

SNOHOMISH COUNTY 2020: VISION FOR THE FUTURE

**County Departments Prepare for the Impact
*of an Aging and Diversifying Population***



White Paper for Discussion

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Table of Contents

Introduction	2
Background Statistics	3-7
The Six Questions	8
Common Trends	9-12
Collective Priorities and Mutual Actions	13-15
Shared Approaches to Future Planning	16-17
Conclusion	18
Department Briefs	19
Airport	20-26
Corrections	27-32
Facilities	33-37
Human Resources	38-41
Human Services	42-48
Information Services	49-54
Medical Examiner	55-60
Parks and Recreation	61-67
Planning and Development Services	68-72
Public Works	73-79
Appendix A: Department Designees	80-81
Appendix B: Supporting Documents	82-109
Appendix C: Statistics	110
United States	111-118
Washington State	119-123
Snohomish County	124-129

INTRODUCTION

“Snohomish County 2020: Vision for the Future” is a compilation of eleven briefs developed by County Departments as part of a continuing commitment to make county government responsive to its citizens.

This project was undertaken by Department designees and led by the Human Services Department. It involved participation by many employees and had input from the larger community. This work provides a guide for molding services so they are responsive to Snohomish County’s increasingly diverse and aging population.

The White Paper includes background on the societal change facing the nation, a summary of the major demographic changes the County is undergoing, a compendium of the briefs prepared by County departments, and a summation of the major trends and responses posed by the departments.

This White Paper is just the beginning. These questions and ideas need to be brought forward to municipalities, businesses and our citizenry to enable them to consciously craft a future community that is welcoming, accessible and receptive to all.

BACKGROUND STATISTICS

***“What we have before us are some breathtaking opportunities
disguised as insoluble problems.”*** John Gardner

Society as a whole is undergoing immense transformation. Globally, we are experiencing an enormous rise in the age of the world's populations. The percentage of individuals living beyond 60 years is increasing at levels never before seen in human history. No challenge "is as certain as global aging, and none is as likely to have as large and enduring an effect -- on the size and shape of government budgets, on the future growth in living standards, and on the stability of the global economy and even the world order."¹

In the United States, the “baby boom” generation -the largest ever born (78 million Americans)- is also in the process of transforming American society as it moves into its senior years. This, of course, is reflected at the local level as well.

Washington's population will increase 30% by the year 2020, reaching 7.5 million. The aging of this population will be the most important demographic phenomenon the next few decades. In 1999, 11.4 percent of the Washington population was age 65 and over. By 2020, this age group is projected to account for 20.2 percent of total state residents.

Nationally and locally, we are also experiencing an explosion in the ethnic diversity of our population. Between 2000 and 2025, 93% of the growth in school-aged children in America will be Hispanic.² Nationally, between 2000

¹ Richard Jackson, director, Global Aging Initiative, Center for Strategic & International Studies

² The Jobs Revolution: Changing How America Works, Gunderson, Jones, Scanlon

and 2025, the percentage of 25-year-olds who are minority (i.e., other than “non-Hispanic white”) is expected to increase from 39% to nearly one-half (49%).³

Washington ranks fourth nationwide in terms of total minority population growth.⁴ Part of this is fueled by refugee migration. In fiscal year October 1, 2003 to September 30, 2004, Washington State received 3,018 refugees, its largest and most diverse group of immigrants in more than three years and one of the highest totals in the country. In the near future, administrators expect the numbers will be 5,000 a year.⁵ These demographic shifts will have striking effects on our communities.

There will be a profound shift in our labor force as we become more diversified in terms of age, sex, racial and ethnic composition. By 2020, nearly half of the Washington labor force will be female. Workers over age 55 are projected to represent about 20.5 percent of all workers in 2020, nearly doubling the 1999 share.

Labor force growth rates for African Americans, Asian Americans, and other non-whites are expected to be considerably higher than the white population. As a result, non-white workers will account for 26.9% of the net labor force growth in the state between 2000 and 2020. Non-whites are expected to constitute 15.2% of the state’s labor force by 2020.⁶

These aging and diversity statistics are mirrored in projections for Snohomish County. The number of County residents 60 years or older was 74,550 in the 2000 census, constituting about 12% of the total population. Projections for 2020 show that number growing to 190,258, or 22% of the total population. During

³ CrossCurrents, Issue 2, August 2004, Page 1 Child Trends Data Bank

⁴ Washington State Office of Financial Management, Sept. 30, 2004

⁵ The Seattle Times, January 27, 2005, Section B1

⁶ Executive Summary, 1998 Long-Term Economic and Labor Force Forecast, Washington State Office of Financial Management

that same period, the number of people 85 years and older will nearly double from 6,808 to 12,377.⁷

While Washington State is fourth in the nation in minority population growth, Snohomish County ranks third largest within the State. This means that Snohomish County ranks in the very top nation-wide of non-white population growth. Between 1990 and 2000, the number of persons of color in Snohomish County grew from 37,586 to 100,826, an increase of 168.3%. During the same time the number of persons of color in Washington State grew by 92.5%. According to the State Office of Financial Management, between 2000 and 2020, the number of persons of color in the state will grow by 65.9%, while the white, non-Hispanic population will grow by only 18.2%.⁸

As our society becomes older and more racially and ethnically diverse, it becomes ever more important that we understand the particular strengths and needs of each group so that we can develop more thoughtful and targeted policies in the future.⁹

“Even if you’re on the right track, you’ll get run over if you just sit there.”

Will Rogers

We are beginning to see the opportunities and challenges ahead of us, and realize that society and governments cannot remain inactive in the face of these dramatic changes. Snohomish County 2020 is a response to this knowledge. It is a series of activities to assist Snohomish County in preparing for the anticipated changing demographics of the early 21st century.

It is a certainty that there will be a vastly increased older population as the Baby Boom generation becomes the Elder Boom generation. There will also be a

⁷ Washington State County Growth Management Population Projections: 2000 to 2025, Office of Financial Management, http://www.ofm.wa.gov/pop/gma/county_age.xls

⁸ Washington State Office of Financial Management

⁹ CrossCurrents, Issue 2, August 2004, Page 7 Child Trends Data Bank

remarkable increase in the population of people of color in our County, many of whom will be neither fluent nor conversant with English. Both of these changes will place demands on our government and communities.

We have convened all County departments to consider how our changing demographics, particularly the dominating factor – the aging of the baby boom cohort – will affect county government in the future. We have identified policy areas that will be affected and defined the top priorities that each department will pursue in the next four to six years as we prepare for the demographic shift.

This work should provide a substantial, practical guide for assuring that the goods and services provided by government will meet the needs of Snohomish County's aging and increasingly diverse population. The goal of planning is to develop an elder and diversity friendly community. This vision of community:

1. Encourages people of all ages to prepare for retirement and old age
2. Develops "age sensitive" service infrastructures that support people as they age
3. Establishes and adapts existing services to recognize and accommodate the needs of older adults and ethnic minorities
4. Builds and adapts physical infrastructures that support people as they age
5. Promotes creative ways for the county's aging and diverse population to utilize their talents, skills, and experiences in both paid and un-paid roles
6. Promotes flexibility in the workplace to accommodate and support the vital role played by family caregivers
7. Promotes flexibility in the workplace to accommodate and support the vital role played by an increasingly diverse pool of workers

Change that enhances older adults' quality of life will improve conditions for everyone because elder friendly communities are good places for people of all ages to live. Similarly, communities that enhance the lives of their non-majority citizens become communities of choice for everyone.

“The potential of older persons is a powerful basis for future development, enabling society to rely increasingly on the skills, experience and wisdom of older persons not only to take the lead in their own betterment but also to participate actively in that of society as a whole.”¹⁰

Snohomish County 2020 is setting out the blueprint for a response to the opportunities and challenges of population aging in the 21st century and the promotion of the concept of a community that is friendly for people of all ages, backgrounds, and walks of life.

¹⁰ Declaration from the Second World Assembly on Ageing, www.un.org/ageing/coverage/pr/SOCM22.htm

THE SIX QUESTIONS

Project 2020 is part of Snohomish County's efforts to prepare for the future. For this project, Departments were directed to consider the demographic structure of the County by year 2020 and recognize the challenges and advantages this structure will present. They were further instructed to meet these challenges in practical and constructive ways. To accomplish this goal, each Department was tasked with answering the following six questions:

1. How do you describe your department? What does it do? Who does it serve? What is its mission and its vision?
2. What do you see as trends and the impact on the work of your department of the following projected demographic changes: Ethnicity, aging population and aging workforce?
3. What are the three priority issue areas you will undertake to address the impact of the anticipated demographic changes?
4. What actions will your department take in the next one to two years to address the three priority issues you have identified?
5. What results do you hope to achieve?
6. How will you incorporate changing demographics into your future planning?

COMMON TRENDS

During discussions among all the department designees, several common trends were highlighted. These included three main topic areas: internal workforce issues, external customer issues, and policy issues.

The following is an outline of the major trends identified across departments, by issue area.

Internal Workforce Issues

Injuries/Physical Limitations with Aging Workforce

The average age of the current County workforce is 46 years, and many employees have been with the County for fifteen or more years. As the workforce ages, several physical issues are emerging. Problems identified by the departments include:

- Increase in injuries on the job.
- Increase in age-related illnesses.
- The aging workforce is increasingly unable to handle varying shifts (disrupted sleep patterns).
- Workforce injuries mean necessary work cannot get done.
- Employees injured on the job have company coverage, which is very expensive.

- Mechanical devices are increasingly used to assist employees.
- Repetitive stress injuries are on the rise.

Perceived solutions include addition of more ergonomic/assistive devices for field workers and laborers, and retraining of workers, especially for non-physically demanding jobs.

On the positive side, the “graying” workforce possesses a great deal of experience and “institutional knowledge”, as well as excellent work ethics. It is in the County’s best interest to enable these knowledgeable employees to continue working.

Family Caregiving

Another common trend is the increased incidence of employees performing family caregiving activities in addition to their jobs. There is not only a spike in the number of employees caring for older family members, but an upsurge in kinship caregivers; especially grandparents raising grandchildren. Many employees are both caring for older relatives at the same time they are raising children. Many employees fall below the poverty line due to caring for several generations at once. “Sandwich Generation” pressures also affect health and work performance.

Retraining/Job Design/Career Pathing

Across the U.S. workforce as a whole, there is an amplified need to retain older workers. Longer retention in the work pool would stem the loss of institutional knowledge that often comes when key personnel retire, as well as postpone and stretch out the cost of training new workers.

In order to accomplish this, workers will need to be retrained, especially for non-physically demanding jobs. We have to rethink how we train/retrain/re-employ workers throughout their work life, and not just from a cost-avoidance stance. It

will take commitment to fit job sharing, part-time employment, and seasonal employment into work standards. Successor management also needs to be put in place.

Several solutions were mentioned throughout the discussion.

- There are high risk divisions within the County. A special task force could be formed to look at retraining, etc.
- A Career Pathing Manual could be developed with career ladder training options.
- There is a need to develop a robust Wellness Program. Well designed programs typically have a \$5-\$13 return on investment for every dollar spent.

The key solution would be to build in flexibility for all ages and all stages of work life, i.e., flexible job design and career-pathing. Furthermore, there needs to be a better understanding of the return of investment over time when it comes to re-training, job design, wellness programs, etc.

External Customer Issues

Most consumer issues revolved around the burgeoning diversity within the County. County personnel need to be able to include all communities in public hearings, community building efforts, and planning. There is an increase in the need for multi-lingual resources for our new customer base, as well as knowledge of diverse cultural issues. In brief, staff need easy access to translation services and cultural competency training. Furthermore, we need to be successful in recruiting diverse populations into our workforce.

Policy Issues/Community Design

All Departments expressed that political changes affected their ability for long term planning and sustainability of programs. Further articulated was the need to create fluidity in resource sharing among departments.

There was a values theme in the discussions, geared to changing how we look at ourselves and aging. It was believed there should be more incentives and planning for “cottage communities” which would provide natural solutions to some of the challenges of aging and diversity. And throughout all discussions, the most common value expressed was that the County should position itself as a model for an elder-friendly, disability-friendly, diversity-friendly community.

COLLECTIVE PRIORITIES AND MUTUAL ACTIONS

An outcome of Project 2020 deliberations was the identification of priorities that cut across all Departments. Four common topics evolved: recruiting/retaining a diverse staff, working with current (aging) staff, communicating within and without the County, and working with our customers.

The following is an outline of many of the actions identified across departments, by priority area, to address these topics.

Recruiting and Retaining A Diverse Staff

- Train managers to use diversity-friendly hiring practices.
- Advertise in ethnic communities
- Utilize innovative recruitment techniques (such as global recruitment for Civil Engineers).
- Target hiring fairs to specialized sites, populations.
- Assess mentoring opportunities as a staff retention tool.
- Provide pay/work differential for staff with 2nd language capability.

Working With Our Current Staff

- Re-work job classifications to reflect reality and opportunities for advancement (particularly for manual labor positions).
- Explore alternative work patterns.

- Implement an Employee Health Management Plan (that would include stress management).
- Look at job flexibility and part-time benefits (retirement/health) to retain older staff/mentors.
- Provide retirement financial seminars.
- Provide retraining for aging staff.
- Direct purchasing strategies to favor ergonomic equipment.
- Broaden staff communication skills by offering diversity training and language courses (basic phrases in specific languages).
- Accommodate aging staff with larger font print and bigger computer screens.

Communications

- Redesign the County website for Americans with Disabilities Act (ADA) compliance and multi-language services.
- Evaluate and upgrade effective telephone tree protocol.
- Provide access to translation services (verbal, online, written).
- Use universal signage at County parks.
- Provide multilingual information via kiosks.
- Design multiple ways to access information and services.

Working with Our Customers

- Design all programs to include access for people with disabilities.
- Train staff to provide programs for more diverse populations.
- Incorporate Universal Design into structures, way finding, etc.
- Provide access to the community via translated forms and larger print.
- Educate the community about access to technology provided by the County.

Conclusions

The most important priority identified by all departments was providing options for current, aging workforce members. The top three actions identified in response to this priority are:

- Exploring alternative work patterns and increasing job flexibility.
- Revising job classifications.
- Implementing an Employee Health Management Plan.

The second most identified priority dealt with how the County workforce communicates with their customers. In response, actions to be undertaken include:

- Providing information and services in multiple languages by use of interpreters (possibly Language Line) and written materials.
- Redesigning the County website to bring it into ADA compliance and adding multiple languages.
- Evaluating and upgrading an effective telephone tree protocol.

SHARED APPROACHES TO FUTURE PLANNING

Project participants believed it was important to keep the planning process vital, open and ongoing. Incorporating the demographic changes identified by Project 2020 into future work plans was deemed an important part of the process. Two main approaches emerged from these discussions.

Budget Process

Incorporating Project 2020 into the budget process was identified as the main strategy to systematize its presence in future planning. This included:

- Official support from Executive Reardon and the Executive Team.
- Project 2020 made a factor for budget Results Teams (part of efficient, effective, managerial oversight and leadership).
- Project 2020 included in Budget speeches.
- Informational handouts provided for County Council.
- Issues discussed at all strategic planning sessions.

Website Resources

The second tactic identified by Department designees was to provide Project 2020 resources for managers, employees, and citizens on both the County's internal and external websites. These resources would include the following topics:

- Project 2020 White Paper

- Strategies
- “Send us your ideas”
- Training Opportunities (internal and external)
- Telecommuting Survey
- “Generation Jones” and other informational pieces
- Translation Services Resources
- The Numbers, e.g., “Eye Openers” (census bureau data, projections, etc.)

CONCLUSION

County Departments under the Executive's authority were tasked with completing Project 2020 in a comparatively short time. This narrow time frame, however, did not hinder the quality of the work produced. The depth of conversation around these issues became apparent as the Department designees shared their insights and creativity. Common themes, problems and responses easily surfaced in this synergistic environment.

All participants agreed the final goal of this planning process was to develop an elder and diversity friendly community.

This Vision of Community

1. Develops "age sensitive" service infrastructures that support people as they age.
2. Establishes and adapts existing services to recognize and accommodate the needs of older adults and ethnic minorities.
3. Builds and adapts physical infrastructures that support people as they age.
4. Promotes creative ways for the county's aging and diverse population to utilize their talents, skills, and experiences in both paid and un-paid roles.
5. Promotes flexibility in the workplace to accommodate and support the vital role played by family caregivers.
6. Promotes flexibility in the workplace to accommodate and support the vital role played by an increasingly aging and diverse pool of workers.

Reading all of the briefs from the Departments as a unified policy document provides a framework for creating this new vision of community.

DEPARTMENT BRIEFS

Airport

Introduction - Internal Scan

Our Mission is to contribute to the economic vitality and quality of life of the region. We do this by providing high quality aviation and industrial services, facilities, and interaction with our customers. Our customers are the airfield tenants and users, our neighbors, the people of Snohomish County, and the world-wide aviation community.

Paine Field/Snohomish County Airport was built in the aftermath of the Great Depression as a WPA Project (Works Progress Administration). It was built in 1936 to create jobs and economic growth in the region. During World War II, it became an Air Force Base. It reverted to the County in 1949 but was reactivated during the Korean War. The Airport includes about 1,300 acres, has three runways, over 400 hangars, and 568 based aircraft. Eighty new hangars costing nearly \$10 million were completed in 2002-03. There are about 150,000 - 200,000 aircraft operations each year.

The Airport is a self-supporting enterprise and receives no state or local tax support. In fact, the airport contributed about \$1.3 million last year to state and local general funds in various taxes. Over \$40 million in Airport construction projects in recent years have boosted the local economy, including the Future of Flight, Aviation Center and Boeing Tour. This new facility is the home of the Boeing Tour Center and an aviation museum and conference center. An adjacent Hilton Garden Inn Hotel is another new development located on Airport property.

There are 47 full-time staff located in three divisions within the Airport: Administration, Maintenance, and the Fire Department. The Airport is similar to a small city with a fire department, deputy, road system, sewer system, communications and environmental responsibilities—all are funded by airport revenues. The Maintenance department takes care of facilities, utilities,

landscaping, runway inspections and electrical systems. Maintenance also modifies and improves buildings to meet new tenant requirements. The Fire Department is on duty 24/7 and responds to aviation emergencies, structural fires, industrial mishaps and vehicle accidents. They provide training in first-aid, CPR and aircraft fueling. The Fire department conducts building inspections to assist in fire prevention. The department maintains its own vehicles and provides maintenance services to several other local departments. Administration has the most contact with both walk-in and phone-in customers and manages both the business and financial side of the Airport, including customer account management, financial controls, budgets, new commercial development, and coordination of all County programs. Administration also includes Operations, which is responsible for the safety and operation of the entire airfield. A Deputy Sheriff and Deputy Prosecuting Attorney are assigned to the Airport full-time to assist in security, public safety and legal issues.

The Airport focuses on staff in its annual preparation of goals. A continuing goal is to work with staff to maintain and enhance a quality work environment. These annual objectives include a strong safety program, both airside and landside, and a strong staff training program to improve knowledge of the Airport, the County and individual work skills. Between 2000 and 2004, the Airport has also made wellness an important focus with staff to encourage healthy lifestyles. It had an annual Paine Field Fitness Program that included annual health assessments, healthy eating and fitness programs, and other special events. In 2001, the Airport received a Golden Apple Honorable Mention for excellence in worksite health promotion. The Wellness program did not continue into 2005.

As a component of Project 2020, the Airport met as a group with about 50% of Airport staff from each division to sort existing and future trends, and included a mix of management, union and administrative staff. Although staff focused on both personal and external factors in the work place, it was evident that concerns centered on the following major trends existing in the Airport workforce:

- There is an accelerated aging of the workforce, both at the Airport and in the County. The average age of Airport staff is now 47 years. As older staff leave, the Airport will lose institutional wisdom. However, staff felt that there would be a cost to hire skilled, aging workers with physical related injuries versus hiring unskilled labor to take their place. Is there a successor management system in place at the Airport?
- There is a need for flexible work schedules to respond to aging parents, staff health issues and stress-related injuries. Twenty years of physical labor by the maintenance staff has resulted in on-going knee, back and other related stress injuries with the capacity of staff to do less. The Airport now has fewer staff capable to work a full day of physical labor. Stress-related injuries for computer-oriented administrative staff are increasing with the recent move to the web-based computer system. There is concern that the County will continue to have increased medical health care costs passed on to staff as the County population ages.
- There is a concern from staff that the need for flexible work schedules will conflict with the need to work full-time in order to maintain adequate retirement needs. There is financial pressure that retirement dollars will not be available to handle elder care issues or staff illnesses.

In addition, the Airport's large tenant base and real estate holdings may be impacted as well by the aging population and increase in diversity in future years:

- There is an expectation that the number of multicultural tenants and customers will increase.
- There is an expectation that the increase in the aging population of both aviation and land-side tenants will impact Airport administration responsibilities.

Priority Strategies

There will be challenges for the Airport with the changing demographics for an aging population and increased diversity to the tenant/customer base. The first two priority items chosen by the Airport are internally focused and address the concerns voiced by Airport staff on the aging workforce at the Airport. However, external changes to the Airport will become a priority in future years. The third priority focuses on this external need to address tenant and customer needs:

- Restart and improve the Health Management Program at the Airport
- Research alternatives/solutions to address staff retirement and flexible work schedule concerns
- Review existing and near-term needs of our changing tenant and customer base

Actions and Results

The Airport will address the following actions in the next few years to address the key priorities identified by staff.

Priority Strategy 1

Restart and improve the Health Management Program at the Airport

- Identify and work with the health community to provide healthy eating, fitness, age-related illness, stress and other health management classes to Airport staff
- Encourage staff to support a planned, collaborative County health management program
- Focus on safety/stress-related solutions for home and work, to include ergonomic strategies for office and outdoor work activities

Priority Strategy 2

Research alternatives/solutions to address staff retirement and flexible work schedule concerns

- Educate staff regarding the availability of Department of Retirement Systems (DRS) retirement training and services
- Work with County, as needed, to encourage staff retirement and financial seminars
- Work with County, as needed, to encourage collaborative review of existing retirement system to team flexible work schedules/alternative work patterns/job sharing or job creation that fit other retirement options (stepped versus full-time)
- Promote Employee Assistance Program (EAP) programs that provide training on Elder Care and other EAP services
- Work with County, as needed, to support collaborative job sharing/retraining program options for an aging workforce unable to continue to perform tasks in existing job classifications

Priority Strategy 3

Review existing and near-term needs of our changing tenant and customer base

- Provide staff access to the Language Line's Telephonic Interpreter Services for interpreter needs
- Research Fixed Base Operator Tenants' need for access to Language Line's Telephonic Interpreter Services for interpreter needs

- Address any necessary changes to signage, building improvements/maintenance, and parking areas, to provide for aging workforce/tenants
- Determine additional Diversity/Cultural-based training classes for staff that address demographic changes

From these near-term actions, the Airport anticipates the following results:

- An educated workforce with information available to assist in retirement and financial planning
- A workforce that is able to make personal choices regarding health management options
- Access to information and training for staff and tenants to address the existing and future needs of our customer base.

Future Planning

As Project 2020 moves forward, the Airport anticipates continued collaborative efforts with Human Resources to meet the demographic challenges of an aging workforce at the County. Any health management programs planned as a County-wide effort will be a planned priority for the Airport. In the near-term, the Airport is researching several health agencies for health management programs, and will restart the Paine Field Wellness Program.

Airport Management has already started research on the DRS program training and the County EAP support options. This information will be provided to staff. In addition, extensive time has been taken to research and incorporate new ergonomic computer equipment to address administrative staff stress-related injuries. The Airport maintenance department is addressing work-related injuries in an ongoing safety awareness program.

Information was recently received from Human Services on the Language Line Interpreter Services, and information on the program will be made available to staff and tenants as needed to assist our existing and future customer base.

As the Airport continues to grow its customer and tenant base, both on the Airport and in the local community, it will become clear what additional steps are necessary to ensure our commitment to a healthy internal staff work environment and a successful collaboration with the County and our customers. These new actions will be incorporated into future work plans.

Corrections

Introduction - Internal Scan

Washington State law requires Snohomish County to provide jail services for felons arrested in either incorporated or unincorporated areas of the county, and misdemeanants arrested in unincorporated areas of the county (RCW 70.48, City and County Jails Act; and RCW 39.34.190, Criminal Justice Responsibilities – Inter-local Agreements). In addition, Snohomish County contracts with local municipalities, other nearby counties and the State Department of Corrections to house prisoners on a contract fee basis.

The department strives to apply sound business principles to the operation of its correctional facilities--principles designed to preserve critical capacity while at the same time investing in programs to improve the odds that offenders are able to more successfully reintegrate into the community upon their release and hopefully avoid the cycle of repeated incarcerations. The department works in partnership with a variety of local government and social service agencies, including Human Services, to provide a range of such programs to the inmate population.

The mission of the department is to contribute to public safety by operating humane, safe, and secure detention facilities and community corrections programs, in an innovative and cost-effective manner.

The department's vision is to be a nationally-recognized organization that supports criminal-justice and human-service agencies' efforts to maintain a safe, vibrant, and economically healthy community.

The County's detention and incarceration facilities provide services to four categories of "customers": 1) the community; 2) law enforcement; 3) inmates; and 4) courts.

The Community receives:

Protection through secure detention of individuals judged to be a danger to the community.

Law Enforcement receives:

A safe, secure booking facility for detaining arrestees;

A reliable center for the collection of personal data (fingerprints, photos and demographics) that facilitates efficient processing through the criminal justice system;

A safe, secure facility for housing convicted individuals.

Inmates receive:

Safe, secure detention space;

Urgent or essential health and human services, including medical, mental health, laundry and food service, as required by law;

Access to legal materials and interpreter services, as required by law.

The Courts receive:

Certainty that defendants remanded to jail will appear for adjudication;

Inmate transport from detention to court;

Video court facilities to reduce demand on courtroom facilities;

Secure beds (and alternative sentencing options) to hold offenders accountable and required to serve jail sentences.

The Department of Corrections is comprised of five divisions: Administration, Community Corrections, Detention, Medical, and Courthouse Security. Challenges the department increasingly expects to face in the future are not delineated by program area, but rather are expected to exert an impact on core service functions and, most importantly, the ability to recruit and retain a suitable work force. Following are the pre-eminent challenges identified by a cross-sectional group of staff who met at a day-long labor/management retreat:

- Reflecting Snohomish County population forecasts, the department projects increasing emphasis on recruiting and hiring a more diverse work force. As English increasingly becomes a second language for the jail population, we will have an interest in hiring and retaining staff fluent in other languages.
- An increasing number of the jail population are either non-English speaking or use English as their second language. The new inmate handbook and orientation video currently under development address this need. The handbook is being translated into the four most prevalent languages spoken in Snohomish County.
- The aging workforce may present employment challenges: a) it may become more difficult to attract a healthy and fit workforce to serve as Custody Officers. To prolong careers, a greater emphasis on Community Corrections and other job categories may be necessary; b) staff attrition could diminish as senior staff balance the benefits of retirement against the need for on-going medical benefits; c) more operational flexibility may be sought by staff increasingly likely to be caring for elderly family members. This could exert operational cost impacts associated with FMLA coverage needs for a 24/7 jail operation.
- Expected jail population increases will challenge available capacity at the same time that competition for General Fund dollars is increasing in response to greater demands for human services. Fiscal challenges will generate interest in partnering in regional facilities and in non-capital options (“soft capacity”).
- Unlike prison populations, the jail population is not expected to age significantly. However, jails are increasingly being confronted with an inmate population that presents with more and more serious chronic illness and a growing cohort of psychiatric illnesses. Jails are becoming de facto human services agencies and this trend is expected to continue.

There will need to be a high degree of collaboration between human service agencies and corrections.

Priority Strategies

Each of the challenges identified in Section I ultimately must be addressed and will require preparation of defensible, business-based action plans for presentation to policy makers. In assessing the need to set priorities, discussions among the staff group focused on the relative immediacy of each issue. Demographic changes in the jail population are already evident and demand that the department implement and/or enhance appropriate operational changes. The fiscal collision with rising jail population and the cost of operating expanded capacity is already upon us with the failure of the jail operating levy and the subsequent decision to contract beds to generate revenues until County jail population growth demands use of the bed space. Similarly, the need for collaboration with human service agencies to address a sicker population presenting with serious chronic disease, psychiatric illness and other human service needs is a situation that confronts Corrections today. In reviewing the options the following three priorities were identified for immediate action:

1. Increased emphasis on recruiting and hiring a more diverse workforce and the need to communicate with non-English speaking prisoners.
2. Pursue opportunities to partner in regional facilities and non-capital custodial options.
3. Work to achieve a high degree of collaboration between human service agencies and Corrections.

Actions

It is the Department's intent to incorporate the following actions in its work program beginning in 2006, with the recognition that these items represent the

first steps of an on-going plan needed to responsibly address the important policy issues identified in earlier sections.

Priority Strategy 1

Recruitment and hiring of a more diverse workforce and expanded ability to communicate with non-English speaking prisoners.

Actions:

- Provide informational materials including the new inmate handbook and video, Victim Information and Notification Everyday (VINE), and telephone information into the four most prevalent languages spoken in Snohomish County (Russian, Vietnamese, Spanish and English)
- Focus hiring fair activity and job advertisements to emphasize recruitment of more diverse candidates

Priority Strategy 2

Pursue opportunities to partner in regional facilities and non-capital custodial options.

Actions:

- Continue to work with the consortium of eight Northwest Tribes to implement a pilot “Restorative Justice Program”
- Work with the Prosecuting Attorney’s Office and the Courts to develop and implement criteria designed to divert individuals who do not pose a threat to the community to community custody opportunities rather than secure jail beds

Priority Strategy 3

Work to achieve a high degree of collaboration between human service agencies and Corrections.

Actions:

- Provide expanded offender change programs to incarcerated individuals with a focus on educational opportunities, employment readiness, vocational skills, parenting skills, and anger and stress management, among others
- Partner with human service agencies to support prisoners in successfully transitioning back into the community through referral to available life skills, out-patient drug/alcohol dependency follow-up, and other relapse prevention programs

Facilities

Introduction – Internal Scan

The Department of Facilities Management provides various internal services that support the operations of other county departments and other support services for county citizens. These services are as follows: Facilities Maintenance, Jail Facilities Maintenance, Property Management, Parking Services, Purchasing Services, Contract Security and Employee Commuter Trip Reduction Program Administration.

The primary mission of Facilitates Management is to develop, acquire, and manage county facilities and properties; and to manage a fair and competitive purchasing process. Our diverse team of professionals provides accessible, efficient, safe and secure county facilities and properties. Through strategic planning and performance, Facilities Management works in a cooperative effort to enable our clients to provide effective services in which we take pride.

The Facilities Management Department shares the Executive’s vision for Snohomish County Government: “Snohomish County consistently seeks to make our county the best it can be. Our hallmark is equitable and quality services delivered by creative and caring employees. Each of us is proud of our role on behalf of the citizens of Snohomish County and we continually work hard to earn their respect and confidence.”

Observed Trends and Impacts

Describe the trends and impact on the work of your department of the following projected demographic changes: Ethnic diversity, aging population, and changing workforce (internal/external).

- Ethnic Diversity

With Facilities Management responsibility to manage the County Campus and other satellite County Facilities, the increasing ethnic diversity will most likely create an increased need for multi-lingual signage.

Currently the objective is to help each citizen to quickly and easily find their way around the campus and for them to reach their department destination without delay or confusion. That is accomplished primarily through well planned, clear and concise way-finding signage placed at strategic locations around the campus. Currently all campus signage is in English. We anticipate a potential need to consider multi-lingual signage at some point in the future.

- Aging Population

With an increasing number of senior citizens visiting County Facilities, many realities of an aging population will need to be considered such as physical limitations and restricted mobility, reduced sight, hearing impairment, and possibly an increased number of wheel chairs and motorized scooters visiting the campus.

The impact to Facilities Management will be a need for awareness and employee training relating to the issues listed above and a need to ensure continued ADA compliance and maintaining a senior citizen friendly and accommodating campus and staff.

- Changing Workforce – Internal

As our community changes in terms of ethnic diversity and aging population, it stands to reason that the County work force will evolve to reflect a similar level of diversity and age. With an increasing number of campus visitors who either do not speak English or speak limited English

as a second language, we may want to place greater emphasis on recruiting employees who are fluent in other languages to provide communication assistance.

As our internal workforce ages we may see a number of trends: 1) increased productivity and work quality due to extensive experience and advanced job knowledge and job skills, 2) senior employees sharing job knowledge and mentoring younger, less experienced employees to a greater extent, 3) a potential need for more frequent doctor visits to address health-related issues, and 4) retaining critical job knowledge for a longer period of time.

There appears to be many positive and beneficial aspects to a more senior county workforce. Regarding health care issues, the County may wish to consider implementing an aggressive wellness and prevention program to help offset rising health care costs.

Priority Strategies

Issue # 1 Strategies:

To address changes in the Ethnic Diversity of the County

- a) Work with the Department of Information Services to establish new way-finding techniques in multi-lingual signage.

- b) Establish ways to assist non-English Speaking citizens to navigate the County campus with ease and confidence.

- c) Interface with the Diversity committee on ideas and concepts to facilitate way-finding and signage.

Issue # 2 Strategies:

To address issues related to aging population

- a) Seek new ways to address physical limitations and restricted mobility in government and campus access.
- b) Continue to upgrade facilities and property to meet changing ADA requirements.
- c) Adjust number of ADA stalls in parking garage to support the needs of our aging population

Issue # 3 Strategies:

To address the changing workforce

- a) Adapt our work environment to reflect the aging and ethnic work force.
- b) Develop methods of mentoring younger staff as they come on board.
- c) Retain employees with critical job knowledge through job sharing and reduced work schedules.
- d) Encourage employees to have a working knowledge of a second language to effectively communicate with co-employees and the general public.

Actions and Results

Actions: We will meet semi-annually to prioritize strategies and discuss new technology and acquiring training and education for the staff

Results: Send staff to schools on new technology and provide training assistance to staff members not assigned to schools

Actions: Meet and work with existing committees on ADA related issues

Results: Make recommended changes to the building and grounds to maintain compliance with new ADA requirements

Actions: Schedule semi-annual meeting to develop strategies to accommodate the changing ethnic and aging work force

Results: Implement changes and provide recommendations to county government to accommodate the changing ethnic and aging work force

Next Steps

- We will meet semi-annually to prioritize strategies and discuss new technology advances.
- Provide new technology staff training.
- Meet with ADA Committees, identify issues and make recommended upgrades to meet ADA requirements.
- Conduct semi-annual meetings to address accommodations for the changing ethnic and aging work force.

Human Resources

Introduction – Internal Scan

The purpose of the Human Resources Department is to achieve the Mission and Vision of Snohomish County by Attracting, Developing and Retaining peak performers. To accomplish this mission we will:

- Provide an atmosphere of trust and respect
- Encourage all employees to fulfill their professional personal potential
- Acknowledge and support the benefits of a diverse workforce
- Operate in a spirit of partnership with our customers and co-workers
- Provide Human Resource systems and processes that provide direction, clarity and consistency

Department's Overarching Issues As Related to 2020

Of the numerous dynamics at work in a large and diverse workforce in the public sector, two dynamics stand out: 1) the aging workforce, and 2) English as a second language (ESL) applicants and employees. To prepare to position Snohomish County in a thriving mode in managing both of these dynamics, the Human Resources Department plans to automate repetitive processes in order to devote its resources to working directly with employees, hiring officials and applicants to develop policies and programs specifically designed to meet these challenges.

Priority Strategies

Priority Strategy 1

Action: Increase efforts in training and development of staff and management so that movement between jobs is facilitated (needed to meet the needs of older employees)

- Course work in ESL will be offered.
- Part-time employment opportunities will be increased.
- Career development programs designed to provide employees with career options over two to three decades of service are on the horizon.
- Managers and employees alike will participate regularly in training designed to develop multi-cultural communication and interpersonal skills.
- Tests and other screening devices used in the employment process will be subject to on-going review and refinement to attract and fairly evaluate a multi-cultural applicant pool and employee makeup that reflects the makeup of the community at large.

The staffing in HR needed to carry out this work will be found within the efficiencies of the automated HR environment.

Priority Strategy 2

Action: Automate repetitive processes so that HR staff are able to assist departments in a more facilitative and consultative mode, and to be more proactive in workplace design and problem solving.

- Training of staff and management will be increased as automation creates streamlining. That training will be geared toward a “learning environment” workplace.
- A major component of that learning environment will be designed to include educational needs of ESL-employees and applicants.
- In addition, HR will meet regularly with hiring officials to assist in identifying and removing barriers to diversity, in both hiring processes and on-going employee relations programs.
- A wellness program is planned for 2006 that will directly address the changing demographic of the aging workforce.
- In addition, HR plans to develop a structured “interactive process” with employees displaced by disability. The interactive process program is designed to work with employees, medical care providers and hiring officials to place disabled employees in alternative employment that meets medical restrictions and the skills of the displaced employee.

Actions

Priority Strategy 1

Establish Employee Health Management Program designed to reach optimum overall employee health profile and create a workplace that includes flexibility in work assignments, and training and development.

Priority Strategy 2

Establish more job share, part-time and job modification programs designed to increase recruitment from every segment of society and meet the on-going needs of established employees.

Next Steps

1. Establish processes that fit goals of accessibility, inclusiveness and health of employees. For example, promote benefits of job sharing, part-time jobs, work flexibility and workplace accommodation.
2. Use wellness initiative to also redesign jobs known to cause repetitive stress.
3. Establish incentives for employees' health and wellness, thereby meeting the effects of aging on employee groups in a proactive manner.

Human Services

Introduction – Internal Scan

The mission of the Snohomish County Human Services Department is “to help all persons meet their basic needs and develop their potential by providing timely, effective human services and building community.”

The Human Services Department coordinates and funds programs which respond to the human service needs of residents of Snohomish County.

We work in partnership with a broad spectrum of community agencies and we also fund community sponsored programs such as Family Support Centers, Senior Centers, and youth activities. One of our partnerships is between the local Continuum of Care and County government working together to end homelessness in Snohomish County.

Some of the programs that we support include:

- Services to help maintain elderly and disabled adults in their own home or in a community setting
- Drug and alcohol treatment for both youth and adults
- Public mental health services
- 24-hour services for persons in a mental health or drug and alcohol crisis
- Services to help low-income households meet their basic needs or obtain specific help to overcome barriers to improving their economic situation
- An Early Childhood Education Program for low-income families with 4-year-old children

- Employment and community support programs for persons with developmental disabilities and their families
- Community programs for children and families
- Help for Veterans
- Weatherization and help for low-income households to pay heating bills
- Office of Housing, Homelessness and Community Development
- WSU Cooperative Extension Services of Snohomish County

There are five divisions within the Department: Case Management; Community Action Partnership (CAP); Long Term Care and Aging/Office of Housing, Homelessness, and Community Development/Developmental Disabilities; Alcohol and Other Drugs/Mental Health, DUI; and Administration Services. Surveys among the workforce in all five divisions revealed commonalities across programs.

Each program unit and division identified emerging major trends, as well as challenges they currently face and expect to increase in the future. As problem areas were linked by shared themes, the following surfaced as the major cross-divisional trends:

1. There is more and more pressure for family caregivers to care for family members. However, the aging of the caregivers themselves makes it more difficult to provide support for the receivers of care.
2. More people with disabilities need care due to medically extended life spans at the same time that social service supports are decreasing.

3. Majority bias causes problems across all systems, even within our own Department. There is a need to make programs, services, communications, and training methods more culturally competent and age sensitive.
4. Increasing racial, cultural and linguistic diversity in the community, especially among the clients that we serve, will require all staff to be: (1) more diverse and to more closely reflect the community; (2) culturally competent, both in their understanding of cultures other than their own and in the way that they interact with persons of those cultures; and (3) better prepared to communicate with those who do not speak English well, either by being multi-lingual themselves or by being trained in the use of interpreters and translation services. Cultural competence and multi-lingual resources will be essential skills for those who provide direct service to clients.
5. The growing bilingual/bicultural populations need to acquire training to take on more specialized jobs in the human services field.
6. There is an alarming trend of public policies on all levels running counter to the directions research tells us to take in serving an aging and more racially and ethnically diverse population. These policies govern or substantially influence how and what human services are provided, determine who is eligible to receive services, and regulate public funding of services. Therefore it is imperative that elected officials and policymakers thoroughly review policies and regulations in light of the projected population trends and assure that unintended impacts are addressed in a timely manner.

Priority Strategies

Once the work groups identified the challenges inherent in continuing to deliver human services to a changing Snohomish County population, tactics to address

these challenges became clear. Again, each division developed plans that seemed viable for their own programs. Then the department, as a whole, refined these strategies and chose the first three it will address to plan for the impact of the anticipated demographic changes. The strategies are:

1. Develop New Hiring Policies and Practices
2. Develop New Communication Methods
3. Develop Training Options for Staff

Actions

The Department will take the following actions in the next one to two years to address the priorities staff identified as key. These actions are the first to be undertaken, but certainly represent just the beginning of a larger plan which will span many years of endeavors.

Priority Strategy 1

Develop New Hiring Policies and Practices

Actions:

- Mention specific languages “preferred” in job announcements
- Provide mentors for new hires

Priority Strategy 2

Develop New Communication Methods

Actions:

- Translate Department information cards and display materials into major languages spoken by County residents

- Develop methods to gather information from, and share with, the larger community, including senior and diverse groups

Priority Strategy 3

Develop Training Options for Staff

Actions:

- Provide trainings from the Refugee and Immigrant Forum on diverse groups within our community
- Give staff training on how to use AT&T Language Line

Next Steps

During the process of examining our challenges, common assumptions emerged. These include assumptions that there will be continuing:

- changes in priorities,
- changes in demographics,
- changes in internal and external regulations; and
- changes in the configuration of the Department and Divisions.

Given these assumptions, it becomes apparent that a process needs to be in place to review and revise how we do business if we are to remain relevant for the future citizens of the County.

The Department is committed to keeping the issues related to changing demographics at the forefront of our future planning. We have identified the following “next steps” as part of our overall commitment:

1. Convene a yearly meeting with the Refugee and Immigrant Forum for an update on trends and changing community needs.
2. Revisit processes used to recruit/hire/retain. Facilitate process change with Human Resources.
 - Convene Flash Session with follow-up on Recruitment/Hiring.
 - Retool current jobs and job descriptions to expand the possible hiring pool.
 - Investigate job sharing, part-time jobs, more flexible jobs, accommodations for people with physical, sensory, and developmental disabilities (including current employees with chronic illnesses/disabilities), planning for succession, etc.
3. Create a Department-wide Minority Outreach group, which will provide coordination and guidance to all work units, divisions and the Department, in how to be successful in reaching minority populations.

The County’s changing population necessitates changes in how the Human Services Department interacts with community providers and citizens. There is an increasing need to train both internal staff and other community front line workers in aging issues and effective communications with elderly people. We have to address our own changing workforce – aging, differently abled, and multicultural. There is escalating pressure to become culturally competent and responsive to an increasingly diverse consumer base and workforce. Across the board, we need to adapt existing services and initiate new services to recognize and accommodate the needs of older adults and ethnic/cultural/racial minorities.

This is societal change. The impact of a large cohort of older people and a significantly diverse population is having a major effect on how we “do business”. It also is becoming clear that we need to assist policymakers and elected officials in reviewing policies and regulations in light of the projected population trends. This plan represents the first steps towards a more integrated approach to answering the current and future needs of our citizens.

Information Services

Introduction – Internal Scan

The Department of Information Services (DIS) delivers business services that empower and support individual employees, departments and agencies to deliver effective and efficient services to the citizens of Snohomish County. The department provides support for the planning, design, implementation and operation of cost-effective information technologies and methodologies.

The Department of Information Services currently delivers 35 distinct business services to Snohomish County government, aligned in three categories:

- **Business Process Applications**, including: external and internal Web Services, Public Safety Integration Applications, Electronic Document And Records Management, Prosecutor Case Control, Corrections Management, Medical Examiner Services, Financial Applications, the Human Resources Information System, Auditor Index and Imaging, Voter Registration, Fleet Management Applications, Geographical Information System, Property Information Systems, Permit Processing Technology, Scale Automation, and Enhanced 911, among other applications.

- **Central Services**, including: Coordination, Support and Training Services, Records and Imaging Services, Mail Handling-Distribution Services, and Print-Copy Services.

- **Personnel Productivity Services**, including: Employee Workstation Applications and Support, Network Access, Data Transport, File Services, Print Queues, E-Mail, Remote Access/Citrix, Wireless Services, Telephone Services, Audio/Visual Services, and Disaster Recovery and Prevention.

In today's political environment, government – particularly local governments – face contradictory public expectations for reduced costs and increased services. By significantly enhancing productivity and efficiency, technology provides essential, cost-effective tools that allow government to manage this disconnect.

DIS is primarily an internal service organization with minimal direct contact with the public. Behind the scenes, however, DIS builds, supports and operates the county's technological communications backbone, without which critical public services could not be provided.

DIS' role as an internal technology service organization colors the department's view of emerging demographic trends. A divisional cross-section of department staff reviewed potential impacts of an increasingly aging, and culturally and linguistically diverse population to identify the following trends:

Aging

- Internally, DIS staff are themselves inexorably subject to the demographic aging trend, with increasing concerns for both their roles as possible caregivers for family and also for the accommodation of their own aging needs. For example, will flexible work scheduling and increased telecommuting opportunities be available to help manage these needs?
- Externally, the increasing reliance on technology for communication and for the provision of government services is inherently challenging for aging populations that are untrained and unaccustomed to modern technology, and for whom this technology may not be available. Although this technological comfort and accessibility gap will shrink over time, the current technology-exacerbated trauma facing seniors seeking Medicare prescription drug coverage (where enrollment and product information essentially requires Internet access) emphasizes the importance of bridging this gap.

- Web and e-mail based government information and services are increasingly becoming the standard, and web design and functionality will have to accommodate aging populations where visual disabilities can be more common.
- Government cost-cutting early on resulted in the use of phone-tree systems to reduce FTEs, much to the public's frustration.
- Many government entities successfully use public-access television to disperse routine and critical public information.

Cultural-Linguistic Diversity

The challenges of accessing government information and services that face non-English speaking immigrant residents superficially mirror the obstacles that the aging population must overcome. In fact, the obstacles they must surmount are substantially greater.

- Language is the most obvious challenge. Assistance and direction resources (the web, signage, telephone or person-to-person communication), let alone actual government information and services are currently almost all English-based.
- Additionally, cultural differences – ranging from gender issues to distrust of government – can significantly hinder the acquisition and disbursement of government information and services.

Priority Strategies

The following three priority actions for the Department of Information Services are distilled from the trends identified above. The one trend not addressed herein is the impact of aging on DIS staff (“...concerns for both [our] roles as possible care-givers for family and also for the accommodation of [our] own aging needs”).

These latter issues are of concern to all county employees and should be addressed in that context.

Additionally, the following priority actions all have budgetary consequences and are therefore subject to the county's Priority-Based Budgeting process in 2007.

1. Evaluate Bringing The County Web Into Full ADA Compliance
2. Evaluate Implementing Effective Telephone-Tree Protocols/Systems
3. Evaluate Implementing Multi-Language Web Services

Actions

The department will undertake the following actions over the next one to two years to address the three identified priorities. As noted above, all three priority actions have budgetary impacts and must be vetted through the Priority-Based Budgeting process. Recognizing DIS' role in providing internal technology services throughout county government, the department believes these priorities are positively aligned to the goals and strategies of the Priority-Based Budgeting and will strive to promote their inclusion in the department's budget.

Priority Strategy 1

Evaluate Bringing The County Web Into Full ADA Compliance

Actions:

- Step 1: Evaluate status of county-web ADA compliance.
- Step 2: Determine the budgetary impact of implementing this priority.
- Step 3: Evaluate options for bringing county web into ADA compliance.

Priority Strategy 2

Evaluate Implementing Effective Telephone-Tree Protocols/Systems

Actions:

- Step 1: Determine the number of telephone trees within county government, their purposes and effectiveness.
- Step 2: Determine the budgetary impact of implementing this priority.
- Step 3: Research telephone-tree standards, protocols and alternatives.

Priority Strategy 3

Evaluate Implementing Multi-Language Web Services

Actions:

- Step 1: In collaboration with other county departments and offices, determine the county government information and service needs of non-English speaking county residents in order to establish, if possible, Web translation priorities.
- Step 2: Evaluate Web translation options for accuracy and cost-effectiveness.
- Step 3: Evaluate Web translation governance issues.
- Step 4: Determine the budgetary impact of implementing this priority.

Future Planning

Communications technology is continually improving and evolving, and it can be assumed, that future technological developments will enhance government's ability to effectively address the demographic trends that have inspired the Project 2020 mission. Nevertheless, experience has proven that ever increasing

demands on government can overwhelm its ability to regularly review the effectiveness of historic commitments to service policies. Therefore, it behooves the institution to establish procedures that require annual review of such policies.

The Department of Information Services is committed to just such a process; however, in recognition of technology's broad impact across the entire spectrum of county government, and the Department's mandate to deliver the business services that empower county government to deliver effective and efficient services to the citizens of Snohomish County, the Department believes that any such review should be undertaken cooperatively with all the county's Project 2020 commitments.

Medical Examiner

Introduction - Internal Scan

The mission of the Snohomish County Medical Examiner's Office (SCMEO) is to provide the citizens of Snohomish County a modern medicolegal death investigation system and to assure that their interests and those of their loved ones are safeguarded during their time of personal loss. To accomplish its mission the SCMEO works in partnership with the medical community, funeral homes, law enforcement and the legal community.

By State law (RCW 35.24 and RCW 68.50) and Snohomish County Code (SCC 2.74), the SCMEO is mandated to investigate and determine the cause and manner of death, identify the deceased, and ensure notification of next of kin for all deaths coming under its jurisdiction. The SCMEO assumes jurisdiction over the following types of deaths: homicides, suicides, accidental deaths, sudden unexpected deaths, infectious and communicable disease deaths, deaths from environmental or occupational related diseases or hazards, and deaths due to apparent natural causes in which the decedent was without medical attendance within the thirty-six hours preceding death or in which the physician cannot determine the cause of death. RCW 68.50.010.

The Medical Examiner's Office (MEO) serves the public health, safety, law and justice, and the family of the deceased. Forensic pathology is the specialty field of medicine involving the application of the principles of medicine and pathology in determining the cause and manner of sudden, unexpected, and medically unattended deaths. Complete and timely investigations of death are necessary so that the innocent are exonerated; homicide is recognized; criminal and civil proceedings are provided with documented, sound and impartial medical evidence; and public health and safety hazards, medical hazards and industrial hazards are recognized. Complete and timely investigations of death also provide the family of the deceased with medical data enabling them to receive adequate medical and genetic counseling from their private physician and

information necessary for expeditious settlement of insurance claims, estates and civil proceedings.

Observed Trends and Impacts

There are three divisions within the SCMEO: Pathology, Investigations and Administration. All three divisions were surveyed to identify trends and work impacts of the demographic changes. The following is a summary of their observations:

a. Ethnicity

The SCMEO is seeing increasing linguistic, cultural and religious diversity. Multi-lingual skills and/or resources will become essential for MEO staff. An immediate response to this impact may be to provide training in the use of interpreters and translation services. While the primary non-English language is Spanish, many other languages are encountered, including some that the Medical Investigator may not be able to identify in the field. This significantly increases the difficulty of investigating a death, interviewing witnesses and locating the next of kin. Medical Investigators need access to interpreter services that are available from any place at any time.

Cultural and religious beliefs and expectations may be in direct conflict with the death investigation duties of the SCMEO. Understanding and the ability to effectively and respectfully communicate about these issues is essential for the SCMEO to satisfy its statutory obligations while honoring the needs of the family and community of the deceased. Cultural and religious diversity training has been previously provided for employees of the SCMEO and the staff has requested that this training be periodically repeated.

b. Income levels

The SCMEO is seeing increased numbers of low income families with no primary care physician and no medical history. By state law, the Medical Examiner must determine cause of death for these cases. The SCMEO is also seeing increased numbers of deceased indigent persons and abandoned or unclaimed bodies; the County is required to provide for dispositions of these cases. The impact of this trend is increased caseloads and expenses for the SCMEO, and need for community resource guides that SCMEO personnel can reference or provide to these low income families that frequently need many forms of assistance. One immediate response to this identified need was the acquisition of Senior Source Resource Guides that were distributed to each Medical Investigator and to the administrative staff.

c. Obesity

Obesity is increasing significantly in Snohomish County. It is a serious health issue. Obese deceased persons create special problems for the SCMEO, requiring the purchase of larger, stronger moving and handling equipment, and reliance upon Fire and Law Enforcement personnel to assist with picking-up and loading obese bodies for transport.

d. Aging Population

The growth of the aging population is driving up the number of reported cases. SCMEO personnel reported that the Senior Source Resource Guides that were distributed to all SCMEO personnel will be helpful when serving senior citizens.

e. Aging Workforce

The workforce is aging, and the SCMEO has experienced increased frequency and severity of stress injuries related to the physical lifting and moving of bodies. Lift assist equipment has been purchased, installed and is utilized within the facility to reduce the lifting demands and injuries. Unfortunately, mechanical equipment is not available or practical in the field at the scene, and budget limitations do not allow two-person scene response. Therefore, SCMEO Medical Investigators must rely upon assistance from fire and law enforcement personnel for lifting assistance at the scene.

Prioritization of Strategies

As linguistic, ethnic, and religious diversity increases in the community, cultural competence and multi-lingual resources will be essential for MEO personnel to successfully complete death investigations, locate next of kin, and explain the death investigation and certification process to the family of the deceased. The MEO personnel will need training and resources to effectively and respectfully communicate, understand, and interact with persons of these diverse linguistic, ethnic, and religious populations.

The top three priority strategies for the MEO are to:

1. Improve the ability of MEO staff to communicate with diverse populations;
2. Improve MEO knowledge, respect and understanding of diverse ethnic cultures, religions, beliefs and practices, especially as they relate to death;
3. Explore development of written communication that may be translated into the primary languages of the populations being served.

Actions and Results

Priority Strategy 1

Action: The MEO will open a Language Line Telephonic Interpreter Services account for use as needed by all SCMEO employees, and train employees on how to use the services. These multi-lingual interpretation services will be available by telephone from the scene of death 24 hours a day, seven (7) days a week, 360 days a year.

Results: Telephonic translation services will improve the ability of MEO personnel to interview witnesses, to locate next of kin, to explain the Medical Examiner's investigation process, and to communicate the findings of the death investigation to the family of the deceased.

Priority Strategy 2

Action: Cultural and religious diversity training will be conducted for the MEO personnel in 2006. Cultural and religious diversity training has been conducted in the past. It was well received, improved employee understanding of other cultures, and employees have requested continuing training in cultural and religious diversity.

Results: Cultural and religious training will improve the cultural competence and ability of MEO personnel to interact effectively and respectfully with witnesses and family of the deceased, and to better understand and anticipate their wishes and concerns.

Priority Strategy 3

Action: Evaluate the need, cost and benefit of designing and translating a simple MEO brochure for families of other languages.

Results: A MEO brochure that is translated into the language of the family of the deceased would provide essential information about the Medical Examiner's Office, funeral home arrangements, death certificates, autopsy reports, and the personal effects of the deceased. A written communication translated into the primary language of the family of the deceased could be read at a quiet time when the family is more able to understand what is being communicated to them about what is happening and what they can expect.

Future Planning

The MEO will conduct an annual staff training program to address the changing demographics within Snohomish County and the workforce. Training may include such topics as:

- Cultural competency to improve understanding and quality of service to diverse populations
- Communication competency skills, such as access and use of translation services and/or learning key language phrases
- Workplace practices to ensure the safety and productivity of the aging and diverse workforce
- Communication and conflict management for the workplace to create an inclusive work environment and healthy work group dynamic that values diversity; fosters creativity; and ensures the dignity, respect and worth of everyone – employee and customer.

The MEO will conduct an annual staff discussion to evaluate the success of prior efforts, to identify future strategies, and plan implementation of those strategies that are adopted to address changing demographics within the workplace and the customer population.

Parks & Recreation

Introduction – Internal Scan

Parks' Mission Statement:

“Provide safe, enjoyable, attractive parks and diverse programs with responsive services, which enhance our quality of life and preserve the natural and recreational resources of Snohomish County.”

Throughout its 40-year history, the Snohomish County Parks and Recreation Department (Parks) has had a long-term focus on developing youth activities and facilities. As the County's youth population has grown, the need for new activities and programs for these young families has also grown, and has evolved to meet a continuing trend of identified needs such as:

- Youth sports
- Family activity programming
- Parent & child activities
- Seasonal personal development and sports camps
- Facilities serving children, special populations and young adults

Demographic information provided by Planning and Development Services, as well as a Needs Survey conducted this year for our Comprehensive Park & Recreation Plan Update, has also documented a growing senior population with identified needs for:

- Indoor activity programming
- Outreach for passive & moderately-active recreation opportunities

- Transportation to activities

Information provided through seasonal Parks' programs, as well as from others utilizing park facilities for private, non-profit functions and activities, indicates the need for further Park Staff development of sensitivities and outreach efforts toward persons with physical, emotional or mental disabilities. This development will address meeting the need for outreach programs, accessible facilities, and special programming of activities. Along with these efforts, sensitization and education regarding racial, ethnic, and language diversity will be targeted.

Of Parks' four sections of Administration, Facilities Planning, Rangers, and Facilities Maintenance, the Administrative and Ranger sections have the most contact and interaction with the public on program and facility-use levels. However, when it comes to facing diversity and aging-population issues, it will be incumbent upon all sections to train and adapt to the identified cultural, linguistic and special population needs in order to provide our services and programs to all levels and segments of our resident population. And in a parallel situation, the modestly diverse, but aging, department staff must be able to impart its life experience and wisdom to the remaining staff, in order to help meet these current and future client needs.

Through the process of examining these issues, departmental policies will be developed and implemented to direct the necessary staff functions and programming to identify and meet the needs for:

- Auditory devices
- Sign language interpreters
- Instructional brochures and signage
- Cultural Programs

As the County Parks and Recreation Department has worked and grown over the years, there have been certain responses to these areas of need in the youth, family, senior and special populations as available resources have allowed. They are as follows:

YOUTH: Parks has had a long focus on the youth of Snohomish County. Today, the youth population continues to grow at an increasing rate which necessitates the provision of additional recreation facilities such as ball fields, playgrounds, sports camps and recreational programs to accommodate this growing demand. To address this demand, substantial capital and personnel resources will be required. However, at this point in time Parks is understaffed on both the operations and maintenance fronts. Thus, there will have to be a continued increase or growth in operational and capital resources through the local annual budget process, construction and operations grants, innovative fund raising, donations, and volunteerism.

FAMILIES: Parks' recent surveys have indicated the need for family event and activity programming. This will require indoor facilities, specialized staffing, and sensitivity skills training for a more diverse population. The programming that is provided should not duplicate that which is provided by schools, churches, and social service agencies. Parks should focus on what it can do, namely, provide the opportunities for family-oriented recreation.

SENIORS: Parks, through its public process of master-planning for specific park site facilities and the Comprehensive Park Planning Process, has been given substantial input from senior citizens regarding their desires for opportunities in parks. Seniors now demand more and safer places to walk, more leisure activities such as fishing opportunities, and more indoor classes and environmental education. To provide these park amenities will require additional facility development, indoor classroom space, better informational and explanatory signage, more and better located parking, alternative transportation

opportunities, staff specialization in senior programming and needs, and development of a greater sensitivity for disability and accessibility needs.

ACCESSIBILITY; Persons with disabilities and/or accessibility issues have been of long concern to the County Parks and Recreation Department. Parks has worked hard to bring its facility infrastructure into compliance with the requirements and standards of the Americans with Disabilities Act (ADA), as well as build accessibility into all new development projects. There needs to be additional funding to address accessibility issues in facilities that pre-date ADA, and special programming is needed for summer camps and indoor programs to provide the availability of quality, accessible activities for children, adults and seniors.

DIVERSITY; As Snohomish County grows, so does its number of ethnic groups, complete with rich cultural traditions and customs and a variety of races and languages. Parks has a small number of staff persons which are able to deal with specific language needs, but must rely greatly upon other resources in the County government and the community to address the greater number of ethnic, cultural, language and interpretation needs.

As it goes forth into a future with greater park facility and recreation demands, Parks will have to develop specific policies and implementing strategies to address the ever-increasing range of population needs. It would appear that special attention and effort will have to focus upon securing sufficient funding to bring about satisfaction of these needs.

Prioritization of Strategies

Of the identified community needs from Parks' Brief Part I, three of the top priority items are as follows:

1. Youth Sports Facility Planning & Development

As recorded in our recreation needs surveys and park planning meetings over the past two decades, the number one facility need is for additional athletic fields, both baseball and soccer. Traditionally, schools and city parks have provided these fields. However, with the rapid population and housing growth outside the urban boundaries, these recreation field providers have not been able to keep up with the demand for practice and community league game sites. In addition, there is a scarcity of high-quality field complexes which can accommodate larger league competition-level events.

2. Program Development for Youth, Families & Seniors

Snohomish County Parks and Recreation has provided Summer Sports Camp and Swimming programs for over thirty years. In the past ten years, an expansion of this effort has led to the development of kayak instruction and outings, golf camps, horseback riding, computer camps, roller-skating and ice-skating events, and wilderness hikes, just to name a few. It is Parks' intent to expand the variety of these offerings to include both family-oriented activities and programs, and activities and events for seniors in our community. With the construction of our Community Activity Center, located at the new Parks Administration Building in Willis D. Tucker Community Park, we now have the ability to accommodate indoor programs for all age groups.

3. Accessibility & Diversity Opportunity Development

Funded through our annual Capital Facilities Program, several new park site developments are usually in various stages of completion, all with designed universal access elements to the various park amenities as identified through community involvement processes. Rehabilitation of older sites and facilities to ADA standards are also included in our park improvement efforts, and in response to recommendations of citizen groups or our Parks Advisory Board's ADA committee. Special populations and diversity outreach will be new areas in which our staff will become educated in developing programs to meet identified needs and opportunities.

Actions and Results

- Youth Sports Facility Planning & Development.

Rapid population and housing growth in the county areas outside the urban boundaries has resulted in recreation field providers not being able to keep up with the demand for community youth-league practice and game sites.

- Action: Conduct a county-wide property search and acquisition process.

Result: Strategically-located and appropriately-sized field sites.

- Action: Secure funding for high-quality field design and construction.

Result: Durable, high-capacity and extended-season field facilities.

- Program Development for Youth, Families & Seniors.

It is Parks' intent to expand the variety and number of youth, family-oriented and senior activities, programs and events in our community.

- Action: Solicit vendors/providers of indoor/outdoor recreation programs.

- Result: Increase size and range of recreation programs for all ages.

- Action: Propose annual Parks' Program Staff budget increase.

- Result: Provide trained program staff for new activity facilitation.

- Accessibility & Diversity Opportunity Development.

Universal Access rehabilitation of older park sites and facilities to ADA standards, as well as constructing new park amenities, has been an on-going effort of the Parks and Recreation Department. Special and diverse populations will be areas in which our staff will be developing programs to meet identified needs and opportunities.

- Action: Secure dedicated funding for ADA design and rehabilitation projects

- Result: Better provisions of access to a broader range of site amenities.

- Action: Solicit input from special populations for park projects.
- Result: Better and more appropriately designed for specific needs.
- Action: Develop cultural, ethnic, language and interpretative education opportunities for Park Staff.
- Result: Better communication with park patrons with special needs.

Planning and Development Services

Introduction – Internal Scan

The Planning and Development Services Department (PDS) is a service organization that supports and facilitates growth as contained in the comprehensive plan. Some of the programs that we provide include:

- Long Range Planning
- Permit Application/Processing
- Inspection Services
- Code Enforcement
- Land Review and development
- Code Development
- Fire Marshal Services

There are eight divisions within the Planning and Development Services Department: Administrative Operations, Customer Support Center, Development Review and Construction, Inspection Services, Economic Development, Code Development and Interpretation, Long Range Planning, and the Fire Marshal Office. The workforce in all the divisions revealed commonalities across programs.

Each program unit and division identified emerging major trends, as well as challenges they currently face and expect to increase in the future. As problem areas were linked by shared themes, the following surfaced as the major cross-divisional trends:

Aging Workforce: Many of the jobs are field workers, whose jobs can be very physically demanding. Although a lot of work has been done on the ergonomic front to make some jobs less repetitive, physically easier, and allow for different types/sizes, there are still many jobs that still require a significant amount of physical resiliency.

Increasing age, and cultural and linguistic diversity in the community, will impact our level of service and safety, as well as program education. We will continue to work with staff to create multi-language handouts, educational materials and signage, and explore additional opportunities for improved communications.

Increasing racial, cultural and linguistic diversity in the community, especially among the clients that we serve, will require all staff to be: (1) more diverse and to more closely reflect the community; (2) culturally competent, both in their understanding of cultures other than their own and in the way that they interact with persons of those cultures; and (3) better prepared to communicate with those who do not speak English well, either by being multi-lingual themselves or by being trained in the use of interpreters and translation services. Cultural competence and multi-lingual resources will be essential skills for those who provide direct service to clients. Partner with local community colleges for beginning and advanced Spanish language classes or provide onsite tutoring or translation services for employees and customers.

Accessibility of Services: provide additional web services to reduce the number of trips required to county offices for permits and information. Assure that a system design requirement for all web applications is compliant with ADA standards and provide information in larger print and audio formats.

Physical Infrastructures: Adopt a model Cottage Housing Ordinance to promote and encourage quality, affordable housing for older adults that establishes a sense of place and community on small in-fill lots in the Urban Growth Area.

Prioritization of Strategies

Issue 1 – Increasing age, and cultural and linguistic diversity in the community, will impact our level of service, safety and program education.

Issue 2 – Increasing racial, cultural and linguistic diversity in the community, especially among the clients that we serve, will require staff to be more diverse and to more closely reflect the community.

Issue 3 – Provide additional web services to reduce the number of trips required to county offices for permits and information, and increase the accessibility of services.

Actions and Results

Priority Strategy 1

Actions: Increasing age, and cultural and linguistic diversity in the community, will impact our level of service, safety and program education.

Therefore, we will:

- Work with staff to create multi-language handouts, educational materials and signage in languages spoken in our community.
- Provide material in larger print and audio formats.
- Provide for community educational meetings.

Results:

Reaching out to our community, and educating and informing our citizens in the language they are familiar with, will allow them to have better

access to County services. Regular community meetings will be held and are currently underway in the permitting group.

Priority Strategy 2

Actions: As a response to the increasing racial, cultural and linguistic diversity in the community, especially among the clients we serve, we will:

- Partner with local community colleges to provide language classes.
- Establish a program for beginning and advanced (Spanish) language classes for staff.
- Provide on-site tutoring or translation services for employees and customers.
- Provide cultural understanding training for staff.

Results:

Customers who speak Spanish or other languages can be assisted by PDS staff that speak and understand their language.

Priority Strategy 3

Actions: Provide accessibility to our services through technology, and Market our technology capabilities so that customers know that we have these technologies and access available.

- Train staff and customers on how to use available technology.
- Design system requirements for all technology applications to be easily converted to Spanish or other languages.
- Assure all system design requirements for all web applications are compliant with ADA standards.

- Provide a system design requirement for the future Integrated Voice Response and Recognition projects.

Results:

Customers can request information and receive permits without leaving home, especially if they are older and/or unable to drive to County offices. Information about the inspection process can be provided to Spanish speaking people via the web or telephone, using the Interactive Voice Response and Recognition system.

Public Works

Internal Scan

The Public Works Department is responsible for the management of roads, surface water and solid waste. The services provided in these three areas are diverse and, given the vigorous growth of the county, the work is very challenging. The diversity, dynamic environment and level of commitment of our employees, creates the strength and defines the character of the department. In turn, a wide range of programs and services are provided to fulfill this mission.

Some of the programs that we provide include:

- Transportation system planning and design.
- Road construction and maintenance.
- Bridge replacement and rehabilitation.
- Traffic safety, investigations and signal maintenance.
- Surface Water Management.
- Solid waste management.
- Fleet management.

There are seven divisions within the Public Works Department: Administrative Operations, Road Maintenance, Fleet Management, Surface Water Management, Solid Waste Management, Engineering Services, and Transportation and Environmental Services. Of the 645 regular employees, nearly half are field-based “blue collar” workers, while the other half consists of technicians, planners and engineers. As such, Public Works experiences the full range of workforce issues

involving everything from ergonomics to retaining knowledgeable workers. The workforce in all the divisions revealed commonalities across programs. Each program unit and division identified emerging major trends, as well as challenges they currently face and those that are expected to accelerate in the future. As areas were linked by shared themes, the following surfaced as the major cross-divisional trends.

Aging Workforce:

Many of the jobs are field workers or laborer's, whose jobs can be very physically demanding. Although a lot of work has been done on the ergonomic front to make some jobs less repetitive, physically easier and allow for different types/sizes of people, there are still many jobs that require a significant amount of physical resiliency. As the work force ages, retraining may be needed for other positions within the organization for those employees who can no longer perform the physically demanding tasks associated with their current jobs.

Retention of Technical Expertise:

Washington State has one of the largest transportation programs in the nation, given recent funding initiatives that will sustain a 16-year capital construction program. This trend creates a significant demand for technicians, planners and civil engineers, at a time when university enrollment in engineering is declining, and baby boomer retirement is increasing. Snohomish County, with its own substantial capital project delivery goals, will need to aggressively recruit and retain new employees with technical engineering, planning and project management experience. At the same time, we must develop strategies to provide mentoring opportunities and desirable work arrangements to retain seasoned knowledge workers, thus ensuring greater continuity in our technical workforce.

Advances in Technology:

Over the past 20 years, technology was used to differentiate between job classifications within Public Works. Recently, the expanded use of technology has blurred the lines between job descriptions. More “white collar” workers, for example, use commonly available word processing and spreadsheet software as a matter of course. These functions were previously completed by dedicated clerical workers. As the level of commonly available technology expands, job classifications will need to be reviewed to determine whether the same stratifying factors are still relevant.

Infrastructure Planning/Operations:

Aging Snohomish County residents will increasingly need more integrated transportation systems and accessible communities, along with safer, easy-to-navigate intersections and streets. Snohomish County has already implemented many programs (improved signage visibility, compliance with the Americans for Disabilities Act (ADA), signal timing and support of the Transportation Assistance Program for rural para-transit services). Our capital programming efforts will continue to recognize the needs for ADA-required retrofits and standards in existing and new construction. We will continue to coordinate with local cities and transit providers to identify where county improvements can enhance sidewalk continuity, transit options and overall accessibility.

Translation Services:

Increasing cultural and linguistic diversity in the community will impact our level of service, safety and program education. We will continue to work with staff to create multi-language handouts, educational materials and signage, and explore additional opportunities for improved communications, especially related to safety concerns. Staff must be better prepared to communicate with those who do not

speak English well, either by being multi-lingual themselves or by being trained in the use of interpreters and translation services.

Cultural/Diversity Training:

Increasing racial, cultural and linguistic diversity in the community, especially among the clients that we serve, will require that staff: (1) be more diverse, to more closely reflect the community; and (2) be culturally competent, both in their understanding of cultures other than their own and in the way that they interact with persons of those cultures. Cultural competence and multi-lingual resources will be essential skills for those who provide direct service to clients.

Priority Strategies

In developing the priorities for the next one to two years, Public Works focused on four strategies to address the significant trends identified in the previous section. The strategies seek to continue efforts where significant progress has been made, while embarking upon new approaches to better address issues identified through the Snohomish County 2020 analysis. They are:

1. Assess Mentoring Opportunities and Knowledge Retention Needs.
2. Integrate the Needs of the Aging in the Design/Operation of Public Works Facilities and Programs.
3. Improve Employee Access to Translation Services and Cultural Awareness Training.
4. Utilize Innovative Recruitment Approaches to Reach Diverse Segments of the Population.

Actions

Public Works will take the following actions in the next one to two years to develop the priority strategies:

Strategy 1:

Mentoring and Knowledge Retention

Actions:

- Identify work groups at “high risk” for employee loss due to retirement or competition for skill sets (i.e. civil engineers).
- Evaluate the effectiveness of the Engineering 1 (E-1) Rotation Program, instituted in 2004 as a means of ensuring broader entry-level experience/exposure of recently hired E-1 candidates.
- Work with Human Resources and Department Directors to identify flexible employment options that could influence staff retention.
- Develop succession plans to ensure that coverage can be provided during any period of employee transition.
- Analyze job classifications throughout Public Works to identify needed changes that occur as a result of technological advances.
- Develop clear plans of action for dealing with personnel situations where the process of aging affects job performance.

Strategy 2:

Integrate the Needs of the Aging, in Design/Operation of Public Works Facilities and Programs

Actions:

- Reflect standards/requirements required by the ADA in the design/construction of all new transportation facilities.

- Proactively implement traffic safety and operational initiatives that provide improved visibility, demarcation and identification along streets and intersections.
- Coordinate with Community Transit to target areas where investment in sidewalks and bus stops can provide greater accessibility options within designated urban centers.
- Work with commercial waste management providers to provide an incentive-based program that would reduce the need for the aging customers to “self-haul” waste and recycled products.
- Provide training to staff on the opportunities and needs of an older population to ensure that customer service efforts are attuned toward their needs.

Strategy 3:

Improve Employee Access to Translation Services and Cultural Awareness Training

Actions:

- Develop a “Language Skills Inventory” of Public Works employees to catalog the potential in-house resources.
- Explore the concept of an on-call pool of translation services that could be available county-wide for written and spoken translation/interpretation services for graphics, public notices and public meetings.
- Take a poll of Public Works workgroups to determine the most commonly encountered foreign languages/cultural groups. Develop a training plan to promote better communication and understanding of these groups.

Strategy 4:

Utilize Innovative Recruitment Approaches to Reach Diverse Segments of the Population

Actions:

- Evaluate the success of web-based recruiting forums against traditional advertising media. Identify the best sources of recruitment.
- Develop a list of multi-cultural publications for job ad placement.
- Identify local job fairs where opportunities exist for recruiting diversity.
- Develop an outreach plan for diverse communities, such as a hosting program about employment at libraries in culturally diverse neighborhoods.

SNOHOMISH COUNTY 2020: VISION FOR THE FUTURE

*County Departments Prepare for the Impact
of an Aging and Diversifying Population*

APPENDIX A

Department Designees

DEPARTMENT DESIGNEES

Airport	Susan Kern
Corrections	Susan Clawson
Facilities	Dave Gibson
Finance	Diane Weber
Human Resources	Bridget Clawson
Human Services	Susie Starrfield
Information Services	Fred Bird
Medical Examiner	Carolyn Sanden
Parks and Recreation	Pat Kenyon
Planning and Development Services	Debbie McPherson
Public Works	Debbie Terwilleger

SNOHOMISH COUNTY 2020: VISION FOR THE FUTURE

*County Departments Prepare for the Impact
of an Aging and Diversifying Population*

APPENDIX B

Supporting Documents

QUOTES ON AGING AND DIVERSITY

"Every aspect of people's lives will be affected by demographic changes. Consequently, planning must involve all aspects of ... governments. There is, and will continue to be, a need for collaboration across ... departments and agencies."

Measuring the Years: State Aging Trends and Indicators, National Governors Association (NGA) Center for Best Practices.

The National Commission for Employment Policy predicts that a shortage of skilled labor will push employers to hire 5.4 million older workers by 2010 and 14 million by 2020.

DiversityInc.com January 4, 2005 "Baby Boomers' Latest Challenge: A Younger Boss"

The older population in 2030 is projected to be twice as large as their counterparts in 2000, growing from 35 million to 71.5 million and representing nearly 20% of the total US. Population.

Projections indicate that by 2050, the composition of the older population will be 61% non-Hispanic white, 18% Hispanic, 12% black, and 8% Asian.

Federal Interagency Forum on Aging-Related Statistics, Sept. 2004.

Economic power is clearly changing hands and... in general the nation's attitude toward difference is changing as well.

DiversityInc. Oct/Nov 2004 "Present and Future Success Depends on Diversity"

Between 2000 and 2025, the percentage of 25-year-olds who are minority (i.e., other than "non-Hispanic white") is expected to increase from 39% to nearly one-half (49%) of this population.

CrossCurrents, Issue 2, August 2004, Page 1 Child Trends Data Bank

The reduction of racial disparities in the transition to adulthood is a strong goal in American domestic policy across many areas including health promotion,

education, employment, and civic engagement. As our society becomes ever more racially and ethnically diverse, it becomes ever more important that we understand the particular strengths and needs of each group so that we can develop more thoughtful and targeted policies in the future.

CrossCurrents, Issue 2, August 2004, Page 7 Child Trends Data Bank

“By 2011...a huge shift in the picture as the oldest baby boomers hit 65. The 78 million Americans born...1946 to 1964 will be hard to replace...Immigrants will help make up the difference, accounting for 20% of new workers and coming mostly from Mexico, Central America, and Asia. Many employers will have to provide on-the-job English-language programs and more other accommodations for workers who aren't fluent in English...Take a look at the age profile of the workforce in 2012. Older employees will rise nearly 50%...”

The Kiplinger Letter, Vol. 81, No. 51, December 2004.

“We all aspire to live to be old, and consequently we all must work to create a society where old age is respected, if not honored, and where persons who have reached old age are not marginalized.”

Richard Butler, President, International Longevity Center

In fiscal year October 1, 2003 to September 30, 2004, Washington state received 3,018 refugees, its largest and most diverse group of immigrants in more than three years...(and) one of the highest totals in the country...In the near future, administrators expect the numbers will return to...5,000 a year.

The Seattle Times, January 27, 2005,Section B1

Edmonds Community College (has added a) new Diversity Studies Department. Educators are responding to the demand from employers for people who can adapt to increasingly diverse workplaces.

Snohomish County Business Journal, Vol. 7, No. 11, pg. 13 (Feb. 2005)

No challenge "is as certain as global aging, and none is as likely to have as large and enduring an effect -- on the size and shape of government budgets, on the

future growth in living standards, and on the stability of the global economy and even the world order."

Richard Jackson, director, Global Aging Initiative, Center for Strategic & International Studies

If the U.S. economy could better harness the strength of an elderly workforce, through job creation and volunteerism, some of the anticipated economic impact of a growing pool of retirees could be mitigated.

John Rother, policy director at AARP

"Now at the beginning of the twenty-first century these so-called baby boomers, born between 1946 and 1964, are beginning to look toward retirement. As they age, this generation-the largest ever born (76 million Americans)-will once again transform society."

The Aging Initiative: State Policies for the Twenty-First Century,
NGA Center for Best Practices

The female population is projected to continue to outnumber the male population, going from a numerical difference of 5.3 million in 2000 (143.7 million females and 138.4 million males) to 6.9 million (213.4 million females and 206.5 million males) by mid-century.

U.S. Census Bureau

Seventy percent of Asian Americans are foreign born and prefer to speak their native language at home, according to InteleCard News. Chinese, with 80 percent in-language preference, is now ranked the second most spoken foreign language after Spanish. Ninety-six percent of Vietnamese Americans speak in-language at home, as do 88 percent of Koreans, 68 percent of Filipinos, and 44 percent of Japanese.

<http://www.diversityinc.com/members/7333.cfm>

Humankind is ageing. Global society is already older than ever before in human history. Average life expectancy at birth has increased by 20 years, to 66, since 1950, and is expected to be extended by another 10 years by mid-century. This

demographic triumph means that the number of older people will increase from about 600 million in 2000 to almost 2,000 million by 2050. The increase will be most marked in developing countries where the older population is expected to quadruple during the next 50 years. Such a global demographic transformation has profound consequences for every aspect of individual, community, national and international life. Every facet of humanity will evolve: social, economic, political, cultural, psychological and spiritual.

Second World Assembly on Ageing , <http://www.un.org/esa/socdev/ageing/waa/isaa1e.htm>

New Global Gap Between Older Workers and Employers

By Peter Ortiz

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April 27, 2006

The United States seems like a haven for older employees who want to continue working when compared with 19 other countries. But the unprecedented growth in the world's aging population reveals an unclear future for workers who desire to stay busy in their later years, according to a new worldwide survey.

The results of the HSBC survey, "The Future of Retirement: What the World Wants," reveal a gulf between how most Americans envision their retirement and how prepared employers are in granting their wishes. The survey also reveals differences in how Americans and foreigners view their retirement years.

HSBU cites its survey as the largest global study on retirement, encompassing 21,000 people and 6,000 private-sector employers in 20 countries- the United States, United Kingdom, France, China, Japan, Germany, India, Canada, Malaysia, Singapore, Brazil, Mexico, Russia, Hong Kong, Turkey, Poland, Saudi Arabia, Egypt, Sweden and Indonesia. Combined, these countries represent 62 percent of the world's population. The survey is a follow-up to one in 2005 that included 10 countries and 10,000 people.

HSBC, which ranked 13 on [The 2006 Diversity Inc Top 50 Companies for Diversity list](#) for its U.S. operations, services 125 million customers and employs more than 250,000 in 76 countries.

Martin Glynn, HSBC CEO in the United States, announced the survey Wednesday as unique for digging "deeper into what people think and feel about retirement." While Brazilians and Mexican cited keeping physically fit as retirement goals, residents of the United Kingdom, Germany and Indonesia said they were interested in keeping up with their contacts. Middle Easterners and

Africans expressed serious concern and fear of boredom and loneliness in retirement. Many Americans rejected rest as their definition of retirement, instead preferring to see retirement as a chance to reinvent themselves and begin a new phase in life.

One of the surveys most optimistic and distressing findings reveals that while 49 percent of employers worldwide recognize "older workers are just as productive and motivated as younger ones, most (employers) are slow to make the most of the opportunity they present." Nearly 75 percent of survey participants rejected mandatory retirement age and 70 percent expressed a desire to work in retirement.

"Looking at the two surveys together, people and employers, I really think we have to ask ourselves one simple question – When it comes to retirement are we hearing one another?" Glynn asked.

While (American) survey participants expressed great interest in flexibility of work hours and opportunities for doing new tasks in later years, "only 37 percent of employers are offering new kinds of work and about 30 percent of those employers are slowly starting to offer flexible hours for older workers," Glynn said. This contrast with 71 percent of United Kingdom employers who stated they are offering reduced and flexible hours, he said "...As employers, we need our practices to catch up with the desires of our employees," Glynn said.

A majority of participants, 43 percent, stated they would prefer to fund their own retirement through savings or working later and were less likely, 20 percent, to believe the government should bear retirement cost. When asked how the government should support aging populations, 37 percent stated the government should "enforce additional private savings," compared with 24 percent who wanted the retirement age raised, 13 percent who wanted to raise taxes and 7 percent who advocated reducing pensions.

Jeff Brooks, HSBC senior vice president for retirement services, said Americans indicated the most optimism about retirement as "an opportunity for a new chapter in life." Americans also led participants in other countries with 66 percent believing that retirees should take responsibility for most of the cost for retirement.

Ken Dychtwald, CEO of Age Wave and a retirement/aging expert, pointed to three factors that have defined today's aging population. Dychtwald, who also serves as special adviser on global aging to HSBC, worked with the company on the survey.

Dychtwald cited increased longevity, a decline in the fertility rate and the "enormous birth rate explosions that occurred in many of the modernized nations after World War II," as reasons for the growing older population.

"Now those generations are beginning to turn 60, so we are beginning to see the entire human equation shift towards maturity," Dychtwald said.

The survey also demonstrates it is not all about the money for older workers and that employers admire their commitment.

Twenty-five percent of those surveyed cited the need for money as a motivation for wanting to work longer years. Twenty-two percent said they want to do something meaningful with their time; 21 percent wanted to stay physically active; 13 percent to remain connected and 13 percent pointed to mental stimulation.

Employers cite older employees as more loyal and reliable than their younger counterparts, 58 percent versus 53 percent, and as productive and motivated, 49 percent to 45 percent. But this employer admiration does not necessarily bear positive results in creating work opportunities.

"...HSBC has found that employers aren't doing enough to retain older workers, which puts the continuity of the corporate culture at risk and raises the prospect of worsening future skills shortage and experience drain," according to the survey.

The Cost of Excluding Older Workers: The Knowledge Drain (Part I)

By Sonja Sherwood

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May 11, 2005

Not so long ago, it seemed companies couldn't wait to show their mature employees out the door. Workers 55 and older were seen as more expensive and less flexible, and during the downsizings of the late 1980s and early 1990s, companies nudged them into early retirement with unprecedented pension payouts, early severance packages and promises of perpetual health care.

In short, companies paid employees to leave.

These days, employers slowly are realizing that the work force is changing, and so is the cost equation. Some sectors already are experiencing a skills and knowledge shortage that is forcing companies to rethink how they recruit, train and retrain older workers.

"It's going to get competitive," warns Bill Chafetz, a principal at Deloitte Consulting, which recently released a survey of 123 human-resource executives that found one-third of U.S. companies expect to lose 11 percent or more of their work force to retirements by 2008. The report described the combination of baby-boomer retirements, declining educational standards and poor retention policies as a "perfect storm" that threatens business with a scarcity of skilled talent.

"A company that's really poor at talent management [will] be scraping the bottom of the barrel, while companies that are great at this will soak up the scarce supply of good people," Chafetz says. "If you don't have the right people, it doesn't matter [if] you have the right strategy and a product that appeals to people, you can't sustain business performance."

The grimmest scenarios warn that global aging could trigger zero-growth business cycles, in which total output drops year after year; a stock-market meltdown as retirees attempt to sell assets to a smaller generation of young investors; and the destabilization of world finance as developed countries drown in debt.

In 1998, researchers at the Organization for Economic Co-operation and Development estimated that if nothing was done to improve the worker-to-retiree ratio, standards of living in the United States would fall by 10 percent by 2050. In the European Union and Japan, where societies are aging even more rapidly, the figures were 18 percent and 23 percent.

"There's a very real impact if shortages are not filled," says Mike Chittenden, spokesperson for the Employment Policy Foundation in Washington, D.C., which published a report in 2001 that predicted massive labor shortfalls in 25 years. "If the labor shortage is filled, per capita income could grow [from about \$30,000] to almost \$59,000 by 2031; but if labor-shortage issues aren't met, per capita income would only reach about \$48,000."

There are about 60 million baby boomers working now, representing more than 40 percent of the labor force, according to the census, and they will be retiring in droves over the next 15 years.

Population growth, long an engine of economic prosperity, is slowing down as Americans have fewer children and wait longer to start families. Immigration, capped at around 900,000 a year, is insufficient to keep the median age of America's work force from creeping up past 41 by 2008. At the same time, the number of workers age 55 and older will increase from 13 percent of the labor force in 2000 to nearly 20 percent by 2015, according to the Department of Labor.

Estimates of a coming labor shortage are controversial. Some analysts project a shortfall of as much as 35 million workers by 2030. Others put the figure at

around 10 million as early as 2010. The Bureau of Labor Statistics, frustrated by apocalyptic forecasts, has tried to nuance its numbers. It recently stated that its numbers on workers and jobs, which at first glance appear to predict a shortfall of 3.3 million workers, are separate data sets that cannot be directly compared with each other.

What is clear is that there will be a skills shortage in select industries, but there doesn't have to be a labor shortage—assuming that some individuals who now hold multiple jobs scale back and that employers increase hiring among overlooked job candidates, such as people with disabilities, stay-at-home parents and older workers. More legalized immigration also is critical to mitigating the potential labor shortage.

In other words, there will be no calamity if companies diversify their work force by courting individuals outside the current mainstream. One of the easiest ways to do that is by encouraging older employees to stick around.

"If the market tightens ... then employers are going to turn to older workers," says Sara Rix, senior policy adviser with AARP. Rix recalls how McDonald's began recruiting older workers in the 1980s in response to the baby-bust shortage of younger workers. Currently, shortages already have been occurring in hospitals and power utilities, with jobs in nursing and computer engineering projected to grow the fastest in the coming decade, according to the Bureau of Labor Statistics. A number of big retailers that rely on experienced customer service, notably Borders Group and Home Depot, have begun recruiting workers through AARP. "The future belongs to older workers," Rix says.

We should hope so. Social safety nets already are fraying. Under current retirement policies, the combined annual cost of Social Security and Medicare is projected to more than double, from 7 percent in 2003 to 15 percent of gross domestic product by 2040, and to rise to 20 percent in 2078, according to the Social Security Administration.

In 2002, the outlook for Medicare deteriorated so rapidly—because of a combination of the Bush tax cuts, new Medicare legislation and rising costs of inpatient hospital care—that its expenditures already exceed its income and its cash reserves are expected to run out seven years ahead of schedule.

The cost of excluding older workers already has an immediate price tag. Last year, corporations paid out \$74.3 million to settle age-discrimination complaints filed with the Equal Employment Opportunity Commission. Age-bias suits are the agency's fastest-rising percentage of cases, with 40 suits filed in 2004.

Discrimination also has hidden costs. "You can't put a price on low morale, absenteeism, lowered productivity and the countless hours spent addressing discrimination issues in house," cautions EEOC spokesperson David Grinberg. "People usually come to the EEOC as a last resort. They've already gone through a lot and what they've gone through has costs for an employer. Nationwide, lost productivity hurts the economy, so no one wins."

The Cost of Excluding Older Workers: The Knowledge Drain (Part II)

By Sonja Sherwood

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May 12, 2005

The most frequently cited benefits of employing age-55-plus workers are that they have experience, judgment and contacts built up over their career. Putting a value on knowledge and experience isn't easy, but clearly, time spent searching for information, building relationships from scratch and the inevitable duplication of knowledge that occurs with turnover have a price.

IDC, a Framingham, Mass.-based company that tracks the \$3.1-billion knowledge-management software market, estimated the hidden costs of these activities at more than \$6 million a year for a typical company of 1,000 employees.

A classic example of how retirement impacts collective intelligence is the story of how National Aeronautics and Space Administration (NASA) engineers lost the knowledge of how to land on the moon, popularized by David DeLong in his book *Lost Knowledge: Confronting the Threat of an Aging Workforce*.

"U.S. astronauts went to the moon six times between 1969 and 1972," DeLong said during an interview with the Boston-based human-resources company Veritude. "But we can't go back today ... because the engineers who built the Saturn V rocket retired in the 1990s, and we can't find the blueprints. The fact is, we can't build this launch vehicle today."

Ageism also has a serious cultural component. Some have argued that it destroys the seniority system. Seniority once stood for job security, predictable wage growth, community roots and respect for elders. "'Seniority'—a word

resonant with values from an older time—sums up unstated promises, psychological, social, economic, ethical and political," wrote Margaret Morganroth Gullette in *The Nation* in 1998. "Without seniority, the first wage a young adult earns could be the highest one she or he will ever see."

The question comes back around, then: Are older workers really so much more costly than the alternatives? If the alternatives are a lower standard of living, a worsened trade gap, the erosion of American industrial power, and increased income inequality, the answer is no. If the alternatives are costly information-management systems that siphon off profits, the answer is no. If the alternatives are younger workers, well, even on that point, Barbara McIntosh says, not so fast.

Many of the stereotypes about the costliness of older workers aren't backed up by the data, says McIntosh, associate professor at the University of Vermont and chairperson for the National Older Worker Employment Partnership. McIntosh has studied aging-labor-force issues for 25 years.

"If you start looking at the productivity that you're actually getting out of your work force and start analyzing them by age cohort, we typically find older workers aren't absent as often [and] we find older workers tend to have lower accident rates than younger workers," she notes. "They may work a little more slowly but they're going to be more careful."

"So yes, on the face of it ... the older worker may look more expensive, but relative to what?" she asks.

Snohomish County Workforce Development Council

Five-Year Strategic Plan Update

June 30, 2003

Meeting the Skill Needs of the

New Economy

Excerpts (pp. 29-33)

In 1995, the Washington State Office of Financial Management (OFM) projected that this county's population would grow from 525,596 in that year to 582,519 in 2000 and 719,914 by the year 2010. However, growth since then has exceeded expectations yielding an OFM estimate of 583,300 persons in 1999, a full year ahead of schedule. Already the third largest county in Washington State after King and Pierce Counties, Snohomish is now the second fastest growing county after Clark. While the official OFM projections will not be revised until after the 2000 Census, Puget Sound Regional Council (PSRC) projections released in June, 1999, indicate that the county may reach 605,164 persons by 2000 and 743,563 by 2010.

The PSRC projections indicate that Snohomish County's population will be 30.0% (139,522 persons) larger in 2000 than it was in 1990 and that it will continue to grow another 22.9% (138,399 persons) by 2010. Within the county, the most rapid growth during 1990-2000 occurred in the **East** region (cities of Gold Bar, Index, Monroe, Snohomish and Sultan) averaging 39.7%. That area is projected to grow by 23.7% during 2000-2010. Similarly, the **North** region (cities of Arlington, Darrington, Granite Falls, Lake Stevens, Marysville and Stanwood) grew by 39.3% during 1990-2000 and is expected to be 24.9% larger by 2010. The **Central** region (cities of Everett, Mill Creek and Mukilteo) grew by 29.7% during 1990-2000 and is projected to be 23.0% larger by 2010. The **Southwest** region (cities of Bothell, Brier, Edmonds, Lynnwood, Mountlake Terrace and Woodway) grew by 19.1%, the lowest rate of relative growth. It is expected to grow by 20.5% during 2000-2010.

In 1999, 28.2% (164,654) of the population was under 18 years of age; 7.2% (42,099) was under 5 years of age. Adults 18-64 years of age comprised 62.2% (362,689) of the population and those 65+ years old accounted for the remaining 9.6% (55,957). The fastest growing age group during the 1990-1999 years has been 50-54 year olds (83.5% gain) at the leading edge of the baby boom generation. The oldest, those 85+ years old, were the second fastest growing age group (61.9% gain). Young adults 25-34 years of age have actually declined by 10.2% since 1990.

The incidence of most kinds of disability increases with age and as the population ages, the concern for the limitations brought on by disabilities rises. The 1990 Census indicates that 8.3% (24,967) of persons 16-64 years of age reported some form of work disability, some with self-care limitations as well. That proportion jumped to 30.2% (12,645) for persons 65+ years of age. Another 1.5% (4,469) of those 16-64 and 4.2% (1,758) of those 65+ reported limitations in their ability to care for themselves even though they did not report a work disability.

Growth in the Snohomish County population since the last census coupled with the increasing age of the average citizen and the dearth of census information about disabilities in children necessitates a search for other sources of information. The Current Population Survey conducted by the Census Bureau has little local detail but fills the gap left by the decennial censuses by providing trend information on a multi-state regional basis. Age-specific disability ratios

derived from that survey and applied to multi-year estimates of our population's age structure indicate that the number of persons with some type of disability in Snohomish County is likely to be about 110,048 or 18.8% of the total population; of that number, about 53,316 (9.1%) have a severe disability. As the baby-boom generation begins to retire after 2010, those numbers can be expected to rise sharply.

Racial and ethnic diversity continued to increase during the 1990-1999 period. Native Americans increased by 32%, Blacks by 55%, Hispanics by 58% and Asian and Pacific Islanders by 79%. By 1999, nonHispanic Asian & Pacific Islanders accounted for 4.9% (28,510) of the total population; Hispanics, 2.9% (16,797); nonHispanic Native Americans, 1.4% (8,012); and nonHispanic Blacks, 1.2% (7,178). Given continued in-migration and the comparatively younger age distributions and higher birth rates in these groups, the trend toward greater diversity can be expected to continue.

The growth in Snohomish County's population has come from both natural increase (more births than deaths) and immigration but for every person gained through natural increase, 1.7 came from somewhere else. During the 1990-1999 period 74,500 persons moved into the county, a number second only to those that moved into Clark County, the fastest growing county in the state, and a number that is larger than the populations of 27 of the 39 counties in Washington State.

The number one factor driving this immigration has been the county's strong economy and the employment opportunities that it generates. By 1998, Snohomish County's labor force had grown to an annual average of 330,200 persons, 26.3% larger than it was in 1990 but only 10,500 were unemployed and the annual average unemployment rate was 3.2%, one of the state's lowest. The local economy has become more diversified in recent years with expansion occurring especially in high technology industries but the cyclical nature of aerospace manufacturing generally and Boeing in particular still has a powerful influence. Accordingly, falling production rates at Boeing have meant layoffs, about 9,000 since June, 1998, and more are expected. December, 1999, estimates by the Labor Market and Economic Analysis Branch of Washington State's Employment Security Department indicate that the labor force was 344,600 with 12,900 (3.7%) unemployed. They expect total employment in Snohomish County to drop during the coming year with unemployment rising to between 4.5% and 5.0%.

The 1990 Census indicates that Snohomish County started this decade with the highest median household income in the state, \$36,847. King County was a close second. Since 1990, incomes in Snohomish County have grown substantially, to \$52,063 in 1999, driving the median up by 37.1%. However, King County's has risen much faster, especially since 1994, reaching \$64,795 in 1999. The statewide average was \$47,897, 46.8% higher than in 1990.

The number of persons in poverty in Snohomish County increased by 22% during the 1980-90 period, going from 24,812 in 1980 to 30,173 in 1990.

However, the percent of the total population in poverty actually declined from 7.5% in 1980 to 6.6% in 1990. As is true elsewhere, poverty in Snohomish County affects the young disproportionately. Of those under 18 years of age, 8,275 (8.5%) were poor in 1980; in 1990, 10,976 (8.7%) were poor. While the poverty rate declined by 12% for the general population, it increased by 2.3% for those under 18 years of age.

Unfortunately, the poverty measure is a nationwide standard that does not consider the impact of the local cost of living on those who subsist at that level of income. Snohomish County's cost of living is high, second only to that of King County, and is driven primarily by a very high priced housing market. When the number of households that must seek support from income assistance programs is divided by the number of households in poverty, both as reported in the 1990 Census, the ratio that results (0.853) is higher for Snohomish County than for any other county in the state and much higher than the statewide average (0.636).

In 1995, the Census Bureau released mid-decade estimates of poverty for all counties nation-wide. While the methodology used entails a wide margin of error and should therefore be interpreted cautiously, they nonetheless indicate that poverty has increased considerably during years when employment has been plentiful and incomes generally rising. In that year there were an estimated 42,489 persons below poverty in Snohomish County, 40.8% more than in 1990. In no other county was the percent increase as large. The statewide increase was only 14.3%.

The current 1998 population estimate for Snohomish County is 568,100. The year 2012 forecasted population for the County is 714,244, an increase of 146,144. The City of Everett has a 1998 estimated population of 84,250; the forecasted 2012 population is 96,000 (an increase of 11,750). The southwest Snohomish County planning areas have a combined 1998 estimated population of 350,110. The year 2012 forecasted population for the southwest Snohomish County area is 443,740 (an increase of 93,630). This 26% projected countywide growth represents a fairly significant residential growth for the community of Everett and for all of Snohomish County.

The current (1998) population of the county is estimated at 568,100. This is expected to grow to 582,519 people by the year 2000. This reflects a growth rate of 53% between 1990 and the year 2000. The 1996 Census data breaks out the ethnic make-up of this population as follows:

89.5%	Caucasian
1.2%	African American
1.4%	Native American
5%	Asian
2.9%	Hispanic

Data from the Snohomish County Job Service Centers profiling users of their system (from 1997), profiles slightly differently:

91%	Caucasian
2%	African American
1.2%	Native American
3%	Asian
2.2%	Hispanic

The county population can also be looked at relative to other significant factors:

- 13.8 % of the population has less than a high school diploma. 6.6% of the total population is estimated to have difficulty with speaking English (28,219 persons from 1990 census data).
- Veterans constitute a significant target group within the county; 10.9% of the population. Of these, 4.7% are Vietnam era, and .3% are disabled veterans.
- July 1998 reports from Snohomish County Public Assistance offices, indicate that there are 3703 persons currently receiving assistance and required to work as part of their participation on the program. Approximately 6-7% of Snohomish County households are on public assistance. This is consistent with statewide averages, however it is more than north sound counties or King County.
- 10.8% of families are in poverty, compared with 11.9% statewide. Poverty is based on a 1997 Federal poverty level in which a typical family of four is \$16,700.
- The characteristics of the economically disadvantaged population of the county (persons below the standard poverty level or below 70% of the Lower Standard income level, and not in the Armed Forces or attending college) are extrapolated from LMEA Economic Population Estimates for 1996, and are broken out below:
 - In FY 98 13,909 were TANF participants. This represented 2.52% of the county population. This percentage was 34th out of 39 counties and lower rate of participation than King or Pierce.
 - The offender population in Snohomish County represents about 10% of the state's offender population consistent with the County's overall population percentages of 10% of the statewide population. 5,352 offenders were under active supervision in FY 98 in Snohomish County.
 - The rate of juvenile arrests in the county is also less than the statewide average. The county rate is 69 per 1000. Although this is higher than King or Pierce County

More in U.S. Have Foreign-Born Mothers

The Associated Press

Nearly 23 percent of all people born in the U.S. in 2002 had a foreign-born mother, the largest percentage since a wave of immigration more than 90 years ago, a study of birth records by a private nonprofit group shows.

The Center for Immigration Studies said the country has not seen as large a share of its children born to immigrants since 1910, when the number reached 22 percent as shiploads of Italians and eastern Europeans crowded America's port cities.

This time, Latinos are the driving force, according to the study being released Thursday. Nearly 1 in 10 births in the United States in 2002 were to women born in Mexico. Latinos, as a whole, accounted for 59 percent of all births by immigrants.

The boom in second-generation Americans is bound to have an effect on the country that is equal, if not greater, than the sea-changes of the early 20th century, said Steven Camarota, the Center for Immigration Studies researcher who wrote the report. He said the influx of immigrants in the early 1900s was curtailed significantly by a tightening of entry rules and two world wars, and that no such cutoff appears imminent now.

The Center for Immigration Studies, which favors restrictions on immigration, compiled the data from birth records collected by The National Center for Health Statistics. The records include both legal and illegal immigrants but do not indicate where a child's father was born.

Children of immigrant mothers accounted for about 915,800 of the 4 million births in the United States in 2002. By comparison, 228,486 of the 3.7 million births in the U.S. in 1970 were to foreign-born mothers, or about 6 percent.

Camarota said the growing size of immigrant communities could slow their assimilation into American culture and make it more difficult "to have a cohesiveness of national vision." Pro-immigration groups rejected that argument. "For 400 years, immigrants have come to our shores, worked hard, had families and built the most successful nation in history," said Frank Sharry, executive director of the National Immigration Forum.

"The notion that we are going to be the one group that does not become American is ridiculous," said Lisa Navarrete, a spokesperson for the National Council of La Raza, a Latino-advocacy group.

The push of immigrant communities into places that have not previously dealt with waves of newcomers, however, may create some temporary tensions, said William H. Frey, visiting fellow at the Brookings Institution.

The greatest changes in recent years have come in places like Gwinnett County, Ga., a part of metropolitan Atlanta that has seen its Latino population soar over the past decade. In 1990, about 9.3 percent of all children born in the county had a mother born outside the United States. By 2002, that number had jumped to 41.3 percent.

Fifteen counties in the United States reported having more than half of all births to an immigrant mom.

The leader was the borough of Queens, in New York City, with 67.7 percent. Other top homes to second-generation Americans included Los Angeles, with 56.3 percent, Miami-Dade County, with 58.9 percent, and Orange County, Calif., with 54.3 percent. (AP) 7/08/05.



Hispanics now one-seventh of U.S. population

**Census Bureau estimates 41.3 million
in fastest-growing ethnic bloc**

The Associated Press

Updated: 11:19 a.m. ET June 9, 2005

WASHINGTON - One of every seven people in the United States is Hispanic, a record number that probably will keep rising because of immigration and a birth rate outstripping that of non-Hispanic blacks and whites.

The country's largest minority group accounted for one-half of the overall population growth of 2.9 million between July 2003 and July 2004, according to a Census Bureau report being released Thursday.

The agency estimated there are 41.3 million Hispanics in the United States. The bureau does not ask people about their legal status; that number is intended to include both legal and other residents.

The population growth for Asians ran a close second. Increases in both groups are due largely to immigration, but also higher birth rates, said Lewis W. Goodman, an American University expert on U.S.-Latin American relations.

"If we didn't have those elements, we would be moving into a situation like Japan and Europe ... where the populations are graying in a way that is very alarming and endangering their productivity and endangering even their social security systems," he said.

Most immigrants to the United States tend to arrive in their 20s, when many people have children. A far greater percentage of whites than Hispanics is 65 or older, the opposite is true of those under 18.

Immigration a heated issue

Immigration has become a volatile issue in Congress and border states, as well as in Georgia and other places where there has been a surge in new arrivals. Critics say lax enforcement of immigration laws has allowed millions of people to enter the U.S. illegally, take jobs from legal residents and drain social services.

The Hispanic growth rate for the 12 months starting July 2003 was 3.6 percent, compared with the overall population growth of 1 percent.

The growth rate was 3.4 percent for Asians, 1.7 percent for native Hawaiians and other Pacific Islanders, 1.3 percent for blacks, 1 percent for American Indians and Alaska natives, and 0.8 percent for whites.

That meant that at the beginning of July last year, the population was an estimated 294 million, with the following racial and ethnic breakdown: 240 million whites, 39.2 million blacks, 14 million Asians, 4.4 million native Indians and Alaskans, and 980,000 native Hawaiians and other islanders.

The numbers for all races and ethnic groups do not add up to the total because 4.4 million people listed themselves as having more than one race.

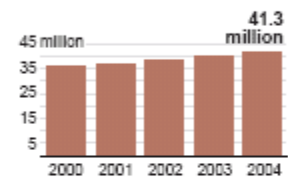
'Different face' of America

The Census Bureau counts "Hispanic" or "Latino" as an ethnicity rather than a race, so Hispanics can be of any race. The population of non-Hispanic whites indicating no other race increased just 0.3 percent in the past year, to 197.8 million.

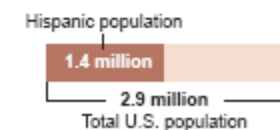
Growing in number

The U.S. Hispanic population passed 40 million, and accounted for about half of the nation's overall population growth in the 12 months that ended July 1, 2004.

Estimated Hispanic population as of July 1, by year



Estimated growth from July 1, 2003 to July 1, 2004



SOURCE: Census Bureau AP

“Looking toward the future, we see a different face of the U.S. population,” said Audrey Singer, an immigration and census specialist at the Brookings Institution. “But I don’t think that’s necessarily new. It’s a confirmation that this hasn’t stopped or changed much.”

The size of the Hispanic population and, to a lesser extent, the Asian population, rose in nearly every state over the 1990s. Also, the Census Bureau projected last year that whites and minority groups overall would be roughly equal in size by 2050.

“Sometimes this is portrayed as a problem for the United States — that the ethnic composition of the country is changing and that new people are coming to take jobs,” said Goodman, dean of American University’s School of International Service.

“My view is just the opposite: increased fertility of young people makes the (social) structure one that is more sustaining of economic production and enables older people to be in a culture where their retirements can be financed.”

The Census Bureau estimates population change using annual data on births, deaths and international migration.

Snohomish County business

City eyes marriage of culture, revenue

By Michael Burnham

Seattle Times Snohomish Bureau

Brentwood Plaza may look like just another strip mall along Highway 99 in Edmonds, but it rivals a bazaar.



At the European Deli, shoppers can catch up on the latest tabloid news from Moscow and read real-estate listings in Russian. A few doors down, shoppers at Gambia **International** can buy peanut powder and the makings for a grain-based pudding. Spanish, Vietnamese and Korean are spoken in nearby shops.

Edmonds has long looked to the busy highway as a steady source of sales-tax revenue. Now it's considering ways to increase revenue from the area, which could be zoned into hospital, residential, hotel and **international** districts.

Highway 99 has grown increasingly multicultural within the past decade, as ethnic vendors have been drawn by the relatively low overhead and high traffic.

"[Highway] 99 is still full of a lot of travelers," said Jenny Lee, a marketing associate for Kyocharo USA, a Korean-language weekly newspaper with an office at 23416 Highway 99. "They could stay longer and find something different here — different cultures."

Consultants commissioned by the city have suggested that the stretch of highway between 210th and 244th streets southwest should be divided into business districts.

A draft amendment to the city's comprehensive plan would create an **international district** marked by public art, signs or monuments, said Rob Chave, Edmonds' planning manager.

Within each **district**, neighborhood commerce would be encouraged by improving sidewalks and crosswalks, and adding pharmacies, restaurants and other shops that provide basic services.

"One of the hallmarks is trying to make better connections between the business districts and the surrounding neighborhoods, so [residents] could take advantage of the services," Chave said.

The city's overarching goal is to increase sales-tax revenue from its share of the Highway 99 corridor. In the past 12 months, Edmonds received almost \$3 million in sales-tax revenue from businesses along the highway, city data show.

Historically, the corridor has developed in patchwork fashion, with large retail stores built next to strip malls, auto dealerships and disparate shops, said Duane Bowman, Edmonds' development-services director.

Starting in the early 1990s, Korean business owners began to move their shops from the South Puget Sound area to **Snohomish County**. Many were drawn north by ample business, good schools and affordable housing, said Kie Park, the office manager at Park's Acupuncture Herbal Clinic, 23632 Highway 99.

Before long, clusters of Korean dry cleaners, grocers and doctors had moved into bustling shopping complexes. More recently, Chinese, Vietnamese, Russian and



Mexican merchants have opened for business. In September, an Asian market opened in a former Kmart building.

The changes reflect Edmonds' increasing diversity. About 11 percent of the city's more than 39,600 residents were born outside the U.S., according to the 2000 census. About the same percentage of its residents speak languages other than English.

Park said there are about 70 Asian-owned businesses between 224th and 230th streets southwest. He said he would welcome city efforts to designate the area as an **international district**.

"It would be recognition of our contribution to society," Park said.

Sulayman Jawara, a co-owner of the Gambian grocery, said such a **district** would have regional appeal.

"It's hard to get this stuff," said Jawara, pointing toward shelves packed with imported African grains. "You either come here or you don't get it."

By the end of the year, the Edmonds City Council will consider whether to amend its comprehensive plan with language that would create the Highway 99 districts. If the council approves the amendments, it will consider related zoning changes next year, Bowman said.

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SNOHOMISH COUNTY 2020: VISION FOR THE FUTURE

*County Departments Prepare for the Impact
of an Aging and Diversifying Population*

APPENDIX C

Statistics

Statistics – United States

Statistics – United States

Older Population by Age: 1900 to 2050

Older Population by Age: 1900 to 2050									
	Number (in thousands) [Chart]					Percent [Chart]			
Year & census date	Age in years					Age in years			
	65-74	75-84	85+	65 and over	Total, all ages	65-74	75-84	85 and over	65 and over
1900	2,187	772	122	3,080	75,995	2.9	1	0.2	4.1
1910	2,793	989	167	3,949	91,972	3	1.1	0.2	4.3
1920	3,464	1,259	210	4,933	105,711	3.3	1.2	0.2	4.7
1930	4,721	1,641	272	6,634	122,775	3.8	1.3	0.2	5.4
1940	6,376	2,278	365	9,019	131,669	4.8	1.7	0.3	6.8
1950	8,415	3,277	577	12,269	150,697	5.6	2.2	0.4	8.1
1960	10,997	4,634	929	16,560	179,323	6.1	2.6	0.5	9.2
1970	12,447	6,124	1,409	19,980	203,302	6.1	3	0.7	9.8
1980	15,581	7,729	2,240	25,550	226,546	6.9	3.4	1	11.3
1990	18,045	10,012	3,021	31,079	248,710	7.3	4	1.2	12.5
2000	18,391	12,361	4,240	34,992	281,422	6.5	4.4	1.5	12.4
2010	21,269	12,851	6,123	40,243	308,936	6.9	4.2	2.0	13.0

2020	31,779	15,584	7,268	54,631	335,805	9.5	4.6	2.2	16.3
2030	37,948	23,903	9,603	71,454	363,584	10.4	6.6	2.6	19.7
2040	35,470	29,170	15,409	80,049	391,946	9.0	7.4	3.9	20.4
2050	37,943	27,902	20,861	86,706	419,854	9.0	6.6	5.0	20.7

Note: Figures for 1900 to 1950 exclude Alaska and Hawaii. Figures for 1900 to 2000 and projections for 2010 to 2050 are for the resident population.

Data for 2010 to 2050 are July 1 projections and are Middle Series (see Table 3 of the 2003 Statistical Abstract of the United States for the details of the assumptions)

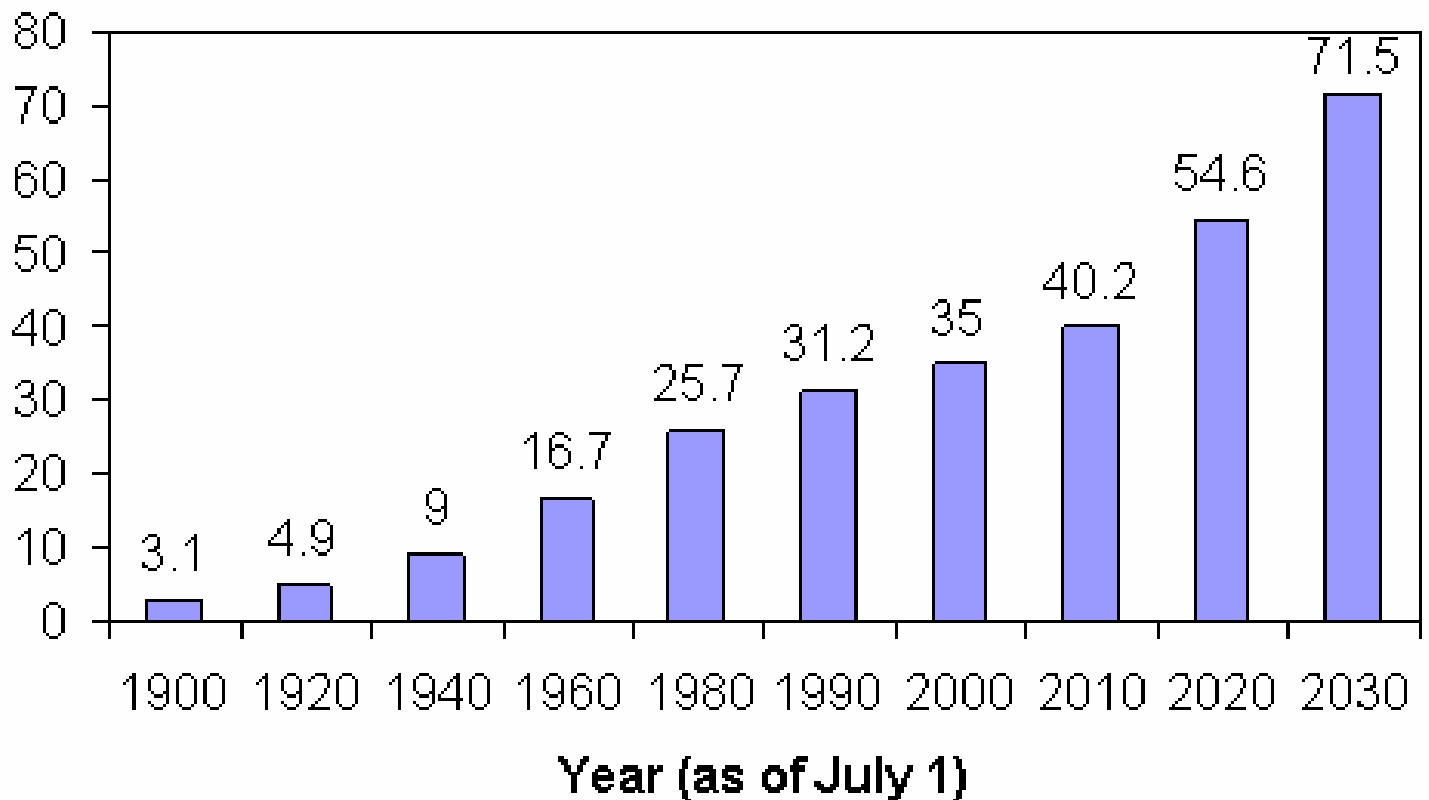
Source: U.S. Bureau of the Census. Data for 1900 to 1940, 1960, and 1980 shown in 1980 Census of Population, PC80-B1, General Population Characteristics.

Tables 42 and 45; Data for 1990 from 1990 Census of Population and Housing, Series CPH-L-74, Modified and Actual Age, Sex, Race, and Hispanic Origin Data. The 2000 data is from the 2000 Census. The figures for 2010 to 2050 are from Census Bureau International Data Base. (See: <http://www.census.gov/ipc/www/idbprint.html>)

This table was originally based on Table 2-1 in "65+ in the United States," Current Population Reports, Special Studies, P23-190, by Frank B. Hobbs with Bonnie L. Damon, Bureau of the Census and the National Institute on Aging, 1966, page 2-3. This table has been updated to reflect the 2000 Census figures and more recent Census projections.

Table compiled by the U.S. Administration on Aging based on data from the U.S. Census Bureau.

**Figure 1: Number of Persons 65+,
1900 - 2030 (numbers in millions)**



Administration On Aging Statistics

Introduction

Nearly 35 million Americans are age 65 and over. Three in five people in this age group are women. Over the next forty years, the number of people age 65 and older is expected to double and the number of people age 85 and older is expected to triple. Along with general trends for America's population, minority populations are living longer, getting older, and becoming more racially diverse.

In fact, the percentage of older persons, who now comprise over 16 percent of the older population, is expected to grow to 22 percent by 2020. Therefore, the need for data and information on minority elders continues to grow.

The Demographics section provides a broad overview of minority elders, including trends and data on housing, educational level, living arrangements, poverty, life expectancy, leading causes of death, and immunization rates. Where available, information is provided on the trends and differences between men and women, and between the various age cohorts of minority elders. Nonetheless, the population of minority elders is very diverse. Differences exist between and within minority populations of elders when compared with one another. AoA plans to provide information on the heterogeneous populations of minority elders in this section in the near future.

Population and Projected Population Age 65+ by Race and Hispanic Origin

(Note: First table is from the Census 2000; second and third tables are from Census projections and estimates. Figures for 2000 differ slightly.)

Number and Percent of Persons 65+ by Race and Hispanic Origin - 2000

Total 65+	Numbers	Percent
Non-Hispanic		
Black	2,787,427	8.0%
Amer. Ind/Alaska Nat.	124,797	0.4%
NH/PI	19,085	0.1%
Asian	796,008	2.3%
Two or more Races	264,588	0.8%
Other Race	21,397	0.1%
Hispanic (any race)	1,733,591	5.0%
Total Minority	5,746,893	16.4%
White (Alone - Non-Hisp)	29,244,860	83.6%
Total 65+	34,991,753	100.0%

Data Set: Census 2000 Summary File 1 (SF 1) 100-Percent Data For State level data, see:

<http://www.aoa.gov/Census2000>

**PROJECTED DISTRIBUTION OF THE POPULATION AGE 65 AND OLDER,
BY RACE AND HISPANIC ORIGIN, 2000 AND 2050**

	2000	2050x
TOTAL	100.0	100.0
NON-HISPANIC WHITE	83.5	64.2
NON-HISPANIC BLACK	8.1	12.2
NON-HISPANIC AMERICAN INDIAN AND ALASKA NATIVE	0.4	0.6
NON-HISPANIC ASIAN AND PACIFIC ISLANDER	2.4	6.5
HISPANIC	5.6	16.4

Note: Data are middle-series projections of the population. Hispanics may be of any race.

Reference population: These data refer to the resident population.

Source: U.S. Census Bureau, Population Projections of the United States by Age, Sex, Race, Hispanic Origin, and Nativity: 1999 to 2100; published January 2000,

<http://www.census.gov/population/www/projections/natproj.html>

**PROJECTED POPULATION AGE 65 AND OLDER,
BY RACE AND HISPANIC ORIGIN, 2000 AND 2050, IN THOUSANDS**

	2000	2050
TOTAL	34,836	81,999
NON-HISPANIC WHITE	29,097	52,684
NON-HISPANIC BLACK	2,827	9,997
NON-HISPANIC AMERICAN INDIAN AND ALASKA NATIVE	152	530
NON-HISPANIC ASIAN AND PACIFIC ISLANDER	822	5,366
HISPANIC	1,938	13,422

Note: Data are middle-series projections of the population. Hispanics may be of any race.

Reference population: These data refer to the resident population.

Source: U.S. Census Bureau, Population Projections of the United States by Age, Sex, Race, Hispanic Origin, and Nativity: 1999 to 2100; published January 2000,

<http://www.census.gov/population/www/projections/natproj.html>

In 2000, an estimated 84 percent of people age 65 or older are non-Hispanic white, 8 percent are non-Hispanic black, 2 percent are non-Hispanic Asian and Pacific Islander, and less than 1 percent are non-Hispanic American Indian and Alaska Native. Hispanic persons are estimated to make up 6 percent of the older population. By 2050, the percentage of the older population that is non-Hispanic white is expected to decline from 84 percent to 64 percent. Hispanic persons are projected to account for 16 percent of the older population; 12 percent of the population is projected to be non-Hispanic black; and 7 percent of the population is projected to be non-Hispanic Asian and Pacific Islander.

Although the older populations will increase among all racial and ethnic groups, the Hispanic older population is projected to grow the fastest, from about 2 million in 2000 to over 13 million by 2050. In fact, by 2028, the Hispanic population age 65 and older is projected to outnumber the non-Hispanic black population in that age group.

http://www.aoa.gov/prof/Statistics/minority_aging/facts_minority_aging.asp#PopulationbyRace



Statistics – Washington State

Projections of Washington State Population

By Age and Sex: 1995 to 2025

<http://www.census.gov/population/projections/state/>

Projections of the Population, By Age and Sex, of States: 1995 to 2025

(Numbers in thousands. Resident population. Series A projections. For more details, see Population Paper Listings #47, "Population Projections for States, by Age, Sex, Race, and Hispanic Origin: 1995 to 2025.")

AGES 25-64	July 1,	July 1,	July 1,	July 1,	July 1,
TOTAL	1995	2000	2005	2015	2025
Washington	2,888	3,155	3,403	3,738	3,828

AGES 25-64	July 1,	July 1,	July 1,	July 1,	July 1,
FEMALES	1995	2000	2005	2015	2025
Washington	1,439	1,574	1,703	1,883	1,931

AGES 65 AND UP	July 1,	July 1,	July 1,	July 1,	July 1,
TOTAL	1995	2000	2005	2015	2025
Washington	628	685	757	1,081	1,580

AGES 65 AND UP	July 1,	July 1,	July 1,	July 1,	July 1,
FEMALES	1995	2000	2005	2015	2025
Washington	362	391	425	582	831

**Projected State Populations
by Sex, Race, and Hispanic Origin:
1995-2025**

(Numbers rounded to nearest thousand. Resident population. Series A projections. For more details, see PPL #47, "Population Projections for States, by Age, Sex, Race, and Hispanic Origin: 1995 to 2025.")

WHITE	July 1,	July 1,	July 1,	July 1,	July 1,
TOTAL	1995	2000	2005	2015	2025
Washington	4,864	5,200	5,506	6,114	6,662

WHITE	July 1,	July 1,	July 1,	July 1,	July 1,
FEMALES	1995	2000	2005	2015	2025
Washington	2,446	2,613	2,765	3,065	3,334

BLACK	July 1,	July 1,	July 1,	July 1,	July 1,
TOTAL	1995	2000	2005	2015	2025
Washington	180	192	208	243	279

BLACK	July 1,	July 1,	July 1,	July 1,	July 1,
FEMALES	1995	2000	2005	2015	2025
Washington	84	91	100	119	138

AMERICAN INDIAN, ESKIMO, ALEUT	July 1,	July 1,	July 1,	July 1,	July 1,
	1995	2000	2005	2015	2025
Washington	100	107	115	134	151

AMERICAN INDIAN, ESKIMO, ALEUT FEMALES Washington	July 1, 1995	July 1, 2000	July 1, 2005	July 1, 2015	July 1, 2025
	50	54	58	68	77
ASIAN AND PACIFIC ISLANDER - TOTAL Washington	July 1, 1995	July 1, 2000	July 1, 2005	July 1, 2015	July 1, 2025
	288	358	427	565	714
ASIAN AND PACIFIC ISLANDER - FEMALES Washington	July 1, 1995	July 1, 2000	July 1, 2005	July 1, 2015	July 1, 2025
	153	190	228	302	381
HISPANIC TOTAL Washington	July 1, 1995	July 1, 2000	July 1, 2005	July 1, 2015	July 1, 2025
	284	360	437	605	797
HISPANIC FEMALES Washington	July 1, 1995	July 1, 2000	July 1, 2005	July 1, 2015	July 1, 2025
	134	172	211	295	392
NON-HISPANIC WHITE - TOTAL Washington	July 1, 1995	July 1, 2000	July 1, 2005	July 1, 2015	July 1, 2025
	4,616	4,881	5,115	5,569	5,940
NON-HISPANIC WHITE - FEMALES Washington	July 1, 1995	July 1, 2000	July 1, 2005	July 1, 2015	July 1, 2025
	2,329	2,461	2,577	2,800	2,980

The following excerpts are from Executive Summary, 1998 Long-Term Economic and Labor Force Forecast Washington State Office of Financial Management.

Washington's population will increase by 30% by the year 2020...reaching 7.5 million. Aging of the population will be the most important demographic phenomenon the next few decades.

Washington's labor force will become more diversified in terms of age, sex, racial and ethnic composition. By 2020 nearly half of the Washington labor force will be female. Workers over age 55 are projected to represent about 20.5 percent of all state workers in 2020, nearly doubling the 1999 share. Share of non-white workers in the state labor force is expected to rise from 11.9% in 1999 to 15.2% in 2020.

Between 2000 and 2020, the number of Washington workers over 55 years old will increase by about 114 percent, while those aged 16-54 will increase by only 15 percent. Older persons in the labor force are projected to represent about 20.5% of all workers in 2020, almost doubling the 10.7% share in 1990.

Along with the expected increase of older workers and women in the labor force, non-whites will constitute an increasing share of the Washington labor force in the coming decades. Labor force growth rates for African-Americans, Asian-Americans, and other non-whites are expected to be considerably higher than the white population. As a result, non-white workers will account for 26.9% of the net labor force growth in the state between 2000 and 2020. Non-whites are expected to constitute 15.2% of the state's labor force by 2020.

Statistics – Snohomish County



Trends

PUGET SOUND

Population Growth Picks Up in 2005

Table 1. Population of Central Puget Sound Counties

	Census 2000	OFM 2004	OFM 2005	Change 2004-05	% Chg 2004-05	Change 2000-05	Avg Annl % Chg 2000-05
King	1,737,046*	1,788,300	1,808,300	20,000	1.1%	71,300	0.8%
Kitsap	231,969	239,500	240,400	900	0.4%	8,400	0.7%
Pierce	700,818*	744,000	755,900	11,900	1.6%	55,100	1.5%
Snohomish	606,024	644,800	655,800	11,000	1.7%	49,800	1.6%
Region	3,275,857*	3,416,600	3,460,400	43,800	1.3%	184,500	1.1%

SOURCE: U.S. Census Bureau, WA State Office of Financial Management (OFM)

* Indicates a correction to the federal 1990 census count and/or a revised state estimate

Population growth in the central Puget Sound experienced an up-tick during 2004-05, as the region's economy began to recover from the recession and in-migration increased in response to the rise in job opportunities. The region's population was estimated to have reached 3.46 million in April 2005, adding 43,800 persons at a rate of 1.3 percent over the previous year. In the five-year period following the 2000 Census, the region gained a total of 184,500 additional persons.

The region's metropolitan cities of Seattle, Bellevue, Tacoma and Everett all saw significant population growth occur in their downtown districts. Seattle, Tacoma and Everett also absorbed growth in various other neighborhoods within their jurisdictions. Major redevelopment activity is also occurring in downtown Bremerton, but the area shows an overall decline due to deployments of military personnel from the Bremerton naval base.

A number of cities within the region's urban core also absorbed a share of the growth. These cities include Mukilteo in Snohomish County, Shoreline, Kenmore, Bothell, Redmond, Renton and Kent in King County, and University Place, Milton, Sumner and Puyallup in Pierce County.

The remainder of the growth occurred largely in the region's unincorporated urban areas and in suburban cities along the periphery of the urban core. These places include significant portions of unincorporated southwest Snohomish County; areas in and around north Everett, Snohomish and Marysville; Redmond Ridge; Issaquah Highlands; along the eastern edge of Renton, Kent and Auburn; Covington and Maple Valley; Auburn's annex into Pierce County, Bonney Lake and DuPont; throughout the unincorporated communities of Midland, Spanaway, Loveland, Frederickson and Graham in Pierce County; and the unincorporated community of Tracyton, north of Bremerton.

Snohomish County Population Projection

<u>Age</u>	2000			<u>Age</u>	2020		
	Male	Female	Total		Male	Female	Total
Total	303,209	302,815	666,735	Total	429,285	433,314	929,314
0-4	22,233	21,228	44,171	0-4	29,055	27,772	59,301
5-9	24,567	22,997	47,372	5-9	29,397	28,104	61,506
10-14	24,464	23,304	51,528	10-14	28,776	27,517	61,830
15-19	22,165	21,029	48,409	15-19	27,241	25,402	56,610
20-24	18,700	16,976	42,185	20-24	26,170	23,820	50,750
25-29	20,630	20,196	40,884	25-29	29,436	27,333	56,429
30-34	24,336	23,573	45,790	30-34	30,153	29,015	62,570
35-39	28,524	27,394	52,040	35-39	28,753	28,765	63,290
40-44	28,025	27,069	59,131	40-44	25,506	25,495	60,163
45-49	23,898	23,863	57,202	45-49	26,440	27,131	52,508
50-54	19,347	19,564	49,025	50-54	29,076	28,932	54,732
55-59	13,718	13,674	39,321	55-59	31,628	31,424	58,523
60-64	9,418	9,728	27,386	60-64	28,996	29,979	63,026
65-69	7,121	8,201	18,766	65-69	22,958	25,613	58,015
70-74	5,942	7,486	14,314	70-74	16,677	19,655	45,773
75-79	4,965	7,062	11,579	75-79	9,868	12,095	31,875
80-84	3,065	4,754	9,328	80-84	5,051	6,989	17,560
85+	2,091	4,717	8,304	85+	4,104	8,273	14,853

Washington State Office of Financial Management

Year 2000	Population 65+	62,291
Year 2020	Population 65+	168,076

Snohomish County Population 60 Yrs And Older By Race & Hispanic Origin 2000 Census

	Total	60+	%	60-74	%	75+	%
Snohomish County Total	606024	74550	12.3%	47896	7.9%	26654	4.4%
White alone	518948	69367	13.4%	43759	8.4%	25608	4.9%
Black alone	10113	447	4.4%	360	3.6%	87	0.9%
Native American alone	8250	546	6.6%	451	5.5%	95	1.2%
Asian alone	35030	2977	8.5%	2402	6.9%	575	1.6%
Hawaiian or Pacific Islander alone	1705	77	4.5%	60	3.5%	17	1.0%
Some other race alone	11629	270	2.3%	205	1.8%	65	0.6%
Two or more races	20349	866	4.3%	659	3.2%	207	1.0%
Hispanic	28590	905	3.2%	680	2.4%	225	0.8%
Non-Hispanic	577434	73645	12.8%	47216	8.2%	26429	4.6%
All Other Counties Total	2850243	463425	16.3%	291451	10.2%	171974	6.0%
White alone	2437999	439112	18.0%	272964	11.2%	166148	6.8%
Black alone	37549	2357	6.3%	1672	4.5%	685	1.8%
Native American alone	59166	4644	7.8%	3601	6.1%	1043	1.8%
Asian alone	63977	6559	10.3%	5069	7.9%	1490	2.3%
Hawaiian or Pacific Islander alone	7313	451	6.2%	348	4.8%	103	1.4%
Some other race alone	157411	5138	3.3%	4040	2.6%	1098	0.7%
Two or more races	86828	5164	5.9%	3757	4.3%	1407	1.6%
Hispanic	279056	10406	3.7%	8105	2.9%	2301	0.8%
Non-Hispanic	2571187	453019	17.6%	283346	11.0%	169673	6.6%
Washington State Total	5894121	873223	14.8%	548241	9.3%	324982	5.5%
White alone	4821823	796562	16.5%	491465	10.2%	305097	6.3%
Black alone	190267	14751	7.8%	10431	5.5%	4320	2.3%
Native American alone	93301	7122	7.6%	5562	6.0%	1560	1.7%
Asian alone	322335	36010	11.2%	26590	8.2%	9420	2.9%
Hawaiian or Pacific Islander alone	23953	1245	5.2%	993	4.1%	252	1.1%
Some other race alone	228923	6966	3.0%	5459	2.4%	1507	0.7%
Two or more races	213519	10567	4.9%	7741	3.6%	2826	1.3%
Hispanic	441509	16262	3.7%	12530	2.8%	3732	0.8%
Non-Hispanic	5452612	856961	15.7%	535711	9.8%	321250	5.9%

Source: "2000 Census of Population and Housing, Summary File: Washington State", Table #P12A-F, US Department of Commerce, Bureau of the Census, Washington, DS: 7/2001.

**Change In Hispanic & Racial Minority Status For Persons 60+ Years Old
Selected Washington State Counties: 1990 & 2000**

County	1990 Census			2000 Census			Percent Change		
	Total 60+	Minority	Percent	Total 60+	Minority	Percent	Total 60+	Minority	Percent
State Total	765848	45224	5.9%	873223	85272	9.8%	14.0%	88.6%	65.4%
King	83358	6256	7.5%	95391	11720	12.3%	7.6%	87.3%	63.7%
Pierce	60190	1993	3.3%	74550	5763	7.7%	23.9%	87.3%	63.7%
Snohomish	60190	1993	3.5%	74550	5763	6.3%	16.0%	108.6%	79.8%

Notes:

1. "Minority" is operationalized here as an unduplicated sum of all Hispanics and all non-Whites.
2. Comparisons of racial data gathered by the 1990 and 2000 censuses can only be made in very limited ways since the categories of race used and their definitions changed considerably. Even the above aggregations are affected by the change of "White-not Hispanic" in 1990 to "White Alone-not Hispanic" in 2000.

The latter excludes those persons who would have reported themselves as "White" under the 1990 definition but included a second or multiple racial groups under the 2000 definition.

Sources:

1. 1990 Census of Population and Housing, Special Tabulation on Aging: Federal Region X, Table 6, CDROM #CD90-AOA10, US Department of Commerce, Bureau of the Census, Washington, DC; 4/1994.
2. "2000 Census of Population and Housing, Summary File 1: Washington State", Tables #P12A-F, US Department of Commerce, Bureau of the Census, Washington, DC, 7/2001