

Workforce Development Council of Seattle-King County

Local Strategic Plan: 2007-2009

TOMORROW'S ECONOMY

Major Industrial Growth and Decline in King County's Economy

King County's workforce accounts for about a third of the state's total labor force and represents the largest labor market in Washington State. This workforce powers a regional economy that is ranked 15th in the nation and 48th in the world, and is a significant driver of the state's economic health. Although King County's industries have grown much more diverse in the last ten-plus years, the recession in the early 2000s – when the information technology and manufacturing sectors in particular shed large volumes of jobs – was a heavy hit to the workforce and local economy since they represent two prominent sectors of the county's economy.

King County has shown many signs of a strong economic recovery since the region lost more than 100,000 jobs in the recession. King County's unemployment rate dropped from an annual average of 5.2 percent in 2004 to 4.2 percent in 2006. Also, the county's sectors have enjoyed healthy employment gains, including information, manufacturing, construction, and professional and business services sectors that were so dramatically hit in the earlier part of the decade.

This recovery is projected to continue throughout the county's sectors, albeit at a slower pace than that of the initial stages of the recovery. All major industry sectors are expected to continue to add jobs in the short-term—from 2004 to 2009. Professional and business services (+3.6 percent), information (+2.8 percent), and construction (+2.7 percent) are all expected to increase payrolls at a faster rate than the all-industry annual rate of 1.9 percent. In the longer-term (2009-2014) all sectors, minus manufacturing, are projected to add jobs, but again at a slower pace.

**Annual Average Nonagricultural Wage and Salary Employment
Estimated 2004 and Projected 2009 and 2014
King County (in thousands)
June 2006**

	Estimated Employment 2004	Estimated Employment 2009	Estimated Employment 2014	Average Annual Growth Rate 2004-2009	Average Annual Growth Rate 2009-2014
TOTAL NONFARM NATURAL RESOURCES and	1,119,100	1,227,000	1,302,800	1.9%	1.2%
	800	700	700	-2.6%	0.0%

Other Retail	76,300	80,700	82,700	1.1%	0.5%
TRANSPORTATION, WAREHOUSING AND UTILITIES	46,400	48,700	51,400	1.0%	1.1%
Utilities	900	900	800	0.0%	-2.3%
Transportation and Warehousing	45,500	47,800	50,600	1.0%	1.1%
INFORMATION Software	68,300	78,600	89,800	2.8%	2.7%
Publishers	37,800	46,400	55,400	4.2%	3.6%
Other Publishers	4,100	4,200	4,300	0.5%	0.5%
Other Information	26,400	28,000	30,100	1.2%	1.5%
FINANCIAL ACTIVITIES	77,300	79,600	82,300	0.6%	0.7%
Finance & Insurance	52,200	53,600	55,200	0.5%	0.6%
Real Estate and Rental Leasing	25,100	26,000	27,100	0.7%	0.8%
PROFESSIONAL and BUSINESS SERVICES	163,800	195,100	217,300	3.6%	2.2%
Professional, Scientific and Technical Services	77,700	92,900	103,800	3.6%	2.2%
Management of Companies and Enterprises	22,700	23,900	24,300	1.0%	0.3%
Administrative, Support, Waste Management	35,500	42,400	47,700	3.6%	2.4%
Employment Services	27,900	35,900	41,500	5.2%	2.9%
EDUCATION and HEALTH SERVICES	118,000	132,000	141,100	2.3%	1.3%
Private Education Services	19,900	21,400	22,200	1.5%	0.7%
Health Care & Social Assist. Private	98,100	110,600	118,900	2.4%	1.5%
LEISURE and HOSPITALITY	103,700	113,000	119,200	1.7%	1.1%
Arts, Entertainment and Recreation	21,300	23,400	24,800	1.9%	1.2%
Accommodation and Food Services	82,400	89,600	94,400	1.7%	1.0%
OTHER SERVICES	39,800	43,000	45,400	1.6%	1.1%
GOVERNMENT	162,100	168,200	179,100	0.7%	1.3%
Federal Government	22,500	21,900	21,900	-0.5%	0.0%
State & Local Government other Educational	51,700	53,400	55,900	0.6%	0.9%
Services government Health Care & Social Assist.	75,800	80,800	88,000	1.3%	1.7%
Government	12,100	12,100	13,300	0.0%	1.9%

Source: Washington State Employment Security Department

Although U.S. hiring in construction has leveled off, and hiring in manufacturing has continued to decline since the national recession, King County's goods-producing sectors are expected to continue to strengthen due to increased demand for aerospace goods and to an abundance of construction projects in the pipeline in King County. Sectors that were not as detrimentally hit in the early part of the decade, such as education and health services and financial services, are expected to steadily, but slowly, add to payrolls as well.

Service-providing sectors, such as retail trade and education and health services, each make up 10 percent of the county's total employment, however wage earners in the two sectors account for about six and eight percent, respectively, of total wages. Leisure and hospitality job holder also account for a smaller proportion of wages than their share of employment. On the other hand, King County's manufacturing and information sector job holders make up nine and six percent of the county's total employment, but each account for about 12 percent of the total wages. Wage earners in the financial activities and professional and technical services sectors also account for a higher proportion of wages than their share of employment.

2005 Average Annual Employment and Total Wages in King County

Industry	Average Annual Employment	Percent of Total Employment	Total Wages	Percent of Total Wages
Government	151,474	14%	\$7,240,589,751	13%
Education and Health Services	115,165	10%	\$4,536,291,860	8%
Retail trade	112,847	10%	\$3,599,766,074	6%
Manufacturing	105,565	9%	\$6,880,821,056	12%
Leisure and Hospitality	104,598	9%	\$2,239,101,481	4%
Professional and technical services	78,585	7%	\$5,344,393,779	10%
Financial activities	75,015	7%	\$4,799,894,334	9%
Information	69,779	6%	\$6,775,028,764	12%
Administrative and waste services	66,898	6%	\$2,504,924,268	4%
Wholesale trade	60,501	5%	\$3,767,310,780	7%
Construction	59,814	5%	\$2,883,245,791	5%
Transportation and warehousing	43,377	4%	\$2,060,283,264	4%
Management of companies and enterprises	23,540	2%	\$1,883,757,110	3%

Agriculture, forestry, fishing and hunting	2,714	0%	\$163,345,442	0%
All Industries	1,116,434	100%	\$55,976,943,558	100%

Source: Employment Security Department

Job Vacancies and What Employers are Seeking

Job vacancies are an indication of immediate demand for workers by employers. In the October 2006 Job Vacancy Survey, the top three industries in King County representing the highest number of job openings were retail, manufacturing, and healthcare. When we look at the job vacancy ranking by occupational groups, these three industries are clearly represented along with some other sectors (see table below).

The Job Vacancy survey also revealed that, while some of the jobs among the Top 25 Jobs on the survey provide good wages, 73% of those Top 25 vacancies pay a median wage of \$10 per hour or less – which does not offer a self-sufficiency wage for most families in King County. Opportunities for career pathways in all professions and industries is therefore critical to provide movement up the wage and career ladder to ensure that no one is left behind.

Top 10 Occupation Groups with Highest Number of Vacancies in King County

Occupation Group (SOC title)	Vacancies	Requiring Education Beyond High School	Requiring Previous Experience	Median Wage Offered
Laborers and Freight, Stock, and Material Movers, Hand	2,758	0%	12%	\$8.00
Cashiers	2,388	1%	4%	\$8.00
Security Guards	1,542	0%	3%	\$12.00
Waiters and Waitresses	981	7%	63%	\$7.65
Retail Salespersons	955	8%	24%	\$8.00
Stock Clerks and Order Fillers	943	9%	14%	\$10.00
Meat, Poultry, and Fish Cutters and Trimmers	657	0%	0%	\$8.00
Registered Nurses	608	57%	90%	\$32.00
Carpenters	577	7%	70%	\$16.00
Interviewers, Except Eligibility and Loan	520	0%	8%	\$8.00

Source: Washington State Employment Security Department, October 2006 Job Vacancy Survey

Wages in the labor market are one indication of the quality of the jobs available. Most striking about the wage data in the most recent Job Vacancy Survey (see table below) is that the bulk of the jobs available pay under \$15 per hour. Also apparent

in the data is that, once again, education is an important ingredient for both workers and job seekers to progress on the path to self-sufficiency.

Wage Range	Estimated Job Vacancies	Full-time Positions	Reporting Education Beyond HS/GED	Requiring License or Certificate	Requiring Previous Experience
\$7.63 - \$9.99/hr.	10,032	32%	3%	28%	18%
\$10 - \$14.99/hr.	10,101	72%	16%	29%	38%
\$15 - \$19.99/hr.	2,928	92%	50%	23%	88%
\$20 - \$24.99/hr.	1,752	98%	62%	37%	75%
\$25 - \$29.99/hr.	828	95%	76%	42%	103%
\$30.00/hr. & up	1,733	89%	83%	31%	97%
Wage Unspecified	7,350	69%	45%	30%	59%
Totals	34,724	64%	28%	29%	47%

Source: Washington State Employment Security Department, October 2006 Job Vacancy Survey

Employer Reports of Difficulty in Finding Qualified Job Applicants

Despite job growth for various high demand sectors, such as manufacturing, and despite a recovering economy, employers continue to have difficulty finding and hiring qualified personnel. The Workforce Training and Education Coordinating Board published a 2006 report titled "High Skills, High Wages" that includes employer recruitment challenges. The following is information published in that report.

In 2006, 51% of Washington state employers surveyed had difficulty finding qualified job applicants, compared to 45% in 2003. The report stated the difficulty included finding qualified applicants with either/both the job-specific skills or basic workplace soft skills needed.

Data below compares percentages of King County employers who were attempting to hire qualified workers in 2001, 2003, and 2005. The good news is that the trend is improving; however, 49% is still too high of a percent for a gap between what employers are seeking and job candidates' skill sets. The need to provide job upgrade training and gain a better understanding of the skill sets needed by employers to ensure a good fit is critical.

WDA	2001	2003	2005
Seattle-King County	71%	54%	49%

SECTOR ANALYSES

The Workforce Development Council of Seattle-King County takes into consideration job vacancies, high demand jobs, and potential growth of sectors when addressing both employer and employee needs within an industry. For the past three years the WDC has utilized 10 criteria when determining our annual strategic sector focus. These 10 criteria include:

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

Based on research of these 10 criteria and previous expertise in convening partnerships and leveraging resources within specific sectors, the WDC annually reviews and approves which sectors are critical to the workforce and training needs of King County. Other sectors such as hospitality, maritime, clean technology, temporary agencies, and trade logistics, which are growing sectors within King County, are monitored by the WDC.

In 2006 the WDC Strategic Planning Committee reviewed and approved the following five WDC sectors: Construction, Health Care, Information Technology, Life Sciences/Biotechnology, and Manufacturing. Below is a brief synopsis of each of the sectors. For a detailed report on each of these sectors, please go to: http://www.seakingwdc.org/Templates/ipp_industrysector.html

Construction

Snapshot of Industry

The construction industry has been a leading source of job growth in Washington state over the last decade, averaging 2.9% throughout the 1990s, jumping to 7% in 2000 and peaking in 2001. Symptomatic of our sluggish economy, employment in the industry has slowed significantly over the past several years. In 2004, industry

growth rose 6% from 2003 levels largely due to increases in residential construction, reflecting low mortgage rates. Between 2004 and 2006 healthy gains in employment posted an average increase of 7.9%. Long-term forecasts predict continued slow but steady growth in construction employment demand through 2012, especially for carpenters, laborers, and construction managers. The predicted growth is due to a pick-up in the economy at large, breaking ground on multiple large public projects in the pipeline, and high levels of retirement among an aging workforce.

Construction industry jobs are generally an excellent source of family wage jobs for our region. Over 80% of all jobs in the industry and 67% of entry-level jobs pay a living wage.

Apprenticeship is the primary mechanism available within the employment and training community to prepare individuals with the skills and prerequisites to enter building and construction trades. The King County apprenticeship system is operated primarily through community and technical colleges. The predicted continued growth in the industry will put additional pressure on an already strained construction and apprenticeship training and recruitment system to produce greater numbers of qualified workers.

In the fall of 2001, the WDC convened a Construction Industry Panel composed of representatives of apprenticeship, labor and industry. The panel was successful in designing and launching an outreach campaign to increase awareness of apprenticeship opportunities among women and minorities. However, campaign outcomes were hindered by the industry slowdown. The WDC's 2005 Youth Council members have recommended this sector be a focus for older, out-of-school young adults.

WDC Sector Strategy

Based on this construction sector assessment as well as the current priorities of the WDC Youth Council, recommended strategies for the construction sector includes the following:

- Focus construction efforts on the older youth (18-21) population, particularly out-of-school youth.
- Identify and target new employer and apprenticeship partnerships in the construction sector, focusing on developing connections to big public works projects, particularly those underway in areas with large concentrations of WIA-eligible youth (e.g., Sound Transit in South Seattle).
- Increase linkages with existing youth programs that provide work experience, training, and internships in the construction sector, and explore opportunities to expand or develop new efforts based on the needs of the broader WIA youth population.

Health Care

Snapshot of Industry

The health care sector accounts for one in every six new jobs created nationally, and is among the fastest growing sectors within the U.S. economy (“Economic Contribution of the Healthcare Industry to the City of Seattle,” City of Seattle , June 2004). Health care has become one of the largest employment sectors in Washington State. Hospitals alone employ over 75,000 people—more than Boeing, Microsoft, or Safeway (“Business of Caring,” Washington State Hospital Association, 2004). Employment growth in the industry is expected to continue, creating over 10,000 new health care jobs in Seattle-King County alone by 2012. Of these 10,000 new jobs, nearly 60% are expected to be in professional/technical classifications, with nursing, home health aides, and medical assistant openings accounting for over one-third of the growth (Economic Contribution of the Healthcare Industry to the City of Seattle, June 2004).

As a result of this sustained growth, hospitals in Washington state, as in the rest of the U.S., have experienced shortages of health care professionals in recent years. While recent studies indicate that the severity of the workforce shortages appear to be lessening among hospitals in Washington, critical shortages do remain. In 2004, employers reported over 8,000 job vacancies for health care practitioners and support personnel (“Progress 2004,” Health Care Personnel Shortage Task Force, December 2004). Factoring in the upcoming high retirement rate due to an aging nursing workforce, we see that there is much work left to do to protect the quality of care in our state.

Education and workforce partners have stepped up to this challenge; the number of nursing students in Washington State increased by 147% from 2001 to 2002 and new enrollments in other allied health fields increased by 72% (“Business of Caring,” Washington State Hospital Association, 2004). However, colleges throughout the state continue to have long waiting lists for courses in health care careers and cannot find enough faculty, training space, funding or clinical hours to train enough professionals to meet the industry's demand. Staffing shortages continue, jobs remain unfilled, students remain on waiting lists, putting the quality of health care in our region in jeopardy.

To meet this demand, it is critical that the WDC continue to work in partnership with the industry in the following areas:

- Cultivate a new pool of health care professionals in partnership with our K-12 schools

- Provide training to employees of health care organizations to enable advancement into high-demand occupations
- Continue to build our region's community and technical college systems capacity to train and educate a sufficient supply of health care workers.

WDC Sector Strategy

Recommended strategies for include the following:

- Incumbent worker training: Continue to grow and strengthen the Career Pathways program. This includes seeking continued funds for training, gaining the continued commitment of industry to fund the staffing costs, and evaluating the success of the program with measures important to industry.
- Expand capacity: Continue to secure funding to expand capacity in our community and technical college health care training programs. This includes developing new partnerships with education and industry to secure funding and implement solutions to address the faculty and clinical placement shortage.
- Cultivate a continued supply of workers: Continue to work within the K-12 system and other youth programs to raise awareness of careers in health care as well as provide training and career exposure necessary to begin a career in the industry.
- Investigate potential to expand health care initiatives to additional institutions.

Information Technology

Snapshot of Industry

Technology and technology-related jobs are evolving rapidly, making the idea of information technology as a stand-alone sector somewhat of an anachronism. In this age of a technology-based economy, core technology skills are increasingly a critical skill set for a broad spectrum of occupations and sectors. Thus, from a workforce perspective, an accurate analysis of the information technology (IT) sector must include both industries and occupations in which IT is an essential skill, as well as those industries or occupations more traditionally referred to as "IT" (e.g., software development, programmers, etc).

Out of the myriad of ideas and factors affecting the future of the IT-related workforce (e.g. outsourcing, education needs, and constant innovation), one factor emerges as an area of universal concern for all industry leaders: the need to improve IT access and education for the region's youth. The region must significantly improve its ability to "grow its own" IT-fluent workforce, one that is

diverse, cross-trained, flexible, and able to compete on a global scale.

Workforce issues:

- Industry's concern and lack of confidence regarding the IT literacy and skill sets of the region's youth (The Workforce of The Future).
- Given the pace of globalization and technology advances, it is difficult to accurately forecast future careers, skill requirements, and career ladders/progression.
- There is a continuing need to find adequate resources and capacity to upgrade IT skills for workers from all sectors.

In 2005 the WDC received funds from Microsoft to support a pilot project aimed at assisting job seekers to increase their computer skills. The pilot was so successful that Microsoft granted the WDC \$110,000 to continue to provide software and digital literacy courses (those new to computers) at two WorkSource centers. Over 500 job seekers completed courses in Digital Literacy and software programming last year.

WDC Sector Strategy

In addition to its ongoing workforce and economic development partnerships (e.g., Prosperity Partnership) the WDC intends to partner with select organizations that have established innovative youth programs and job seeker services. As a partner in these efforts, the WDC will contribute its expertise in program design and evaluation, convening of stakeholders, and grant acquisition and administration to accomplish the following:

- Develop cutting edge service delivery models for youth.
- Expose youth to alternative "IT plus" careers.
- Expand Unlimited Potential project at WorkSource sites to provide more courses to more job seekers.

Life Sciences/Biotechnology

Snapshot of Industry

The life sciences encompass a broad spectrum of industries from bioinformatics, biotechnology, research, healthcare, medical devices, genome sciences, and chemistry to manufacturing, nanotechnology, engineering, and physics. Across the

world, people have benefited from drug treatments, software programs, and products that were created by scientists and engineers in our state—treatments for cancer, heart disease, HIV, cystic fibrosis, malaria, and arthritis, to name a few. In addition to creating better treatments to improve and lengthen our quality of life, the life science sector is generating a slow, but positive economic impact for our region. Over 26,000 people are employed in this sector in Washington state and another 40,000 provide services and products that feed into the life sciences economy.

The life sciences sector has the potential to impact thousands of jobs in King County. The breakthroughs in this sector not only provide new treatments for disease, but also help to create innovations in computer sciences, information technology bioprocessing, health care and manufacturing. According to the Brookings Institution, Greater Seattle's is the fifth largest research and development sector in the country, worth over \$692 million.

Seattle and the Puget Sound region are rated sixth in the nation for new biotechnology start-up funding (Washington Technology Center 2005 report). In Seattle, dollars for existing research facilities as well as for start up medical device companies continues to grow.

Nationally, the economic impact of the biotechnology industry is impressive. In the 1990s, revenue from the biotechnology industry was roughly \$9 billion. In 2003, this amount jumped to \$39 billion and is continuing to rise (www.bio.com).

From 2005 through the present, the WDC convened a life sciences skill panel to discuss short and long term training and education needs of this industry. The project deliverables included the following:

- Publication of the following: An HR Focus Groups Report, High School Focus Groups Report, High Demand Job Brochure, Recommendations report to the Governor as well as publication of recommendations in the Future of Life Sciences Report published by the WBBA
- Development of an online database that highlights science programs throughout Washington State
- Development and launch of: www.LS-central.com, which includes 10 employee short clip videos
- Development and facilitation of a statewide Life Sciences Industry-Education Council

In the beginning of 2007, the life sciences skill panel transformed into a statewide initiative that is facilitated by the WDC and the Washington Biotechnology & Biomedical Association.

WDC Sector Strategy

The WDC continues to partner with various economic development and life sciences sector-based organizations to support efforts to make the Puget Sound region a leading international hub for life sciences. The WDC will continue to support the intellectual, economic, and workforce initiatives in this region by conducting the following activities:

- Provide links to youth programs that include necessary prerequisite training, mentorship, and internship opportunities in the science and biotech industry.
- Support certificate and skill upgrade training for new and incumbent workers in order to increase skills and provide a pool of experienced and well-trained employees.

Manufacturing

Snapshot of Industry

The manufacturing industry is often broken out into the following three categories:

- Durable Goods (e.g. fabricated metal and electronic products)
- Nondurable Goods (e.g. food and apparel manufacturing)
- Natural Resources (e.g. wood and paper product manufacturing)

For many decades, the manufacturing industry in King County has been vital to our local economy and workforce. Although the sector has experienced a decline in recent years, it remains a significant industry in terms of volume of jobs, quality of jobs and wages, skill development/training needs of employers, and contribution to the local economy. The manufacturing industry in the Puget Sound region is a diverse composition that includes food processing, printing and publishing, fabricated metal products, industrial machinery, transportation equipment, textiles and apparel. King County has the largest concentration of manufacturing businesses in the five-state Pacific Northwest region. In the national context, the manufacturing sector in King County is also prominent. King County is also the fifth-largest warehouse and distribution center in the United States ("Manufacturing Seattle & King County," enterpriseSeattle, www.edc-sea.org, July 2002).

Approximately 42% of manufacturing employment within King County is in the transportation equipment industry, with aerospace as its largest sub-sector. ("Washington Manufacturing Research Project," WA State ESD).

Since 1998, Washington State has lost approximately 100,000 manufacturing jobs. The good news is that this trend is beginning to change; 2005 experienced a slight employment growth in the manufacturing sector, with even further growth in 2006

and 2007 – particularly in machinery and equipment, food processing and aerospace. Thus, despite the recent challenges—and thanks to an economy that has rebounded—manufacturing jobs are stabilizing, with several sub-sectors within the industry expected to increase over the next few years. According to the Social & Economic Science Research Center, food processing, electronic and electrical equipment, and chemical manufacturing are expected to experience growth. Moreover, approximately 1.7 jobs are created for every manufacturing job (WA State Office of Financial Management, July 2004).

WDC Sector Strategy

For many decades, the manufacturing industry in King County has been critical to our local economy and workforce. As mentioned above, the industry has experienced decline in recent years, but remains a significant industry in terms of volume of jobs, quality of jobs (wages), skill development/training needs of employers, and contribution to the local economy. Because of the workforce needs and the presence of partners and existing efforts, the WDC will continue to pursue partnership and funding opportunities in this area. Our strategies include the following:

- Continue to partner with the Puget Sound Industrial Excellent Center Project on developing a Duwamish Corridor Training Center in South Seattle.
- Apply for DOL and state funds, as appropriate, that focus on strengthening and expanding skills and training opportunities for new and incumbent manufacturing workers in the King county region.
- Explore ongoing opportunities to partner with Shoreline Community College’s DOL manufacturing grant.
- Work closely with regional economic development partners to explore opportunities to integrate workforce development and economic development strategies.

Linkages Between Workforce Development and Economic Development

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

The City of Seattle’s Office of Economic Development and King County’s Office of Business Relations and Economic Development are represented as ex-officio members of the WDC, and WDC’s CEO is a board member of EnterpriseSeattle.

WDC staff also participates in PSRC's Prosperity Partnership meetings as they relate to local workforce development strategies (e.g. Life Sciences and Information Technology cluster meetings). In addition, staff participates in a wide variety of local sector-based partnerships, many of which include economic development partners and initiatives.

CHANGING WORKFORCE IN THE WORKFORCE DEVELOPMENT AREA

Overview

King County's population as of 2005 is estimated at 1,793,583 according to the U.S. Census. According to the 2000 Census, it has grown by 15 percent since 1990. Seattle, the State's largest city, represents nearly half of King County's total population.

- North King County added 12,322 people between 1990 and 2000, a growth rate of 9.7 percent, higher than Seattle's 9.1 percent. The 2003 population estimate is 142,897 and is projected to grow to 147,469 by 2008, the slowest growth projection among other sub-regions
- The East County rate of growth between 1990 and 2000 was 19.4 percent. The 2003 population is estimated at 429,325 and is projected to grow to 454,641 by 2008.
- South King County had the largest sub-regional population growth rate of 20 percent. This accounts for 44.9 percent of total growth in King County. It is estimated that in 2003, the population is 645,748, increasing to 685,985 by 2008.

King County's population diversity has increased tremendously since 1990. As of 2005, 50.1 percent is female, and about 24 percent of the population is non-white. The county's age breakdown as of 2005 is: 6 percent are under 5 years old; 21.3 percent are under 18 years old; 10.5 percent are 65 and older; and 62.2 percent of the population is between 18 and 64 years old.

Fifteen percent's of King County residents are foreign-born, as compared to 9 percent of the population in 1990. Eighteen percent of King County residents over the age of five speak a language other than English at home. Approximately 14 percent of residents over age 5 reported disabilities.

King County median household income in 2005 was \$63,742. However, 21 percent of King and Snohomish county residents are living at or below twice the federal

poverty level. In addition, among both counties one in every eight full-time, working adults is living at no more than twice the federal poverty level. The gap between those who are earning a livable wage and those who are living below self sufficiency is increasing in our county.

Educational attainment is a critical characteristic of our workforce. Of the population over 25, the 2000 Census reveals that 40 percent of King County residents hold a bachelor’s degree or higher and 90 percent are high school graduates (including equivalency diploma). Seattle-King County’s highly educated workforce ranks above both state and national education attainment levels.

Aging Workforce

In Seattle-King County and across the country, our population is aging—and with it, our workforce. King County’s 55-64 age group was just under 10 percent in 1995, but is projected to increase to 16 percent by 2010. If projections come true, more workers will reach retirement age with fewer younger workers to take their place. One result could be large gaps in the labor force and possible economic hardship as companies scramble to find skilled replacements for retirees. Several important industries in King County – such as education, manufacturing, and healthcare – are vulnerable because they have a high proportion of older workers. One factor that should alleviate this problem to a degree is the fact that many people will keep working past age 65 – out of necessity or desire. But preparation to avoid labor shortages as a result of an aging workforce is critical.

People of Color

The number of people of color in King County has grown much more quickly in the last ten years than the Caucasian population. People of color now comprise over 25.4 percent of the county’s population. Compared with Washington State, King County has a disproportionate share of African Americans and Asian Americans and a relatively low proportion of Hispanic and Native American residents. Asian American is the largest ethnic minority group in King County.

Population by Race and Hispanic Origin

Year	Total	White Alone	Black Alone	AIAN Alone	Asian Alone	NHOPI Alone	Other Alone	Two or More Races	Hispanic Origin
2000	1,737,034	1,315,507	93,875	15,922	187,745	9,013	44,473	70,499	95,242

AIAN: American Indian and Alaska Native
NHOPI: Native Hawaiian and Other Pacific Islander
 Persons of Hispanic Origin can be of any race.
Census

Source: 2000

Immigrants and Refugees

Washington state ranks fifth among all states with respect to the number of refugees resettled in the U.S. in 2006. King County remains the leading county in Washington State for residence for new arrivals, particularly within the south end of the county. The 2000 U.S. Census data shows that the percentage of foreign-born residents grew over the last decade (1990-2000) from 9 percent to 15 percent.

According to the 2006 Washington State Refugee Service Delivery Plan, Washington's largest new arrival groups in 2005-2006 continued to include those groups coming from the Former Soviet Union and Africa – with Somalis being the largest African group. In addition to these populations, there is an increase in numbers of smaller, more diverse groups arriving from around the world – including Southeast Asia, Eastern Europe, and Near East/South Asia. As the refugee populations increase in size and diversity of country of origin and age, support service needs for these communities become increasingly important (such as housing, language, employment, and social/mental health resources).

Considering U.S. Census 2000 data – which indicates that one in every five students in King County's school districts is immigrant and 78 percent of foreign-born speak a language other than English in their home – it seems clear that the Limited English Proficient populations have a tremendous impact on the K-12 school system as well.

The Census 2000 shows that there are 6,194 youth Ages 5-17 who speak English either "Not Well" or "Not at All."

- 2,089 (33.7%) are Spanish-speaking youth
- 1,254 (20.2%) speak Indo-European languages
- 2,507 (40.5%) speak Asian/Pacific Island Languages
- 344 (5.5%) speak an "Other" language.

There are 47,140 adults Age 18-64 years of age who speak English either "Not Well" or "Not at All."

- 15,872 (33.7%) are Spanish speaking
- 7,220 (15.3) speak Indo-European languages
- 22,341 (47.4) speak Asian/Pacific Island languages
- 1,707 (3.6%) speak "Other" languages

Youth

High School Graduation

Beginning with the class of 2008 Washington State High School graduation requirements include meeting the 10th grade standards on the Washington

Assessment of Student Learning (WASL). In the 2005-2006 school year about 60% of 10th graders enrolled in public schools met basic requirements on the Washington Assessment of Student Learning (WASL) in math, 85% in reading and 84% in writing. Only 60% of students in nine King County School Districts (Auburn, Enumclaw, Federal Way, Highline, Kent, Renton, Riverview, Seattle and Tukwila) met the standards for math.

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

Dropouts

King County school districts, along with others across the state, are pursuing aggressive education reform measures to better prepare students for lives of continuing education and long-term employment. Concerns about students who drop out of high school are substantial. In the 2004 -2005 school year OSPI data showed a total of 3,163 students or 4% of high school enrollment were dropouts. The dropout rate for low income students during that period was 5.8% and the dropout rate for limited English students was 6.3%.

Another measurement of school progress is the on-time graduation rate which calculates the number of students who have graduated in four years since starting in grade 9. In 2004 the on-time graduation rate (OTGR) for all students in King County was 76.5%. Low income students had an OTGR of 63.3% while Limited English students had a 63.1% rate. Four school districts had OTGR of 75% or under. They include Federal Way 75%, Highline 65%, Kent 73%, and Seattle 58%.

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

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

Since 2000, the WDC and its community partners have served more than 6,000 King County youth and have developed expertise in what keeps youth attached to school and to employment. Preparing young people for careers and productive adulthood requires more than the short-term job search and placement services typically offered to adult jobseekers. In order to succeed, youth employment programs must adopt a more developmental approach. They must offer young people ongoing contact with caring adults, frequent opportunities to apply on the job what they learn in the classroom, academic support services, and positive peer connections.

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

WORKFORCE DEVELOPMENT SYSTEM TODAY

WORKFORCE DEVELOPMENT SYSTEM TODAY

Overview

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

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

- Secondary vocational-technical education
- Community and technical college vocational-technical education programs
- Private career schools and private college vocational programs
- Employer sponsored training
- Youth, adult, and dislocated worker programs
- Work-related adult basic education and literacy programs
- Activities funded under Wagner-Peyser
- State-approved, joint apprenticeship programs
- WorkSource/One-stop system

- WorkFirst
- Job Skills Program
- Services provided by the Department of Vocational Rehabilitation
- Services provided by the Department of Services for the Blind
- Private and public nonprofit organizations that provide job training and employment services
- Other local, state, and federally funded workforce development programs
- Other private workforce development programs

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

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

Major Workforce Development Programs:

Secondary Vocational-Technical Education

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

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

Occupational skill centers are another vocational education resource. The SeaTac Occupational Skill Center (OSC) in Burien is one of nine such centers across the state. SeaTac OSC is a collaborative effort among Federal Way, Highline, Tahoma and Tukwila School districts and was the first such center in Washington when it opened in 1966.

The focus of OSC programs is to provide entry-level job skill training to high school juniors and seniors. Instructional strategies promote the mastery of competencies in an applied contextual manner, emphasize instruction in advancing technologies and strive to connect all learning to a workforce context. OSC currently offers approximately twenty programs across five primary topic areas:

- Information Technology
- Business, Marketing, and Management
- Human Services
- Science & Health
- Trades and Industry

There are currently two other King County school districts conducting feasibility studies to propose the creation of a new Skill Center in King county. In 2006, the WDC was invited to participate in the steering committees of both of these feasibility initiatives.

Community & Technical College Vocational-Technical Education

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

- Seattle Central Community College
- North Seattle Community College
- South Seattle Community College
- Seattle Vocational Institute
- Cascadia Community College
- Shoreline Community College
- Bellevue Community College
- Highline Community College

- Green River Community College
- Lake Washington Technical College
- Renton Technical College

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

Private Career Schools

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

<http://www.wtb.wa.gov/etp/ETP.asp?WDARegionCode=5>

Disadvantaged Youth, Adults & Dislocated Workers

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

Disadvantaged Youth

WIA Title I-B offers a comprehensive year-round program to low-income youth ages 14-21. The WDC currently contracts with the King County Work Training Program, the City of Seattle Youth Employment Program, and YouthCare. King County WIA youth programs serve approximately 1,000 youth each year; in Program Year 2005, 58% of these youth were out-of-school (i.e., high school dropouts), while 42% were in-school youth. Approximately 65% of the out of school youth served are basic skills deficient, more than 25% are court-involved, and 15% are homeless or

runaways. About 56% of the in-school youth were basic skills deficient and 18 % had Limited English skills.

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

Disadvantaged Adults

WIA Title I-B Adult funds are currently contracted to four providers to provide services to approximately 1,031 registered customers and 799 in follow-up. Services are delivered through the WorkSource system and include: core, intensive, Individual Training Accounts, support services and follow-up.

Dislocated Workers

WIA Title I-B Dislocated Worker funds are currently contracted to three providers to provide services to approximately 1,720 active customers and 856 in follow-up. Services are delivered through the WorkSource system and include: core, intensive, Individual Training Accounts, support services and follow-up. The WorkSource Operator Consortium provides leadership and management for the Rapid Response team. Dislocated Worker Funds also provide a coordinator for the King County Rapid Response team. This team is composed of staff from: the Workers Center, the Employment Security Department, the Washington State Board for Community and Technical Colleges and the King County Dislocated Worker Program. The majority of rapid response activities are provided at employer sites and include: partner information, WorkSource information and job search workshops. In the calendar year 2006, this team provided services to 31 companies and over 8,600 dislocated workers.

Adult Basic Education and Literacy Programs

The WDC of Seattle-King County has long recognized job seeker literacy development as a pivotal foundation for closing current and future skill gaps. Since 1990 the WDC coordinated with local community and technical colleges, encouraging them to co-locate with WorkSource sites. With Renton Technical College as a partner, we pioneered work based learning centers at which job seekers

could be initially assessed in reading, math and English, using CASAS. Based on that assessment and its relation to the job seekers' employment goals, any job seeker could receive intensive instruction in areas of their skill development needs. Our community college co-located partner would give periodic CASAS based assessment indicating gains until the agreed upon goal was reached. Using this model, job seekers were assisted with work related literacy needs immediately, had clear goals and WorkSource staff assisting them.

Currently and into the next decade, the WDC of Seattle King County continues to support WorkSource and Adult Literacy providers' co-location. Renton Technical College is located at both WorkSource Renton and Downtown Seattle, serving a variety of job seekers with ABE/ESL/GED needs for the minimal state fee (now required), or assisting with fee waivers when appropriate. At WorkSource North Seattle and Bellevue Community College (BCC) youth are co-enrolled in WIA and Shoreline Community College's CEO program as they attain GEDs and move into community college programs. WorkSource Auburn is well aware of Green River Community College's (GRCC) Adult Learning Center, just a few miles away from the WorkSource site. Through the Office of Adult Literacy, the WDC and GRCC worked together to pilot providing CASAS assessment on the WorkSource Auburn site. With WorkSource Auburn's recent remodel, there is more opportunity for co-location with GRCC services. South Seattle Community College and BCC, both WorkSource affiliated sites, can offer job seekers literacy assessment services.

With Microsoft as an important partner, the WDC of Seattle-King County has also been assisting job seekers increase their ITC skills – Information and Communication Technology. As technology skills are increasingly required for our lives, these skills have become basic as well. Using Microsoft's Unlimited Potential curriculum, technology instructors at two WorkSource sites welcome all job seekers to 2 day courses in Computer Fundamentals, Word, Excel, PowerPoint and Access. These are free of charge, with WIA and Microsoft grant funds supporting instructors. Job Seeker response has been strong with almost 1,000 courses offered to 600 unique job seekers.

Workplace literacy is also a proven effective mechanism for delivering literacy and basic education skills to adults. The WDC's work-based literacy program, Literacy Works, for instance, offers working adults ESL training that is not only convenient because it is delivered on or near the worksite, but also highly applicable since it is customized for their workplace and supported by their employer.

State-Approved, Joint Apprenticeship Programs

State-approved, joint apprenticeship programs combine on-the-job training—supervised by a journey-level crafts person or trades professional—with classroom

instruction. Apprenticeships lengths range, depending on the program, and can last from three to five years. The programs and their standards are approved by the Washington State Apprenticeship and Training Council. At the local level, Joint Apprenticeship Training Committees (JATCs)—made up of equal numbers of employer and labor organization representatives in the specific trade or craft—administer the programs. Employers and workers provide financial contributions to apprenticeship programs.

There are approximately 50 state-approved, joint apprenticeship programs in the Seattle/King County region. Most are in the building and construction trades. Apprentices earn while they learn, starting out at a set percentage of the journey level wage and then increasing as they progress through their apprenticeship. Apprenticeship programs receive the majority of their funding through training trust funds. State FTE funds are a secondary source. In most cases, these funds go to community and technical colleges to cover the costs associated with classroom and off-site instruction.

Pre-Apprenticeship Programs

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

One example of a pre-apprenticeship program in King County is the Pre-Apprenticeship Construction Training (PACT) program at Seattle Vocational Institute, providing training in skills such as blueprint reading and certifications in first aid training. Apprenticeship and Non-Traditional Employment for Women (ANEW) is another example of a pre-apprenticeship program in King County. ANEW serves both women and men and provides classroom instruction and hands-on skill building to prepare graduates for work in the trades.

WorkSource/One-Stop System

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

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

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

- WorkSource centers
- WorkSource affiliate sites
- WorkSource connections (self-service) sites; note: criteria is currently being developed to pilot this model during calendar year 2007

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

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

Following are brief descriptions of WorkSource Seattle-King County Centers and Affiliate partners.

- Asian Counseling & Referral Service
Serves diverse communities of people with limited resources, including low-

income families, refugees, and seniors living in King County; provides access to WDC's workplace literacy program, Literacy Works.

- Antioch University
Provides on-site mental health counseling to job seekers and training to staff on serving customers with disabilities.
- Bellevue Community College (BCC)
Provides educational programs and services; future WorkSource connections site to pilot our local model of self-service.
- CARES of Washington
Promotes employment opportunities for individuals with disabilities and assists low-wage workers to increase their incomes and advance their careers, in partnership with DSHS, via The Advancement Project (TAP).
- Casey Family Services
Offers foster care for children, as well as post-adoption, preservation and reunification services for families; Division of Vocational Rehabilitation (DVR) Statewide employment resource for businesses and people with disabilities.
- DSHS
Assists low-wage workers to increase their income and advance their careers, in partnership with CARES of Washington, via TAP.
- DVR
Provides vocational services for customers with disabilities that result in a significant impediment to employment.
- Employment Security Department (ESD)
Washington State agency that has federal responsibility for the administration of the Workforce Investment Act and providing Labor Market Information, Unemployment Insurance and Employment Services (WorkFirst and WorkSource) for businesses and job seekers.
- Highline Community College
Provides educational programs and services.
- Job Corps
Live-in program that provides at-risk youth, ages 16-24, access to education and job experience.
- King County Work Training Program
Assists youth and young adults to finish high school (GED) and acquire workplace literacy and job skills; also one of three providers of WIA dislocated worker services.
- Neighborhood House
Serves diverse communities of people with limited resources, including low-income families, refugees, and seniors living in King County; also a subcontracted provider of WIA dislocated worker services.

- North Seattle Community College
Provides educational programs and services.
- O'Neill & Associates
Assists businesses to employ, train, and promote individuals with developmental disabilities.
- Office of Refugee Resettlement
Funds and facilitates a variety of programs that help refugee populations; also a subcontracted provider of WIA dislocated worker services.
- Pacific Associates
Provides a range of core, intensive and training services to adults, older youth, dislocated workers and businesses.
- People of Color Against AIDS Network (POCAAN)
Currently developing opportunities for non-violent offenders re-entering the community to access WorkSource services.
- Renton Technical College
Provides educational programs and services.
- Ruth Dykeman Children's Center
Provides mental health and drug/alcohol counseling to youth.
- Seattle Vocational Institute
Provides educational programs and services.
- Shoreline Community College
Provides educational programs and services.
- South Seattle Community College
Provides educational programs and services.
- TRAC and Associates
Provides a range of core, intensive and training services to adults, older youth, dislocated workers and businesses.
- WorkFirst
A partnership to help families move from public assistance to self sufficiency.
- YMCA
Provides health, social, and transition services to foster and homeless youth.
- YWCA
Provides job training, placement, and other support services to women and families, including the homeless; also a subcontracted provider of WIA dislocated worker services.

System Focus

In King County, the designated Operator Consortium for PY 06' consists of the King County Work Training Program, the YWCA of King and Snohomish Counties, Employment Security Department, and Pacific Associates. The Operator Consortium manages the WorkSource system and is responsible to coordinate four (4) major work components: realize the one-stop vision; serve a diverse customer base; promote sector-driven strategies; and promote economic self-sufficiency. All sites track core services through SKIES (services, knowledge & information exchange system). WIA providers contribute up to 25% direct service time to core services as part of their contract deliverables. A locally developed website can be viewed at www.worksourceskc.org. The website provides information to job seekers and businesses on local hiring events, resources for labor information and training. WorkSource staff also has access to partnership news, staff training opportunities and a comprehensive staff list that includes language capabilities throughout the system. Operator staff maintains the web site. Operator staff also takes the lead on system-wide staff training. A series of seven (7) standard competencies are offered: System Orientation, Principles of Customer Service at a WorkSource Site, SKIES (state mandated training), Equal Opportunity Complaint & Grievance Procedures, System Web Site Training, Computer Resources and Job Search Assistance. Over 79% staff completed their certification by December 2006.

Self Sufficiency Calculator

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

In 2004, the WDC developed an on-line free database tool called the Self-Sufficiency calculator (http://www.seakingwdc.org/Templates/js_calculator.html). This tool can be used by anyone with internet access and helps job seekers in King county test wages and expenses and enables them to compare their earnings to the King County Self-Sufficiency standard. The WDC utilizes the data gathered from the Self-Sufficiency Calculator to determine the Self-Sufficiency level of participants when they are exited from our programs.

The three main purposes of the Calculator are to:

- Provide a tool that integrates financial literacy with career and vocational planning.

- Budget expenses and compare different work scenarios to the Standard.
- Test for eligibility for work supports such as food stamps or subsidized health care, for example.

Outcomes of the King County Calculator

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

- 45% are minority customers (out of 3,200 customers)
- 32% have a high school or GED diploma and no post secondary education
- 70% of all customers who have exited our programs received employment that was at or above 100% of self-sufficiency

Statewide Initiative

Due to the success of the King County Self-Sufficiency Calculator initiative and interest from a variety of constituents, the WDC is embarking on a larger scale model of this Calculator to include a statewide database and on-line tool that provides Self-Sufficiency Standard information as well as work support information for programs across the state. Like the King County Self Sufficiency Calculator, the Washington State Self Sufficiency Calculator will also allow clients the opportunity to test wages and input their own expenses and employment scenarios.

WorkFirst

WorkFirst is the state's Welfare to Work strategy. WorkFirst requires Temporary Assistance to Needy Families (TANF) participants to prepare for, find, and maintain employment. Workforce development-related components of WorkFirst are primarily administered by the Employment Security Department (ESD), and include job search workshops, subsidized employment, skills training, and pre-employment training. During PY 04, ESD was exploring ways to integrate WorkFirst service delivery into WorkSource as a means of finding efficiencies and reducing duplication. In PY 05, ESD WorkFirst staff moved into local WorkSource sites and are now located at four sites: Redmond, Renton, North, and Rainier.

The Department of Social and Health Services (DSHS) is the entry point and ongoing contact point for WorkFirst. DSHS staff provides eligibility determination (for TANF and related programs such as child care, medical, and food assistance), case management, and support services to WorkFirst participants. DSHS WorkFirst staff is currently co-located at the Auburn WorkSource site, and are participating in

a planning group for a new employment center at North Seattle Community College where WorkSource and DSHS staff may be co-located.

The WDC and its WorkSource partners continue to look for opportunities to integrate services and create partnerships. As an example, for the past year and a half, the WDC has been working with WorkSource partners and DSHS on The Advancement Project (TAP), a local pilot aimed at increasing advancement options for low-wage workers through integrated access to work supports and employment services. TAP services are delivered by a two-person case management team—one WIA and one DSHS—at WorkSource Renton. This project provides workers easy access to work supports as well as case management and other resources that promote job retention, career advancement and economic self-sufficiency. TAP was also designed to identify best practices and develop lessons learned about providing workforce services to individuals who are already working. TAP has been operating as a pilot project since January of 2006, and began enrolling customers in March 2006. Early lessons learned from TAP will serve as a foundation for the next generation of this project which aims to move from a pilot at a single WorkSource site to a system-wide initiative.

Vocational Rehabilitation

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

Also, the King County Area Manager of DVR sits on the WDC Board of Directors and Vocational Rehabilitation Counselors are located at the three WorkSource Centers. The effective partnership between DVR and WorkSource has resulted in helping identify and recommend solutions for any gaps in service delivery to people with disabilities. The WDC is also actively working with DVR staff to increase outreach to the business community and increase WorkSource staff skills and expertise through additional staff training around assistive technology and employing persons with disabilities.

Job Corps

At four residential campuses in the State of Washington, Job Corps prepares young people for jobs in rigorous, college like programs that work. Through

classroom and work-based training, young people master academic basics, develop positive work habits and learn job-specific skills.

In an effort to better serve King County Job Corps participants two full-time staff, a Job Corps Admissions Counselor & a Career Transition Specialist are located at WorkSource Renton. In addition, the King County Job Corp Outreach Coordinator/Business Community Liaison sits on the WDC Youth Council.

Juvenile Justice

Workforce development services for youth involved in the juvenile justice system are administered by King County Superior Court Juvenile Court Services Department (KCSC). The Community Programs Unit of the juvenile probation division provides the foundation for direct employment and training services for court-involved youth as well as developing workforce training partnerships with existing programs.

Community Programs receives funding from various sources with the primary funding for the VEST work training program from the state Juvenile Rehabilitation Administration. The VEST program provided direct work training services for 150 moderate and high risk youth on probation throughout King County in 2006. Additional programs include county council funded Rainier Valley Youth Service Project that provided work training for 50 high risk offenders in southeast Seattle in 2006. The New Start project (alternative Highline School District High School) in White Center served an additional 70 high risk probation youth in 2006 (25 youth enrolled in WIA Out-of-School Program). All juvenile court offender work training programs address direct employment training, exploration, preparation and placement in the youth's community. As all offenders owe some legal financial obligation, a special emphasis is also placed on preparing and assisting youth to maintain compliance with their court order victim restitution obligations.

To launch summer 2007 is the Business and Youth Alliance (BYA) is a pilot to engage 12 young offenders of color with a minority small business for one year. Participants will receive full case management, assessment, mentoring, career exploration, job shadowing, occupation education portfolio and paid work experience. Also the Education Integration Task Force, which the WDC participates in, has convened to develop a systems approach to examine promising approaches to intervene and prevent drop outs. The PATHNET initiative is being developed to provide a path and pilot a 200 youth retrieval and intervention project. The lead agency for PATHNET is the Puget Sound Educational Service District.

Public and Private Workforce Initiatives

Career Pathways

Career Pathways is a public-private partnership which places career counselors from the WorkSource system at 5 area health care organizations to work with employers and incumbent workers. The organizations include: Harborview Medical Center, Children's Hospital, Virginia Mason, Group Health, and Swedish Medical Center. This program has been in place since 2003 and has assisted employers in filling critical job openings, while helping incumbent workers access the training and other resources necessary to allow them to move into these in-demand, higher paying positions.

Life Sciences

The Life Sciences Skill Panel began convening in November 2005 and was comprised of industry, education, workforce, and economic development leaders. The purpose of the panel was to develop strategies and make recommendations on how to expand the local life sciences industry workforce.

Outcomes of the panel included creating a High Demand Job Brochure, www.LS-central.com, publishing an HR and a High School Focus Group Report, sponsoring a career summit for teachers and counselors, creating an on-line database that lists many science outreach programs in Washington state, and working with the WBBA to publish the Future of Life Sciences report which was published in November, 2006.

The Life Sciences Skill Panel has expanded into a statewide partnership facilitated by the Washington Biotechnology & Biomedical Association. This partnership is called the Industry-Education Council and they will convene four times per year to discuss training and education issues related to the life sciences industry.

Literacy Works

Literacy Works is an innovative workplace literacy program launched by the WDC in 2002. The program offers literacy classes to working adults with limited English proficiency, at their worksites and customized to the specific on-the-job needs identified by them and the employer. The focus is on small- and medium-sized businesses where the majority of immigrants and refugees are employed. The classes are delivered by community-based organizations with expertise in working with immigrant populations and connections to WorkSource and other community services. Each worker sets three functional literacy goals with the help of the instructor and progress is measured at the end of class. Customer satisfaction of

both the workers and the employer is another outcome. Results include increased productivity, communication, and job promotion opportunity.

Unlimited Potential

With Microsoft as a key partner, the WDC of Seattle-King County has also been assisting job seekers increase their Information and Communication Technology (ITC) skills. As technology skills are increasingly required for our lives, these skills have become basic as well. Using Microsoft’s Unlimited Potential curriculum, technology instructors at two WorkSource sites welcome all job seekers to 2 day courses in Computer Fundamentals, Word, Excel, PowerPoint and Access. These courses are free of charge, with WIA and Microsoft grant funds supporting instructors. Job Seeker response has been strong with almost 1,000 courses offered to 600 unique job seekers.

PERFORMANCE ACCOUNTABILITY

MAJOR WORKFORCE DEVELOPMENT PROGRAM RESULTS

Workforce Investment Act Adult Program

Results for Seattle-King County’s WIA Adult program, based on data provided by the State Workforce Training and Education Coordinating Board via their online system Service, Knowledge, & Information Exchange System (SKIES) for July 2005 – June 2006, show that 75% of exited participants, left with unsubsidized employment. This compares to a statewide rate of 82%, as shown in the table below. Average wages for those employed in King County was \$11.75 per hour.

	WIA Adult Program Results		
	King County	State-Wide	# of Exiting Participants (King)
Percent of Participants Exiting with Unsubsidized Employment	74.6%	82.3%	1,060
Average Wage per hour for Exited Participants in Unsubsidized	\$11.75	\$12.55	1,060

Employment

In terms of demographics, over 63% of all WIA Adult participants served in Seattle-King County are women, as shown in the table below. More than one half, 61%, are participants of color. Only 12% of participants declared to be disabled. The percentage of participants who have limited English skills in King County is 42%, compared to only 14% statewide.

WIA Adult Program Demographic Data		
	<i>King County</i>	Statewide
Served		
Total Participants	1,748	7,319
Gender		
Percent Female	63.4%	64.7%
Ethnic/Racial Background		
Percent African American	33.6%	12.6%
Percent Asian	15.6%	6.1%
Percent Hispanic	8.2%	11.3%
Percent Native American	2.2%	3.2%
Percent Pacific Islander	1.1%	0.9%
Percent Caucasian	43.4%	68.7%
Disabilities		
Percent Disabled	12.5%	11.9%
Targeted Group		
Limited English	42.5%	14.1%

Workforce Investment Act Dislocated Worker Program

Eighty-two percent of dislocated workers in Seattle-King County exited with unsubsidized employment, as shown in the table below. The average wage per hour for dislocated worker participants who exited in Seattle/King County was \$19.27, compared to \$16.03 statewide.

WIA Dislocated Worker Program Results			
	King County	Statewide	# of Exiting Participants (King)
Percent of Participants Exiting with Unsubsidized Employment	82.1%	84.0%	1,185
Average Wage per hour for Exited Participants in Unsubsidized Employment	\$19.27	\$16.03	1,185

In terms of demographics, 57% of dislocated workers are women, as shown in the table below. About 33% of the participants served are people of color. A little over 6% have limited English skills, compared to 5% statewide.

**WIA Dislocated Worker Program
Demographic Data**

	<i>King County</i>	Statewide
Served		
Total Participants	2,630	8,460
Gender		
Percent Female	57.1%	51.9%
Ethnic Background		
Percent Asian	14.4%	7.4%
Percent African American	11.8%	5.7%
Percent Hispanic	4.3%	6.5%
Percent Native American	1.5%	2.0%
Percent Pacific Islander	0.8%	0.6%
Percent Caucasian	65.8%	77.6%
Disabilities		
Percent Disabled	4.0%	5.4%
Targeted Group		
Limited English	6.4%	4.8%

Workforce Investment Act In School Youth Program

About 72% of in school youth participants exited the program into secondary school, over 9% exited the program into post-secondary school, and about 8% exited the program into unsubsidized employment. Participants served spent an average of only 56 weeks in the program. Comparatively, 88 weeks were spent statewide.

**WIA In School Youth Program
Results**

	King County	Statewide	# of Exiting Participants (King)
Percent of Participants Attending Secondary School	71.9%	42.6%	342
Percent of Participants Attending Post-Secondary School	9.4%	10.6%	342
Percent of Participants Exiting with Unsubsidized Employment	7.6%	25.0%	342
Average Weeks Spent In The Program Before Exit	56	88	342

In terms of demographics, almost 58% percent are women, as shown in the table below. Over three quarters are youth of color, with 54% African American, 18% Asian, 11% Hispanic, 7% Native American, and 5% Pacific Islander. About 7% of youth participants served are homeless/runaway. This compares to 5% statewide.

Additionally, 16% have limited English skills, compared to a statewide percentage of 7%.

**WIA In School Youth Program
Demographic Data**

	<i>King County</i>	Statewide
Served		
Total Participants	462	2,636
Gender		
Percent Female	58.0%	54.4%
Ethnic Background		
Percent African American	54.3%	17.0%
Percent Asian	17.5%	7.2%
Percent Hispanic	10.8%	4.3%
Percent Native American	6.7%	6.8%
Percent Pacific Islander	4.5%	1.9%
Percent Caucasian	18.8%	60.4%
Disabilities		
Percent Disabled	16.0%	20.0%
Targeted Group		
Homeless Runaway	6.9%	4.5%
Limited English	15.6%	7.1%

Workforce Investment Act Out of School Youth Program

Almost 14% of youth in Seattle/King County who participated in the Out of School Youth Program entered a post-secondary education at exit, as shown in the table below. This compares to a statewide rate of 6%. On average, participants spent 59 weeks in the program. Statewide, 65 weeks was the average length of stay.

**WIA Out of School Youth Program
Results**

	King County	Statewide	# of Exiting Participants (King)
Percent of Participants Attaining a Recognized Credential	55.8%	64.1%	326
Percent of Participants Attending Post-Secondary School	13.8%	6.0%	326
Percent of Participants Exiting with Unsubsidized Employment	45.7%	56.6%	326
Average Weeks Spent In The Program Before Exit	59	65	326

In terms of demographics, almost three-quarters are youth of color, with 36% African American, 10% Asian, 12% Hispanic, 9% Native American, and 5% Pacific Islander. Over 81% were High School dropouts and were not attending school at

enrollment. This compares to 71% statewide. Additionally, 21.7% were homeless runaways compared to 11% statewide and 34.6% were offenders compared to 28% statewide.

**WIA Out of School Youth Program
Demographic Data**

	<i>King County</i>	Statewide
Served		
Total Participants	641	3,083
Gender		
Percent Female	57.3%	55.7%
Ethnic Background		
Percent African American	35.6%	13.5%
Percent Hispanic	11.5%	19.5%
Percent Native American	8.9%	7.4%
Percent Asian	10.3%	4.1%
Percent Pacific Islander	4.5%	8.9%
Percent Caucasian	11.5%	69.4%
Disabilities		
Percent Disabled	6.7%	13.9%
Targeted Group		
Not Attending School, High School Dropout	81.4%	70.9%
Homeless Runaway	21.7%	10.6%
Offender	34.6%	28.4%

Baseline & Expected Levels of Performance on State & Federal Core Indicators

The Seattle/King County WDC negotiates with the State Workforce Board and chief local elected officials the expected levels of performance on state and federal core indicators for the workforce development system. These indicators include:

- Credential attainment
- Employment or further education
- Entered employment rate

- Retention in employment
- Earnings
- Earnings gains
- Employer satisfaction
- Participant satisfaction

The “State and Federal Core Indicators and Actual/Expected Levels of Performance” table on the following pages identifies state and federal core indicators by target population and workforce development program, and provides data for Seattle-King County for the 2005 –2008 program year.

These goals and outcomes include:

- Attainment and retention of living wage jobs
- Wage progression
- Closing of the skills gap
- Improved economic security and self-sufficiency
- Customer satisfaction (employer and job seeker/worker)

STATE AND FEDERAL CORE INDICATORS AND ACTUAL/EXPECTED LEVELS OF PERFORMANCE

(In the table, **S** designates state core indicator, and **F** designates federal core indicator. PY05 refers to the annual report produced for the September 30, 2006 schedule.)

YOUTH		ADULT		DISLOCATED WORKER	
I. Entered Employment/Further Education Rate: The percentage of participants not employed at program registration that were employed or pursuing further education in the third quarter after exiting the program. S PY 05 actual: 85.4% PY 06 target: 77.5% PY 07 target: TBD	I. Entered Employment Rate: The percentage of <i>Older Youth</i> participants not employed at program registration that were employed during the first quarter after exiting the program. F PY 05 actual: 71.8% PY 06 target: 63.9% PY 07 target: TBD	I. Entered Employment Rate: The percentage of participants not employed at program registration that were employed in the third quarter after exiting the program. S PY 05 actual: 77.7% PY 06 target: 76.0% PY 07 target: TBD	I. Entered Employment Rate: The percentage of participants not employed at program registration that were employed during the first quarter after exiting the program. F PY 05 actual: 79.7% PY 06 target: 77.9% PY 07 target: TBD	I. Entered Employment Rate: The percentage of participants not employed at program registration that were employed in the third quarter after exiting the program. S PY 05 actual: 83.4% PY 06 target: 82.5% PY 07 target: TBD	I. Entered Employment Rate: The percentage of participants not employed at program registration that were employed during the first quarter after exiting the program. F PY 05 actual: 84.3% PY 06 target: 82.0% PY 07 target: TBD

YOUTH		ADULT		DISLOCATED WORKER	
<p>2. Retention in Employment: The percentage of <i>Younger Youth</i> participants who entered employment during the first quarter after exiting the program who were employed during the third post-program quarter. F</p> <p>PY 05 actual: 69.5% PY 06 target: 64.6% PY 07 target: TBD</p>	<p>2. Retention in Employment: The percentage of <i>Older Youth</i> participants who entered employment during the first quarter after exiting the program who were employed during the third post-program quarter. F</p> <p>PY 05 actual: 74.4% PY 06 target: 81.0% PY 07 target: TBD</p>	<p>2. Retention in Employment: The percentage of participants who entered employment during the first quarter after exiting the program who were employed during the third post-program quarter. F</p> <p>PY 05 actual: 86.5% PY 06 target: 83.6% PY 07 target: TBD</p>		<p>2. Retention in Employment: The percentage of participants who entered employment during the first quarter after exiting the program who were employed during the third post-program quarter. F</p> <p>PY 05 actual: 91.7% PY 06 target: 89.7% PY 07 target: TBD</p>	
<p>3. Earnings: The median annualized earnings of former participants during the third quarter after leaving the program. (Only former participants not enrolled in further education are counted for this indicator.) S</p> <p>PY 05 actual: \$7,641 PY 06 target: \$10,323 PY 07 target: TBD</p>	<p>3. Earnings: <i>Older Youth</i> earnings gain (change/replacement) in six months during the second and third quarters after leaving the program. F</p> <p>PY 05 actual: \$3,287 PY 06 target: \$3,271 PY 07 target: TBD</p>	<p>3. Earnings: The median annualized earnings of former participants during the third quarter after leaving the program. (Only former participants not enrolled in further education are counted for this indicator.) S</p> <p>PY 05 actual: \$20,458 PY 06 target: \$18,883 PY 07 target: TBD</p>	<p>3. Earnings: The earnings gain (change/replacement) in six months during the second and third quarters after leaving the program. F</p> <p>PY 05 actual: \$4,140 PY 06 target: \$3,750 PY 07 target: TBD</p>	<p>3. Earnings: The median annualized earnings of former participants during the third quarter after leaving the program. (Only former participants not enrolled in further education are counted for this indicator.) S</p> <p>PY 05 actual: \$29,392 PY 06 target: \$28,934 PY 07 target: TBD</p>	<p>3. Earnings: The earnings gain (change/replacement) in six months during the second and third quarters after leaving the program. F</p> <p>PY 05 actual: \$464 PY 06 target: -\$2,650 PY 07 target: TBD</p>

YOUTH		ADULT		DISLOCATED WORKER	
<p>4. Credential Attainment: Among former participants, the percentage that attained an appropriate credential. Measured only for those who were employed. S</p> <p>PY 05 actual: 85.7% PY 06 target: 75.5% PY 07 target: TBD</p>	<p>4a. Employment and Credential Attainment: Among <i>Older Youth</i> participants, the percentage that attained employment and/or an appropriate credential by the third quarter after leaving the program. F</p> <p>PY 05 actual: 55.8% PY 06 target: 46.0% PY 07 target: TBD</p>	<p>4. Credential Attainment: Among employed former participants, the percentage that attained an appropriate credential. S</p> <p>PY 05 actual: 51.5% PY 06 target: 65.0% PY 07 target: TBD</p>	<p>4. Credential Attainment: Among employed former participants, the percentage that attained an appropriate credential. F</p> <p>PY 05 actual: 77.6% PY 06 target: 62.4% PY 07 target: TBD</p>	<p>4. Credential Attainment: Among employed former participants, the percentage that attained an appropriate credential. S</p> <p>PY 05 actual: 60.3% PY 06 target: 72.0% PY 07 target: TBD</p>	<p>4. Credential Attainment: Among employed former participants, the percentage that attained an appropriate credential. F</p> <p>PY 05 actual: 74.7% PY 06 target: 72.5% PY 07 target: TBD</p>
<p>5. Younger Youth Skills Attainment: The attainment rate of annual skill goals that <i>Younger Youth</i> participants attained during the program. F</p> <p>PY 05 actual: 91.1% PY 06 target: 87.0% PY 07 target: TBD</p>	<p>6. Younger Youth Diploma/Equivalent Attainment: Among <i>Younger Youth</i> participants, the percentage that attained a diploma or equivalent during the program. F</p> <p>PY 05 actual: 51.8% PY 06 target: 61.2% PY 07 target: TBD</p>				

YOUTH		ADULT		DISLOCATED WORKER	
<p>7. Customer Satisfaction: Percentage of former participants who report satisfaction with the program as evidenced by survey responses 6 to 9 months after leaving the program. (Not required below the area level.) S</p> <p>PY 05 actual: 95.7% PY 06 target: 95.0% PY 07 target: TBD</p>		<p>7. Customer Satisfaction: Percentage of former participants who report satisfaction with the program as evidenced by survey responses 6 to 9 months after leaving the program. (Not required below the area level.) S</p> <p>PY 05 actual: 79.7% PY 06 target: 90.0% PY 07 target: TBD</p>		<p>7. Customer Satisfaction: Percentage of former participants who report satisfaction with the program as evidenced by survey responses 6 to 9 months after leaving the program. (Not required below the area level.) S</p> <p>PY 05 actual: 92.6% PY 06 target: 89.5% PY 07 target: TBD</p>	

ALL PROGRAMS (YOUTH, ADULT, DISCLOCATED WORKER)

<p>8a. All Program Participants Customer Satisfaction: Percentage of former participants who report satisfaction with the program as evidenced by survey responses 6 to 9 months after leaving the program. (Not required below the area level.) S</p> <p>PY 05 actual: 76.7% PY 06 target: 75.5% PY 07 target: TBD</p>	<p>8b. All Employers Customer Satisfaction: Percentage of former employers who report satisfaction with the program as evidenced by survey responses 6 to 9 months after leaving the program. (Not required below the area level.) S</p> <p>PY 05 actual: 65.6% PY 06 target: 69.5% PY 07 target: TBD</p>				
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THREE YEAR ACTION PLAN

WDC's Priorities and Goals

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

AGENDA FOR ACTION

Vision

Leadership toward an inclusive dynamic regional economy.

Mission

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

Who We Are and What We Do

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

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

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

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

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

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

2005-2008 GOALS AND OBJECTIVES

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

THREE-YEAR GOALS:

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

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

THREE-YEAR GOALS:

- Ensure mechanisms for understanding and responding to the varied service needs of a diverse customer base (including “target populations” and those who may not easily access the workforce development system).
- Educate and inform public officials and other key policy makers about specific workforce needs of job seekers and employers in our region.
- Define and communicate a regional workforce policy and system reform agenda.
- Ensure that local perspective is incorporated in national policy forums.
- Increase public and industry awareness of the importance of lifelong learning and workforce development.

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

THREE-YEAR GOALS:

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

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

THREE-YEAR GOALS

- Expand and diversify current funding sources to increase the WDC’s capacity to meet regional workforce needs with flexible and responsive programming.
- Improve competitiveness for funding through sound fiscal and program practices and innovative business models.

- Enhance existing, and forge new partnerships that leverage and integrate funding to minimize duplication of effort and maximize efficient use of resources.

WDC Staff Priorities

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

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

STRATEGIES

The State of Washington released a report, *High Skills, High Wages* in 2006. Within this report there were strategies where WDCs have a lead implementation role. The following is our local action in response to these priorities:

Strategy 1.2 - Expand the Dropout Prevention Initiative to more high schools.
Leads: Governor, OSPI, ESD, Workforce Board, and WDCs.

The WDC of Seattle-King County will explore the possibility of expanding the Dropout Prevention Initiative to more high schools through presentations or workshops around sharing best practices and lessons learned. Our Youth Council has made Dropout Prevention and Intervention (and Remediation) a priority and will continue to work locally and at the state level for better ways to prevent dropouts at all levels and assure graduation rates and alternatives for completion to all young people.

Strategic Opportunity: **Increasing high school graduation rates.**

Strategy 5.3 - Provide WIA Title I resources to help student access and retention, including upfront “bridge” funds.

Lead: WDCs.

Strategic Opportunity: **Increasing financial aid and retention support for workforce education students.**

The WDC of Seattle-King County recognizes that low-income individuals often need funds up front to pay tuition and other costs related to training. They cannot afford to wait to be reimbursed. The WDC of Seattle-King County will explore the opportunity to assist in student access and retention and will solicit approaches from other WDC’s in the region, depending on funding availability. One example of success in this area already is our Career Pathways program which gets private sector funding from area hospitals and has obtained funding support from the Health Work Force Institute to assist in the cost of training for individuals.

The TAP project and both the Out of School and In School youth programs also place a strategic emphasis on the use of support services to address barriers to employment, school attendance and retention.

The WDC of Seattle-King County has and will continue to make coordinated efforts to coordinate WIA resources with other financial aid sources through our 13 Local Community Colleges and numerous private vocational educational institutions. Due to the high number of community and technical colleges in our area, we have a priority on coordination among all. We have implemented a Community College Coordinator, a member of our Rapid Response Team, who acts as a neutral broker amongst the colleges to disseminate workforce training information, experiment with pilot projects of best practices and assist in funding availability information amongst the multiple entities.

Strategy 6.1 - Create and take advantage of opportunities to redirect resources to front line services.

Leads: ESD, SBCTC, DSHS, and WDCs.

The WDC of Seattle-King County will convene the lead partners during the 2007 - 2009 period to explore opportunities to redirect resources to front line services.

Strategy 11.4 -Develop expertise in the WorkSource System in serving the needs of local employers in key clusters.

Leads: ESD and WDCs.

Strategic Opportunity: **Improving coordination between workforce and economic development in key economic clusters.**

The WorkSource Business Solutions Team (BST), which has evolved into an integrated team comprised of multiple partners funded under WIA, Wagner/Peyser and WorkFirst, has begun and will continue to coordinate efforts with our economic development partners. Services in demand have included targeted hiring events or convening local partners, including community colleges, to attract, grow, and retain our local businesses. The BST will continue to increase utilization of SKIES to identify our job seeker “inventory” based on occupational interest and history to increase our job matching rate, thus continuing to grow and retain our local businesses by providing the best matched employees for their companies workforce needs.

Additionally, BST staff will continue to be active members of local economic development partnerships which will continue to strengthen our foundation for coordinating services to our local business community.

Strategy 12.1 -Rapidly link dislocated workers with appropriate employment services and retraining programs.

Leads: ESD, WDCs, and SBCTC.

The Seattle-King County Rapid Response team coordinates efforts to respond to impending layoffs and closures. Members of the team include representatives from organized labor and staff from system-wide Business Services and Job Seeker services teams. The State Board for Community and Technical Colleges has assigned a staff person to work with this team. The team works as a part of the WorkSource Operators Consortium to link the Business services and Job Seeker resources available to respond to labor market events .Information about Unemployment Insurance, WorkSource services and Worker Retraining resources and other community resources is delivered to impacted workers at their workplace whenever possible. Business services staff work with employers to identify employment opportunities for workers being laid off. In some instances specific focused job fairs have been held to match those workers with employers seeking similar skill sets. Needs assessments are conducted and referrals to direct services are made. The Seattle-King County WorkSource system has a well developed relationship with local Community and Technical Colleges. Regular coordination activities ensure that information available to staff is up-to-date.

Dislocated Worker staffs have access to up-to-date local labor market information thorough the WDC website. High growth sector information forums and job fairs are conducted throughout King County.

Strategy 16.3 - Mandate increased use of common assessments.

Leads: ESD and WDCs.

The WDC supports the use of common assessments, provided the assessment instrument is of high quality, research based, and non-duplicative. The WDC has been very involved with this state initiative, as CASAS was adopted as the basic academic skills assessment instrument by several agencies statewide in recent years.

CASAS is the instrument historically required for use by all Seattle-King County WIA funded service providers. Many of our providers continue to choose CASAS Employability Competency System (ECS) over other nationally standardized academic assessment instruments. Currently our three youth providers have trained all staff, and are all either actively using CASAS materials or are transitioning from TABE to CASAS. Our adult and dislocated worker providers are using CASAS for customers going into training. They are either giving the appraisal test themselves, or are accessing college partners for testing. In 2006, under a subcontract with ES, our WDC delivered CASAS training to over 182 WIA youth and WorkSource staff in 7 cities statewide. Between 2007 and 2009 the WDC will host CASAS training for any new Seattle-King County WorkSource staff and other staff needing technical assistance in order to use CASAS materials.

In 2006, our system adopted use of a variety of four assessments, accessible to WorkSource staff at all sites for all job seekers. Assessments include CASAS for academics, QWIZ for computer skills, the Employment Readiness Scale (ERS) which identifies customer barriers to employment, helps staff identify interventions and can, through post testing, confirm when a job seeker is employment ready. The final instrument is COPS, CAPS, COPES, given to help identify job seeker's interests and aptitudes. Each WorkSource location has these assessment materials and staff trained to give them.

Strategy 9.1 - A wide variety of local organizations will pilot the Work Readiness Credential.

Leads: Workforce Board, WDCs, Community and Technical Colleges, and Chambers of Commerce.

Strategic Opportunity: **Expanding the availability of the Work Readiness Credential.**

The WDC places great emphasis on how to holistically prepare job seekers for the world of work. Beyond basic literacy, numeracy and technological skills, there are considerations about how a person presents him/herself in an

interview, what they know about serving customers, their honesty when presented with workplace challenges and working in a team. The WDC has observed, reviewed and assisted service providers with their Work Readiness workshops throughout the years. Youth attend provider-designed week long workshops, are assessed by their WEX employers as they experience employment and are prepared by employment specialists as they search for unsubsidized employment. The WDC has been trying out more standard instruments as they've become available, in order to systematize common assessment.

In early 2006, the WDC was also made aware of a developing partnership between CASAS and LRI/AccuVision who are working together toward a Work Readiness Credential at several locations in Oregon. CASAS assessments provide the academic portions of the certificate, and AccuVision adds to the credential using their already established WorkForce Readiness System; video-based assessments covering Customer Care and Personal Qualities. By April, 2006 WIA Youth providers were asked to review three Work Readiness tools currently available within the WorkSource system, that didn't duplicate the academic assessments (reading, math, English language) they'd already taken. Provider staff took these assessments themselves: WorkKeys - Teamwork section, Employment Readiness System (ERS) and LRI/AccuVision - Personal Qualities and Customer Care. All three youth providers agreed the most relevant, youth appropriate assessment with associated curriculum was the LRI/AccuVision Work Readiness System. WIA Youth providers are currently using CASAS and LRI/AccuVision assessments, adapting curriculum as needed.

Between now and 2010, the WDC will continue to offer providers opportunities to try out work readiness assessments. We currently offer a menu to best serve our different customer bases. The ERS works best with Dislocated Workers and is available for all WorkSource customers. WorkKeys Teamwork assessment can be accessed by customers at WorkSource North Seattle, particularly those associated with Shoreline Community College. Our Business Solutions team is also aware of our system's work readiness assessments, as they work to best serve our community of employers. Work to create a meaningful, recognized local certificate that indicates a job seeker's strengths and articulated work readiness level combining CASAS and LRI/AccuVision assessment will continue.

Strategy 16.2 - Co-locate WorkSource Centers and establish affiliate sites on more community and technical college campuses.

Leads: Governor, Legislature, ESD, SBCTC, and WDCs.

Through 2006, Seattle-King County WorkSource sites have included two Community Colleges as affiliate sites: South Seattle Community College and Bellevue Community College. Through the WorkSource recertification process,

it was determined in December of 2006 that Bellevue Community College would not continue as an affiliate site. The expense the college incurred to meet requirements for affiliate status, particularly data collection and signage, was no longer acceptable. Work is currently underway, led by the WDC, to create on a new level of WorkSource status called a Connections site. Representatives of the Operator Consortium, WDC staff, BCC staff from the Career Center, Women's Center, Worker Retraining and WorkFirst have met over the past four months to agree on and pilot a Connections site. As the pilot design evolves, other colleges in the Seattle-King County area will become involved for review and comment. The WDC projects the Connections pilot will be complete in 2007, with a full report and recommendations going to WDC committees in early 2008.

The WDC is currently participating in a planning group for a proposed new employment center at North Seattle Community College where WorkSource North Seattle may potentially relocate, along with the Youth Learning Center North and partners such as DSHS.

WorkSource also partners with the community college system at WorkSource Downtown Seattle and WorkSource Renton, where Renton Technical College co-locates to offer ABE, ESL GED and the External Diploma Program. WorkSource North Seattle co-locates with Shoreline Community College where the CEO program, run jointly by King County Work Training Program and Shoreline, assists youth to complete GEDs and enter college. Shoreline staff is also located in the WorkSource North Seattle center to assist customers with training inquiries. Seattle Central Community College and SVI are co-located at WorkSource Rainier. WorkSource Auburn and the Green River Community College Learning Center, located two miles from each other, work together for customer referral.

Strategy 16.6 - Pilot the co-location of L&I Vocational Rehabilitation Services at WorkSource Centers.

Leads: L&I, ESD, and WDCs

The WDC of Seattle-King County will convene the leads, particularly looking at the Pacific Mountain WorkSource areas which have piloted some, to explore a co-location of L&I Vocational Rehabilitation Services.

The Employment Security Department (ESD) will issue separate instructions for the development of 2007-2009 WIA and Wagner-Peyser local area operations plans. ESD indicates that the instructions will reflect the ESD Strategic Plan. Requirements may include additional performance measures, use of SKIES, further integration of Wagner-Peyser and WIA functions and services to specific populations to include UI claimants and WorkFirst participants.

Strategy 15.1 - ESD senior leadership team and the WDCs' directors commit to an even stronger integrated partnership in overseeing the managing of the WorkSource System.

Leads: ESD and WDCs

Strategic Opportunity: **Developing state and local agreements on service integration.**

In order to advance integration, the Workforce Board will coordinate the development of statewide agreements on integration among partner agencies and programs. Prior to this, the WDC of Seattle-King County had already developed local agreements within each of our Centers and Affiliates. We will continue to advance the integration of partners in all sites throughout the 2007-2009 period. A list of all sites and the over 30 partner agencies is attached as Appendix A. The goal of this integration has always been and will continue to be high customer service and satisfaction.

In the specific area of WorkFirst integration, many advances have been made since the 2005 plan and will continue over the next two year period including a comprehensive evaluation, an employment plan and a weekly planner for customers with the goal that 60% of customers get to work in 90 days. This goal is being met currently.

Strategy 15.3 - All staff within a WorkSource Center will function as part of a multi-agency team coordinated by the one-stop operator.

Leads: ESD, WDCs, Workforce Board and Partner Programs

The current configuration of the Operator's Consortium led by ESD, King County Work Training Program, Pacific Associates and the YWCA oversees the multiple agency partnerships in all WorkSource centers and affiliate sites. See Appendix A for list of all partners at all sites as of March 2007.

Strategy 15.4 - ESD and the WDC Directors should work with WorkSource partner programs toward integrated, not commingled, budgets for WorkSource centers.

Leads: ESD and WDCs

The WDC and ESD leads will convene upon completion of filling the local WorkSource Area Director position and assess the viability of an integrated budget system for WorkSource centers. It is observed that various pilots exist throughout the state and various degrees of integration and those models will be studied and discussed at the WDC of Seattle-King County board level.

Strategy 15.5 - One-stop center results will be reported in concert with ESD using a GMAP approach.

Leads: ESD and WDCs

A work group of WDC directors and ESD senior leadership has been convened as of February of 2007 to assess and develop a coordinated and meaningful results measurement GMAP system for one-stop centers.

For instance one of our one-stop centers, WorkSource Redmond, piloted a "crash team" with the goal of increasing the percentage of UI claimants that receive an initial assessment, and job referral. Previously, there was concern of customers not showing for Module 1. The pilot action plan included ES staff serving UI claimants at Module 1, providing group orientation followed by an individual session, building a relationship with the claimant customers, and providing more orientation to these customers. Results from the pilot reflect great success: an increase of claimant from 6% to 24%, claimant increase from 23% to 55%, and claimant job referrals increased from 39% to 44%. We will review lessons learned for future system-wide implementation.

Since the last Strategic Planning period of 2005, much progress has been made at the local Seattle-King County level to assure that all sites are trained and using SKIES to capture data. There has been an increase, for example, in the recording of employment referrals in SKIES. All 300 of the WIA system staff are trained in SKIES during a three day course provided by local SKIES power users. Staff is trained in how to create, update, view and delete SKIES records within the SKIES Job Seeker, Provider, Employer, Staff Functions, on-line query, and WIA Management Report screens. Training is hands-on practice within each section.

Strategy 16.4 - Enhance management information system integration.

Leads: ESD and WDCs.

See response to 15.5 above.

Strategy 16.8 - Improve coordination of job development and refine referrals.

Leads: ESD and WDCs.

The WorkSource Business Solutions Team (BST) has and will continue to utilize SKIES data (e.g. NAICS & desired O*NET codes) to match our job seeker "inventory" with businesses workforce needs, thus providing the best matched employees while increasing our job match rate. The BST includes Order Control and only BST staff enter job orders in our system. Additionally, our

BST leadership (ESD & WIA) has convened a workgroup to address no-shows on job referrals and will explore and implement areas for improvement.

Our system will continue to explore opportunities to expand training to our WorkSource job developers/job seeker staff on referring the most qualified candidates for job referrals and providing job seekers appropriate tools needed to gain employment. Additionally, our WorkSource system, led by our BST will continue to offer targeted industry hiring events as well as facilitate sector forums targeting WDC key sectors to provide job seekers the opportunity to explore educational and skill requirements from local employer panels.

PLAN DEVELOPMENT PROCESS

The plan development process included a wide range of activities over several months, which included:

- Research updates on the regional economy and labor market, as well as our current and future workforce trends;
- A 30-day public comment period;
- Review and input from Interim Workforce Area Director;
- Input from WorkSource Operator Consortium;
- Input from the WDC's Strategic Planning and Executive Committees;
- Final approval by the WDC's Full Board.

ADDENDUM:

[Per a request from the Workforce Training and Education Coordinating Board's memo dated April 24, 2007]

ENTREPRENEURIAL OPPORTUNITIES IN WORKSOURCE

The WDC will work in coordination with the Workforce Training and Education Coordinating Board, Small Business Advisory and Microenterprise Center, and other appropriate state and local partner organizations to develop strategies that will ensure entrepreneurial training opportunities are offered through the WorkSource system.

The WDC is currently active in offering entrepreneurial opportunities within King County's WorkSource system. The WDC has a formal Memorandum of Understanding (MOU) with the Small Business Association (SBA). The current partnership is between SBA, the WorkSource Business Solutions Team, and the Operators Consortium – initiated in June 2005 when the MOU was signed between the WDC and SBA. The SBA coordinates with the Business Services Breakfasts, and offers entrepreneurship related classes to job seekers in the system. These entrepreneurship services have been incorporated into King County's WorkSource system as an unfunded effort.

APPENDIX A:**WORKSOURCE SITES & PARTNERS**

Site	Contact Name	Contact Information	Partners on Site
WorkSource Redmond 7735 178 th Place NE Redmond, WA 98052	Paul Christopherson	425.861.3737 pchristopherson@esd.wa.gov	DVR KCWTP Pacific Associates YWCA TRAC/Jewish Family Services ES
WorkSource North Seattle 12550 Aurora Ave. N. Seattle, WA 98133	Marilyn Dahl	206.440.2525 mdahl@esd.wa.gov	DVR KCWTP Neighborhood House Pacific Associates ES Shoreline Community College Learning Center North TRAC Associates North Seattle Community College
WorkSource Renton 919 SW Grady Way, Ste. 125 Renton, WA 98055	Nancy Loverin Center Manager Veronica Wade Operations Manager	206.205.3530 nancy.loverin@metrokc.gov 206.205.3544 veronica.wade@metrokc.gov	DVR Pacific Associates ES KCWTP CARES of WA RRO Renton Technical College TRAC Associates Neighborhood House ACRS O'Neill & Associates Job Corps Casey Family Services Ruth Dykman Yth & Family Svcs

WorkSource Affiliate Auburn 2707 'I' Street NE Auburn, WA 98002	Tina Shafer	253.804.1155 tshafer@esd.wa.gov	ES KCWTP Pacific Associates TRAC Associates DSHS-Tenant Partner
WorkSource Affiliate Rainier 2531 Rainier Avenue S Seattle, WA 98144	Millicent Blocquer	206.721.6000 mblocquer@esd.wa.gov	DVR Pacific Associates ES Seattle Central Community College Seattle Vocational Institute Neighborhood House TRAC Associates ACRS
WorkSource Affiliate South Seattle Community College 6000 16 th Avenue SW Seattle, WA 98106	Duncan Burgess	206.764.7962 dburgess@sccd.ctc.edu	Neighborhood House TRAC Associates Worker Retraining Pacific Associates
WorkSource Affiliate Downtown Seattle 1151 3 rd Avenue Seattle, WA 98101	Aboubaker Ali	206.436.8604 aali@ywcaworks.org	Renton Technical College TRAC Associates YWCA ACRS Antioch University
Bellevue Community College 3000 Landerholm Circle SE Bellevue, WA 98155	Cheryl Vermilyea	425.564.2431 cvermily@bcc.ctc.edu	STATUS ON HOLD – Currently developing criteria to become a self-service “connections” site