



Snohomish County

# INCLUSION REPORT

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May 2010





**Snohomish County  
Executive Office**

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Dear Fellow Snohomish County Resident:

I am pleased to present you with my 2008-2009 Inclusion Report from Snohomish County government.

Each year, I instruct our county executive departments to identify clear objectives for increasing inclusiveness and diversity within the workplace. In 2008, we released the first county report on inclusion, and departments are now working to build upon their accomplishments. This document outlines and summarizes department goals and achievements toward creating a work and business environment that is wholly inclusive of Snohomish County's diverse population.

While a downturn in the economy has limited the number of new hires in Snohomish County government, executive departments continue their efforts toward increasing inclusivity in the business and work environment.

As of January 2008, the population of Snohomish County was 6.5 percent Hispanic, 2.3 percent black, 7.9 percent Asian, 1.4 percent American Indian and Alaska Native, less than 1 percent Native Hawaiian and Other Pacific Islander and 79.2 percent white, non-Hispanic, according to data from the United States Census Bureau. However, the demographics of our region are changing.

During the next 40 years, our efforts to achieve our inclusion objectives will be more important than ever. In that time, the Pew Research Center, a nonprofit research and policy institute, projects that 29 percent of the United States' population will be of Hispanic origin, 13 percent black, 9 percent Asian and 47 percent white, non-Hispanic. Additionally, the percentage of older, non-working-age adults is expected to increase to 42 percent of the population compared to 37 percent as of 2005, creating an increased need for qualified workers.

With these changes, we have an extraordinary opportunity to enrich our community through increased inclusion and diversity. It is an opportunity that as County Executive I am eager to embrace.

I am proud of the accomplishments made so far and look forward to the exciting possibilities for the future. I hope that you find this report contains useful information about Snohomish County and our efforts to make inclusion and increased diversity a priority.

Sincerely,

Aaron Reardon  
County Executive

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# Table of Contents

Airport.....	1
Emergency Management.....	4
Facilities Management .....	5
Finance .....	6
Human Resources .....	7
Human Services .....	10
Information Services.....	12
Medical Examiner.....	13
Parks & Recreation .....	14
Planning & Development Services .....	16
Public Works .....	17



# Airport

Director: Dave Waggoner

The mission of the Snohomish County Airport, commonly called Paine Field, is to contribute to the region's economic vitality and quality of life by providing first-rate aviation and industrial services, operational facilities and interaction with our customers. Home to nearly 600 aircraft—including small, single-engine recreation aircraft, corporate jets and Boeing airplanes—Paine Field is a place to conduct business as well as have fun.

The Airport's customers include Boeing, Goodrich Aviation, the Museum of Flight Restoration Center, Castle & Cooke, individual pilots, neighbors, the people of Snohomish County and a worldwide aviation community.

## Objectives:

- Actively seek to increase diversity of Airport staff using best recruitment practices
- Support and highlight inclusive programs that involve the Airport, County staff, the community and Airport tenants

(continued on next page)

## Achievements

### *Actively seek to increase diversity of Airport staff using best recruitment practices*

- **Increased diversity through employee recruitment:** During the 2008-2009 business years the Airport had few new hires as a result of a slowed economy. Despite the economic downturn, the Airport was successful in its efforts to increase the diversity of its staff to be more representative of the residents of Snohomish County. The Airport will continue to use best recruitment practices to ensure applicant lists are representative of our community at large.

### *Support and highlight inclusive programs that involve the Airport, County staff, the community and Airport tenants*

- **Actively hosted, sponsored and participated in a broad range of community events and activities:** The Airport actively supported a broad range of programs that involved the Airport and County staff, Airport tenants and the community at large. These activities educate and increase awareness of Airport activities while reaching a broad spectrum of the Snohomish County community at large. Events and activities in 2008 and 2009 included:
  - a. **Annual General Aviation Day:** The Airport hosted its annual aviation-centered event in both 2008 and 2009 for the community, featuring education and nonprofit agency booths, free flights for children and the Taste of Mukilteo. This event attracts both children and adults in the local community.
  - b. **2009 Vintage Aircraft Weekend:** Open to the community and located at the Future of Flight, this event held vintage aircraft exhibits, military vehicle displays, aircraft fly-bys and various demonstrations.
  - c. **Challenge Air for Kids:** Open to the community and held at the Castle & Cooke Aviation facility, pilots donated their time and flew 83 special needs children in 2008 and 129 special needs children in 2009 from the local area and included more than 100 ground crew volunteers that hosted other educational activities.
  - d. **2009 Bernie Webber Drive Grand Opening:** Open to the community and held at Historic Flight Foundation's new museum hangar, Aaron Reardon and members of Bernie Webber's family dedicated the newly constructed drive located at the southwest corner of the Airport.

# Airport

## Objectives (cont.)

- Expand Future of Flight community outreach to international visitors and utilize interns with international backgrounds
- Create public awareness of aviation's history of diversity

- e. **2009 Boeing 787 First Flight:** Open to the community, the Airport allowed open viewing space to the public.
- f. **Narbeck Wetlands Park:** In 2008 and 2009, the Airport-owned wetlands park hosted Community Earth Day projects in association with Boeing Management Association, Woodtone Industries, and Friends of Narbeck; held various Earth Corps and school tours; worked with Edmonds Community College to assist in the placement of an on-site camera to collect wildlife data and hosted a tour of Narbeck by Community College instructors as part of a nationwide environmental seminar.
- g. **Science of Flight/Aviation Academy:** These two separate annual classes provide aviation education to both teachers and students in the community.
- h. **Paine Field Happenings Newsletter:** The newsletter is mailed to more than 1,000 tenants and community members with information about the Airport, Airport tenants, and Airport activities including various WPA Hangar clean-up events, Veteran's Day at the FHC, Mukilteo Lighthouse Festival, and the annual Firefighters' Pancake Breakfast and 1st 5K run to support the NW Burn Foundation, Children's Orthopedic Hospital and the Mukilteo Special Olympics.
- i. **Paine Field Community Council meetings:** The Paine Field Community Council is appointed by the County Executive to represent four geographical areas surrounding the Airport. Meetings and updates are advertised in various local media with an open invitation to the public to attend.

### *Expand Future of Flight community outreach to international visitors and utilize interns with international backgrounds*

- **Expanded Future of Flight Aviation Center & Boeing Tour Community Outreach.** The Future of Flight Aviation Center & Boeing Tour (Future of Flight) represents a dynamic public/private/nonprofit partnership and is a commercial jet aviation interpretive center and one of Washington State's premier attractions. Its mission is to engage visitors in the wonder of flight and in the long term, encourage further exploration in the aviation world.

Each year, the Future of Flight attracts more than 150,000 U.S. and international visitors from 175 countries and included specific marketing campaigns in 2008/2009 to Chinese and European tourists. In addition, The Future of Flight Foundation Managing Operator benefited from an international intern program that included eight Chinese students in 2008 and one German, one Swedish and six Chinese students in 2009. These summer work and travel program students aid tourists during

## Airport

their visits to the Future of Flight and enhance the overall tourism experience. The program will continue in 2010.

### *Create public awareness of aviation's history of diversity*

- **Aviation Diversity Posters.** Annually, the Airport develops aviation posters that promote awareness of the broad representation of diverse groups with the aviation community. Past posters have featured women, African-American, Hispanic, Native American and Asian Pacific people of aviation history and reflect the important role of diversity in our heritage. Posters are provided to all County departments for display. The October 2008 poster, for Disability Awareness Month, highlighted Challenge Air for kids and friends. The December 2009 poster highlighted Jewish Aviators in Aviation History. The planned 2010 poster will highlight Eastern European Aviators in American History. These posters have proved to be a unique and impactful tool to highlight the broad diversity of our nation's aviators throughout the history of flight.

# Emergency Management

Director: John Pennington

The mission of the Snohomish County Department of Emergency Management (DEM) is to develop disaster-resistant communities within the County.

DEM seeks to ensure that a comprehensive emergency management program is implemented and conducted in Snohomish County for the protection of human life, property, the environment and the region's economic health.

The department provides a leadership role in facilitating and coordinating a regional approach to emergency planning in Snohomish County.

## Objectives:

- Increase the diversity of qualified job applicants
- Enhance the ability of the department to communicate with non-English speaking populations before, during and after emergencies

## Achievements

*Utilized employment recruitment strategy created and implemented in 2007 to increase the pool of job applicants*

- **Posted job announcements in publications that reach diverse populations.** When recruiting for open position during 2008 and 2009, DEM utilized a diverse array of publications and resources in order to reach the broadest possible number of potential job applications. This included advertising openings in traditional local newspapers, online, in Spanish language newspapers including La Raza del Noroeste, Diversity Web, the National Urban League, Professional Women of Color Network, through local tribal employment venues and nationally respected industry specific organizations such as the International Association of Emergency Managers and the Washington State Emergency Management Association. As a result of these broad reaching recruitment efforts, the department received numerous qualified applications, including many from other states.

*Enhance the ability of the department to communicate with non-English speaking populations before, during and after emergencies*

- **Continued support of a language cadre to communicate emergency information to non-English speaking residents.** In 2007, DEM created a language cadre comprised of several multi-lingual individuals to improve preparedness capability for non-English speaking residents. The language cadre currently consists of 19 volunteers and has been utilized on several occasions to assist with the notification of dangers to residents during extreme weather conditions.
- **Conducted successful trainings and partnerships.** During 2008, DEM partnered with the Communities of Color Coalition to host a series of community conversations on health disparities, which included information providing participants with relevant information regarding emergency preparedness. In addition, during the summer of 2009 the department offered TEEN Student Emergency Response Training (SERT) for the YMCA's Minority Achiever's Program Career Clusters. These trainings provide students with preparedness information and skills that can be used to assist emergency responders during and after a disaster. Teaching the next generation of community leaders these valuable skills will result in a population with increased awareness and preparedness to handle adverse events in their communities.

In addition, DEM has partnered with the Everett Diversity Commission to host a series of Cultural Awareness training, which are scheduled to begin in January 2010.

# Facilities Management

Director: Mark Thunberg

The Snohomish County Facilities Management Department provides inter-departmental support to county government in the areas of building maintenance, construction and facilities planning, parking, property management and purchasing. The purpose of the department is to provide quality facilities to other county departments by supporting the management and maintenance, planning, and safety of buildings, grounds and other major county assets.

## Objectives:

- Encourage employment applications for open job positions from under-represented minority groups
- Proactively encourage minority and women-owned businesses to participate in the County's procurement process

## Achievements

### *Encourage employment applications for open job positions from under-represented minority groups*

- **Targeted employee recruitment campaigns that included ethnic and diverse populations.** In addition to advertising employment in traditional publications and Web sites, during 2008 and 2009 Facilities placed ads in Northwest Asian Weekly and careerwoman.com. The efforts were successful in attracting a slight increase in job applications to the department.

### *Proactively encourage minority and women-owned businesses to participate in the County's procurement process*

- **Continued outreach program to identify local minority and women-owned businesses:** In 2007, the Purchasing Division proactively implemented an outreach program to identify local minority and women-owned businesses. Utilizing resources provided by the Washington State Office of Minority and Women Business Enterprises, the department was able to routinely provide direct notifications to Request for Qualifications (RFQ) and Request for Proposals (RFP) to minority and women-owned business through mail and electronic mail. This outreach was in addition to the department's usual course of public advertising and web announcements of contract bid opportunities.

As a result, the department was able to send notice on 63 different competitive contracting opportunities with 190 notices sent directly to state certified minority and women-owned firms in 2009. Nearly one in three businesses responded to the notices and 16 contracts were awarded to minority and woman-owned businesses. The awarded contracts are indicative of the positive impact of reaching out to these businesses.

- **Partnered with the Snohomish County Economic Development Council (SCEDC).** The Department has partnered with the Snohomish County Economic Development Council (SCEDC) to assist with identifying and registering local small business contractors. SCEDC provides free training for developing small businesses regarding contracting, management, financial, marketing, human resources and how to compete for government contracts.

# Finance

Director: Roger Neumaier

The Snohomish County Finance Department manages Snohomish County's accounting, budget, and risk management services. In a manner similar to the finance area of a public or privately-held business, the department's job is to manage corporate resources in a manner that protects and stretches corporate resources and minimizes business risks.

In addition, Finance strives to provide excellent and low cost service to other County departments so they can effectively focus upon delivering services that respond to the public's priorities.

## Objectives:

- Continue providing Finance staff training relevant to inclusion principles
- Continue implementation of a standard recruiting and retention strategy that is fully inclusive of the Snohomish County community

## Achievements

### *Continue providing Finance staff training relevant to inclusion principles*

- **Facilitated continued conversation on inclusion principles through staff meetings.** During 2008 and 2009, the Finance Department continued discussions on inclusion principles and provided the director numerous opportunities to reinforce the County's commitment to diversity, encourage broader understanding of diversity and recognize the importance of celebrating the diversity of others.

### *Continue implementation of a standard recruiting and retention strategy that is fully inclusive of the Snohomish County community*

- **The Finance Department has remained committed to a recruiting and retention strategy that is fully inclusive and as a result, there has been little staff turnover during 2008 and 2009.** Finance has created an open, respectful and constructive environment for our employees and as a result very few employees have chosen to leave the department. While the economy is a partial factor, Finance believes that our commitment to creating a safe, inclusive work environment is the primary factor for continued employee retention.

# Human Resources

Director: Bridget Clawson

Snohomish County Human Resources (HR) Department provides consulting services and leadership in the management of the County's human resources. Professionals in this department form partnerships with managers and employees in human resource strategy formulation and execution, problem solving and internal communication.

## Objectives:

- Incorporate principles of inclusion into all aspects of department operations
- Design programs to create a safe and effective workplace marked by mutual respect and tolerance

## Achievements

### *Incorporate principles of inclusion into all aspects of department operations*

- **Continued providing new employee diversity and inclusion training to new hires.** During 2008 and 2009, HR incorporated diversity and inclusion training modules into all new employee orientations. This included the screening of videos for appropriate training events and use with new employees. By establishing the County's commitment to diversity and inclusion upon start of employment, employees are properly educated on the composition of Snohomish County government and its citizens. Human Resources has also included a link to the Diversity Council web page on the new web-based on-boarding site.
- **Counseled employees involved in hiring processes.** HR employees engaged in the hiring processes both internally and with other County departments were counseled on effective questions and test elements aimed to recognize diversity and inclusion skills of applicants, such as working with team members from different cultures, working with English as a second language, and resolving conflicts along age, gender and cultural lines.
- **Participated in several recruitment/outreach events.** Human Resources coordinated a central booth at several events during 2008 and 2009, with departments participating for part of the day and a calendar of recruiter schedules posted at the booth. This new approach has proved to be both more efficient and more strategic. Two of these events specifically targeted diverse community groups. A third involved almost 3,000 students in middle and high school from our local school districts. The labor force is becoming increasingly diverse, and community outreach will be a necessity for us to remain competitive. By participating now, we are beginning to engage the community in a way that will lay the foundation to establish the County as a first-tier local employer with a commitment to diversity and inclusion.

### **Outplacement Services:**

Human Resources assisted employees facing layoff while paying particular attention to disparate impact on women and minorities. Human Resources re-activated our Outplacement Services Team, which involved partnerships with Workforce Services, SnoCope Credit Union, Sno-Isle Libraries, Wellspring Employee Assistance Program and the United Way. In addition to our labor partners, each of these entities contributed time, expertise and resources to assist our employees who were placed on economic layoff.

## Human Resources

### *Design programs to create a safe and effective workplace marked by mutual respect and tolerance*

- **Developed training materials using inclusion language.** Human Resources worked with wellness program vendors, Group Health and Regence, to ensure and require that all materials distributed to employees depict a diverse workplace. Inclusion principles were also applied when designing the web-based On-boarding program for perspective employees and new employees of Snohomish County. This conscious effort to reflect all groups represented in the County employee composition assists in showing Snohomish County to be a diversity-friendly employer.
- **Partnered with the Diversity Council for several events and research projects.** Human Resources participated on the Diversity Council in many ways this year, including research of affinity groups and mentoring programs, participation on the recruitment and selection subcommittee, partnership through the Global Day job booth, donation of materials and facilitators and staff assistance with the Diversity Art Fair.

Participation on the Diversity Council and in these events demonstrates Human Resources commitment to diversity and builds cultural competency. We have incorporated diversity into Human Resources events, such as the “Customs Around the World” contest at a recent holiday luncheon.

- **Use of the “Diversity Tool-Kit”:** Assisted the Snohomish County Diversity Council with its development of the diversity and inclusion recruitment and selection “Diversity Tool-Kit.” Implemented the Diversity Tool-Kit on the SharePoint Hiring Process for Supervisors and Managers. This resource serves as a guiding document for all County departments seeking to reach their goals for inclusion and diversity.
- **Expanded employee education:** During 2009, HR held several workplace related events, distributed handouts and facilitated ad-hoc training on communicating across differences to County departments upon request. During the year, all employees within HR participated in training on violence in the workplace. Employees are now aware and sensitive to how others may perceive their actions and are better educated on acceptable versus unacceptable workplace behavior.
- **Workplace harassment and workplace violence:** Human Resources worked with Risk Management in developing a Workplace Violence Prevention Safety and Health Procedure. This procedure was distributed to all Snohomish County employees on July 27, 2009. The policy is aimed at providing a safe and healthy work environment for all employees. In conjunction with the policy distribution, Human Resources

## Human Resources

assisted the Executive Office EEO Investigator with the coordination, registration, confirmation, scheduling and tracking of forty sessions of Workplace Harassment and Workplace Violence training. Nearly 1,800 employees attended the training.

- **Continued work on internal inclusion committee.** HR formed an internal inclusion committee, comprised of Senior HR Analysts and the HR Director. The committee's focus is to ensure increased diversity and inclusion within the department and includes participation for employees throughout the department on a topic-by-topic basis. This effort ensures that all employees have a stake in creating a safe work environment.
- **Continued partnership with employment of developmentally disabled persons.** Human Resources continued the partnership with Work Opportunities to manage and staff the work enclave program at Snohomish County, which employs developmentally disabled persons in County employment. Enclaves provide a structured and supported work environment and often provide employment opportunities for persons with developmental disabilities.

# Human Services

Director: Ken Stark

The mission of Snohomish County Human Services is to help all persons meet their basic needs, develop their potential and build community. Composed of eight divisions, Human Services facilitates programs that provide assistance to vulnerable populations within Snohomish County. Those include veterans assistance, weatherization for low-income households, an early childhood education program for low-income families and employment and community support programs for persons with developmental disabilities and their families.

## Objectives:

- Increase staff awareness of diverse cultures, modes of communication, and learning

## Achievements

### *Increase staff awareness of diverse cultures, modes of communication, and learning*

- **Held four events focused on inclusion and diversity related topics.** During 2008 and 2009, Human Services held four community and staff-related events focused on diversity and inclusion. Events included “Hidden Voices,” a panel forum intended to give a voice to underrepresented youth from diverse cultural backgrounds, “Connecting Youth to Resources,” a workshop attended by County staff and community members to bring additional awareness to youth issues, “A Model for Inclusion,” a presentation to the Snohomish County Diversity Council on the concept of inclusion and its evolving history in Snohomish County government and “Serving LGBT Elders,” a training sponsored by the Long Term Care and Aging Divisions at the Washington Association of Area Agencies on Aging Staff Development Conference.
- Facilitated roundtable discussions about providing services to people of diverse cultures. The department of Human Services worked extensively to increase awareness and communications about the importance of diversity and inclusion in Snohomish County. Examples of the Department’s efforts to reach out to the county’s increasingly diverse population in order to better serve those in need include:
  - Monthly staff meetings at WSU Extension include five to ten minutes for Cultural Opportunities, an opportunity to share current topics from the news, personal experiences or upcoming learning opportunities.
  - Representatives from WSU Extension met with Refugee and Immigrant Services NW and English Language Learners (ELL) students from Russia, Burundi and Somalia to learn more about the human services needs in these communities and how best to deliver educational services.
  - The Department’s Inclusion Committee meets monthly to discuss issues relating to our role in providing services to the community and educating our peers.
  - The Developmental Disabilities program hosted a Community Partnership Forum which focused on building inclusive, welcoming communities for individuals with developmental disabilities and their families, especially those who come from ethnically- and linguistically-diverse communities. Thirty community members and 11 Human Services staff discussed current inclusion efforts and

## Human Services

developed strategies to provide culturally competent support services and increase community inclusion of and participation by people with developmental disabilities.

- Developmental Disabilities and Early Childhood Education and Assistance Program staff partnered with community early intervention providers to facilitate a roundtable discussion at a Family and Interagency Coordinating Council meeting focused on providing early intervention services for families from diverse communities. Information from diverse families and agency staff was shared with providers about ways to provide early intervention services that welcome and include families from diverse ethnic, cultural and linguistic communities.

# Information Services

Director: Larry Calter

The Department of Information Services (DIS) provides technology development and support services vital for the efficient operation of Snohomish County government.

DIS is primarily an internal service organization with minimal direct contact with the public. Behind the scenes, DIS builds, supports and operates the County's technology infrastructure, a primary component of the delivery of public services.

## Objectives:

- Continue efforts to create a diversity-friendly workplace through inclusive activities and recruitment campaigns
- Create and maintain a work environment that facilitates the retention, continued training and promotion of employees from within

## Achievements

### *Continue efforts to create a diversity-friendly workplace through inclusive actions and employee recruitment campaigns*

- **Targeted employee recruitment.** In 2008 and 2009, DIS continued strategies utilized in 2007 that targeted employment and advertised outside of the traditional newspaper and Web-advertising base. The department continued expanded recruitment efforts with Web advertising on targeted technical sites, DiversityInc.com, publications, professional organizations and the HR Diversity Contact List. In 2010, we will continue utilizing colleges and universities and more culturally related publications and Web sites.
- **Continued providing vocational training for personnel with disabilities.** DIS continues to contract Work Opportunities, Inc., a nonprofit institution funded by federal and state grant in aid programs. We provide vocational training for a group of developmentally disabled men and women to do file prep for documents to be filmed or scanned. This has continued to be a very rewarding partnership for DIS. We have had enclaves in the Scanning Center and Records Center for approximately 20 years.

### *Create and maintain a work environment that facilitates the retention, continued training and promotion of employees from within*

- **Targeted training opportunities to facilitate employee retention, skill increase and internal promotion.** The department continues to provide targeted training opportunities to employees seeking to improve individual and work group expertise. This was a challenge in 2009 due to budget constraints, and the County as a whole experienced hiring freezes and a reduction in force. Despite the challenges, and with additional cost control measures, through a combination of in-house, vendor supplied and E-learning opportunities, several hundred professional development courses were completed by DIS staff.

These efforts will assist DIS in the continued development and maintenance of an organization that is diverse and representative of the community at large.

# Medical Examiner

Chief Medical Examiner: Norman Thiersch, M.D.

The primary purpose of the Snohomish County Medical Examiner's Office (MEO) is to determine the cause and manner of death which are of concern to the public's health, safety and welfare. The Medical Examiner is a physician and forensic pathologist authorized by state statute to investigate sudden, unexpected, violent, suspicious or unnatural deaths of persons who die within the geographical boundaries of Snohomish County.

## Objectives:

- Improve quality of service to increasingly diverse populations
- Increase diversity and inclusion within the work environment

## Achievements

### *Improve quality of service to increasingly diverse populations*

- **Cultural competency training.** In 2008, the MEO conducted cultural diversity training that concentrated on working with families of Tulalip Tribe members, tribal resources available to the MEO, and the concerns of tribal families about the autopsy process and procedures. This training has brought a heightened state of awareness that enables MEO staff to better anticipate the wishes and concerns of tribal members.
- **Translated materials into a commonly spoken foreign language.** MEO personnel produced a Spanish translation of the MEO brochure, which provides essential information about the Medical Examiner's Office, funeral home arrangements, death certificates, autopsy reports, and the personal effects of the deceased. This effort will improve communications with family members who speak Spanish as a first language.

### *Increase diversity and inclusion within the work environment*

- **MEO Equal Employment Opportunity (EEO) Plan.** The MEO adopted and implemented the 2008 MEO Equal Employment Opportunity (EEO) Plan for hiring and retaining a more diverse workforce.
- **Created a more diverse workforce that reflects the community we serve.** The MEO recruited and hired two qualified employees who increased the gender and race/ethnic diversity of the office.
- **Organizational and team training.** Training was continued in 2008 to maintain an inclusive work environment that values diversity, fosters creativity, and ensures the dignity, respect and worth of every employee and customer.

# Parks & Recreation

Director: Tom Teigen

The mission of Snohomish County Parks and Recreation Department is to provide safe, enjoyable, attractive parks with diverse programs and responsive services which enhance our quality of life and preserve the natural and recreational resources of Snohomish County.

The Parks and Recreation department creates, maintains, and improves Snohomish County parks. The administration office is located in Willis Tucker Community Park adjacent to the densely-populated residential communities of Silver Firs and Snohomish Cascade, three miles east of Mill Creek.

## Objectives:

- Utilize a broad variety of resources to recruit qualified job applicants who are reflective of Snohomish County demographics.
- Partner with agencies and organizations to enhance efforts to engage and employ persons with developmental disabilities

## Achievements

*Utilize a broad variety of resources to recruit qualified job applicants who are reflective of Snohomish County demographics*

- **Targeted job recruitment outreach program:** In 2008 and 2009, the department maintained an extensive outreach program to attract full-time, seasonal and temporary employees. Efforts included participation in four job fairs hosted by Washington state colleges, partnering with local schools and community groups to distribute seasonal job announcements and advertising through both traditional and non-traditional media sources including ColorsNW.com, DiversityWorking.com, Craigslist.com, Everett Herald, North Sound Diversity, Seattle Times, El Centro de la Raza, LatPro and Worksource.

The result of these efforts was a more diverse applicant pool for both seasonal and permanent positions and more representative of the Snohomish County community at large.

*Partner with agencies and organizations to enhance efforts to engage and employ persons with developmental disabilities*

- **Partnered with the Lake Stevens School District Transition Team.** The Parks Department partnered with the Lake Stevens School District Transition Team, and as a result special needs students have provided more than 205 volunteer hours to the department.

The Transition Team Program consists of special needs students from Lake Stevens High School. In our third year, this program provides real world work experience for students so that they can be better prepared to enter the workforce upon graduation from high school. The students' work experience with Snohomish County Park has been valuable to the students as well as to Snohomish County Parks. The students are assigned a multitude of job responsibilities. They include trail building and maintenance, grounds keeping, general cleaning and organizing, folding and counting brochures and fliers and labeling.

## Other Inclusion Practices

### Parks and Fair:

- **A Program Specialist and a Program Assistant were hired in April 2009 to develop and facilitate events at the Willis Tucker Community Center.** The program offered one monthly event, May through December, and experienced continuous growth in participation each month. Events included fishing at Twin Lakes Park, spin dance,

## Parks & Recreation

sock hop, summer picnic and movie night, fall festival, nature night, Western dance and December holiday dance. In addition to developing and facilitating specific programs, staff developed connections between various groups and agencies in support of the program's mission and goals.

### **Parks:**

- The Helping Hand Fund is available to help children attend summer camp who otherwise financially would not be able to participate. Two groups sponsored by the Thrasher's Corner Bar and Grill hold a golf tournament each summer to generate funds for this fund. The fund helps children attend summer camp who otherwise financially would not be able to participate. The tournament has contributed close to \$15,000 to the Helping Hand Fund over the last seven years.
- The Kids in the Kitchen Summer Youth Camp, co-sponsored by WSU Extension and Snohomish County Parks, provides a day camp that teaches nutrition and exercise for low- to mid-income youth.
- A lift to assist disabled swimmers into and out of the water has been installed at McCollum Park Pool.

### **Fair:**

- Inclusion of each guest, despite their abilities, is paramount at carnival rides, shows and venues that accommodate guests of all abilities.

# Planning & Development Services

Acting Director: Larry Adamson

The Department of Planning and Development Services (PDS) supports and facilitates growth as contained in the County comprehensive plan. Comprised of 8 divisions, PDS provides customer support for development-related questions, reviews land use and development applications, provides inspection services, assists with the development of County code and enforcement. In addition, PDS oversees the County Fire Marshal and Long Range Planning divisions.

## Objectives:

- Increase the diversity of employees through targeted outreach and recruitment of highly qualified job applicants
- Improve public access to Department services to those with physical disabilities and language barriers

## Achievements

### *Increase the diversity of employees through targeted outreach and recruitment of highly qualified job applicants*

- **During 2008 and 2009, county revenues dropped significantly.**  
As PDS is funded by permit and inspection revenue generated by its customers, this department saw a dramatic drop in permit applications, inspection requests and subsequently a major reduction in force. This has meant that the department has been unable to recruit from outside of the existing county employee base.

### *Improve public access to department services to those with physical disabilities and language barriers*

- **Language identification cards.** PDS has made language identification cards available at public contact counters in order to assist staff in identifying customers that speak languages other than English. Upon identification, staff can access an interpreter immediately through the Language Line Service, which interprets English to more than 150 languages. The service is provided at no cost to customers and facilitates better overall communication with staff.

# Public Works

Director: Steve Thomsen, P.E.

The largest department in Snohomish County government, Public Works (PW) has approximately 650 positions. Most of the department's work is performed in unincorporated areas, but some projects are done cooperatively with individual cities and agencies. The department is divided into seven divisions.

The department of Public Works is responsible for the development and maintenance of the transportation system, the control and management of surface water quantity and quality, and the disposal of solid waste generated within all of Snohomish County.

## Objectives:

- Promote inclusion throughout division operations
- Actively increase the diversity of qualified job applicants through expanded recruitment practices
- Improve public access to intersections in Snohomish County

## Achievements

### *Promote inclusion throughout division operations*

- **Continued adherence to the departments Title VI Compliance Plan:** In 2009, Public Works continued to demonstrate compliance with the Title VI of the Civil Rights Act of 1964, which is a condition of receipt for federal transportation funds. The Title VI plans sets forth a policy of nondiscrimination that applies to five department program areas, including Communications and Public Involvement; Planning and Programming; Environmental Affairs; Consultant Contracts; and Education and Training. Required plan elements are detailed below in the Consultant and Construction contracting section.

- **Participated in Community Mentoring Programs.** In 2008 and 2009, Public Works Engineering Services staff organized and participated in community mentoring programs and local colleges. Engineering Services staff organized a North Puget Sound Community College Engineering Mentor Night with Edmonds Community College. In 2008, the event was held at Edmonds Community College and reached more than 50 high school and community college students interested in engineering related careers. More than 30 engineers from 16 disciplines and 20 agencies and companies were represented.

In 2009, a mentoring night was held at the University of Washington Bothell campus and was successful in reaching more than 130 high school and community college students thanks to the participation of more than 45 engineers from 18 disciplines and representing more than 30 companies and agencies.

- **PDS—DPW Employee Loan Program.** In mid-2008, Public Works and Planning & Development Services embarked on an employee loan program designed to address funding shortfalls in PDS while providing labor resources needed to deliver the expanding work programs within Public Works divisions. More than 25 employees were loaned to DPW, allowing opportunities for cross-departmental job training while preserving trained county employees until the economy rebounds.
- **Continued providing support to and actively participated in the Diversity Council.** Several Public Works employees continued their membership on the County's Diversity Council including participation in planning activities for the annual Global Day event held on campus.
- **Construction Contracts:** In addition to meeting requirements for federally funded transportation projects and Washington State Department of Transportation goals for Disadvantaged Business

## Public Works

Enterprise participation and training hours, Public Works applies local requirements for apprenticeship utilization. For issued contracts of more than \$1 million, contractors completing County projects are required to submit monthly apprenticeship utilization reports. Through apprenticeship programs such as Snohomish County, workers receive entry-level training opportunities that can lead to employment in high-wage trades.

- **Professional services/consultant contracts:** Public Works follows the Washington State Department of Transportation Local Agency Guidelines (LAG) for Consultant Use in the administration of all on-call consultant and project-specific consultant agreements. The department utilizes a master agreement for on-call consultant contracts, which includes non-discrimination provisions for consultants and their sub-consultants.
- **Department coordination on tribal concerns:** Various divisions within Public Works coordinate studies, projects, and standing committee activities in areas of mutual interest with local Native American tribes, including the Tulalip and Stillaguamish Tribes. This coordination facilitates a shared understanding and respect.

### *Actively increase the diversity of qualified job applicants through expanded recruitment practices*

- **Implemented a department-wide Equal Employment Opportunity (EEO) Policy.** Public Works implemented an EEO policy in 2008 to achieve a work force that more closely mirrors the available labor pool. Part of this policy was to identify underrepresented groups and to promote a more diverse work force through broader recruitment efforts.

In addition to implementation of the EEO Policy, Public Works continued to ensure staff interview panels represented the diversity of the County at large and utilized the County's Diversity Tool Kit to train interview panel participants.

- **Actively participated in Job Fairs throughout the region in order to attract a larger, more diverse pool of job applicants.** In 2008 and 2009 Public Works participated in several job fairs with the goal of attracting a larger, more diverse pool of job applicants. Events included the U.W. Women in Science and Engineering Conference, University of Washington Career Fair, Diversity Employment Day Career Fair, Multi-Cultural Job Fair at Edmonds Community College and What About Tomorrow College and Career Fair. In addition, Public Works hosted a hiring event for seasonal road maintenance workers at Penny Creek Elementary School in Everett.
- **Continued to broaden employee recruitment efforts.** In addition to advertising employment opportunities in traditional publications and Web sites, Public Works targeted publications and Web sites marketed to diverse populations. The goal was to achieve an applicant pool which

## Public Works

more closely mirrors the labor force and includes under-represented workers. Employment opportunities on both online and print advertisements included Blackeoejournal.com, Hispanic-jobs.com, asian-jobs.com, diversityjobs.com, nativeamericanjobs.com, colorsnwcareers.com, minorityhiring.net, elmundonews.com, gayjob.biz and Women in Natural Resources.

- **Continued expansion of engineering outreach.** In 2008 and 2009, Public Works continued outreach efforts to increase awareness of the department's functions and opportunities. These efforts included:
  - Engineering Services participated with the American Public Works Association (APWA), the Society of Manufacturing Engineers (SME), and the society of Women Engineers (SWE) in sponsoring a booth at the KING 5 TV Healthy Living Expo at the QWEST Field Events Center in Seattle.
  - Engineering Services expanded its outreach by participating in a career day at Penny Creek Elementary School, with a demonstration of pervious concrete.
  - The Engineering Services Design Section, Bridge Group participated in the Science Olympiad at Everett CC
  - Public Works volunteered speakers for the Puget Sound Engineering Council (PSEC) high school speaker's bureau. Engineering Services gave a presentation to the Burien Technical Skills Center of the Highline School District in Seattle.
  - Surface Water Management's Youth and Parent Education Program reached 580 parents/teachers and 2,300 students in 2008. At the last school visited by SWM educators, 20.5% of the students were "Transitional Bilingual", with over 40 languages represented.
- **Continued outreach to students through internships.** As part of the department's continued efforts to assist with cultivating the next generation of critical Public Works employee's, Public Works participated in the following:
  - Public Works-Design advertised paid internships to students at the University of Washington, Washington State University and Seattle University and hired a student from Washington State to work for the summer.
  - Engineering Services Design Section sponsored a student team from Seattle University to work on a Snohomish County LID project in 2008-2009. The 2007-2008 SU Team won a cash award for best student project from American Society of Civil Engineers (ASCE) for the mock plans, specifications, and cost estimate for the Swamp Creek Bridge #546.

## Public Works

— Fleet Management is working on a partnership with Skagit Valley College's Automotive Technology Department to place graduate interns in the Automotive Mechanic, Diesel Mechanic, and Automotive Supply fields.

- **Employee involvement in community services:** Engineering Services (ES) Director Art Louie volunteers on the Advisory Board for the TEC School at Highline High School. This type of outreach strengthens connections with the education community and provides a means to communicate Snohomish County's value as an employer.
- **Public Works Awareness Outreach:** Engineering Services participated with the American Public Works Association (APWA) and sponsored a booth at the Engineering Fair at the Boeing Museum of Flight. Engineering Services volunteered speakers for the Puget Sound Engineering council (PSEC) high school speaker's bureau. Engineering Services Design Section sponsored a student team from Seattle University to work on a Snohomish County LID project in 2009-2010.
- **Employee Involvement in Community Services:** TES staff served on Advisory Board for the National Institute of Advance Transportation Technology at the University of Idaho. Jim Bloodgood, TES Manager, served as President/Vice President of Washington Section of the Institute of Transportation Engineers. This type of outreach strengthens connections with the education community and provides a means to communicate Snohomish County's value as an employer.

### *Improve Public Access to Intersections*

- **Improving ADA access at Snohomish County Intersections:** The TES Division of Public Works has meet with advocacy groups to improve ADA accommodations at county intersections. Plans are in place to reconstruct curbs to conform to current ADA requirements, retrofit vibro/tactile pedestrian push buttons and to locate pedestrian push buttons closer to pedestrian ramps.