

Washington in the Making™ 2040

A vision and plan for Washington's economy made for and by Washingtonians



On the cover. Katie Pype is a controls engineer at AST in Tacoma, helping to provide products for the pharmaceutical and biotechnology industries. “Manufacturing is a blend of options,” Katie says. “You can be blue- or white-collar, on the floor or in the office. People don’t understand how high-tech manufacturing is getting.” Washington residents’ top economic priorities include investing in industries like manufacturing that create family-wage jobs.

A plan for opportunity and prosperity

Washington in the Making 2040 envisions a vibrant Washington state that offers opportunity for every person and prosperity in every region. This plan reflects the experiences, priorities, challenges and hopes of thousands of Washingtonians who helped inform it — including those sharing their stories on these pages. Every person in our state can help bring this shared vision to life.

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Washington in the Making 2040 pillars

An economic vision that puts people first

There's no Washington economy without Washington people. Inventors and entrepreneurs introduce innovation and opportunities. Skilled professionals and experienced tradespeople solve problems and produce exceptional products and services.

In return, a strong Washington economy creates plentiful jobs and competitive wages. It supports a quality of life that attracts top talent and inspires capable young people to build careers and families in our diverse communities.

These pages offer a vision of that economy and a 15-year plan to get us there, shaped by Washingtonians' priorities. It's called Washington in the Making 2040.

A plan for and by Washingtonians

Also in these pages, people with wide-ranging experiences share their perspectives on our economy. They highlight challenges as well as solutions.

Charity Duffy, a former economic development planner in Rock Island, knows about both. She worked with regional partners on a project to extend a paved trail nearby to this city of 1,300 — giving residents better access to parks and shopping and creating opportunities for entrepreneurs to open trailside restaurants or breweries to serve weekend cyclists and hikers.

"A sense of place and quality of life contributes to the economy, but people don't really get that yet," Charity says.



"Businesses are willing to spend the money to locate in Washington, but the electricity has to be here."

Bob Schuetz is the CEO of Energy Northwest, the Richland-based joint operating agency working to meet the growing demand from public utilities and their customers for reliable, sustainable energy.



"We need more conversations about manufacturing as a viable career choice."

Katie Pype, of Lacey, recently launched a career in manufacturing. She'd like to see more women working in a field where she's found flexibility and opportunity.



Trades-education advocates. Serenity Haines (left) and Cadence Haskins welcomed high school visitors to Spokane Community College's Stannard Technical Education building in 2024. Cadence told the students: "Every single quarter, we get at least one employer coming in to talk to us, basically begging us to come work for them."

Shared big-picture goals for long-term success

As economic landscapes change around the U.S. and world, new challenges emerge. We also face challenges at home.

The demand for affordable, reliable energy is surging. We're in the thick of a housing crisis and facing down a growing workforce skills gap. Employers are seeing more welcoming environments in other states — and by 2040, our population is expected grow by 2 million to 10 million people.

It's up to us to lead the way to a better Washington. We must design our own economic future and work together to achieve our shared success.

Washington in the Making 2040 is a long-range vision and plan for our state's economy. The plan comprises 13 goals, representing the state's major catalysts for opportunity and prosperity, and 18 strategies for achieving those goals.

An employer-led plan informed by residents

Washington in the Making 2040 was developed under the guidance of two employer-led, nonprofit organizations and shaped by input from people across the state.

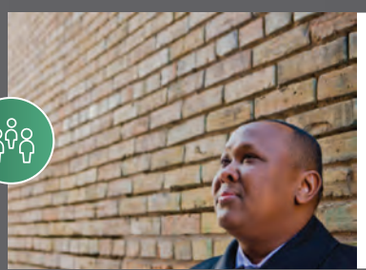
- The **Washington Roundtable** is composed of private-sector senior executives. It works for policy changes that support the state's economy and foster opportunity for residents.
- The **AWB Institute**, or AWBI, is an arm of the Association of Washington Business, which functions as the state's chamber of commerce and manufacturing association. The institute's mission is to support long-term economic growth and resilience in Washington.

These organizations aim to help the state maintain consistent, strategic focus across administrations. Washington in the Making 2040 will support long-term stability while adjusting to market changes, addressing new challenges, and attracting investment.

The goals fall under four pillars. In 2040, Washington will have:



Employers and jobholders who thrive in a **business environment** that fosters growth and innovation.



A world-class **workforce**.



Infrastructure and connectivity that serve everyone.



Exceptional quality of life in every **place and community**.

Shared work toward our shared future

The goals and strategies in Washington in the Making 2040 provide a framework to build upon. But the plan is also a call to action.

Its success depends on employers and neighbors, entrepreneurs and economists, elected and civic leaders — people from every part of the state who can bring expertise and creative solutions to our shared challenges.

Washington in the Making 2040 Solution Summits will unite business owners, civic and community leaders, and others to share ideas for bringing the plan to life. Policymakers and others will convene at Policy Summits to transform those ideas into advocacy and action.

People like Shana Peschek, executive director of the Machinists Institute, are already working on innovative solutions. The institute is creating two child care centers with nonstandard hours to serve shift workers' families. A shortage of accessible, affordable child care affects workers and employers across the state.

"A huge portion of the workforce wants employers to be part of the solution," Shana says. "There are lots of ways to do that."

Using Vitals to gauge progress

Progress toward Washington in the Making 2040 goals and strategies will be measured and tracked.

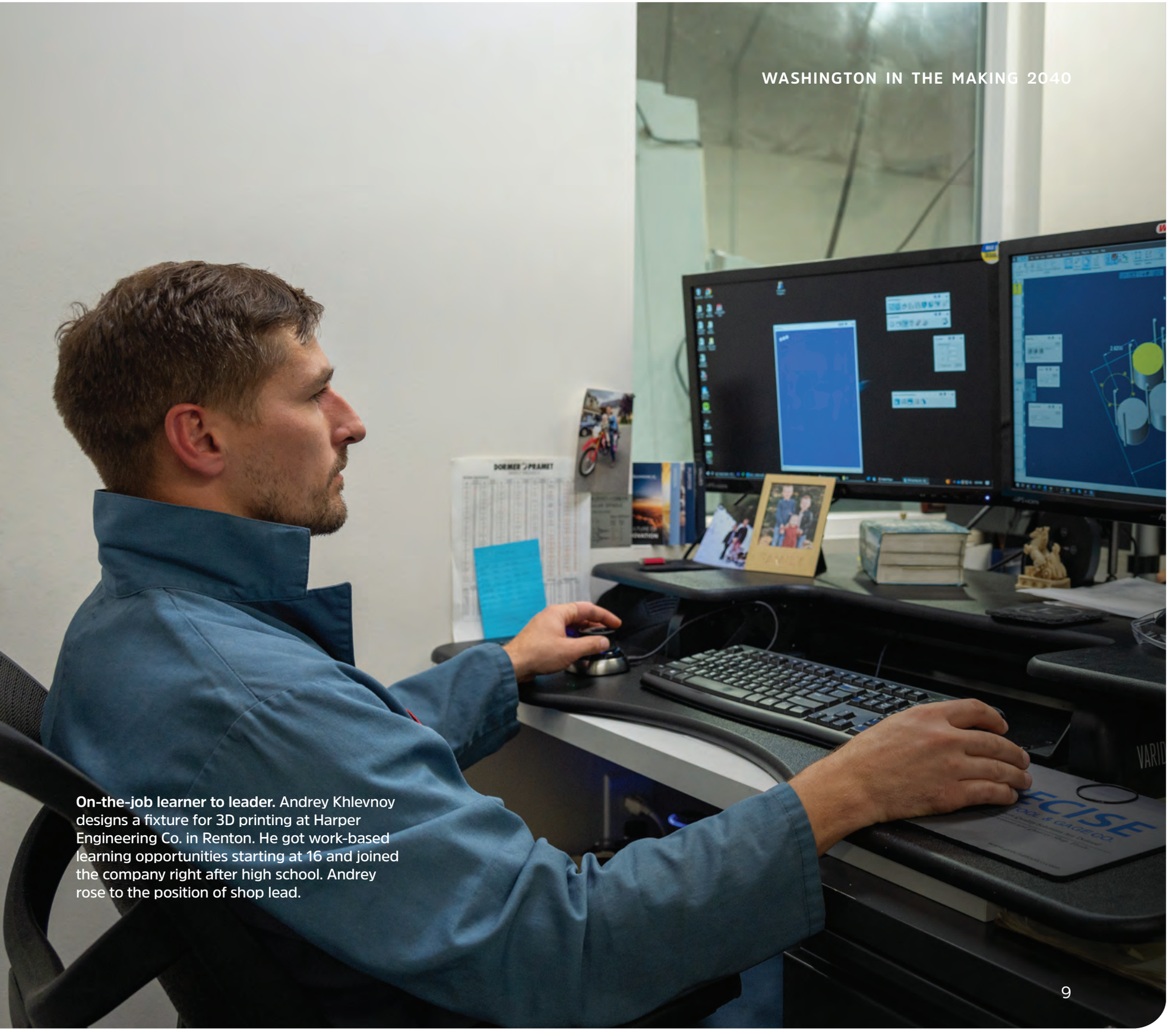
The Vitals are an interactive set of economic indicators updated regularly to reflect progress at the county, regional or state levels. Access them at **WA2040.org/vitals**.

In addition, periodic reports will address progress in areas where direct indicators aren't available. They will be published at **WA2040.org/research**.



Scan the QR code to see the Vitals.

WA2040.org/vitals



On-the-job learner to leader. Andrey Khlevnoy designs a fixture for 3D printing at Harper Engineering Co. in Renton. He got work-based learning opportunities starting at 16 and joined the company right after high school. Andrey rose to the position of shop lead.



Legacy of leadership. Dave Rankin is president and CEO of Rankin Equipment Co. in Union Gap. He represents his family's fourth generation at the company, which provides attachments and equipment for the farm, landscape and construction industries.

Where we're coming from — and where we want to go

In Washington, we share broad-scale challenges that affect our economy, businesses, communities and families.

We also share values and priorities that will guide our work ahead.

When it comes to Washington's future, residents agree on plenty

Washington in the Making 2040 grew out of the perspectives and priorities shared by thousands of business, civic and community leaders and other residents. They conveyed an exceptional level of agreement about what Washington's future should look like.

Altogether, more than 4,200 Washingtonians participated.

- A random sample of 3,500 people, including people in all 39 counties, completed a **statewide survey**. This public opinion survey collected opinions about economic challenges in their communities. It was conducted by DHM Research.
- 471 people gathered at 22 economic development groups to attend **town hall meetings**. And 241 people who couldn't attend completed town hall surveys.
- 65 **subject matter experts** helped shape the plan.

The survey and town halls found similar concerns:

- A lack of affordable and available housing, which residents said affected many aspects of the economy.
- A need for more workforce development and for investment in training, the trades and connecting young people to opportunities.
- Infrastructure concerns about energy, water, roads and transportation, and broadband internet access.

3,500
surveys statewide

39

counties


22
town hall meetings

Washington residents' top economic priorities

When it comes to what matters most, Washingtonians share vastly more common ground than differences. Specifically, strong consensus in the resident survey emerged around 14 ideas — priorities that rose to the top for the most people. In that survey, 85% or more of respondents said these priorities were "somewhat important" or "very important." These priorities drive Washington in the Making 2040.



It's time for Washington to think differently about our economic challenges

Creating the change we need across industries and communities will require concerted and sustained collaboration, planning and action. It also will require a change from our old way of doing business.

In the old way, priorities and focus shifted along with leadership changes at the state and local levels. Washington in the Making 2040 represents a new way. We're seeking solutions to challenges that business owners and community leaders say are most crucial. Our focus is on the long term.



Business Environment challenges

Let's repair our complex system of regulations, taxes, policies and processes so more businesses can succeed. That includes manufacturers and BIPOC-, woman- and veteran-owned businesses.



Workforce challenges

Let's address training and education hurdles so employers can hire workers with the right skills and credentials.



Infrastructure challenges

Let's meet the steeply rising demand for affordable, reliable energy and ensure our water supply can meet our future needs. Let's fill gaps in our transportation and internet-connectivity networks.



Place and Community challenges

Let's address shortages of affordable housing and behavioral health care affecting employers and communities. Let's ensure every resident can access the quality outdoor space that sets Washington apart.

Thinking differently to build stronger classroom connections

Washington's construction industry needs to attract high-schoolers of today to its workforce of tomorrow.

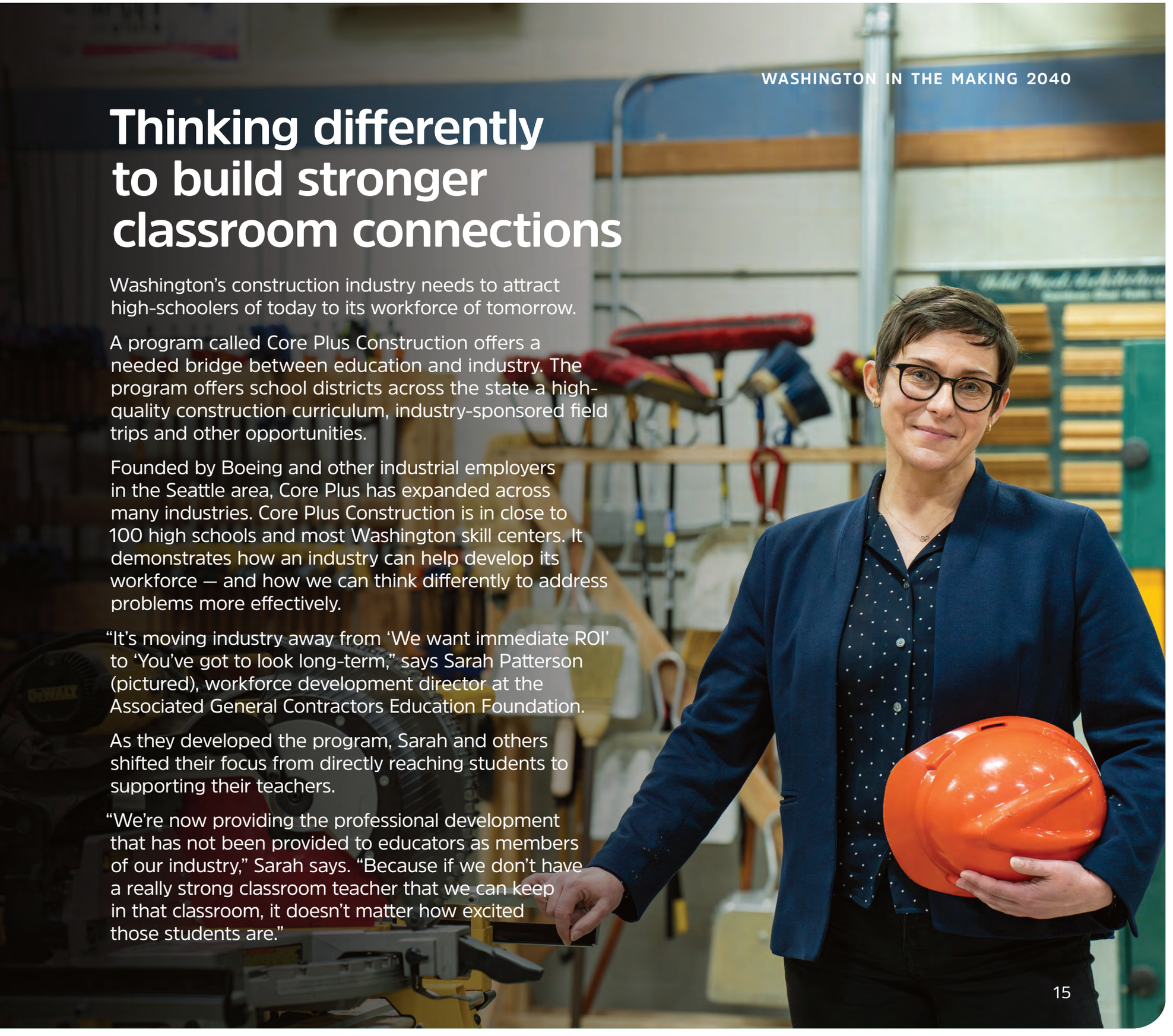
A program called Core Plus Construction offers a needed bridge between education and industry. The program offers school districts across the state a high-quality construction curriculum, industry-sponsored field trips and other opportunities.

Founded by Boeing and other industrial employers in the Seattle area, Core Plus has expanded across many industries. Core Plus Construction is in close to 100 high schools and most Washington skill centers. It demonstrates how an industry can help develop its workforce — and how we can think differently to address problems more effectively.

"It's moving industry away from 'We want immediate ROI' to 'You've got to look long-term," says Sarah Patterson (pictured), workforce development director at the Associated General Contractors Education Foundation.

As they developed the program, Sarah and others shifted their focus from directly reaching students to supporting their teachers.

"We're now providing the professional development that has not been provided to educators as members of our industry," Sarah says. "Because if we don't have a really strong classroom teacher that we can keep in that classroom, it doesn't matter how excited those students are."





Skills and experience. Pump assembler Scott Thompson has worked more than 30 years at Vaughan Co., a family-owned pumping and mixing equipment manufacturer in Montesano.

Where we're going — and how we can get there together

Whether we're shaping policy or teaching young people new skills, every person in every part of the state can help bring the goals of Washington in the Making 2040 to life.

Companies need a supportive climate to open and thrive

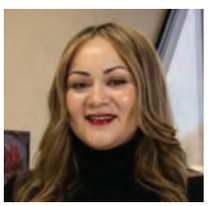
Washington is known for bold ideas, game-changing methods and life-changing products. People here are driven to invent and create — to launch and grow businesses of all sizes that contribute to our communities and economy.

Too often, however, business owners come up against regulations, permitting processes and tax policies that work against them, sometimes before they really get started.

We envision a business environment that fosters growth and innovation. By 2040, any business owner with a great idea and a drive to succeed should know Washington is the place to achieve their goals.



> "Everyone understands the end goal. We all want businesses to thrive. How can we eliminate processes that can impede growth?"



Yani Cisneros
Board Chair,
Central Washington
Hispanic Chamber
of Commerce

For coffeehouse owners, opening small businesses was a tangled process

Efrain Martinez (pictured, on the right) and Fidel Negrete grew up in Yakima Valley communities with deep Hispanic roots. Now they own two coffeehouses and a juice bar in Yakima and Wapato, employing a dozen people.

Their journey to ownership was, at times, confusing. They were surprised to find along the way, for instance, that they needed licenses from multiple local entities as well as the state. “We did not know where to get resources,” Fidel says. “We spent a lot of time Googling.”

They eventually lucked out, finding guidance and a loan through a rural community-development program. Others struggle for longer, or they’re never able to open, says Yani Cisneros, chair of the Central Washington Hispanic Chamber of Commerce.

For some people, resources for small-business owners aren’t created in their languages. Sometimes the processes, paperwork and filings feel like a twisting maze, including dead ends. Supporting small businesses means adding mentorship and resources while also untwisting the maze.



We can make our state a top spot for business

By working together toward these goals, we'll turn our shared vision into reality.

GOALS

The vision for 2040

Washington is a top state for starting, growing and selling a business.

Washington is a leader in supporting manufacturing jobs and manufacturers' growth.

The number of successful and growing BIPOC-, woman- and veteran-owned businesses reflects Washington's population.

STRATEGIES

To get us there, let's:

Make the regulatory, permitting and tax environment more competitive, predictable and consistent.

Develop industry-specific policies and strategies to help the manufacturing sector grow and succeed.

Develop resources, mentoring and support programs, and investment-capital opportunities specifically for BIPOC, woman and veteran business owners.

Promote efforts to centralize and streamline state processes for starting a business; align and speed permitting processes across local jurisdictions; and lift other barriers to starting a new business.

Manufacturers create jobs that underpin the economy

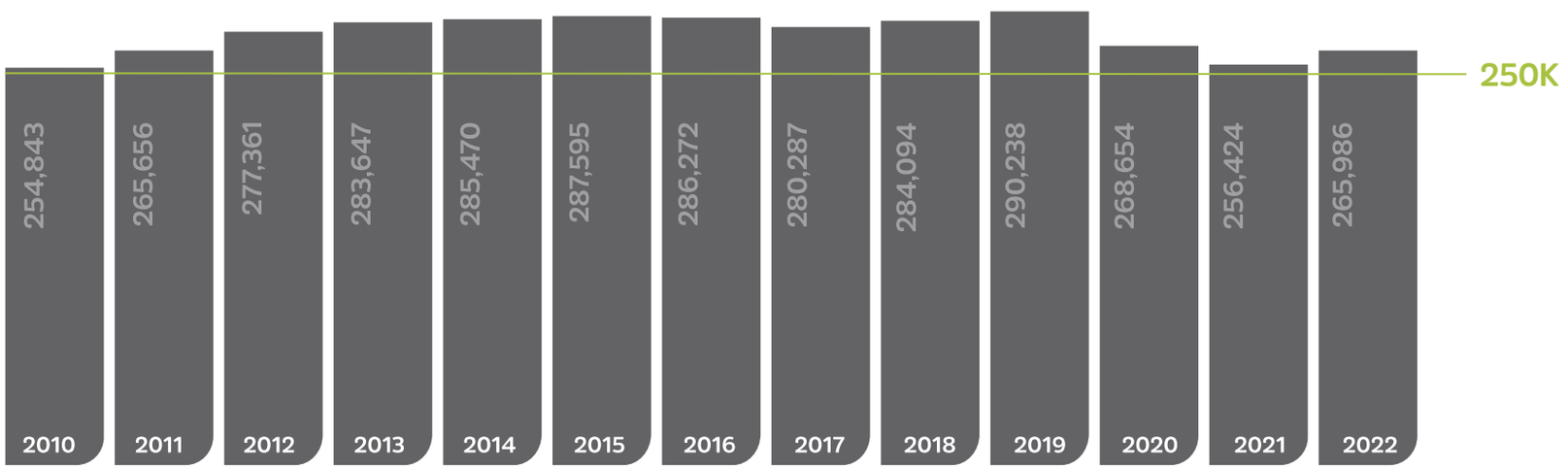
Manufacturing is the backbone of many strong economies. These jobs pay well and offer good benefits, contributing to families' financial stability and communities' quality of life. They also tend to support other jobs: When workers spend their earnings locally, businesses in sectors as varied as restaurants and health care get a boost, too.

In Washington, manufacturing jobs are still recovering from the pandemic. In 2021, the Legislature passed the Building Economic Strength Through Manufacturing Act. The state is making slow progress toward its goal of doubling manufacturing jobs and woman- and minority-owned firms over 10 years.

Making Washington a manufacturing leader

Policies to support growth could address supply chain needs, regulatory or tax environments, and other issues affecting the industry.

TOTAL MANUFACTURING JOBS IN WASHINGTON



Source: Manufacturing Jobs Vital, AWB Institute (WA2040.org/indicator/manufacturing-jobs/)

Our world-class workforce will require employers to help develop talent

Thriving businesses need great talent. Employers in Washington are facing a shortage of workers with the right training and credentials.

Employers play a crucial role in nurturing and training tomorrow's talent, says Paula Linnen, board chair of the AWB Institute and principal at The Foster Institute. But they need more flexible regulations to provide on-the-job learning opportunities: "People learn in very different ways. Those experience-based learning opportunities are everything."

Meanwhile, a shortage of affordable, accessible child care holds parents and other caregivers back from education and jobs. Parents can't train or work when they can't find care.

In 2040, we envision an economy where Washington employers can count on a skilled, talented and inspired workforce. Young people have clear pathways to jobs that fulfill them — and parents can count on child care so they can prepare for and work at those jobs.

"The nature of work is changing. Technology is evolving."



Paula Linnen
Principal,
The Foster Institute

Solving problems in new ways at a Spokane child care center

The children at Luc Jasmin III's Parkview Early Learning Center in Spokane learn science and emotional awareness while their parents work, study or build skills on the job.

But many families struggle to find and pay for care. "This is an everyday scenario," Luc says.

In some pockets, partners are coming together to address the shortage. Luc is working with a Spokane employer to start a child care program for its own workers and other families in the community.

The employer had the space, its employees had the need, and Luc's team had the child care know-how. It's an innovative solution that benefits everyone. Says Luc: "It's been all hands on deck."



We can make our state's workforce the nation's best

By working together toward these goals, we'll turn our shared vision into reality.

GOALS

The vision for 2040

Washington is home to the best prepared, trained and credentialed workforce in the U.S.

Work-based learning opportunities abound for young people and others entering the workforce, with 75% of employers offering experiences or exposure to help launch careers.

Parents and caregivers in every community can access and afford quality child care while they're at work.

STRATEGIES

Ensure 70% of Washington students across racial and ethnic groups are earning post-secondary credentials by age 26.

Create 10,000 new work-based learning experiences every year for students.

Reform regulations so more small businesses can provide work-based learning experiences.

Support an education funding structure that incentivizes institutions to meet the enrollment and credentials attainment needed by Washington's workforce.

Reform regulations and support collaboration among state and federal agencies to help more child care providers open their doors to more children.

Employers are facing a growing skills gap

Washington job openings will require a more highly skilled workforce. But residents aren't gaining the right skills at the right levels to fill them. Our largest credential gap is related to the need for people with bachelor's degrees and higher — education levels linked to the biggest wage increases for workers. But the shortage also affects employers searching for people with associate's degrees, certifications and apprenticeships.

The lag between jobs and learning by 2032

Some 75% of all job openings in Washington state from 2023 to 2032 will require education beyond high school, based on national research. Of the projected 1.5 million openings over that period, 45% (686,000 jobs) will require at least a bachelor's degree. Another 20% (313,000 jobs) will require apprenticeships, certificates and other training credentials. Meanwhile, residents with high school diplomas or less will total 639,000. They'll compete for far fewer jobs, leaving more than a quarter million with few options.

REQUIREMENTS	OPENINGS	WORKERS*	
Bachelor's degree and higher	686,000	385,000	-301,000
Associate's degree	155,000	89,000	-66,000
Certifications, apprenticeships and other training	313,000	86,000	-227,000
Noncredentialed	385,000	639,000	+254,000

**Workers include new Washington graduates and people moving into the state.*

Source: "Skill Up For Our Future," October 2024, by Washington Roundtable, Partnership for Learning and Kinetic West; based on data from the Georgetown University Center on Education and the Workforce.

"The bottom line is we don't have the population or the skillset we need. If we are going to survive, we need to change that."



Wade Larson

Director of Workforce Development at Spokane-based manufacturer Wagstaff

Director at the Production & Manufacturing Institute, which introduces young people to careers in advanced manufacturing

Building up our energy capacity and other economic drivers

Key parts of Washington's infrastructure, directly connected to the economy, need attention: energy, water, transportation and broadband internet access.

We've enjoyed a competitive advantage, thanks to our affordable, cleaner energy, including hydropower, natural gas and nuclear energy. But the energy forecast calls for steeply rising demand, complicated by carbon emissions standards and other factors.

Our water supply faces more challenges than ever. And as the world grows more connected every day, employers and communities lacking fast, reliable internet access and an efficient transportation network will fall further behind.

In 2040, we envision an economy where a reliable, resilient infrastructure allows Washington employers and residents to compete on a global level and live well.

For farmers, water is harder to come by

Leslie Druffel is the outreach director at the McGregor Co. in Colfax, which provides seed, fertilizer, equipment and other supplies to growers in the Inland Northwest. She lives on a dryland wheat farm in nearby Colton.

Agriculture is at the heart of the region's economy. Crops like wheat, barley and peas are predominant.

"Access to water for irrigation is critical," Leslie says. "That is getting more challenging, whether it's water rights issues or you're last in line for water if there's a curtailment."

With the effects of climate change, such as higher temperatures and changing precipitation patterns, there are more restrictions on water for irrigation.

But Leslie sees potential in innovations that improve water efficiency. Sprinklers that provide highly uniform water distribution can help reduce runoff, for example.

"It blows your mind all the cool things they're doing," she says.



Washington roots. Leslie Druffel is the outreach director at the McGregor Co. in Colfax.

"The goal is a stable water supply, which we don't have. In an ideal world, there would be a comprehensive state water plan, recognizing that local situations call for local solutions."

Mike Faupel
Executive Director,
Palouse Basin Aquifer Committee

We can strengthen our state's infrastructure to serve everyone

By working together toward these goals, we'll turn our shared vision into reality.

GOALS

The vision for 2040

Our energy infrastructure has expanded to provide abundant, affordable, reliable and sustainable energy to meet future demand.

The state's water supply and water-storage capacity meet our residential, agricultural, industrial and habitat needs.

High-speed internet access and cell service reaches all Washington residents.

An integrated transportation system, supported by a sustainable funding model, ensures smooth and efficient movement of people and goods.

STRATEGIES

To get us there, let's:

Create and implement a realistic, comprehensive energy-demand forecast and plan to support expected population and industry growth, as well as the energy transition.

Explore and develop all sources of low-carbon and carbon-free energy, the infrastructure needed to deliver it, and the technologies for energy storage and efficiency.

Create and execute a statewide water-demand forecast and comprehensive plan to guide long-term management.

Encourage new ideas and efficient methods to keep expanding affordable high-speed internet.

Create a unified transportation plan for Washington that fulfills promises, keeps current infrastructure in good shape, and addresses gaps in the system.

Varied factors will drive up energy demand

Electricity demand in the Northwest is expected to grow more than 30% over the next decade, based on industry trade group Pacific Northwest Utilities Conference Committee's 2024 annual report.

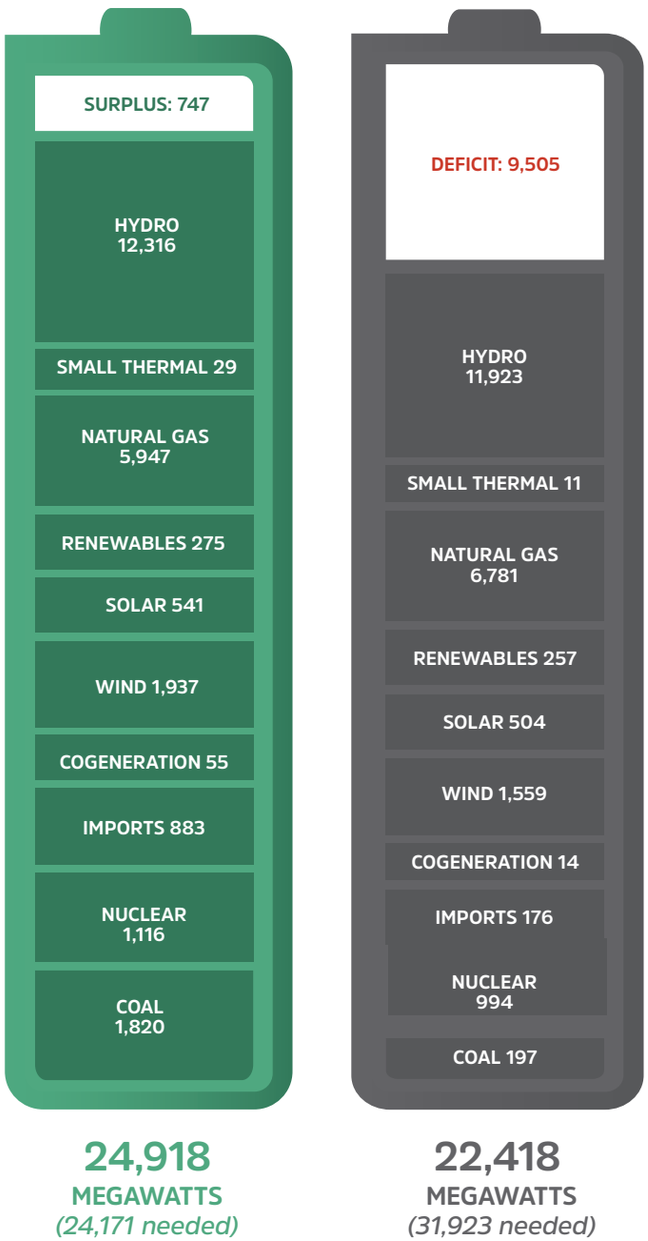
Contributing factors include population growth, the electrification of transportation and buildings, high-tech manufacturing, and the emergence of new industries such as AI.

Meanwhile, the state is in an energy transition, shifting from fossil fuels to cleaner, renewable energy sources.

Meeting demand will require investment in more energy generation, storage and transmission.

Chart source: Pacific Northwest Utilities Conference Committee's Northwest Regional Forecast of Power Loads and Resources, August 2025 through July 2035

ENERGY RESOURCES IN THE NORTHWEST



"What happens in other parts of the state affects all of us. Everyone is chasing the same thing — clean energy."



Matt Steuerwalt
Senior Vice President of External Affairs, Puget Sound Energy

"Our energy price and the composition of our energy — being that cleaner generation portfolio — are differentiators for Washington."



Jason Thackston
Senior Vice President, Energy Policy and Chief Strategy Officer, Avista

In every community, employers and workers value quality of life

Washington's housing crisis affects many parts of our economy.

A shortage of affordable homes has left families struggling with high housing prices. Employers struggle to attract talent, because people can't afford to live near their jobs.

Workers paying high costs are left with less of their paychecks to spend on groceries and other goods. Homelessness has surged, and shelters and transitional housing programs can't meet demand.

Meanwhile, land-use laws and high costs make it harder to build affordable options.

In 2040, we envision a Washington where land-use policies and housing goals align, so all families can enjoy the quality of life that sets us apart.



In Spokane, leaders are looking back to look ahead

Spokane's housing market, as in other cities and states, has left "home" out of reach for many.

"We have jobs here, but if you can't bring employees here to live, that becomes a significant problem. That's a drag on the economy," says Spencer Gardner, the city's planning director (pictured at left).

Standing in the city's historic Cliff Cannon neighborhood, however, Spencer says its diverse homes, people and income levels reflect an old approach to housing that Spokane is embracing again.

The Cliff Cannon neighborhood is a mix of historic mansions, modest older houses, townhouses, condos and apartments. Many of the homes were built to remedy a housing shortage in the early 1900s, Spencer says. Spokane nearly tripled in size from 1900 to 1910, adding 70,000 residents.

"The way we responded then was by allowing a variety of housing types in all parts of the city," Spencer says. "We didn't wall off neighborhoods or overly restrict where housing could go."

That "all of the above" approach has shaped Spokane's housing strategies in recent years. But the city had to challenge ingrained ways of working to make it legal.

Zoning laws were preventing new housing in most parts of the city. Duplexes, triplexes and small starter homes were hard to find. Residents mostly had two options: single-family homes or apartment buildings.

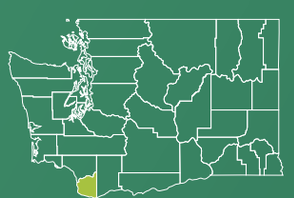
Soliciting community input, the city changed its code to allow for more variety and more housing. "That's consistent with our history," Spencer says, "and it's where we want to go in our future."

"We won't have to toss out policy objectives, like for environmental concerns. But with 35 years of overlapping regulations, we've lost sight of balancing habitat for squirrels with housing for working families."



Phil Wuest

President, Ginn Group in Vancouver, on the state's Growth Management Act, adopted in 1990



We can address challenges to build the homes we need

By working together toward these goals, we'll turn our shared vision into reality.

GOALS

The vision for 2040

We have built at least 1 million new housing units throughout the state.

Every Washington resident has access to quality outdoor space.

Local and regional efforts are addressing behavioral health needs in communities throughout the state.

STRATEGIES

To get us there, let's:

Modernize the Growth Management Act to address current and future challenges in urban, suburban and rural planning and development.

Create programs and policies that help make housing more affordable, both directly and indirectly.

Support community solutions to maintain and improve parks, playgrounds, trails and gathering spaces.

Make behavioral health positions a priority in education and first-responder budgets and adopt licensing best practices so more behavioral health professionals can work in Washington.

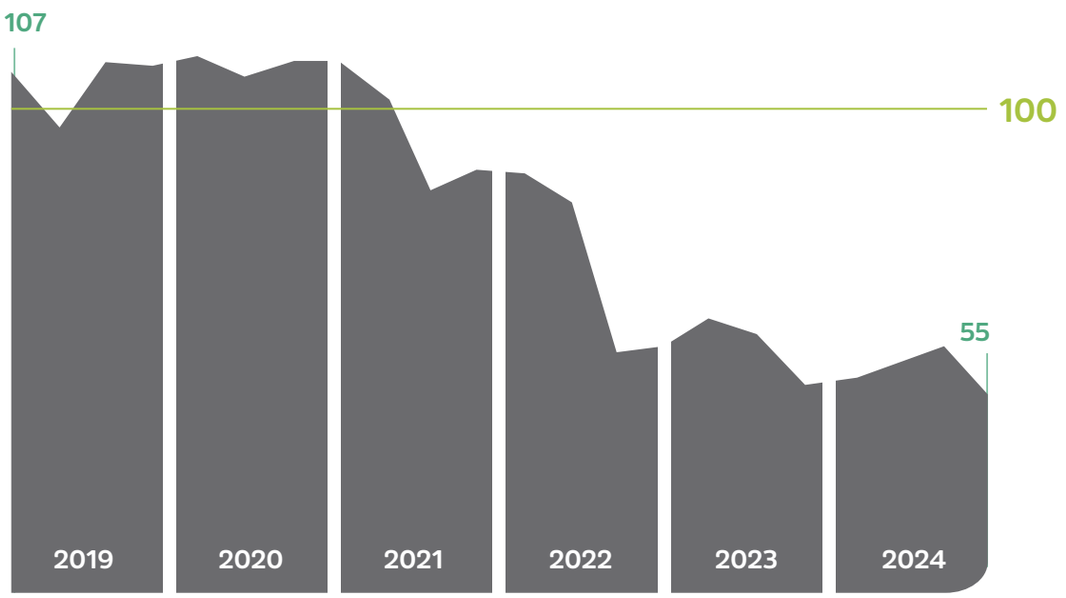
For more middle-income families, housing is out of reach

Fewer middle-income families in Washington can afford to buy a home, even with higher wages. This group, at the middle of the income spectrum, is often overlooked in conversations about affordability.

The Housing Affordability Index measures a middle-income family's ability to make mortgage payments on a median-price, resale home. When the index is 100, the household pays exactly 25% of its income to principal and interest. When it's below 100, a household will spend more than 25%, considered not affordable. As of the third quarter of 2024, 36 of Washington's 39 counties had scores below 100. The three affordable counties: Columbia, Garfield and Lincoln.

Housing affordability in Washington

ALL-BUYER HOUSING AFFORDABILITY INDEX



Source: Data from the Washington Center for Real Estate Research at the University of Washington

"Homeownership does give stability. People who feel stable tend to do better in life."



Karen Livingston Hall
Director of Housing, South Puget Sound Habitat for Humanity

Getting connected and getting started

Building a strong economy for a vibrant Washington will take creativity, energy, collaboration and commitment from people across the state. It will take all of us, whether you're a community leader, business owner or entrepreneur, educator or policymaker.

We commit to convening, reporting and supporting

Here's what Washington in the Making 2040 will do.

Drive conversation about the issues. We will continue to raise awareness and actively encourage dialogue among diverse audiences from across the state.

Bring people together. We will organize and invite employers, local leaders, policymakers and others to Solution Summits, where they can collaborate and share ideas for creating change.

Report on progress. We will maintain and update the Vitals, a set of economic indicators reflecting progress toward the plan's goals and strategies. We'll also publish progress reports on strategies not reflected in the Vitals.

Share information and support. We'll also share information about demographics, economic trends and other relevant topics to help organizations and leaders make informed decisions, along with tools to support local efforts.

Advocate. We will assist with policy development and advocate for policies that align with Washington in the Making 2040 goals.

Plug in, share ideas and bring them to life

Here's what you can do.

Share what you've learned. Organizations and communities across Washington have developed innovative solutions to challenges affecting the economy. By sharing ideas with one another, we can accelerate progress and build on what's working.

Attend a summit. Washington in the Making 2040 will require a diversity of ideas and perspectives. Share what you know about your community, business and industry and ideas for making them stronger.

Plug into the shared goals. How do your local strategies and goals align with statewide goals? What can you learn from or teach partners across Washington? How can you collaborate to create smarter solutions for more people?

Put the data to work. The Vitals, a curated set of economic indicators, make it easy to compare county-level or statewide performance and to see changes over time. Use these statistics to determine action priorities in your industry, community or region.

Use and share the resources. Take advantage of updates at WA2040.org about economic trends and other relevant topics shared to help organizations and leaders make informed decisions. You'll also find tools for chambers and other groups to support local efforts.

Sign up for email updates. Invite others to do the same.

Online hub

Go to **WA2040.org** or scan the QR code.

- See the plan.
- Watch videos.
- Explore the Vitals.
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