way of Snohomish County, 2012: <http://uwsc.org/042012.php>

<sup>17</sup> MLT News, 2010: <http://mltnews.com/volunteers-needed-free-tax-preparation/>

<sup>18</sup> United Way of Snohomish County, 2012: <http://www.uwsc.org/012312.php>

<sup>19</sup> The New York Times, 2011: [http://www.nytimes.com/2011/11/16/us/middle-class-areas-shrink-as-income-gap-grows-report-finds.html?\\_r=0](http://www.nytimes.com/2011/11/16/us/middle-class-areas-shrink-as-income-gap-grows-report-finds.html?_r=0)

<sup>20</sup> Demos, 2012: [http://www.demos.org/sites/default/files/publications/MillionsToTheMiddle-DemosFinal\\_0.pdf](http://www.demos.org/sites/default/files/publications/MillionsToTheMiddle-DemosFinal_0.pdf)

- Low-income families spend a much larger portion of income on childcare. The average monthly income for a family making less than \$1,500 per month was \$938 in 2010, 49.5% of which was spent on childcare. On average, families in this income group with children under the age of five who paid for childcare spent more than half of their monthly income on childcare expenses. In comparison, families with children under the age of five making more than \$4,500 per month spent an average of 8.6% of their income on childcare.
- Childcare assistance is a start, but it is not available widely enough to make a difference for most families. Subsidies are available only for low-income families and are scarce and sporadic even for them. Only about 30% of low-income families using center-based childcare, and 16% using an in-home care center for a child under the age of six, receive subsidies. The percentage of middle-income families receiving subsidies is negligible, about 3% for an in-home care center.
- Since additional funds to states from the stimulus through the Child Care and Development Block Grant have expired, families who are eligible for assistance may not receive it. In 2011, 22 states had waiting lists to receive childcare assistance, and only one in seven children eligible for direct childcare assistance received it.<sup>21</sup>

Childcare is of great importance to all workers with children, especially those in low-income households. Lack of quality childcare leads to absenteeism, tardiness, and reduced concentration at work, issues the most vulnerable individuals in our community cannot afford to face. While childcare is not an issue WDCSC directly addresses, it is one which has a significant impact on working families.

**Financial asset development:** Financial health is a critical component of individual and family stability. The term “underbanked” refers to consumers whose financial needs are not fully served by traditional financial institutions. These consumers use alternative financial services such as check cashing and payday loans to meet some or all of their financial needs. The term “underbanked” also refers to consumers who have subprime credit scores, thin or no credit history, or find access to mainstream financial products difficult to access to their low household income. Over 8% of U.S. households (4% of Seattle-Tacoma-Bellevue households) are unbanked. This represents ten million households and seventeen million adults. Over 20% of households (17.4% of Seattle-Tacoma-Bellevue households) are underbanked. This represents 24 million households and 51 million adults. Further, nearly 30% of households do not have a savings account and 10% do not have a checking account.<sup>22</sup>

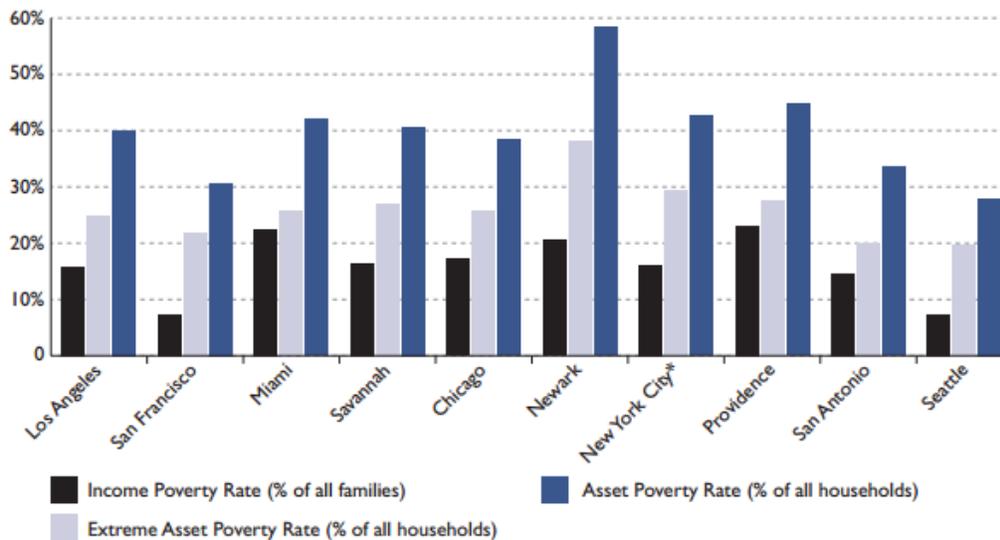
Unbanked and underbanked families are of particular interest and concern as, in addition to income poverty, they also experience asset poverty. Assets such as a retirement fund, education credentials, home, business, or car are essential for helping families guard against financial setbacks and get ahead over time. The chart on the following page shows rates of income poverty, asset poverty, and extreme asset poverty of ten cities, including Seattle.<sup>23</sup>

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<sup>21</sup> Center for American Progress, 2012: <http://www.americanprogress.org/wp-content/uploads/2012/10/ChildCareFactsheet.pdf>

<sup>22</sup> Federal Deposit Insurance Corporation, 2012: [http://www.fdic.gov/householdsurvey/2012\\_unbankedreport.pdf](http://www.fdic.gov/householdsurvey/2012_unbankedreport.pdf)

<sup>23</sup> Center for Enterprise Development, 2011: <http://cfed.org/assets/pdfs/BuildingEconomicSecurityInAmericasCities.pdf>



According to the Center for Enterprise Development's recent report, *Building Economic Security in America's Cities: New Municipal Strategies for Asset Building and Financial Empowerment*:

Helping individuals and families achieve economic security has never been more critical than it is today. While strategies to help families improve their financial situations have been proliferating in the nonprofit sector for over two decades, these issues have moved to the forefront during these trying economic times. And now as the field grows and matures, new players are emerging, devising new innovative approaches and mobilizing large-scale delivery systems and resources to help families build wealth and assets.

The workforce system is considered one of the new players emerging to help families build wealth and assets. Strategies include incorporating financial education and workforce programs and being a champion for local asset development programs and collaborations.<sup>24</sup> WDCSC has long supported integrated financial education and asset development services in recognition of the critical role this plays in the economic security and employment stability of families.

**Healthcare:** Annual premiums for job-based family health plans went up only 4% in 2012. While this relatively moderate increase sounds like good news, premiums averaged \$15,745 with employees paying more than \$4,300 of each premium, making a moderate increase significant to workers with flat or falling wages. The rise in premiums easily outpaces workers' raises and inflation. Another concerning trend is that employees at companies with low-wage workers pay more for less coverage than do counterparts at upscale firms.<sup>25</sup>

Both the percentage and number of people in the United States without health insurance decreased slightly between 2010 and 2011, from 16.3% to 15.7% and, for the first time in a decade, private coverage increased. However, the numbers of uninsured remains high, and almost 26% of the population experienced at least one month without health insurance coverage.<sup>26</sup> In Snohomish County, 15% of residents do not have health insurance. Of these, 47% could not obtain needed healthcare. Of the 85% of residents with insurance, 16% could not obtain needed healthcare. Over 20% of all residents have not seen a doctor in two years. Of those residents surveyed as part of the *2010 Snohomish County Low-Income Needs Assessment*, 31% did not have health insurance. Further, 48% of those surveyed postponed healthcare due to cost and 63% postponed dental care due

<sup>24</sup> Center for Enterprise Development, 2011: <http://cfed.org/assets/pdfs/BuildingEconomicSecurityInAmericasCities.pdf>

<sup>25</sup> Snohomish County Herald, 2012: <http://www.heraldnet.com/article/20120912/BIZ/709129940>

<sup>26</sup> United States Census Bureau, 2011: <http://www.census.gov/prod/2012pubs/p60-243.pdf>

to cost. Affordable dental care and medical services were noted as the top two extreme service gaps in our community in both 2006 and 2010.<sup>27</sup>

The mental health of workers is receiving increasing attention. Most workers have at least a few colleagues who struggle with depression or anxiety. More than one in four adults has a diagnosable mental health disorder and one in seventeen has a serious disorder. Firms appear eager to support employee wellness initiatives, though in daily practice, managers are cautious about getting too involved in employees' private health issues, nor can they force employees to volunteer details of their conditions. This leads to situations where employees are not receiving the support and accommodations they need to succeed in their places of employment.<sup>28</sup>

WDCSC recognizes that health and wellness is an important component of employment stability and partners with key healthcare service providers to provide customers with information they need to optimize their access to this scarce resource.

**Housing Affordability:** The cost of housing in Snohomish County remains as concerning as ever. Families constrained by housing costs have less money for other life needs, such as medical care, childcare, and food. Over 40% of families in the Puget Sound region are cost-burdened. Of these, 56% are homeowners and 44% are renters.<sup>29</sup> The 2012 median renter household income was \$41,393 (compared to the 2012 area median income of \$88,000). Based on this figure, over 50% of renters are unable to afford a two-bedroom apartment at the fair market rent of \$1,098 per month. A renter earning minimum wage (\$9.04) needs 1.7 full time jobs to afford a studio apartment, 1.9 full time jobs to afford a one-bedroom apartment, 2.3 full time jobs to afford a two-bedroom apartment, and 3.3 full time jobs to afford a three-bedroom apartment.<sup>30</sup> It is not surprising that 57% of *2010 Snohomish County Low-Income Needs Assessment* respondents rated rental assistance as extremely important. The following situations were experienced by clients in the twelve months prior to the assessment and reflect various degrees of housing instability: 42% shared housing with another household due to cost, 29% moved in the last year due to high housing costs, 12% were evicted from their housing, 7% were homeless at the time of the assessment, 46% received energy assistance, 23% had their heat or electricity turned off, and 44% had their phone turned off.<sup>31</sup>

**Transportation:** Nearly 40% of those who responded to the *2010 Snohomish County Low-Income Needs Assessment* reported difficulty getting to work due to transportation issues and 29% had difficulty accessing service due to lack of public transportation.<sup>32</sup> Of all individuals in need of transportation in our region, 20% are disabled and face isolation without transportation assistance.<sup>33</sup> This is particularly troubling, as decades of social science research has demonstrated that access to opportunity plays a significant role in life outcomes. Families need access to the critical opportunities and the necessary social infrastructure to succeed in life.<sup>34</sup> Sadly, due to slow economic recovery, local transportation service providers have had to cut services so important to providing families with access to the opportunities they need to thrive. Community Transit reports that, following a 20% service cut that took place in February 2012, the demand for transit will grow and the ability to provide new services will not keep pace.<sup>35</sup> Between 2010 and 2040, the population in Snohomish County is expected to increase by more than 50% and employment is forecasted to grow by more than 60%. A high

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<sup>27</sup> Snohomish County Human Services Department, 2010:

[http://www.co.snohomish.wa.us/documents/Departments/Human\\_Services/Community/2010\\_Snohomish\\_County\\_Low-Income\\_Needs\\_Assessment\\_Report-Final.pdf](http://www.co.snohomish.wa.us/documents/Departments/Human_Services/Community/2010_Snohomish_County_Low-Income_Needs_Assessment_Report-Final.pdf)

<sup>28</sup> The Wall Street Journal, 2012:

[http://online.wsj.com/article/SB10000872396390444230504577617381107874516.html?google\\_editors\\_picks=true](http://online.wsj.com/article/SB10000872396390444230504577617381107874516.html?google_editors_picks=true)

<sup>29</sup> Puget Sound Regional Council, 2012: <http://psrc.org/assets/7831/EquOppSusReport2.pdf>

<sup>30</sup> United Way of Snohomish County, 2012

<sup>31</sup> United Way of Snohomish County, 2012

<sup>32</sup> Snohomish County Human Services Department, 2010:

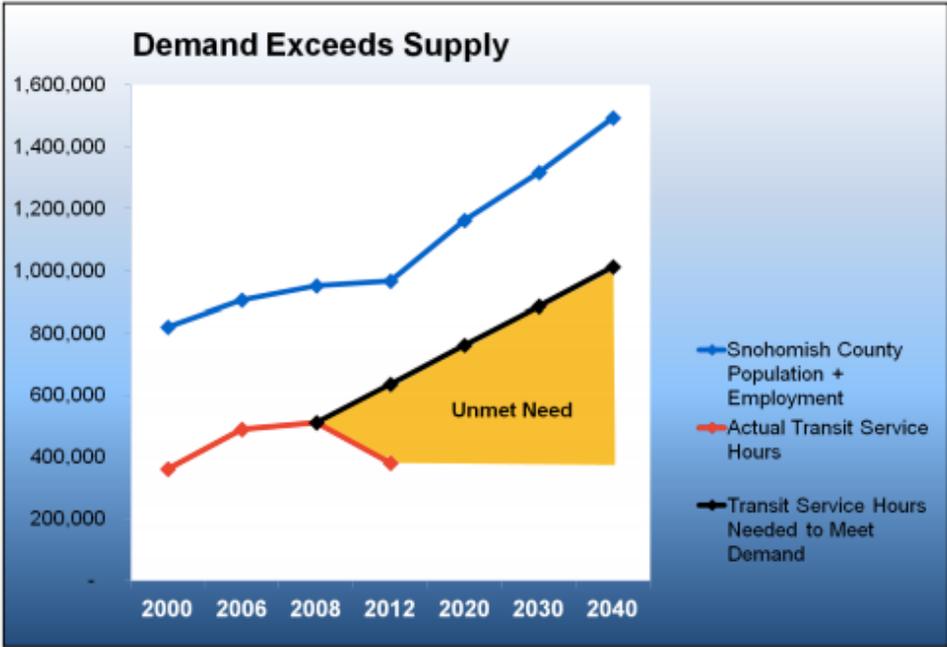
[http://www.co.snohomish.wa.us/documents/Departments/Human\\_Services/Community/2010\\_Snohomish\\_County\\_Low-Income\\_Needs\\_Assessment\\_Report-Final.pdf](http://www.co.snohomish.wa.us/documents/Departments/Human_Services/Community/2010_Snohomish_County_Low-Income_Needs_Assessment_Report-Final.pdf)

<sup>33</sup> Puget Sound Regional Council, 2010: [http://www.psrc.org/assets/4478/Adopted\\_PSRC\\_Coordinated\\_Transit-Human\\_Services\\_Transportation\\_Plan\\_2011-2014.pdf](http://www.psrc.org/assets/4478/Adopted_PSRC_Coordinated_Transit-Human_Services_Transportation_Plan_2011-2014.pdf)

<sup>34</sup> Puget Sound Regional Council, 2012: <http://psrc.org/assets/7831/EquOppSusReport2.pdf>

<sup>35</sup> Community Transit, 2011: <http://www.commtrans.org/newsrelease/1476>

proportion of this growth is planned to occur in urbanized areas. A key transportation assumption in local and regional plans is that local transit providers will carry a significantly greater proportion of future travel demand than it does today. For Community Transit, this increase is forecast to be an additional 500,000 annual hours of bus service. The chart below shows the gap between future growth and available supply of transit services.<sup>36</sup>



Of all service cuts, the one workers felt most severely was the elimination of Sunday service. Reduction in services connecting rural residents to jobs in urban centers has also presented significant hardship. It will be critical for WDCSC to consider transportation issues in planning processes.

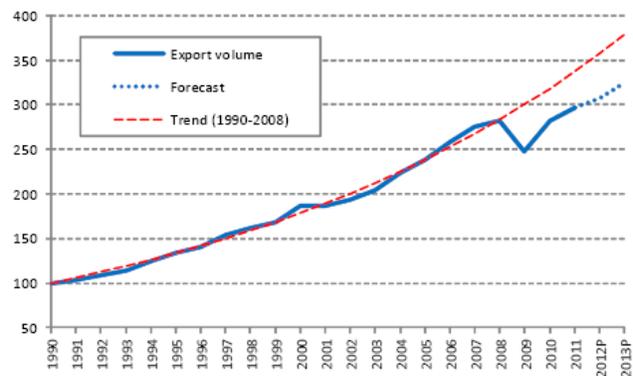
<sup>36</sup> Community Transit, 2011: [http://www.commtrans.org/Projects/Documents/TDP%202012-2017\\_111511.pdf](http://www.commtrans.org/Projects/Documents/TDP%202012-2017_111511.pdf)

## GOAL 1 – 100% GLOBAL COMPETITIVENESS

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

There has been growing concern at the national, state, regional, and local levels about the competitiveness of the U.S. economy in the global marketplace. Between 1980 and 1990, world service exports grew from \$260 to \$780 million. Total world merchandise exports grew from \$2 to \$3.4 trillion during the same ten year period. These trends continued accelerating with service exports growing to \$2 trillion and merchandise exports growing to \$8.9 trillion in 2004. This represented an average annual rate increase of 9%. Foreign direct investment also increased exponentially from \$1.8 to \$8.9 trillion between 1990 and 2004.<sup>37</sup> Increases continued for several years and peaked in 2008.

In 2010, world trade rebounded after the sharpest decline in more than 70 years. World merchandise trade expanded 13.8% in 2010, 5% in 2011, and was expected to expand another 3.7% in 2012. Though increasing, the increase has been losing momentum due to multiple economic setbacks such as the European sovereign nation debt crisis. According to the World Trade Organization, "More than three years have passed since the trade collapse of 2008-2009, but the world economy and trade remain fragile. The further slowing of trade expected in 2012 shows that the downside risks remain high. We are not yet out of the woods." The projected 2012 growth rate of 3.7% is below the long-term average of 6% for 1990-2008. It is even below the average over the last 20 years including the recent period of trade collapse. The projected forecast for 2012 and 2013 would not bring the volume of trade any closer to its pre-crisis trend. In fact, the gap should grow larger as long as the rate of trade expansion continues to fall short of earlier levels, as illustrated on the chart to the right. Eliminating this gap would require faster than average growth at some point in the future.<sup>38</sup>



Technological advances have allowed countries such as Brazil, Russia, India, and China (commonly referred to as the “BRIC” countries) to leapfrog over traditional economic development pathways employed by developing countries to become economic powerhouses on the global stage in a matter of years. The recent global economic crisis has accelerated the rise of the BRICs. The participation of Least-Developed Countries has also been increasing over the past five years. In short, the international supply of services is rapidly increasing.<sup>39</sup>

At the same time, a near perfect storm of troubling events created a challenging and uncertain environment for U.S. businesses. The collapse of the U.S. housing market, the resulting change in the global market for credit, and rising food and energy prices have led to economic slowdown, rising inflation, and a more difficult framework for policymakers.

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

<sup>37</sup> United Nations Conference on Trade and Development, 2004: [http://unctad.org/en/docs/ditctnecdmisc20036\\_en.pdf](http://unctad.org/en/docs/ditctnecdmisc20036_en.pdf)

<sup>38</sup> World Trade Organization, 2012: [http://www.wto.org/english/news\\_e/pres12\\_e/pr658\\_e.htm](http://www.wto.org/english/news_e/pres12_e/pr658_e.htm)

<sup>39</sup> World Trade Organization, 2010: [http://www.wto.org/english/forums\\_e/ngo\\_e/forum10\\_background\\_e.doc](http://www.wto.org/english/forums_e/ngo_e/forum10_background_e.doc)

## U.S. Ranking on Global Competitiveness Index

Overall, the U.S. ranks 7th out of 144 world economies on the Global Competitiveness Index tracked by the World Economic Forum. The U.S. ranked 2nd out of 133 economies in 2009, 4th out of 139 economies in 2010, and 5th out of 142 economies in 2011. However, the U.S. ranks much lower on several individual indicators. The table below shows U.S. rankings on the Global Competitiveness Index's twelve pillars of competitiveness.

	<i>U.S. Rank out of 144 world economies</i>
<b>Basic Requirements</b>	<b>33</b>
Pillar 1: Institutions	41
Pillar 2: Infrastructure	14
Pillar 3: Macroeconomic stability	111
Pillar 4: Health and primary education	34
<b>Efficiency Enhancers</b>	<b>2</b>
Pillar 5: Higher education and training	8
Pillar 6: Good market efficiency	23
Pillar 7: Labor market efficiency	6
Pillar 8: Financial market sophistication	16
Pillar 9: Technological readiness	11
Pillar 10: Market size	1
<b>Innovation and Sophistication Factors</b>	<b>7</b>
Pillar 11: Business sophistication	10
Pillar 12: Innovation	6

The twelve pillars are broken down into greater detail. The U.S. ranked lowest in the following areas: business costs of terrorism (124 out of 144), government budget balance (140 out of 144), general government debt (136 out of 144), imports as a percentage of GDP (142 out of 144), and total tax rate (103 out of 144). Further, the Global Competitiveness Index lists the most problematic factors for doing business in the U.S, with the top five most problematic being: inefficient government bureaucracy, tax rates, tax regulations, access to financing, and restrictive labor conditions.<sup>40</sup>

Other studies reveal different areas in which the U.S. is falling short compared to international competition. Though Americans increasingly realize their connections and contributions to globalization, the degree to which Americans know about and travel around the world is surprisingly low. Only 30% of Americans possess a valid passport, compared to 60% in Canada and 75% in the United Kingdom.<sup>41</sup> Just 18% of Americans report speaking a language other than English, compared to 53% in Europe. Only ten states require foreign language study for high school graduation, and low-income and minority students are behind their peers in other counties in their knowledge of language, geography, and other cultures.<sup>42</sup> Of U.S. students surveyed, 63% could not find Iraq on a map and 75% had no idea where Israel was or that Indonesia was an Islamic nation. Less than 1% of high school students are learning the languages most vital to this country's future: Chinese, Arabic, Farsi, Korean, Japanese, Russian, Hindi, and Urdu. However, English is mandatory for Chinese students. A shortage of strong foreign-language skills alone will make the U.S. less globally competitive, and the lack of cultural awareness in general will only compound the issue.<sup>43</sup>

There has been extensive analysis of these and other indicators of global competitiveness at the national, state, regional, and local levels. A brief review of some of key works is provided below.

<sup>40</sup> World Economic Forum, 2012: [http://www3.weforum.org/docs/WEF\\_GlobalCompetitivenessReport\\_2012-13.pdf](http://www3.weforum.org/docs/WEF_GlobalCompetitivenessReport_2012-13.pdf)

<sup>41</sup> CNN, 2011: <http://www.cnn.com/2011/TRAVEL/02/04/americans.travel.domestically/index.html?hpt=Sbin>

<sup>42</sup> U.S. Department of Education, 2010: <http://www.ed.gov/news/speeches/education-and-language-gap-secretary-arne-duncans-remarks-foreign-language-summit>

<sup>43</sup> Parade, 2008: <http://www.parade.com/news/2008/12/how-america-can-maintain-its-edge.html>

## Review of National Level Literature

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

In the *2013 Global Manufacturing Competitiveness Index*, Deloitte explains that the landscape for competitive manufacturing is in the midst of a massive power shift. Over the next five years, 20<sup>th</sup> century manufacturing leaders like the U.S., Germany, and Japan will be challenged to maintain their competitive edge to emerging nations such as China, India, and Brazil. Deloitte found that access to talented workers is the top indicator of a country's competitiveness. Enhancing and growing an effective talent base remains core to competitiveness.<sup>44</sup>

The Council on Competitiveness specializes in convening top private and public sector leaders to address America's long-term competitiveness challenge; generate innovative public policy solutions, galvanizing our unique coalition to translate ideas into action; and measure U.S. performance in the global marketplace to identify key obstacles and opportunities. In *Innovate America*, the Council articulates the following challenge:

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

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

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

Specific strategies under the last point include:

- Developing an education strategy for a diverse, innovative, and technically-trained workforce funded with tax deductible scholarships and portable graduate fellowships, supported by reformed immigration policy that allows the U.S. to attract the best and brightest science and engineering students from around the world as well as supporting their employment in the U.S. following graduation.
- Catalyzing the next generation of American innovators through problem-solving based learning at all levels, bridging the gap between research and application, and establishing innovation curricula for entrepreneurs and small business managers.
- Empowering workers to succeed in the global economy by providing lifelong learning, accelerating the portability of health care and pension benefits, aligning training to skill needs, and expanding assistance to workers dislocated by technology and trade.<sup>45</sup>

*Innovate America* led to *Five for the Future*, the Council's assessment of the five most critical components of America's competitiveness agenda in an increasingly global economy. The report indicates that America's future competitiveness demands that we:

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<sup>44</sup> Deloitte, 2012: [http://www.deloitte.com/assets/Dcom-Global/Local%20Assets/Documents/Manufacturing/dttl\\_2013%20Global%20Manufacturing%20Competitiveness%20Index\\_11\\_15\\_12.pdf](http://www.deloitte.com/assets/Dcom-Global/Local%20Assets/Documents/Manufacturing/dttl_2013%20Global%20Manufacturing%20Competitiveness%20Index_11_15_12.pdf)

<sup>45</sup> Council on Competitiveness, 2005: [http://www.compete.org/images/uploads/File/PDF%20Files/NII\\_Innovate\\_America.pdf](http://www.compete.org/images/uploads/File/PDF%20Files/NII_Innovate_America.pdf)

- Challenge the frontiers in science and technology.
- Renew access to secure and sustainable energy.
- Transform risk intelligence into resilience.
- Engage in the global economy.
- **Achieve advantage with creative and cutting-edge talent** [emphasis added].

Expanding on the last point, the Council explains:

Being an American is not an entitlement to a secure, high-wage job. India and China alone could enlarge the global labor pool that competes for the world's work by almost one billion workers. High-speed communications and the digitization of work processes are enabling the commoditization of work involving routine skills, and every day it is easier to ship work around the world. Even technical work requiring skills that once commanded a premium is now often outsourced, offshored or automated. American workers can establish a new competitive edge at the intersection of disciplines—for example, science and business, math and economics, cultural anthropology and marketing, or art and telecommunications. Educational institutions must continue to adapt to prepare Americans for the rapidly changing global economy. And through partnerships and other means, these institutions must ensure that individuals can constantly upgrade their skills to exploit the cutting edge of scientific discovery, technological change and market opportunity.<sup>46</sup>

The Council's report, *Thrive: The Skills Imperative*, emphasizes the need for a national skills agenda to compete globally and to ensure a rising standard of living for its citizens. The Council proposes the following critical skill strategies for the U.S.:

- Meet the demand for middle skills.
- Build service economy skills.
- Compete for innovation advantage.
- Create skills for sustainability.<sup>47</sup>

In its most recent report, *Make: an American Manufacturing Movement*, the Council specifically highlights the importance of the manufacturing industry in global competitiveness:

In this global, consumer-oriented and knowledge-intensive economy, the competitiveness of U.S. manufacturing has never been more uncertain or important – nor have policy prescriptions been more contentious. All Americans would benefit from getting this right. A new era of manufacturing excellence offers hope for good jobs, new innovations, and a higher standard of living. America would benefit from faster economic growth, a more secure industrial and defense base, and an ability to produce solutions to national challenges in energy, health, and environment.

The Council proposes a five-step call to action to create an American manufacturing movement:

- Enact fiscal reform, transform tax laws, regulations, and other structural costs to spur investment, ramp up production, capitalize growth companies, and create skilled jobs.
- Create fair and open global markets for U.S. goods and services to reduce the trade deficit and increase exports as a percentage of GDP.
- Create national advanced manufacturing networks and partnerships, prioritize R&D investments, and deploy new tools, technologies, and facilities.
- Develop and deploy smart, sustainable and resilient energy, transportation, production, and cyber infrastructures.

<sup>46</sup> Council on Competitiveness, 2007: [http://www.compete.org/images/uploads/File/PDF%20Files/Five\\_Final\\_8858COC.pdf](http://www.compete.org/images/uploads/File/PDF%20Files/Five_Final_8858COC.pdf)

<sup>47</sup> Council on Competitiveness, 2008:

<http://www.compete.org/images/uploads/File/PDF%20Files/Thrive.%20The%20Skills%20Imperative%20-%20FINAL%20PDF.PDF>

- **Prepare the next generation of innovators, researchers, and highly-skilled workers** [emphasis added].

Specific strategies under the last point include:

- Implement immigration reform to ensure the world's brightest talent innovation and create opportunities in the U.S.
- Renew efforts to expand STEM education and create opportunities to integrate into the workplace.
- Create a program for retired business executives to mentor and counsel entrepreneurs.
- Develop state-of-the-art apprenticeship programs for 21<sup>st</sup> century manufacturing.
- Create opportunities for Veterans in manufacturing.
- Send more Americans abroad to study, perform research, and work in global businesses.
- Create opportunities and incentives for older Americans to remain vibrant contributors in the workforce.<sup>48</sup>

*Rising above the Gathering Storm, Revisited: Rapidly Approaching Category 5* was issued by the National Academy of Sciences, National Academy of Engineering, the Institute of Medicine, and the National Research Center and highlights similar issues and concluded that quality jobs are the fundamental measure of competitiveness, but that the U.S. "appears to be on a course that will lead to a declining, not growing, standard of living for our children and grandchildren". The National Academies developed four recommendations for addressing this problem:

- **Move the United States K-12 education system in science and mathematics to a leading position by global standards** [emphasis added].
- Double the real federal investment in basic research in mathematics, the physical sciences, and engineering over the next seven years (while, at a minimum, maintaining the recently doubled real spending levels in the biosciences).
- **Encourage more United States citizens to pursue careers in mathematics, science, and engineering** [emphasis added].
- Rebuild the competitive ecosystem by introducing reforms in the nation's tax, patent, immigration and litigation policies.<sup>49</sup>

A recent report from the John J. Heldrich Center for Workforce Development offers the following recommendations for workforce development areas aiming to prepare employers and workers to compete in the global marketplace:

- Be responsive to the hiring market and job/skill needs of local and global employers and job creators.
- Rely on flexible, simplified funding that can be used to serve a wide variety of job candidates, program and policies that are aligned or part of the education system and labor market needs, and simplified processes for accessing funds so that services can be better aligned.
- Fund people, not programs, and incorporate flexible funding that offers resources for services and work supports that are available and tied/customized to what each individual needs to succeed.
- Target resources and services to activities likely to create job growth, including wage employment as well as entrepreneurship, small business, and social enterprise incubation. Allow supports and benefits to help a wider array of workers and working arrangements by acknowledging the flexible and mobile ways more people are working.
- View education, training, and career development as a vital part of employment assistance and Unemployment Insurance.
- View education and training as preparation for a job and as critical to skill and career development and long-range economic security.

<sup>48</sup> Council on Competitiveness, 2011: [http://www.compete.org/images/uploads/File/PDF%20Files/USMCI\\_Make.pdf](http://www.compete.org/images/uploads/File/PDF%20Files/USMCI_Make.pdf)

<sup>49</sup> The National Academies Press, 2010: <http://www.uic.edu/home/Chancellor/risingabove.pdf>

- Offer a variety of services customized to the job candidate when and where they want/need those services. Offer both high-tech and high-touch not necessarily in a physical space.
- Tie services and planning to economic markets and high-growth/strategic industry sectors.
- Focus services on the job candidate as the primary customer, yet remain responsive and relevant to, informed by, and closely aligned with the labor market, employers, and job creators.
- Use technology and data to customize services and supports and get services and resources more quickly and with higher quality to job candidates, to analyze trends and effective practices, and to pull in information/feedback from customers as well as push out information.
- Direct resources and investments at the professional development of workforce staff, providing higher quality and more timely information; harnessing, analyzing, and mining data; and making better use of existing technology and social media platforms and applications.
- Embed innovation and experimentation in flexible funding nationwide with resources tied to evidence-based practices.<sup>50</sup>

### **Review of State Literature**

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

- Washington is a force in the global economy and its ability to compete in that economy rests on the skills and innovation of its workforce.
- Education is the single most important economic investment we can make.
- The public sector should lay the foundation for private sector success through traditional and cutting-edge infrastructure.
- Political strategy needs to support that Washington is “open for business.”
- Our investments should be focused and targeted and leverage private activity with the end goal of increasing our competitive advantage.
- We can and must create jobs without harming the environment through the use of clean technologies and renewable energy and without trading the needs of small firms for those of large ones or those of new industries for those of mature ones.<sup>51</sup>

The Washington Economic Development Commission focuses on how innovation ties into global competitiveness, prosperity, and economic opportunity for all the state’s citizens. The Commission’s latest report, *Building a World-Class Innovation Ecosystem: Winning Strategies for Driving Growth, Competitiveness, and Job Creation in a Time of Fiscal Constraint*, proposes an approach to economic development that seeks to unleash the innovation capacity of businesses, institutions, and communities in our state. The Commission addresses four key pillars of an innovation economy – talent, investment in entrepreneurship and small business, infrastructure and regulations, and expansion of international business.

Talent recommendations include:

- Prioritize career and technical education programs at the high school level.
- Expand the capacity of community and technical colleges and four-year universities and colleges to achieve a post-secondary education attainment rate to at least 60% of the working-age population by the year 2025.
- Expand flexibility of unemployment programs to fund skill development and training of dislocated workers and the long-term unemployed.

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<sup>50</sup> John J. Heldrich Center for Workforce Development, 2012:

[http://www.heldrich.rutgers.edu/sites/default/files/content/State\\_of\\_US\\_Workforce\\_System\\_Report.pdf](http://www.heldrich.rutgers.edu/sites/default/files/content/State_of_US_Workforce_System_Report.pdf)

<sup>51</sup> Office of Governor Gregoire, 2007: [http://www.governor.wa.gov/priorities/economy/next\\_wa\\_final.pdf](http://www.governor.wa.gov/priorities/economy/next_wa_final.pdf)

- Attract and retain the world’s best and brightest minds and entrepreneurs to fill critical skills gaps and grow new enterprises.

Investment in entrepreneurship and small business recommendations include:

- Accelerate innovation by proactive support of small business and the best entrepreneurial ideas and talent.
- Enhance the Washington innovation ecosystem through large-scale collaboration and competing aggressively for funding.
- Target improvements to regulatory and tax policy to foster business development and job creation.

Additionally, the Commission proposes a shift from a traditional economic development model to an innovation drive model:

- Shift from attracting companies to investing in talent, ideas, and infrastructure.
- Shift from a focus on jobs to a focus on incomes.
- Shift from top down development to bottom-up organic growth.
- Shift from competing regions to collaborating regions.<sup>52</sup>

Efforts are paying off. In *The 2010 New Economy Index*, Washington ranked second in the nation when it comes to the innovation economy. The index uses 26 indicators to assess states’ efforts to succeed in the innovation economy. Washington’s high rank comes from strong performance in manufacturing, exports, on-line population, on-line agriculture, scientists and engineers, patents, and venture capital.<sup>53</sup>

In *High Skills, High Wages 2012-2022*, the Workforce Training and Education Coordinating Board outlines a plan for workforce development aimed at helping more Washington residents move into high skill, high wage job while also helping employers find the skilled workers they depend on. Workforce Training and Education Coordinating Board strategies, by goal, are:

- Goal 1: Multiple pathways for first careers
  - Improve the availability and quality of career and education guidance for students in middle school, high school, and postsecondary institutions by enhancing career guidance for students and partnering with employers to help students explore careers and workplaces.
  - Identify, assess, and certify skills for successful careers by increasing workplace and life skills development for students and increasing the use of industry-based skill standards, assessments, and credentials.
  - Expand program of study that bring together a sequence of career-focused course that start in high school and extend through college by expanding the use of Programs of Study and improving the transfer of credits earned in a student’s Program of Study.
  - Increase work-integrated learning by increasing the number and types of workplace experiences available to students and out-of-school youth and bringing more work experiences into the classroom by engaging employers and workers.
  - Improve student access and retention by expanding high school dropout prevention and retrieval programs and increasing non-traditional opportunities to obtain postsecondary certificates and degrees.
  - Support job search and placement for people into first careers by helping students locate and land jobs.
- Goal 2: Multiple pathways for employers and workers
  - Increase employer engagement with the workforce development system by improving outreach to employers, engaging employers in identifying skill standards and developing training

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<sup>52</sup> Washington Economic Development Commission, 2012: <http://www.wedc.wa.gov/Download%20files/2012StrategicPlanDraft.pdf>

<sup>53</sup> Ewing Marion Kauffman Foundation, 2010: <http://www.kauffman.org/research-and-policy/snei-interactive.aspx>

- programs that meet their standards, increasing industry involvement in work-integrated learning, and increase employer investment in workforce training.
  - Promote economic development by connecting workforce development with job creation and growth, including providing and marketing business services to employers, investing in strategic economic opportunities, and encouraging and supporting entrepreneurship.
  - Expand and support learning opportunities for workers at all stages of their education or career paths by offering greater career and education guidance for adults, increasing the accessibility of training programs for adult workers and reducing the time it takes to complete training, and improving training for adult workers with barrier to advancement.
  - Improve job search and placement services for unemployed and underemployed workers by improving the quality and speed of job matching and referrals between job seekers and employers with job openings and making job search and placement assistance more widely known and available.
- Goal 3: Washington’s Workforce Development System is a model of accountability and efficient co-investment
  - Strengthen performance accountability across all workforce development partners by focusing on employment and earnings outcomes.
  - Establish cost-effective co-investment models by reducing barriers to sharing or splitting funding across funding streams and establishing cost-sharing practices and policies that stretch public dollars to serve the largest number of participants and attain the highest performance outcome levels.<sup>54</sup>

### **Review of Regional Literature**

The Washington State economy is comprised of regional and local economies. The Central Puget Sound Region includes King, Kitsap, Pierce, and Snohomish Counties. The land area of the Central Puget Sound Region is greater than the size of Connecticut and Rhode Island combined and accounts for nearly 55% of the state population and 60% of its jobs.

The Prosperity Partnership, a coalition of more than 300 government, business, labor, and community organizations in King, Kitsap, Pierce, and Snohomish Counties, is actively engaged in the development of a regional approach toward prosperity in a globally competitive environment. The Partnership’s *Regional Economic Strategy for the Central Puget Sound Region* is built upon five foundations of a competitive economy:

- **Ensuring residents have access to family wage jobs and employers have access to world-class talent** [emphasis added].
- Fostering a regional business climate that supports high quality investment and job creation.
- Harnessing the entrepreneurship and technology innovation assets in the region.
- Advancing the region’s infrastructure to meet the demands of a globally connected modern economy.
- Ensuring a healthy and beautiful environment, vibrant and thriving communities and a high quality of life for all the region’s residents.

The Partnership’s strategies target ten industry clusters for attraction, retention, and expansion: aerospace, business services, clean tech, information technology, life sciences and global health, maritime, military, philanthropies, tourism and visitors, and transportation and logistics.<sup>55</sup> Snohomish County education, workforce, and economic development institutions have taken the lead role on working with industry to develop and implement regional strategies for the aerospace industry cluster.

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<sup>54</sup> Workforce Training and Education Coordinating Board, 2012: <http://www.wtb.wa.gov/Documents/HighSkillsHighWagePlan.pdf>

<sup>55</sup> Prosperity Partnership, 2012: <http://psrc.org/assets/8558/RegionalEconomicStrategy.pdf>

## **Review of Local Literature**

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

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

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

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

The three key actions associated with this recommendation included:

1. Clear articulation by the County Executive of his vision for WIA in Snohomish County.
2. Review of all WDCSC board appointments, active recruitment of needed members, and Board education.
3. Obtain recommendations for WDCSC and system performance improvement through a community forum.<sup>56</sup>

County Executive Aaron Reardon has completed all three actions.

## **Review of Snohomish County Blueprint Partnership**

As may be seen from the above overview of related literature, the public discourse at the national, state, regional, and local levels regarding effective positioning for improving competitiveness in the global marketplace has been wide-ranging. There are clear themes and focus areas that emerge from each of these analyses: the need to invest in research and development; the need to create state-of-the art infrastructure; and the need to ensure our workforce development system helps youth and adults continuously develop and refine the skills needed to support their own career resiliency, the productivity of the businesses that employ them, and the prosperity of our county.

It is the specific charge of WDCSC to take a leadership role in conjunction with Snohomish County Government, education, and economic development to ensure our local workforce development system meets

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<sup>56</sup> Snohomish County Citizens Cabinet on Economic Development, 2004:  
<http://www.co.snohomish.wa.us/documents/Departments/Executive/ccreport0804webversion.pdf>

the needs of business and workers alike in the new, globally competitive environment. This coordinated work is being conducted by the Blueprint Partnership and is a call to action developed by partners working together to effectively create and foster a healthy and vital economy.

The purpose of the Blueprint Partnership is threefold:

- Lay the groundwork for the development of plans and programs supporting clusters through the efficient and effective use of resources.
- Make the case that Snohomish County is a region for the development of clusters.
- Provide a framework for action steps and further discussion with other stakeholders and partners.

This framework is organized into three categories:

- Identify jobs that are available and/or needed to expand clusters.
- Identify knowledge and skills individuals need to be successful in the jobs.
- Identify educational and training programs required to develop a skilled workforce to fill the jobs.<sup>57</sup>

The Blueprint Steering Committee meets annually to review its work, make updates, and develop action plans for the three strategies. The Blueprint R&D Subcommittee meets monthly to implement the action plan.

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

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

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

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<sup>57</sup> Workforce Development Council Snohomish County, 2012: <http://www.snocblueprint.org/>

- System infrastructure including centers, affiliate sites, and other portals as well as support of infrastructure maintenance and staff training.
- System products including education and training, staff, and other student/job candidate supports.
- System certification.
- Procurement of system contractors and other goods and services.
- Grant and contract management.
- Performance monitoring.
- Ongoing technical assistance.
- Professional development for staff throughout the system.
- Equal Employment Opportunity compliance.
- Grievance processes.
- Compliance with statutes, regulations, and policies.
- Risk management.
- Human resources management.
- Fiscal management.
- Data management.
- Continuous improvement.
- Collaboration with government, education, and economic development to attract, retain, and expand businesses and employment opportunities within targeted industry clusters.
- Convening and staffing of committees, work groups, and panels.
- Legislative and policy research and analysis as well as research into best-in-class performance.
- Acquisition of development venture capital.
- Outreach and communication to businesses, youth, job candidates, fund sources, and the community.

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

- Serve a variety of functions (unlike single purpose organizations).
- Generate ideas and innovative approaches to respond to the needs of business and workers.
- Secure resources.
- Promote improved policies.
- Promote promising practices.
- Engage key stakeholders and resources.
- Build systems between organizations including business intermediaries, WorkSource Snohomish County (WorkSource) centers, faith-based and community organizations, and placement/temporary employment firms.
- Integrate funding streams, services, and information services.
- Improve coordination and decrease duplication.
- Expand the reach of local workforce development systems.
- Focus on two customers: business and workers.
- Coordinate services that go beyond job-matching to enhance the capacity of workers and employers.
- Provide and broker services.
- Manage quality.<sup>58</sup>

### **Short and Long Term Planning Implications**

As may be seen from the above discussion, nations are increasingly interdependent in the global marketplace. In that marketplace, Washington is the most trade-dependent state in the U.S. and functions in the global marketplace as a small nation. While the U.S. still holds primacy in a number of key economic indicators, others make clear that the rest of world is catching up by making strategic and disciplined investments in research and

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<sup>58</sup> Ray Marshall Center for the Study of Human Resources, 2005: [http://www.utexas.edu/research/cshr/pubs/pdf/wi\\_working\\_paper.pdf](http://www.utexas.edu/research/cshr/pubs/pdf/wi_working_paper.pdf)

development, infrastructure, education and workforce development, social services, and health care. It is important, even in the current recession, to look forward and plan to address the challenges presented by this situation. The number of job openings will be increasing as documented in the section entitled *100% Jobs Filled – Meeting Businesses’ Current and Emerging Needs*. Additionally, the number of jobs requiring skilled workers will increase and the skills those workers need will multiply. As may be seen in the section entitled *100% Employment – Providing Opportunity for All*, these challenges will be exacerbated by a projected slowing of growth in the number of workers available to fill those jobs and a significant gap between the skills those workers will need and the skills of current students who will be tomorrow’s workers. The section on *100% Ever Increasing Productivity and Prosperity – Powering Our Economic Engine* examines the impact the lack of skilled workers is already having on the innovation, expansion, and productivity of business and the concomitant impact on the various facets of prosperity for workers and their families.

### **Focus and Role of WDCSC**

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

1. What should be the role of the WorkSource system and WDCSC in achieving the goal of 100% global competitiveness?
2. What should two key strategies should be implemented by WDCSC for funding with WIA funds and other grant funds?
3. How do we know if we are heading in the right direction or have succeeded? What will be the outputs and outcome measures?

## GOAL 2 – 100% JOBS FILLED

WDCSC, like the Workforce Training and Education Coordinating Board, envisions employers as a central component of our workforce system. WDCSC is committed to achieving a 100% jobs filled rate by meeting the needs of businesses placing job orders with the WorkSource system and by engaging employers as active participants in our system’s design, delivery, and evaluation of training programs. The following analysis of the changing labor market in Snohomish County provides the foundation for WDCSC’s objectives and strategies for achieving this goal.

### Snohomish County Population and Labor Market

With a current population of over 731,000, Snohomish County accounts for over 10% of the state population.<sup>59</sup> This is a dramatic increase from 1990 when the population was 465,628. The Snohomish County population grew 27.5% from 1990 to 2000<sup>60</sup> and 16% in the past decade.<sup>61</sup> The chart below shows Snohomish County population growth since 1900. Projections show the population of Snohomish County will swell to 909,453 residents in 2025.<sup>62</sup> Among counties in Washington, this represents the second largest numeric gain in population (King County showed the largest). The table below shows Snohomish County population growth by city from 2000 through 2010.<sup>63</sup>

	Place Name	2000 population	2010 population	Population change	Percent change(%)
1	Unincorporated county	291,385	302,292	10,907	3.7%
2	Everett	91,488	103,019	11,531	12.6%
3	Marysville	25,315	60,020	34,705	137.1%
4	Edmonds	39,515	39,709	194	0.5%
5	Lynnwood	33,847	35,836	1,989	5.9%
6	Lake Stevens	6,361	28,069	21,708	341.3%
7	Mukilteo	18,019	20,254	2,235	12.4%
8	Mountlake Terrace	20,362	19,909	-453	-2.2%
9	Mill Creek	11,525	18,244	6,719	58.3%
10	Arlington	11,713	17,926	6,213	53.0%
11	Monroe	13,795	17,304	3,509	25.4%
12	Bothell (part)	13,965	16,415	2,450	17.5%
13	Snohomish	8,494	9,098	604	7.1%
14	Starwood	3,923	6,231	2,308	58.8%

<sup>59</sup> Economic Modeling Specialists International, 2012

<sup>60</sup> Snohomish County, 2012:

[http://www.co.snohomish.wa.us/documents/Departments/pds/long\\_range\\_planning/maps\\_resources/poptrends.pdf](http://www.co.snohomish.wa.us/documents/Departments/pds/long_range_planning/maps_resources/poptrends.pdf)

<sup>61</sup> Economic Modeling Specialists International, 2012

<sup>62</sup> Snohomish County, 2012:

[http://www1.co.snohomish.wa.us/Departments/PDS/Divisions/PlanningandTechnology/LR\\_Planning/Information/Demographics/faqs.htm](http://www1.co.snohomish.wa.us/Departments/PDS/Divisions/PlanningandTechnology/LR_Planning/Information/Demographics/faqs.htm)

<sup>63</sup> Many Eyes, 2012: <http://www-958.ibm.com/software/data/cognos/manyeyes/datasets/snohomish-county-population-by-cit/versions/1>

Snohomish County had a labor force of nearly 390,000<sup>64</sup> and the ten industry clusters targeted for economic development: agriculture, biotechnology, business services, clean technology, construction, education and public services, healthcare, manufacturing, retail, and tourism. Comprehensive reports (including detailed citations) for each cluster may be found on [www.snocblueprint.org](http://www.snocblueprint.org).

**Agriculture:** Agriculture is a major industry in Washington, one that contributes extensively to Washington's economy and society by generating income and employment on 39,500 separate farms in all of Washington's 39 counties. The state's \$40 billion food and agriculture industry contributes 12% to the state's economy.<sup>65</sup> Agriculture is a \$154 million industry in Snohomish County.<sup>66</sup> Nearly 2,400 people work in Snohomish County's agriculture cluster. Employment within the cluster has dropped 11% since 2001 and 2% since 2011. Employment projections show this cluster decreasing another 3% through 2015.<sup>67</sup> One explanation for decline in employment is that agricultural workers are moving to higher paying jobs in other clusters. Farmers are in great need of qualified workers but are often unable to offer competitive wages. Farmers would need to offer at least \$12 per hour to remain competitive with other industries. However, wages in the agriculture cluster only range from \$10.95 per hour for field and livestock workers to \$11.59 per hour for all agricultural workers including management and administration.

**Biotechnology:** Washington is one of the premier biotechnology centers in the world and one of the fastest growing research centers in the United States. Washington has been ranked as the 5<sup>th</sup> largest life sciences cluster in the United States and the Puget Sound region has the nation's 8<sup>th</sup> largest concentration of biotechnology companies and research facilities.<sup>68</sup> Snohomish County employs 10% of all Washington biotechnology employees. Over 1,200 people work in Snohomish County's biotechnology cluster. Employment within this cluster grew an impressive 138% since 2002 and more than 3% since 2009. Employment projections show this cluster growing another 17% by 2015. The majority of employees in biotechnology work as scientists and technicians with average annual earnings per worker of more than \$100,000.<sup>69</sup>

**Business Services:** The business services cluster is the most diverse of all clusters, comprised of industries and occupations that provide a wide array of professional services to the business community. Business services is often used a barometer for the regional economy and its workforce due to the diversity of firms within the cluster, as well as their supporting role in the regional economy. Over 80,000 people work in Snohomish County's business services cluster. Employment within the cluster has increased 41% since 2001 and 3% since 2011. Employment projections show this cluster growing 6% through 2015.<sup>70</sup>

**Clean Technology:** The clean technology cluster in the Puget Sound region is composed of nine major industry categories: energy generation and distribution, non-residential construction, manufacturing, architectural services, engineering services, environmental consulting, research and development, and recycling and waste. An estimated 22,900 people work in Puget Sound's clean technology cluster. This number is expected to grow by 1.4% annually over the next four to nine years, an addition of roughly 3,900 new jobs by 2017. Approximately two third of all businesses and 75% of all jobs in clean technology are in King County. Over the past ten years there have been 64 venture capital deals with clean tech companies in the Puget Sound region, totaling \$477 million. This figure ranks Washington fifth in the nation in total venture capital investments and fourth in the nation in the number of deals over the past ten years.<sup>71</sup>

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<sup>64</sup> Employment Security Department, 2012: <https://fortress.wa.gov/esd/employmentdata/reports-publications/regional-reports/labor-area-summaries>

<sup>65</sup> Washington State Department of Agriculture, 2012: <http://agr.wa.gov/AgInWA/>

<sup>66</sup> Snohomish County, 2009: [http://www1.co.snohomish.wa.us/County\\_Services/Focus\\_on\\_Farming/agsustainability.htm](http://www1.co.snohomish.wa.us/County_Services/Focus_on_Farming/agsustainability.htm)

<sup>67</sup> Economic Modeling Specialists International, 2012

<sup>68</sup> Washington Department of Commerce, 2012: <http://www.choosewashington.com/INDUSTRIES/SCIENCES/Pages/default.aspx>

<sup>69</sup> Economic Modeling Specialists International, 2012

<sup>70</sup> Economic Modeling Specialists International, 2012

<sup>71</sup> Puget Sound Regional Council, 2009: [http://psrc.org/assets/5724/09-66\\_CleanTechReport.pdf](http://psrc.org/assets/5724/09-66_CleanTechReport.pdf)

**Construction:** Construction was one of Washington's biggest stars in terms of economic growth for many years, especially with regard to employment growth. In 2001, over 215,000 people worked in Washington's construction cluster. This figure grew to over 268,000 by 2008. Statewide employment began dropping in 2008 as a result of issues in the sub-prime loan market and a stalled housing market. The industry experienced even more drops in employment, a 27% decrease from 2008, as a result of the Great Recession. Fortunately, the Snohomish County construction cluster fared better during the recession. Over 21,000 people work in Snohomish County's construction cluster. Employment within this cluster has increased 3% since 2001 and 1% since 2011. Employment projections show this cluster remaining steady through 2015.<sup>72</sup> The aging of the construction workforce is a concern and efforts need to be taken to attract younger workers into this industry.

**Education & Public Services:** Over 42,000 people work in Snohomish County's education and public services cluster. Employment within the cluster has increased 20% since 2001 and 2% since 2011. Employment projections show this cluster growing 6% through 2015. Most employees in education and public services are local government employees working as K-12 teachers and instructors for colleges, universities, or professional schools.<sup>73</sup>

**Healthcare:** Healthcare is one of the largest industry clusters in Snohomish County. The majority of occupations projected to grow the fastest in Snohomish County in the coming decade are concentrated in healthcare. Further, healthcare offers some of the highest salaries in the county, with eight of the top ten highest paying occupations in the county coming from this cluster. Over 30,000 people work in Snohomish County's healthcare cluster. Employment within the cluster has increased 41% since 2001 and 4% percent since 2011. Employment projections show this cluster growing another 8% through 2015. Most employees in the healthcare cluster work as registered nurses.<sup>74</sup> Despite the fact that jobs in healthcare are relatively stable and high paying, healthcare is desperate for qualified workers. This cluster has seen some of the largest skills gaps and workforce shortages, with more job openings than there are qualified applicants to fill the positions. Though the shortage of healthcare workers affects most fields, special emphasis is currently being placed on nurses. Registered nurse vacancies remain the highest of any occupation. Further, the age of the registered nurse population has been rising over the past two decades. In comparison to other clusters, healthcare is disproportionately composed of older workers. Healthcare employers can expect a large-scale exodus of older workers in coming years, one that will substantially reduce the size of the already strained nursing workforce.<sup>75</sup>

**Manufacturing:** Manufacturing in Snohomish County includes aerospace and biomedical devices industries. Over 39,000 people work in Snohomish County's manufacturing cluster. Employment within the industry has increased 23% since 2001 and has remained steady since 2011. Employment projections show this cluster rebounding through 2015. Most employees in manufacturing work in aerospace manufacturing as aerospace engineers, engineers, and aircraft assemblers.<sup>76</sup> The influence of Snohomish County's aerospace industry can be felt on a global scale and is one of the reasons Washington is known around the world. Washington has one of the most robust and dynamic aerospace clusters in the world, with roughly 160 companies specializing exclusively in aerospace work and an additional 570 companies in the supply chain providing manufacturing and engineering services. If all firms that engage in aerospace manufacturing were included, it is estimated that Washington would have over 92,000 aerospace-related workers. In 2011, Washington's aerospace industry exported more than \$27.15 billion in products, making Washington the largest aerospace exporter in the United States.<sup>77</sup> Geographically, the industry and supplier network is concentrated in King, Snohomish, Pierce, and Spokane counties, though there are pockets of activity across the state. Snohomish County has the highest concentration of aerospace workers and firms in the world.

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<sup>72</sup> Economic Modeling Specialists International, 2012

<sup>73</sup> Economic Modeling Specialists International, 2012

<sup>74</sup> Economic Modeling Specialists International, 2012

<sup>75</sup> Workforce Education and Training Coordinating Board, 2011:

<http://www.wtb.wa.gov/Documents/2011HealthCarePersonnelTaskForceAnnualReport.pdf>

<sup>76</sup> Economic Modeling Specialists International, 2012

<sup>77</sup> Washington Department of Commerce, 2012: <http://www.choosewashington.com/industries/aerospace/Pages/default.aspx>

**Retail:** Nearly 38,000 people work in Snohomish County's 1,389 retail establishments. Employment within the cluster has grown 12% and 3% since 2011. Industries showing the most promise based on high wages and high growth are: electronic shopping; home centers; radio, television, and other electronics; pharmacies and drug stores; supermarkets; warehouse clubs and supercenters; and women's clothing stores.<sup>78</sup>

**Tourism:** Over 27,000 people work in Snohomish County's tourism cluster. Employment within the cluster has grown 29% since 2001 and 2% since 2011. Employment projections show this cluster growing 5% through 2015. Of all tourism occupations, those in culinary arts (most specifically specialty food services) are projected for the most growth through 2015.<sup>79</sup> Recent studies have shown tourism to be a \$797.6 million industry in Snohomish County. This breaks down to about \$201.4 million in ground transportation, \$221.9 million in restaurants, \$120.9 million in retail stores, \$106.5 million in recreation and entertainment, \$90.3 million in lodging, and \$45.3 million in grocery stores. Tourism alone generates \$190.8 million in payroll, \$13.4 million in local taxes, and \$47.9 million in state taxes.<sup>80</sup>

The broad industry clusters above include the following more specific Snohomish County regional strategic industry clusters adopted by the Workforce Board on November 17, 2011: aerospace and composites manufacturing, computer and electronic manufacturing (includes medical devices, ship and boat building and composites manufacturing, architectural and structural metals manufacturing, wood furniture and cabinets manufacturing, heavy construction (roads, bridges, utilities, infrastructure), and research and development in biotechnology.

### **Job Vacancies**

Washington employers had an estimated 51,934 vacancies available in spring 2012, compared to the all-time high of 90,000 in fall 2006. More than one in five vacancies were in newly created positions, nearly 9 in 10 vacancies were permanent positions, and the bulk of vacancies were in smaller firms. Most vacancies had no educational requirement or only a high school diploma and fewer than half required a license or certification. Vacancies were most likely found in healthcare and social assistance, retail trade, and accommodation and food services. Retail salespersons, registered nurses, and customer service representatives were most in demand with an estimated 2,908, 1,798, and 1,668 openings across the state, respectively.<sup>81</sup>

### **Job Skills Gaps**

The 2011 *A Skilled and Education Workforce* assessment conducted by the Higher Education Coordinating Board, State Board for Community and Technical Colleges, and Workforce Training and Education Coordinating Board invited businesses and industry groups across Washington to participate in a survey that featured detailed questions about employee skills gaps. This assessment is the only comprehensive statewide survey of its kind and addresses workforce issues across a wide range of industries. In 2011, rather than emphasizing skills gaps specifically, the assessment emphasized the programs of study employers are demanding which will, in turn, provide the skilled workforce they need. The assessment finds:

- To meet the projected needs of employers across the state, educational programs will need an additional 9,000 completers at the mid-level, 10,000 at the bachelor's level, and 9,000 at the graduate level annually by 2019.
- At the mid-level, high demand fields are identified as: health professions; installation, maintenance, and repair; manufacturing and production; accounting and bookkeeping; protective services; and science technology.

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<sup>78</sup> Economic Modeling Specialists International, 2012

<sup>79</sup> Economic Modeling Specialists International, 2012

<sup>80</sup> Snohomish County Tourism Bureau, 2010: [http://www.snohomish.org/files/documents/2010\\_annual\\_report.pdf](http://www.snohomish.org/files/documents/2010_annual_report.pdf)

<sup>81</sup> Washington State Employment Security Department, 2012: <https://fortress.wa.gov/esd/employmentdata/docs/occupational-reports/Job-vacancy-and-hiring-survey-report-2012-spring>

- At the bachelor's level, high demand fields are identified as: computer science; engineering; health professions; life science and agriculture; physical science; and human and protective service occupations.
- At the graduate level, high demand fields are identified as: computer science; engineering; health professions; life science and agriculture; physical science; and human and protective service occupations.<sup>82</sup>

As demonstrated above, there are concrete educational requirements demanded by employers with the expectation that those completing these requirements will be ready to work. However, this is not always the case, especially among our most vulnerable community members. The *Employment Readiness Scale* was introduced to several Snohomish County agencies in 2012 and has been used to assess the work readiness of low-income individuals. Data from the first 93 individuals who have taken the *Employment Readiness Scale* assessment (these include individuals from WIA programs, Edmonds Community College's BFET and CATCH programs, Housing Hope, and other non-WorkSource programs) reveals that 57% of customers are not ready to work and another 24% are only minimally ready to work. Those falling into the 25-29 age category are the most unprepared to work. Of all customers who are not ready to work, the most help is needed in job search skills, ongoing career management, work history, skills enhancement, self-efficacy, career decision-making, social supports, and job maintenance. The biggest challenges to work readiness are childcare and the need for more education.<sup>83</sup>

### **Short Term Strategy: Getting the Unemployed Back to Work**

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

### **Long Term Strategy: Expanding the Supply of and Young Adult Workers**

While current shortages are limited, it will be essential to create a pipeline of youth and young adults who have the requisite skills if the goal of 100% jobs filled is to be achieved in the long term. It is critical that youth are in the labor force. Determining how to best invest scarce Federal resources to achieve that end has been a long and arduous process as shown in the indented paragraphs below, taken directly from *Reconnecting Young Adults 18-24: A Report to the Washington State Legislature*, which provide an excellent and succinct analysis of the history of Federal youth employment and training program investments. Though published in 2008, the report is still used as a powerful point of reference.

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

<sup>82</sup> Higher Education Coordinating Board, State Board for Community and Technical Colleges, and Workforce Training and Education Coordinating Board, 2011: <http://www.wsac.wa.gov/sites/default/files/SkilledEducatedWorkforce2011.pdf>

<sup>83</sup> Workforce Development Council Snohomish County, 2012

in raising long-term employment or earnings for youth, Congress significantly cut appropriations for the JTPA Out-of-School Youth Programs.

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

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

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

These seven principles were considered as Congress worked to design JTPA’s successor, the Workforce Investment Act (WIA) of 1998. WIA aimed to move JTPA’s patchwork system toward a more comprehensive approach for serving disadvantaged youth. WIA consolidated JTPA’s year-round and summer youth programs into a single program that supports services for low-income youth between the ages of fourteen and 21 who face barriers to employment. In addition, WIA encouraged communities to develop a clearer picture of the diverse array of agencies and organizations, public and private that are critical to youth development, which Snohomish County has done through the formation of the Youth 2 Adult Collaborative.

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

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

1. Tutoring, study skills training, and instruction, leading to completion of high school, including dropout prevention strategies.

2. Alternative school services.
3. Summer employment opportunities that are directly linked to academic and occupational learning.
4. Paid and unpaid work experiences, including internships and job shadowing.
5. Occupational skill training.
6. Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive behaviors during non-school hours.
7. Support services.
8. Adult mentoring for the period of participation and a subsequent period, lasting at least a year long.
9. Follow up services for at least a year after completion.
10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral.<sup>84</sup>

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

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

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

WIA Youth Program resources may be used to serve all three groups of youth, provided at least 95% of the youth served are also members of low-income families. At least 30% of the WIA Youth Program funds must be reserved, by law, for service to out-of-school youth who have dropped out of school. Locally, this investment currently ranges from 50-60% and has been focused specifically on youth who have dropped out of school.

Statewide, in Program Year 2011-2012, the WIA Youth Program served 3,972 youth aged fourteen through 21. Of the youth served, 1,185 were nineteen to 21. Countywide, the WIA Youth Program served 385 aged fourteen to 21. Of the youth served in Snohomish County, 47 were nineteen to 21. In all cases, services have positive long-term net impacts on employment, hourly wages, hours worked, and earnings.

Despite the success of WIA programs in serving all three groups of youth, thousands more young people are in need of services to ensure they stay in or return to school and learn the skills needed to succeed in further education, work, and life.

Successful youth programs are expensive, ranging from \$2,000 per youth per year in WIA funds for the services offered at the WorkSource Youth Center to \$18,000-\$20,000 per youth per year for YouthBuild. However, there has been a precipitous decline in federal investments in youth programs since the 1980s. Given the current scarcity of WIA funds, it is important to optimize their use for maximum impact and to examine if and how that impact can be greater. This includes identifying and replicating best-in-class practices for all three groups of youth and making difficult decisions about how to allocate resources among them within statutory parameters. It also includes utilizing WIA funds to maximum effect by leveraging them with other funds.<sup>85</sup>

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<sup>84</sup> Workforce Training and Education Coordinating Board, 2008: <http://www.wtb.wa.gov/Documents/Tab8---ReconnectingYoungAdults18-24.pdf>

<sup>85</sup> Workforce Training and Education Coordinating Board, 2008: <http://www.wtb.wa.gov/Documents/Tab8---ReconnectingYoungAdults18-24.pdf>

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

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

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

The study identified several elements of a successful youth programs:

- Youth service providers hire highly-experienced staff with an extensive knowledge and connection to the local business community. They establish an excellent reputation among employers. They work carefully with partner agencies to foster collaboration so that packaged services are comprehensive.
- Programs connect with external providers of basic supports such as housing and counseling to address mental health, youth offender, and substance abuse issues.
- Incentives such as paid work experience and computer literacy classes help youth engage in skill building activities and avoid risk-taking behavior.
- Basic remedial education instruction is offered in a practical context by integrating ABE/ESL with occupational skills training. Innovative solutions are found for youth so they can enroll in effective alternative education programs with pathways to postsecondary education and employment always in mind.
- Young adults have at least one caring adult committed to their long-term labor market success.
- Young adults receive ample opportunities for leadership development through community service projects that encourage responsibility, positive behaviors, teamwork, management, communication, and civic empowerment.
- Program supports continue after young adults leave a program.<sup>86</sup>

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

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<sup>86</sup> Workforce Training and Education Coordinating Board, 2008: <http://www.wtb.wa.gov/Documents/Tab8---ReconnectingYoungAdults18-24.pdf>

## **Short and Long Term Planning Implications**

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

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

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

## **Focus and Role of WDCSC**

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

1. What should be the role of the WorkSource system and WDCSC in achieving the goal of 100% jobs filled?
2. What two key strategies should be implemented by WDCSC for funding with WIA funds and, other grant funds, angel investor funds, and other entrepreneurial activities?
3. How do we know if we are heading in the right direction or have succeeded? What will be the outputs and outcome measures?

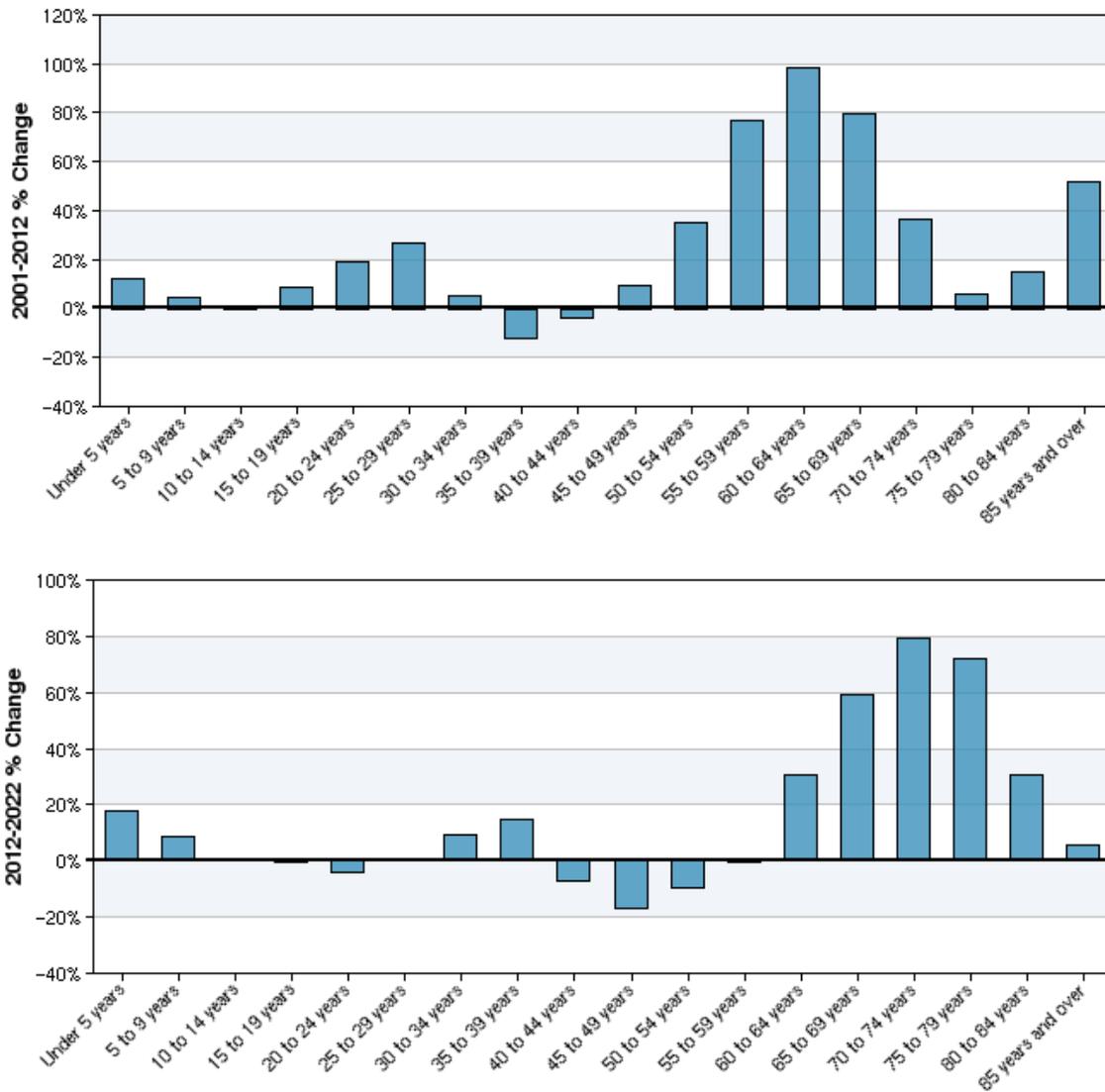
Our system's current strengths and weaknesses related to the realization of our goal of achieving 100% employment within this global competitiveness context are analyzed in the following section.

### GOAL 3 – 100% EMPLOYMENT

WDCSC, like the Workforce Training and Education Coordinating Board, has long supported a multiple pathways approach to workforce development. We recognize that the system must be viewed as a series of interconnected pathways with multiple options for customers. WDCSC remains committed to achieving 100% employment by meeting the needs of every county resident regardless of her/his life circumstances affecting self-sufficiency and career resiliency. The following analysis of the demographic of the Snohomish County population provides the foundation for WDCSC’s objectives and strategies for achieving this goal.

#### Population Demographics

**Age:** The charts below show population growth by age from 2001 through 2012 and projected growth by age from 2012 through 2022.<sup>87</sup>



As demonstrated in the chart, the population of Snohomish County will shift to one with increasing numbers of older residents. The Snohomish County workforce will follow the same trend. According to the Bureau of Labor

<sup>87</sup> Economic Modeling Specialists International, 2012

Statistics, the total labor force in the United States is projected to increase by 8.5% through 2016. The number of workers in the youngest group, age 16-24, is projected to decline while the number of workers age 25-54 will rise slightly. However, in sharp contrast, the number of workers ages 55-64 is expected to climb by 36.5%. The most dramatic growth is projected for the two oldest groups. The number of workers aged 65-74 and those 75+ is predicted to soar by more than 80%. By 2016, workers ages 65+ are expected to account for 6.1% of the total labor force, up from 3.6% in 2006. With the baby-boom generation about to start joining the ranks of those 65+, the graying of the workforce is just beginning.<sup>88</sup>

The national unemployment rate for persons aged 55+ has increased dramatically since the beginning of the Great Recession. The jobless rate for older workers increased from 3.1% in December 2007 to a high of 7.6% in February 2010 before dropping to 6% in December 2011. Although the rate of unemployment among older workers is lower than that for their younger counterparts, older residents who do become unemployed spend more time searching for work. The median duration of unemployment for older workers was 35 weeks in 2011, compared with 26 weeks for younger employees. Further, 55% of unemployed older workers spent more than 27 weeks actively seeking a new job in 2011, up from less than 25 weeks in 2007.<sup>89</sup>

Many 50-somethings not only need to reinvent themselves after a job loss, but must also recalibrate their expectations. A recent United States Government Accountability Office report examines barrier to employment for people who were laid off at age 55 or later. Barriers include: employer reluctance to hire older workers, lack of up-to-date skills, diminished skills, challenges in the online job application process, and emotional challenges that result from long-term unemployment.<sup>90</sup>

Young workers are also of particular concern. Though young adults represent only 13.5% of the workforce, they account for over 26% of unemployed workers. Workers 16-24 saw the largest increase in unemployment during the Great Recession. Teenagers (16-19 year olds) attained the highest unemployment rate on record, peaking in October 2009 at 27.6%. Young workers are also getting stuck in unemployment for longer periods than workers in other age groups. The reason this issue is of particular concern is because young adults are generally less prepared to deal with unemployment than other age groups. They have not had many years of employment and have not been in the highest paying positions, so their ability to save is curtailed, leaving them without an individual safety net. Further, without significant prior full-time work experience, many young workers may not qualify for unemployment insurance or the social safety net at all. Additionally, with a dramatic downturn in the young adult labor market, fewer young workers are being incorporated into industries in dire need of a skilled workforce in the future. This will become a serious drain on labor market potential if not addressed soon.<sup>91</sup>

***Race, Ethnicity, and Language:*** The charts on the following pages show population growth by race/ethnicity from 2001 through 2012, projected growth by race/ethnicity from 2012 through 2022,<sup>92</sup> and the change in languages other than English spoken in Snohomish County homes.<sup>93</sup>

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<sup>88</sup> U.S. Bureau of Labor Statistics, 2008: [http://www.bls.gov/spotlight/2008/older\\_workers/pdf/older\\_workers\\_bls\\_spotlight.pdf](http://www.bls.gov/spotlight/2008/older_workers/pdf/older_workers_bls_spotlight.pdf)

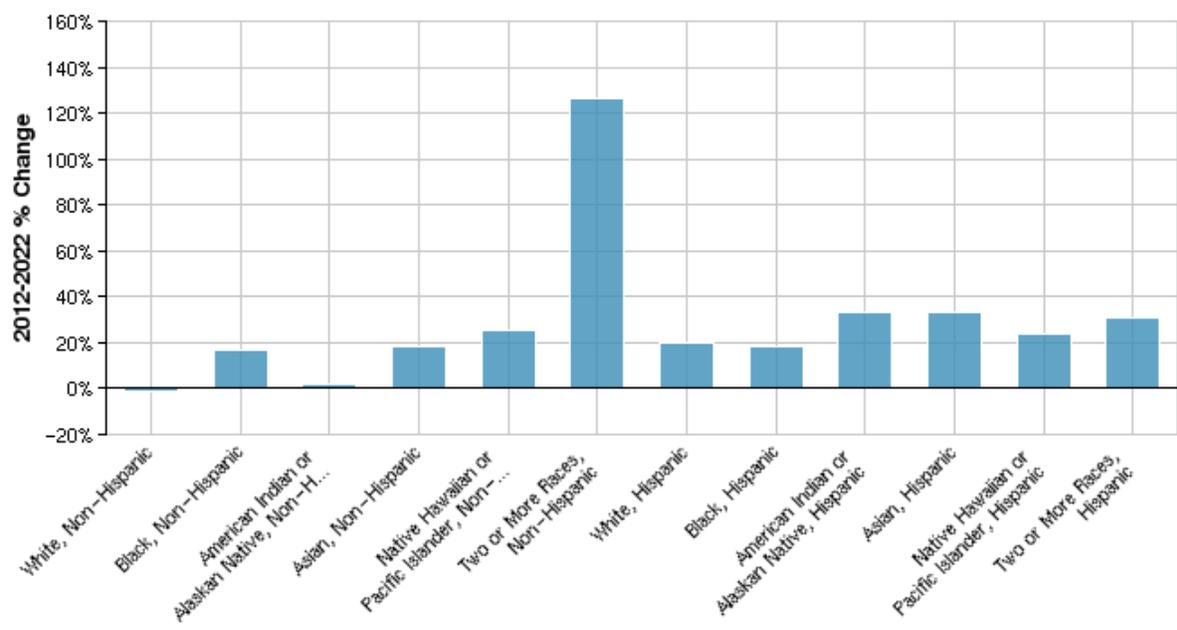
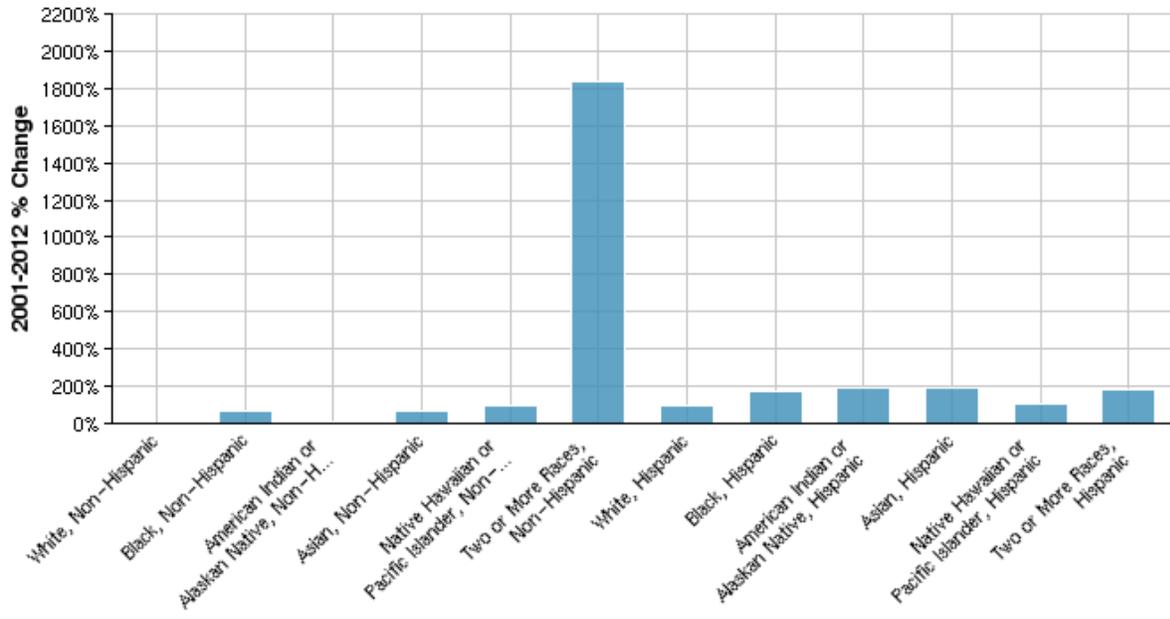
<sup>89</sup> U.S. News, 2012: <http://money.usnews.com/money/blogs/planning-to-retire/2012/05/18/why-older-workers-cant-get-hired>

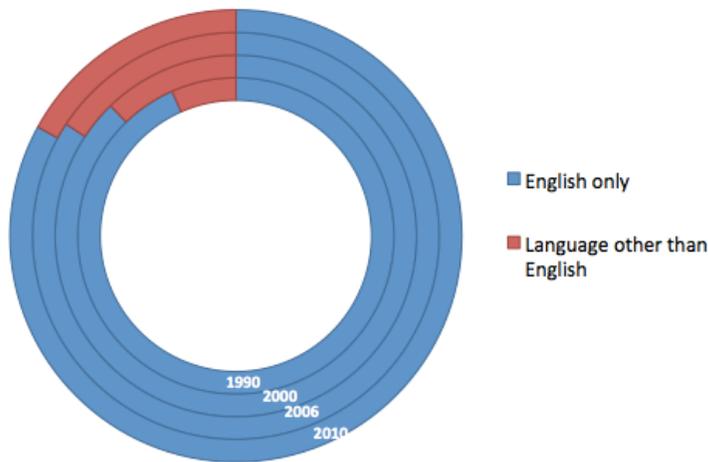
<sup>90</sup> United States Government Accountability Office, 2012: <http://www.gao.gov/assets/600/590408.pdf>

<sup>91</sup> Economic Policy Institute, 2010: <http://www.epi.org/publication/bp258/>

<sup>92</sup> Economic Modeling Specialists International, 2012

<sup>93</sup> United Way of Snohomish County, 2012





Snohomish County forecasts are consistent with state forecasts, which show that the state’s workforce will become increasingly diverse as growing numbers of Latinos, African Americans, Native Americans, and Asian Americans enter the labor force. Education and workforce development systems must prepare for more diverse students and a more diverse workplace.

**Gender:** Current gender distribution in the workforce is balanced at 50/50, a statistic expected to remain the same through 2022.<sup>94</sup> Women in Washington continue to earn 80% of what men earn.<sup>95</sup> To better and more fully utilize women in the workforce, companies must consider workplace policies that address issues such as childcare. Productivity increases when employers adopt family-friendly policies, such as on on-site childcare. With such policies women are able to establish a more stable work history, move into positions of higher-level management, and achieve greater pay equity. Companies benefit from the retention of productive employees who desire to move up into higher-level jobs.

**People with Disabilities:** Nearly 17% of Snohomish County residents (93,121 people) aged five or older has a disability. The number of people with disabilities aged 65+ rises to nearly 43% of the county population. These conditions include visual and hearing impairments as well as conditions that substantially limit physical activities. People with disabilities face many personal, social, emotional, and economic barriers and are less likely to access services, although they often need assistance with housing options, transportation, employment, socialization, personal care, and medical access.<sup>96</sup> Nationally, only 20% of people with disabilities are employed or seeking employment, compared to 69% of the population without disabilities. Of those individuals with disabilities seeking employment, 15% have not found employment, compared to 8% for individuals without disabilities. As unemployment is affecting many populations, local areas are challenged to ensure that all citizens, inclusive of those with disabilities, have the opportunity to find productive employment.<sup>97</sup>

**Veterans:** Nearly 10% (60,605) of the state’s population of veterans lives in Snohomish County.<sup>98</sup> About 12% are unemployed.<sup>99</sup> Military personnel face significant challenges when they return home. Veterans find themselves either without benefits for employment and other supportive services or lacking information about how to access such benefits. During the annual homeless Point in Time count on January 26, 2012, of the 2,387

<sup>94</sup> Economic Modeling Specialists International, 2012

<sup>95</sup> United States Department of Labor, 2010: <http://www.bls.gov/ro9/wawomen.htm>

<sup>96</sup> Snohomish County Human Services Department, 2011:

[http://www.co.snohomish.wa.us/documents/Departments/Human\\_Services/Aging/Area\\_Plan/C-1gSPECIALPOPULATIONSUPD.pdf](http://www.co.snohomish.wa.us/documents/Departments/Human_Services/Aging/Area_Plan/C-1gSPECIALPOPULATIONSUPD.pdf)

<sup>97</sup> National Governor’s Association, 2012: <http://www.subnet.nga.org/ci/1213/home.html>

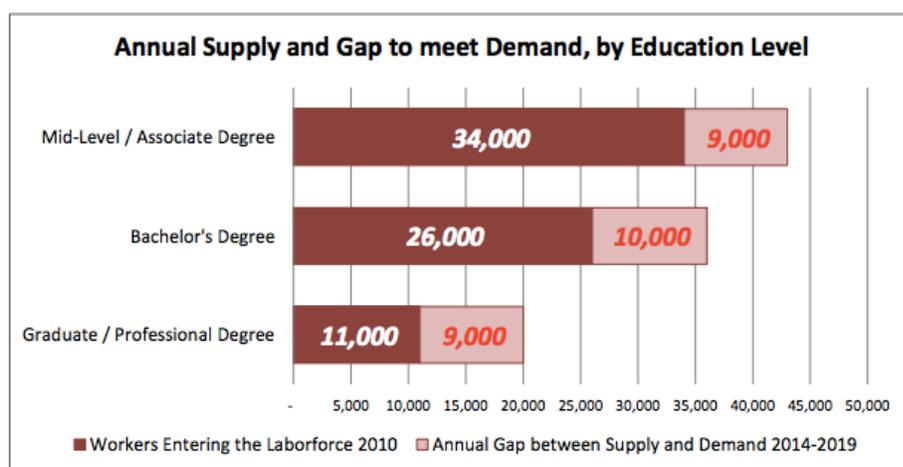
<sup>98</sup> U.S. Census Bureau, 2012: <http://quickfacts.census.gov/qfd/states/53/53061.html>

<sup>99</sup> Heraldnet, 2012: <http://www.heraldnet.com/article/20121112/NEWS01/711129924>

homeless individuals counted, 115 were veterans.<sup>100</sup> Anecdotal information from the Snohomish County Human Services Department Veterans' Assistance Program and WorkSource Snohomish County Veterans' Services staff mirrors national reports that many veterans are returning from campaigns in Iraq and Afghanistan with challenges such as Post Traumatic Stress Disorder, dependency on alcohol and other drugs, and the need for intensive services to make a successful transition to employment and civilian life. Further, in this period of high unemployment, many war veterans find there are no jobs waiting for them when they return from their tour of duty. Worse, unemployment rates for young returning veterans can be three times as high as that of non-veterans in the same age group. The reason being that young veterans entered into service prior to learning a trade or skill. Military service prepared them for the challenges they would face in combat but in many instances, those skills do not readily transfer to the civilian workforce. Those who do transition into civilian jobs often earn much less, at times 50% less, than they were earning in the military. It is critical that crosswalk programs are in place to help veterans transition into civilian positions.<sup>101</sup>

**Workforce Supply and Demand**

Workforce supply is a measure of the number of prepared workers available to take positions in the workforce. The chart below shows the supply of workers and the gap between supply and demand, by educational level required for available positions, Washington will be facing through 2019.<sup>102</sup>



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

**Education Snapshot**

**Early Learning:** Washington teachers report that 56% of children who enter kindergarten are not ready to learn. For low-income students, that figure jumps to 75%.<sup>103</sup> There is a growing body of research that indicates an investment in school readiness and early learning yields a very high rate of return. While school readiness and early learning are beyond the scope of WDCSC's work, the lack of school readiness significantly impacts K-12 school success, the preparation of high school graduates for the workforce and postsecondary education, and the need for postsecondary remedial coursework. It is therefore an important underlying factor in the following discussion.

<sup>100</sup> Snohomish County Human Services Department, 2012: [http://www.co.snohomish.wa.us/documents/Departments/Human\\_Services/OHHCD/2012PointInTimeReport.pdf](http://www.co.snohomish.wa.us/documents/Departments/Human_Services/OHHCD/2012PointInTimeReport.pdf)  
<sup>101</sup> Dehm, 2010: <http://www.heraldnet.com/article/20100630/SCBJ02/706309928/-1/taxonomylist>  
<sup>102</sup> Workforce Higher Education and Training Coordinating Board, 2011: [http://www.wsac.wa.gov/sites/default/files/SkilledEducatedWorkforce2011\\_0.pdf](http://www.wsac.wa.gov/sites/default/files/SkilledEducatedWorkforce2011_0.pdf)  
<sup>103</sup> United Way of Snohomish County, 2012: <http://www.uwsc.org/10yeargoalEducation.php>

***K-12 Education:*** Snohomish County places a high priority on providing youth and adults with world-class education and career and technical education (CTE) training. It has excellent institutions at the K-12 level in fifteen school districts and one CTE skills center. Within Washington, Snohomish County is home to nearly 11% (107,533) of those enrolled in public K-12 education.<sup>104</sup> In the 2010-2011 school year, 64% of 3<sup>rd</sup> graders met or exceeded WASL/MSP math standards, 75% of 3<sup>rd</sup> graders met or exceeded WASL/MSP readings standards, and 73% of 8<sup>th</sup> graders met or exceeded WASL/MSP reading standards. Shockingly, only 53% of 8<sup>th</sup> graders met or exceeded WASL/MSP math standards. Additionally, 24% of students do not graduate high school within four years.<sup>105</sup>

***Postsecondary Education in Community and Technical Colleges:*** Snohomish County is home to two community colleges – Edmonds Community College, and Everett Community College. Additionally, King County’s Cascadia Community College serves a high percentage of Snohomish County students. Cascadia Community College serves over 5,000 students;<sup>106</sup> Edmonds Community College enrolls as many as 21,000 students per year;<sup>107</sup> and Everett Community College educates more than 20,000 students every year at seven learning centers through Snohomish County.<sup>108</sup>

***Transfer to Postsecondary Education in 4-Year Institutions:*** In Washington, about 17,000 students transfer each year from community and technical colleges to public and private baccalaureate programs within the state. Another 3,000 students transfer out of state each year. Snohomish County is home to the largest University of Washington branch campus in the state. An enrollment surge has helped University of Washington’s Bothell campus surpass all of the other branch campuses. For the fall 2012 quarter, nearly 4,200 students enrolled at University of Washington-Bothell, compared to 1,884 in 2007. Growth is credited to an increasing demand for higher education and to the school being in a metropolitan area near cities such as Bellevue and Redmond. About a third of the students who go to University of Washington-Bothell went to high school in Snohomish County. Mariner High School and Kamiak High School are the top feeder schools for the institution. Washington State University has also been expanding offerings in Snohomish County by holding classes at the University Center at Everett Community College.<sup>109</sup>

The Higher Education Coordination Board System Design Plan calls for increasing the number of students who transfer to universities. One approach for doing so is to identify transfer barriers for students who appear to be well on their way to a university degree and creating action steps to increase transfer. A report by the Washington State Board for Community and Technical Colleges identified the following transfer barriers:

1. Community or technical college is too far away from a university or comprehensive university center.
2. Time is taken away from family, especially for women, by pursuing university studies.
3. Full-time work prevents students from pursuing university studies.
4. Students lack goals or are unsure about their futures.
5. The net cost of college is too high.
6. Students cannot find the major-specific information they need.

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

1. Increase bachelor’s options within a 20-minute commute.
2. Aim additional bachelor’s programs toward the needs of older students including women with family responsibilities.
3. Increase associate degree completion for Native American students.

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<sup>104</sup> Office of the Superintendent of Public Instruction, 2012: <http://www.k12.wa.us/DataAdmin/default.aspx>

<sup>105</sup> United Way of Snohomish County, 2012

<sup>106</sup> Cascadia Community College, 2012: [http://www.cascadia.edu/about\\_cascadia.aspx](http://www.cascadia.edu/about_cascadia.aspx)

<sup>107</sup> Edmonds Community College, 2012: <http://www.edcc.edu/about/>

<sup>108</sup> Everett Community College, 2012: <http://www.everettcc.edu/visitors/index.cfm?id=2242>

<sup>109</sup> The Herald Business Journal, 2012: <http://www.heraldnet.com/article/20121031/SCBJ02/710319866/-1/www.freewarepc.biz>

4. Community and technical colleges work jointly with universities to create a single advising service, a Transfer Plan B service for students who plan to transfer a few years after leaving the community and technical college system.
5. Focus transfer advising resources to embedding major-specific advising in key classes taken by students in each major.
6. Change university departmental web pages to provide major-specific transfer information.
7. Consider College 101 classes for students who would like to transfer to the university system.
8. Provide current and former students with clearer information about the net cost of attending universities.<sup>110</sup>

Studies have shown college graduates experience greater job security. In the 2012 report *The College Advantage: Weathering the Economic Storm*, Georgetown University finds that college has proved to be the best umbrella in economic storms and the best preparation for the economy that is emerging in recovery. The unemployment rate for all 4-year college graduates is only 4.5%. Even at the peak of the recession, the unemployment rate for all 4-year college graduates never exceeded 6.3%.<sup>111</sup> To economists, college is a necessary ticket to the middle class. That is not to say a diploma is the guarantee it used to be, but it does offer a level of stability and career resiliency that lower levels of education do not.

**Adult Educational Attainment:** The table below shows a breakdown of educational attainment by Snohomish County’s population aged 25+ (a total of 459,785 people).<sup>112</sup>

Educational Attainment among Snohomish County Adults	
Less than 9 <sup>th</sup> grade	13,079 (3%)
9 <sup>th</sup> to 12 <sup>th</sup> grade, no diploma	29,471 (7%)
High school graduate (includes equivalency)	117,847 (26%)
Some college, no degree	121,366 (26%)
Associate’s degree	48,226 (10%)
Bachelor’s degree	91,448 (20%)
Graduate or professional degree	38,348 (8%)

WDCSC strives to help individuals advance on their career pathways by clearly articulating the steps to enrolling in education and training programs and advancing from one level of education and/or to the next, an important component of workforce systems as highlighted in a recent report, *Career Pathways as a Framework for Program Design and Education*. According to the report, post-secondary education and training should be organized as a series of manageable steps leading to successively higher credentials and employment opportunities in growing occupations. Each step is designed to prepare students for the next level of employment and education and also provide a credential with labor market value.<sup>113</sup>

### **Short and Long Term Planning Implications**

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

<sup>110</sup> Washington State Board for Community and Technical Colleges, 2010:

[http://www.sbctc.ctc.edu/college/education/resh\\_rpt\\_10\\_1\\_transfer\\_non\\_transfer\\_students.pdf](http://www.sbctc.ctc.edu/college/education/resh_rpt_10_1_transfer_non_transfer_students.pdf)

<sup>111</sup> Georgetown University, 2012:

<http://www9.georgetown.edu/grad/gppi/hpi/cew/pdfs/CollegeAdvantage.ExecutiveSummary.081412.pdf>

<sup>112</sup> U.S. Census Bureau, 2012: <http://factfinder2.census.gov/faces/nav/jsf/pages/searchresults.xhtml?refresh=t>

<sup>113</sup> Innovative Strategies for Increasing Self-Sufficiency, 2012: [http://www.acf.hhs.gov/sites/default/files/opre/inno\\_strategies.pdf](http://www.acf.hhs.gov/sites/default/files/opre/inno_strategies.pdf)

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

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

### **Focus and Role of WDCSC**

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

1. What should be the role of the WorkSource system and WDCSC in achieving the goal of 100% employment?
2. What should two key strategies should be implemented by WDCSC for funding with WIA funds and other grant funds?
3. How do we know if we are heading in the right direction or have succeeded? What will be the outputs and outcome measures?

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

## GOAL 4 – 100% PRODUCTIVITY AND PROSPERITY

Snohomish County must kick-start its economic engine through business growth. Fortunately, Seattle was rated as the fourth best global startup hub<sup>114</sup> and Everett was rated one of the twenty least expensive U.S. cities for businesses, according to the *2011 Kosmont-Rose Institute Cost of Doing Business Survey Report*. The Institute gathers business fees and a variety of tax rates from 421 selected cities across the U.S. Seven other Washington cities made the list: Bellevue, Federal Way, Kent, Olympia, Spokane, Vancouver, and Yakima. The survey is known best as the “tie-breaker” for companies that are contemplating a move or an expansion.<sup>115</sup>

Innovative, fast-moving firms play a vital role in creating job and expanding the economy.<sup>116</sup> An advisory from the U.S. Department of Labor offers details about the impact of small businesses on the U.S. economy. According to the advisory, small businesses:

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

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

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

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

- Engaging with local, regional, and state partners to foster an entrepreneurial environment and developing strategies to leverage workforce system resources to identify and support potential entrepreneurs.
- Informing WorkSource customers about opportunities for self-employment and entrepreneurship and working with customers to assess whether self-employment is a good fit.
- Helping WorkSource customers understand the range of entrepreneurship resources available and referring them to counseling and training that best meet their needs.
- Partnering with organizations that support entrepreneurship and co-locating small business development resources within WorkSource sites as partners.
- Seeking out opportunities to add entrepreneurship training programs to the eligible training provider list.

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<sup>114</sup> Geek Wire, 2012: <http://www.geekwire.com/2012/seattle-ranks-4th-global-startup-hub-edges-nyc/>

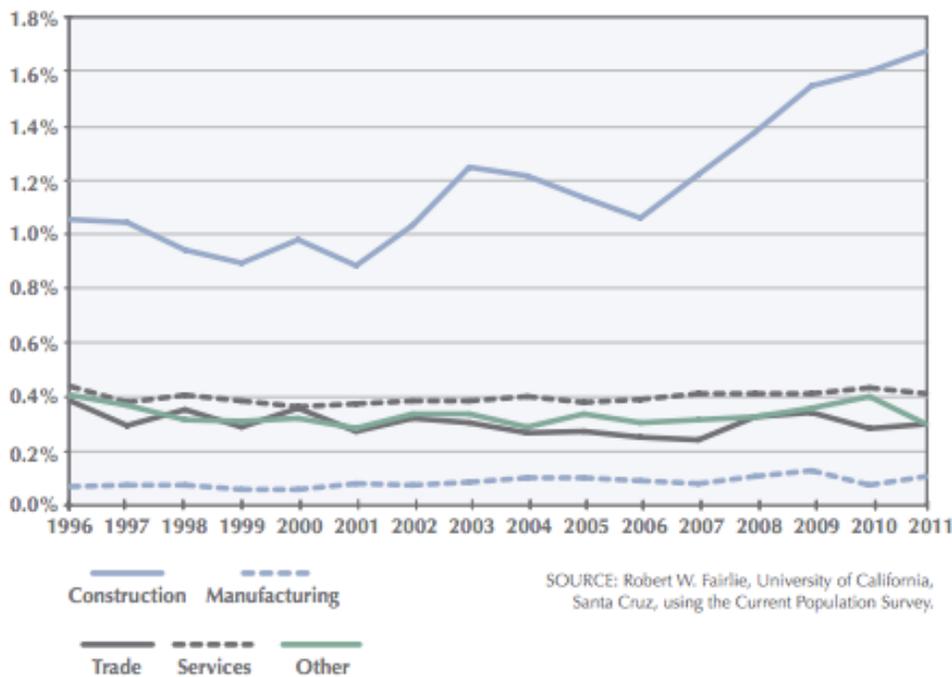
<sup>115</sup> Business Wire, 2011: <http://www.businesswire.com/news/home/20111128006144/en/2011-Kosmont-Rose-Institute-Cost-Business-Survey-Report>

<sup>116</sup> National Economic Council, 2012: [http://www.sba.gov/sites/default/files/files/small\\_business\\_report\\_final.pdf](http://www.sba.gov/sites/default/files/files/small_business_report_final.pdf)

- Encouraging recipients of Individual Training Accounts to pursue entrepreneurship training where appropriate.
- Integrating entrepreneurship strategies into overall youth education and development activities for at-risk and out-of-school youth.
- Developing strategies to help small business owners to grow their businesses, such as developing training programs that help small business owners develop growth strategies to enable new job creation.<sup>117</sup>

Start-ups and young companies dominate net job creation in the U.S. and have done so for the last 30 years. Start-up entry and survival rates have proven to be relatively steady over time and, because the number of new firms populating the American economy grows annually, companies five years of age or younger comprise the largest demographic sector each year. Over time, as these companies age, they decrease in number. However, for the past 20 years, net job creation from those that survive has been greater than that from businesses that open and close.<sup>118</sup>

The 2011 0.32% business-creation rate translated into approximately 543,000 new businesses being created each month of the year. Between 1996 and 2011, changing demographics and changing propensities for entrepreneurship led to large shifts in the composition of new U.S. entrepreneurs: Latino entrepreneurs more than doubled from 10.5% to 22.9%, the share of entrepreneurs ages 55-64 grew from 14.3% to 20.9%, and new immigrant entrepreneurs increased from 13.7% to 28%. Men continue to start companies at twice the rate of women.<sup>119</sup> The most businesses were created in the construction industry, as can be seen in the chart below.<sup>120</sup>



<sup>117</sup> United States Department of Labor, 2010: <http://wdr.doleta.gov/directives/attach/TEGL/TEGL12-10acc.pdf>

<sup>118</sup> Ewing Marion Kauffman Foundation, 2010: <http://www.kauffman.org/newsroom/causes-for-firm-formation-and-job-creation-reveal-keys-to-growing-economy.aspx>

<sup>119</sup> Ewing Marion Kauffman Foundation, 2012: <http://www.kauffman.org/research-and-policy/kiea-2012-infographic.aspx>

<sup>120</sup> Ewing Marion Kauffman Foundation, 2012: [http://www.kauffman.org/uploadedFiles/KIEA\\_2012\\_report.pdf](http://www.kauffman.org/uploadedFiles/KIEA_2012_report.pdf)

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

- Business ownership captures the imaginations of America's youth, particularly for those who know a successful entrepreneur personally. Nearly 60% of youth know someone who started a business. Most often the people they know are parents or another family member.
- Four in ten young people started or would like to start their own business one day. This number is unchanged from a previous survey conducted in 2007, indicating that the recession had not dampened young Americans' enthusiasm for business ownership.
- Regardless of whether or not they know a business owner, earning a lot of money is the primary reason youth want to start businesses.
- Most youth agree they can successfully start their own business if they work hard.
- Youth who want to or have started a business are more likely than other youth to say starting a business is more desirable than other careers.
- Youth who have an interest in starting a business of their own would seek information first from someone who has started a business. In addition to reaching out to business owners, a majority of youth would conduct online research and turn to family members for assistance.
- The majority of youth who want to start or have started a business agree that their education made them interested in doing so.<sup>121</sup>

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

### **Productivity**

The U.S. Department of Labor Bureau of Labor Statistics (Bureau) defines productivity as "a measure of economic efficiency which shows how effectively economic inputs are converted into outputs." The Bureau further points out that "advances in productivity, that is the ability to produce more with the same or less input, are a significant source of increased potential national income. The U.S. economy has been able to produce more goods and services over time not by requiring a proportional increase of labor time but by making production more efficient."<sup>122</sup>

According to the U.S. Department of Commerce, innovation holds the key to rising productivity, and productivity gains are the key to both economic growth and a rising standard of living. The manufacturing industry is the national leader in initiating technological innovations and improved processes essential to raising productivity across a wide range of industry sectors and clusters: between 1977 and 2002, productivity in the overall economy increased 53% compared to 109% in the manufacturing sector, demonstrating the critical role the industry plays in the health of the U.S. economy.<sup>123</sup> Manufacturing is even more critical to the prosperity of Snohomish County, where it contributes more than 30% to the average monthly employment and total wages in covered employment.

According to the OECD, there are three key components to analyzing the growth of GDP: contribution of capital, multi-factor productivity, and the contribution of labor. Since the OECD uses this conceptual framework to compare data across countries, it is useful to utilize this framework to assess the relative productivity of the U.S. economy. It is important to note that the relative contribution of capital to productivity in the U.S. is of

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<sup>121</sup> Ewing Marion Kauffman Foundation, 2010: [http://www.kauffman.org/uploadedFiles/youth\\_eship\\_factsheet\\_2010.pdf](http://www.kauffman.org/uploadedFiles/youth_eship_factsheet_2010.pdf)

<sup>122</sup> United State Department of Labor, 2012: <http://www.bls.gov/lpc/faqs.htm>

<sup>123</sup> U.S. Department of Commerce, 2004: <http://www.trade.gov/media/publications/pdf/manuam0104final.pdf>

great concern to global competitiveness groups at the national, state, and local levels. It is not, however, within the scope of this examination.

A detailed analysis of multi-factor productivity is also beyond the scope of this document but will be touched upon briefly due to its implications for workforce training. Multi-factor productivity (MFP) is defined as, “the change in GDP that cannot be explained by changes in the quantities of capital and labour that are made available to generate the GDP. MFP is sometimes described as disembodied technological progress... [and] comes from more efficient management of the processes of production through better ways of using labour and capital, through better ways of combining them, or through reducing the amount of intermediate goods and services needed to produce a given amount of output. Growth in MFP is a significant factor in explaining the long-term growth of real GDP.” The OECD also notes that MFP growth “was one of the factors that helped strengthen growth in Canada, Finland, France, Greece, Ireland, Sweden, and United States over the 1990s. A labor force that is increasingly skilled in continuous improvement processes and tools that can be applied in a total product lifecycle and industry context is essential to continued MFP growth.”<sup>124</sup>

Currently, the U.S. is in very strong standing in terms of labor’s contribution to productivity. According to the National Association of Manufacturers, within the U.S., productivity from manufacturing labor more than doubled during the past decade and leads all countries in the absolute level of labor productivity per hour and per employee. In fact, standing by itself, U.S. manufacturing would be the ninth largest economy in the world.<sup>125</sup>

### **Components of Prosperity: Income, Education, Program Completion**

Not only is the income of U.S. residents high relative to the rest of the world, it is also growing at a rate that exceeds growth in cost of living as are the rates in Washington and Snohomish County. According to Pacific Northwest Regional Economic Analysis reports, total personal income increased 114% in the U.S., 96% in the Far West region, 117% in Washington, 123% in Western Washington, and a whopping 125% in Snohomish County between 1969 and 2008. In short, Snohomish County’s per capita income gains surpassed the gains by the region, state, and nation.<sup>126</sup>

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

The Self-Sufficiency Standard of wages was updated for Washington in 2011. King and Snohomish Counties have the highest self-sufficiency standards in the state. In Snohomish County, the average single parent with one toddler and one school age child would need to earn \$27.17 per hour to achieve self-sufficiency. The average two parent family with one toddler and one school age child would need to earn \$15.32 per adult per hour.<sup>127</sup> However, in a report that looked at living wage jobs in each county in the northwest, we learn that 48% of job openings pay less than the living wage needed for a single adult. For working families the situation is even worse: 81% of job openings pay less than the living wage needed for a family with two adults (one working) and two children. In Washington, for each job opening that pays a living wage for a single adult, there are seven job candidates on average. For each job opening that pays a living wage for a single adult with two children, there are 17 job candidates on average.<sup>128</sup>

The relationship between income and educational attainment has not been lost on our nation’s youth and adult learners. There is growing agreement that the combination of technological advances and globalization has

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<sup>124</sup> Organisation for Economic Co-operation and Development, 2007: <http://www.oecd.org/dataoecd/61/17/39522985.pdf>

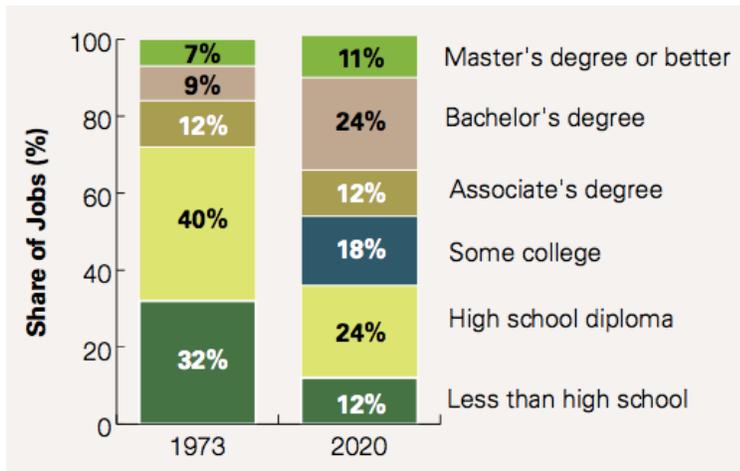
<sup>125</sup> National Association of Manufacturers, 2012: <http://www.nam.org/Resource-Center/Facts-About-Manufacturing/Landing.aspx>

<sup>126</sup> Washington Regional Economic Analysis Project, 2012: <http://washington.reaproject.org/>

<sup>127</sup> University of Washington, 2011): [http://www.seakingwdc.org/pdf/ssc/SelfSuffStandardReport\\_11\\_web.pdf](http://www.seakingwdc.org/pdf/ssc/SelfSuffStandardReport_11_web.pdf)

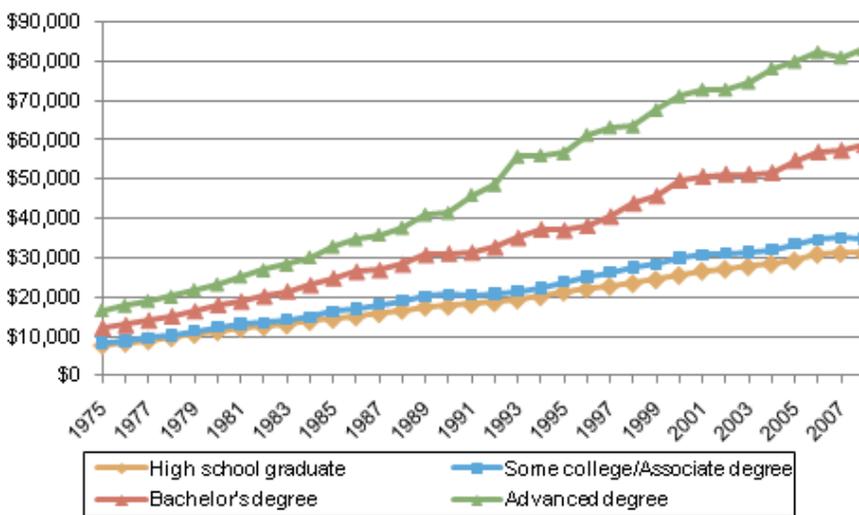
<sup>128</sup> Alliance for a Just Society, 2010: [http://nwfco.org/wp-content/uploads/2010/12/2010-1209\\_2010-Job-Gap.pdf](http://nwfco.org/wp-content/uploads/2010/12/2010-1209_2010-Job-Gap.pdf)

resulted in education being a major factor in determining the employment of American workers. The chart below shows that education is increasingly important in the job market.<sup>129</sup>



Education is also a major factor in determining the earnings of American workers. Data shows that families with more education make more money. Further, family income for those with less than a college degree has been stagnant or declining for three decades. Without a college degree, 45% of children from families in the bottom fifth of income will remain in the bottom fifth as adults.<sup>130</sup> Surveys find that most Americans say attending college is a necessity to earning higher wages. The chart below shows average income by educational attainment on the national level.<sup>131</sup>

Average earnings, by educational attainment, of workers 18 years and older, 1975–2008



In addition to being a champion for college education, WDCSC recognizes the critical role of career and technical education and training in our community and across the nation. There are 29 million middle-skill jobs in the U.S. that pay \$35,000 or more and do not require a Bachelor's degree. More than 11 million of these jobs pay \$50,000 or more and 4 million pay \$75,000 or more. These jobs can be obtained by earning an Associate's degree, industry-based certification, or postsecondary certification or by competing an apprenticeship or employer-based training. The U.S. is ranked second in the world in baccalaureate attainment but only sixteenth

<sup>129</sup> Georgetown University, 2012: <http://www9.georgetown.edu/grad/gppi/hpi/cew/pdfs/CTE.FiveWays.ExecutiveSummary.pdf>

<sup>130</sup> Brookings, 2012: <http://www.brookings.edu/research/testimony/2012/06/05-poverty-families-haskins>

<sup>131</sup> Public Agenda, 2012: <http://www.publicagenda.org/charts/average-income-educational-attainment>

in the world in sub-baccalaureate (career and technical education and training) attainment.<sup>132</sup> WDCSC will continue to support and offer pathways for career and technical education and training to improve this ranking.

Today, around 65% of the college-age population is enrolled in higher education, which includes four-year colleges, two-year colleges, and community colleges. Of the nation’s 12 million college students, about 44% attend community college. Of course, providing access to college, financial or otherwise, is one thing. Ensuring students succeed in college is another. According to the National Center for Education Statistics, 30% of all incoming college freshman require some form of remediation. The need is even greater at the community college level with 41% of all entering students requiring at least one remedial class. The demand has forced all of the nation’s community colleges and 81% of four-year institutions to offer remediation to students.<sup>133</sup>

WDCSC is particularly interested on outcomes of workforce education and training programs. While studies show Washington students gain skills from program participation, successful completion of a credential is the ultimate goal. In 2009-2010, 61% of students successfully completed their programs, down from 66% in 2008-2009. Washington Employment Security Department records show that 50% of 2009-2010 workforce program participants were employed the third quarter after they exited the program, down from 57% in 2008-2009. Nearly 70% of participants indicated that their program was directly related to the job they held three quarters after their exit and that their training was useful in getting the job and being successful in it. Further, employers were generally satisfied with the overall work quality of new employees who completed a workforce education or training program, and the percentage of satisfied employers has increased over the last three program years.<sup>134</sup> WDCSC aims to increase student persistence and credential attainment while maintaining students and employer satisfaction with provided services.

Finally, every four years the Workforce Education and Training Coordinating Board examines the return on investment of workforce education and training programs. Washington is the only state to periodically conduct rigorous net impact evaluations of its workforce programs. The table below shows the long-term net increases per workforce education and training program participant. In general, the findings show workforce educational and training programs have net benefits that exceed program costs. The clear exception is Adult Basic Education (ABE on the chart), as economic benefits are far more likely when this program is coupled with vocational training.<sup>135</sup>

	Increased Employment	Increased Annualized Earnings
<b>ADULTS</b>		
CTC Professional/Technical	10.1 percentage points	\$8,679
Private Career Schools	3.4 percentage points	\$2,064
Apprenticeship	9.8 percentage points	\$17,653
Worker Retraining	7.5 percentage points	\$2,754
WIA Dislocated Worker	4.7 percentage points	\$3,321
<b>ADULTS WITH BARRIERS</b>		
ABE/ESL	No Significant Positive Impact	\$830
WIA Adult	10.6 percentage points	\$4,182
DVR	12.4 percentage points	\$1,340
<b>YOUTH</b>		
Secondary CTE	8.4 percentage points	\$1,977
WIA Youth	4.3 percentage points	\$1,884

<sup>132</sup> Georgetown University, 2012: <http://www9.georgetown.edu/grad/gppi/hpi/cew/pdfs/CTE.FiveWays.ExecutiveSummary.pdf>

<sup>133</sup> Public Agenda, 2012: <http://www.publicagenda.org/charts/average-income-educational-attainment>

<sup>134</sup> Workforce Training and Education Coordinating Board, 2011: <http://www.wtb.wa.gov/Documents/WTR-ExecutiveSummaryOpeningandSystemwideResults2011.pdf>

<sup>135</sup> Workforce Training and Education Coordinating Board, 2011: <http://www.wtb.wa.gov/Documents/WTR-ExecutiveSummaryOpeningandSystemwideResults2011.pdf>

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

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

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

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

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

- Increase awareness of and access to effective financial education. Ensure individuals and families are aware of the importance of financial literacy and have access to financial education resources.
- Determine and integrate core financial competencies. Determine the personal finance knowledge and skills that individuals and families need to employ at various life states and for particular life events to make informed financial decisions. Integrate these competencies into effective resources and programs.
- Improve financial education infrastructure. Develop guidelines on content, training, and delivery channels for financial literacy and education providers. Promote opportunities for partnerships and information sharing.
- Identify, enhance, and share effective practices. Support research and evaluation to identify effective programs and practices. Encourage the implementation and reproduction of evidence-based programs and practices for individuals and organizations.<sup>136</sup>

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

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

The Workforce Training and Education Coordinating Board concludes that "the challenges of slower population growth and increasing skill needs make it essential that we provide historically underutilized populations with

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<sup>136</sup> United States Financial Literacy and Education Commission, 2011:  
[http://www.mymoney.gov/sites/default/files/downloads/NationalStrategyBook\\_12310.pdf](http://www.mymoney.gov/sites/default/files/downloads/NationalStrategyBook_12310.pdf)

knowledge and skills to participate in tomorrow's economy. We need to ensure we develop an adequate workforce that supports our employers and a thriving economy."<sup>137</sup>

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

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

### **Short and Long Term Planning Implications**

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

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

As discussed in *100% Jobs Filled – Meeting Businesses' Current and Emerging Needs* and *100% Employment – Providing Opportunity for All*, even in the current recession, the U.S., Washington, and Snohomish County are facing a significant shortage of skilled workers. As is shown above, these shortages are negatively impacting industry's ability to continue to rise to meet this challenge even though industry is striving to do so by financing classroom based and on-the-job training.

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

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

### **Focus and Role of WDCSC**

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

1. What should be the role of the WorkSource system and WDCSC in achieving the goal of 100% productivity and prosperity?
2. What should two key strategies should be implemented by WDCSC for funding with WIA funds and other grant funds?
3. How do we know if we are heading in the right direction or have succeeded? What will be the outputs and outcome measures?

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<sup>137</sup> Workforce Training and Education Coordinating Board, 2006: [http://www.wtb.wa.gov/Documents/hshw06\\_fullreport.pdf](http://www.wtb.wa.gov/Documents/hshw06_fullreport.pdf)

## **AGENDA FOR ACTION: GOALS, OBJECTIVES, AND STRATEGIES**

WDCSC's 2007-2009 strategic plan presented goals, objectives, and strategies to increase skill levels, employment, earnings, customer satisfaction, and return on workforce development investments. All work was focused on the unique needs, priorities, and resources of Snohomish County, and supported the goals and strategies set forth by the state workforce development board. WDCSC's 2009-2011 plan continued the focus on Snohomish County's unique needs, priorities, and resources while also supporting the Workforce Training and Education Coordinating Board's newest strategic plan, *High Skills, High Wages 2008-2018*. Linkages between WDCSC's objectives and the Board's objectives were clearly demonstrated. WDCSC's 2013-2017 plan maintains the same focuses while also responding to the urgent needs of Snohomish County and supporting the Workforce Training and Education Coordinating Board's *High Skills, High Wages 2012-2022*. Linkages between WDCSC's objectives and the Board's objectives are clearly demonstrated.

As stated in the introduction, WDCSC, like the Workforce Training and Education Coordinating Board, recognizes that a longer-term horizon is needed, one that goes beyond getting participants into entry-level jobs and emphasizes long-term economic successes and wage progression for system participants. To that end, all objectives discussed in this plan are 2013-2020 focal points, with strategies being implemented in the 2013-2017 span of time. This allows WDCSC to take action on strategies to immediately affect the unique needs, priorities, and resources of Snohomish County while also ensuring that future youth, adult, and industry needs are reflected. Combined, WDCSC's objectives and strategies will affect short-term and long-term gains for system participants and encourage access to careers through multiple pathways and lifelong learning.

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

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

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

## **Goal 1 – 100% Global Competitiveness**

### **Objective 1.1 – Promote WorkSource services to support identified industry needs.**

*Strategy 1.1.1 – Identify industry needs.*

*Strategy 1.1.2 – Increase market penetration in targeted industries.*

There is tremendous opportunity for improving industry’s knowledge and use of WorkSource for meeting their recruitment, assessment, hiring, and retention needs. WDCSC will develop a WorkSource survey for employers to complete and conduct a needs assessment in order to determine the needs of industries in the targeted clusters of manufacturing, healthcare, information technology, and business services. WorkSource will then align programs with the needs of industry to ensure offered services are timely, relevant, and valuable to firms in Snohomish County. Additionally, WorkSource will increase market penetration in targeted industries by making improvements in brand recognition, knowledge about the services available, and “word of mouth” advertising by businesses satisfied with the services received. WDCSC will support this effort by refining an outreach plan and collateral materials. WorkSource site operators and service delivery providers will then be trained and prepared for communicating brand messages, promoting products and programs and their benefits to the community, and for an increase in business based on the implementation of a successful outreach strategy.

This objective aligns with *High Skills, High Wages 2012-2022 Goal 2, Objective 1, Strategies A and B* as it includes improving outreach to employers and engaging employers in identifying skill standards and developing training programs that meet their standards with the aim of increasing employer engagement with the workforce development system.

This objective also aligns with *High Skills, High Wages 2012-2022 Goal 2, Objective 2, Strategy A* as it includes marketing business services to employers.

WDCSC will utilize WIA resources and leverage Blueprint Partnership and other WorkSource partner resources for this strategy.

To measure this objective, WDCSC will survey businesses in targeted industries and report the percent of businesses recognizing the WorkSource brand.

### **Objective 1.2 – Expand services based on the needs of the community.**

*Strategy 1.2.1 – Serve more individuals each year.*

*Strategy 1.2.2 – Generate more grant funds each year.*

Current resources available to the WorkSource system are not adequate to realize WDCSC’s goals. Fortunately, WDCSC has tremendous assets for addressing the challenges to global competitiveness faced by our county and our state. These assets include the ability to participate in state, regional, and local level committees and work groups; convene and provide staff support to local level committees and work groups; establish strong partnerships with a wide range of stakeholders; work collaboratively on fund development strategies; and conduct labor market, skills gap, and related research and analysis, to name a few. WDCSC will utilize these assets to expand services based on the needs of the community. These system resources will be aligned with the resources of a wide variety of stakeholders and partners to ensure all individuals in Snohomish County have the skills and opportunities needed to be globally competitive. To that end, WDCSC will increase efforts to expand services through strategic partnerships and use these resources to serve more individuals every year. Service expansion will be guided by community partners to ensure the voice of the customer and needs of the community are addresses and met.

This objective aligns with *High Skills, High Wages 2012-2022 Goal 2, Objective 2, Strategies B and C* as it includes developing the funding mechanisms necessary to adequately sustain high-demand occupational training. It also supports entrepreneurial training and mentorship programs.

WDCSC will utilize WIA resources and leverage Blueprint Partnership and other WorkSource partner resources for this strategy.

To measure this objective, WDCSC will track the number of individuals served and number of total grant funds and review these figures every six months in order to determine if services and funds are increasing. If not, a continuous improvement plan will be developed to course correct and ensure future increases.

## **Goal 2 - 100% Jobs Filled**

### **Objective 2.1 – Promote WorkSource relationships with business and industry.**

*Strategy 2.1.1 – Develop products and programs based on business and industry needs*

*Strategy 2.1.2 – Promote products and programs to increase the number of repeat customers.*

Using results of the business survey and needs assessment mentioned in Objective 1.1, WorkSource will develop products and programs as necessary based on business and industry needs and promote these products and programs to increase the number of repeat business and industry customers. Special attention will be given to increasing contact in a variety of sectors and to many sizes of firms and using these contacts to develop opportunities for work-integrated learning. Labor market data will be used to anticipate demand and promote services to growing business and industry most likely to require WorkSource services throughout the coming years.

This objective aligns with *High Skills, High Wages 2012-2022 Goal 2, Objective 1, Strategies C and D* includes increasing industry involvement in work-integrated learning and increasing employer investment in workforce training with the aim of increasing employer engagement with the workforce development system.

WDCSC will utilize WIA resources and leverage Blueprint Partnership and other WorkSource partner resources for this strategy.

To measure this objective, WDCSC will survey business to determine satisfaction with offered services and track the number of repeat customers.

### **Objective 2.2 – Address employer workforce needs.**

*Strategy 2.2.1 – Fill more jobs each year.*

*Strategy 2.2.2 – Place more grant participants into jobs each year.*

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

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

Equally critical to the global competitiveness of our community is providing WorkSource staff with information regarding apprenticeships and other work-based training opportunities. WDCSC will not only research and communicate opportunities, but also build relationships with and expand apprenticeships. WDCSC will work with the organized labor representatives on the Board of Directors as well as with the Washington State

Department of Labor and Industries, the Joint Apprenticeship Training Councils, the Washington State Apprenticeship and Training Council, and other key stakeholders to expand upon our successful efforts to date to increase the number of apprenticeship opportunities and programs in targeted industry clusters. WDCSC will develop educational materials, conduct outreach in schools, and support training in apprenticeships as needed.

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

This objective aligns with *High Skills, High Wages 2012-2022 Goal 1, Objective 3, Strategies A and B* as all service expansion plans will be based on the Programs of Study career development sequence.

This objective also aligns with *High Skills, High Wages 2012-2022 Goal 2, Objective 4, Strategies A and B* as it includes improving the speed of job matching and referrals and making job search and placement assistance more widely known and available.

WDCSC will utilize WIA resources and leverage Blueprint Partnership and other WorkSource partner resources for this strategy.

To measure this objective, WDCSC will track the number of jobs filled and the number of grant participants placed in jobs and review these figures every six months in order to determine if jobs placements are increasing. If not, a continuous improvement plan will be developed to course correct and ensure future increases.

### **Goal 3 - 100% Employment**

#### **Objective 3.1 – Use WorkSource services to connect all job candidates to demand occupations and industries.**

*Strategy 3.1.1 – Share labor market information and career planning products with job candidates.*

*Strategy 3.3.2 – Share job openings in demand industries and occupations with job candidates.*

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

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

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

All dislocated worker services are delivered through a one-stop model and are offered both on-site and at WorkSource Centers as appropriate. This model includes facilitated intake and assessment and comprehensive referral to training programs. Dislocated workers receive an assessment to identify transferable skills. This is followed by assistance with conducting an employment search to identify employment opportunities that offer targeted earnings replacement. Each dislocated worker is assisted with placement or with researching the labor market demand occupations that are appropriate for retraining. Within the overall program design, the resources of financial aid, Worker Retraining, Unemployment Compensation, Unemployment Compensation extensions, Training Benefits, Trade Adjustment Assistance, WIA, Adult Basic Education, Division of Vocational Rehabilitation, and other funds are combined to create a comprehensive financial plan. Program offerings to workers can include customized training opportunities that respond to labor market growth and trends, particularly in locally targeted industry clusters. Prevocational training can be offered as necessary for dislocated workers who may be lacking basic academic skills, English language skills, or other work readiness skills. Staff coordinates support services as necessary for dislocated workers who lack financial support to sustain activities or training required to return to the workforce.

This objective aligns with *High Skills, High Wages 2012-2022 Goal 1, Objective 6, Strategy A* as it includes helping students locate and land jobs with the aim of providing job search and placement for people into first careers.

This objective also aligns with *High Skills, High Wages 2012-2022 Goal 2, Objective 3, Strategy A* as it includes offering greater career and education guidance for adults.

WDCSC will utilize WIA resources and leverage Blueprint Partnership and other WorkSource partner resources for this strategy.

To measure this objective, WDCSC will track entered employment rates against state negotiated targets.

### **Objective 3.2 – Mitigate barriers to employment.**

*Strategy 3.2.1 – Develop and implement a barrier tracking system.*

*Strategy 3.2.2 – Determine job readiness through use of the Employment Readiness Scale.*

WDCSC is committed to providing a best-in-class job placement process that meets the needs of job candidates, business, industry, and all employers and WDCSC will continue connecting businesses with the best possible candidates, especially graduates of work-based and classroom training and qualified long-term unemployed individuals. Additionally, WDCSC is dedicated to enhancing support services for diverse populations with multiple barriers to education and training, including youth at risk of dropping out of school, veterans returning to the civilian labor force, long-term unemployed workers, and individuals with disabilities. To that end, WDCSC will develop and implement barrier tracking systems so that any customers with barriers to education and employment are identified and provided with wrap-around services to meet their needs. Services include traditional support services and creating new partnerships with employers, social service agencies, and community-based organizations to better leverage resources. Services may include enabling students to obtain industry-based skill standards and credentials and offering these credentials in such a way that they can be stacked toward career and educational progress from high school through post-high school education and training. Services may also include bridge programs for adults with barriers to postsecondary education. Additionally, WDCSC and select partner agencies will use the Employment Readiness Scale to determine the job readiness of job candidates and provide the services necessary to increase the job readiness of those who would benefit from being more prepared to enter into employment.

This objective aligns with *High Skills, High Wages 2012-2022 Goal 1, Objective 2, Strategies A and B* as the Employment Readiness Scale assesses the workplace and life skills necessary for students to have successful careers while the barrier tracking system allows service providers to identify students who may benefit from opportunities to earn industry-based skill standards and stackable credentials.

This objective also aligns with *High Skills, High Wages 2012-2022 Goal 1, Objective 5, Strategies A, B, and C* as it includes improving student access and retention by expanding high school drop-out prevention and retrieval programs, increasing non-traditional opportunities to obtain postsecondary certificate and degrees, and provide wrap-around services for those with multiple barriers to employment.

This objective also aligns with *High Skills, High Wages 2012-2022 Goal 2, Objective 3, Strategy C* as it includes offering services to adult workers with barriers to employment.

WDCSC will utilize WIA resources and leverage Blueprint Partnership and other WorkSource partner resources for this strategy.

To measure this objective, WDCSC track use of the barrier tracking system and track results of the Employment Readiness Scale.

#### **Goal 4 - 100% Ever Increasing Productivity and Prosperity**

##### **Objective 4.1 –Offer career gateway services that link people to meaningful employment.**

*Strategy 4.4.1 – Develop products and programs so more job candidates are employment ready.*

The importance of work-integrated learning is being recognized on a national level and, thus, is a critical component of state and local workforce development system plans. Work-integrated learning creates more opportunities for students and out-of-school youth to have work experiences. Experiences may include, among other things, paid and unpaid internships, workplace mentorships, pre-apprenticeships and apprenticeships, cooperative education, summer employment, and work-study opportunities. Integrated work experiences are aligned with the student's Program of Study and transferable credits are built in whenever possible. To this end, a central component of success for WorkSource in meeting the needs of youth and adult job candidates is the integration of services with other career management programs to link people to meaningful employment that leads to not just a job, but to a career. In particular, the efforts of school district career centers, vocational services, tech prep, and other programs that assist students with career assessment and job opportunities will be linked to WorkSource. This will occur both through web-based tools and through the coordination of products and training offered by Washington State Employment Security Department and WDCSC. WDCSC will continue to use WIA resources to create developmentally appropriate, universal access products including targeted industry cluster career trees and curriculum for youth and adult job candidates, both directly and through subcontracts; disseminating these products; and providing training to schools and youth serving agencies throughout the community.

This objective aligns with *High Skills, High Wages 2012-2022 Goal 1, Objective 1, Strategies A and B* as it includes enhanced career guidance for students and partnering with employers to help students explore careers and workplaces with the aim of improving availability and quality of career education guidance for students in middle school, high school, and postsecondary institutions.

This objective also aligns with *High Skills, High Wages 2012-2022 Goal 1, Objective 4, Strategies A and B* as it includes increasing the number and types of workplace experiences available to students and out-of-school youth and bring more work experiences into the classroom with the aim of increasing work-integrated learning.

WDCSC will utilize WIA resources and leverage Blueprint Partnership and other WorkSource partner resources for this strategy.

To measure this objective, WDCSC will track the number and kinds of products and programs offered and track increases in employment readiness as assessed through use of the Employment Readiness Scale.

**Objective 4.2 – Utilize emerging technologies.**

*Strategy 4.2.1 – Develop new and emerging technology trainings for job candidates.*

WDCSC is committed to providing a best-in-class recruiting process that meets the needs of job candidates, business, industry, and all employers and WDCSC will continue to utilize and train people how to use emerging technologies to increase their job productivity.

This objective aligns with *High Skills, High Wages 2012-2022 Goal 2, Objective 3, Strategy B* as the use of emerging technologies in particular settings will reduce the time it takes to complete training.

WDCSC will utilize WIA resources and leverage Blueprint Partnership and other WorkSource partner resources for this strategy.

To measure this objective, WDCSC track the number of technology trainings offered.

## **WORKFORCE DEVELOPMENT SYSTEM TODAY**

### **Programs and Role in System**

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

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

There are additional WorkSource portals including connection sites that are operated at facilities managed by Snohomish County's network of shelter and housing providers in an effort to more effectively integrate housing and economic opportunity systems and services through the Investing in Families initiative designed to end family homelessness in our community. These connection sites include: Cocoon House, Everett Housing Authority, Housing Hope, Volunteers of America Western Washington, and YWCA. Additional portals are currently under development.

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

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

The WIA Title I-B Youth Program utilizes the ten elements framework to provide comprehensive workforce and other developmental services to 14-21 year old predominantly low-income in and out-of-school youth with additional barriers to school success and employment. The WIA Title I-B Adult and Dislocated Worker

Programs utilize the progressive engagement model of core, intensive, and training services to meet the workforce development needs of adults age 18 and older with barriers to employment, with the focus being on low-income adults, and workers who have been dislocated from their previous employment, respectively. All programs provide priority of service to veterans and covered spouses.

The detailed role of each WDCSC program is described in Section 3.

## **PERFORMANCE ACCOUNTABILITY**

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

### **Use of Performance Information**

Performance information is used for strategic planning and program design. Performance is measured against both Federal and State measures for Workforce Investment Act funding streams for adults, dislocated workers, and youth. For the WIA Title I-B Adult and Dislocated Worker Program, the Federal measures that were utilized for Program Years 2000 through 2004 began being replaced in 2005 by a set of common measures promulgated by the Office of Management and Budget (OMB) in response to the President's Management Agenda which addresses five government-wide goals to improve the effectiveness and efficiency of Federal programs. Many of the Federal measures applied in Program Year 2000 still apply as do the common measures. For Federal job training and employment programs, OMB has defined four performance indicators for adults including entered employment, retention, earnings increase, and cost efficiency and four indicators for youth programs including placement in employment and education, attainment of a degree or certificate, literacy and numeracy gains, and cost efficiency.

Starting July 1, 2005, these common measures for job training and employment were applied to the following programs administered by the United States Department of Labor:

#### Department of Labor – Employment and Training Administration

WIA Dislocated Workers

WIA Adult

Trade Adjustment Assistance

NAFTA Transitional Adjustment Assistance

Employment Service

Native American Employment and Training

Community Service Employment for Older Americans

Migrant and Seasonal Farm workers

H-1B Technical Skills Training

Veterans Workforce Investment Program

Disabled Veterans Outreach Program

Local Veterans Employment Representatives

Homeless Veterans

WIA Youth

Job Corps

Responsible Reintegration of Youthful Offenders

YouthBuild

Appendix B lists the most recent State Core Measure Results for the following 12 programs in our local area workforce development system:

- Secondary Career and Technical Education
- Community and Technical College Professional-Technical Education

- Worker Retraining Program
- Adult Basic Education
- Division of Vocational Rehabilitation
- Department of Services for the Blind
- Workforce Investment Act Title I-B Youth, Adult, and Dislocated Workers
- Private Career Schools
- WorkFirst
- Apprenticeship

Workforce Development Council Snohomish County will review the program outcome numbers and consider them while finalizing the 2013-2017 Local Integrated Workforce Plan. As per State WorkSource System Policy #1017, WDCSC will also, annually, examine the results for the 12 programs to review how programs in the workforce development system are performing and consider the program results in the Council's ongoing strategic planning process.

### **Data Collection**

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

### **Continuous Improvement**

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

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

### **Performance-Based Interventions**

The data and information gleaned through all performance measurement processes are utilized by WDCSC to create performance-based interventions as indicated. As noted above, completion of a continuous quality improvement self-assessment is required for a WorkSource center to maintain its certification as a WorkSource facility. Additionally, any variance of  $\pm 15\%$  on any leading indicator or a State report compared to target for any Federal or State performance indicator triggers a requirement for a corrective action plan which includes

analysis of challenges and strategies for improvement as well as intermediate targets, if appropriate. Ultimately, performance is a factor in selection of WorkSource site operators and service delivery providers through competitive and consortium Request for Proposal processes managed by WDCSC.

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

**Assurances**

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

## SECTION 2: LOCAL AREA PROFILE AND INFORMATION ON WIA SERVICES PROVIDERS

WDA #: 4

**Workforce Development Area:** Snohomish County

**County or Counties Served:** Snohomish County

**Fiscal Agent responsible for the disbursement of grant funds:** Workforce Development Council Snohomish County

**Local One-stop System:**

- I. List One-stop(s) and affiliate site(s):

**Comprehensive Sites:**

WorkSource Everett  
WorkSource Monroe  
WorkSource Lynnwood

**Affiliate Sites:**

WorkSource Mountlake Terrace

- II. List Operator(s) for each One-stop. (If Operator is a partnership, list all entities in the partnership)

All WorkSource Snohomish County Comprehensive and Affiliate locations are run by a consortium of site operators. The consortium includes Employment Security Department, ResCare Workforce Solutions and Refugee and Immigrant Services Northwest.

## SECTION 3: OPERATIONS PLAN

### Introduction

All activities and services of Washington State Employment Security Department, Workforce Development Council Snohomish County, and the WorkSource Snohomish County system partners are guided by the demand-driven *Four-Year Strategic and Operations Plan: Promoting a Globally Competitive Workforce for Snohomish County*, which is grounded in Snohomish County Executive Aaron Reardon's economic development priorities and in the following priorities set forth by Governor Jay Inslee:

- Ensure out businesses have the world-class workforce they need.
- Support private-sector business growth.
- Encourage innovation and entrepreneurship.
- Increase the speed of Washington commerce.

Workforce Development Council Snohomish County's *Strategic Plan* and this *WIA and Wagner-Peyser Operations Plan* are also grounded in the following seminal works:

- *High Skills, High Wages Washington's 10-Year Strategic Plan for Workforce Development* issued by the Workforce Training and Education Coordinating Board in September, 2012 and
- *Snohomish County Blueprint Partnership Compact*, a compact between Aerospace Futures Alliance, Cascadia Community College, Central Washington University, Economic Alliance Snohomish County, Edmonds Community College, Everett Community College, Future of Flight, Lake Washington Technical College, Snohomish County Government, University of Washington/Bothell, Washington State University, Western Washington University, Workforce Development Council Snohomish County, and Snohomish County K-12 School Districts.

The Strategic Plan and WIA and Wagner-Peyser Operations Plan align with the following three goals set forth for our state's workforce development system in *High Skills, High Wages*:

1. Establish multiple pathways for youth to connect to living-wage careers.
2. Develop multiple pathways that increase employer engagement in education and workforce training and better connect workers with high-wage careers and life-long learning.
3. Improve the efficiency, transparency, and performance of Washington's workforce system and ensure that all aspects and components of the system work together effectively to meet the needs of both job seekers and employers.

They also align with the effort of the Snohomish County Blueprint partners who recommitted to continued collaboration by signing the *Snohomish County Blueprint Partnership Compact* to guide and direct shared efforts to meet the employment needs of industry in January, 2013. The Blueprint partners coordinate a variety of service strategies around ten targeted industry clusters, depicted below. These strategies include participation in a number of regional economic alignment initiatives including the Prosperity Partnership, which is supported by the Puget Sound Regional Council. These service strategies also include coordination of efforts with several local initiatives convened by Workforce Development Council Snohomish County and other Blueprint partners. Additional strategies include the collection and dissemination of information about the training needs of targeted industry clusters through related centers of excellence, which are operated by Blueprint partners and other community and technical colleges and four-year institutions of higher education throughout the State.

Additional approaches, including working with industry and education on the administration of the nationally portable Work Readiness Credential, the research-validated Employment Readiness Scale™, and industry skills standards as well as assistance with K-12 and postsecondary educational institution capacity building are also employed. Some of these approaches are particularly important to ensure access to the labor market in high

growth, high demand occupations in targeted industry clusters for new entrants which may include youth and WorkFirst participants and to expanding pathways and prosperity for businesses and workers.

Quality labor market information serves as a foundation for these activities and is critical to successful implementation of the WorkSource Snohomish County system. Workforce Development Council Snohomish County utilizes the excellent products developed by Washington State Employment Security Department's Labor Market and Economic Analysis Division, (LMEA) as well as Economic Modeling Specialists International and other data to develop plans and provide high quality career planning information to partner staff and WorkSource customers. The Regional Labor Economist for Snohomish County is stationed at WorkSource Everett and provides monthly local labor market updates. She provides information to service delivery staff, the local media and community partners.

The Regional Labor Market Economist also conducts the research that is summarized in the Demand-Decline List which is used for multiple purposes including the adding and subtracting of clusters to the Blueprint as well as the refinement of definitions of clusters in response to labor market trends. Finally, these products and Workforce Development Council Snohomish County's career trees website are used to help career counselors bring the most current labor market information to K-12 students and facilitate the delivery of high quality career planning information to adult job seekers by institutions of higher education and WorkSource center-based staff.

The Blueprint partners also hold events to impart high-quality labor market and trend information to businesses in targeted industry clusters.

Both the Strategic and Operations Plans are consistent with this demand-driven, industry cluster based strategy for targeting investment of scarce Federal and State workforce investment resources toward attracting, retaining, and expanding the following key industry clusters that drive the economy of Snohomish County.

<b>Cluster</b>	<b>Hotspot</b>
Agriculture	Local goods
Biotechnology	
Business services	Financial services Information technology Transportation and logistics
Clean technology	
Construction	Green building Heavy engineering
Education and public services	
Healthcare	
Manufacturing	Aerospace Electronics
Retail	Pharmacies/drug stores Supermarkets Warehouse clubs/supercenters
Tourism	

Descriptions of the clusters and other Blueprint-related information is provided at <http://www.snocobblueprint.org>.

The broad industry clusters above include the following more specific Snohomish County regional strategic industry clusters adopted by the Workforce Board on November 17, 2011, as shown on the following page.

## Strategic Industry Clusters for Workforce Development Areas\*

Workforce Development Area	Reconciled Strategic Clusters (by rank order unless <i>not</i> numbered)
Snohomish County WDA Snohomish County	<ol style="list-style-type: none"> <li>1. Aerospace and Composites Manufacturing</li> <li>2. Computer and Electronic Manufacturing (includes Medical Devices)</li> <li>3. Ship and Boat Building and Composites Manufacturing</li> <li>4. Architectural and Structural Metals Manufacturing</li> <li>5. Wood Furniture and Cabinets Manufacturing</li> <li>6. Heavy Construction (roads, bridges, utilities, infrastructure)</li> <li>7. Research and Development in Biotechnology</li> <li>8. Forest Product***</li> <li>9. Navy**</li> </ol>

\*As adopted by the state's Workforce Board on November 17, 2011.

\*\*Indicate clusters that the state lists as strategic for the area, but the local Workforce Development Council does not.

### 1. Services to Youth

*Describe your local area's design framework (including the 10 program elements outlined in 20 CFR 664.410 and WIA Sec. 129(c)(2)) for WIA Youth activities. Please also describe local initiatives to better serve WIA Youth participants and to align with local multiple pathway strategies around first careers through outreach and integrated service delivery. Please further describe how you will engage employers to create work-integrated learning opportunities.*

#### Design Framework and Delivery of Ten Elements

Workforce Development Council Snohomish County funds two separate WIA Title I-B youth programs. These programs exist within the framework of the vision, mission, goals, and comprehensive set of objectives adopted by the Snohomish County Workforce Development Council's Youth Council and align with the goals of *High Skills High Wages*.

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

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

One of the primary **goals** of Workforce Development Council Snohomish County and its Youth Council is to develop an integrated one-stop system that:

- Is employer-driven and responsive to future labor market needs
- Includes the development of an integrated career system among all partners in the workforce, youth development, and education fields
- Has built in capacity for continuous improvement
- Creates alignment between the needs of employers and the supply of available workers
- Links closely with school-to-work activities and career and technical education programs

Within this context, the Youth Council's **objectives** are to:

- Keep students in school and reengage dropout youth through an applied learning curriculum that focuses on foundation, life, and support skills

- Provide eligible youth a focused and effective program to attain appropriate educational and occupational credentials
- Secure employment and necessary support services
- Develop a comprehensive, coordinated youth service strategy for targeted in-school and out-of-school youth

The overall goal for the in-school youth program is to assist 14-18 year old in-school youth who are eligible for and most in need of services under Title I-B of WIA measurably enhance their work readiness, occupational, and academic skills; achieve occupational and/or educational credentials; and embark upon a 13<sup>th</sup> year personal and career development plan. Workforce Development Council Snohomish County issued WIA Title I-B Program Management Policies and Procedures Youth Program Memorandum #04-01 which establishes criteria for identifying and prioritizing youth who are 14 through 21 years of age, United States citizens or non-citizens who are work authorized, in compliance with the Selective Services Act, and who have one or more of the following characteristics:

- Basic skills deficient
- Offender
- Involved in the juvenile justice system
- School dropout
- Pregnant or parenting
- Homeless or runaway
- Foster child
- Having one or more disabilities including learning disabilities
- Personal/family substance abuse
- Gang involved/affiliated/affected
- Enrolled in an alternative education program
- At risk of dropping out of school
- Lacking affordable housing
- Victim of domestic violence/sexual or child abuse
- Identified social adjustment or mental health issue(s)
- Lacking a significant or positive work history
- Migrant family member
- Not at grade parity

At least 95% of the youth served must also be low-income. That a given youth has met these criteria is documented for each youth served.

Services are designed and delivered within a holistic context that maintains focus on, and is relevant to, career development, educational attainment, and embarking on a life of responsible community involvement. This is accomplished through the implementation of a variety of youth development strategies that are coordinated with the efforts of secondary and postsecondary educational institutions, WorkSource Snohomish County, and other youth serving agencies throughout the County.

For the purposes of programming this means:

- Providing services that ensure youth remain, and succeed, in school
- Providing high quality career counseling that helps youth match their interests, aptitudes, and values to existing and emerging labor market needs
- Creating effective connections to local employers
- Developing meaningful connections between academic and occupational learning, classroom learning, and work-based experiences
- Linking youth to postsecondary educational opportunities

- Linking youth to other 13<sup>th</sup> year options such as streams of service, apprenticeship programs, the military, and employment
- Providing activities and comprehensive services that support holistic youth development

The following youth program delivery areas are **emphasized**:

- Focus on intensive year-round, multi-year programming resulting in long term outcomes
- Utilization of WIA funded services to support school district goals and services being delivered to youth who scored below standard in reading and/or mathematics on the state student assessment tests administered during the 7<sup>th</sup> and 10<sup>th</sup> grades
- Focus on academic achievement, alignment with state education requirements, and postsecondary readiness
- Increased coordination with WorkSource Snohomish County and other Snohomish County youth serving agencies and systems to ensure delivery of high quality workforce investment services and holistic developmental services
- Integration of WorkSource Snohomish County employer and labor market information into career planning, 13<sup>th</sup> year plan development, and job search
- Delivery of the 10 specific program elements
- Provision of twelve months of follow up for all youth following program exit

The Council is planning to reduce the resources dedicated to WIA-funded in-school youth services and increase WIA resources committed to out-of-school youth in the 2013 and 2014 Program Years.

The overall goal for the provision of funds for the out-of-school youth program is to assist 14-21 year old youth who have dropped out of school and are eligible for and most in need of services under Title I-B of WIA measurably enhance their work readiness, occupational, and academic skills; achieve occupational and/or educational credentials; and embark upon a 13<sup>th</sup> year personal and career development plan. Workforce Development Council Snohomish County issued WIA Title I-B Program Management Policies and Procedures Youth Program Memorandum #04-01 which establishes criteria for identifying and prioritizing youth who are 14 through 21 years of age, United States citizens or non-citizens who are work authorized, in compliance with the Selective Services Act, are current high school dropouts, and who have one or more of the following characteristics:

- Basic skills deficient
- Offender
- Involved in the juvenile justice system
- Pregnant or parenting
- Homeless or runaway
- Foster child
- Having one or more disabilities including learning disabilities
- Personal/family substance abuse
- Gang involved/affiliated/affected
- Lacking affordable housing
- Victim of domestic violence/sexual or child abuse
- Identified social adjustment or mental health issue(s)
- Lacking a significant or positive work history
- Migrant family member
- Not at grade parity

At least 95% of the youth served must also be low-income. That a given youth has met these criteria is documented for each youth served.

Services are focused on meeting the needs of 14 to 18 year old youth and designed and delivered within a holistic context that maintains focus on, and is relevant to, career development, educational attainment, and embarking on a life of responsible community involvement. This is accomplished through the implementation of a variety of youth development strategies that are coordinated with the efforts of secondary and postsecondary educational institutions, WorkSource Snohomish County, and other youth serving agencies throughout the County.

For the purposes of programming this means:

- Providing services that ensure youth return to and succeed in school
- Providing high quality career counseling that helps youth match their interests, aptitudes, and values to existing and emerging labor market needs
- Creating effective connections to local employers
- Developing meaningful connections between academic and occupational learning, classroom learning and work-based experiences
- Linking youth to postsecondary educational opportunities
- Linking youth to other 13<sup>th</sup> year options such as streams of service, apprenticeship programs, the military, and employment
- Providing activities and comprehensive services that support holistic youth development

The following youth program delivery areas are **emphasized**:

- Focus on intensive year-round, multi-year programming resulting in long term outcomes
- Utilization of WIA funded services to support a wide array of services being delivered to youth who have dropped out of school
- Focus on helping youth obtain an appropriate secondary credential and transition to postsecondary education or training
- Increased coordination with WorkSource Snohomish County and other Snohomish County youth serving agencies and systems to ensure delivery of high quality workforce investment services and holistic developmental services
- Integration of WorkSource Snohomish County employer and labor market information into career planning, 13<sup>th</sup> year plan development, and job search
- Delivery of the 10 specific program elements
- Provision of twelve months of follow up for all youth following program exit

Services are provided primarily at the WorkSource Youth Center which is located in close proximity to WorkSource Everett. This site provides WIA out-of-school youth program services as well as additional educational, work readiness, and supportive services through its partners.

Workforce Development Council Snohomish County invests a minimum of 50 percent of its WIA Title I-B Youth Program funds into serving high school dropouts with significant investments targeted specifically to meeting the needs of justice involved youth and youth aging out of the foster care system. As noted above, it is anticipated that more WIA Title I-B Youth Program resources will be dedicated to serving out-of-school youth over the course of Program Years 2013 and 2014.

### **Local Multiple Pathways Initiatives through Integrated Service Delivery and Employer Engagement in Work Integrated Learning Opportunities**

Snohomish County has established some unique strategies for creating local multiple pathways through integrated service delivery and the engagement of employers and organized labor in the creation of work-integrated learning opportunities. For example, Workforce Development Council Snohomish County partners with the Washington Alliance for Better Schools, the University of Washington, and the Evergreen State College to increase teacher skills at incorporating the world-of-work into students' classroom experiences.

Under a subcontract from the Alliance, the Council is responsible for reaching out to businesses that rely heavily on Science, Technology, Engineering, and Math (STEM) knowledge and applications to create summer externship experiences for middle and high school science, math, and career and technical education teachers. The teachers engage in project-based learning on-site at the businesses for four days each week and participate in professional development training that enables them to integrate what they learn at the business sites into their classroom instruction one day per week. They also engage in professional development training throughout the school year. Through this effort, real world industry applications of academic skills are infused into the classroom on a daily basis.

Workforce Development Council Snohomish County also works very closely with industry and labor unions in high need of workers with STEM-related knowledge and skills to an annual event, Build Your Future. Build Your Future is a hands-on career fair for construction trades and advanced manufacturing offered at no cost to schools and students throughout Snohomish County. Event supporters include the Center of Excellence for Aerospace and Advance Manufacturing and the Construction Center of Excellence at Renton Technical College. In addition to the two Centers of Excellence, hands on learning activities are provide by the Aerospace Joint Apprenticeship Committee, Master Builders Career Connection, Northwest Laborers Employers Training Trust Fund, Northwest Washington Electrical Joint Apprenticeship Training Committee, Seattle Tunnel Partners, Western Washington Sheet Metal Joint Apprenticeship Training Committee, the Public Utilities District, Carpenters Training Trust, Operating Engineers, Washington Aerospace Training and Research Center, Materials Sciences Center , the Future of Flight, the Washington State Department of Labor and Industries, Apprenticeships and Non-traditional Employment for Women and Men, the University of Washington, Saxon Bradley, and the Air Washington partners.

In 2012, more than 750 middle and high school students attend the fair which featured more than 30 booths offering hands-on activities. Twenty four schools from ten school districts were in attendance and in addition to practicing skills, participating students developed knowledge of career pathways in key industry clusters targeted for attraction, retention, and expansion by the Snohomish County *Blueprint* partners.

Another key work-integrated learning opportunity for high school drop outs is the Council's YouthBuild Program which is operated in partnership with Edmonds Community College, Everett Community College, Housing Hope, ResCare Employment Solutions, and St. Vincent de Paul. High school drop outs participate in integrated GED instruction and industry training coupled with hands-on experience assisting in the construction of affordable housing through the United States Department of Agriculture Self-Help Housing Program. Upon completion, participating youth have earned a number of industry recognized and post-secondary certificates and a GED certificate. They have also gained valuable work experience and industry knowledge by helping to address a significant community need.

The Council also collaborates with K-12 school districts throughout Snohomish County in a number of other ways including having staff serve on career and technical education advisory committees, having staff present the *Blueprint* and Career Trees at local and statewide career and technical education conferences, and having staff sit on student culminating activity presentation committees.

Council staff also participate in the statewide quarterly Joint Apprenticeship Training Committee meetings and are represented on the Economic Alliance Snohomish County Board of Directors.

Workforce Development Council Snohomish County will continue to expand these activities and build upon its other initiatives to create multiple pathways, infuse the classroom with world of work applications, and create work-integrated learning opportunities in the community for the youth served by the WorkSource Snohomish County system.

## 2. Services to Adults

*Describe your local area's WIA Adult activities (20 CFR 661.350(a)(5) and WIA Sec. 118(b)(4)), including efforts to align with local multiple pathway strategies around first careers through outreach and integrated service delivery (i.e., coordination with Wagner-Peyser and other partner programs). Please also address the following sub-populations in your response: older workers and individuals with disabilities.*

### **Integrated Delivery of WIA Adult Services**

This section describes the overall strategies of Washington State Employment Security Department, Workforce Development Council Snohomish County, and the WorkSource Snohomish County partners to continue implementing an integrated service delivery model that integrates Wagner-Peyser, WIA Title I-B, and other funds to provide core, intensive, and training services to adults with little or no work experience entering or more fully engaging in the labor market. Many of these services are designed to be universally accessible and supported by all partners and programs. Universal access is defined as being available to the public, ADA accessible, offering assistive features and technology, and having information available in alternate formats. WIA program funds supplement the core services available through Wagner-Peyser and other sources.

The following are the service integration partnership principles adopted by WorkSource Snohomish County:

- Local partnerships are built upon trust, mutual benefit, and the shared belief that better service to customers is our shared priority.
- We believe that we can be more effective and produce more collectively and collaboratively than we can separately.
- We believe that by designing services that build on our collective strengths we can all benefit and better serve our customers.
- We agree on a service delivery system that is a win/win for everyone and in doing so agree to confer with each other within our network about our opportunities for new services or program opportunities.
- We will participate actively in activities that support the WorkSource Snohomish County Partnership.
- We agree to collectively work to meet our shared program outcomes.
- A model of integration is the preferred service delivery option.

WorkSource centers have been established throughout Snohomish County based upon an analysis of the population, local demographics, and available resources. They have been certified and recertified through an application and recertification process that engages Workforce Development Council Snohomish County Board Members in on-site reviews. There is a center in Everett located at the Everett Transit Station with transportation agencies and higher education institutions. WorkSource Everett includes resource rooms and services targeted to meet the needs of youth, veterans, and workers dislocated from Kimberly Clark (scheduled to close December 31, 2013). WorkSource Lynnwood is co-located with the Alderwood Community Service Office. WorkSource Monroe is co-located with St. Vincent de Paul. WorkSource Mountlake Terrace is a free-standing center that serves South County job seekers.

As noted above, the principal goal of the Operations Plan is to develop a seamless system of workforce services. Job seeker customers receive integrated screening and referral services funded by Wagner-Peyser, WIA Title I-B, and other funding streams at WorkSource centers. These services, offered in self-service and staff mediated formats include information on demand occupations, skill gaps, and access to real-time job information which is universally available as well as job listings.

Wagner-Peyser Act funded core services are provided by WorkSource Employment Security Department staff. These services include: assisting job seekers with finding employment, assisting employers with posting and filling jobs, facilitating the matching of job seekers with available job openings, participating in a system of clearing jobs between state agencies, and providing for the work test requirements associated with the unemployment insurance system. As noted above, staff write and post job openings requiring staff assisted

screening to the State website at <http://go2worksource.com> and provide assistance to those business customers who prefer to list and screen their own job openings.

WIA and other program funded staff enhance the reach of Wagner-Peyser funded staff to ensure that universal access to these services is consistently available to all job seeker customers. Each partner must contribute to the delivery of core services at the center as negotiated through the budgeting process described above. Collectively, staff support customers in the resource room, provide orientations to system services, and deliver a single set of job hunter modules. Through these modules, job hunters learn how to find and get jobs. They complete job applications and prepare résumés that are utilized to support the screening, assessment, matching, and referral of job seekers to employment opportunities listed with the system through the job order taking process described above.

Within each center, there are job postings for unmediated job listings as well as access to those jobs that require mediated services. There are information stations which provide hard copy information on community resources and self-help guides to job search. In addition, there are Wagner-Peyser, WIA Title I-B, and other partner program staff in each lobby who provide concierge service to people seeking assistance as well as quick and easy facilitation to logical service connections. The range of application, assessment, testing, screening, and referral services offered to job seekers is depicted on the chart on pages 65-66.

All core services offered in the centers are provided by Washington State Employment Security Department staff, Workforce Development Council Snohomish County subcontractor staff, and other partner staff. Workforce Development Council Snohomish County staff do not provide WIA-funded core services to job seekers except in exceptional circumstances on a temporary basis such as the provision of job hunter modules during a Rapid Response in-plant orientation. It should be noted that Workforce Development Council Snohomish County staff may participate in the delivery of core services when funded by additional resources that are brought into the system to enhance the menu of services available.

A leadership team comprised of staff from Washington State Employment Security Department, Workforce Development Council Snohomish County, and the one-stop operator consortium work together to ensure all staff working in the centers receive the training needed to understand clearly the roles of each partner and each staff and that all are able to participate in the coordination of these functions.

**A MATRIX FOR JOB SEEKER FLOW THROUGH THE WORKSOURCE SNOHOMISH COUNTY SYSTEM**

	<b>CORE</b>	<b>INTENSIVE</b>	<b>ENHANCED</b>
<b>SELF-SERVICE</b>	<p><b>Eligibility for title/service:</b> (electronically or printed information station)  <b>Outreach, intake &amp; orientation</b> (CD ROM, electronic access, or printed information)  <b>Initial assessment</b> (service option menu – printed or electronic)  <b>Job search and placement assistance</b> (self-service choices on web site, job board, or in resource room, core workshops)  <b>Provision for employment statistics</b> (printed LMI, access in resource rooms and web site)  <b>Job Vacancy listings</b> (web site access to jobs, and job board, center bulletin boards)  <b>Performance information</b> (consumer reports through web site, printed version available on site)  <b>Labor Market Information (LMI)</b> (web site, printed LMI material at info station)  <b>Information on Support Services</b> (info on web site, and printed sheets at information station)  <b>Information for filing for UI</b> (<i>self-service kiosks, web site link</i>)</p>	<p>Comprehensive assessment available as self-service for ABE, interest inventories.</p>	<p>Strong Interest Inventory On-line classes and tutorials</p>
<b>GROUP</b>	<p><b>Eligibility for title/service</b> (reviewed in group orientations, or specific program intake sessions)  <b>Initial assessment</b> (core module)  <b>Job search and placement assistance</b> (core module)  <b>Provision for employment statistics</b> (core module)  <b>Job Vacancy Listings</b> (overview in orientation module)  <b>Performance information</b> (overview in orientation module)  <b>Labor Market Information (LMI)</b> (overview in orientation module)  <b>Information on Support Service</b> (orientation module, and individual program intake sessions)  <b>Information for filing for UI</b> (overview in orientation module)  <b>Follow-up</b> (core services modules)</p>	<p>Intensive modules in centers Pre-vocational classes and job readiness workshops Program specific group sessions</p>	<p>Specific vocational and academic training Customized training</p>

<p><b>ONE-ON-ONE</b></p>	<p><b>Eligibility for title/service</b> (individual intake)  <b>Outreach, intake, orientation</b> (individual intake)  <b>Initial assessment</b> (individual intake)  <b>Job Search and Placement assistance</b> (specific program staff services and shared services team)  <b>Provision of employment statistics and LMI</b> (overview in specific program meetings with staff)  <b>Job vacancy listings</b> (overview with specific program staff)  <b>Performance information</b> (specific program staff)  <b>Support services</b> (specific program staff and community resources staff in centers)  <b>Information on UI</b> (general information by staff in resource room)  <b>Follow-up</b> (specific program staff activity and shared services team)</p>	<p>Individual counseling, case management, employability planning, in-depth career planning available through specific program staff, individualized job development through employment as appropriate</p>	<p>Case managers and individual program staff provide assistance with OJT, GED, ESL, customized training, entrepreneurial training, job readiness training  Skill upgrading and retraining assistance and follow-up through individual program staff, coordinated with business services</p>
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It is through this up-front process that qualified applicants for partner program services are identified. The SKIES referral tracking function is being used in Snohomish County WorkSource centers. This enables staff to track referrals to partner agencies in order to ensure follow-up is completed and to track anticipated partner services. All job seekers who report being low-income on the SKIES assessment functions are referred to the Department of Social and Health Services for food stamps and cash assistance. Many partners, such as the Department of Social and Health Services, are co-located at WorkSource Centers enabling ease of access to such services and based on staff referral. In addition, the WorkSource system coordinates a yearly resource fair every January to bring in basic need supports to job seekers.

All job seekers are registered into the Self-Service Management System for core services and as job seekers into SKIES. A given job seeker is registered into a WIA Title I-B when consistent with State and Workforce Development Council Snohomish County policies. Those who need additional services beyond core services are eligible to receive intensive services. Those who are unable to obtain employment through an intensive service are eligible for training services. Eligibility for other partner programs is determined through the collection of registration, assessment, testing, and other data through the above process by each partner based on the parameters of the program fund source. The specific intensive and/or training services received by a given job seeker is determined through a common assessment and Individual Employment Plan development process which results in a plan of Individual and Tailored Care developed for each individual. Financial planning is conducted using a common tool, which identifies all fund sources that will be used to support a given job seeker's plan.

Training services include individualized services through On-the-Job Training and Individual Training Accounts. A given job seeker who is referred to training by or through any partner must have the skills and abilities to complete the selected course of training. The training must be linked to the employment opportunities in the local area or in another area to which the client is willing to relocate and there is documentable labor market demand, consistent with Workforce Development Council Snohomish County policy.

Regardless of whether initial contact is made with staff funded by Wagner-Peyser, WIA, WorkFirst, veterans' program, or other funds, this unified approach toward the development and implementation of a plan of Individual and Tailored Care using a wraparound approach, will be utilized to ensure each job seeker is able to receive the services needed to obtain and retain employment.

These operational practices are integrated by Washington State Employment Security Department, Workforce Development Council Snohomish County, and the one-stop operator consortium as documented in the Memorandum of Understanding. The one-stop operator consortium is charged with ensuring that the plan is implemented and will have metrics for measuring progress toward integration. There will be metrics related to the delivery of coordinated training that includes use of SKIES and O\*Net, labor exchange policies and procedures, and equal opportunity training to ensure the integration of services to common target populations as discussed below.

The WorkSource Snohomish County system provides the full range of intensive and training services allowable by law to job seekers eligible for the WIA Title I-B Adult Program. Initial assessment is focused on acquiring data elements required for system registration, a determination of the services desired by the job seeker, and collection of information regarding the job seeker's education, skills, credentials, and work experience.

For job seekers who required more intensive staff assisted services to become employed, staff provide a comprehensive assessment. At the intensive level, comprehensive assessment tools are available to job seekers such as WOIS, Dependable Strengths, and the Employment Readiness Scale™. A powerful tool that will be administered and used as a foundation for financial and career counseling is the Snohomish County Self-Sufficiency Calculator. The calculator is also a key tool in the County's overarching self-sufficiency strategy as described above. Tools that must be used at the intensive level prior to investment of WIA funds into training include the local Demand-Decline List, the Eligible Training Provider List, and Job Training Results, all of which are accessed through the Internet with staff assistance provided to job seekers as needed. As noted above,

more than 50% of all Individual Training Account funds are spent to support training in industry clusters targeted for attraction, retention, and expansion by the *Blueprint* partnership.

The local Demand-Decline List is initiated by Washington State Employment Security Department. It is maintained by Workforce Development Council Snohomish County which posts the current list on the system website. Workforce Development Council Snohomish County only makes changes to the list in instances where persuasive evidence of a change of status for a particular occupation is provided by an industry association, an industry skills panel, a community and technical college, or through a third-party survey or analysis. Workforce Development Council Snohomish County's policy and procedures related to this responsibility may be found at <http://www.worksourceonline.com>.

The criteria used to determine eligibility for training services are provided in the policies provided at <http://www.worksourceonline.com> as are the policies for awarding Individual Training Accounts to eligible Adults.

In Program Years 2013 and 2014, Workforce Development Council Snohomish County will provide training to all system staff in *Blueprint* and career products and processes to ensure system staff are well versed in a systematic way to correlate training received with immediate and long-term career opportunities leading to self-sufficiency in industry clusters targeted for attraction, retention, and expansion by the *Blueprint* partners. The career trees for the original nine targeted industry clusters may be found at <http://www.careertrees.org>. This site is in the process of being updated to incorporate links to Washington CareerBridge and other new powerful career exploration products and tools.

During the upcoming biennium, coordination with community and technical college student services and placement staff will continue to be enhanced to increase the number of targeted industry cluster jobs filled and the number of job seekers who enter training-related employment.

Workforce Development Council Snohomish County and the Snohomish County *Blueprint* partners have collaborated extensively to attract resources to provide greater career and education advancement opportunities, supported by College to Careers Navigators, to low-income adults in Snohomish County; increase the accessibility of training programs and reduce the time it takes to complete training; and improve training for adults with barriers to advancement. Many of these efforts have been designed specifically to address the needs of specific populations in Snohomish County as discussed below.

### **System Response to Address the Needs of Specific Populations**

#### People with Disabilities

In conformance with the *2012-2016 Washington State Integrated Workforce Plan*, a variety of special initiatives and processes have been put into place to enhance and support services to people with disabilities in the WorkSource Snohomish County system. These initiatives and processes have been put into place to ensure equal access to services for people with disabilities. All system centers are 504 and ADA accessible. Washington Relay services are available and many system instructional materials are offered in alternate formats. All centers have undergone accessibility assessments and assistive technology, including but not limited to 504 accessible work stations, voice recognition software, braille readers, and noise reduction headphones, has been acquired and put into service center-wide. This assistive technology is offered to increase access for people with a wide range of cognitive and physical disabilities. Job seekers are notified of its availability during orientations and have access to its use upon request. The one-stop operator consortium assumes primary responsibility for ensuring this technology is utilized effectively and works with the Disability Employment Initiative Disability Resource Coordinator to ensure the provision of training in its use to new staff.

During Program Year 2013, the WorkSource Snohomish County partners will conduct an updated assessment of the technology currently available relative to requests and will devise a plan to acquire new technology as indicated.

Washington State Employment Security Department, Workforce Development Council Snohomish County, and the WorkSource Snohomish County partners have been leaders in collaborating to ensure universal access to the system's services for people with disabilities since 2000. Universal access is defined as being available to the public, ADA accessible, offering assistive features and technology, and having information available in alternate formats. The WorkSource Snohomish County system, which includes the Washington State Department of Social and Health Services Division of Vocational Rehabilitation, Washington State Employment Security Department Disabled Veterans' Outreach Program (DVOP), and Catholic Community Services of Western Washington which provides services to disabled veterans and other people with disabilities, have been able to develop an outreach strategy to addresses the needs of people with disabilities; enhance system linkages within the disability community to ensure the availability and attractiveness of WorkSource Snohomish County services; enhance the Wagner-Peyser and Workforce Investment Act universal access services available to people with disabilities in our center resource rooms; and enhance the Wagner-Peyser and Workforce Investment Act universal access services available on-line. These disability community services also include additional supports for people with significant and most significant disabilities and their Vocational Rehabilitation Counselors and/or Community Independent Living Facilitators.

Washington State Department of Social and Health Services Division of Vocational Rehabilitation staff co-located in WorkSource centers serve as a vital resource. In addition, staff funded by the Washington State Disabilities Employment Initiative also are co-located in the centers and work to enhance services to people with disabilities. The primary focus of this project is to improve educational training and employment opportunities and outcomes for adults with disabilities who are unemployed, underemployed, and/or receiving Social Security disability benefits. The focus on adult job seekers allows the project to have the broadest possible impact across the spectrum of programs and services offered within the WorkSource Snohomish County system. This focus includes the ability to expand and enhance the Ticket to Work Program for which Washington State Employment Security Department will serve as an Employment Network as the Department expands in this role to Disability Employment Initiative sites. These efforts will expand still further as the Association for Washington Businesses becomes a Ticket to Work Employment Network.

The Disability Employment Initiative includes the placement of a full-time Disability Resource Coordinator to serve as a resource and facilitator to the one-stop staff and partners, ensuring that the WorkSource Snohomish County system has the capacity to provide welcoming, effective, and seamless services to job seekers with disabilities. The Coordinator is assisted in this effort by an AmeriCorps Member. The Coordinator and Member are stationed in system facilities and identify and respond to the information and training needs of WorkSource staff and partners during regularly scheduled quarterly training sessions as well as during annual Equal Opportunity trainings. This includes training in effective coaching in the use of the Division of Vocational Rehabilitation's on-line self-assessment tool for individuals to learn if they are potentially eligible for the Division's services. During these trainings, the Coordinator will provide an orientation to the resources available through the Governor's Committee on Disability Issues and Employment clearinghouse. Additionally, the Coordinator will be instrumental in assembling and staffing Integrated Resource Teams to support job seekers with disabilities address unique and individual barriers that might otherwise hamper pursuit of their employment and career development goals.

As noted in Section I, the mental health of workers is receiving increasing attention given that more than one in four adults has a diagnosable mental health disorder and one in seventeen has a serious disorder. WDCSC recognizes that health and wellness is an important component of employment stability and partners with key healthcare service providers to provide job seekers with information they need to optimize their access the services needed to address this disability. These efforts include coordination with Snohomish County Human Services Department chemical dependency and mental health services providers through the Investing in Families Initiative to ensure that individuals with either disorder as well as those with co-occurring disorders are able to receive the treatment needed to succeed on the job and in life.

## Mature Workers

WorkSource Snohomish County links with and refers to Title V Senior Community Service Employment Program (SCSEP) services which are provided to achieve the following basic purposes: a) to foster and promote useful part-time opportunities in community service activities for unemployed, low-income persons who are age 55 and over who have poor employment prospects, b) to foster individual economic self-sufficiency, and c) to increase the number of older persons who may enjoy the benefits of unsubsidized employment in both public and private sectors. One part time staff person provides Work Experience and unsubsidized job placement assistance for 4-6 individuals per year. Additionally, Workforce Development Council Snohomish County entered into a Memorandum of Understanding with the American Association for Retired Persons (AARP) Foundation and the WorkSource Snohomish County system Memorandum of Understanding was modified in 2012 to integrate the services offered by this national SCSEP provider into the centers.

## English Language Learners

The WorkSource Snohomish County system has a wide range of products and services available in multiple languages as well as access to the services of a bank of interpreters and translators through which access to core, intensive, and training services can be ensured. All staff are trained to help job seeker customers identify their first language upon entry into a center and to obtain the interpretation and translation services needed. Additionally, signs and written materials are available in the centers in those languages most commonly spoken among Snohomish County English language learners.

The WorkSource Snohomish County system integrates a number of resources to address the needs of job seekers who are English language learners. Software is available on the system website to translate all materials into Arabic, Russian, Spanish and Vietnamese. New software is available on the Washington State system portal that translates both static content and job orders in Russian, Spanish, Korean, Simplistic Chinese, Traditional Chinese, and Japanese. Various posters and handouts are translated into additional languages and are available to job seeker customers.

All WorkSource Snohomish County centers have bilingual staff on site. Additionally, Immigrant and Refugee Forum Northwest is a WorkSource Snohomish County partner and a member of the one-stop operator consortium. The Forum has access to translators and interpreters for a variety of languages. Volunteers of America of Western Washington, which operates the Washington Information Network 2-1-1 locally, hosts a WorkSource Snohomish County connection site and utilizes non-WIA resources to provide information and referral services in a variety of languages. English as a Second Language courses are offered by community colleges on campus. Additional vocational English as a Second Language offerings are integrated with career and technical education on campus as well.

## Other Populations

Services to Unemployment Insurance Claimants are described under Questions 3., and 4., below. Services to veterans and eligible spouses are described under Question 6.

### **3. Services to Dislocated Workers**

*Describe your local area's Dislocated Worker activities (20 CFR 661.350(a)(5)), including efforts to align with multiple pathway strategies around transitioning workers through outreach and integrated service delivery (i.e., coordination with Wagner-Peyser, Trade Adjustment Assistance, and other partner programs).*

### **Integrated Delivery of Dislocated Worker Services**

This section describes the overall strategies of Washington State Employment Security Department, Workforce Development Council Snohomish County, and the WorkSource Snohomish County partners to continue

implementing an integrated service delivery model that integrates Wagner-Peyser, WIA Title I-B, and other funds to provide core, intensive, and training services to transitioning and dislocated workers. Many of these services are designed to be universally accessible and supported by all partners and programs. Universal access is defined as being available to the public, ADA accessible, offering assistive features and technology, and having information available in alternate formats. WIA program funds supplement the core services available through Wagner-Peyser and other sources.

The following are the service integration partnership principles adopted by WorkSource Snohomish County:

- Local partnerships are built upon trust, mutual benefit, and the shared belief that better service to customers is our shared priority.
- We believe that we can be more effective and produce more collectively and collaboratively than we can separately.
- We believe that by designing services that build on our collective strengths we can all benefit and better serve our customers.
- We agree on a service delivery system that is a win/win for everyone and in doing so agree to confer with each other within our network about our opportunities for new services or program opportunities.
- We will participate actively in activities that support the WorkSource Snohomish County Partnership.
- We agree to collectively work to meet our shared program outcomes.
- A model of integration is the preferred service delivery option.

WorkSource centers have been established throughout Snohomish County based upon an analysis of the population, local demographics, and available resources. They have been certified and recertified through an application and recertification process that engages Workforce Development Council Snohomish County Board Members in on-site reviews. There is a center in Everett located at the Everett Transit Station with transportation agencies and higher education institutions. WorkSource Everett includes resource rooms and services targeted to meet the needs of youth, veterans, and workers dislocated from Kimberly Clark (scheduled to close December 31, 2013). WorkSource Lynnwood is co-located with the Alderwood Community Service Office. WorkSource Monroe is co-located with St. Vincent de Paul. WorkSource Mountlake Terrace is a free-standing center that serves South County job seekers.

As noted above, the principal goal of the Operations Plan is to develop a seamless system of workforce services. Job seeker customers receive integrated screening and referral services funded by Wagner-Peyser, Trade Adjustment Assistance, WIA Title I-B, National Emergency Grant, Unemployment Insurance-related programs, and other funding streams at WorkSource centers. These services, offered in self-service and staff mediated formats include information on demand occupations, skill gaps, and access to real-time job information which is universally available as well as job listings.

Wagner-Peyser Act funded core services are provided by WorkSource Employment Security Department staff. These services include: assisting job seekers with finding employment, assisting employers with posting and filling jobs, facilitating the matching of job seekers with available job openings, participating in a system of clearing jobs between state agencies, and providing for the work test requirements associated with the unemployment insurance system. As noted above, staff write and post job openings requiring staff assisted screening to the State website at <http://go2worksource.com> and provide assistance to those business customers who prefer to list and screen their own job openings.

WIA and other program funded staff enhance the reach of Wagner-Peyser funded staff to ensure that universal access to these services is consistently available to all job seeker customers. Each partner must contribute to the delivery of core services at the center as negotiated through the budgeting process described above. Collectively, staff support customers in the resource room, provide orientations to system services, and deliver a single set of job hunter modules. Through these modules, job hunters learn how to find and get jobs. They complete job applications and prepare résumés that are utilized to support the screening, assessment, matching,

and referral of job seekers to employment opportunities listed with the system through the job order taking process described above.

Within each center, there are job postings for unmediated job listings as well as access to those jobs that require mediated services. There are information stations, which provide hard copy information on community resources and self-help guides to job search. In addition, there are Wagner-Peyser, Trade Adjustment Assistance, WIA Title I-B, National Emergency Grant, and other partner program staff in each lobby who provide concierge service to people seeking assistance as well as quick and easy facilitation to logical service connections. The range of application, assessment, testing, screening, and referral services offered to job seekers is depicted on the chart on pages 72-73.

All core services offered in the centers are provided by Washington State Employment Security Department staff, Workforce Development Council Snohomish County subcontractor staff, and other partner staff. Workforce Development Council Snohomish County staff do not provide WIA-funded core services to job seekers except in exceptional circumstances on a temporary basis such as the provision of job hunter modules during a Rapid Response in-plant orientation. It should be noted that Workforce Development Council Snohomish County staff may participate in the delivery of core services when funded by additional resources that are brought into the system to enhance the menu of services available.

A leadership team comprised of staff from Washington State Employment Security Department, Workforce Development Council Snohomish County, and the one-stop operator consortium work together to ensure all staff working in the centers receive the training needed to understand clearly the roles of each partner and each staff and that all are able to participate in the coordination of these functions.

**A MATRIX FOR JOB SEEKER FLOW THROUGH THE WORKSOURCE SNOHOMISH COUNTY SYSTEM**

	<b>CORE</b>	<b>INTENSIVE</b>	<b>ENHANCED</b>
<b>SELF-SERVICE</b>	<p><b>Eligibility for title/service:</b> (electronically or printed information station)  <b>Outreach, intake &amp; orientation</b> (CD ROM, electronic access, or printed information)  <b>Initial assessment</b> (service option menu – printed or electronic)  <b>Job search and placement assistance</b> (self-service choices on web site, job board, or in resource room, core workshops)  <b>Provision for employment statistics</b> (printed LMI, access in resource rooms and web site)  <b>Job Vacancy listings</b> (web site access to jobs, and job board, center bulletin boards)  <b>Performance information</b> (consumer reports through web site, printed version available on site)  <b>Labor Market Information (LMI)</b> (web site, printed LMI material at info station)  <b>Information on Support Services</b> (info on web site, and printed sheets at information station)  <b>Information for filing for UI</b> (<i>self-service kiosks, web site link</i>)</p>	<p>Comprehensive assessment available as self-service for ABE, interest inventories.</p>	<p>Strong Interest Inventory On-line classes and tutorials</p>
<b>GROUP</b>	<p><b>Eligibility for title/service</b> (reviewed in group orientations, or specific program intake sessions)  <b>Initial assessment</b> (core module)  <b>Job search and placement assistance</b> (core module)  <b>Provision for employment statistics</b> (core module)  <b>Job Vacancy Listings</b> (overview in orientation module)  <b>Performance information</b> (overview in orientation module)  <b>Labor Market Information (LMI)</b> (overview in orientation module)  <b>Information on Support Service</b> (orientation module, and individual program intake sessions)  <b>Information for filing for UI</b> (overview in orientation module)  <b>Follow-up</b> (core services modules)</p>	<p>Intensive modules in centers Pre-vocational classes and job readiness workshops Program specific group sessions</p>	<p>Specific vocational and academic training Customized training</p>

<p><b>ONE-ON-ONE</b></p>	<p><b>Eligibility for title/service</b> (individual intake)  <b>Outreach, intake, orientation</b> (individual intake)  <b>Initial assessment</b> (individual intake)  <b>Job Search and Placement assistance</b> (specific program staff services and shared services team)  <b>Provision of employment statistics and LMI</b> (overview in specific program meetings with staff)  <b>Job vacancy listings</b> (overview with specific program staff)  <b>Performance information</b> (specific program staff)  <b>Support services</b> (specific program staff and community resources staff in centers)  <b>Information on UI</b> (general information by staff in resource room)  <b>Follow-up</b> (specific program staff activity and shared services team)</p>	<p>Individual counseling, case management, employability planning, in-depth career planning available through specific program staff, individualized job development through employment as appropriate</p>	<p>Case managers and individual program staff provide assistance with OJT, GED, ESL, customized training, entrepreneurial training, job readiness training  Skill upgrading and retraining assistance and follow-up through individual program staff, coordinated with business services</p>
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It is through this up-front process that qualified applicants for partner program services are identified. The SKIES referral tracking function is being used in Snohomish County WorkSource centers. This enables staff to track referrals to partner agencies in order to ensure follow-up is completed and to track anticipated partner services. All job seekers who report being low-income on the SKIES assessment functions are referred to the Department of Social and Health Services for food stamps and cash assistance. Many partners, such as the Department of Social and Health Services, are co-located at WorkSource Centers enabling ease of access to such services and based on staff referral. In addition, the WorkSource system coordinates a yearly resource fair every January to bring in basic need supports to job seekers.

All job seekers are registered into the Self-Service Management System for core services and as job seekers into SKIES. A given job seeker is registered into a WIA Title I-B when consistent with State and Workforce Development Council Snohomish County policies. Those who need additional services beyond core services are eligible to receive intensive services. Those who are unable to obtain employment through an intensive service are eligible for training services. Eligibility for other partner programs is determined through the collection of registration, assessment, testing, and other data through the above process by each partner based on the parameters of the program fund source. The specific intensive and/or training services received by a given job seeker is determined through a common assessment and Individual Employment Plan development process which results in a plan of Individual and Tailored Care developed for each individual. Financial planning is conducted using a common tool, which identifies all fund sources that will be used to support a given job seeker's plan.

Training services include individualized services through On-the-Job Training and Individual Training Accounts. A given job seeker who is referred to training by or through any partner must have the skills and abilities to complete the selected course of training. The training must be linked to the employment opportunities in the local area or in another area to which the client is willing to relocate and there is documentable labor market demand, consistent with Workforce Development Council Snohomish County policy.

Regardless of whether initial contact is made with staff funded by Wagner-Peyser, Trade Adjustment Assistance, WIA, Unemployment Insurance, veterans' program, or other funds, this unified approach toward the development and implementation of a plan of Individual and Tailored Care using a wraparound approach, will be utilized to ensure each job seeker is able to receive the services needed to obtain and retain employment.

These operational practices are integrated by Washington State Employment Security Department, Workforce Development Council Snohomish County, and the one-stop operator consortium as documented in the Memorandum of Understanding. The one-stop operator consortium is charged with ensuring that the plan is implemented and will have metrics for measuring progress toward integration. There will be metrics related to the delivery of coordinated training that includes use of SKIES and O\*Net, and labor exchange policies and procedures to meet the needs of transitioning and dislocated workers.

The WorkSource Snohomish County system provides the full range of intensive and training services allowable by law to job seekers eligible for the WIA Title I-B Dislocated Worker Program. Initial assessment is focused on acquiring data elements required for system registration, a determination of the services desired by the job seeker, and collection of information regarding the job seeker's education, skills, credentials, and work experience.

For job seekers who required more intensive staff assisted services to become employed, staff provide a comprehensive assessment. At the intensive level, comprehensive assessment tools are available to job seekers such as WOIS, Dependable Strengths, and the Employment Readiness Scale™. A powerful tool that will be administered and used as a foundation for financial and career counseling is the Snohomish County Self-Sufficiency Calculator. The calculator is also a key tool in the County's overarching self-sufficiency strategy as described above. Tools that must be used at the intensive level prior to investment of WIA funds into training include the local Demand-Decline List, the Eligible Training Provider List, and Job Training Results, all of

which are accessed through the Internet with staff assistance provided to job seekers as needed. As noted above, more than 50% of all Individual Training Account funds are spent to support training in industry clusters targeted for attraction, retention, and expansion by the *Blueprint* partnership.

The local Demand-Decline List is initiated by Washington State Employment Security Department. It is maintained by Workforce Development Council Snohomish County which posts the current list on the system website. Workforce Development Council Snohomish County only makes changes to the list in instances where persuasive evidence of a change of status for a particular occupation is provided by an industry association, an industry skills panel, a community and technical college, or through a third-party survey or analysis. Workforce Development Council Snohomish County's policy and procedures related to this responsibility may be found at <http://www.worksourceonline.com>.

The criteria used to determine eligibility for training services are provided in the policies provided at <http://www.worksourceonline.com> as are the policies for awarding Individual Training Accounts to eligible Dislocated Workers.

In Program Years 2013 and 2014, Workforce Development Council Snohomish County will provide training to all system staff in *Blueprint* and career products and processes to ensure system staff are well versed in a systematic way to correlate training received with immediate and long-term career opportunities leading to self-sufficiency in industry clusters targeted for attraction, retention, and expansion by the *Blueprint* partners. The career trees for the original nine targeted industry clusters may be found at <http://www.careertrees.org>. This site is in the process of being updated to incorporate links to Washington CareerBridge and other new powerful career exploration products and tools.

During the upcoming biennium, coordination with community and technical college student services and placement staff will continue to be enhanced to increase the number of targeted industry cluster jobs filled and the number of job seekers who enter training-related employment.

Workforce Development Council Snohomish County and the Snohomish County *Blueprint* partners have collaborated extensively to attract resources to provide greater career and education advancement opportunities, supported by College to Careers Navigators, to transitioning and dislocated workers in Snohomish County; increase the accessibility of training programs and reduce the time it takes to complete training; and improve training for dislocated workers with barriers to advancement. Key efforts have been designed to address the needs of Unemployment Insurance Claimants as described below

### **System Response to Address the Needs of Unemployment Insurance Claimants**

Washington State Employment Security Department, Workforce Development Council Snohomish County, and the WorkSource Snohomish County partners have been leaders in the integration of Wagner-Peyser, Trade Adjustment Assistance, National Emergency Grant, WIA Title I-B Dislocated Worker, and Unemployment Insurance-related programs for claimants since the inception of the Workforce Investment Act.

As noted above, the WorkSource Snohomish County system offers the full range of core, intensive, and training services to dislocated workers. These services are integrated, with co-enrollment utilized whenever possible, with Trade Adjustment Assistance services in instances where a dislocated worker has been separated from a business with a current petition and is eligible for such assistance under the terms of that petition. Consistent with TEGs 5-00 and 21-00, all Trade Act benefits and services in Snohomish County are delivered through WorkSource Snohomish County centers with benefits and services being provided by state merit-staffed employees where required.

This practice began with the integration of services to workers dislocated from airlines, aerospace, and related industries following the horrific events of 9/11. WIA Title I-B Dislocated Worker, Trade Adjustment Assistance, and AARI 9/11 National Emergency Grant funds were integrated with Unemployment Insurance-

related programs to provide a comprehensive array of services to the workers served. Through this experience, a highly effective Rapid Response protocol was developed (described under Question 4., below) that has continued to serve Snohomish County transitioning and dislocated workers.

In recent years, this protocol has been dramatically enhanced by the use to technology to facilitate the gathering of information about the needs of affected workers, coordinate services, provide a broader array of training options, and effectively match workers with employment opportunities in targeted industry clusters.

These practices have all been being implemented in the management of services to the workers dislocated by the closure of the Kimberly-Clark plant in Everett in 2012.

Washington State Employment Security Department, Workforce Development Council Snohomish County, the WorkSource Snohomish County partners, and an array of community partners came together to utilize technology effectively to meet the needs of Unemployment Insurance claimants through the creation of the Help for Hard Times website which may be found at <http://www.uwsc.org/gethelp.php>. This site was launched as the Great Recession began, was replicated in communities throughout the nation, and continues to be managed by and available through United Way of Snohomish County. A team of WorkSource partners developed the road map for affected workers that is provided on the site.

As the recession wore on, thousands of Unemployment Insurance claimants began exhausting State and Federal benefits. In response, Washington State Employment Security Department, Workforce Development Council Snohomish County, and the WorkSource Snohomish County partners came together to develop an effort for Reconnecting Individuals to Sustainable Employment, Project RISE, which provided a comprehensive array of high-intensity services to workers who had been receiving Unemployment Insurance for 79 or more weeks.

The WorkSource Snohomish County partners and our community partners will continue to launch data-informed and research-based solutions to the needs of Unemployment Insurance claimants and all transitioning dislocated workers at the speed of business.

#### **4. Rapid Response Strategy**

*Describe your local area's Rapid Response strategy (20 CFR 661.350(a)(6)) and WIA Sect. 118(a)(5), including the coordination of state and local resources and activities.*

In Snohomish County, Washington State Employment Security Department, Workforce Development Council Snohomish County, and the WorkSource Snohomish County partners have a fully developed strategy for ensuring that Rapid Response services are coordinated with the statewide Rapid Response efforts consistent with Workforce Development Council Snohomish County and State Rapid Response policies. These services are provided by both Wagner-Peyser and WIA Title I-B funded staff who work in concert under the direction of Workforce Development Council Snohomish County in collaboration with Business Services Team.

The WorkSource Snohomish County system offers the full range of Rapid Response services to businesses and workers facing dislocation. These services are integrated, with co-enrollment utilized whenever possible, with Trade Adjustment Assistance services in instances where a dislocated worker has been separated from a business with a current petition and is eligible for such assistance under the terms of that petition. Consistent with TEGs 5-00 and 21-00, all Trade Act benefits and services in Snohomish County are delivered through WorkSource Snohomish County centers with benefits and services being provided by state merit-staffed employees where required.

The WorkSource Snohomish County system also offers a range of Rapid Response services to affected businesses and workers. These services are delivered within the context of the following shared key principles:

- A recognition that early intervention is critical to orderly business downsizing or closure and dislocated workers' successful adjustment;
- Provision of as much flexibility as possible to building a workforce investment system that meets the needs of its clients;
- Promotion of a seamless one-stop service delivery system that is customer friendly;
- Elimination of duplicate assessments and other services among one-stop partners; and
- Promotion of a no-wrong door approach, that is, one in which both the business receives the services needed to return to profitability if restructuring and workers receive the services required to return to work that utilize their skills, knowledge, and abilities as quickly as possible.

This approach is predicated on all ten Quality Rapid Response Program Principles as described below.

Sooner versus Later: To assure the linkage between Rapid Response and Trade Act programs, Workforce Development Council Snohomish County funds a full-time staff person who conducts Rapid Response activities. This staff provides businesses that issue WARN notices and general announcements of closure and downsizing with the full range of Rapid Response services.

Aversion Better than Layoff: These services include Rapid Responses to early warning to determine if jobs can be saved through retraining or skill upgrading.

Customer Choice: When these aversion strategies are not able to prevent layoffs, Trade Act, Dislocated Worker, Unemployment Insurance, and, when appropriate, National Emergency Grant, staff conduct in-plant briefings along with employers and labor regarding the range of services that will be available to affected workers. Workers are provided with detailed information about the services available in the WorkSource Snohomish County centers. Individuals may then sign up for orientations at the centers. WorkSource Snohomish County also offers specific on-line tools and videos to assist with decision making.

The WorkSource Snohomish County system utilizes the core, intensive, and training model of integrated service delivery for affected workers. All Wagner-Peyser, WIA, and non-WIA funded staff participate in the delivery of core and some intensive services including resource room support and job hunter modules. Generally, job seekers are registered into Wagner-Peyser services and receive an initial assessment of additional service needs. Customer needs and choice drive the Individual Employment Plan developed including the selection of training in demand occupations from the Eligible Training Provider List.

Leverage Resources: For those individuals in need of training to become self-sufficient as quickly as possible, WIA and/or Trade Act funded staff develop financial plans which take into account all appropriate resources for which the individual is eligible. This includes not only those resources to support the cost of training, but also the resources needed for income support and supportive services. These resources include those provided by the business and organized labor. In addition to Federal financial aid, tuition is generally paid through Trade Act although another source may be utilized for the payment of prerequisite course or short-term training costs. Income supports are generally paid through a combination of Unemployment Insurance, federal extension(s), state extension(s), Trade Readjustment Allowances, and State Training Benefits. Supportive services, which cannot be otherwise financed, are generally financed with WIA funds.

Thus, the WorkSource Snohomish County system utilizes all options in the Department of Labor funding matrix to ensure the effective integration of TAA, UI/TRA, Wagner-Peyser, WIA, and other funds into a single, unified plan of service designed to expedite the return of each affected worker to suitable employment leading to self-sufficiency.

Seamless Delivery: The job seeker completes a comprehensive set of documents through which eligibility for WIA and Trade Act services can be determined, consents obtained, assessment conducted, and a single Individual Employment/Training Plan developed that guides the delivery of all services, regardless of the

partner providing those services. All service delivery transactions are recorded on a single set of forms and all such transactions, regardless of the program financing a given service or benefit, are entered into the single, statewide, management information system, SKIES.

In addition to an integrated documentation system, WorkSource Snohomish County uses a seamless approach toward the delivery of core, intensive, and training services that is predicated on best practices for active, client-centered service planning that results in the delivery of Individual and Tailored Care rather than the "follow-up" case management approach historically utilized by Trade Act programs. Constant integration of resources to support staffing at an optimal client to staff ratio, which is much lower than "traditional" Trade Act ratios, is an essential element of this delivery.

On-Site Better than Off-Site: As noted above, early intervention services are delivered at the business' site whenever possible. For large layoffs, Workforce Development Council Snohomish County establishes a temporary center, in a location that is both known and accessible to affected workers. For example, the Trade Act/Dislocated Worker/NEG assistance that was provided to workers laid off by The Boeing Company was provided from the WorkSource Aerospace Center, which was located in the building formerly occupied by the Boeing Career Transition Center at Paine Field in close proximity to the company's Everett plant. The WorkSource partners conducted coordinated, in-plant orientations for the more than 700 workers dislocated as a result of the recent closure of the Kimberly-Clark plant on the Everett waterfront, which greatly facilitated the transition of workers to WorkSource Snohomish County center-based services when the plant was demolished.

Active Promotion: As noted above, the WorkSource Snohomish County system actively promotes its reemployment and business services. This is done through websites, through in-plant briefings, and by center-based staff. Additionally, Workforce Development Council Snohomish County produces a number of publications for widespread distribution to further promote system services.

Success is Measurable: As also noted above, all WorkSource Snohomish County system services have measurable outcomes, which are captured, in SKIES. Additional information for continuous quality improvement is captured through just-in-time measures of customer satisfaction at all centers.

Consistent and Accurate Information: All staff that make presentations regarding WorkSource Snohomish County services, regardless of the funds from which they are paid, are trained to present uniform and factual information about the services and benefits of the system to job seekers and business.

Partnerships: The collaboration and cooperation of all partners in the system is critical to the full and effective integration of these various funding streams to the benefit of affected workers, their employers, and the community.

The processes through which each of these principles is being implemented for petitions filed on or after November 4, 2002 are consistent with the requirements provided in TEG 11-02.

## **5. Approaches and Tactics for Meeting Employer Needs**

*Describe how your local area meets the needs of employers (20 CFR 661.350(a)(i)), including approaches and tactics to connect employers to WorkSource resources and to help employers strengthen and grow their businesses, and how these efforts align with local multiple pathway strategies designed to benefit employers.*

All business services are offered by a shared services team utilizing a coordinated approach throughout the WorkSource Snohomish County system. This approach allows businesses to access the entire system through one direct phone call or email. No matter where a business makes contact with the system, the contact is directed appropriately for a consistent response. This coordinated approach is used for outreach, job listing, job development, and for the provision of related services including services related to Worker Adjustment Retraining Notification (WARN), Rapid Response, unemployment insurance, the Trade Adjustment Assistance

Act and related legislation, National Emergency Grants, and coordination with other core, intensive, and training services funded whether through Wagner-Peyser, WIA I-B, and/or other fund sources.

### **Outreach to Business**

WorkSource Snohomish County utilizes a multi-pronged approach to reach out to business. The system uses virtual, web-based, and in person strategies to widely disseminate products that prominently display the WorkSource brand. These products are also offered at events such as hiring events, job fairs, and resource fairs that are either developed or supported by WorkSource Snohomish County. The Blueprint partners, including local Centers of Excellence, the Associate Development Organization, Snohomish County Government, industry associations, and other partners including organized labor organizations also sponsor and co-sponsor events to raise business awareness of the system and its services.

The system engages in the following steps to identify businesses for intensive outreach:

- Conduct analyses of specific business use of the system to identify those using the system, by cluster.
- Compare businesses within targeted key industry clusters for number of openings against SKIES data on job seekers within those clusters.
- Target businesses within industry clusters identified for outreach and development that employ individuals in high demand occupations, jobs that offer high wages, jobs with high job seeker pool matches, jobs that offer benefits, and jobs that offer professional development and career pathway/wage progression opportunities.
- Assign staff to the business and provide current labor market data and cluster analyses for Snohomish County and customized reports as an outreach and marketing tool.
- Develop a relationship with the business, offering the full range of intensive and enhanced business services available through WorkSource Snohomish County.

### **Job Listing**

The purpose of these outreach services is to both meet business needs and generate job listings for system job seeker customers. Businesses can enter their own, unsuppressed job orders and have access to printed and electronic labor market information available in WorkSource center resource rooms and through the system's electronic portals including <http://www.worksourceonline.com> and <http://www.go2worksource.com>.

All Business Services WorkSource staff are also able to input job orders into SKIES on behalf of businesses. Staff in the centers are also cross-trained to supplement these activities and provide support to increase the system's capacity to be collaborative: each partner agency contributes to core business services activities as determined through the budgeting process described above. All system staff conduct follow up on these job orders as appropriate and ensure entry of all relevant follow up information into SKIES.

Job orders that are mediated, that is, job seekers are referred to openings through a matching process, which is based on specific employment criteria. WorkSource Snohomish County staff, including Washington State Employment Security Department specialists, conduct this match from the entire universe of registrants into SKIES and are responsible for follow up with program-specific staff, as appropriate, and with business. These specialists also coordinate all enhanced job matching services, which may include testing, advertising, targeted recruitment, and follow up with screened referrals. Any or all WorkSource Snohomish County partners may be engaged to enhance the pool of referrals and garner assessment and testing results for job seekers to be referred.

### **Job Development**

WorkSource staff engage in ongoing job development to support the strengthening and growth strategies of businesses. Active job development is conducted on two levels, individual customer and system. On the

individual customer level, all system staff coordinate job order taking, follow up, and job development efforts to identify potential matches between job seekers being served by system staff and business needs. Staff that are developing jobs make contact with businesses directly, enter data, and provide follow up as needed to preserve coordinated service delivery.

At the systems level, job development is conducted by Wagner-Peyser, WIA, and other system staff and is coordinated by the one-stop operator consortium. The job orders developed through these activities are managed through the job order taking and follow up businesses processes described above. These staff work closely together to coordinate outreach activities and the sharing of information throughout the entire system. Requests that come in for specific recruitment assistance in various parts of the county generate a response from the entire WorkSource Snohomish County team.

### **Additional Business Services**

WorkSource Snohomish County staff offer On-the-Job Training to businesses in targeted industry clusters to address a lack of available job seekers as well as increase industry involvement and investment in work-integrated learning. Staff also help businesses access other demand-driven training funds to meet their needs as indicated for new and incumbent workers.

The one-stop operator consortium also coordinates the use of WorkSource facilities for mass recruitment, interviewing, and prescreening of applications and résumés as well as for business seminars and trainings.

A comprehensive menu of business services is provided below. This array of services has been designed specifically to align with local multiple pathway strategies designed to benefit employers at all phases in the business cycle, to increase industry involvement in work-integrated learning, and increase employer investment in workforce training.

- Labor Market Information: WorkSource Snohomish County provides access to the following local and state labor market information to business customers:
  - Occupational descriptions
  - Job and industry growth patterns
  - Economic trends and forecasts
  - Wage and benefit information
  - Skill standards
  - Labor force information
  - Population and demographic information
- Job Listing: Businesses and other employers can list job openings in SKIES according to their business needs as described in further detail below.
- Applicant Referral: WorkSource Snohomish County refers qualified job seekers to job openings based on businesses requirements.
- Business Assessment: WorkSource Snohomish County staff conduct assessment and offer services, options, and solutions to address the needs of businesses.
- Access to Employee Training and Re-Training: WorkSource Snohomish County offers information about a variety of employee training including
  - Skills enhancement
  - Skill assessment
  - Basic skills
  - English as a second language

- On-the-job training
  - Apprenticeships
  - Customized or other employer-based training
  - Employer training incentives
  - Community and technical colleges
- Business Assistance Information and Referral: WorkSource Snohomish County staff can direct businesses to or assist with:
    - Business registration (master business application)
    - Business retention, creation, or expansion
    - Employment laws and regulations
    - Fair labor practices
    - Interpretive services for recruitment and hiring
    - Employee retention
    - Unemployment Insurance information
    - Tax information
    - Tax incentives and tax credit information (e.g., Work Opportunity Tax Credit)
    - Referral to local business resources
  - Access to [www.Go2WorkSource.com](http://www.Go2WorkSource.com)
  - Business Restructuring or Closure Information and Referral: WorkSource provides assistance with:
    - Services to avoid layoffs (shared work options)
    - Services to avoid closures
    - Major layoffs and plant closures
    - Worker Adjustment Re-Training Notification Act (WARN) requirements
    - Re-employment services
  - Access to Facilities
    - Professional recruitment and interviewing environment based on local availability
    - Computers, internet connections, and staff assistance

## 6. Veterans and Eligible Spouses

*Describe your local area's efforts to provide targeted outreach to veterans and eligible spouses, including a description of any special initiatives to serve the veteran population.*

Washington State Employment Security Department, Workforce Development Council Snohomish County, and the WorkSource Snohomish County partners provide targeted outreach to veterans and eligible spouses. The partners also engage in a number of special initiatives to serve Snohomish County veterans.

All WorkSource staff reach out to and serve veterans. LVERs are key to this effort: they coordinate provision of services to all veterans and other covered persons and ensure that such services are provided in accordance with the applicable provisions of Title 38 of the USC. They maintain regular contact with community leaders, business, organized labor, training programs, and veterans' organization for the purpose of keeping all advised of veterans and eligible covered persons available for employment and training. They also keep veterans and eligible covered persons advised of opportunities for employment and training.

LVERs also work closely with appropriate Department of Veterans Affairs personnel engaged in providing counseling or rehabilitation services under Title 38, USC, Chapter 31. They also coordinate with business to identify disabled veterans who have completed or are participating in vocational rehabilitation training and are in need of employment.

The role of the DVOPs is to perform those duties directly related to meeting the employment needs of eligible veterans in accordance with Title 38, USC, and the special provisions contained in the Special Provisions of the DVOP/LVER grant. DVOPs provide case management services to eligible veterans including but not limited to the development of outreach programs in cooperation with appropriate Department of Veterans Affairs personnel engaged in providing counseling or rehabilitation services under Title 38, USC, Chapter 31. They also cooperate with educational institutions and business to ensure maximum assistance to disabled veterans who have completed or are participating in vocational rehabilitation. They provide outstationed services at selective Transition Assistance Program sites, including workshop facilitation and outreach activities.

The members of the veterans' service team also provide outreach services at the Naval Station Everett for Navy personnel as well as at the Stations' Family Support Center so veterans and their families are able to gain the knowledge and skills needed to make a successful transition to the civilian labor force.

The needs of veterans with multiple barriers and recently separated veterans with military occupational specialties that are not readily transferable to the civilian workforce are addressed on a case-by-case basis. Veterans and covered spouse have priority of service and services may include a combination of self-service, facilitated self-service, group services, and/or referral to supportive services. Local Veterans' Employment Representatives (LVER) and DVOP specialists provide in-depth support to those veterans with severe barriers to employment and in need of intensive one-on-one services. This is done irrespective of agency or program affiliation. In addition, LVERs and DVOPs act as liaisons to ensure that other WorkSource staff are aware of the particular needs and priorities of veterans. Workforce Development Council Snohomish County and WorkSource Snohomish County partners are also actively engaged in enhancing veterans' transition services in Snohomish County. The Council and Washington State Employment Security Department have joined forces with Snohomish County to actively collaborate to expand services, enhance credentials and skills crosswalks and translations, and provide comprehensive transition assistance through a strategic effort that will be consolidated in the WorkSource Snohomish County Veterans' Center to be established in 2013.

There are several additional key special initiatives for serving veterans in Snohomish County. Catholic Community Services of Western Washington is a key partner. This faith-based organization operates a Homeless Veterans' Reintegration Program (HVRP) with national direct funding from the Department of Labor to the Washington State Department of Veterans Affairs. Under this initiative, HVRP specialists lead a team-based case management approach toward addressing the needs of homeless veterans through an approach of Individual and Tailored Care in 12 separate key life domains critical to the successful reintegration of participating veterans into the labor force. These services are focused on the attainment of employment, retention, wage progression, and, ultimately, self-sufficiency of each participating veteran. Catholic Community Services also operates veterans housing and transportation programs and has a Supportive Services for Veteran Families grant.

A related effort is the work of the Veterans Homelessness Partnership, a subcommittee of the Homeless Policy Task Force which is Snohomish County's Continuum of Care that oversees the County's 10 Year Plan to End Homelessness, *Everyone at Home Now*. Veterans experience homelessness at a rate much higher than the general population. The Partnership, which includes strong representation from the WorkSource Snohomish County system, is actively involved in addressing this key challenge to the successful transition of veterans to civilian employment and life. Through the work of this body, the WorkSource system partners have gained access to newly created emergency and time limited housing for veterans as well as HUD-VASH vouchers for those most in need.

Additional plans to expand the Snohomish County Investing in Families Initiative to end family homelessness specifically for veteran families are also under development.

Finally, the Snohomish County Human Services Department has launched a tremendous new resource, the Network of Care that may be found at <http://snohomish.wa.networkofcare.org/veterans/>. This on-line resource

makes it possible for WorkSource Snohomish County system partners to learn about and align a wide array of resources to meet the needs of community veterans and their families.

Taken together, these programs and services form the core of the WorkSource Snohomish County VETS Initiative. The long-term intent of the VETS Initiative is to create a comprehensive array of WorkSource veterans' transition services to serve those who have served Snohomish County, Washington State, and our nation.

## **7. Branding**

*Describe your local area's plans for American Job Center Network (AJC) branding as informed by WIN 0025.*

Washington State Employment Security Department, Workforce Development Council Snohomish County, and the WorkSource Snohomish County partners are incorporating the federal American Job Center Network (AJC) branding into local WorkSource Snohomish County branding in response to TEG 36-11 and as informed by WIN 0025.

The partners will utilize the following approach for the WorkSource Snohomish County system:

1. Workforce Development Council Snohomish County will add the AJC tagline to all newly created and printed WorkSource Snohomish County materials.
2. Workforce Development Council Snohomish County will add the AJC tagline to printed WorkSource Snohomish County materials as materials are revised and/or reprinted.
3. Workforce Development Council Snohomish County will also add the AJC tagline to the WorkSource brand on the local WorkSource Snohomish County website, [www.worksourceonline.com](http://www.worksourceonline.com), as well as logoed branding on resource room computer desktops.
4. The Workforce Development Council Snohomish County Director of Communications will train WorkSource Snohomish County site operator and program staff on AJC brand integration at staff meetings during the months of March and April, 2013. The Director of Communications will also provide ongoing technical assistance to WorkSource Snohomish County staff for AJC branding integration, including providing high-resolution logos as needed and providing oversight to ensure the consistent and appropriate use of the AJC tagline.
5. Workforce Development Council Snohomish County staff responsible for the certification and oversight of WorkSource Snohomish County connection and affiliate sites will provide training and technical assistance to connection and affiliate sites on the new AJC brand tag line integration and ensure that connection computer desktops and future printed materials include the AJC tagline.

**WIA Service Providers (include WDC if applicable)**

**WDA #: 4**

<b>Dislocated Worker Program</b>	<b>Indicate service(s) provided by each</b>		
Service Provider	Core	Intensive	Training
ResCare Workforce Solutions	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Refugee and Immigrant Services Northwest	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>Adult Program</b>	<b>Indicate service(s) provided by each</b>		
Service Provider	Core	Intensive	Training
ResCare Workforce Solutions	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Refugee and Immigrant Services Northwest	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>Youth Program</b>	<b>Indicate service(s) provided by each</b>		
Service Provider	Core	Intensive	Training
ResCare Workforce Solutions	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Marysville School District	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Tulalip Tribes	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Darrington Family Support and Resource Center	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Northwest Educational Services District #189	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Refugee and Immigrant Services Northwest	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Note:** WSID may issue separate requests for a current list of WIA Title I-B service providers in the future.

**SECTION 4: WIA TITLE 1-B WORKSOURCE SYSTEMS ASSURANCES**  
**2013-2017 WIA Title I-B and WorkSource System Assurances**

<b>Planning Process and Public Comment</b>		<b>References</b>
<input checked="" type="checkbox"/>	1. The local board has processes and timelines, consistent with WIA Section 118(c)(2) to obtain input into the development of the Local Plan and to give opportunity for comment by representatives of local elected officials, local workforce investment boards, businesses, labor organizations, other primary stakeholders, and the general public for a 30-day period.	WIA Sections 118(b)(7), 118(c)(1), 118(c)(2); 20 CFR 661.345(b)
<input checked="" type="checkbox"/>	2. The local board afforded entities responsible for planning or administering programs and activities covered in the Local Plan opportunities to review and comment on the draft plan.	WIA Sections 118(b)(7), 118(c)(1), 118(c)(2); 20 CFR 661.345(b)
<input checked="" type="checkbox"/>	3. The final local plan is available and accessible to the general public.	20 CFR 661.345(b)(1)
<input checked="" type="checkbox"/>	4. The local board has established procedures to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.	WIA Section 117(e); 20 CFR 661.307
<b>Required Policies and Procedures</b>		<b>References</b>
<input checked="" type="checkbox"/>	5. The local board makes publicly-available any local requirements for the public workforce system, such as policies, including policies for the use of WIA Title I funds.	WIA Section 118(b)(10); 20 CFR 665.350(a)(13)
<input checked="" type="checkbox"/>	6. The local board has established a written policy or procedure that identifies circumstances that might present conflict of interest for any local workforce investment board or entity that they represent, and provides for the resolution of conflicts.	WIA Sections 112(b)(13), 111(f), 117(g); WIA Policy 3420 Revision 1
<input checked="" type="checkbox"/>	7. The local board has copies of memoranda of understanding between the local board and each one-stop partner concerning the operation of the one-stop delivery system in the local area, and has provided the State with the latest versions of its memoranda of understanding.	WIA Section 121(c), 134(d)(2); 20 CFR 661.120(b), 661.350, 662.310(b)(c), WorkSource System Policy 1013
<input checked="" type="checkbox"/>	8. The local board has written policy or procedures that ensure one-stop operator agreements are reviewed and updated at least every two years.	WIA Section 118(b)(10); WorkSource System Policy 1008 Revision 1
<input checked="" type="checkbox"/>	9. The local board has negotiated and reached agreement on local performance measures with the chief elected official and the governor.	WIA Sections 117(d)(5), 118(b)(3); 20 CFR 665.301(5)
<input checked="" type="checkbox"/>	10. The local board has procurement policies and procedures for selecting one-stop operators, awarding contracts under WIA Title I-B Adult and Dislocated Worker funding provisions, and awarding contracts for Youth service provision under Title I-B in accordance with applicable state and local laws, rules, and regulations, provided no conflict exists with WIA.	WIA Sections 121(d)(2) (A), 123; 20 CFR 662.410; 20 CFR 663.430; 20.CFR 661.310; WIA Policy 3405
<input checked="" type="checkbox"/>	11. The local board has procedures for identifying and determining the eligibility of training providers and their programs to receive WIA Title I-B individual training accounts and to train dislocated workers receiving additional unemployment insurance benefits via the state's Training Benefits Program.	WIA Sections 117(d)(2)(c), 118(b)(2)(A), 122; 20 CFR 663.350(a)(3)(i), 663.500-590; WIA Policy 3635
<input checked="" type="checkbox"/>	12. The local board has written procedures for resolving grievances and complaints alleging violations of WIA Title I regulations, grants, or	WIA Section 188; 20 CFR 667.600; WIA Policy 3440, Revision 1; WIA Policy

	other agreements under WIA and written policies or procedures for assisting customers who express interest in filing complaints at any point of service, including, at a minimum, a requirement that all partners can identify appropriate staff contacts and refer customers to those contacts.	3445; WIA Policy 3450 Revision 1; WorkSource System Policy 1012
<input checked="" type="checkbox"/>	13. The local board has assurances from its one-stop operator that all one-stop centers and, as applicable, affiliate sites have front-end services consistent with the state's integrated front-end service policy and their local plan.	WorkSource System Policy 1010 Revision 1
<input checked="" type="checkbox"/>	14. The local board has established at least one comprehensive, full-service one-stop center and has a written process for the Chief Local Elected Official and local board to determine that the center conforms to the definition therein.	WIA Section 134(a)(2); 20 CFR 662.100
<input checked="" type="checkbox"/>	15. The local board provides to employers the basic business services outlined in WorkSource System Policy 1014.	WorkSource System Policy 1014
<input checked="" type="checkbox"/>	16. The local board has written processes or procedures and has identified standard assessment objectives and resources to be used to support service delivery strategies at one-stop centers and, as applicable, affiliate sites.	WorkSource System Policies 1016 and 1011; WIA Policy 3685; WIA Title II, SBCTC State Assessment Policy
<input checked="" type="checkbox"/>	17. The local board ensures that outreach is provided to populations and sub-populations who can benefit from one-stop services.	WIA Section 188; 29 CFR 37.42
<input checked="" type="checkbox"/>	18. The local board implements universal access to programs and activities to individuals through reasonable recruitment targeting, outreach efforts, assessments, service delivery, partnership development, and numeric goals.	WIA Section 188; 29 CFR 37.42
<input checked="" type="checkbox"/>	19. The local board complies with the nondiscrimination provisions of Section 188, and assures that Methods of Administration were developed and implemented.	WIA Section 188; 29 CFR 37.54(a)(1); WIA Policy 3445 and 3450 Revision 1
<input checked="" type="checkbox"/>	20. The local board collects and maintains data necessary to show compliance with nondiscrimination provisions of Section 188.	WIA Section 185; 29 CFR 37.37; WIA Policy 3445 and 3450 Revision 1
<input checked="" type="checkbox"/>	21. The local board complies with restrictions governing the use of federal funds for political activities, the use of the one-stop environment for political activities, and the local board complies with the applicable certification and disclosure requirements.	WorkSource System Policy 1018; 2 CFR Part 225 Appendix B; 2 CFR Part 230 Appendix B; 48 CFR 31.205-22; RCW 42.52.180; TEGL 2-12; 29 CFR Part 93.100
<input type="checkbox"/>	22. The local boards in WDAs 3, 8, 9, & 11 negotiate an MOU with the WIA 167 grantee which sets forth their respective responsibilities for making the full range of services available through the One-Stop system available to farmworkers.	WIA Section 167 20 CFR 669.220(a)
<input checked="" type="checkbox"/>	23. The local board follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIA, and applicable Departmental regulations.	WIA Sections 136(f)(2), (f)(3), 122, 85(a)(4)(B); 20 USC 1232g; 20 CFR 666.150; 20 CFR part 603
<b>Administration of Funds</b>		<b>References</b>
<input checked="" type="checkbox"/>	24. The local board has a written policy and procedures to competitively award grants and contracts for WIA Title I activities (or applicable federal waiver), including a process to be used to procure training services made as exceptions to the Individual Training Account process.	WIA Section 118(b)(9); 20 CFR 661.350(a)(10); WIA Policy 3405; WIA Section 134(d)(4)(G); 20 CFR 663.430(a)
<input checked="" type="checkbox"/>	25. The local board has accounting systems that follow current Generally Accepted Accounting Principles (GAAP) and written fiscal-controls	WIA Section 118(b)(8) WIA Policy 3230 Revision 1; WIA Policy

	and fund-accounting procedures and ensures such procedures are followed to ensure proper disbursement and accounting of fund allotments made for WIA adult, dislocated worker, and youth programs.	3250
<input checked="" type="checkbox"/>	26. The local board ensures compliance with the uniform administrative requirements in WIA through annual, on-site monitoring of each local sub-recipient.	WIA Section 184(a)(3); 20 CFR 667.200; 20 CFR 667.400; 20 CFR 667.410; WIA Policy 3230 Revision 1
<input checked="" type="checkbox"/>	27. The local board has a local allowable cost and prior approval policy that includes a process for the approval of expenditures of \$5,000 or more for equipment requested by subcontractors.	WIA Policy 3260, Revision 2
<input checked="" type="checkbox"/>	28. The local board has a written debt collection policy and procedures that conforms with state and federal requirements and a process for maintaining a permanent record of all debt collection cases that supports the decisions made and documents the actions taken with respect to debt collection, restoration, or other debt resolution activities.	WIA Section 184; 20 CFR Part 652; 20 CFR 667.410(a), 667.500(a)(2), 667.740; WIA Policy 3265 Revision 1
<input checked="" type="checkbox"/>	29. The local board has a written policy and procedures for ensuring management and inventory of all properties obtained using WIA funds, including property purchased with JTPA funds and transferred to WIA, and that comply with WIA, Washington State Office of Financial Management (OFM) and, in the cases of local government, Local Government Property Acquisition policies.	WIA Section 184(a)(2)(A); 20 CFR Part 652; 29 CFR Part 95; 29 CFR Part 97; OMB Circular A-21; OMB Circular A-87; OMB Circular A-110; OMB Circular A-122; OMB Circular A-133; OMB Circular A-133; Federal Register Vol. 65, No. 124; Generally Accepted Accounting Procedures (GAAP); WIA Policy 3452
<input checked="" type="checkbox"/>	30. The local board will not use funds received under WIA to assist, promote, or deter union organizing.	WIA Section 181(b)(7); 20 CFR 663.730
	<b>Eligibility</b>	<b>References</b>
<input checked="" type="checkbox"/>	31. The local board has a written policy and procedures that ensure adequate and correct determinations of eligibility for WIA-funded core and intensive services and qualifications for enrollment of adults, dislocated workers, and youth in WIA-funded intensive and training services, consistent with state policy on eligibility and priority for service.	WIA Section 134(d)(4)(E); 20 CFR Part 663 Subpart A, B, and C; WIA Policies 3636 Revision 1, 3638, 3920 Revision 1, and 3640 Revision 2
<input checked="" type="checkbox"/>	32. The local board has a written policy and procedures for awarding Individual Training Accounts to eligible adults, dislocated workers, and youth receiving WIA Title I-B training services, including dollar and/or duration limit(s), limits on the number of times an individual may modify an ITA, and how ITAs will be obligated and authorized.	WIA Section 134(d)(4)(G); 20 CFR 663.400, 663.410, 663.420, 663.430, 663.440; WIA Policy 3655
<input checked="" type="checkbox"/>	33. The local board has a written policy and procedures that establish internal controls, documentation requirements, and leveraging and coordination of other community resources when providing supportive services and, as applicable, needs-related payments to eligible adult, dislocated workers, and youth enrolled in WIA Title I-B programs.	WIA Sections 129(c)(2)(G), 134(e)(2); 20 CFR Subpart H, 663.800-840; 20 CFR 664.440; WIA Policy 3695 Revision 1

☒	<p>34. The local board has a written policy for priority of service in its WorkSource centers and, as applicable, affiliate sites and for local workforce providers that ensures veterans and eligible spouses are identified at the point of entry so they can take advantage of priority of service, are made aware of their entitlement to priority of service, and provided information on the array of employment, training and placement services and eligibility requirements for those programs or services.</p>	<p><i>Jobs for Veterans Act; Veterans' Benefits, Health Care, and Information Technology Act; 20 CFR 1010; TEGL 10-09; Veterans Program Letter 07-09; WorkSource System Policy 1009 Revision 1</i></p>
<b>Performance</b>		<b>References</b>
☒	<p>35. The local board has a process to annually review the results of the State Core Measures for programs in the workforce development system and a process for considering the State Core Measures results in local planning efforts.</p>	<p>WorkSource System Policy 1017</p>

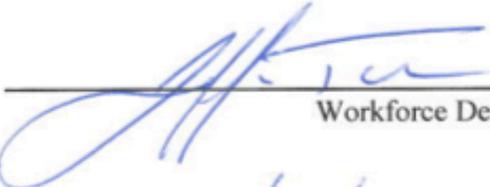
**SECTION 5: CERTIFICATION BY THE CHIEF LOCAL ELECTED OFFICIAL AND THE WORKFORCE DEVELOPMENT COUNCIL CHAIRPERSON**

**WDA #: 4**

Workforce Development Council Snohomish County certifies that it complies with all required components of the Workforce Investment Act Title I-B and Wagner-Peyser Act and plan development guidelines adopted by the state Workforce Board on November 15, 2012. The Council also assures that funds will be spent in accordance with the Workforce Investment Act, the Wagner-Peyser Act, and their regulations, written U.S. Department of Labor guidance implementing these laws, and all other applicable federal and state laws and regulations.

  
\_\_\_\_\_  
Chief Local Elected Official

5/3/13  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Workforce Development Council Chair

5/21/13  
\_\_\_\_\_  
Date

## **APPENDIX A: PERFORMANCE ACCOUNTABILITY**

*The Workforce Board will issue future year performance targets once consultations are complete. These targets are to be appended to this document at that time.*

## APPENDIX B: CORE MEASURE RESULTS

The adjusted levels of performance on federal common measures and state core measures for twelve programs in Snohomish County for Program Year 2012 are provided below.

### ADULTS

Program	Employment Rate	Credential Rate	Annualized Earnings
Apprenticeship	73.8%	49.6%	\$47,477
Community Technical College Professional-Technical Education	60.3%	51.6%	\$30,270
Private Career Schools	70.6%	82.0%	\$21,395
Workforce Investment Act Title I-B Dislocated Worker	73.2%		\$42,258
Worker Retraining Program	63.9%	62.0%	\$34,491

### ADULTS WITH BARRIERS

Program	Employment Rate	Rehabilitation Rate	Annualized Earnings
Adult Basic Education	51.0%		\$18,439
Department of Services for the Blind	48.0%	68.0%	\$32,490
Division of Vocational Rehabilitation	47.4%	57.4%	\$16,404
Workforce Investment Act Title I-B Adult	56.9%		\$28,713
WorkFirst	39.8%		\$13,160

### YOUTH

Program	Employment/ Postsecondary Enrollment Rate	Placement Rate	Annualized Earnings
Secondary Career and Technical Education	85.5%		\$11,446*
Workforce Investment Act Title I-B Youth		43.4%	\$7,770

\* Not in school

## **APPENDIX C: STRATEGIC PLAN DEVELOPMENT, PROCESS, AND ACKNOWLEDGEMENTS**

The Board of Directors and staff of WDCSC engaged in a full day strategic planning on January 25, 2013 to develop this plan. With the Board strategic planning process complete, the draft 2013-2017 Strategic and Operations Plan was published on the WDCSC website for 30-day public comment on February 12, 2013. A widely disseminated email inviting the public to review the draft plan (including the Snohomish County Executive and Workforce Training and Education Coordinating Board) was sent on February 12, 2013. WDCSC conducted discussions with stakeholders and held a community forum on February 28, 2013.

WDCSC received comments and suggestions from the Workforce Training and Education Coordinating Board and Washington State Employment Security Department. The final draft plan was amended in response to these comments and suggestions.

The WDCSC Board voted to approve the plan during its scheduled Board meeting on April 16, 2013. The plan was then reviewed and approved by the Snohomish County Executive and provided to the State by May 27, 2013 for implementation on July 1, 2013.

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

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

WDCSC thanks the WDCSC Board of Directors:

**Linda Armstrong** – Aviation Technical Services  
**Teresa Blanchett** - DSHS  
**Brian Bookey** – National Food Corporation  
**Darrell Chapman** – IBEW Local 191  
**Charles Elder** – Damar Aerosystems  
**Cathy Feole** – Master Builders Education Foundation  
**Sandra Fowler-Hill** – Everett Community College  
**Dr. Jean Herdandez** – Edmonds Community College  
**Grace Holland** – IAM, District 751  
**Tim Julius** – Tulalip Resort Casino & Spa  
**Greta Kaas-Lent** – Employment Security Department  
**Leonard Kelly** – Teamsters  
**Tiffany Lock-Osterberg** – Union Bank

**Troy McClelland** – Economic Alliance Snohomish County  
**David McCrea** – Infoys Systems  
**Kris McDuffy** – Arlington School District  
**Suzanne Monteiro** – Division of Vocational Rehabilitation  
**Dave Rudy** – Sno-Isle Tech Center  
**Terry Ryan** – Kidder Mathews  
**Bob Sampson** – Providence  
**Dennis Smith** – United Way Snohomish County  
**Ken Stark** – Snohomish County Human Services  
**Cheryl Telford** – Sno-Isle Libraries  
**Jeffry Tomson** – Machinists, Inc.  
**Kelli Wilson** – Opus Bank  
**Carlos Veliz** – PCSI Design

We also thank members of other WDCSC Boards and committees, community forum participants, Regional Labor Economist Anneliese Vance-Sherman for monthly Snohomish County labor market updates (<http://www.wdsc.org/resources/reports/index.html>), and WDCSC staff.