



*Workforce Development Council
of Seattle-King County*

**DRAFT
LOCAL UNIFIED PLAN**

2005-07

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I. Strategic Plan

ECONOMY

Major Industrial Growth and Decline in King County's Economy

Seattle-King County's workforce accounts for a third of the state's total labor force. 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 10 years, the infamous bursting of the "dot-com bubble" in the information technology sector and accelerating layoffs at the Boeing Company and related manufacturing sector have sent King County's unemployment rate rocketing close to 7 percent during the height of the recession. Between 2000 and 2002, King County lost 90,000 jobs that spanned a wide range of sectors.

King County's unemployment rate has decreased to 5.1 percent in 2004 and its economy continues to recover, although slowly. All major industry sectors are expected to be a part of this recovery, except for manufacturing in the near term, as shown in the table below. Longer-term growth is expected to happen between 2007-2012, ranges from 1.2% in Construction and 1.6% in Manufacturing to 2.8% in both Information and Professional/Business Services. The double-digit growth rate that the major industries experienced in the late 1990 and early 2000 is a past memory.

Seattle-King County Annual Average Nonagricultural Employment Growth by Key Industry and Subsectors 2007, 2012 Projections (in thousands)

NAICS Industry Title	Estimated		Projected		Growth Rates	
	2002	2007	2007	2012	2002-2007	2007-2012
TOTAL NONFARM	1,127.5	1,213.1	1,319.8	1,319.8	1.5%	1.7%
TOTAL PRIVATE	966.1	1,038.6	1,131.6	1,131.6	1.5%	1.7%
<i>GOODS PRODUCING</i>	179.1	174.3	187.2	187.2	-0.5%	1.4%
<i>SERVICE PROVIDING</i>	948.4	1,038.8	1,132.6	1,132.6	1.8%	1.7%
NATURAL RESOURCES and MINING	1.1	1.1	1.1	1.1	0.0%	0.0%
CONSTRUCTION	59.4	62.4	66.1	66.1	1.0%	1.2%
Construction of Buildings	16.5	17.3	18.6	18.6	1.0%	1.5%
Heavy and Civil Engineering Construction	6.4	6.4	6.8	6.8	0.0%	1.2%

Specialty Trade Contractors	36.5	38.7	40.7	1.2%	1.0%
MANUFACTURING	118.6	110.8	120.0	-1.4%	1.6%
Durable Goods	90.2	82.5	90.8	-1.8%	1.9%
Fabricated Metal Product Manufacturing	6.3	6.1	6.2	-0.6%	0.3%
Computer and Electronic Product Mfg	11.3	11.4	13.3	0.2%	3.1%
Electronic Instrument Manufacturing	5.8	5.9	6.9	0.3%	3.2%
Transportation Equipment Manufacturing	51.1	43.1	47.7	-3.3%	2.0%
Aerospace Product and Parts Mfg	47.2	39.6	44.2	-3.5%	2.2%
Non-Durable Goods	28.4	28.3	29.2	-0.1%	0.6%
Food Manufacturing	10.4	10.2	10.0	-0.4%	-0.4%
TRADE, TRANSPORTATION and UTILITIES	225.5	238.9	253.2	1.2%	1.2%
Wholesale Trade	63.1	65.9	68.6	0.9%	0.8%
Retail Trade	115.0	122.6	131.0	1.3%	1.3%
Motor Vehicle and Parts Dealers	12.7	13.5	14.5	1.2%	1.4%
Food and Beverage Stores	21.9	22.6	24.3	0.6%	1.5%
Health and Personal Care Stores	5.3	5.9	6.4	2.2%	1.6%
Clothing and Clothing Accessories Stores	13.1	13.8	14.6	1.0%	1.1%
General Merchandise Stores	14.2	15.9	16.9	2.3%	1.2%
Transportation, Warehousing and Utilities	47.4	50.4	53.6	1.2%	1.2%
Transportation and Warehousing	46.2	49.1	52.2	1.2%	1.2%
Air Transportation	12.8	13.3	14.1	0.8%	1.2%
Water Transportation	2.7	3.0	3.2	2.1%	1.3%
Truck Transportation	7.0	7.6	8.3	1.7%	1.8%
Support Activities for Transportation	9.4	10.1	10.7	1.4%	1.2%
Support Activities for Water Transportation	2.3	2.6	2.6	2.5%	0.0%
Warehousing and Storage	3.1	3.2	3.4	0.6%	1.2%
INFORMATION	69.2	79.1	90.8	2.7%	2.8%
Newspaper, Periodical, Book & Directory Publishers	5.1	5.3	5.8	0.8%	1.8%
Software Publishers	34.7	42.1	48.9	3.9%	3.0%
Broadcasting, except Internet	2.6	2.7	2.7	0.8%	0.0%
Telecommunications	19.1	21.1	24.3	2.0%	2.9%
Wired Telecommunications Carriers	4.9	4.9	5.2	0.0%	1.2%
Wireless Telecom Carriers, except Satellite	10.7	12.5	14.8	3.2%	3.4%
FINANCIAL ACTIVITIES	76.8	83.2	88.2	1.6%	1.2%
Finance and Insurance	52.4	56.6	60.0	1.6%	1.2%
Credit Intermediation and Related Activities	22.8	26.0	27.5	2.7%	1.1%
Insurance Carriers and Related Activities	21.7	22.0	23.2	0.3%	1.1%
Real Estate, Rental and Leasing	24.4	26.6	28.2	1.7%	1.2%
PROFESSIONAL and BUSINESS SERVICES	162.9	188.5	215.9	3.0%	2.8%
Professional, Scientific and Technical Services	81.4	92.6	105.9	2.6%	2.7%
Legal Services	12.2	13.1	14.0	1.4%	1.3%
Accounting, Tax Prep, Bookkeeping & Payroll	8.5	9.3	9.7	1.8%	0.8%

Architectural, Engineering and Related	16.4	18.8	21.8	2.8%	3.0%
Computer Systems Design and Related	17.4	19.8	23.4	2.6%	3.4%
Management of Companies and Enterprises	20.9	24.9	28.0	3.6%	2.4%
Admin and Support and Waste Mgmt and Remediation	60.6	71.0	82.0	3.2%	2.9%
Administrative and Support Services	58.1	68.3	79.1	3.3%	3.0%
Employment Services	25.1	29.9	36.0	3.6%	3.8%
EDUCATIONAL and HEALTH SERVICES	113.2	123.5	134.2	1.8%	1.7%
Educational Services	19.1	21.2	23.1	2.1%	1.7%
Ambulatory Health Care Services	37.8	41.2	44.8	1.7%	1.7%
Hospitals	23.5	25.4	27.5	1.6%	1.6%
Nursing and Residential Care Facilities	15.9	17.4	19.0	1.8%	1.8%
Social Assistance	16.9	18.3	19.8	1.6%	1.6%
LEISURE and HOSPITALITY	99.5	107.5	115.3	1.6%	1.4%
Arts, Entertainment and Recreation	18.9	20.5	22.2	1.6%	1.6%
Accommodation	12.0	13.0	13.4	1.6%	0.6%
Food Services and Drinking Places	68.6	74.0	79.7	1.5%	1.5%
OTHER SERVICES	39.9	43.6	46.8	1.8%	1.4%
Repair and Maintenance	11.3	11.9	12.8	1.0%	1.5%
Personal and Laundry Services	11.2	12.2	13.1	1.7%	1.4%
Membership Associations and Organizations	17.4	19.5	20.9	2.3%	1.4%
GOVERNMENT	161.4	174.5	188.2	1.6%	1.5%
Federal Government	21.9	22.8	23.7	0.8%	0.8%
State Government	53.3	57.8	62.8	1.6%	1.7%
State Government Educational Services	39.6	43.1	47.2	1.7%	1.8%
Local Government	86.2	93.9	101.7	1.7%	1.6%
Local Government Educational Services	35.2	39.0	43.3	2.1%	2.1%

Source: Washington State Employment Security Department, 2003

Two well-know sectors that fuel King County's economy and generate jobs are manufacturing and software/information technology – both hit hard in the past few years. Yet, even as Washington Sate hovered at one of the highest unemployment rates in the United States, industries such as healthcare and companies like Microsoft continued to hire workers. Boeing has been our region's main economic engine since the 1960's; its ups and downs as a company have largely determined the economic health of the region and its workforce.

The proof that King County's economic base has diversified, however, is that the recent downturn was not worse than it could have been. Key factors in our broader economic base include a number of prominent research institutes, such as Fred Hutchinson Cancer Research Center, and Fortune 500 Companies such as Washington Mutual and Costco. The chart below shows that the Services and Retail Trade sectors combined to be hiring almost half of the workers and the Services

sector to be 39% of the total wages paid. This is compared to the Manufacturing sector of 12.4% of the employment base only and 14.2% of the total wage pay out.

2000 EMPLOYMENT AND TOTAL WAGES IN MAJOR INDUSTRY

Industry	Average Number of Employees	Percent of Total	Wages Paid	Percent of Total
Services	371,161	32.0%	\$21,470,295,166	39.0%
Retail Trade	193,643	16.7%	\$4,992,939,841	9.1%
Government	145,146	12.5%	\$5,743,575,390	10.4%
Manufacturing	144,177	12.4%	\$7,825,786,406	14.2%
Wholesale Trade	80,423	6.9%	\$4,160,843,228	7.6%
Transportation, Communication, Utilities	79,773	6.9%	\$3,996,214,436	7.3%
Finance, Insurance, Real Estate	72,406	6.2%	\$3,790,125,294	6.9%
Construction	62,965	5.4%	\$2,725,998,131	5.0%
Agriculture, Forestry, Fishing	9,677	0.8%	\$301,148,560	0.5%
Mining	583	0.1%	\$26,418,366	0.0%
Total	1,159,954	100.0%	\$55,033,344,818	100%

Source: Washington State Office of Financial Management, 2000

Job Vacancies and What Employers are Looking For

Job vacancies are an indication of immediate demand for workers by employers. In 2004, the top two occupations groups in King County with the highest job openings were Computer and Mathematical jobs and Healthcare Practitioners (see table below). Both require a higher educational degree and for healthcare practitioners, a license or certificate. While the present labor pool is likely to supply a majority of the current and future demand for computer-skilled workers, it is not likely to alleviate the demand for skilled healthcare workers without significant change. To fill the need, health care businesses are importing workers from across the country and the world. It is critical to support career ladders that take lower-skilled workers to the higher-wage, higher-skill rungs like those in the healthcare areas.

Top 10 Occupation Groups with Vacancies and Skills Required

Occupation Group	Requiring Education Beyond HS/GED	Requiring License or Certificate	Requiring Previous Experience
I. Computer and Mathematical Occupations	98%	2%	96%
Healthcare Practitioners and Technical Occupations	89%	84%	68%
Office and Administrative Support Occupations	31%	5%	60%
Business and Financial Operations Occupations	90%	8%	86%
Food Preparation and Serving Related Occupations	5%	30%	51%
Sales and Related Occupations	32%	4%	51%
Transportation and Material Moving Occupations	2%	24%	57%
Management Occupations	95%	13%	92%
Life, Physical, and Social Science Occupations	96%	4%	81%
Education, Training, and Library Occupations	83%	45%	83%

Source: Washington State Employment Security Department, 2004

Wages in the labor market are one indication of the quality of the jobs available. Higher wages paid in a job category or industry also provide insight into the employer demand for higher skills, education levels and years of experience. If we combine factors of wage and education, it is apparent that the majority of jobs available in King County today that employers are paying \$20 per hour and above require education beyond high school.

Wage Range	Requiring Education Beyond HS/GED
\$7.16 - \$9.99/hr.	3%
\$10 - \$14.99/hr.	27%
\$15 - \$19.99/hr.	63%
\$20 - \$24.99/hr.	92%
\$25 - \$29.99/hr.	95%
\$30.00/hr. & up	99%

Source: Washington State Employment Security Department, 2004

Employer Reports of Difficulty in Finding Qualified Job Applicants

Despite projected job growth for various high demand sectors and despite a recovering economy, employers continue to have difficulty finding and hiring qualified personnel. The Workforce Training and Education Coordinating Board published a 2004 plan titled “High Skills, High Wages, Washington–2004,” that highlights employer recruitment challenges. The following is information published in that report.

In 2004, an estimated 56,000 employers had difficulty finding qualified job applicants. The report stated that as the economy improves, this problem will increase. The problem was most severe in construction and high-tech industries.

Below is a graph comparing percentages of those employers who were attempting to hire qualified workers in specific sectors in 2001 and 2003:

Employers having difficulty finding qualified applicants in the following sectors		
	2001	2003
Construction	48%	65%
High-Tech	47%	54%
Services	63%	38%
Manufacturing	60%	49%

As the chart above indicates, about half the employers in all sectors experienced difficulty finding qualified workers, especially those employers in the construction, manufacturing, and high-tech industries. Furthermore, in King county, of all employers surveyed, 54% stated that they had difficulty hiring qualified applicants. That is compared to 71% in 2001. Although the numbers have decreased, King County is still experiencing a high percentages of employers who are unable to recruit qualified applicants.

When looking at the percentages based on applicant education experience, the numbers look even more grim. Sixty-seven percent of employers reported having difficulty finding qualified applicants with a vocational associate degree or a baccalaureate degree. A much smaller percentage (24%) of employers experienced difficulty hiring workers with only a high school diploma. Overall, firms had little difficulty finding applicants with appropriate reading, writing, and math skills. However, firms expressed difficulty hiring individuals with the appropriate communication, problem-solving, and positive work habit skills. Over 58% percent

of all employers surveyed provided or paid for classroom training. This is an increase of 10% from the 2001 survey that was conducted.

Clearly the need to provide skill upgrade training and new employee training is still in great demand, particularly for those sectors that the WDC sees as high priorities: information technology, life sciences, health care, manufacturing, and construction.

SECTOR ANALYSES

The Workforce Development Council of Seattle-King County utilizes 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.

After reviewing current information, statistics, and forecasts for specific industries, the WDC ranks each criteria in one of three categories: low, medium, or high for each of the sectors. If sectors are ranked high in most of the 10 criteria listed above, then the WDC considers these sectors to be a high priority.

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 retail, gaming, maritime, and trade logistics, which are growing sectors within King County, are monitored by the WDC.

In 2004 and 2005 the WDC strategic planning committee reviewed and approved the following WDC sectors: Information Technology, Construction, Manufacturing,

Biotechnology, Finance, and Health Care. Below is a brief synopsis of each of the sectors.

Information Technology

Information technology and technology-related jobs are evolving at a rapid rate. The sector is regaining its economic footing after the dot-com crash of 2001, the relocation of Boeing’s headquarters, and the September 11th after effects on airline and aerospace manufacturing industries, all of which severely impacted the region’s overall economic growth.

The trend in the IT sector indicates it remains a strong contributor to King County’s economic development and a source of job creation with some of the highest wage opportunities. However, the rapidly changing shape of the IT sector means the occupational demands within the sector continue to evolve, making it challenging to predict job demand beyond the intermediate future. However, a recent study indicates the following trends in IT occupational growth in King County:

Occupation	Ave. Annual Openings 2002-2012	Estimated Mean Wage	Education Level Required
Computer Support Specialists	270	\$50,010	Mid-Level (<i>1 to 4 years of on the job training</i>)
Computer Specialists, All Other	201	\$66,410	Mid-Level (<i>1 to 4 years of on the job training</i>)
Computer Software Engineers, Applications	603	\$81,280	High Level (<i>4 years or more academic work</i>)
Computer Programmers	484	\$80,230	High Level (<i>4 years or more academic work</i>)
Computer Software Engineers, Systems Software	459	\$81,750	High Level (<i>4 years or more academic work</i>)
Computer Systems Analysts	214	\$69,200	High Level (<i>4 years or more academic work</i>)

See *Occupational Outlook 2002-2012: Seattle-King County*, Washington State Employment Security Department, Labor Market & Economic Analysis Branch.

This longer-term view indicates that it is critical to focus attention within the sector on education skill building – particularly on math and science skills for the employees of the future: the region’s youth. The fastest growing and highest paying IT careers require a high level of education. A recent study by the Regional Advanced Technology Education Consortium (RATEC), *Reconceptualizing a Workforce*, reinforces this need. Based on responses from both IT and non-IT firms, programming and engineering are ranked as the most critical technical skills for the success of technology creation (i.e., producer) organizations; and a new generation of technology integrators, with advanced technical skills and industry-

specific knowledge, is needed to leverage high technology solutions across industry sectors.

The WDC remains engaged in the workforce development issues for this prominent sector, and will take on a strong partner role with representatives of industry, education, and community based organizations. Based on this year's sector assessment, labor market trends, and broad industry feedback, recommended 2005 WDC strategy for the IT sector includes the following:

- Develop cutting edge service delivery models for youth.
- Expose youth to alternative IT "plus" careers.
- Explore the possibility of designing a state of the art IT career center.

Construction

The construction industry has been a leading source of job growth in Washington State over the last decade, averaging 2.9 percent throughout the 1990s and jumping to 7 percent in 2000 at the peak of the building boom. Symptomatic of the sluggish economy in the early 2000s, employment in the industry slowed, and even constricted, during the 2001-2003 period averaging 75,200 in 2003 and 84,300 in 2000. Even during the period of decline, however, construction employment was still at one of the highest levels in the past decade.

As described in the 2004 construction sector analysis, long-term forecasts continue to predict ongoing growth in construction employment demand through the next decade. This employment growth will be a result of a pick-up in the economy at large, breaking ground on multiple large public projects that are in the pipeline, and high levels of retirement among an aging workforce. Until this increased growth occurs, however, apprenticeships are indenturing fewer apprentices than usual, and waiting lists among apprenticeship programs remain lengthy. For example, the Northwest Ironworkers indentured 200 new apprentices in 2000, and only 50 in 2003.

Because these construction jobs offer significant opportunity for self-sufficiency wage careers (over 80 percent of all the jobs and 67 percent of the entry-level jobs in the industry pay a living wage) and because training is accessible and short-term and employment is expected to grow, this is an important sector for the Workforce Development Council to continue to target. The construction industry panel convened by the WDC in 2001 identified an insufficient supply of interested and qualified workers to meet future demand as a primary area of concern that required action. Additionally, the WDC Youth Council has identified the construction

industry as a sector that can provide tremendous career opportunity for the older youth population served through the WDC youth initiatives.

While the construction industry currently has existing leaders in the workforce-training field focused on improving training content and apprenticeship policies, including the Mayor's Apprenticeship Task Force and the Washington State Apprenticeship Training Council, less strong are local efforts directed at raising awareness of and opportunity to enter construction careers among our county's young people.

Based on this year's sector assessment as well as the current priorities of the WDC Youth Council, recommended 2005 WDC strategy 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.

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 manufacturing of food processing, printing and publishing, fabricated metal products, industrial machinery, transportation equipment, textiles and apparel (enterprise Seattle, *Manufacturing Seattle & King County*, July 2002) and electronics. In the national context, the manufacturing sector in King County is also prominent. "King County has the largest concentration of manufacturing businesses in the five-state Pacific Northwest region. King County is also the fifth-largest warehouse and distribution center in the United States" (Enterprise Seattle, *Manufacturing Seattle & King County*, July 2002). Additionally, the manufacturing industry is a very good wage-earning sector. The industry ranked

as the third highest paying sector among major industrial groupings in Washington State in 2003 – with Information and Financial Services sectors ranking first and second respectively – representing an average annual wage of \$50,595 (WA State Employment Security Department, LMEA).

Since 1998 Washington State has lost approximately 100,000 manufacturing jobs. The good news is that this trend is beginning to change; 2005 is expected to have 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 (Puget Sound Business Journal, *State sees better times for manufacturing jobs*, January 3, 2005). Thus, despite the recent challenges – and thanks to an economy that is beginning to rebound – 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, since for every manufacturing job about 1.7 jobs are created throughout all sectors in Washington State (Office of Financial Management, July 2004), the multiplier effect of manufacturing jobs makes it a strong contributor to the local workforce and economy as well.

In South King County, nearly one-half of manufacturing firms responding to a 2004 Hebert Research survey indicated an expectation of growth in both the number of employees and gross revenue or sales in the coming year. Small companies (less than 500 employees) comprise a large percentage of this sector in the state of Washington. Ninety nine percent of Washington firms engaged in manufacturing employ less than 500 employees and 63 percent of all manufacturing employees work for firms that employ less than 500 employees. Unfortunately, small and medium-sized manufacturing companies continue to cite difficulty in recruiting and retaining a qualified workforce and accessing training programs for incumbent workers. In a recently released focus group report conducted with manufacturing employers and workers, one of the commonly mentioned themes that employers raised was related to training and education; employers noted their concern with employees' ability to keep up with mechanization, learn basic skills, and have a strong work ethic" (WA State, Workforce Explorer, *Washington Manufacturing Research Project, Key Industry Focus Groups* report to the WA State Legislator, Dec.30, 2004). The National Association of Manufacturers reports that "even during the recent recession, 80 percent of manufacturers said they had a moderate to serious shortage of good production applicants," in addition to shortages in the more highly skilled engineer and information technology areas. In response to a 2003 Washington Workforce Training and Education Coordinating Board employer survey, over 49 percent of Seattle-King County manufacturers reported difficulty finding qualified job applicants.

Health Care

The health care sector is among the fastest growing sectors within the U.S. economy, accounting for one in every six new jobs created nationally (City of Seattle, *Economic Contribution of the Healthcare Industry to the City of Seattle*, June 2004). In Washington State, health care has become one of the largest employment sectors. Hospitals alone employ over 75,000 people – this is more than Boeing, Microsoft, or Safeway (Washington State Hospital Association, *Business of Caring*, 2004). And growth is expected to continue with the industry 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*).

Due to 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 - 6,548 for practitioners and technical and 1,658 for support personnel. This represents 17 percent of all report job vacancies in the state and is an increase of 1,300 vacancies in May 2003 (Health Care Personnel Shortage Task Force, *Progress 2004*, December 2004). Hospitals in all workforce development areas of the state report that it is somewhat difficult or very difficult to recruit a wide range of occupations (Center for Health Workforce Studies, *Washington State Hospitals: Results of 2003/04 Workforce Survey*, October 2004). For example, between 2002 and 2007 Washington will need: 1,980 more RNs, 140 more medical and clinical lab technologists, 130 post secondary health specialties teachers, and 80 more occupational therapists (*Progress 2004*). Factored into most demand predictions is the upcoming high retirement rate due to an aging nursing workforce. These factors combined illustrate the challenges that remain in addressing the workforce challenges of the health care industry.

Education and workforce partners have stepped up to this challenge, the number of nursing students in Washington State increased by 147 percent from 2001 to 2002 and new enrollments in other allied health fields increased by 72 percent (*Business of Caring*). 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, and the quality of health care in our region suffers.

To meet this demand, it is critical that the WDC continue to work in partnership with the industry in the following areas: cultivating a new pool of health care professionals through our K-12 schools; providing training to current health care professionals to enable advancement into high-demand occupations; and continuing to build our region's community and college systems' capacity to train and educate a sufficient supply of health care workers.

Biotechnology/Life Sciences

Washington State ranks eighth in the nation in innovation capacity, an index that measures a combination of patents generated, venture capital, number of scientists and engineers in the workplace, and the ratio of high-tech jobs. Furthermore, Washington State has the second highest business start-up growth rate in the nation. Within King county, there are four major research facilities (Fred Hutchinson Cancer Institute, PATH, University of Washington, and SBRI), several nationally recognized colleges and universities, and hundreds of start-up biotechnology and medical device companies. One of the many reasons why scientists, researchers, and biotechnology businesses in Seattle are internationally recognized for their successes is due to the high degree of collaboration and sharing of information between these groups. The Puget Sound region continues to flourish and remain competitive in this dynamic industry as a result of investment, innovation, and collaboration.

In 1998, the average annual wage for the drug and pharmaceutical sector was \$58,457. Seventy-two percent of the jobs in this sector pay more than \$14 per hour. Thirty-eight percent of these jobs pay between \$14 and \$26 per hour. Laboratory engineers make approximately \$30 to start. Generally, industry employment is divided between research, manufacturing, and sales. Since there is less manufacturing in King County, this sector is not as labor-intensive; the jobs that do exist pay good wages. Additionally, it is believed that some individuals in software programming, database development, and statistical computing may be cross-trained to enter into mid-level jobs that are expected to grow and are in high demand.

Below is a chart illustrating state wide growth for high demand occupations in the Life Science Industry.*

Occupation	Ave. Annual Openings 2002-2012	Estimated percent change	Estimated Mean Wage	Education Level Required
Chemical technicians	1,509 – 1,728	14.5%	\$20.85	Minimum of an AA degree
Biological Technicians	3,014 – 3,761	24.8%	\$18.01	Certification and/or AA degree
Agriculture and food technican	664 -773	16.4%	\$16.59	Bachelor's to Master's degree depending on the specialty
Biochemists and Biophysicists Technicians	139 - 176	26.6%	\$38.35	Work experience plus bachelor's degree
Biomedical Engineers	52 - 66	26.9%	\$32.30	Bachelor's to Doctoral degree depending on the type of specialty

* Statistics from Workforce Explorer.

In 2004, the WDC became a member of the Washington Biotechnology and Biomedical Association and also established relationships with Seattle Biomedical Research Institute, BioQuest, and Vulcan. In addition, the WDC is working with the various state and King county economic development and biotech sector-based organizations as well as the Prosperity Partnership to support efforts to make the Puget Sound region a leading hub for Biotechnology.

Finance

The Puget Sound finance/banking industry has changed drastically through mergers and acquisitions since the late 90's and early 00's. Bank of America, Wells Fargo, Washington Mutual, and Key Bank are the predominate banks in King County. Through their acquisition of old familiar names like Seafirst, First Interstate, and Pacific Northwest Bancorp, there has been a reduction in the workforce in recent years.

While the nature of the finance industry has changed dramatically due to federal legislation and electronic commerce, there are still 3,000 tellers in King County with an annual growth of 1.2% and mean wage of \$11.02. As individuals move up the career ladder in the industry, there are 2,464 loan officer positions with a growth rate of 1.5% and mean wage of \$31.15. There are 4,517 positions in securities, commodities, and financial services with a growth rate of 2.0% and mean wage of \$34.20.

In 2005, the WDC chose to incorporate finance workforce strategies into WorkSource business services strategies. The WorkSource business services team will provide services such recruitment and screening for banks who are looking into expansion or realignment of services.

CURRENT & FUTURE WORKFORCE

Overview

King County's population totaling 1.7 million, ranked 13th in a 2002 size comparison of U.S. counties. According to the 2000 Census, it has grown by 15 percent since 1990.

- North King County added 12,322 people, 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. Over 50.2 percent is female. About 25.4 percent of the population is non-white. Fifteen percent of 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 395,404 or 23 percent of residents reported disabilities, compared to 8.7 percent in the 1990 Census.

King County resident's median household income in 2003 (inflation-adjusted dollar) was \$56,881. There were about 125,320 families with children under 18 below the federal poverty level.

The county's median age is between 35 and 36, and 63 percent of the population is of working age – between 18 and 64 years old. However, King County (like the nation) will soon experience a population boom in which the percentage of the population over 65 will increase dramatically. The shrinking proportion of tax-

paying residents compared to the growth in proportion of children and seniors will further strain already scant resources for education and social services.

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.

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 can be of any race. **NHOPI:** Native Hawaiian and Other Pacific Islander. Persons of Hispanic Origin

Source: 2000 Census

Immigrant and Refugee

King County remains the leading choice of residence for new arrivals, particularly concentrating in the south end of the county. Among the 80,000 refugees, 42 percent comes from Southeast Asia (Vietnamese, Cambodia and Laos, including various ethnic/cultural groups like Chinese, Hmong, Mien). Thirty-one percent is made up of Eastern Europeans while 22 percent (a growing segment) includes East African refugees from Ethiopia, Eritrea, Somalia, and the Sudan. Over the last three years since September 2001, Washington State has resettled smaller but more diverse refugee groups.

Considering U.S. Census 2000 data which indicates that one in every five students in King County’s school districts is immigrant, 78 percent of “foreign born” speak a

language other than English in their home, it seems clear that the Limited English Proficiency groups have a tremendous impact on financial resources in our K-12 school system.

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

According to Washington State Department of Social and Health Services, of the 2,135 refugees receiving TANF from July 2003 to June 2004, 33.5 percent were Russian and Ukrainian, 23.2 percent were Somali, and 14.2 percent were Vietnamese.

Youth

The growth rate for children and young adults in King County is expected to remain fairly constant through 2005. However, many concerns exist regarding the preparedness of these youth to successfully enter the workplace, offer a high level of skills and earn high wages.

In 2003, about 285,804 students enrolled in public and private K-12 schools. About 52 percent of 10th graders meet basic requirements on the Washington Assessment of Student Learning (WASL) in math, 73.5 percent in reading and 69.7 percent in writing. Students at Highline, Seattle, and South Central districts are the worse performers where both reading and math scores are below 50 percent.

WASL: 2002

School Districts	% Met WASL	% Met WASL
	Reading	Math
Auburn	53.5	30.2
Bellevue	82.2	63.8
Enumclaw	49.8	34.3
Federal Way	61.6	35.4
Highline	48.4	31.3
Issaquah	80.8	60.1
Kent	58.7	41.4
Lake Washington	76.6	58.8
Mercer Island	83.8	77.5
Northshore	80.8	62.6
Renton	57.8	37.7
Riverview	77.2	47.6
Seattle	52.4	35.3
Shoreline	73.0	50.8
Snoqualmie Valley	65.4	41.4
South Central	32.3	14.4
Tahoma	67.0	47.9
Vashon Island	77.6	50.7

Source: Washington State Office of Superintendent of Public Instruction

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. In addition, the Office of Superintendent of Public Instruction is now requiring different reporting mechanisms which more clearly show the number of students successfully completing high school and a more accurate picture of school and district dropout rates. The new reporting will look at how many high school freshmen leave school without graduating. Currently, the Seattle School District reports that rate at approximately 30%. Highline School District's rate is projected at approximately 33%. Auburn School District's is approximately 17% and Renton School District's is approximately 15%.¹

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. About 6,826 (8.8%) youth, grades 9-12,

dropped out of school in 2003, and most would need additional training to obtain employment.

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 to earn progressively higher wages.

Education is clearly the key to long-term success in employment, yet many youth across the region do not even finish high school. The national graduation rate is 68%, which means that nearly one-third of all public high school students are failing to graduate. In King County, just 66.3% of the Class of 2003 graduated on-time. More than 4,500 students in grades 9-12 dropped out of King County public high schools during the 2002-03 school year. These statistics are still more sobering when applied to youth who have been historically underrepresented in higher education and in the workforce. In a typical month in 2003, for example, only 56% of African-American high school graduates nationwide were employed. Unless far more of these young people can complete high school with the skills necessary for future success, they will struggle to find and retain living-wage jobs.

Since 2000, the WDC and its community partners have served more than 5,000 King County youth and have developed expertise in what keeps youth attached to school and to employment. Preparing young people for careers and productive adulthood requires more than the short-term job search and placement services typically offered to adult jobseekers. In order to succeed, youth employment programs must adopt a more developmental approach. They must offer young people ongoing contact with caring adults, frequent opportunities to apply on the job what they learn in the classroom, academic support services, and positive peer connections.

WORKFORCE DEVELOPMENT SYSTEM

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 Seattle/King County Workforce Development Council.

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 on providing 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

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

Seattle/King County has over 75 private career schools on the Eligible Training Provider's List, offering courses in business, health, child care, transportation and other fields.

Disadvantaged Youth, Adults & Dislocated Workers

Many youth and adults in King County are currently provided educational support as well as employment and training services funded by the federal Workforce Investment Act (WIA). The WDC administers WIA contracts and most services are delivered through contracts with local government agencies and community-based organizations. Intensive WIA Adult and Youth services are targeted to low-income individuals who have multiple barriers to employment. WIA contracts provide for 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 2004, 55% of these youth were out-of-school (i.e., high school dropouts), while 45% were in-school youth. Approximately two-thirds of the youth served are basic skills deficient, more than 20% are court-involved, and 10% are homeless or runaways. Youth services provided through WIA begin with a full assessment and include ongoing case management. Program outcomes are focused on the development of basic skills, work readiness, occupational skills, and transition to employment.

Disadvantaged Adults

WIA Title I-B Adult funds were contracted to 6 providers to provide services to approximately 1,730 active customers and 830 in follow-up. Services were 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 were contracted to 3 providers to provide services to approximately 2,890 active customers and 3,015 in follow-up. Services were 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 2004, this team provided services to 42 companies and over 3,600 dislocated workers.

Adult Basic Education and Literacy Programs

Literacy is an important ingredient in a person's ability to succeed at work. Higher literacy correlates with higher wages, greater lengths of employment, and decreased periods of unemployment. According to the Washington State Workforce Training and Education Coordinating Board's *Workforce Training Results in 2004*, the vast majority of participants in Adult Basic Education (ABE) and English as a Second Language (ESL) classes receive their training at community and technical colleges (94 percent) and the remaining participants take courses at community-based

organizations (6 percent). The report also revealed the employment results of former ABE and ESL students. When matching student records with Employment Security Department placement records, they found that the predominant industries that former students were employed in were services, retail trade, and manufacturing.

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. Literacy Works has helped improve the work-related literacy skills of ESL workers and, in turn, provides them with greater opportunities for promotion and career advancement. Moreover, employers experience a host of benefits – from improved communication between staff and management to increased workplace morale.

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 generally 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.

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 in the building and construction trades, 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.

Apprenticeship and Non Traditional Employment for Women (ANEW) is an example of a successful pre-apprenticeship program. ANEW serves both women and men and provides classroom instruction and hands-on skill building to prepare graduates for work in the trades. Key elements of the ANEW program include strength building, basic skills instruction and job search assistance.

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 Welfare-to-Work and 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); and customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of training.

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

- WorkSource centers
- WorkSource affiliate sites

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

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.

- Bellevue Community College (BCC)
Provider of educational programs and services.
- CARES of Washington
Non-profit organization, designed to promote employment opportunities for individuals with disabilities.
- 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.
- 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.
- FareStart
Works with homeless and disadvantaged men and women, providing job training and placement in the food services industry.
- Highline Community College
Provider of 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 finish high school (GED) and acquire workplace literacy and job skills—is 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.
- North Seattle Community College
Provider of educational programs and services
O'Neill & Associates
Assists businesses employ, train, and promote individuals with developmental disabilities.
- Office of Refugee Resettlement
Funds and facilitates a variety of programs that help refugee populations.
- Pacific Associates
Provides a range of core, intensive and training services to adults, older youth, dislocated workers and businesses.
- Plymouth Housing
Provides permanent, affordable housing for Seattle's homeless and very-low-income citizens.
- Renton Technical College
Provider of educational programs and services.
- Shoreline Community College
Provider of educational programs and services.
- South Seattle Community College
Provider of 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 and social services to men, women and children.

- YWCA
Provides job training, placement, and other support services to women and families.

System Focus

In King County, the WorkSource Operator Consortium (YWCA of King and Snohomish Counties, Employment Security Department, Pacific Associates and King County) are designated to provide the following for the WorkSource system: Leadership and Management, System Communication and System Quality Assurance. All sites track core services through the Washington Management System (WMS). WIA providers contribute up to 20% direct service time to core services as part of their contract deliverables. A locally developed web site can be viewed at www.worksourceskc.org. The web site 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 eight standard competencies are offered: System Orientation, Business Services, Customer Service, SKIES, Equal Opportunity Discrimination Complaints, System Web Site Training, Computer Resources and Job Search Assistance. Over 40 staff completed their certification in December 2004. The Disability Navigator, funded through DOL, has offered several system training opportunities including: accommodation equipment usage and mental health training.

WorkFirst and WorkSource Integration

In PY 04, WorkFirst Employment & Training Services were provided on site at 7 Community Service Offices of DSHS, in addition to WorkSource North Seattle and WorkSource Affiliate Auburn. Also during PY 04, ESD was exploring ways to integrate WorkFirst service delivery into WorkSource as a means of finding efficiencies and reducing duplication. In March 2005, the Governor announced a \$10 million reduction in the program, which caused the acceleration of the integration strategy. As of July 2005, WorkFirst moved into WorkSource Redmond and WorkSource Renton, and plans are underway for WorkFirst services to be provided at WorkSource Affiliate Rainier in fall of 2005. The three remaining sites not scheduled for integration in 2005, White Center, King South, and Federal Way, will be considered for integration when current facility leases expire. There remain significant challenges to integrating WorkFirst into WorkSource, including: site

capacity, staff capacity, shrinking customer resources and funding. In the upcoming years, the WDC will actively seek out opportunities to partner, including exploring ways to partner with DSHS at their newly opened facility in White Center.

WorkFirst

WorkFirst is the state's strategy to help families move from public assistance (Temporary Assistance to Needy Families–TANF) to self-sufficiency. WorkFirst requires TANF participants to prepare for, find, and maintain employment.

Workforce development-related components of WorkFirst include:

- "Pre-employment Training" provides customers training prior to employment. The program consists of up to one quarter of intensive training at a community/technical college or equivalent for job openings beyond entry-level. For high skills, high wage occupations pre-employment training is available for up to one year. Students learn basic and occupational skills customized to partner businesses.
- "Work-Based Learning" provides tuition for work-based learning for low-income workers. The funds are utilized by community and technical colleges to assist individuals who have entered low-wage employment to continually access training that improves their skills and provides them with opportunities for better employment and wages. Work-based learning provides a tool for wage progression by helping to move low-wage workers into better jobs and higher wages.

Vocational Rehabilitation

Department of Vocational Rehabilitation (DVR) provides workforce development services to King County residents who have a physical or mental impairment that constitutes or results in a substantial impediment to employment. The individual must be able to achieve an employment outcome through DVR assistance and be prepared to secure and retain employment. DVR provides a variety of services that relate directly to getting and keeping a job. These include: medical evaluations, vocational assessments, counseling and guidance, training on the use of medical and assistive technologies, job preparation, support services and follow up support.

Job Corps

Job Corps is a no-cost education and vocational training program administered by the U.S. Department of Labor that helps young people ages 16 through 24 get a better job, make more money and take control of their lives.

At Job Corps, students enroll to learn a trade, earn a high school diploma or GED and get help finding a good job. When they join the program, students are paid a monthly allowance; the longer they stay with the program, the longer their allowance will extend. Job Corps supports its students for up to 12 months after they graduate from the program.

There is one residential Job Corps facility in Western Washington—the Cascades Job Corps center in Sedro Wooley; the Center serves approximately 330 youth each year. Vocational training programs include: Dental Assistant Business Clerical, Culinary Arts, Facilities Maintenance, Painter, Advanced Career Training, Health Occupations, Carpenter, Cement Mason, Plasterer, Electrician, Medical Office Specialist.

In an effort to better serve King County Job Corps participants, a full-time Job Corps job developer is now located at WorkSource Renton.

Juvenile Justice

Workforce development services for youth involved in the juvenile justice system are administered by King County Superior Court Juvenile Court Services Department. 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 160 moderate and high risk youth on probation throughout King County in 2004. Additional programs include county council funded Rainier Valley Youth Service Project that provided work training for 30 high risk offenders in southeast Seattle in 2004. The county funded New Start project in White Center served an additional 55 high risk probation youth in 2004. All juvenile court offender work training programs address direct employment training, exploration, preparation and placement in the youths 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.

In 2003, the WDC commissioned a study to examine the relationships and systems collaboration between the juvenile justice system and local WIA programming. The study found that although there is some systems collaboration, more needs to be done to enhance work-training services for youth in the juvenile justice system. In response to the study's recommendations, the WDC (in 2004) awarded funding to the King County Work Training Program in partnership with the Superior Court to enhance the participation of high risk court-involved in the existing WIA funded Stay In School and Out of School programs. This enhancement has provided the opportunity for cross systems training and collaboration to serve the most at-risk youth.

The emphasis for all juvenile justice workforce development efforts is to ensure that services are matched to meet the needs of the court-involved youth and their case plan. Work training can impact risk and protective factors leading towards reduced involvement in the juvenile justice system. This has been measured through improved scores in the Washington Juvenile Court Risk Assessment tool. While youth employment has been found to significantly impact other risk and protective factors leading to reduced recidivism, the WDC is actively working with the juvenile justice system to examine ways to build stronger WIA program collaboration with existing youth work training efforts and establish effective partnerships between systems.

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 2003 – June 2004, show that 68.8% of exited participants, left with unsubsidized employment. This compares to a statewide rate of 76.1%, as shown in the table below. Just under half of those exited attained a recognized credential. Average wage for those employed were \$11.11 per hour.

WIA Adult Program Results

	King County	State-Wide	# of Exiting Participants (King)
Percent of Participants Exiting with Unsubsidized Employment	68.8%	76.1%	1,112
Percent of Participants Exiting who Attained a Recognized Credential	42.8%	54.5%	1,112
Average Wage per hour for Exited Participants in Unsubsidized Employment	\$11.11	\$10.69	765

In terms of demographics, just over one half of all WIA Adult participants in Seattle/King County are women, as shown in the table below. Over one quarter are participants of color. Only 3.3% of participants declared to be disabled. However, 4.2% declared a disability with a substantial impediment. Percentage of participants who have limited English skills in Seattle-King County is 36.1%, compared to only 14.7% Statewide.

WIA Adult Program Demographic Data

	<i>King County</i>	State-Wide
Gender		
Percent Female	58.5%	61.8%
Ethnic Background		
Percent African American	29.9%	12.3%
Percent Hispanic	8.4%	11.7%
Percent Native American	2.1%	3.4%
Percent Asian	13.5%	6.2%
Percent Pacific Islander	0.8%	0.6%
Percent Caucasian	46.5%	69.6%
Disabilities		
Percent Disabled	3.3%	3.3%
Percent Disabled with Substantial Impediment	4.2%	5.3%
Targeted Group		
Basic Literacy Skills Deficiency	2.5%	6.7%
Limited English	36.1%	14.7%

Workforce Investment Act Dislocated Worker Program

Eighty-three percent of dislocated workers in Seattle/King County who participated exited with unsubsidized employment, as shown in the table below. Out of the

1,894 participants who exited, 58.7% attained a recognized credential, compared to 62.3% statewide.

WIA Dislocated Worker Program Results

	King County	State-Wide	# of Exiting Participants (King)
Percent of Participants Exiting with Unsubsidized Employment	83.1%	83.9%	1,894
Percent of Participants Exiting who Attained a Recognized Credential	58.7%	62.3%	1,894
Average Wage per hour for Exited Participants in Unsubsidized Employment	\$35.79	\$28.96	1,574

In terms of demographics, just under 50% of dislocated workers are women, as shown in the table below. About 10% are people of color. Almost 7% have limited English, compared to 5.4% statewide.

WIA Dislocated Worker Program Demographic Data

	<i>King County</i>	State-Wide
Gender		
Percent Female	47.2%	43.4%
Ethnic Background		
Percent African American	10.5%	5.2%
Percent Hispanic	4.7%	6.2%
Percent Native American	1.7%	2.3%
Percent Asian	15.7%	9.7%
Percent Pacific Islander	0.9%	0.6%
Percent Caucasian	66.6%	77.7%
Disabilities		
Percent Disabled	1.3%	1.4%
Percent Disabled with Substantial Impediment	0.7%	1.3%
Targeted Group		
Basic Literacy Skills Deficiency	0.3%	1.3%
Limited English	6.7%	5.4%

Workforce Investment Act National Emergency Grant

About 77% of workers in Seattle/King County who participated in NEG exited with an unsubsidized employment, as shown in the table below. This compares to a statewide rate of 84.5%. Almost 70% attained a recognized credential upon exit. For those who were working, their average earnings were \$14.68 per hour.

WIA National Emergency Grant Results

	King County	State-Wide	# of Exiting Participants (King)
Percent of Participants Exiting with Unsubsidized Employment	77.2%	84.5%	905
Percent of Participants Exiting who Attained a Recognized Credential	68.3%	75.6%	905
Average Wage per hour for Exited Participants in Unsubsidized Employment	\$14.68	\$14.85	699

In terms of demographics, almost 40% percent are women, as shown in the table below. A little over one quarter are workers of color, with 8% African American, 23% Asian/Pacific Islander, 4% Hispanic and 1% Native American. Only 7.2% are limited English participants.

WIA National Emergency Grant Demographic Data

	<i>King County</i>	State-Wide
Gender		
Percent Female	38.5%	35.9%
Ethnic Background		
Percent African American	7.7%	5.6%
Percent Hispanic	3.9%	3.4%
Percent Native American	1.4%	0.7%
Percent Asian/Pacific Islander	22.7%	16.9%
Percent Caucasian	61.0%	71.2%
Disabilities		
Percent Disabled	0.9%	1.2%
Percent Disabled with Substantial Impediment	0.2%	0.7%
Targeted Group		
Basic Literacy Skills Deficiency	0.4%	0.3%
Limited English	7.2%	7.1%

Workforce Investment Act In School Youth Program

About 92% of youth in Seattle/King County who participated attained recognized credentials, as shown in the table below. This compares to a statewide rate of 75.3%. Over 90% exited the program into secondary school. For those who participated they spent, on average only 48 weeks in the program. Comparatively, 86 weeks were spent statewide.

**WIA In School Youth Program
Results**

	King County	State-Wide	# of Exiting Participants (King)
Percent of Participants Attaining a Recognized Credential	91.6%	75.3%	323
Percent of Participants Attending Secondary School	91.0%	43.5%	323
Average Weeks Spent In The Program Before Exit	49	86	323

In terms of demographics, almost 60% percent are women, as shown in the table below. Over three quarters are youth of color, with 54% African American, 17% Asian/Pacific Islander, 8% Hispanic and 6% Native American. Half have a deficiency in basic literacy skills. This compares to 64.9% statewide. However, 18.6% are limited English, compared to a statewide percentage of 8%.

**WIA In School Youth Program
Demographic Data**

	<i>King County</i>	State-Wide
Gender		
Percent Female	59.2%	54.1%
Ethnic Background		
Percent African American	54.1%	12.7%
Percent Hispanic	7.6%	22.2%
Percent Native American	5.9%	1.3%
Percent Asian/Pacific Islander	17.2%	6.7%
Percent Caucasian	22.7%	66.0%
Disabilities		
Percent Disabled	1.3%	4.1%
Percent Disabled with Substantial Impediment	17.2%	15.5%
Targeted Group		
Basic Literacy Skills Deficiency	50.9%	64.9%
Limited English	18.6%	7.7%

Workforce Investment Act Out of School Youth Program

Almost 80% of youth in Seattle/King County who participated attained a recognized credential, as shown in the table below. This compares to a statewide rate of about 68%. Just less than 59 weeks, on average, were spent in the program. State-wide, 72 weeks were the average length of stay.

**WIA Out of School Youth Program
Results**

	King County	State-Wide	# of Exiting Participants (King)
Percent of Participants Attaining a Recognized Credential	78.5%	67.6%	228
Percent of Participants Attending Secondary School	3.5%	4.7%	228
Average Weeks Spent In The Program Before Exit	59	72	228

In terms of demographics, over 50% percent are women, as shown in the table below. Over half are youth of color, with 34% African American, 14% Asian/Pacific Islander, 14% Hispanic and 7% Native American. Three quarters a deficiency in basic literacy skills. This compares to 61.3% statewide.

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

	<i>King County</i>	State-Wide
Gender		
Percent Female	53.6%	55.3%
Ethnic Background		
Percent African American	33.9%	11.6%
Percent Hispanic	13.8%	19.6%
Percent Native American	6.9%	6.9%
Percent Asian/Pacific Islander	13.6%	4.5%
Percent Caucasian	44.5%	69.6%
Disabilities		
Percent Disabled	2.2%	2.9%
Percent Disabled with Substantial Impediment	1.7%	5.2%
Targeted Group		
Basic Literacy Skills Deficiency	72.6%	61.3%
Limited English	4.3%	2.7%

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

The Seattle/King County WDC will negotiate 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:

- Educational attainment
- Credential attainment

- Employment or further education
- Entered employment rate
- Retention in employment
- Earnings
- Earnings gains
- Employer satisfaction
- Participant satisfaction
- Nontraditional education or training

The “State and Federal Core Indicators and Expected Levels of Performance” table on the following pages identifies state and federal core indicators by target population and workforce development program, and provides baseline data for Seattle/King County for the 1998 – 1999 program year.

Results of these negotiations will be incorporated into the final Local Unified Plan. In addition, the WDC will develop performance indicators and targets for broader system goals and outcomes identified by the WDC, during its first year. These goals and outcomes include:

- Attainment and retention of living wage jobs
- Wage progression, including a reduction in the earnings gap facing people of color, women, people with disabilities, and disadvantaged youth
- Closing of the skills gap
- Improved economic security
- Customer satisfaction (employer and job seeker/worker)

Training Provider Performance

The WDC will set eligibility criteria for training providers other than those grandfathered in during the first year of WIA (e.g., the region’s community and technical colleges, other training providers meeting existing JTPA criteria) by July 1, 2000. Criteria might include, but not be limited to:

- Financial stability
- Quality of instructors and administrators
- Quality of facilities and training equipment
- Curriculum

- Cost
- Rate of student certification for a trade
- Job placement
- Wage rate at placement
- Completion rate

(For more information on training provider standards, see Section III of the Local Operations Plan on Title I-B and Wagner Peyser Service Strategies.)

STATE AND FEDERAL CORE INDICATORS AND EXPECTED LEVELS OF PERFORMANCE

(In the table, **S** designates state core indicator, and **F** designates federal core indicator. PY04 refers to the annual report produced for the October 1, 2004 schedule. Year one refers to year one of this plan that begins July 1, 2005. All dollar amounts are stated in first quarter 2003 dollars to adjust for inflation.)

YOUTH		ADULT		DISLOCATED WORKER	
I. Entered Employment Rate: The percentage of participants not employed at program registration that were employed during the first quarter after exiting the program. S	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	I. Entered Employment Rate: The percentage of participants not employed at program registration that were employed during the first quarter after exiting the program. S	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	I. Entered Employment Rate: The percentage of participants not employed at program registration that were employed during the first quarter after exiting the program. S	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 04: 83.8%	PY 04: 57.6%	PY 04: 69.8%	PY 04: 69.7%	PY 04: 79%	
Year 1: TBD	Year 1: TBD	Year 1: TBD	Year 1: TBD	Year 1: TBD	PY 04: 80.9%
Year 2: TBD	Year 2: TBD	Year 2: TBD	Year 2: TBD	Year 2: TBD	Year 1: TB
					Year 2: TB

YOUTH		ADULT		DISLOCATED WORKER	
<p>2. Retention in Employment: The percentage of Older Youth 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 04: 80.4% Year 1: TBD Year 2: TBD</p>	<p>2. Retention in Employment: The percentage of Younger Youth 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 04: 60.5% Year 1: TBD Year 2: 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 04: 87.5% Year 1: TBD Year 2: 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 04: 92.1% Year 1: TBD Year 2: 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 04: \$9,572 Year 1: TBD Year 2: TBD</p>	<p>3. Earnings: The median annualized earnings of completers during the third quarter after leaving the program. (For secondary vocational-technical education, only former participants not enrolled in further education are counted for this indicator.) F</p> <p>PY 04: \$2,671 Year 1: TBD Year 2: 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 04: \$21,478 Year 1: TBD Year 2: 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.) F</p> <p>PY 04: \$4,185 Year 1: TBD Year 2: 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 04: \$33,773 Year 1: TBD Year 2: 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.) F</p> <p>PY 04: 84.3% Year 1: TBD Year 2: TBD</p>

YOUTH		ADULT		DISLOCATED WORKER	
<p>4. Credential Attainment: Among employed former participants, the percentage that attained an appropriate credential. a) Younger youth/b) Older Youth: Measured for only those who were employed. S</p> <p>PY 04: 65.4% Year 1: TBD Year 2: TBD</p>	<p>4. Credential Attainment: Among employed former participants, the percentage that attained an appropriate credential. a) Younger youth/b) Older Youth: Measured for only those who were employed. F</p> <p>PY 04: 42.3% Year 1: TBD Year 2: TBD</p>	<p>4. Credential Attainment: Among employed former participants, the percentage that attained an appropriate credential. S</p> <p>PY 04: 56.8% Year 1: TBD Year 2: TBD</p>	<p>4. Credential Attainment: Among employed former participants, the percentage that attained an appropriate credential. F</p> <p>PY 04: 54.2% Year 1: TBD Year 2: TBD</p>	<p>4. Credential Attainment: Among employed former participants, the percentage that attained an appropriate credential. S</p> <p>PY 04: 67.5% Year 1: TBD Year 2: TBD</p>	<p>4. Credential Attainment: Among employed former participants, the percentage that attained an appropriate credential. F</p> <p>PY 04: 69.5% Year 1: TBD Year 2: TBD</p>
<p>5. Younger Youth Skills Attainment: The percentage of annual skill goals that participants attained. F</p> <p>2004-05 83% 2005-06 TBD 2006-07 TBD</p>					

YOUTH		ADULT		DISLOCATED WORKER	
6. Younger Youth Diploma: The percentage of annual diplomas that participants attained. F 2004-05 52.7% 2005-06 TBD 2006-07 TBD					
			7. Employer Satisfaction with Former Participants: Percentage of employers who report satisfaction with new employees who are program completers as evidenced by survey responses to biennial survey conducted by WTECB. (Not required below the state level.) F PY 04: 63.8% Year 1: TBD Year 2: TBD		7. Employer Satisfaction with Former Participants: Percentage of employers who report satisfaction with new employees who are program completers as evidenced by survey responses to biennial survey conducted by WTECB. (Not required below the state level.) F PY 04: 69.1% Year 1: TBD Year 2: TBD

YOUTH		ADULT		DISLOCATED WORKER	
8. Participant 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		8. Participant 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		8. Participant 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	
PY 04:	94.2%	PY 04:	87.3%	PY 04:	89.4%
Year 1:	TBD	Year 1:	TBD	Year 1:	TBD
Year 2:	TBD	Year 2:	TBD	Year 2:	TBD

VISION, GOALS, OBJECTIVES & STRATEGIES

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 510 C(3) nonprofit organization governed by a volunteer board appointed by the King County Executive and Seattle Mayor. The WDC works to provide a worldclass 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.

Key Council Attributes, Values & Principles

The Seattle/King County Workforce Development Council will:

- Be strategic
- Be system-focused, not program-focused
- Be financially responsible
- Seek best practices and improvement in quality of service and processes
- Add value to workforce service providers/operating agencies, job seekers/career changers, and employers
- Be nimble/responsive to market and opportunities
- Pay particular attention to the needs of specific segments of our population.

This will include:

- ▲ Developing goals, objectives, strategies, and performance indicators that ensure people of color, women, people with disabilities, and disadvantaged youth access to and retention in the workforce development system, and wage progression. In addition, the WDC will maintain flexibility in who is served by the system, so that low wage workers who do not meet federal poverty guidelines are also served.
- ▲ Creating a workforce development system that is community based, linked to community based organizations that provide culturally and language appropriate services and enhance geographic access.
- ▲ Placing a priority on support services designed to increase access and retention such as ESL and bilingual services, appropriate job related adult basic education, child care, and transportation assistance; and specialized services for harder to reach communities such as immigrant and refugee, homeless, and ex-offender communities. (In terms of non-training related

support services, the WDC will focus its efforts on bringing social services into the system and leveraging other resources.)

- Focus on wage level and progression, skill gains, and long-term retention
- Support employers to be strongly engaged and involved
- Be knowledgeable of our local economy
- Focus on integrating a broad range of human services, transportation services, youth programs, economic development efforts, and other related support systems with employment and training
- Conduct our work in a manner that respects the contributions, expertise, and knowledge base of our employees and endeavors to provide them with a stable work environment
- Seek to work in conjunction with other workforce development councils across county lines to maximize client access to regional training and employment opportunities

Key System Characteristics

Consistent with the Seattle/King County Workforce Development Council's vision and its key attributes, values, and principles, the key characteristics of the King County workforce development system will include:

- A dual customer focus, providing services that are responsive to the needs of both employers and job seekers/workers
- A user friendly, seamless, flexible system that ensures employers, job seekers/workers, and youth know what services are available and how to access them
- A regionally coordinated, integrated system, rather than a collection of fragmented programs.
- A system that helps job seekers/workers—particularly people of color, women, people with disabilities, and the economically disadvantaged—move up job, skill, and wage ladders through training, support services, and retention services
- A youth system that serves the employment, education, and training needs of all youth
- A system that is connected to the regional economy
- A system that actively engages business and labor
- A system that is community based and responsive to local needs
- A system that integrates human services with employment and training

- A focus on outcomes, performance, and accountability
- A commitment to continuous quality improvement

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 will developed on an annual basis during this three-year period, identifying specific, measurable action steps that enable the WDC to make progress toward achieving the organizational goals articulated in this Three-Year Action Plan.

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.

STRATEGIES

The State of Washington released a report, *High Skills, High Wages* in 2004. Within this report there were 15 strategies where WDCs have a lead implementation role. The following is our local action in response to these priorities:

1. **Strategy 1.1.1**—Create and enhance industry skill panels, especially in high-demand economic clusters such as health care and IT.

The WDC will continue to host industry panels and other sector efforts as mentioned in the sector analysis section of this plan. Health care, IT, life sciences, manufacturing and construction have been endorsed by the council as priority sectors for 2005-2006.

Within each sector, specific action has been identified, they are as follows:

Information Technology: The WDC remains engaged in the workforce development issues for this prominent sector, and will take on a strong partner role with representatives of industry, education, and community based organizations. Based on this year's sector assessment, labor market trends, and broad industry feedback, recommended 2005 WDC strategy for the IT sector includes the following:

- Develop cutting edge service delivery models for youth.
- Expose youth to alternative IT "plus" careers.
- Explore the possibility of designing a state of the art IT career center.

Construction: Based on this year's sector assessment as well as the current priorities of the WDC Youth Council, recommended 2005 WDC strategy 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: The WDC will continue to work in partnership with the industry in the following areas: cultivating a new pool of health care professionals through our K-12

schools; providing training to current health care professionals to enable advancement into high-demand occupations; and continuing to build our region's community and college systems' capacity to train and educate a sufficient supply of health care workers.

Manufacturing: 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:

- Continue to partner with the "Hat and Boots" Project on developing a Duwamish Corridor Puget Sound Industrial 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 Community Colleges, including Shoreline's Manufacturing Center for Excellence. In addition, Shoreline Community College recently received a large DOL grant in partnership with Toyota for a lean manufacturing initiative in automotives.
- Work closely with regional economic development partners to explore opportunities to integrate workforce development and economic development strategies.

Biotechnology/Life Sciences: In 2004, the WDC became a member of the Washington Biotechnology and Biomedical Association and also established relationships with several research and educational institutions that conduct life sciences programs. In addition, the WDC submitted a life sciences skill panel application and intends to begin convening this panel in late September, 2005. The WDC will continue to support the intellectual, economic, and workforce engines in this region by pursuing the following initiatives:

- Explore the possibilities of providing youth with the necessary prerequisite training, mentorship, and internship opportunities in the science and biotech industry.
- Provide certificate and upgrade training for new and incumbent workers, as well as teachers, that will grow skills and provide a pool of experienced and well-trained employees in the Puget Sound area.

- 2. Strategy 1.2.1**-Develop individual career plans that are integrated with a range of school programs to ensure all youth are aware of the link between learning and employment and their career options, including high-wage, high-demand occupations, and nontraditional occupations.

Serving a wide variety of in and out-of-school youth across 17 school districts in King County, the Workforce Development Council of Seattle-King County believes education related to careers to be a particular mission of our services. Each WIA enrolled youth works with their case manager to develop an Individual Services Strategy (ISS), which includes career awareness activities. Throughout this ongoing process, young people become more informed about careers, related educational requirements and benefits.

For in-school youth, our service providers work closely with school-based career exploration initiatives, concentrating on non-duplication and expansion of those career experiences. For example, Bellevue School District youth are regularly using the WorkSource Redmond Center, attending youth-specific job finding workshops, using available assessment materials, searching for jobs in the resource areas and meeting with on-site employers to help hone their self-presentation skills. This program has been expanded for development between the Highline School District with WorkSource Renton. For out-of-school youth, WIA providers, in collaboration with school districts and community colleges, operate alternative learning centers and high school completion programs emphasizing career education toward employability.

Recently, WIA Youth Service providers formed a coalition called EARN, joining employers with young adults to advance career exploration opportunities such as job shadowing and internships. The newly created WorkSource Business Services team works closely with EARN members, informing employers about ways they can assist youth with their career education efforts.

In the past year, the WDC and the WorkSource Operator Consortium have encouraged integration of the Adult and Youth systems, creating contract deliverables. The WorkSource system has educate WIA Youth provider staff about WorkSource and increased and widened employment-related services to young adults. Each WorkSource site has a designated youth contact person, and these youth and adult staff have met each other and begun working directly together. The WorkSource Job Seeker Services Coordinator has developed a packet of materials in preparation for youth and their summer job search, available at WorkSource sites and youth service providers.

In the next two years, the WDC will continue to accent youth and their career development. Using a career research model developed by the Adult and Dislocated Worker programs, youth will soon be using WorkSource resources to complete research on careers as they complete their high school educational requirements and transition to college and/or employment. WorkSource-based career assessment tools will be incorporated, and youth will use our Self Sufficiency Calculator to determine cost of living, become educated on work supports, and project long term career earnings.

3. Strategy 1.2.2-Expand partnerships with industries to market their career opportunities to youth and their parents.

The WDC Youth Council has identified employer connections as one of its top priorities for the Seattle-King County youth system. During the past three years, WDC-supported youth programs have posted significant success in training young people (in-school and out-of-school youth) for careers in health care and information technology—both high-demand sectors. In health care, for example, the WDC has received more than \$500,000 in special state funding to help prepare underrepresented youth for careers in nursing and other allied health professions. By the end of 2005, Seattle-King County youth health care training programs will have provided more than 150 local youth with the opportunity to become certified nursing assistants, earn college credit, and prepare for post-secondary programs and careers in health care. Partnerships with local industry, particularly with long-term care facilities, have been key to the success of these programs. In information technology, the new Digital Bridge Academy program has provided basic hardware and software training to more than 100 out-of-school youth. Between 10-15% of those youth will be placed in internships with local employers; local WIA youth providers are working to expand information-technology industry partnerships in order to make such work-based learning opportunities available for more youth.

4. Strategy 1.3.5—Enhance “employability skills” training in workforce development programs.

In PY'04 a new assessment instrument was piloted called the Employment Readiness Scale. This assessment will be made available to local WorkSource partners in PY'05. Using this instrument: documents the customer’s starting point for creating an action plan, changes in the customer’s readiness as a result of interventions and the point at which a client is likely to become employed. Roll-up reports will also be available that will allow documentation of: efficiency of different interventions, comparison of relative success between programs with the same intervention, most common customer challenges, demand for different interventions for program planning and the relationship between interventions to provide successful employment.

- 5. Strategy 2.3.1**—Continue to develop dislocated worker services that are coherent, flexible, and accessible, and continue best practices such as rapid response labor-management committees.

The WDC will continue to fund a coordinator position for the Rapid Response Team. The WorkSource Operator Consortium provides leadership and management to the Rapid Response team and function. The local Rapid Response Team consists of staff from: King County Dislocated Worker Program; the Workers Center, the State Board for Community and Technical Colleges and Employment Security. Dislocated Worker services are offered at all eight WorkSource sites. Case managers often go to the customers at the community colleges to collect grades and issue vouchers. Dislocated Worker Program managers meet quarterly to address common challenges and identify opportunities for improvement.

- 6. Strategy 3.1.2**-Develop local community-school partnerships that plan and implement dropout prevention and retrieval initiatives for at-risk youth, including effective after school hours and summer programs.

With the support of the state's Dropout Prevention and Intervention (DPI) pilot program, the WDC has strengthened its ties to the Highline School District in order to serve an additional 20 WIA-eligible in-school youth and 25 WIA-eligible out-of-school youth. DPI partners will use two strategies to achieve contract objectives: the first (Highline Small High School) emphasizes dropout prevention and on-time high school graduation for in-school youth, while the second strategy (the King County Work Training Program/Occupational Skills Center Partnership) focuses on dropout recovery, high school diploma attainment, and vocational training for out-of-school youth. The Highline School District is using its Basic Education Act (BEA) funding to support instruction, curriculum development and other direct K-12 costs incurred by the project, while the King County Work Training Program (a WIA youth services provider) is providing case management, summer internships, and other services in support of DPI participants.

In addition to this special pilot project, Seattle-King County in-school youth programs serve more than five hundred youth each year with summer programs that integrate credit retrieval with work readiness training; after-school programs focused on career exploration and leadership development; tutoring; occupational skill training opportunities (see strategy 1.2.2), and other services.

- 7. Strategy 3.2.1**—Continue to develop more effective employment services and strengthen post-employment services to help individuals obtain and retain jobs that lead to wage progression.

Seattle-King County has been invited and accepted to participate in the National Work Advancement and Support Center (WASC) Demonstration, sponsored by MDRC. The WASC model includes job retention and advancement services, simplified access to financial work supports, and integration of these services within the workforce system's One-Stop Centers.

The MDRC design seeks to test new services and service delivery strategies to develop greater understanding of what works for low-wage workers and their families and how best to allocate scarce dollars to get the greatest return. MDRC's research will rigorously assess whether—and by how much—the demonstration sites increase job retention and stability, earnings, and career advancement; reduce welfare receipt; reduce poverty; and increase child and family well being. MDRC will also assess the changes in welfare and workforce agency cultures, procedures, staff assignment, and performance measures as a result of housing all the services included in this demonstration in the workforce development centers.

MDRC brings funding, technical assistance, and a rigorous research design to the project, and requires local partners to leverage resources within their systems (welfare and workforce), such as healthcare funding, child care subsidies, and ITAs, to commit to testing this integrated service delivery model.

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

The WDC and partners continue to search for available community resources. Connection Teams located at each of the eight WorkSource sites have referral information available on local resources. Recently a connection was made providing access to transportation for low income job seekers through a grant received by FlexCar.

9. Strategy 3.3.1—Implement the Ticket to Work program.

The Department of Labor, Employment and Training Administration (DOL/ETA) considers the TWWIIA and Ticket program to be an opportunity to create model workforce services for people with disabilities in the One-Stop system and to be an active partner in improving employment outcomes and retention for these individuals. The Washington State Vocational Rehabilitation Division, which has vocational counselors, located at each WorkSource site functions as an employment network with respect to a beneficiary under the Ticket to Work program.

10. Strategy 4.1.1—Respond to the needs of business customers and implement coordinated strategies among WorkSource partners.

The WDC developed and implemented a Business Services Operational Plan in PY 04, focused on defining levels of services to businesses, setting eligibility criteria for business services, measuring success system-wide, creating dedicated positions for business services integrated in WorkSource (WS), developing and integrating system-wide job-matching, and leveraging system resources to serve more businesses and job seekers.

A regional model for Business Services teams was developed, which relies on integration and collaboration with WS sites and partners. Included in this model are:

- strategies for recruiting, screening, and referring applicants to businesses or for customized hiring events
- coordination with WS partners for hiring events
- continuation of services to businesses referred from other WS partners
- coordination on marketing materials, outreach, a common customer satisfaction form and protocols for non-duplication of services system-wide
- development of a resource matrix of services that partners can offer to business customers; benefits include leveraging system resources and expertise, familiarity among partners of services available through the system for businesses, enhanced responsiveness to business customers' needs
- formation of a Business Services Steering Committee to coordinate communication and share decision-making among ESD and WS site managers, the Business Services Manager and the WS Operators Consortium

The centerpiece of this plan and of WorkSource's services to businesses, including screening and referral of job applicants for specific jobs and customized (or targeted) hiring events, is the coordination of the WorkSource Business Services Team and the Employment Security Department Centralized Customer Service Unit (CCS), which is located at the WorkSource Redmond site. The CCS unit is ESD's response to the business community request for a "single point of contact." This unit provides one phone number for all King County businesses to call to place job openings for the WorkSource system. In addition, the unit provides job order distribution, verification, labor market information, and follow-up on orders, customer satisfaction assessments, and assistance with other business requests.

The WBS team is funded through the WorkSource Operators Consortium using a mix of WIA adult, dislocated worker and youth funding. The team consists of both "internal" and "external" business services representatives who cover all the

WorkSource centers and affiliates in the local system; internal reps focus on screening and referral of job applicants using the pool of WorkSource jobseekers while external reps reach out to local employers to determine their needs and offer solutions. The team has increased business services provided by a variety of WorkSource partners while continuing to work together with the ESD Centralized Customer Service Unit and business liaisons and others, thus providing a coordinated, seamless and business-friendly service delivery for employers in the community.

The WorkSource Business Services Team, with WorkSource site managers and partners, formed a Job Match Task Force to create system-wide procedures for job matching. With support from the WorkSource Operators and partners, the Task Force has designated Go2worksource.com as the job-matching tool for WorkSource Seattle King County. The Business Services Team, Task Force, and WS Operators worked with partners to further support staff use of the website and developed training to address overall integration and promotion of the Go2 website in job seeker workshops and services.

Additional strategies include informing WorkSource partners of all activities in which business services staff provide premium recruiting/screening, in order to increase recruitment of qualified applicants from case managers' caseloads and job seekers accessing the WorkSource system; and partnering with ESD staff to target specific UI claimants and notify them of jobs and additional screening for which the Business Services Team is recruiting.

The WDC will continue to work with ESD, the WS Operators Consortium, and the Business Services Steering Committee, and site partners to address future decisions of overall coordination and Business Services teams directives.

- 11. Strategy 4.2.4**—Maintain and continue to develop systems to track and report core WorkSource services.

The Washington Management System (WMS) has been fully operational in all King County WorkSource centers and affiliate sites for over a year. Two Operator staff have been identified for troubleshooting and a WDC staff remains the area administrator. WDC staff and an Operator staff are active on the statewide WMS workgroup.

- 12. Strategy 4.2.5** —Improve communication and collaboration among workforce development youth partners.

The WDC's efforts to improve communication and collaboration among youth partners include the juvenile justice enhancement project which provides additional support to high-risk, court-involved youth through a partnership between WIA contractors and juvenile justice at King County Superior Court. A key

goal of this project is cross-systems training for WIA and court staff, building stronger referral networks for youth and wider partnership and collaboration. Another innovation that will build collaboration among WIA youth providers is EARN, a partnership of providers focused on developing jobs, internships and other employment opportunities through individual relationships with employers.

- 13. Strategy 4.3.1**—Provide individuals with disabilities with equal opportunities to benefit from WorkSource services.

Each WorkSource site has a Disabilities Access Team, which works to continually improve accessibility to equipment and services at WorkSource. The Access Team in coordination with the Disability Navigator maximizes resources by increasing the ability of Workforce Investment Act programs to implement system changes that promote job retention, higher wages, universal access and greater customer satisfaction for individuals with disabilities. WorkSource will make every effort to provide reasonable accommodations to all of our programs, policies, and procedures in order to accommodate any known physical, mental, or sensory disability. Program assessments have been conducted at all sites and action plans developed.

- 14. Strategy 4.3.2**—Continue outreach and capacity building activities with partners, including tribes and community-based organizations, to ensure involvement of targeted populations within the WorkSource system.

- 15. Strategy 4.3.3**—Encourage diversity among the membership of local WDCs and WorkSource staff to reflect the diversity of Washington’s communities.

Approximately 70 WorkSource staff speak a language in addition to English. Many speak more than one. Staff reflects the many cultures of refugee and immigrant communities in King County.

PLAN DEVELOPMENT PROCESS

The plan development process involved a wide range of activities over a several month period, including:

- Research and analysis on the regional economy and labor market, the current and future workforce, and the workforce development system;
- Input from all WDC committees on the strategic action plan;
- A forty-five day public comment period;
- Review by board committees of public comments and final vote for approval by the full board.

II. Operations Plan

1. Structure of Local Councils

a) *Describe local **Workforce Development Council structure.***

In 2000, the King County Executive and the Mayor of Seattle created the Workforce Development Council of Seattle-King County as an independent, 501(c)3 nonprofit corporation to meet the statutory requirements of the Workforce Investment Act and administer WIA funds. The elected officials chose not to become voting members of the council; instead, they appoint non-voting representatives that attend council and committee meetings to represent their interests. Members of the WDC board, half of whom are representatives of the private sector as required by WIA, are jointly appointed by the Mayor and the County Executive. (A list of WDC members is attached.)

The board's work is divided among four committees—Strategic Planning, Standards & Evaluation, Research & Development and Finance & Organization—and the Youth Council. An Executive Committee meets monthly and approves major committee decisions. The full WDC board meets three times a year.

b) *Describe **Youth Council structure.***

The WDC's Youth Council, which advises the board on youth matters, is made up of required members including employers, labor leaders, educators, parents and youth. The Youth Council has been meeting regularly since November 1999.

c) *Indicate whether the council plans to continue to **provide core services** described in Section 134d2 or intensive services described in section 134c or request to be designated as the one-stop operator section 117f 1 and 2.*

The WDC will continue to contract with a consortium of WorkSource operators, and to contract core, intensive and training services to providers.

2. Local Administrative System:

- a) Identify the **fiscal entity** responsible for the disbursement of Title I-B grant funds in your area (WIA Section 118(b)(8)).

Beginning with program year 2000, the Seattle Mayor and the King County Executive designated the WDC as the grant sub-recipient and Local Fiscal Agent for WIA funds. The WDC is responsible for maintaining all planning, procurement and oversight records; maintaining all fiscal and programmatic records necessary to support and confirm that all WIA activities have been conducted in conformance with all regulations and procedures from both the federal and state levels, as applicable to the operation of the WIA programs. This fiscal agent designation was formalized with the finalization of the Interlocal Cooperation Agreement between the City of Seattle and King County in July 2000. The Local Area CEOs reserve the right to rescind the designation of the WDC as the grant Sub-recipient and Local Fiscal Agent as any time, upon notice to the WDC.

- b) Describe the **competitive process** used to award grants and contracts (WIA Section 118(b)(9)). How do you notify community based organizations, including faith-based organizations, of contract opportunities?

The WDC uses a competitive process to award grants and contracts (except in special circumstances where sole-source contracts are allowed by law and the WDC's procurement policies). The WDC staff develops and publicizes Requests for Proposals (RFPs), based on input from WDC committees both on general program priorities and on criteria specific to the RFP. Notice of each procurement, which is posted for the public on the WDC website, is sent to all organizations and individuals on the WDC's bidders list, including community-based and faith-based organizations. Any organization may be added to the bidders list by request; the WDC also reaches out to the community periodically to solicit the interest of potential bidders in being added to the list.

Proposals are evaluated by impartial raters representing the WDC board, WDC staff, members of the community and often individuals from other regions who have employment and training expertise. The appropriate WDC board committee acts on the raters' recommendations and forwards them to the WDC Executive Committee for approval and the awarding of contracts. WDC staff, as directed by WDC committees, negotiates final contracts with the awardees.

- c) Describe the **process by which each one-stop operator was designated** either through a competitive process or through an agreement between at least three partner entities. Describe any anticipated changes to an operator or the roles and responsibilities of an operator. Indicate whether the WDC provides direct services as one-stop operators or provides core and/or intensive services.

The WDC does not provide direct service as an Operator or provider of core and/or intensive services; instead it contracts these services.

In 2000, the Workforce Development Council designated an operator's consortium per WIA regulations for the WorkSource system. The consortium consisted of King County, Employment Security Department, and the Division of Vocational Rehabilitation.

The WorkSource Operators are responsible for implementing and managing Seattle-King County's WorkSource system under guidelines and rules established by the WDC and WIA. The Operators oversee the management of WorkSource centers and affiliates, work closely with the WDC to coordinate the financial management of the WorkSource system, and ensure that system-wide standards are developed and maintained. The Operators influence the WorkSource system's goals and objectives, direct services to meet customer needs and manage system resources. They are also responsible for collecting and reporting performance measures to the WDC on a regular basis. A contract with the WDC provides funding (or a percentage of funding) for the following:

- WIA provider staff rent/fairshare at WorkSource sites
- System training
- Accommodations for Americans with Disabilities Act/limited-English proficiency
- Marketing
- Staff (business services, integration managers, information technology, fiscal support and Continuous Quality Improvement)
- Some one-time equipment purchases

In January 2003, the WDC chose to continue to contract with the existing operator consortium partners (King County, the Division of Vocational Rehabilitation and Employment Security) while expanding the consortium to at least two additional Operator partners through a Request for Qualifications process. Criteria included the individual's qualifications, experience and

knowledge of the WorkSource system as well as his or her agency's role in WorkSource. As a result, Pacific Associates and the YWCA joined as new partners. In March 2004, the YWCA representative had a change of job resulting in a vacant Operator partner position; another RFQ was issued resulting in the YWCA's new employment director filling the vacant position.

In the meantime, the Division of Vocational Rehabilitation has given the WDC notice that they will be resigning from their operator role effective June 30, 2005. The WDC does not anticipate opening up an RFQ at this time.

d) *Attach the following **policies**:*

- *Procurement*
- *WIA Eligibility and Priority Policy for Adults*
- *Local Policies related to Priority of Services for Veterans (and applicable spouses)*
- *Individual Training Accounts and any exceptions requested.*

Procurement, registration and exit, and ITA policies are attached. The WDC follows state policy related to Priority of Services for Veterans and looks to its Local Strategic Plan for the priority service groups for WIA adult and dislocated workers.

e) *Update the **local profile** for your area (Refer to Attachment B)*

Our updated local profile is attached.

3. Implementation of a demand-driven workforce system for employment and training services, governed by business-led Workforce Development Councils

a) *Describe and provide examples of how you ensure that the Council, the administrative entity, and other service providers **meet the current and future employment needs** of local employers and participants in **high growth industries and demand occupations**.*

The WDC annually reviews labor market trends and sets priorities based on this information. Depending on the industry, formal and/or informal methods to gather information directly from industry leaders is used. This has ranged from general industry panels to identify needs in specific sectors

to task-specific task forces, as in the Health Care Career Pathways task team, to surveys of employers.

Each committee of the board looks at this information to develop its work plans and priorities. In 2005, for example, the Youth Council targeted construction, health care and information technology; the Strategic Planning Committee endorsed Life Sciences, Manufacturing, Construction, IT and Health Care as priority sectors and hears quarterly from staff and service providers on progress; and the Standards and Evaluation Committee has focused on the implementation of the WorkSource business services team, which has targeted employers within the above-mentioned high-growth industries.

- b) *Discuss how you will ensure that your **training funds support training in high growth, high demand occupations**. Include descriptions of applicable practices and policies.*

The use of training funds is governed by WIA and WDC policies related to Individual Training Account (#03-2000) and Qualifying Occupations List (#06-2001). Based on individual assessment and funds available, an ITA may be awarded to eligible participants registered in WIA intensive services and may only be issued for occupations that are in demand. The list of demand occupations are updated at least annually with local labor market information and published on WDC's website.

4. Efficient use of resources and fiscal accountability

*Discuss the **process the council uses to decide how WIA funds are used** for infrastructure, personnel, contracts and other costs to provide the required one-stop system, core, intensive and training activities.*

The WDC prioritizes the efficient use of WIA funds through its board committees and Youth Council, which follow an annual strategic planning process to set priorities, goals and strategies for the best use of our resources. The Finance and Organization Committee approves the WDC budget and most funds for WIA one-stop services are competitively bid as described under section 2(b) above. The WDC further ensures fiscal accountability through onsite monitoring of all WIA contracts for both fiscal and program compliance, and undergoes an annual audit.

5. Enhanced integration of service delivery

a) Describe for each of the areas listed below, the **process you use to integrate programs** in the service delivery system; e.g. maximize resources, ensure sustainability of the system, avoid duplication, leverage resources and services, within your WorkSource system. Mention any plans for future processes or activities to enhance integration. Address:

- **Services to businesses such as job order taking and follow-up, job development and marketing**

In response to feedback from the business community indicating a desire for a "single point of contact" within WorkSource, the Employment Security Department developed a comprehensive business engagement strategy that consolidated some of its business service functions into a "single point of contact." In 2003 Centralized Business Services (CBS) was created and implemented at the new WorkSource Redmond location. ESD and partner staff located at different WorkSource sites can provide quality services i.e. complete job orders, provide screening and referral requests through the CBS unit, while delivery is seamless to the customer. Since its inception, the CBS unit has provided labor market information, entered job order data into SKIES, identified and resolved problems, provided follow up services and verified well over 10,000 job orders for the WorkSource system. In addition, the unit facilitates connections to other requested resources & services.

In fall of 2004, the WDC developed and implemented a Business Services Operational Plan for the whole WorkSource system, focused on defining levels of services to businesses, setting eligibility criteria for business services, measuring success system-wide, creating dedicated positions for business services, developing and integrating system-wide job-matching, and leveraging system resources to serve more businesses and job seekers. The plan includes integrating the Employment Security CBS strategy.

A model for Business Services teams was developed, which relies on integration and collaboration with sites and partners. Included are:

- Strategies for recruiting, screening, and referring applicants to businesses or for customized hiring events.
- Coordination with WS partners for hiring events.
- Continuation of services to businesses referred from other WS partners.

- Coordination on marketing materials, outreach, a common customer satisfaction form and protocols for non-duplication of services system-wide.
- Development of a resource matrix of services that partners can offer to business customers; benefits include leveraging system resources and expertise, familiarity among partners of services available through the system for businesses, enhanced responsiveness to business customers' needs.
- Formation of a Business Services Steering Committee to coordinate communication and share decision-making among ESD and WS site managers, the Business Services Manager and the WS Operators Consortium.

The centerpiece of this plan and of WorkSource's services to businesses, including screening and referral of job applicants for specific jobs and customized (or targeted) hiring events, is the WorkSource Business Services Team. This team is funded through the WorkSource Operators Consortium using a mix of WIA adult, dislocated worker and youth funding. The team consists of both "internal" and "external" business services representatives who cover all the WorkSource centers and affiliates in the local system; internal reps focus on screening and referral of job applicants using the pool of WorkSource jobseekers while external reps reach out to local employers to determine their needs and offer solutions. The team has increased business services provided by a variety of WorkSource partners while continuing to work together with ESD business liaisons and others, thus providing a united and seamless delivery for employers in the community.

The WDC will continue to work with ESD, the WS Operators Consortium, the Business Services Steering Committee, and site partners to address future decisions of overall coordination and Business Services teams directives.

- ***Screening and referral of job applicants***

The WorkSource Business Services Team, with WorkSource site managers and partners, formed a Job Match Task Force to create system-wide procedures for job matching. With support from the WorkSource Operators and partners, the Task Force has designated Go2worksource.com as the job-matching tool for WorkSource Seattle King County. The Business Services Team, Task Force, and WS Operators worked with partners to further support staff use of the

website and developed training to address overall integration and promotion of the Go2 website in job seeker workshops and services.

Additional strategies include informing WorkSource partners of all job orders in which business services staff provide premium recruiting/screening, in order to increase recruitment of qualified applicants from case managers' caseloads and job seekers accessing the WorkSource system; and partnering with ESD staff to target specific Unemployment Insurance claimants and notify them of jobs and additional screening for which the Business Services Team is recruiting.

- ***Approaches which identify qualified applicants for partner program services***

The WorkSource system in Seattle-King County uses an honest broker strategy that integrates the WorkSource partnership to streamline jobseeker flow from core to intensive and training services. Each WorkSource site has an honest broker team that operates a two-pronged system: the Connections Team and Employment & Training Resources workshop. The Connections Team hosts individual appointments with job seekers to determine needs and connect them to appropriate resources within the WorkSource system or the community. The Employment & Training Resources workshop outlines available WorkSource services and assists customers in determining their next step. The honest broker teams meet regularly to support each other in meeting goals, to make improvements to the system, and to provide education on new resources.

Countywide, this strategy is supported by the active participation of approximately 60 team members representing 16 partners in the WorkSource system. Participating staff have learned that through goal sharing and teamwork, each program's needs were met without having to compete for enrollments, while program managers supported their staff's participation as they saw the improvements in coordination and the value the system brought to their agency.

- ***Services to Migrant Seasonal FarmWorkers (MSFWs). Describe processes in place to serve MSFWs, whether or not there is a significant MSFW office in your area.***

There are ten WorkSource sites statewide that have been designated as significant Migrant Seasonal Farm Worker (MSFW) services delivery sites. None of these sites are located in Seattle-King County. Customers who may

be eligible for “traditional” farmworker outreach and assessment services are served using the same inverted pyramid strategy as for non-MSFW customers.

Seattle/King County does work with a large number of employers in the fishing and fish processing industry. The WorkSource North Seattle site is the state’s single point of contact for coordination of extended worker recruitment and job order taking in the State of Washington for fishing vessels, shore plants, catcher processors, floater processors (ashore or afloat) or a work site in the State of Alaska. Services are provided via a formal agreement that established guidelines for job order coordination between Washington’s Employment Security Department and Alaska’s Employment Security Division. Each state staffs an employment coordinator position for this service.

- ***Services to people with disabilities, i.e. sign language, interpreters and assistive technology***

Each WorkSource site has a Disabilities Access Team made up of staff from a variety of service providers and agencies, including Department of Vocational Rehabilitation, *CARES of Washington*, *Employment Security*, *KCWTP*, *Pacific Associates*, *O’Neil and Associates*, which works to continually improve accessibility to equipment and services at WorkSource. The access teams came about through the efforts of a WorkSource Disability Navigator funded from July 2003 through July 2005 through a DOL Work Incentive Grant.

The access teams maximize resources by increasing the ability of Workforce Investment Act programs to implement system changes that promote job retention, higher wages, universal access and greater customer satisfaction for individuals with disabilities. A few examples include:

- Assist one-stop staff and their customers with disabilities to access and navigate the complex provisions of various programs that impact their ability to gain, return to, or retain employment.
- Train one-stop staff and partner agencies on disability awareness and accommodations.
- Increase access to system partners for one-stop customers with disabilities
- Provide assistive technology information and training on specific assistive technologies (computer and other) to one-stop staff.

- Coordinate/facilitate transition of youth with disabilities to post-secondary education, training or work, using the WorkSource system as a partner.
- Linkages with disability serving agencies, especially those agencies and programs that have not formerly been part of the one stop system.
- Serve as a resource on SSA's work incentive and employment support programs and the provision of services through Benefits Planning, Assistance and Outreach organizations; Protection and Advocacy systems; and SSA's employment-related programs such as Ticket to Work.
- Serve as resource to the workforce investment community to ensure the availability of comprehensive knowledge of federal, state, local and private programs that impact the ability of persons with disabilities to enter and remain in the workforce.

WorkSource makes every effort to provide reasonable accommodations to all programs, policies, and procedures in order to accommodate any known physical, mental, or sensory disability.

Resources available at WorkSource for customers who are **deaf or hard of hearing** include American Sign Language interpretation for all modules and workshops and a connection to the Washington Video Relay Service (WAVRS), an exciting new supplement to the traditional TTY relay service also provided by State of Washington. The new service provides American Sign Language users with an alternative that offers them the opportunity to communicate by video conferencing using their native language, which may be preferred over the traditional TTY relay service. WAVRS has professionally trained interpreters certified by the National Association of the Deaf (Levels 3, 4 and 5); RID (CI-CT/CSC); and/or state certification where applicable, in order to provide quality video interpreting services. Additional resources include: TTY for outgoing calls, TTY Relay for general customer inquiries about services, telephone handset amplifier, and FM loop/amplified hearing device.

Resources for customers who are **blind, visually impaired or who have a learning disability** include large screen computer monitors; computer software (zoom text screen magnification, JAWS screen reading software, ReadPlease, WordQ, and writing assistance programs); Braille signage; job hunter workshop module curriculum in Braille, large print, on CD, and on cassette; and an Aladdin magnifier. The Job Hunter modules are now

available in Braille for customers at WorkSource North Seattle, WorkSource Redmond and WorkSource Renton.

Customers with mobility impairments can access an adjustable workstation in the computer lab, trackball, QuadJoy, Jelly Bean, ergonomic arm support, large-button telephone, accessible parking, and accessible restrooms. The current PWI project has increased participation in WorkSource activities by people with disabilities, and in turn WorkSource has been very responsive in meeting the needs of job seekers with disabilities. Additionally, the Metro transit system, which operates in King County, is making great efforts to meet the transportation needs of people with disabilities. Besides the provision of door-to-door van service when necessary, Metro has, in a three-year partnership with CARES, operated a transit travel-training program to teach people with disabilities to safely and confidently ride buses within the fixed-route system. For many adults and youth with disabilities, this program has been an important key to increasing independence by integrating communities and widening employment options.

- ***Services to veterans and related eligible persons, including National Guard and returning veterans.***

Veterans and Eligible person are provided service in accordance with the Workforce Investment Act (WIA) and The Jobs for Veterans Act H.R. 4015 (Public Law 107-288). Public Law 107-288 the jobs for Veterans Act expands the requirement to provide priority service to veterans to DOL funded employment and training programs. The Employment Security Department assumes compliance with this law to be met when Veterans compliance indicators are met. The Federal Veterans Employment and Training Services will monitor compliance with this requirement. The Employment Security Department recognizes that there are multiple ways to ensure veterans receive priority for both Labor Exchange. In keeping with the WorkSource (one-stop) concept of locally planned services, plans are underway to establish how ESD and partners will better integrate Priority of Services to veterans into the WorkSource system. Priority of service means that, after meeting all program eligibility requirements veterans are to receive priority of service in the delivery of service, notwithstanding any other provision of the law. Veterans Preference refers to the requirement that veterans receive additional points of federal job applications. Special emphasis is placed upon those Veterans traditionally disadvantaged, homeless, military separatees, and economically disadvantaged veterans. While all WorkSource staff provide services to veterans, Local Veterans' Employment Representative (LVER's) and Disabled Veterans' Outreach Program (DVOP) specialist are available to serve the needs of this customer group.

All WorkSource staff serve veterans. The role of the Local Veteran's Employment Representative is to functionally supervise the provision of services to eligible veterans and eligible persons, and to ensure that such services are provided in accordance with the applicable provisions of Public Law 017-288. LVER's maintain regular contact with community leaders, employers, labor unions, training programs, and veterans' organizations for the purpose of keeping them advised of eligible veterans and eligible persons available for employment and training. They also facilitate job search workshops and keep eligible veterans and eligible persons advised of opportunities for employment and training.

Local Veterans' Employment Representatives work closely with the Regional Department of Veteran's Affairs personnel in King County engaged in providing counseling or rehabilitation services under Public Law 107-288. They also coordinate with employers in identifying Disabled Veterans who have completed or are participating in vocational rehabilitation training who are in need of employment.

The role of the Disabled Veterans' Outreach Program Specialist (DVOP) is to focus on providing intensive services with priority to special disabled veterans and other eligible veterans. DVOP's perform only those duties directly related to meeting the employment needs of eligible Veterans in accordance with Public Law 107-288, and the special provisions contained in the Special Provisions of the Disabled Veterans Outreach Program/Local Veteran's Employment Representative Grant. They provide case management services to eligible veterans including, but not limited to, the development of outreach programs. They also coordinate with educational institutions and employers in order to ensure maximum assistance to Disabled Veterans who have completed or are participating in vocational rehabilitation.

In addition, DVOP's & LVER's may participate in the WorkSource System in the following manner: Coordinate with apprenticeship programs for the enrollment of recently separated veterans; Job Search Workshops, Job Clubs and Job Fairs where there is a likelihood veterans and eligible persons will be in attendance; provide technical assistance to staff regarding disability issues, conduct job development activities for eligible veterans and provide additional job listing to the system.

In addition to the above, the Employment Security Department and WorkSource partners will need to stay abreast and ensure quality service delivery to specific target groups of veterans to include:

- Vietnam Veterans

- Chapter 31, Special Disabled Veterans
- Veterans or Eligible Persons

New guidance (TEGL #22-04) from the Department of Labor is being reviewed by the WDC and WorkSource Operators to determine if veterans returning from active military duty may also be eligible dislocated workers.

- ***Additional plans for enhanced integration of service delivery:***

WorkFirst & WorkSource Integration

In PY 04, Employment Security's WorkFirst employment and training services were provided on site at seven Community Service Offices of DSHS, in addition to WorkSource North Seattle and WorkSource Affiliate Auburn. Also during PY 04, ESD was exploring ways to integrate WorkFirst service delivery into WorkSource as a means of finding efficiencies and reducing duplication. In March 2005, the Governor announced a \$10 million reduction in the program, causing the acceleration of the integration strategy.

Strategic planning is currently underway for the redesign of the WorkFirst program and on providing integrated service delivery to WorkSource and WorkFirst customers. As of July 2005, WorkFirst moved into WorkSource Redmond and WorkSource Renton, and plans are underway for WorkFirst services to be provided at WS Affiliate Rainier in the fall of 2005. The three remaining sites not scheduled for integration in 2005, White Center, King South and Federal Way, will be considered for integration when current facility leases expire.

It is anticipated that in the remaining sites where ESD WorkFirst staff is still located at a Community Service Office, relocation to WorkSource will be evaluated at the time of lease renewals. In the meantime, service delivery will be coordinated with WorkSource sites to the degree possible. There remain significant challenges to integrating WorkFirst into WorkSource, including site capacity, shrinking customer resources and funding. In the upcoming years, the WDC will actively seek out opportunities to partner including exploring ways to partner with DSHS at their newly opened facility in White Center.

- b) *Describe and provide examples of how you **coordinate with apprenticeship programs.***

The WDC's recent work has included support and strategic efforts to support the sustainability of emerging apprenticeship programs. In recent years the WDC Strategic Planning Committee has provided support for three emerging apprenticeship programs in King County: Culinary Arts, Cosmetology, and Dispensing Optician apprenticeship programs. In addition, the WDC collaborates with the varied partners of apprenticeship programs – educators, labor, employers, and service providers – with their work delivering apprenticeship and pre-apprenticeship programs. The WDC has administered two Statewide Apprenticeship Training (SAT) grants, one training firefighters and the other to encourage women and minorities to enter the traditional trades through pre-apprenticeship training. In 2004, the WDC's Research and Development Committee began an evaluation of alternative delivery of apprenticeship training (for example, online training) that will result in useful information for the whole workforce development system.

The WDC's Business Services Team, which works closely with and in the WorkSource system, coordinates with apprenticeship expert groups such as the Department of Labor & Industries to effectively refer employers interested in participating in the varied apprenticeship programs throughout King County.

c) *Describe services and resources for **dislocated worker and Trade Act eligible participants**.*

Dislocated Workers, including Displaced Homemakers, have access to the full range of WIA Core, Intensive and Training Services, including labor market information, workshops, job clubs, individual case management, a variety of assessment tools, support services and occupational skills upgrade and training. Eligibility for WIA funded Training Services is based on an individual, case-by-case assessment of the customer's needs. In some cases, it is more readily apparent that a customer will require retraining in order to become re-employed at a "self-sufficient" wage (e.g., dislocation from the timber industry or displaced homemakers). In all cases the customer must demonstrate at least the following (with staff assistance if required):

- labor market information showing a decline in their industry or occupation;
- labor market information demonstrating that the customer's skills do not meet industry standards for that training;
- documentation that a sufficient personal support system is in place for the length of training (e.g., a budget/financial plan);

- labor market information showing growth and locally available job openings in the requested field of study; and
- he or she has the required skills and qualifications to successfully participate in the selected training program and successfully enter and maintain employment.

Trade Act (Trade Adjustment Assistance Program)

The program helps laid-off workers whose employment is adversely affected by increased imports to prepare for and obtain employment. They may receive:

- Training
- Job Search and Relocation Allowances
- Reemployment Service
- Weekly Trade Readjustment Allowances may be payable to eligible workers when their unemployment benefits are exhausted.

d) Explain how your area **ensures equal access to services**, e.g. for MSFWs, people with disabilities, limited English speaking persons and other targeted groups. (WIA EO requirements and Wagner Peyser Act requirements)

In compliance with the nondiscrimination requirements for the MOA, the WDC's EO Officer monitors and investigates the local area activities, and the activities of recipients who receive WIA Title I funds to ensure compliance with the nondiscrimination and EO obligations under WIA and 29 CFR Part 37. All WIA adult, dislocated worker and youth contractors are monitored yearly and receive a written report detailing any areas of needed improvement on written policies, discrimination complaint procedures, and any other areas of compliance with the nondiscrimination and EO provisions of WIA. Part of this monitoring is a check for ADA compliance in regards to the site's physical accessibility.

The WorkSource system in King County has a wide variety of tools and accommodations designed to make all its features accessible to those with disabilities (see the pertinent section under 5(a) above). Limited English individuals can access WorkSource services through the language capacity of WorkSource staff and partners. Due to limited funding, not all languages are available at each center, but staff can use a reference guide to contact staff with the language capacity at another location by phone. The guide to staff's language capacity is updated regularly on King County WorkSource's intranet website so staff can easily find another staff member with specific language expertise. The system also subscribes to paid Language Line Services at 1-800-

367-9559 and uses the free Red Cross Language Bank at 206-709-4522. WorkSource centers also have printed materials about job search services in languages including Spanish, Chinese, and Vietnamese.

- e) Describe your local one-stop delivery system by including your **current MOU**. At a minimum each MOU must be signed by partner organizations and contain provisions describing:
- The services to be provided through the one-stop delivery system including each specific program and the organization that represents the program
 - How the costs of such services and the operating costs of the system will be funded.
 - Methods for referral of individuals between the one-stop operator and the one-stop partners for the appropriate services and activities.
 - The effective date and the procedures for amending the MOU.
 - Such other provisions, consistent with the requirements of this Title as the parties to the agreement determine to be appropriate.

The WDC/WorkSource MOU for King County is attached.

- f) Describe the provision of core services on the **Partner Program Participation matrix** (Attachment C) to identify current, specific levels and methods of participation of each required and optional partner program in your WorkSource system.

The Partner Program Participation matrix is attached.

- g) Describe the process and criteria used to **certify/validate Centers and Affiliate sites**.

The certification of a WorkSource Center or Affiliate is a threefold process overseen by the WDC's Standards and Evaluation Committee and the WorkSource Operators Consortium. The steps are used both to certify and re-certify WorkSource sites. Recertification is currently required every two years.

The first step is a "quality" self-assessment by all of the partners at the site, including frontline and management staff, in order to have a balanced appraisal of the quality of the various components of the site. The WDC and the WorkSource system in King County have adopted the *Simply Better!* continuous quality improvement system, which includes the self-assessment tool. The assessment is used to establish a baseline against which annual goals will be established to ensure continuous quality improvement. All staff of the site are involved in the resulting continuous improvement process.

The second step is a checklist of threshold criteria and key questions that is used by a review team to evaluate the site and its role in the WorkSource system. The review team consists of WDC staff and board members who take the viewpoint of the jobseeker and employer customers of each site.

If a site fails to meet any of the "Required Criteria," the review team can choose to either grant certification on the condition that the Criteria is demonstrated within a specified period of time or withhold certification until the Criteria is demonstrated. The site may ask for a Certification assessment as soon as the missing required criteria has been remedied. The review team sends its recommendations to the Standards and Evaluation Committee, which votes to forward its certification decision to the Executive Committee.

The third step is a signed commitment to Continuous Quality Improvement. Each site commits to utilize *Simply Better!* to continuously improve quality with special attention to areas of need as identified in the site's self-assessment action plan.

See the attached checklist documents for criteria of centers and affiliates.

- h) Describe how **Individual Training Account resources are leveraged** with other resources.

ITA funds are leveraged with resources such as PELL grants, etc. etc. WIA adult and dislocated worker contractors follow the WDC ITA policy. As stated in WDC's ITA policy (#03-2000), when awarding an ITA, the employment counselor must consider how to combine the ITA with other appropriate and applicable resources that may be available first, such as Pell Grants, tuition assistance/exemption, employer training subsidies, apprenticeship dollars, or ITA dollars from other counties. The final ITA amount will be adjusted to reflect the financial assistance received from other sources in order to achieve the goals of the Individual Employment Plan.

6. Serving the youth most in need

Discuss approaches that ensure the neediest youth in your area receive employment and education opportunities which lead to increased employability.

The WDC's Youth Council is responsible for overseeing and setting the strategic direction of the WDC's youth initiatives. In an annual facilitated retreat, the Youth Council chooses its strategic priorities for the year,

drawing on its analysis of local needs and gaps in the existing youth services network. These priorities are reflected in the council's funding decisions, particularly in procurements.

In particular, the WIA youth program is designed to fit these strategic priorities for in and out of school youth. It has developed two related but different service strategies for in school (ISY) and out of school youth (OSY), although the process for assessing youth needs and developing a related service plan cuts across ISY and OSY programs.

Assessing youth needs

Youth service providers make the full range of WIA youth services available for all enrolled youth, based on the intake assessment and Individual Service Strategy (ISS). Each WIA youth participant undergoes a comprehensive assessment at reviews his/her basic skill levels, occupational skill levels and interests, and the support service/developmental needs of the participant. Each individual works with a qualified case manager or other professional to develop an Individual Service Strategy that identifies a career goal, service plan and reasonable outcomes related to education and employment. The participant and case manager revisit the ISS periodically to revise service strategies, as appropriate. These service strategies prepare participants for post-secondary educational opportunities, provide linkages between academic and occupational learning, provide preparation for employment, and provide connections to the job market and employers.

In School Youth (ISY)

Seattle-King County WIA-funded programs for in-school youth target youth between the ages of 14 and 18.

In-school programs typically (though not always) include a summer component that integrates employment or work readiness training, career exploration, and—in some cases—academic credit through a partner high school or community college. Although out-of-school youth also have access to summer employment opportunities, this program component is more central to the in-school program since many of these youth are free to work only during the summer months.

WIA funding is an important piece of the school-to-career system, as it offers increased work-based learning opportunities to those youth that are WIA-eligible. The WIA in-school program functions as a dropout prevention strategy by quickly intervening with at-risk youth as they begin to falter in school.

All WIA participants, whether they are in-school or out-of-school, receive at least 12 months of follow up service, either by their case manager or through other efficient mechanisms.

Any program component not directly provided by WIA service providers (or system-wide services) is provided by linkages in the community (e.g., adult mentoring, comprehensive counseling)

Out-of-School Youth (OSY)

Out-of-school youth programs are designed to lead youth to self-sufficiency through attainment of full-time, long-term employment and/or a post-secondary credential.

Outcomes vary depending on the needs, interests and age of the youth. Service strategies for younger OSY (16-18) must focus on returning youth to a school setting to complete their secondary education and prepare them for post-secondary education and/or employment leading to self-sufficiency. Service strategies for older (19-21) out-of-school youth must connect youth to advanced training and post-secondary education, and must include strategies that help interested participants to not only earn a credential, but to find stable employment with opportunities for advancement.

Strong community partnerships are instrumental to the sustainability of “second chance” programs for out-of-school youth. WIA OSY programs integrate comprehensive collaboration—including shared financing—among local school districts, the juvenile justice system, community colleges, and community-based organizations.

7. Improved delivery of workforce information

Identify what labor market, occupational, and career development information, tools or products (e.g. Workforce Explorer tools, labor market and economic analysis publications such as the benefits studies) are available through WorkSource and how they are accessed by:

- ***The Council to use in its strategic planning and investments.***

The WDC uses labor market information to analyze the industry sectors in our area, to choose the sectors in which we can have the most impact and to develop appropriate strategies for addressing these sectors’ workforce issues.

- ***Businesses and related organizations (industry groups, chambers of commerce) to identify growth and demand in the local economy, industries or occupations and economic development.***

The WorkSource Seattle-King County Business Services Team, in partnership with business liaisons from ESD and the Greater Seattle Chamber of Commerce, serves as a resource for businesses, including facilitating access to LMI. Businesses also access go2 worksorce.com, which provides links to Workforce Explorer and related labor market information. Additionally, each WorkSource site, including business liaison staff, have established relationships with their local Chambers of Commerce. (See also Business Services section 5 a.)

- **Students and job seekers and their counselors through One-Stop Career Centers to support career decisions and development of quality career development.**

Customers of the nine Seattle-King County WorkSource Centers and affiliate sites can access an impressive array of labor market, occupational and career planning materials through WorkSource core and intensive services

From any WorkSource resource room (or any computer with internet access), all WorkSource customers can access:

- ▲ Local, state and national **labor market information** on O*Net, Workforce Explorer, Career InfoNet and UI Explorer, including demand/decline occupations, labor statistics and wages/benefits of typical occupations.
- ▲ **Occupational** descriptions and information about typical work duties, strengths of workers in specific fields, tips on locating employment in an industry, etc from O*Net, Career InfoNet, Workforce Explorer.
- ▲ **Career development** resources, such as interest and/or values assessments, are available to all on Workforce Explorer, the Demand Occupations List and the Eligible Training Providers List.

In addition, all WorkSource customers on-site at the centers and affiliates can use Choices, ORCA and WOIS, which provide occupational summaries as well as assessments that assist in determining customers' interests, values, skills and can then fine tune occupations that best fit an individual's attributes.

WorkSource Staff Access and Expertise

All WorkSource staff have internet access to O*Net, Workforce Explorer, America's Career InfoNet, the Demand Occupations List and the Eligible Training Providers List. Staff can also access Choices, ORCA and WOIS from their desktops.

All WorkSource Adult and Dislocated Worker staff are required to complete eight training sessions to ensure basic WorkSource system knowledge. Two training sessions cover Computer Resources and Job Search Assistance, which include awareness and some practice using all the available career planning tools. Further training and assistance to staff is available from two coordinators from the WorkSource system Operator Consortium.

WorkSource staff trained in particular assessments have access to those assessment tools. Some sites have dedicated assessment-focused staff, who can take customer referrals for particular assessment needs. Staff with assessment-specific expertise are working together to plan and schedule future training for new staff, those that need refreshers and those interested in expanding their assessment capacity.

In September of 2004, all WIA Youth Providers, some of which are co-located at WorkSource sites, were informed of and invited to attend both the Computer Resources and Job Search Assistance staff workshops.

Individual Assessments

Customers being considered for WIA registration and all WIA registered customers can access the following assessments, which require a referral to one-on-one services, such as private interview and/or interpretation by a trained professional.

Self-Sufficiency Calculator: Developed by the WDC in a project with the University of Washington, the Self-Sufficiency Calculator is an online tool that shows the amount a person must earn in order to cover his or her family's expenses without outside support, based on the family size, composition, and area of residence in King County. Use of the Calculator is required in all WIA adult and dislocated worker contracts, and continued training and technical assistance is offered to WIA and non-WIA staff throughout WorkSource.

Case managers working with WIA clients use the Self-Sufficiency Calculator to assist customers with long-term career and education planning. WIA customers who are demonstrated to be below self-

sufficiency as defined by the Self-Sufficiency Standard for Washington receive self-sufficiency career planning and counseling services. Case managers work with WIA enrollees to determine the wage level that will allow them to be economically self-sufficient and develop a long-term self-sufficiency plan with steps outlined to reach their goal. WIA enrollees can also use the Self-Sufficiency Calculator as a basic budgeting tool as well as a resource to determine what public work supports they may be eligible for. All WIA adults and dislocated workers who are below self-sufficiency have their anonymous information stored into a database to help the WDC assess where and why the greatest gains in self-sufficiency come about.

- ▲ Employment Readiness Scale (ERS): A relatively quick, yet comprehensive employability assessment tool that ascertains customer barriers and links their results to an action-planning tool.
- ▲ COPS: Consists of three separate instruments (COPS, CAPS, and COPES) which measure (1) Job activity interests, (2) Vocationally relevant abilities, and (3) Personal values. Scores are keyed to 14 Occupational Career Clusters.
- ▲ CASAS: Academic assessment of Reading, Math and English language Listening skills in both general employment context and specific sectors.
- ▲ Myers-Briggs Type Indicator (MBTI): The world's most widely used assessment of personality traits.
- ▲ Strong Interest Inventory (SII): Measures general interest, as well as the activities and work that match those interests. Results are formatted in a report and are interpreted by a counselor.
- ▲ Vocational Decision-Making Interview: Designed for non-readers and people with certain disabilities, limited English and limited academic skills. A counselor conducts a structured interview to evaluate career decision-making skills and job readiness.
- ▲ QWIZ: A comprehensive assessment of computer and software skills.

8. Involving grass roots and community based organizations, including faith-based organizations in the workforce development system

Describe how your area uses grass roots and community-based organizations, including faith based organizations leadership and services.

The WDC has successfully contracted with community-based organizations through WIA adult funding since 2000. Three community-based and/or faith-based organizations (the YWCA, Refugee Resettlement Office and Neighborhood House) have been long-term WIA adult contractors providing services at the WorkSource centers. Many CBOs and FBOs are youth contractors or subcontractors as well.

In addition to including these groups in every major procurement of WIA adult, dislocated worker and youth funds, the WDC has specifically worked through community and faith-based organizations to reach limited-English-speaking individuals. One such effort in 2002 introduced more than 2,000 limited-English-speaking residents to the WorkSource system by bringing workshops and career counseling to them in community centers, places of worship and public housing sites. These services, provided by CBO and FBO contractors, were offered in many languages and in culturally appropriate ways. Another ongoing program is Literacy Works, through which the WDC contracts with local CBOs and FBOs to provide customized, job-specific English classes to limited-English workers at their worksites. This project has been extremely successful in serving not just the needs of the limited-English employees, who are connected with other work supports through the CBOs, but also the needs of the participating employers.

As required by law, the WDC also has several board members (four at this time) from community-based organizations. A list of all board members is attached.

9. Reporting against common performance measures across federal employment and training programs:

In preparation for Common Measures for WIA and Wagner Peyser, how do you plan to track and oversee performance using the common measures? Would you include other programs, e.g. the Trade Act? (TEGL 15-03 or subsequent TEGLs on Common Measures)

The issuance of the new Common Measure for WIA and Wagner Peyser will have impact on the way our area is tracking performance measures. Washington State is using a State administered web based system called Services, Knowledge & Information Exchange System (SKIES) as our case management and reporting tool. SKIES houses both program information and unemployment insurance data and will continue to be the case management and reporting tool once the new Common Measures are implemented. There will be minimum changes required of SKIES itself, however, there may be

impacts associated with business processes. At this time, the majority of the impacts will be felt with the SKIES administration team.

Currently, all programs associated with both WIA and Wagner Peyser are being tracked in SKIES and have the ability to report from the same system. Alternatively, SKIES administration has provided "power user" access to the raw data via data warehouse access through Virtual Private Network (VPN) connectivity. This will also remain the same in the coming program year. As we move closer to the new program year, SKIES has been and will continue to go through a growing process with enhancements being added on a monthly/bi-monthly schedule.

10. Enhancing flexibility through waivers (this question is optional)

Are there any waivers to WIA or Wagner-Peyser you are interested in pursuing if more flexibility is given at the federal level?

The WDC would appreciate a discussion of easing WIA eligibility restrictions to enhance our ability to serve incumbent workers.

11. Plan Development Process

Describe the processes used in the development of this plan as required in Section 118c. Include:

- *How Partner Program representatives participated*
Representatives of WorkSource and Employment Security Department assisted in the preparation of this document, particularly in the matrix and in the descriptions of WorkSource services.
- *How you obtained public comments*
The WDC will issue this Local Operations Plan for a minimum 45-day public comment period through a vote of its committee.
- *Comments received during the public review*
Comments received during the public review will be submitted to the state with the final version of the plan in August.

12. Identify the local contact

Give the name, email address and phone number of a person we could contact with questions regarding the plan.

Margret Graham, Planner
mgraham@seakingwdc.org
(206) 448-0474

LOCAL AREA PROFILE

Attachment B

Workforce Development Council of Seattle-King County

County Served: King

ADMINISTRATIVE STRUCTURE

The Workforce Development Council of Seattle-King County is a private, non-profit organization.

An agreement signed by the Mayor of Seattle, King County Executive and WDC Chairperson designated the WDC as the grant recipient and fiscal agent for all Federal Workforce Investment Act funds and confers all responsibilities to the WDC of a Workforce Investment Board under the Act.

ONE-STOP SYSTEM

One-Stop Operator(s)

- An Operator Consortium: Employment Security Department (ESD), King County, Division of Vocational Rehabilitation, Pacific Associates, and the YWCA.

Role of Operator

- One-stop system leadership and management
- System communication
- System quality

Different partners in the consortium have varying roles, which may include:

- One-stop system coordinator
- One-stop center integration managers
- Core and intensive service provider

WorkSource

Centers

- Renton
- North Seattle
- Redmond

Site Operator

King County
ESD
ESD

<u>Affiliates</u>	Site Operator
• Auburn	ESD
• Rainier	ESD
• Bellevue Community College	BCC
• South Seattle Community College	SSCC
• Downtown Seattle	YWCA

SERVICE PROVIDERS

Youth

- City of Seattle
- King County Work Training Program
- YouthCare
- YWCA

Adult

- Neighborhood House*
- YWCA*
- Refugee Resettlement Office*
- King County Work Training Program*
- TRAC Associates*
- Pacific Associates*

Dislocated Worker

- King County Work Training Program*
- TRAC Associates*
- Pacific Associates*

** Pending board approval of PY05 rater recommendations*

PROCUREMENT

At the direction of the Board, staff solicits and reviews proposals. Relevant committees review proposals and make recommendations on successful bidders. The WDC Executive Committee acts on the recommendations and awards contracts.

Partner Program Participation Matrix

MOU PARTNER PROGRAM TYPE OF PARTICIPATION IN WORKSOURCE CENTER/SYSTEM

For Core Services Section:
S = if staff are either PT/FT located in a certified facility
I = if partner provides core services only through the internet.

	MOU Signature Date	In-Center	Affiliate Site	Off-site		WIA Eligibility Determination	Outreach, Intake, Orientation	Initial Accessment	Job Search & Placement	Provision of Information	Financial Aid Eligibility	Followup Services	Other Partner Services
PARTNER PROGRAMS	MOU	LOCATION				CORE SERVICES							
<u>Employment Security Department</u>	12/22/04												
CPP		X	X				S	S	S	S		S	S
LMI		X	X	X						S			
LVER/DVOP		X	X				S	S	S	S		S	S
MSFW (WP)		N/A	N/A										
TRADE ACT		X	X			S	S	S	S	S	S	S	S
UI		X	X	X			S	S	S	S		S	S
Veterans		X	X	X			S	S	S	S		S	S
Wagner Peyser		X	X	X			S	S	S	S		S	S
Washington Service Corps													
Worker Profiling		X	X				S	S	S	S		S	S
WorkFirst (Employment Services only)	07/01/05	X	X	X			S	S	S	S		S	S
<u>WIA - Federal Grantees</u>													
HUD	01/11/05												
JOB CORPS	01/12/05	X							S				S
MSFW (National) NA													
Native American Grantees	12/22/04												
<u>DSHS (or contractors)</u>	01/03/05												
Food Stamps									S	S			
Senior Comm.Svc.employ. Program	12/21/04	X	X							S			S
Vocational Rehabilitation Title I	01/17/05	X	X				S	S	S	S	S		S
<u>SBCTC</u>	01/19/05												
Adult Ed.& Literacy		X											S
Carl Perkins (Post Secondary)													

MOU PARTNER PROGRAM TYPE OF PARTICIPATION IN WORKSOURCE CENTER/SYSTEM

For Core Services Section:

S = if staff are either PT/FT located in a certified facility

I = if partner provides core services only through the internet.

	MOU Signature Date	In-Center	Affiliate Site	Off-site		WIA Eligibility Determination	Outreach, Intake, Orientation	Initial Assessment	Job Search & Placement	Provision of Information	Financial Aid Eligibility	Followup Services	Other Partner Services
PARTNER PROGRAMS	MOU	LOCATION				CORE SERVICES							
ESL		X	X										S
Post Secondary Education		X	X				S	S	S	S	S		S
<u>List Service Providers (include WDC if staff provide direct services)</u>													
WIA I-B Adult													
CARES		X		X		S	S	S	S	S	S	S	S
Neighborhood House		X	X	X		S	S	S	S	S	S	S	S
Pacific Associates		X	X	X		S	S	S	S	S	S	S	S
RRO		X	X	X		S	S	S	S	S	S	S	S
TRAC		X	X	X		S	S	S	S	S	S	S	S
YWCA		X	X	X		S	S	S	S	S	S	S	S
WIA I-B Youth													
King County OSY Consortium		X		X		S	S	S	S	S	S	S	S
WIA 1-B Dislocated Worker													
King County		X	X			S	S	S	S	S	S	S	S
Pacific Associates		X	X			S	S	S	S	S	S	S	S
TRAC		X	X			S	S	S	S	S	S	S	S
<u>Other</u>													
Carl Perkins Secondary													
Private Vocational Schools													
<u>Secondary Vocational Education</u>													
Tech. Prep. Consortium													
AFL-CIO	01/18/05												
WA State Assoc of Comm Action	02/22/05												