



Snohomish County

INCLUSION REPORT

May 2008



**Snohomish County
Executive Office**

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County Executive

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Dear Fellow Snohomish County Resident:

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

In early 2007, I instructed each county executive department to identify clear objectives for increasing the inclusiveness and diversity of their departments. 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.

This report embodies the significant achievements made by County departments. Some of the efforts throughout the County include the completion and execution of Equal Employment Opportunity Plans (EEO) for each department, the creation of a "Diversity Tool-Kit," and the use of a multi-language phone line.

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

Over 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 non-profit 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 non-Hispanic white. Additionally, the percentage of older, non-work 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.

These changes present both a challenge and opportunity. The challenge lies in recruiting skilled workers to fill positions left vacant by a smaller workforce due to aging. Opportunity lies in the chance to pursue creative strategies to attract and recruit the most qualified employees from increasingly diverse backgrounds. The result will be an employee base that is further representative of the community we serve.

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

Sincerely,

Aaron Reardon
County Executive

Table of Contents

Diversity Council	1
Airport.....	3
Corrections	5
Emergency Management.....	8
Facilities Management.....	9
Finance.....	10
Human Resources	11
Human Services	13
Information Services.....	15
Medical Examiner	17
Parks & Recreation	18
Planning & Development Services	19
Public Works	20

Diversity Council

As part of Snohomish County's commitment to diversity, the Snohomish County Diversity Council was established in 1994 and continues today as an advisory body to the Snohomish County Executive. The volunteer employee members of the Diversity Council sponsor a variety of educational events, conduct research and make proposals to the County Executive on diversity-related programs the County can undertake to advance the concepts of diversity and inclusion at Snohomish County.

Diversity Council Members:

Ben Young, Chair
Kari Amundson
Nona Anderson
Janine Bombach
LaKasha Braggs
Reginald Doctor
Michael Held
Annie Loucks
Roger Moller
Laurie Ornelaz
Ute Padilla
Linda Rhoades
Carolyn Sanden
Lisa Scalf
Charles Sloane
Patricia Szekely
Monica Summerset
Beth Taylor
Mary Tyree
Kathryn Watanabe
Cecilia Wilson
Joan Wimett

Achievements

- **Diversity Art Exhibit:** Last fall the Diversity Council held its first Diversity Art Exhibit featuring art work by County employees that expressed their vision of diversity. Photos of the art work were made into posters which were offered to County departments for display in their work areas to encourage thought about diversity.
- **Presented at a national diversity leadership conference:** The Diversity Council sent a delegation of its members to give a presentation on "Diversity Leadership: Modeling Systemic Change" at the 2007 national Workshop on Research, Best Practices, Models and Strategies for Impacting Systemic Diversity Leadership conference sponsored by the Change Agent States for Diversity and Engagement. The presentation focused on diversity at Snohomish County and the accomplishments of the Snohomish County Diversity Council in influencing change in the workplace.
- **Completed research and proposed an employee study circle program:** The Diversity Council recently prepared a proposal for a pilot program to provide study circles to employees. Study circles are utilized to create change (organizational, social, personal and policy) through bringing people of diverse backgrounds together in a facilitated program to listen and share with each other practical ideas to address inequities. The discussions resulted in action plans to implement identified goals and outcomes.
- **The Diversity Tool-Kit:** The Diversity Council submitted to the County Executive a "Diversity Tool-Kit" it produced to assist hiring officials in recruiting more diverse applicant pools for positions they are filling. The "Diversity Tool-Kit" has been distributed to departments by the Executive and is available on the County internal Web site.

The "Diversity Tool-Kit" has two major components. The first is the "Diversity Recruiting Guidelines" that offers advice and techniques for the most successful recruitments as well as specific advice and techniques to conduct recruitments that increase the diversity of candidates in the applicant pool. This section is index-driven, i.e. topics in the index serve as links to specific areas in the text of the document so hiring officials can go directly to the topics of most interest.

The second major component of the "Diversity Tool-Kit" is the "Candidate Sourcing Guide." The "Candidate Sourcing Guide" provides a list with contact information of publications, Web sites and

Diversity Council

organizations that target various diverse affinity groups with job announcements. This allows hiring officials to focus their recruitments to reach audiences that have traditionally been under-represented.

- **Native American Heritage Celebration:** The Diversity Council planned and executed the third annual Native American Heritage Celebration to expose County employees and members of the public to the rich traditions of Native American Heritage. The celebration included a number of performances by singers, flute players, drummers and story tellers in the Amphitheater of the Plaza. There were booths with educational and informational materials and representatives from various organizations that serve the Native American Community, as well as arts and crafts vendors displaying their products for employees and the public.
- **Affinity groups:** Diversity Council members began research in preparation for making a recommendation to the Executive on issues such as the formation and support of affinity groups; supporting the development of a mentoring program tied into the affinity groups; and supported employment.

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, 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:** Through local and national recruitment efforts, open positions were filled by qualified applicants with diverse ethnic and gender backgrounds. This advances the goal of increasing the diversity of Airport staff that is more representative of the residents of Snohomish County. The Airport will continue to use best recruitment practices to ensure applicant lists represent the full spectrum of the 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:** In 2007, the Airport actively supported a broad range of programs that involved Airport and County staff, Airport tenants and the community at large. These activities increase awareness of the existence and activities of the Airport while reaching a broad spectrum of the Snohomish County community at large. By reaching out to the community the Airport increases public awareness of the department. Events and activities included:
 - a. **Annual General Aviation Day:** The Airport hosted its annual aviation-centered event for the community at-large—featuring educational and nonprofit agency booths, and free flights for children. This free event attracts both children and adults.
 - b. **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.
 - c. **Paine Field Happenings Newsletter:** Mailed to more than 1,000 tenants and community members.
 - d. **Narbeck Wetlands Park:** Earth Day, Earth Corps tours and local school tours.
 - e. **Science of Flight/Aviation Academy:** Provides aviation education to teachers and students.

Airport

Objectives (cont.)

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

Expand Future of Flight community outreach by targeting international visitors and utilizing interns with international backgrounds

- **Expanded Future of Flight Community Outreach:** The Future of Flight represents a dynamic public/private/nonprofit partnership. 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 175,000 U.S. and international visitors. Campaigns during 2007 included marketing concentrated at Chinese and European tourists. In addition, the Foundation was able to benefit from the assistance of two interns with Asian heritage, who were tasked with aiding tourists during their visits to the Future of Flight and enhancing the overall experience.

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 within the aviation community. Past posters have featured women, African-American, Hispanic, and Native American people of aviation history and reflect the important role of diversity in our heritage. Posters are provided to all County departments for display. The May 2007 Aviation poster featured Asian Pacific Americans in Aviation History. While not a direct recruiting tool, these posters highlight the broad range of figures that have played important roles in aviation history.

Corrections

Director: Steve Thompson

A nationally recognized organization, the Department of Corrections (DOC) supports criminal justice and human-service agencies' efforts to maintain a safe, vibrant and economically healthy environment.

The DOC contributes to public safety by operating humane, safe and secure detention facilities and community corrections programs in an innovative and cost-effective manner.

Objectives:

- Continue efforts to attract highly qualified applicants and diversity of Department employees
- Expand the ability of DOC to communicate with non-English speaking inmates and members of the public

Achievements

Continue efforts to attract highly qualified applicants and diversity of Department employees

- **DOC staff were recognized regionally for recruitment and retention efforts as well as inmate programs:** DOC Training and Administration staff were invited to present at the 2007 Washington State Jail Association Conference in Vancouver. Staff made presentations on "Recruiting Strategies for the Multi-Generational Workforce," and "Training Strategies for the Multi-Generational Workforce." Snohomish County Corrections was recognized for their efforts and program success.
- **Modified job applicant test process:** The job applicant test process was reviewed and modified using diversity guidelines to ensure a standardized, non-discriminatory process.
- **Established specialized employee recruitment team:** A recruitment team dedicated to expanding the job applicant pool was established within the department. The team targets resources to attract qualified job applicants who reflect the County's diversity.
- **Utilized non-traditional networks to identify potential job applicants:** DOC staff conducted extensive outreach to underrepresented populations through attendance and recruiting booth presentations at various diversity fairs and events. Efforts included attendance and booth placement at Women Behind the Badge, Women Veterans, Seattle Diversity Fair, Lynnwood Diversity Fair, Nubian Jam, Tribal Days and the Snohomish County Native American Heritage Celebration.
- **Placed recruitment advertisements in non-traditional publications:** Both online and print advertisements were placed in Colors Northwest and La Raza. DOC received coverage in a June 2006 edition of La Raza newspaper, highlighting employment opportunities and recruitment efforts of the department.
- **Increased the diversity of DOC staff:** Analysis of the uniformed staff job classes demonstrates that the number of staff of color more than doubled between February 2004 and September 2006, from 15 to 33 staff. The increase has continued and as the EEO statistics provided for May 2007 indicate there are now 48 people of color in the department.

Corrections

- **Identified bilingual staff and began financial incentive program for offering services:** Through new bargaining unit contracts, support staff that have a demonstrated ability to speak one of the most prevalent foreign languages in Snohomish County (Russian, Vietnamese and Spanish) are now offered the opportunity to earn an additional stipend. Staff members who volunteer to assist with translation and the communication needs of DOC visitors and inmates are eligible to receive a monetary stipend in addition to wages.

Expand the ability of DOC to communicate with non-English speaking inmates and members of the public

- **Distributed informational materials printed in foreign languages:** In an effort to facilitate better communication with non-English speaking inmates and members of the public, the department provided informational materials and telephone information in the four most prevalent languages spoken in Snohomish County – English, Russian, Vietnamese and Spanish. Materials included the New Inmate Handbook, Victim Information and Notification Everyday (VINE) and telephone information.
- **Continued subscription to third-party language line:** DOC continued subscription to the AT&T language line service. The service is an invaluable resource that removes language barriers and facilitates communication by providing access to translators in more than 140 languages, 24 hours per day.

Other Inclusion Practices

DOC has implemented the following programs aimed at respecting religious beliefs, gender differences and special needs populations within the corrections system:

- **Dietary exceptions:** The department provides special diets to inmates who practice dietary laws for established religious purposes.
- **Gender-specific programming:** Gender-specific programs including a women's transition program are offered to address the unique needs and challenges of female inmates. This includes the option of deferring release until daylight hours to facilitate transportation and access to transitional services.
- **Recognizing special needs populations:** Members of special needs populations are provided with the option of deferring release until daylight hours in order to facilitate transportation and access to transitional services.

Corrections

- **Facilitating communication for visitors and inmates with hearing disabilities:** Continued use of hearing and listening devices for visitors and inmates originally implemented in 2006. Visitors and inmates utilize the devices in order to participate in video visitations.

During 2007, the DOC, through its management team, also continued implementation of the following efforts:

- Included training on EEO issues such as sexual harassment and the department's EEO plan as part of its orientation program for all new employees.
- Conducted continuous review of new hire, promotional, and special assignment opportunities for employees to ensure that the process occurs in a nondiscriminatory manner.
- Tracked disciplinary actions to ensure that such actions are taken in a non-discriminatory manner.

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

Increase the diversity of qualified job applicants

- **Created and implemented a new employee recruitment strategy based on Diversity Tool-kit recruitment guidelines:** In 2007, DEM worked with Snohomish County's Equal Employment Opportunity (EEO) office and the department of Human Resources to create and implement a new recruitment strategy based on the principles of inclusion.
- **Posted job announcements in publications that reach diverse populations:** When recruiting for the position of Deputy Director, the department targeted groups traditionally underrepresented in the emergency management field. This was accomplished by placing job advertisements in publications and on websites such as Everett Herald, the Seattle Times, Diversity Web, the National Urban League, Professional Women of Color Network, the Washington State Diversity Network, and via local tribal employment venues.

Placements were in addition to notification through nationally respected emergency management organizations such as International Association of Emergency Managers and the Washington State Emergency Management Association. As a result of this strategy, DEM received inquiries and resumes from a far greater array of applicants than has been previously experienced when posting job announcements.

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

- **Developed a language cadre to communicate emergency information to non-English speaking residents:** In 2007, DEM improved preparation of non-English speaking citizens for disasters. The department created a language cadre, comprised of several multi-lingual individuals. During the summer of 2007, the department utilized the language cadre by translating extreme heat warnings into Spanish, Vietnamese, Russian, Bosnian, Korean and Arabic. These efforts assisted the county in the successful notification of non-English speaking and vulnerable members of community during extreme weather conditions.
- **Integrated the Snohomish County Refugee Center into the Emergency Operations Center:** During certain emergency activations the Snohomish County Refugee Center has been integrated in County emergency operations. DEM now has the ability to reach non-English speaking residents in more than twelve languages.

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 publications:** In addition to advertising employment opportunities in traditional publications and websites, Facilities targeted publications and websites marketed to diverse populations. Placements included Colors Northwest, Diversity Inc., Careerwomen.com and Northwest Asian Weekly. The efforts have been successful, with the department observing an increase in employment applications from diverse job seekers.

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

- **Implemented 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 notification of Request for Qualifications and Request for Proposals to minority and woman-owned businesses through mail and electronic mail. This outreach was in addition to the department's usual course of public advertising and web page announcements of contract bid opportunities.

As a result, the department was able to send notice on 81 different competitive contracting opportunities with 336 notices sent directly to state certified minority and woman-owned firms. Nearly one in three businesses responded to the notices and 23 contracts were awarded to minority and woman-owned businesses. The awarded contracts are indicative of the positive impact of reaching out to these businesses.

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:

- Provide all Finance staff training relevant to inclusion principles
- Implement a standard recruiting and retention strategy that is fully inclusive

Achievements

Provide all Finance staff training relevant to inclusion principles

- **Department-wide inclusion training:** In August 2007, the Finance department held a department convocation featuring a presentation by a temporary staff member who performed many of the services that will be assigned to Snohomish County's Inclusion Manager. The presentation and subsequent department discussion focused on "what inclusion is and why it is important to all of us."

Implement a standard recruiting and retention strategy that is fully inclusive

- **Targeted employment outreach to underrepresented groups:** Prior to 2007, Finance had an existing protocol for advertising open full-time equivalent (FTE) positions in diverse publications. In 2007, the department continued to emphasize reaching out to diverse populations in both recruitment and interview processes. In addition, the department regularly discusses diversity in the workforce with its managers. Keeping a continued focus on ensuring recruitment activities are consistently based upon and practicing diversity principles.

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

- **New employee diversity and inclusion training:** HR incorporated diversity and inclusion training modules into all new employee orientations and began screening videos appropriate for 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.
- **Recruited diverse candidates for employment:** HR used the Diversity Council's "Diversity Tool Kit" when recruiting for open positions within the department. The result was increased diversity within the job candidate pool. For example, one position's top four out of five finalists were ethnic minorities.
- **Created training materials using inclusion language:** Worked with a wellness program vendor, Health Fitness Corporation, to ensure and require that all materials distributed to employees depict a diverse workplace. Applied inclusion principles to all training materials created and or edited by the department. This conscious effort to reflect all groups represented in County employment assists in showing Snohomish County to be a diversity-friendly employer.
- **Counseled employees involved in hiring processes:** HR employees engaged in the hiring processes 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.

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

- **Creation 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." This resource serves as the guiding document for all County departments seeking to reach their goals for inclusion and diversity.
- **Expanded employee education:** During 2007, HR held several workplace-related events, distributed handouts and facilitated ad-hoc

Human Resources

training on communicating across differences to County departments upon request. During the course of the year all employees within HR participated in training on sexual harassment and violence in the workplace. Employees are now more aware and sensitive to how others may perceive their actions and better educated on acceptable versus unacceptable workplace behavior.

- **Development of 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 tactic ensures that all employees have a stake in creating a safe work environment.
- **Facilitated veteran job placement:** Assisted Public Works, Road Maintenance and Human Services through the Veterans' Administration to place veterans in summer-related extra help openings.
- **Continued partnership with employment of developmentally disabled persons:** Partnered 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

Interim Director: Cindy Hart

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 the diversity of department staff
- Break down barriers to providing service
- Improve access to services

Achievements

Increase the diversity of department staff

- **Expanded size and diversity of job candidate pool:** Human Services (HS) used a targeted approach to reaching the greatest number of qualified job applicants. All job postings were forwarded to more than a dozen agencies. These included state and local colleges and universities, faith-based organizations, WorkSource centers, South Everett Neighborhood/Familias Unidas, Seattle Aging and Disabilities Services, and Refugee Forum-Refugee Federation Service. In addition, HS used the Diversity Council's "Candidate Sourcing Guide" to achieve additional exposure. HS encourages staff to be as diverse as its clients who speak 21 different languages. Eleven case managers, one administrative assistant, and one case management aide are bilingual. Together they speak nine different languages.
- **The interviewing process:** Human Services interviews for open positions include a question to target how a candidate responds to diversity in the workplace. Interviewing committees were populated to include diverse backgrounds with inclusion in mind. The HS goal is to improve communication capability and general understanding of cultural requirements.
- **Cultural and Diversity event participation within the County included:**
 - Chicano Civil Rights Event at Everett Community College
 - Martin Luther King Jr. Celebration Events
 - Students of Color Career Fair at ECC
 - Department's Family Heritage Week
 - Department's Family Heritage Potluck
 - Department supervisor meetings on language, culture, poverty, age, ADA issues
 - Promotion of Black History Month
 - Promotion of Tips for Interviewing for Diversity
 - Division support of Multicultural Fair (Lynnwood)
 - National Diversity Conference
 - Pacific American Festival (Navy Base)
 - Native American Diversity Fair (Snohomish County Campus)

Human Services

Break Down Barriers to Providing Service

- **Provided professional development training for employees:** HS maintained an active internal inclusion committee which worked to promote inclusion throughout the department. In 2007, this committee sponsored three training sessions for department employees focused on Asian Pacific American and Native American issues. The trainings were “Mental Health Issues in Asian Pacific American Communities,” “Mental Health in Native American Communities,” and “Broken Treaties, Broken Promises, Broken Hearts, Generational Trauma for the American Indian.”
- **Memo to Advisory Board Members, July 17, 2007:** The Human Services director sent a memo to all advisory board members extending the opportunity for each advisory board, commission and committee to participate in a brief diversity and inclusion training program provided by the department’s inclusion committee. The purpose of the training was for each participant to be culturally competent and be able to share perspectives, approaches and insights. This training was developed by the department’s inclusion committee and became part of the new employee and board member orientation. The result of the training is that HS staff are better equipped to handle mental health issues within the population the department serves.

Improve Access to Services

- **Internal department support for disabled staff and clients:**
We received clients with physical disabilities throughout the year making minor adjustments to equipment as needed for clients and staff.
- **Provide access to services for non-English speaking or reading clients:** Client oriented displays in multiple languages were updated and made available in the lower lobby of Administration East Building. This material was also distributed through WSU Extension, Family Resource Centers, Senior Centers, and Early Childhood Education and Assistance Program (ECEAP). Memos and communication to non-English speaking clients were provided by our multi-lingual staff, or by the department’s interpreter service.
- **Training to diverse communities on obtaining services:** Case management and energy assistance service training was provided to groups of clients in their native languages throughout the year.

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

- **Equal Employment Opportunity Plan:** DIS initiated work within the Snohomish County Equal Employment Opportunity Office to establish benchmarks that assist the department in its recruitment efforts, as well as completed a draft Equal Employment Opportunity Implementation Plan. The plan will facilitate best practices for increasing the diversity of the department through recruiting and candidate selection processes.
- **Targeted Employee Recruitment:** In 2007, DIS initiated recruitment strategies that targeted employment advertisements outside of the traditional recruitment bases of local newspapers and web advertising on technical web sites. Expanded recruiting included ad placement on sites such as DiversityInc.com, and utilization of the Diversity Tool-Kit Diversity Contact List. These efforts have resulted in increased diversity within the DIS job applicant pool.
- **Provided vocational training for persons with disabilities:** Through a contractual agreement with Work Opportunities, Inc., a non-profit institution, DIS provided vocational training for a group of developmentally disabled men and women. The program is made possible for Work Opportunities, Inc. by funding obtained through federal and state grants. Men and women participating in the program are provided vocational training to prepare document files to be filmed or scanned into electronic format. The program has proved rewarding not only for those individuals participating and gaining valuable job skills, but also for the employees of DIS who train and work with the program participants. Enclaves have been an integral part of DIS for approximately twenty years.

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

- **Completed job study:** In 2007, a job study was completed that resulted in new job descriptions and finalized career path plans for positions within the department. The new job descriptions incorporate both consistent job levels (expectations, responsibilities, etc.), and consistent job family and specialty language, to clarify and promote employee growth. These clarifications will help existing staff improve their skills and provide clear benchmarks and a path for advancement within the department. In addition, when implemented these changes will assist the department to be competitive in the attraction and retention of new employees.

Information Services

- **Targeted training opportunities to facilitate employee retention, skill increase and internal promotion:** The department provided targeted training opportunities to employees seeking to improve individual and work group expertise. Classes and seminars attended range from courses designed to improve efficiencies and interpersonal skills to highly specific technical curriculums. Through the utilization of a combination of in-house, vendor supplied, e-learning, association memberships, and education reimbursements DIS has seen demonstrable program success. This is evidenced by the professional and individual growth seen in employees who have successfully completed seminars and coursework.

In 2007, nine internal candidates competed successfully for promotional vacancies within the department, including four candidates who were originally employed as non-seasonal temporary employees. The success of these programs will assist DIS in future employee recruitment and retentions. Through these achievements, DIS is actively demonstrating its commitment to existing employees through supporting job-related training. Over time these efforts will aid 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 2007, the Medical Examiner's Office held cultural competency training for its employees, subject topic "Death and Dying from a Muslim Perspective." MEO staff was educated about the diversity of the Muslim population in the United States, with countries of origin including South and Central Asia, Middle Eastern countries, East Europe, Africa and the United States.

Learning about the principles of Islam and about the similarities and differences between Muslims and other religious groups and cultures improved the ability of MEO personnel to interact effectively and respectfully with Muslim family members and witnesses of the death.

Importantly, this new knowledge has heightened awareness of religious sensitivities and thus enables MEO staff to better understand and anticipate the wishes and concerns of Muslim family members when we must explain the legal requirement for the death investigation and autopsy.

Increase diversity and inclusion within the work environment

- **Organizational development and team training:** The MEO conducted an organizational development and team training to improve communication and conflict management skills for all employees, in addition to the implementation of anti-bullying training.

As a product of this training, the workgroup developed a team agreement which focuses on conflict reduction, respect, accountability and continuous improvement. The training and team agreement have facilitated the creation of a more inclusive, respectful and healthy work environment for employees.

Moving forward, these learned and agreed upon behaviors will be nurtured, rewarded and enforced. Should any workplace behaviors that are divisive or devaluing be observed, the employee behavior will be corrected immediately. Conversely, behaviors that support dignity, respect and value for every employee, build collaboration, and improve work productivity and quality will be recognized and encouraged.

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

Achievements

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

- **Targeted job recruitment outreach program:** The department maintains an extensive outreach program to attract full-time, seasonal and temporary employees. During 2007, Parks and Recreation hired 385 employees for the Evergreen State Fair, 53 seasonal employees, and filled several full-time positions.

Evergreen State Fair and contract employee jobs were advertised through the Everett Herald, Immigration and Refugee Forum, AARP Work Search Class, Monroe Shelter for Women, Edmonds and Everett Community Colleges, Monroe, Snohomish and Lynnwood High Schools, Boys and Girls Clubs of Monroe and Sultan, Center for Career Alternatives, Snohomish County Health District, Monroe Shelter for Women, Cocoon House, Hal Moe Swimming Pool and Lynnwood Work Source.

Other employment opportunities were advertised through the National Recreation and Parks Association, various churches, Snohomish County Senior Centers, Washington State Criminal Justice Training Commission, Monster.com, Craigslist.com, ColorsNW.com, local radio stations and colleges nationwide.

Other Inclusion Practices

Parks and Fair:

- The Helping Hand Fund is available to help children attend summer camp who otherwise financially would not be able to participate. Two groups hold a golf tournament each summer to generate funds for the organization.
- The Kids in the Kitchen Summer Youth Camp, co-sponsored by WSU Extension and Snohomish County Parks, provides a day camp teaching nutrition and exercise for low to mid income youth.
- A lift to assist disabled swimmers into and out of the water is 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

Director: Craig Ladiser

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

- **Expanded outreach to attract increasingly diverse job applicants:** PDS actively sought to increase the diversity of its staff through advertising in Colors NW magazine, and attending job fairs hosted by Everett Community College.

The department held three citizen panels for the purpose of evaluating job applicants. This unique approach allowed citizens at large an active role in the hiring process of the department. Panels consisted of three to four County employees and one citizen of Snohomish County.

Improve public access to Department services to those with physical disabilities and language barriers

- **Increased accessibility of department services by the introduction of online service options:** PDS moved forward with the implementation of online permit and information services. Upon full implementation citizens will have the ability to request information and receive permits without making physical visits to County offices. This will increase the service level to those with mobility and transportation difficulties.
- **Provided translation services during inspections:** PDS provides inspection services to non-English speaking citizens through the internet or telephone using an Interactive Voice Response and Recognition system. This system improves the communication levels between the inspectors and residents.

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

Achievements

Promote inclusion throughout division operations

- **Completion of Title VI Compliance Plan:** In early 2007, Public Works prepared a plan to demonstrate compliance with Title VI of the Civil Rights Act of 1964, which is a condition of receipt for federal transportation funds. The Snohomish County Council approved Ordinance 07-011, allowing the County Executive to administer the plan, signed on March 2, 2007. The Title VI plan 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.
- **Construction contracts:** In addition to meeting requirements for federally funded transportation projects, and Washington State Department of Transportation goals for Disadvantaged Business 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's, 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.
- **Equal Opportunity Employment Plan:** In 2007, Public Works completed its Equal Opportunity Employment Plan. The plan outlines areas for improvement, and actions to be taken by the department to continue the development of a qualified workforce that more closely mirrors the labor force availability.
- **Participated in inclusion and diversity recruitment related seminars:** In 2007, Engineering Services staff participated in several Women in Transportation Seminars (WTS). In addition, Surface Water Management staff attended the "Reaching Multicultural Audiences Workshop," hosted by Leadership and Assistance in Science Education Reform in April.

Public Works

- **Cross-division 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

- **Broadened employee recruitment efforts:** The department expanded its outreach to underrepresented job applicant pools by utilizing the resources provided in the Snohomish County Diversity Tool-Kit in addition to traditional publications.
- **Expanded engineering outreach:** Public Works has convened a team to provide directed outreach to encourage women and minorities to apply for engineering positions. Traditionally, women and minorities have been under represented in the public works engineering field. By making a targeted effort to reach to these groups, the department is demonstrating its commitment to expanding the diversity of its workforce.
- **Student outreach through internships:** Public Works advertised paid internships to students at the University of Washington, Washington State University and Seattle University. In addition, the Engineering Services division sponsored a student team from Seattle University to work on a Snohomish County project. The internship provided valuable experience for the student team members and better access to future potential employees for the department.
- **Employee involvement in community service:** Engineering Services (ES) Director Art Louie volunteered to sit on the Board of Directors for Highline School District. This type of outreach strengthens connections with the educational community and provides a means to communicate Snohomish County's values as an employer. In addition, ES sponsored two students and their Assistant Principal to attend the American Public Works Association (APWA) Spring Conference in Everett.