Snohomish County 2020-2024 Integrated Regional and Local Workforce Plan

Draft as of May 5, 2021

Introduction

Home to more than 800,000 individuals and covering 2,196 square miles ranging from an urban core to remote wilderness, Snohomish County is a regional and local workforce development area in Washington's Central Puget Sound Region. Our county has many benefits – it is the commercial aerospace epicenter of the world and is a hub of international trade in the most trade-dependent state in the nation. Snohomish County is home to two Innovation Partnership Zones and seven Opportunity Zones, generating innovation capital to enhance our prosperity still further. The three federally recognized tribes in Snohomish County are stewards of the environment and engines of economic activity. Snohomish County's commercial airport, serving 15 destinations, has received national recognition and, less than one year after opening, is ranked 10th among small- and mid-sized airports in the nation.

However, Snohomish County is facing two overlapping economic shocks: the Covid-19 pandemic and its effect on manufacturing, tourism, and small businesses and Boeing's announcement that it will consolidate production of the 787 wide-body commercial jet to Charleston, South Carolina. At the end of February 2021, the County's unemployment rate was 6.2% according to the Washington State Employment Security Department. This is down from the April 2020 unemployment rate of 19.2%. Although the county's unemployment rate is significantly less than April 2021, it masks the high unemployment that remains in the sectors most impacted by the pandemic: retail, accommodations and food services, healthcare and social assistance, and aerospace manufacturing. In addition, due to the overlapping shocks, the civilian labor force in Snohomish County has decreased from 448,607 in February 2020 to 439,210 by December 2020. Thus, the high unemployment rate along with a decrease in the labor force has constrained the County's ability for a quick economic recovery as a result of the COVID-19 pandemic.

In addition to the persistent unemployment rate, nearly one of every ten residents' lives in poverty and is not able to take advantage of our robust economic growth with people of color and women being disproportionately impacted. More than a quarter of our county is not served by fixed route transportation services. The cost of housing is rapidly outpacing incomes, and we are losing low-cost housing stock at one the fastest rates in the nation. According to the University of Washington's Self Sufficiency Standard analysis, a family of four in Snohomish County needs an annual income of $82,658 to cover basic needs. These challenges are exacerbated by accelerating growth with an estimated population increase of 25 percent over the next 20 years. The population will also be increasingly diverse and the needs of residents more multifaceted. Global health concerns and trade agreement renegotiations are having an immediate impact on international trade. Changing immigration policies are impacting residents while climate change is attracting new residents and increasing the need for hazard mitigation. The pandemic has further exacerbated these conditions, compounded with historical job loss, many of which are concentrated in key sectors of the economy, including aerospace, tourism, hospitality and retail.

Committed to guiding our county through these turbulent times, Snohomish County Executive Dave Somers has launched five separate initiatives that directly relate to workforce development to ensure county government and partners are both efficient and effective at meeting the needs of both industry and residents.

The first is the *Service Technology and Excellence Program (STEP) Initiative*, a structured process for ensuring all executive departments of county government utilize evidence-based principles and tools for continuous improvement to better meet the needs of business and residents while reducing and eliminating waste in processes.

The second is the Executive's *Economic Development Initiative*, a high-road economic development strategy designed to target nine balanced and diverse industry sectors for attraction, retention, and expansion while creating opportunities for all Snohomish County residents to live, work, play, and stay in our county. Executive Somers also launched a *Diversity, Equity, and Inclusion Initiative* to ensure county government is representative, accessible, and fosters a sense of belonging for all our county's residents. An inclusive economic and workforce recovery is the cornerstone of the county's work to support Snohomish County's recovery due to the COVID-19 pandemic. In addition, equity and inclusion to support workforce development is an important goal of the Future Workforce Alliance that serves as the Local Workforce Board of Snohomish County.

In response to the rapid growth of the opioid crisis that has disproportionately impacted Snohomish County, Executive Somers partially activated our county's Emergency Coordination Center and launched the *Multi-Agency Coordinating Committee* through which a wide range of community partners have been collaborating to understand the scope of and address this challenge to our collective well-being.

The most recent initiative being co-chaired by the Executive and Mayor Nicola Smith from the city of Lynnwood is the *Housing Affordability Regional Taskforce* comprised of elected official representatives from the county and municipalities dedicated to working together to implement a five-year action plan that accelerates our collective ability to meet the housing affordability needs of all Snohomish County residents.

Each of these initiatives is predicated on a set of common guiding principles including diversity, equity, and inclusion; innovative solutions; robust partnerships and strategic collaborations; a commitment to joining forces to achieve common aims; and impactful results emanating from a shared dedication to being both effective and efficient at enhancing the quality of life for all Snohomish County residents.

Recognizing that an effective workforce development system is critical to having the future we choose under our rapidly changing conditions, Executive Somers is collaborating with business, labor, and education as well as with economic, community, human, and workforce development partners to reshape Snohomish County's workforce system as outlined in this plan.

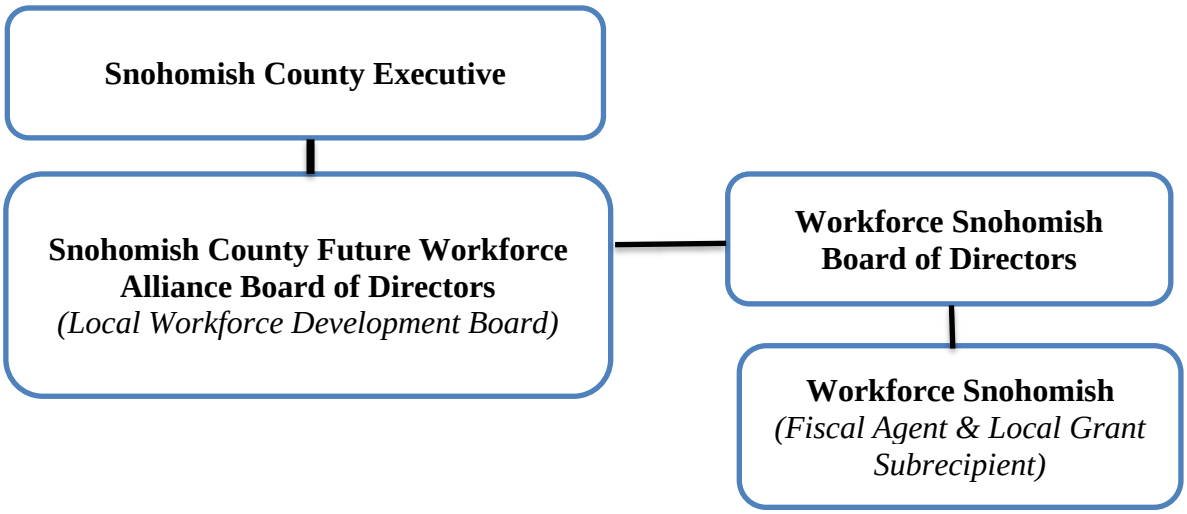
The Snohomish County Future Workforce Alliance. In February 2020, Executive Somers designated the Snohomish County Future Workforce Alliance to serve as the Local Workforce Development Board. The Alliance has been created to formulate strategies to strengthen local businesses, support workers, and assist unemployed residents in launching careers in occupations leading to career advancement. The Future Workforce Alliance will set priorities and be future-oriented as it assumes strategic and oversight responsibilities for the local workforce development system. The Alliance will embark in 2021 on the development of a county-wide workforce strategy that will focus on supporting the county's economic and workforce recovery through skill development, retraining, and training to support high-demand occupations in growing industries. Once completed, the strategy will be implemented over the next four to five years as opportunities and challenges evolve, encompassing the County's response to the pandemic and correlating economic conditions.

Workforce Snohomish. Workforce Snohomish, a 501(c)(3) organization with extensive experience overseeing the WorkSource Snohomish County system, will continue in its designated role as the local agency responsible for ensuring the effective and efficient operation of the system that enacts the vision of the Future Workforce Alliance through centers, affiliate sites, and connection sites that are part of the national America's Job Center network.

Under this new structure, the Future Workforce Alliance and Workforce Snohomish are working together seamlessly to ensure all Snohomish County residents have the opportunity to thrive and engage in our vibrant community through a gold standard workforce system focused on the following four strategies:

- Create better strategic alignment of workforce efforts across the county;
- Identify data-driven sector employment pathways in partnership with business, labor, education, and the non-profit sector;
- Implement measurable workforce development strategies; and
- Institutionalize and empower the diverse elements of our workforce system to develop robust partnerships that leverage cross-system resources and new investment.

The following chart shows the relationship between the Executive and two organizations:



Members have been recruited and appointed to the Snohomish County Future Workforce Alliance Board of Directors (Local Workforce Development Board) to strategically foster alignment and collaboration among business, labor, education, and human service and workforce service providers around the Executive's targeted industry sectors. The Alliance is in the process of setting strategic goals to support long-term economic recovery and resiliency in the region.

By separating the strategic function of workforce development from day-to-day operations of WorkSource Snohomish County and sharpening their focus, our local economic and workforce development system will be stronger and more responsive to the needs of our county.

Contents

Introduction 1

SECTION I 7

SECTION II 8

1. Regional Analysis 8
   a. Existing & Emerging In-Demand Industry Sectors. 10
   b. Snohomish County Workforce Demographics 13
   c. Knowledge & Skills Needed in Snohomish County 18
   d. Labor Force Analysis 19
   e. Workforce Development Activities 24
2. Regional Sector Strategies 25
3. Regional Service Strategies 25
4. Coordination with Regional Economic Development Organizations 27
5. Coordination of Transportation & Other Support Services 28
6. Multi-Regional Cost Arrangements 29
7. Regional Performance Negotiation & Evaluation 30

SECTION III 32

1. Strategic Vision and Goals for Preparing Workforce 32
2. Remaining a High Performing Board 33
3. Core Programs & Alignment of Resources 36
   a. Workforce development system in the local area 36
   b. Partner Program Integration 36
   c. Alignment with Local Resources 38
   d. Supporting Alignment to Provide Services 40
   e. Expanded Access to Employment, Training, Education and Supportive Services for Eligible Individuals 41
4. Targeted Outreach to Eligible Individuals with Barriers to Employment 43
5. Coordinate education and workforce investment activities in local area with secondary and post-secondary 45
6. Career Pathways & Co-Enrollment in Core Programs 45
7. Employer Engagement 46
8. Incumbent Worker Programs 48

9. Continuous Improvement of Eligible Providers of Services to Meet Customer Needs 49
10. Wireless Internet Access 50
11. Access to One-Stop Services 50
12. Accessibility for Customers with Disabilities 51
13. Adult and Dislocated Worker Employment & Training Activities 52
14. Youth Workforce Investment Activities 52
15. Coordination of Local Workforce Investment Activities with Statewide Rapid Response 53
16. Coordination of Transportation & Other Supportive Services with Title I 54
17. Maximizing Coordination of Wagner-Peyser in One-Stop System 56
18. Coordination with Adult Education and Literacy Activities 57
19. Agreements with Agencies that Serve Individuals with Disabilities 57
20. Competitive Process to Award Sub-Grants & Contracts 58
21. Adult & Dislocated Worker Training Services 58
22. Integrated, Technology-Enabled Intake & Case Management 59
23. Workforce Board Membership & Compliance 59
24. Diversity, Equity and Inclusion in Local Area Plan 59
Section IV 61
Attachments 63
Attachment A: Sector Partnership 64
Attachment B: Regional Cooperative Service Delivery Agreement 91
Attachment C: Regional Economic Development Framework 93
Attachment D: Local Area Profile 95
Attachment E: Local Workforce Development Board Membership and Certification 100
Attachment F: 2020-2024 Local Integrated Workforce Plan Assurances 102
Attachment G: Local Integrated Workforce Plan Certification 107
Attachment H: Public Comment 108
Attachment I: Performance Targets 109

SECTION I

Regional Designation

- Workforce Region Name:

Snohomish County Workforce Development Council (*Snohomish County Future Workforce Alliance*)

- For each Workforce Development Area Comprising the Workforce Region please list:

  - Workforce Development Area Name and Number:

WDA 4

  - County or Counties Comprising Service Delivery Area:

Snohomish County

  - Fiscal Agent/Entity Responsible for the disbursal of grant funds:

Workforce Development Council Snohomish County
DBA: Workforce Snohomish

SECTION II
Regional Component of Plan

1. Regional Analysis

According to Washington State's Employment Security Department's Snohomish County profile, the county "experienced relative job losses that exceeded those of the state or the nation in 2009 and 2010. It has also experienced above average job creation by comparison during the first couple of years of economic recovery (2011 and 2012)."[1] This growth led to acute labor force shortages across a wide variety of industries. According to a December 2019 Snohomish County labor market report, "labor force growth has been stronger than job growth, and the unemployment rate has reached record lows."[2] At the same time, the Snohomish County resident labor force continued to expand and unemployment reached a historic low.

In January 2020, Snohomish County confirmed the first domestic case of COVID-19. In the weeks following, case counts increased rapidly and state officials passed a series of unprecedented orders to mitigate the spread of the virus. With schools and non-essential businesses closed or limiting operations to comply with orders, Snohomish County unemployment spiked in April 2020 to 20.2 percent, the highest in the State of Washington. The unemployment rate in Snohomish County has decreased over the year, but increased (adjusted rate) in December 2020 to 7.8 percent as more workers resumed job search. A December 2020 report by Washington State Employment Security highlighted this labor force dynamic.

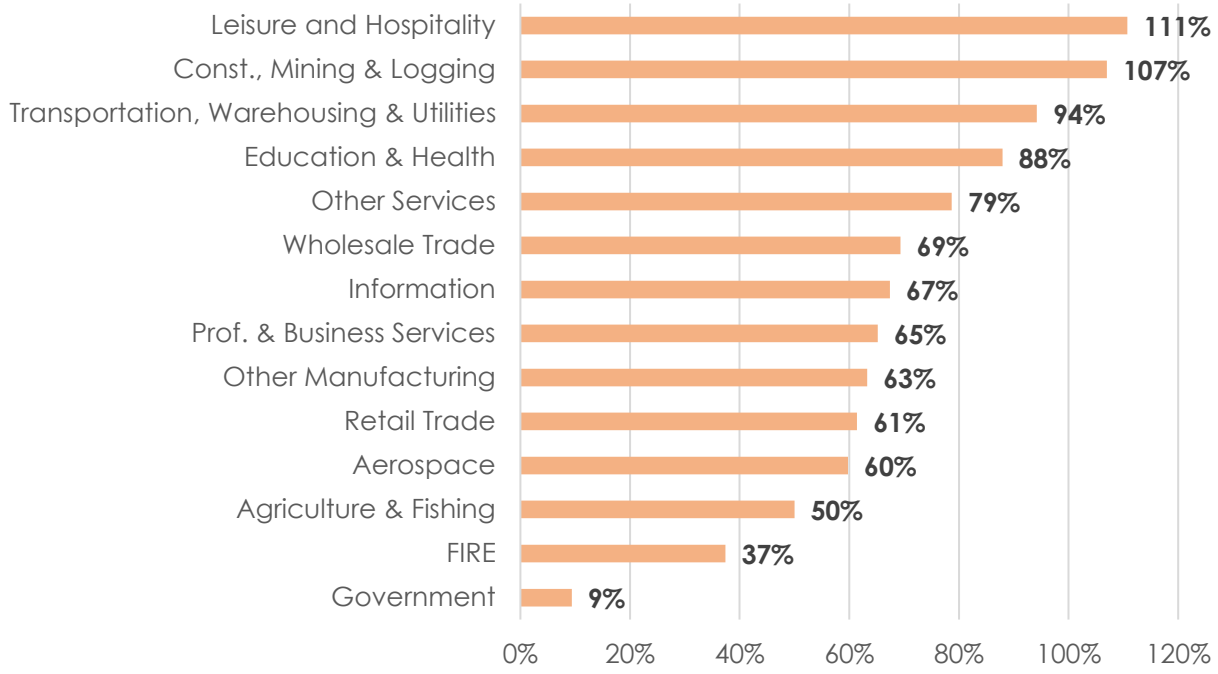
> "Month-to-month, Snohomish County's total resident labor force expanded by 7,763 people. The number of residents reporting as "employed" dropped by 5,084 and the number of active job seekers expanded by 12,847. In other words, the labor force expanded, but all of the net labor force growth observed over the month was among the unemployed. Over-the-year, the labor force shrunk by 780 resident workers or 0.2 percent; within that, the number of employed residents decreased by 22,702 (5.3 percent) and the estimated number of unemployed people increased by 21,922 or nearly 180 percent."[3]

Roughly 23 percent of March to December initial unemployment claims were filed in Snohomish County (230,200), representing 77 percent of the county's worker population. Leisure and hospitality experienced the highest claims per worker in this same timeframe. Despite adding jobs, Construction, Mining and Logging industry initial claims were 10 percent per worker.

---

[1] https://esd.wa.gov/labormarketinfo/county-profiles/snohomish
[2] Vance-Sherman, A. "Northwest Labor Area Summary" February 2020.
[3] Employment Security Department Washington State. "Snohomish County Labor Area Summary," December 2020.

Cumulative Initial UI Claims per Worker by Industry, Snohomish County, March 7 – December 5, 2020



Waiters and waitresses, retail salespersons, and sales managers have the highest cumulative initial unemployment claims in Snohomish County. The below table includes occupations with one percent of more of total cumulative initial unemployment claims filed in Snohomish County between March and December 2020. These occupations represent roughly 35 percent of total unemployment claims for the County. Snohomish County occupations that had the highest share of regional claims (more than a third) includes assemblers and fabricators and electricians.

Cumulative Initial UI claims by Occupation, Snohomish County, March 7 – December 5, 2020

SOC	Occupational Group	Snohomish County	Puget Sound Region	% of Regional Claims
35-3031	Waiters and Waitresses	6,300	30,500	21%
41-2031	Retail Salespersons	6,300	25,900	24%
11-2022	Sales Managers	6,200	31,800	19%
11-1021	General and Operations Managers	5,500	27,000	20%
47-2031	Carpenters	4,800	16,600	29%
47-2111	Electricians	4,300	12,700	34%
51-9199	Production Workers, All Other	4,100	14,500	28%
47-2061	Construction Laborers	3,400	12,800	27%
39-5012	Hairdressers, Hairstylists, and Cosmetologists	3,300	14,700	22%
11-9199	Managers, All Other	3,000	14,500	21%
41-2011	Cashiers	3,000	13,900	22%
11-9021	Construction Managers	2,700	10,100	27%
35-3011	Bartenders	2,600	14,600	18%
43-4051	Customer Service Representatives	2,600	13,700	19%
43-5081	Stock Clerks and Order Fillers	2,500	11,500	22%
39-9011	Childcare Workers	2,400	10,300	23%
11-3011	Administrative Services Managers	2,200	10,700	21%
43-4171	Receptionists and Information Clerks	2,100	8,700	24%
37-2012	Maids and Housekeeping Cleaners	2,100	10,200	21%
31-9091	Dental Assistants	2,100	7,700	27%
51-2099	Assemblers and Fabricators, All Other	2,100	4,600	46%
11-2021	Marketing Managers	2,100	12,700	17%
	Other Occupations	*153,800*	*686,600*	22%
	Total	**229,500**	**1,016,300**	**23%**

Many of the county's largest employment sectors have experienced heavy losses in the past year, including Manufacturing, Retail trade and Leisure and Hospitality; while others such as Construction and Manufacturing sub-sectors such as biomanufacturing and medical device manufacturing may have brighter outlooks.

a. Existing & Emerging In-Demand Industry Sectors.

Over half the jobs in Snohomish County are in aerospace, government, education, health care and social assistance and retail industries. In 2019, there were an estimated 297,300 jobs in Snohomish, representing roughly 14 percent of total employment in the Puget Sound region (King, Snohomish and Pierce counties). Certain industries such as aerospace, agriculture, other manufacturing and construction are more concentrated in Snohomish County than in the Puget Sound region. Conversely, the county accounts for less than 10 percent of regionwide employment in information, transportation, warehousing and utilities industries. The below section explores this dynamic in relation to the pandemic, correlating economic conditions and the labor force.

Manufacturing is the largest sector employer in the county. In December 2019, the sector accounted for 61,500 jobs in December 2019, or about one in five nonfarm jobs in Snohomish County.[4] Over 2020, manufacturing employment dropped by 7,900 (13.0 percent). Aerospace product and parts manufacturing (the county's largest manufacturing industry) accounted for 35,700 jobs in the county. In December, employment in this industry decreased by 5,800 jobs (14.0 percent).[5] Snohomish County **lost roughly one fifth of aircraft assemblers** in 2020 and several other occupations in the aerospace industry have seen **job losses of 10 percent or more** than the total workers in those occupations.

Retail Trade has a large employment base in Snohomish County, employing an estimated 32,800 jobs in December 2020. While the sector collectively added 600 jobs in December, it shed 3,200 jobs (8.9 percent) over the year. Retail salespersons is the most common occupation in Snohomish, with roughly 10,000 workers in 2019.

Leisure and hospitality One of the hardest hit sectors by the pandemic due requirements for physical distancing, adjustments in consumer behavior due to the virus and limitations on capacity**,** employment in leisure and hospitality was down 3,900 or 14.5 percent over 2020. Leisure and hospitality accounted for 23,000 Snohomish County jobs in December 2020.[6]

The ***Construction*** industry – the county's fastest growing, with a location quotient 1.61 is indicative of the pace of growth in-county – residential, commercial and infrastructure. Construction employed 24,100 in 2017, with a projected growth to 27,500 in 2022 and 28,400 by 2027.[7] While the construction industry was impacted early in the pandemic, compared to other industries and fueled by infrastructure projects, such as Sound Transit's Link Light Rail and growth in residential construction is considered a growth industry.

Healthcare and Social Assistance is Snohomish County's 3rd top growing industry, according to EMSI. While the sector has experienced lay-offs due to the pandemic, sector demand is expected to rebound in the coming year. Washington Employment Security Department's Long-Term Employment projections indicate that this sector (Health Services and Social Assistance) is projected to grow from an estimated 33,000 jobs in 2017 to 40,700 in 2027, representing an average annual growth rate of 2.3 percent.

The below chart highlights the change in jobs, by 2-digit NAICS in Snohomish County. Job growth in industries such as Construction, Agriculture, Professional, Scientific and Technical Serves and Healthcare and Social Services are forecasted.

---

[4] Employment Security Department Washington State. "Snohomish County Labor Area Summary," December 2019. http://workforcesnohomish.org/inform/reports/
[5] Employment Security Department Washington State. "Snohomish County Labor Area Summary," December 2020.
[6] Ibid.
[7] Vance-Sherman, A. "Snohomish County Ten Year Industry Employment Projections." Washington Employment Security Department, Labor Market and Economic Analysis Branch.

NAICS	Description	2019 Jobs	2024 Jobs	2019 - 2024 Change	2019 - 2024 % Change	2024 Location Quotient
11	Agriculture, Forestry, Fishing and Hunting	1,580	1,731	152	10%	0.57
21	Mining, Quarrying, and Oil and Gas Extraction	183	186	3	2%	0.14
22	Utilities	111	119	8	7%	0.11
23	Construction	26,278	27,119	841	3%	1.72
31	Manufacturing	60,855	60,791	(64)	(0%)	2.41
42	Wholesale Trade	8,986	9,759	773	9%	0.83
44	Retail Trade	35,777	34,767	(1,010)	(3%)	1.15
48	Transportation and Warehousing	5,260	5,850	589	11%	0.47
51	Information	4,593	3,353	(1,240)	(27%)	0.59
52	Finance and Insurance	10,471	10,880	409	4%	0.81
53	Real Estate and Rental and Leasing	3,469	3,754	285	8%	0.79
54	Professional, Scientific, and Technical Services	13,641	15,412	1,771	13%	0.75
55	Management of Companies and Enterprises	1,466	1,242	(224)	(15%)	0.25
56	Administrative and Support and Waste Management and Remediation Services	15,084	15,517	433	3%	0.84
61	Educational Services	2,246	2,351	105	5%	0.29
62	Health Care and Social Assistance	34,991	37,335	2,344	7%	0.85
71	Arts, Entertainment, and Recreation	3,942	3,449	(494)	(13%)	0.76
72	Accommodation and Food Services	23,695	23,169	(527)	(2%)	0.89
81	Other Services (except Public Administration)	12,217	12,315	98	1%	0.86
90	Government	46,917	46,774	(143)	(0%)	0.94
99	Unclassified Industry	0	0	0	0%	0.00
		311,761	315,872	4,111	1%	

Provided the historical nature or labor market projections, economic recovery and sector strategy in Snohomish County will be informed through a combination of quantitative and qualitative evidence.

b. Snohomish County Workforce Demographics

In the next decade, there will be approximately 102,500 individuals who will reach retirement age; this last wave of baby boomer retirement will increase the population of Snohomish County residents over 65 years to almost 200,000. In 2019, the population with the highest labor market participation rate was individuals from 45 – 54 years old. The impact of the pandemic and long-term labor force participation rates has yet to be seen.

Table 1. Snohomish County Population, by Age

Subject	Total		Labor Force Participation Rate		Employment/ Population Ratio		Unemployment rate	
	Estimate	Margin of Error	Est.	Margin of Error	Est.	Margin of Error	Est.	Margin of Error
Population 16 years and over	614,842	+/-515	67.60%	+/-0.4	63.50%	+/-0.4	5.40%	+/-0.3
AGE								
16 to 19 years	36,959	+/-523	40.50%	+/-2.3	32.70%	+/-2.0	18.90 %	+/-2.4
20 to 24 years	47,766	+/-117	79.10%	+/-1.4	69.40%	+/-1.6	9.50%	+/-1.2
25 to 29 years	54,323	+/-106	83.40%	+/-1.4	76.80%	+/-1.4	6.00%	+/-0.9
30 to 34 years	57,295	+/-185	82.10%	+/-1.3	76.60%	+/-1.3	5.60%	+/-0.8
35 to 44 years	107,127	+/-176	82.40%	+/-0.8	78.40%	+/-0.8	4.20%	+/-0.5
45 to 54 years	113,495	+/-123	82.70%	+/-0.8	79.30%	+/-0.8	3.90%	+/-0.4
55 to 59 years	54,643	+/-1,127	77.60%	+/-1.1	74.30%	+/-1.2	4.10%	+/-0.5
60 to 64 years	47,935	+/-1,105	61.50%	+/-1.5	59.60%	+/-1.5	3.20%	+/-0.7
65 to 74 years	58,388	+/-106	25.40%	+/-1.2	24.50%	+/-1.1	3.40%	+/-0.7
75 years and over	36,911	+/-60	5.30%	+/-0.6	5.10%	+/-0.6	3.40%	+/-2.0
Population 20 to 64 years	482,584	+/-112	79.60%	+/-0.4	75.00%	+/-0.5	5.00%	+/-0.3

Source: U.S. Census Bureau, 5-Year 2013-2017 American Community Survey

There are several populations within Snohomish County (e.g. American Indian and Alaska Native alone) with both relative lower labor force participation rate coupled with historically higher unemployment rate. The pandemic has disproportionality impacted people of color. Unemployment claims in Snohomish County among Pacific Islander population represented 114%, American Indian 53% and African American 56% of claims per total workers.[8]

[8] US Census Bureau, ACS 2019 1-Year Estimates, 2020; Washington State Employment Security Department, 2020; Community Attributes, 2020.

Table 2. Snohomish County Population by Race and Hispanic or Latino Origin								
Subject	Total		Labor Force Participation Rate		Employment/ Population Ratio		Unemployment rate	
	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error
White alone	485,430	+/-1,359	67.40%	+/-0.4	63.30%	+/-0.4	5.30%	+/-0.3
Black or African American alone	16,803	+/-604	71.50%	+/-2.5	64.90%	+/-2.7	6.30%	+/-2.0
American Indian and Alaska Native alone	5,630	+/-412	63.00%	+/-4.0	57.60%	+/-4.3	8.40%	+/-3.2
Asian alone	62,806	+/-890	67.50%	+/-1.3	64.30%	+/-1.3	4.30%	+/-0.7
Native Hawaiian and Other Pacific Islander alone	3,026	+/-246	67.10%	+/-6.7	63.20%	+/-7.2	5.80%	+/-3.6
Some other race alone	14,646	+/-1,281	73.30%	+/-2.9	69.10%	+/-3.2	5.20%	+/-2.1
Two or more races	26,501	+/-1,285	68.60%	+/-1.8	62.00%	+/-1.9	8.80%	+/-1.5
Hispanic or Latino origin (of any race)	49,196	+/-230	73.60%	+/-1.3	68.30%	+/-1.4	6.00%	+/-1.2
White alone, not Hispanic or Latino	455,079	+/-503	66.90%	+/-0.4	62.90%	+/-0.4	5.30%	+/-0.3
Source: U.S. Census Bureau, 5-Year 2013-2017 American Community Survey								

Although there are almost an equal number of male and female Snohomish County residents, the labor force participation rate of the male residents far exceeds those of the female residents. The difference is even more pronounced when the female is a caregiver of a child or multiple children. The pandemic has further decreased labor force participation rates, particularly among women and persons of color, requiring increased focus and attention to factors that pose barriers to re-engagement in the labor force.

Table 3. Snohomish County Population, by Sex and Dependent Status								
Subject	Total		Labor Force Participation Rate		Employment/ Population Ratio		Unemployment rate	
	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error
SEX								
Male	245,115	+/-60	85.80%	+/-0.5	80.60%	+/-0.6	4.80%	+/-0.4
Female	237,469	+/-86	73.20%	+/-0.6	69.20%	+/-0.6	5.10%	+/-0.4
With own children under 18 years	85,916	+/-1,284	70.40%	+/-1.2	66.70%	+/-1.1	5.10%	+/-0.7
With own children under 6 years only	21,343	+/-972	65.80%	+/-2.0	62.10%	+/-2.0	5.10%	+/-1.3
With own children under 6 years and 6 to 17 years	16,614	+/-680	60.80%	+/-2.8	57.30%	+/-2.7	5.80%	+/-1.2
With own children under 6 to 17 years only	47,959	+/-1,327	75.80%	+/-1.5	72.00%	+/-1.5	4.90%	+/-0.9
Source: U.S. Census Bureau, 5-Year 2013-2017 American Community Survey								

The labor force participation rate of individuals living below the poverty line is less than 50 percent; additionally, of those actively participating in the workforce, the unemployment rate is a staggering 27 percent. Often, living below the poverty line results in a near-constant state of crises and often there is the need to stabilize an individual before they are able to obtain and retain gainful employment. Addressing poverty in Snohomish County will require a systems approach, with coordination of resources across agencies and organizations that provide resources to individuals and households, including supports for childcare, rent and utility assistance, food, behavioral health, re-training and re-employment, among others. Coordination and braided resources are however insufficient to combat poverty. Sustained efforts will require additional resources and a marked change in service delivery to engage individuals and households in their communities and in partnership with trusted community-based organizations.

Table 4. Snohomish County Population by Poverty Status in the Past 12 Months								
Subject	Total		Labor Force Participation Rate		Employment/ Population Ratio		Unemployment rate	
	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error
Below poverty level	38,156	+/-1,434	45.80%	+/-1.8	33.20%	+/-1.8	27.40%	+/-2.2
At or above the poverty level	439,266	+/-1,416	83.20%	+/-0.4	79.50%	+/-0.5	3.90%	+/-0.2
Source: U.S. Census Bureau, 5-Year 2013-2017 American Community Survey								

Historically, individuals without a disability have had a much lower unemployment rate, and substantially higher labor force participation rate and employment-population ratio, than people with a disability.[9] The same trend can be seen in Snohomish County, the labor force participation rate is less than 50 percent and the unemployment rate is 10.5 percent, compared with the overall county rates of 67.6 percent and 5.4 percent, respectively. There should be a concerted effort to ensure individuals with disabilities have the same opportunities as those living without a disability.

Recent events with migrating service delivery to a virtual environment due to the pandemic has created barriers to access to populations that benefit from in-person services, including individuals that lack a reliable access to the internet or computer, require technology assistance or language support. At the same time, it has also removed barriers to individuals by removing the need to travel to a physical center.

Table 5. Snohomish County Population, by Disability Status								
Subject	Total		Labor Force Participation Rate		Employment/ Population Ratio		Unemployment rate	
	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error
With any disability	49,857	+/-1,709	47.80%	+/-1.9	42.70%	+/-1.9	10.50%	+/-1.6
Source: U.S. Census Bureau, 5-Year 2013-2017 American Community Survey								

Although individuals with less than a high school diploma represent approximately 25 percent of the Snohomish County population age 25 - 64 years old, they have the lowest labor force participation rate and the highest unemployment rate of any of the educational attainment categories. This gap can expect to grow as employers increasingly require post-secondary credentials for entry-level positions.

[9] https://www.bls.gov/spotlight/2018/labor-force-characteristics-of-people-with-a-disability/home.htm

Table 6. Snohomish County Population, by Educational Attainment								
Subject	Total		Labor Force Participation Rate		Employment/ Population Ratio		Unemployment rate	
	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error
Population 25 to 64 years	434,818	+/-150	79.70%	+/-0.5	75.60%	+/-0.5	4.50%	+/-0.3
Less than high school graduate	32,795	+/-1,486	64.20%	+/-2.0	57.90%	+/-2.2	9.70%	+/-1.6
High school graduate (includes equivalency)	99,289	+/-2,197	75.70%	+/-0.9	71.20%	+/-1.1	5.60%	+/-0.7
Some college or associate's degree	163,167	+/-2,287	79.80%	+/-0.7	75.50%	+/-0.8	4.40%	+/-0.4
Bachelor's degree or higher	139,567	+/-2,340	85.90%	+/-0.7	83.00%	+/-0.7	2.90%	+/-0.3
Source: U.S. Census Bureau, 5-Year 2013-2017 American Community Survey								

In 2020, workers in STEM and STEM-literate occupations have maintained employment at significantly higher rates, compared to individuals in non-STEM occupations. Washington STEM examined data to better understand the impacts of COVID-19 on Washington's economy. Explaining this work, Washington STEM stated:

> "Using ESD (Employment Security Department) figures, micro-census data, and job and wage date, Washington STEM created a new tool that provides insight into the demographics of claims and the roles and industries more or less affected by unemployment and furloughs. Through this insight, it has become clear that STEM jobs are particularly insulated from volatility during these unprecedented times."[10]

The below table provides data for Snohomish County and Washington State.

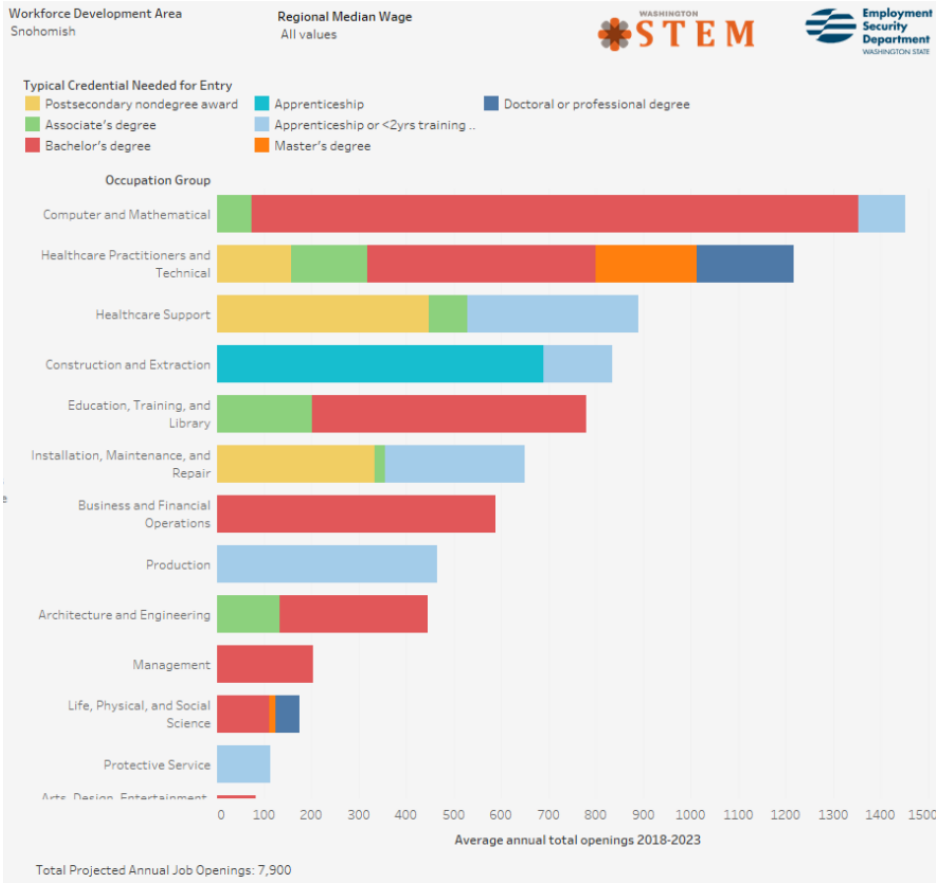
	Snohomish County			Washington State		
STEM Literacy	% of Claims	Sum of Claims	% of WDA Employed	% of Claims	Sum of Claims	% of WDA Employed
STEM	5%	599	8%	4%	13,489	13%
Not STEM	73%	8,275	58%	78%	240,634	113%
STEM Literate	21%	2,394	19%	18%	55,445	34%

[10] Washington STEM. COVID-19 Impact Tool. https://washingtonstem.org/covid-19-impact-beta/#COVIDtool

The importance of STEM literacy and STEM occupations is reflected in the resiliency of these workers during the pandemic and reinforced in occupational demand pertaining to knowledge and skills needed to meet the employment needs of Snohomish County employers.

c. Knowledge & Skills Needed in Snohomish County

A recent study Washington STEM shows that most living and family-wage jobs available in the coming years will be filled by workers with a postsecondary credential, an umbrella term that includes two- and four-year degrees, industry certifications and apprenticeship programs. The below table from Washington STEM articulates the demand (balanced and in-demand) for credentials by occupational grouping in Snohomish County.[11]

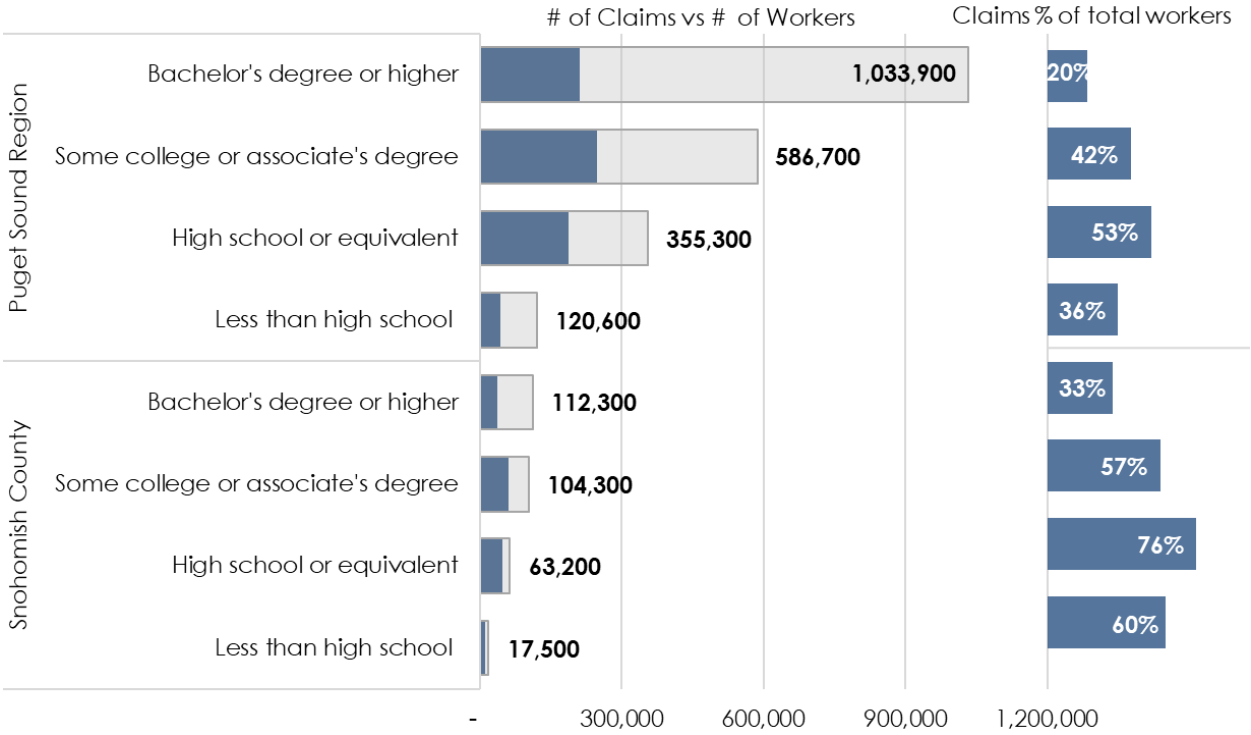


Employment needs in in-demand industries is precarious in this moment in time, with labor market data reliance upon historical data, occupational projections are uncertain. Unemployment data by occupation provides an indication of the occupations and sectors that will take longer to recover from the pandemic, such as Aerospace, Leisure and Hospitality and Retail; while other sectors such as Construction and Professional Services appear stable.

[11] Washington STEM Labor market Credential Data Dashboard. https://washingtonstem.org/labor-market/

d. Labor Force Analysis

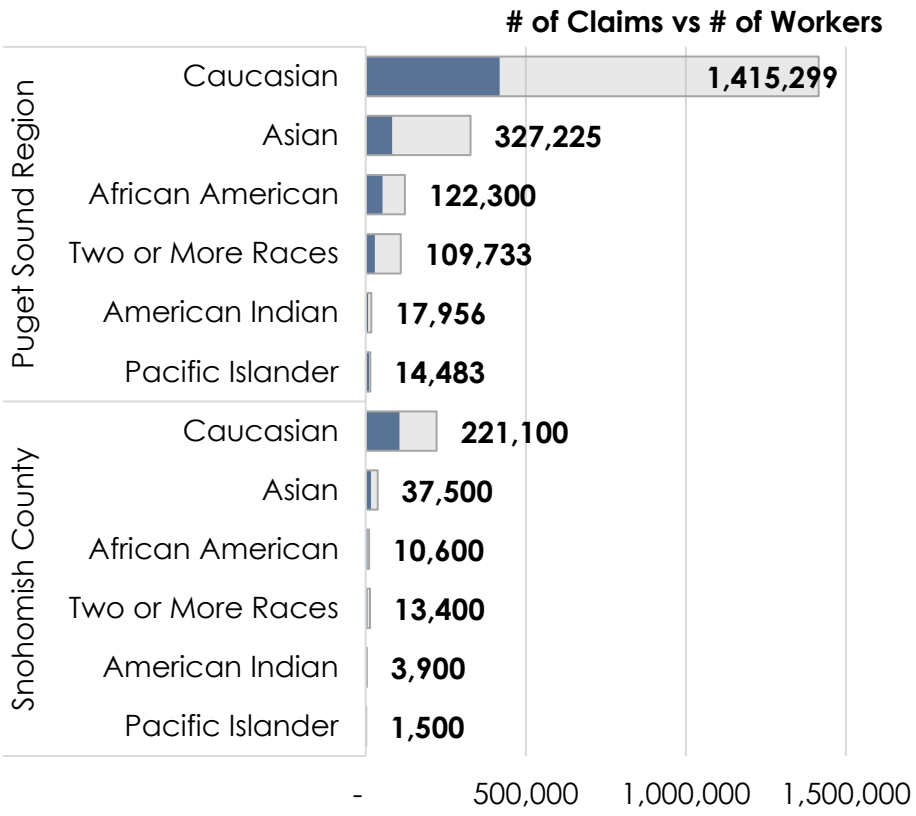
The adjusted unemployment rate for Snohomish County is 7.8 percent as of December 2020, representing 34,108 workers. In Snohomish County, 30 percent of initial unemployment claims were filed by workers with a high school diploma or equivalent, disproportionate impact considering only 21 percent of workers fall under this demographic.[12] Twenty-eight percent of workers have an associate degree or some college and submitted 35 percent of all initial claims.



Snohomish County resident educational attainment level exceeds the national average in both Bachelor and Associate degrees, with **21.7 percent of Snohomish County, WA residents possessing a Bachelor's Degree** (2.9 percent above the national average), and **10.3 percent hold an Associate's Degree** (2.2 percent above the national average).

Examining unemployment claims by demographic, Asians which comprise the second highest proportion of total workers had the lowest rate of claims per worker at 25 percent. Pacific Islanders in Snohomish County submitted one percent of initial claims between March and November 2020 and make up one percent of the worker population. Caucasians, African Americans, American Indians and Pacific Islanders in Pierce and King County had lower rates of per worker claims than their Snohomish County counterparts. Asians and workers of two or more races had similar percentage of workers file claims the Puget Sound region.

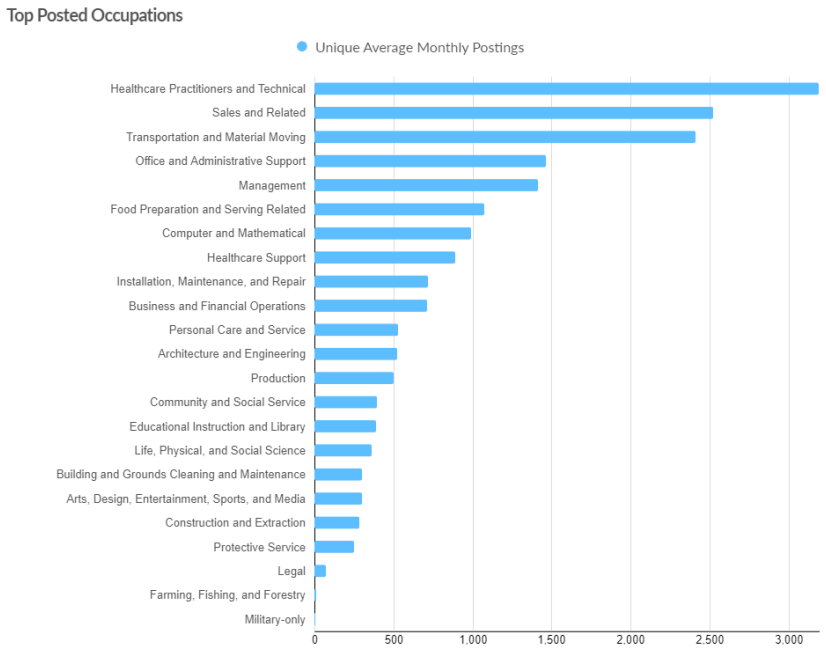
[12] US Census Bureau, ACS 2019 1-Year Estimates, 2020; Washington State Employment Security Department, 2020; Community Attributes, 2020.



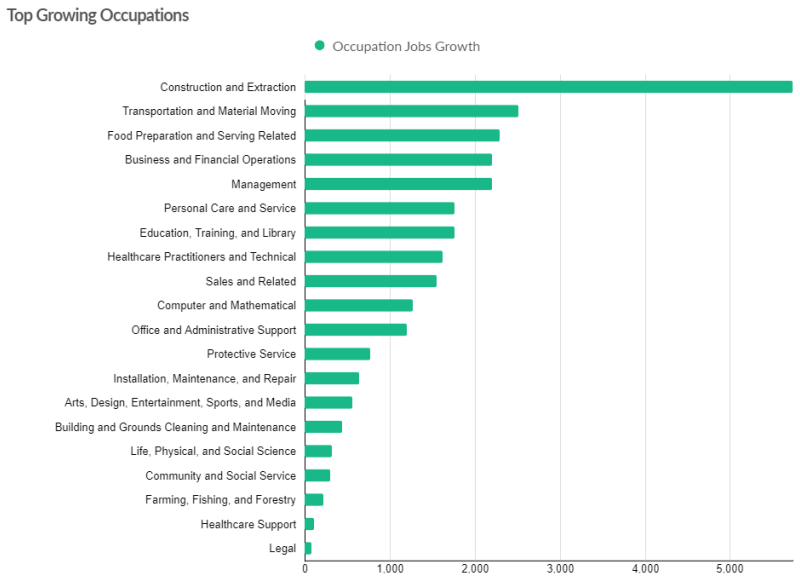
The below table reflects the change in jobs between 2015-2020, reflecting the demand for occupations across industry sectors, such as sales and related and office and administrative support.[13]

[13] EMSI. Occupation Table: All Occupations in Snohomish County, WA. EMSI Q1 2021 Data Set. QCEW Employees, Non-QCEW Employees and Self-Employed. 2015-2020.

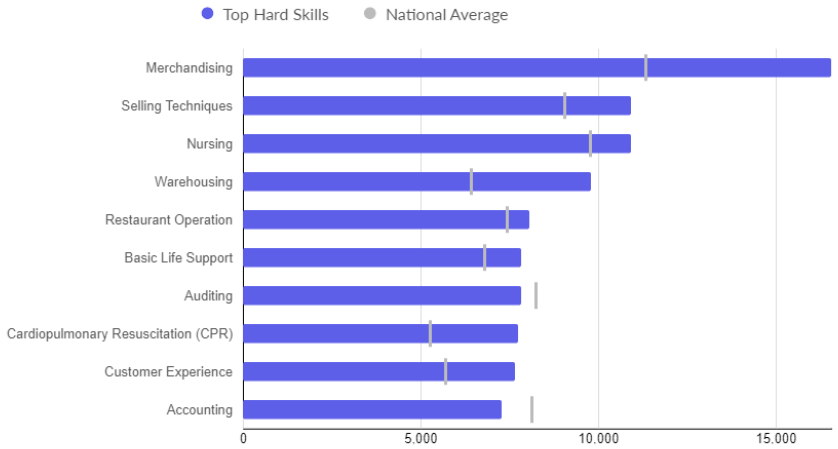
Juxtaposed to data highlighting the change in occupational employment, top postings of occupations, begin to reflect the changing economic conditions and worker demand.[14]



Examining the growth of occupations in Snohomish County, there is a clear indication of the impact of the persistent growth in the construction industry.



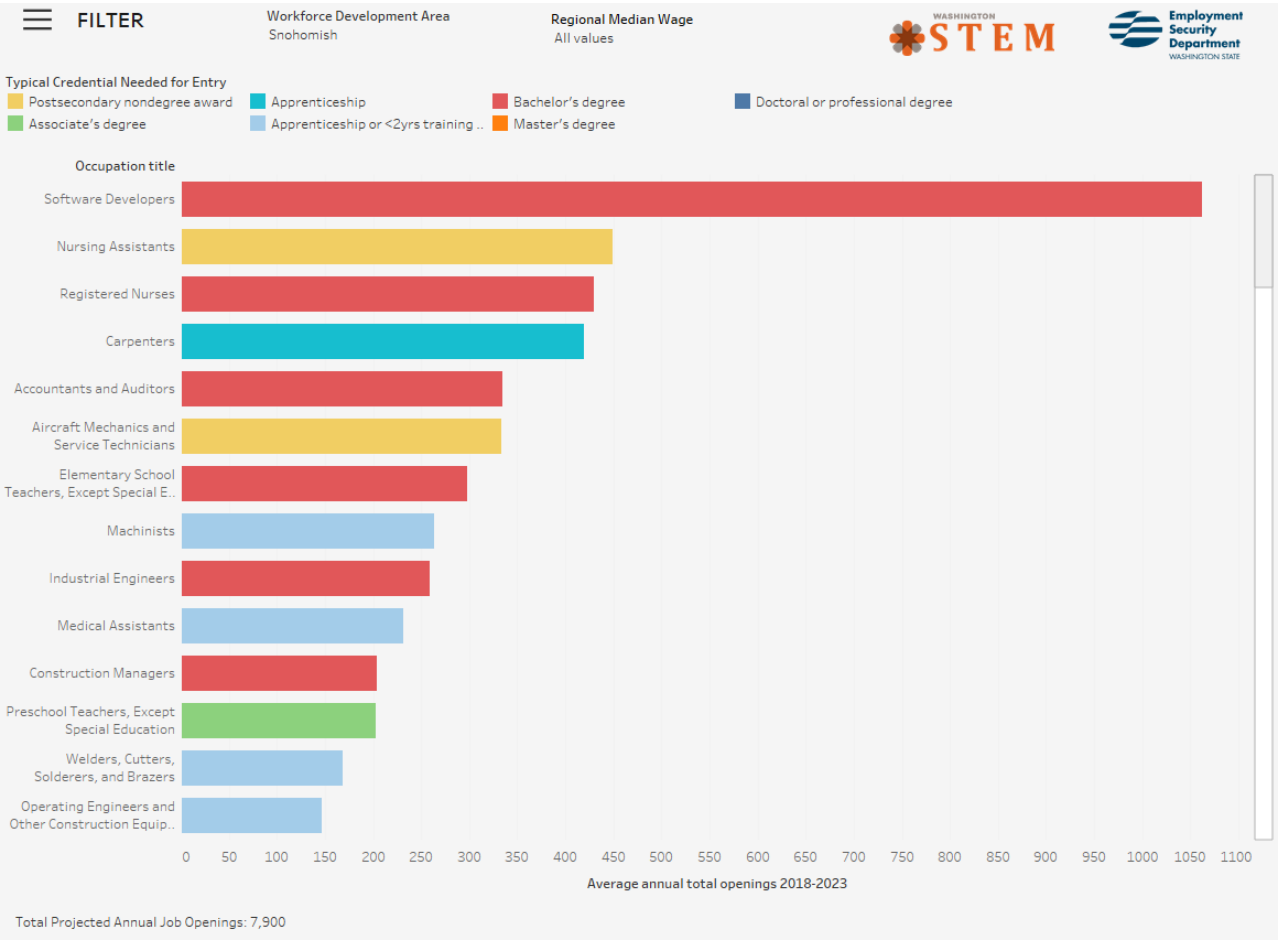
In-demand skills, derived from job postings have changed slightly between 2020 and 2021 in rank order, with Nursing, Basic Life Support and Cardiopulmonary Resuscitation increasing in frequency, according to EMSI.



The increasing number of STEM-related occupations in Snohomish County, statewide and nationally – by-in-large providing family sustaining wages, will require continued and innovative

[14] EMSI. Snohomish County Economic Overview: Workforce Characteristics, Top (unique, average monthly) Posted Occupations between February 2020 and January 2021.

solutions to attract and retain youth and adults to post-secondary education programs – at all levels and apprenticeship programs.



In November 2020, Workforce Snohomish, in partnership with Snohomish County Future Workforce Alliance and Snohomish County Office of Economic Recovery and Resiliency in commissioning a Snohomish County Talent and Transferable Skills research study. This purpose of this study, to be completed in April 2021 is to inform workforce development activities in Snohomish County focused on retaining the county's talent by supporting dislocated workers find new career pathways in growing industries and high-demand occupations. Events of 2020, including the COVID-19 pandemic displaced large numbers of Snohomish County's workforce across all sectors. At the same time, some sectors are experiencing supply gaps at all levels, particularly concentrated in STEM occupations (finance, information technology, advanced manufacturing, etc.). This research seeks to inform policy, strategy and service delivery in the county, with the intent to retain and support workers impacted by the pandemic and empower them to leverage their past experience and credentials, obtain training and enter occupations that are aligned with current and future employment demand in family-wage, high-demand careers. Moreover, this research shall serve to provide critical information to post-secondary education providers in Snohomish County, enabling them to align existing programs with industry and dislocated worker needs, and develop new programs that meet the needs of industry and the labor force.

Workforce development activities in Snohomish County will focus on supporting dislocated workers, adults and youth alike obtain the credentials needed to re-enter or enter the job market. It is imperative that the system work together to address these worker's needs, aligned with current and future sector demand, leveraging a wide variety of options – from apprenticeships, post-secondary certifications or degrees, on-the-job training, customized training and other work-based experiences.

e. Workforce Development Activities

The gap between industry demand for skilled workers and the availability of workers to fill these jobs has historically been most acute among middle-skill occupations.

Table 7. Demand-Supply Alignment of Snohomish County Workforce

Education Level	Jobs Requiring Education Level	Population at Education Level	Difference
No Formal Education Required	20%	9%	11%
High School Diploma or Equivalent	39%	24%	16%
Some College, Non-Degree Award	8%	26%	-19%
Associate's Degree	2%	10%	-8%
Bachelor's Degree	27%	22%	5%
Graduate Degree or Higher	4%	9%	-6%

Source: EMSI Snohomish County Profile

According to EMSI, in 2019, there were 5,252 graduates in Snohomish County, WA. This pipeline has shrunk by 15 percent over the last 5 years. The highest share of these graduates come from Liberal Arts and Sciences/Liberal Studies, Airframe Mechanics and Aircraft Maintenance Technology/Technician, and "Business/Commerce, General" programs.

This decline in the county's talent pipeline, in relation to historically low unemployment in the County is understandable but considering current economic conditions and a historically high unemployment rate due to the COVID-19 pandemic, particularly among workers with less than an associate degree and among occupations concentrated in sectors that are anticipated to have a longer recovery (2-4 years), it is imperative that this trend is reversed and that re-training programs support current and future employment demands. Doing so will require strategic, public-private investment to build capacity of the traditional and non-traditional education and training system to respond to changing labor market conditions, as well as leveraging underutilized programs in the county, such as work-based experiences, on-the-job training, and customized training to support re-employment, whenever possible. Moreover, incumbent worker training programs will play a pivotal role in investing in the workforce to foster skill development and create opportunities for upskill-backfill.

The historical dominance of graduates from certificate and associate degrees related to aerospace is notable, indicating that long-term collaborative efforts and investments by the aerospace

industry, K-12 and post-secondary education providers (including apprenticeships) yielded an increase in local labor force supply. In the past year, many aerospace workers have lost their jobs and recovery is expected to take between two and four years, placing urgency on providing viable re-training and re-employment options to retain this workforce, as well as deploying upskill strategies to retain incumbent workers in support the sector's recovery.

2. Regional Sector Strategies

Snohomish County has identified nine priority sectors that will be a focus of the Board's workforce development efforts to bring opportunity and prosperity to residents and employees in Snohomish County. The nine focus sectors are:

- Aerospace
- Agriculture, Forestry & Fisheries
- Arts, Film and Culture
- Education, Life Sciences & Global Health
- Energy & Sustainability
- Military
- Recreation & Tourism
- Technology
- Trade & Economic Development

These sectors align with the Puget Sound Regional Council economic strategy, "Amazing Place," and are supported target industries for attraction, retention and expansion by our economic development regional partners Economic Alliance of Snohomish County and Greater Seattle Partners. The Alliance will work closely with Workforce Snohomish to align businesses with workforce and education service providers to support the development of talent for local companies as well as prepare the next generation for jobs and careers in growing industries. In addition, the identification of the above high-demand occupations as well as the volume employees needed to support local businesses will allow the county to focus on current and future occupation and skill needs to fill those positions.

The shift in employment, in part fueled by the pandemic and correlating economic conditions has compelled specific focus on sectors that provide opportunities for youth, adults and dislocated workers to re-enter the workforce, and obtain family wage jobs, leverage transferable skills and advance along a career path. These sectors include: Life Sciences (specifically biomanufacturing and medical device manufacturing), Transportation, Construction, Healthcare & Social Assistance, Energy & Sustainability and Technology. As the economic landscape continues to shift and regional collaborations strengthened with King and Pierce counties, the local board will emphasize regional collaboration with the local workforce boards in these counties to align workforce development strategies to support workers region-wide with reskilling and upskilling and preparing the next generation for careers in high-demand occupations.

3. Regional Service Strategies

The Snohomish County Future Workforce Alliance identifies problems and opportunities to work cross-region with one or more to support the development of workforce talent that is

responsive to business sector needs. Cross-regional sector strategies are developed to improve access and performance outcomes for targeted populations, to test innovative models or practices to determine their efficacy, sustainability and scalability, and to address identified gaps in services and improve service outcomes.

Each region is required to coordinate planning with at least one other region. Local boards are encouraged to create as many cross-regional collaborations as necessary to address issues and opportunities shared across regions, and Snohomish County Future Workforce Alliance will address Regional Service Strategies.

A 2019 award to Workforce Snohomish, in collaboration with Northwest Workforce Council (Skagit, Whatcom, San Juan and Island Counties), Skagit and Snohomish STEM Networks, and Northwest Educational Service District 189, has established a foundation for regional coordination and shared goals to align Career Connected Learning (CCL) initiatives and collaborations into a coherent sector and business-focused framework. The intention is that this framework will increase the availability and enable the alignment of services to support engagement of youth and young adults in CCL opportunities from Career Exploration (career fairs) to Career Preparation (pre-apprenticeship, job shadow) to Career Launch (apprenticeships). In addition, the partnership seeks to strengthen business and education partnerships aligned to regional workforce supply and demand needs to support the expansion of CCL opportunities in the region.

In 2019, under the auspices of the Regional Coordinating Network, NW Workforce Council, and Workforce Snohomish formed a regional Board to guide the joint initiative, effectively leverage existing investments in advancing opportunities for youth and young adults to engage in career connected learning, and establish a unified system that promotes and nurtures these opportunities.

Strategies and tactics will be employed by the cross-regional partners to improve outcomes and they include:

- Leverage existing conveners/convenings to disseminate and engage stakeholders in regional strategy and promote CCL and collaboration.
- Coordinate with intermediaries and other local and statewide stakeholders to solicit input on information that would strengthen understanding, navigation and engagement in CCL for employers, youth, parents and adults.
- Establish and maintain catalogue of potential and approved Career Launch programs in the region and articulate their alignment with sector strategies and in-demand occupations.

Each step in the development and dissemination of the regional Career Connected Learning plan is intended to ensure alignment of regional resources, without duplication of efforts. Additionally, solicitation of feedback from a wide cross-section of community will assure equitable access for those furthest from opportunity.

Cross-regional partners will track success by both increasing opportunity; as well as measuring progress towards the goals of:

- 60% of youth and young adults engage in Career Launch programs; and
- 100% of youth and young adults engage in Career Exploration & Awareness programming by 2030.

In 2021, the Regional Coordinating Network will be housed at the Northwest Educational Service District 189 (pending successful proposal). This shift places greater emphasis on coordination between the two STEM Networks in the region (Northwest and Snohomish) and re-positions the Workforce Development Councils as supporting partners focused on strategy and continuing their work in expansion of career-connected learning experiences for WIOA-eligible populations.

Regions established under Career Connect Washington are based on Educational Service District boundaries, with King and Pierce counties forming a separate Regional Coordinating Network from Snohomish, Skagit, Whatcom, San Juan and Island counties. Career Connect Washington has also funded a number of Career Connect Intermediaries across the NW region, as well as in King County, whose close proximity to Snohomish County or intent to expand into Snohomish County prompts further collaboration. For instance, Shoreline College's intermediary grant focuses in the development of a program that aligns with the needs of the biomanufacturing sector, which is prevalent in south Snohomish County (Canyon Park).

In addition, the Future Workforce Alliance and Workforce Snohomish are in the process of developing collaborations with workforce development areas in the greater Puget Sound Region (Seattle-King and Workforce Central – Pierce) focused on career pathways in common sector strategies, equitable and inclusive recovery and meeting the demands of regional employers. This collaboration reflects the CLEO and FWA's engagement in Greater Seattle Partners, objectives pertaining to coordination with economic development activities and acknowledgement of shared strategic interests in job creation and meeting the growing demands for talent in the region.

4. Coordination with Regional Economic Development Organizations

Snohomish County Future Workforce Alliance will coordinate with primarily two regional economic development organizations to further the county's workforce and economic development goals: Economic Alliance of Snohomish County and Greater Seattle Partners. Economic Alliance of Snohomish County (EASC) is the Snohomish County designated Associate Development Organization (ADO). EASC is a non-profit serving as a combined economic development organization and countywide chamber of commerce. EASC is a catalyst for economic vitality resulting in stronger communities, increased job creation, expanded educational opportunities, and improved infrastructure. Snohomish County Executive Dave Somers serves on EASC's Board of Trustees. As the Chief Elected Official for the Future Workforce Alliance, Executive Somers supports the coordination of economic and workforce development work and has made alignment between Workforce Snohomish and EASC a top priority to support Snohomish County's recovery as a result of the COVID-19 pandemic.

In addition to EASC, the Alliance will also collaborate closely with Greater Seattle Partners (GSP), the regional economic development organization for Snohomish, King, and Pierce counties. GSP's primary objectives are to attract business and investment to the region that provide good paying jobs with career opportunities; market the region to national and

international businesses and investors to support job creation; and support the region's economic development goals through data-driven research and analysis. Snohomish County Executive Dave Somers serves on the Executive Council of GSP. In this capacity he has developed a deep understanding of the region's economic development goals and how Snohomish County and its workforce can support the region's overall economic growth.

By working with and serving on the boards of EASC and GSP, Executive Somers will be able to oversee the alignment of county and regional economic development and workforce goals. This will help ensure that economic recovery as a result of the COVID-19 pandemic will be a top priority as well as supporting the goal to train Snohomish County's workforce for new jobs and opportunities as businesses recover, grow and locate to the region.

Joy Emory, CEO of Workforce Snohomish was recently appointed to the Board of the Economic Alliance of Snohomish County. As emphasis is placed on business retention and expansion, there is a clear and compelling need to coordinate workforce development and economic development efforts. For instance, the life sciences sector is growing operations in Snohomish County, with projected demand for hundreds of workers in the coming years. As EASC focuses on assisting these employers in locating facilities for their expansion, Workforce Snohomish is actively engaging employers to develop pathways to employment for dislocated, adult and youth through on-the-job training, customized training, and work-based experiences.

In addition, Workforce Snohomish has invested in the NW Innovation Resource Center, in a program named "Project ReInvent." This project is aimed at three distinct, yet interconnected stakeholders, including: 1) early stage start-ups; 2) existing businesses seeking to pivot their business model in response to the pandemic and correlating economic conditions; and 3) dislocated workers seeking to leverage their skills in work-based experiences in order to build skills that will improve their competitiveness and remain connected to the labor force while job seeking.

5. Coordination of Transportation & Other Support Services

Snohomish County has been designated by Governor Inslee as both a regional and local workforce development area. While most Snohomish County residents live and work in our county, 145,080 workers commute to King County each day representing 12.4 percent of that county's workforce. Another 7,160 and 2,270 commute to Pierce and Kitsap Counties, respectively. Additionally, 9,043 commutes to counties to the north.[15] More than one out of every three individuals who works in Snohomish County lives outside of the county, making

[15] 2017 US Census Longitudinal Employer-Households Dynamics dataset, Work Destination Report. https://lehd.ces.census.gov/data/#lodes

transportation across county lines vitally important to the economies and workforce of the larger Puget Sound Region.[16]

Two fixed-route transportation providers offer transportation across county lines to King County. Community Transit offers Swift transportation services by bus to and from King County via a north-south route along State Route 99 and from Paine Field to Bothell. Sound Transit also provides express bus and rail service to King County and will offer Link Light Rail service between South Snohomish County and North King County beginning in 2023. This service will be linked to commuter rail service throughout the Central Puget Sound Region and will expand to include Paine Field and Everett by 2036.

Additional paratransit services are available across county lines although most services are available to individuals based on specific eligibility requirements and for specific purposes. Workforce Snohomish serves as the fiscal agent for SnoTrac, the Snohomish County Special Needs Transportation Coalition which coordinates the work of all local transportation providers, both within Snohomish County and across county lines, to optimize transportation options for all Snohomish County residents. In 2021, SnoTrac will be absorbed by Workforce Snohomish to further strengthen coordination between the coalition, workforce and economic development in the county.

Multiple transportation providers in the Puget Sound Region utilize the seamless One Regional Card for All (ORCA) card infrastructure to pay for transportation services which will be made available to job seekers in Snohomish, King, Pierce, and Kitsap Counties as needed.
Three transit agencies, Skagit Transit, Whatcom Transit Authority, and Island Transit provide services between the three counties to the north of Snohomish County with Island Transit connecting Camano Island and Skagit Station to Stanwood in Snohomish County. Financial support can be provided to purchase bus passes as needed to access this inter-county service for WorkSource Snohomish County job seekers.

Financial assistance with gasoline payments and car repairs will also be made available as needed for job seekers who do not have access to fixed route or paratransit services across county lines. Ride sharing will be encouraged to the extent feasible. Transportation is the primary support service needed by Snohomish County job seekers and workers to access jobs outside of Snohomish County. Additional intra-county transportation and other support services challenges will be addressed in Section III. 13. of this plan, below.

6. Multi-Regional Cost Arrangements

No multi-regional cost arrangements are planned or currently in-place.

[16] https://www.psrc.org/sites/default/files/eb2019jan24-pres-trends.pdf

7. Regional Performance Negotiation & Evaluation

Snohomish County is committed to using performance accountability as a key driver for continuous improvement and advancement toward being a high-performing workforce development region and local area. At the overarching systems level, the Snohomish County Executive, Future Workforce Alliance, Workforce Snohomish, and WorkSource Snohomish County system partners will utilize high level indicators of economic health and prosperity for businesses and job seekers/workers to inform strategies and priorities.

At the WorkSource Snohomish County system level, these partners will focus on negotiating WIOA performance accountability measures that are informed by past performance and the labor market and population data provided above.

Key staff from the Future Workforce Alliance and Workforce Snohomish participate in the Performance Accountability Work Group led by the Workforce Training and Education Coordinating Board and Washington State Employment Security Department and, in partnership with local boards across the state, negotiate standards and reach agreement among the Snohomish County Executive, the Future Workforce Alliance, Workforce Snohomish, WorkSource Snohomish County system partners, and the Governor on regional/local targets to propose to the U.S. Department of Labor as required by statute.

The WorkSource Snohomish County system will utilize the management information system provided by the State of Washington to report on the following performance accountability measures:

WIOA Performance Accountability Measures
Performance Metric – Adult/Dislocated Worker
Entered Employment - percent of participants who are employed in Q2 Post-Exit
Employment Retention - percent of participants who are employed in Q4 Post-Exit
Earnings – Median earnings Q2 Post-Exit
Credential Rate – percent of participants obtaining a post-secondary credential or secondary school diploma/equivalent within one-year Post-Exit
Measurable Skills Gained – percentage of participants in education leading to credential or employment during program year and achieving measurable gains in real time.
Performance Metric – Youth

Entered Education/Employment - percent of participants who are education/training or employed in Q2 Post-Exit
Education/Employment Retention - percent of participants who are education/training or employed in Q4 Post-Exit
Earnings – Median earnings Q2 Post-Exit
Credential Rate – percent of participants obtaining a post-secondary credential or secondary school diploma/equivalent within one-year Post-Exit
Measurable Skills Gained – percentage of participants in education leading to credential or employment during program year and achieving measurable gains in real time.
Performance Metric – Employer
Employer Satisfaction – indicator of satisfaction among employers served

Performance on real-time proxies for these measures will be used to inform ongoing continuous improvement efforts and will be compared to performance as reported through the Washington State management information system to revise proxies and refine service delivery on an ongoing basis.

SECTION III
LWDB Specific Component of Plan

1. Strategic Vision and Goals for Preparing Workforce

Executive Sommers has articulated his vision and goals, placing strong emphasis on fostering stronger alignment and collaboration among business, labor, education, and human service and workforce service providers in the county's targeted industry sectors. The objectives of this strategy are to support long-term economic growth and prosperity in Snohomish County and ensure that job seekers and youth have the skills, knowledge and supports needed fully participate the family-sustaining occupations of today – and in the future.

To support the County Executive's vision and goals the Future Workforce Alliance undertook a strategic planning session to develop their vision, mission, goals and objectives that will establish Snohomish County as a "gold standard" for workforce development.

Vision. The Future Workforce Alliance envisions Snohomish County as a globally recognized hub for talent that supports our regional economy and creates economic opportunity for all.

Mission. The Future Workforce Alliance catalyzes equitable, inclusive and responsible economic growth through public-private collaborative strategies that build upon a foundation of lifelong learning, creation of quality jobs, innovation, and adaptability. The Future Workforce Alliance ensures that employers have consistent access to the skilled talent they need, and that youth and adults are supported in attaining rewarding careers.

Goals & Objectives. The Strategic Goals and Objectives of the Future Workforce Alliance are outlined below.

GOAL # 1: Facilitate and Build a Culture of Collaboration Among All Workforce System Stakeholders

- Objective A: Bring together all entities with an interest in workforce development.
- Objective B: Develop structure and leadership for collaborative efforts to meet the needs of a diverse workforce, with a focus on racial equity and inclusion.
- Objective C: Build strategic partnerships to enhance the education, workforce development, economic development, human development, and community development systems.
- Objective D: Increase employer engagement in workforce development by providing a coherent, unified way to work with education and workforce systems.
- Objective E: Ensure historically marginalized groups will inform and provide recommendations on how the goals and objectives are implemented.
- Objective F: Commit to increasing representation on the Future Workforce Alliance Board and Standing Committees to reflect different perspectives.

GOAL # 2: Grow and diversify Jobs in Snohomish County

- Objective A: Build partnership with Economic Alliance of Snohomish County and Workforce Snohomish.
- Objective B: Understand the talent needs of employers with high-quality jobs.
- Objective C: Retain those jobs by meeting the needs of existing employers.
- Objective D: Assist local employers with business expansion to create jobs.
- Objective E: Actively recruit and attract new employers by anticipating, developing and meeting talent needs, including the need for a diverse workforce.
- Objective F: Improve digital access to support education, workforce and employer needs with a focus on supporting underserved areas and communities in Snohomish County.
- Objective G: Support employers to incorporate best practices for inclusive hiring to meet their talent needs.

GOAL # 3: Develop Talent in Snohomish County

- Objective A: Identify talent gaps among existing workforce and those seeking work.
- Objective B: Increase alignment of education and training with employer needs.
- Objective C: Enhance skills of current residents, particularly those who have been historically excluded or marginalized, and attract new talent to the county.
- Objective D: Provide accurate information, guidance and support to job-seekers, with particular attention to those who have been historically excluded or marginalized.
- Objective E: Prioritize the use of data and analysis, with a focus on gathering racial and ethnic data, to identify and address needs to build a skilled workforce.

GOAL # 4: Create Skill Development Opportunities for Snohomish County Residents

- Objective A: Offer every resident high-quality education, mentorship, and career development. *(Pre-K through post-secondary education/training; lifelong learning)*
- Objective B: Identify and address the unmet needs of those facing barriers in the workforce, with an emphasis on racial equity and inclusion.
- Objective C: Increase diversity and equity in key industries such as high tech, advanced manufacturing, and others.

2. Remaining a High Performing Board

As identified in an in-depth study commissioned by Workforce Snohomish under the guidance of Executive Somers, the key characteristics of a gold standard/high-performing workforce development board include governance structure, joint vision and aligned priorities, brand and communications plan, measurable goals and objectives, strategy implementation, intersections among community partners, investment in targeted sectors, and investment in equity.

To advance each of these characteristics, Executive Somers and the local workforce development council, Future Workforce Alliance, will collaborate with the Board of Directors of Workforce Snohomish, the 501(c)(3) organization the Executive has designated as the local grant recipient and fiscal agent for Workforce Innovation and Opportunity Act (WIOA) funds in our county. Collectively, they will build on the strengths and opportunities for improvement in the WorkSource Snohomish County system identified in ***Examples of Gold Standard Workforce Development Partnerships*** and ***A 360-Degree Review of Workforce Snohomish and Some***

Relevant Promising Practices. The following strengths and opportunities for improvement of the workforce development system in Snohomish County were identified by a host of diverse parties:

Strengths	Opportunities for Improvement
• Dual service delivery through expansion of fund sources/programs/services	• Effective use of data and Performance Measurement to inform strategies and ensure accountability
• Compliance with funder requirements	• Strategic leadership
• Fiscal accountability and soundness	• Agreement on roles/structure between County, Alliance, and local grant recipient/fiscal agent
• Commitment of dedicated staff	

These reports also provided recommendations for strategies that can be implemented to ensure the system in our county becomes a gold standard system to the benefit of businesses and residents alike. These include:

- Enhance employer engagement and create a strong local workforce board that is nimble and focuses on both vision and goals as well as performance standards and compliance;
- Promote business climate for employers and job quality and quality of life for all community residents through integrated services and customer-centered design;
- Use data for continuous improvement and migrate from data tracking to performance measurement and the creation community dashboards and analytics as well as State of the Workforce reports and presentations with implications for planning;
- Enhance the integration of systems and remove barriers between the workforce development system and other key initiatives in the community related to education/training and economic, community, and human development;
- Enhance the integration of multiple workforce development systems, including but not limited to DVR, TANF, SNAP E&T, Career Path Services, Foundational Community Supports, and Title II services; with WIOA offerings;
- Center all work on racial equity and inclusion, infusing the system and services with trauma-informed and restorative practices such as outreach and engagement strategies to ensure the availability of services to Snohomish County's most vulnerable residents.

Early specific actions that will be taken by the Future Workforce Alliance to address the opportunities for improvement and initiate a strategic framework for this work include alignment with the following key regional/local plans:

- ✓ Reducing Poverty and Inequality in Washington State – 10-Year Plan for the Future
- ✓ Snohomish County Diversity, Equity, and Inclusion Assessment
- ✓ Puget Sound Vision 2050
- ✓ Snohomish County Comprehensive Plan
- ✓ Port of Everett/Cascade Industrial Center/Arlington Marysville Manufacturing Industrial

Center Subarea Plan

- ✓ Paine Field/Boeing Industrial Center Plan
- ✓ Snohomish County Consolidated Plan
- ✓ Snohomish County Housing Affordability Taskforce Plan

At the community-building level, the Alliance will build upon the work of the Snohomish County Human Services Department and Workforce Snohomish funded by Building Changes to target the Snohomish County early learning system, Coordinated Entry and housing service delivery system, and the six major public workforce development systems currently operating in Washington State for cross-systems training and development of consistent referral and service integration protocols. These workforce development systems are:

1) U.S. Department of Labor funded American Job Center system, *Workforce Snohomish County*'
2) U.S. Department of Health and Human Services Center for Medicaid and Medicare Services 1115 Medicaid Waiver services known as *Foundational Community Services (FSC) Supported Employment;*
3) U.S. Department of Health and Human Services Developmental Disabilities/Mental Health workforce development system known as *Career Path Services*;
4) Washington State Temporary Assistance for Needy Families (TANF) employment and training program known as *WorkFirst;*
5) U.S. Department of Agriculture SNAP Employment and Training system known as *Basic Food Employment and Training (BFET)*; and
6) Washington State community and technical college system of on-ramp programs leading to high-demand employment for students with academic skills below high school completion and/or who need to improve their English language skills known as *Basic Education for Adults (BEdA).*

Integration of these large and complex systems through successive engagement with these separate and distinct public workforce development systems will be a key strategy of the Alliance with the long-term intent of integration of all six systems into a unified whole.

This process will also include the review of how WIOA and other WorkSource Snohomish County resources can be integrated with resources from EHB 1406, Puget Sound Transportation Accountability Account, Innovation Partnership Zones, and Opportunity Zones, as well as Community Services Block Grant, Community Development Block Grant, HOME Investment Partnerships Program, Emergency Solutions Grant, 1/10 of 1% Sales Tax, Older American Act, Early Learning, Developmental Disabilities, Veterans Services, and other federal, state, and local funds to realize shared goals. Moreover, the Future Workforce Alliance will undertake the development of a strategic plan to support Snohomish County's economic recovery as a result of the COVID-19 pandemic and to develop a nimble and responsive workforce system that support a strong and equitable recovery.

The strategy will support long-term, resilient, and broad-based economic growth; provide educational, training and career pathways to residents and workers; and develop and establishes an agile workforce development system that can respond to short-term and adapt to long-term

change. The desired outcome from the strategy and its implementation is a strong and nimble economic and workforce development system that establishes Snohomish County as the "gold standard" for workforce development, provides opportunity for local businesses and workers throughout the County, and support broad-based opportunity and economic growth.

The strategy's goals are to:

- Create better strategic alignment of workforce efforts across the county.
- Identify data-driven sector employment pathways in partnership with business, labor, the non-profit sector, and others.
- Implement measurable workforce development strategies beginning in the K-12 system.
- Institutionalize and empower the diverse elements of our workforce system to develop robust partnerships that leverage cross-system resources and new investment.

Achieving gold standard "status" is not an end in and of itself – the Future Workforce Alliance will continue to focus on improving performance of the WorkSource Snohomish County system and enhancing alignment with intersecting systems to ensure that Snohomish County realizes the future we choose, one in which business thrives and all residents can live, work, play, and stay in our county, both now and for generations to come.

3. Core Programs & Alignment of Resources

a. Workforce development system in the local area

Considering the regional analysis, the strategy in working with the entities that carry out WIOA Core Programs is described in Attachment D and further articulated below.

b. Partner Program Integration

A primary goal of the Future Workforce Alliance is to facilitate and build a culture of collaboration among all workforce system stakeholders in Snohomish County. As part of the Local Workforce Board's focus to align all of the county's workforce entities toward a common goal, fostering a spirit of collaboration and inclusion was identified as a key objective. To support this goal, the Future Workforce Alliance developed the following objectives:

- Bring together all entities with an interest in workforce development.
- Develop structure and leadership for collaborative efforts to meet the needs of a diverse workforce, with a focus on racial equity and inclusion.
- Build strategic partnerships to enhance the education, workforce development, economic development, human development, and community development systems.
- Increase employer engagement in workforce development by providing a coherent, unified way to work with education and workforce systems.
- Ensure historically marginalized groups will inform and provide recommendations on how the goals and objectives are implemented.
- Commit to increasing representation on the Future Workforce Alliance Board and Standing Committees to reflect different perspectives.

Developing this collaboration with primary objective of the Future Workforce Alliance over the next three to four years in order to build a nimble and responsive workforce system. The process

will be iterative and will be guided by the workforce strategy that will developed and approved by the Alliance in 2021.

Centrally located at the main transit hub in downtown Everett, Snohomish County's single certified comprehensive center houses all mandatory partners. The comprehensive and affiliate sites provide WIOA Basic, Individualized and Training Services. Certified WorkSource Centers collaborate fully with key state and federally funded workforce training and education programs including Adult Basic Education, Basic Food and Employment Training (BFET), Vocational Rehabilitation services (DVR), local employment and housing stability programs, Trade Adjustment Assistance Act (TAA), Senior Community Resources Employment Programing (SCSEP), Reemployment Services Program (RESEA) and Unemployment Insurance access, Temporary Assistance for Needy Families (TANF) and Workfirst. Additional partners are on-site to serve customers through Labor and Industries staff working with individuals with injuries or disabilities. Supplemental Nutrition Assistance Program staff can issue SNAP EBT cards on site, and a host of other complementary and critical services are provided locally. In the south end of the County an affiliate site is in Lynnwood, on a main public transportation line, providing primary programs and services, veterans' services and hosts a multilingual staff.

Agency staff from all WIOA mandated partners are active in the WorkSouce Centers in Snohomish County. Additional partners and community-based organizations are also represented in the centers: Supplemental Nutrition Assistance Program (SNAP) issue on-site electronic benefits cards (EBT) when needed; Refugee and Immigrant Services Northwest works on site to assist Title III staff with translation and delivery services; Labor and Industries (joining in 2021) will work in complement with other disability employment initiative grant staff from Retaining Employment After Injury/Illness Network (RETAIN) and Ticket-to-Work (TTW) to help provide services with job seekers who have identified themselves with a disability barrier to employment; Child Services Division of DSHS helps non-custodial parents who are delinquent in child support payments mitigate their arrears through employment advancement; and Madden Industrial Craftsman staffing agency provides on-site immediate job opportunities for WorkSource clients. Strategic partnerships are continually cultivated and developed where they are deemed to be beneficial to the community of job seekers and the system.

Co-location of Services. Wagner-Peyser employment services must be co-located with Title I-B in WorkSource Centers. Washington State Employment Security Department is co-located at WorkSource Snohomish County sites, and currently serves as WIOA Title I-B Consortium Service Provider in partnership with Housing Hope, a local non-profit affordable housing provider, and Refugee and Immigrant Services Northwest, a local non-profit serving immigrants refugees and English Language Learners. This consortium presents a strong team to serve those populations with barriers and a seamless provision of service to customers.

One-Stop Operator. Per federal requirements, Snohomish County Future Workforce Alliance has selected an operator to administer the area's One-Stop system. Local WorkSource One-Stop operators provides critical support for integration of service delivery and continuous improvement within local WorkSource sites. This includes maintaining standards and accountability, promoting consistent, coordinated and quality services, supporting communication within and across sites, and delivering staff training across all WorkSource

partner agencies. The One-Stop Operator has served as a vital resource in the physical closure and shift to virtual service delivery in 2020, and pivoting to the development and coordination of plans for safe re-opening of the centers in 2021.

Connection Sites. A network of WorkSource Certified Connection Sites further supports the broader vision of facilitating access across the county to customers in their communities. The sites are hosted by community-based organizations, libraries and key partners to provide WIOA Basic services, help bridge geographic and technology gaps, and provide access to WorkSource tools and resources. Upon re-opening, a visiting WorkSource staff member will provide services and appointments on a limited basis, in-person or virtually. Some Connection Sites also host classes, workshops, and job fairs. Snohomish County Connection Sites include Sno-Isle and Everett Public Libraries, Volunteers of America, Latino Educational Training Institute, Housing Hope, Catholic Community Services, and local Community Resource centers.

Targeted employment services help job seekers explore career pathways, update skills and gain work-related training increasing employability, retention and long-term earning potential. These services support regional employers by supplying them with the skilled workers needed to grow their business and remain competitive. Successes in workforce development and integrated service delivery are evident in the robust, functioning partnerships that have been established, expanded and retained over the years.

During the Coronavirus Pandemic of 2020-2021 a robust system of virtual service delivery is being implemented. Staff are trained to identify gaps in technology, Wi-Fi access and technical competencies with customers and provide levels of assistance that work for the customer. Laptops are made available for loan through the local Library system and initiatives are underway to expand this as allowable in the WorkSource system. Mobile pop-up WorkSource stations are prepared to be deployed as needed until centers can safely return to full operating status. As these additional supports have been developed the system is strengthened, with these methods of service delivery intended to endure beyond the pandemic to help serve individuals who may not have access to the physical centers due to geographic locations, physical disabilities or other barriers to in-person services.

Public-Private Workforce Initiatives. Additional services provided through a host of private and public non-WIOA grants are provided in the WorkSource Snohomish County system and in community partner agencies as well as within Workforce Snohomish. Collaboration and coordination of resources is an ongoing goal.

WorkSource services are delivered in a comprehensive One-Stop Center and through partner connection and affiliate sites. Snohomish County Future Workforce Alliance and Workforce Snohomish will continue to align and braid both public and private resources and leverage partnerships to foster breadth and depth of WorkSource services in the region. By building strategic alliances and designing innovative workforce solutions, a pipeline of skilled workers will be expanded and prepared to meet the needs of local employers, today and into the future.

c. Alignment with Local Resources

As the Future Workforce Alliance continues its work in 2021 to develop its strategic plan and work with system and community partners to define and quantify the gold standard of workforce

development, work to-date highlights a marked shift in the local area's approach to service delivery and work with core partners to address local needs. The strategy for working with core programs to align local resources to achieve the strategic vision is reflected in several key areas, including Integrated Service Delivery, Youth Services, and Business Services.

In order to include customer-centered service delivery, WorkSource Snohomish County implemented Integrated Service Delivery (ISD) in the region's workforce development system in 2016. ISD is the delivery of services in a manner that aligns and braids local resources of participating partners to seamlessly address the training and employment needs of system customers, job seekers, and businesses; it reduces duplicative and administrative activities, refocusing partners on serving customers where practical and beneficial for customers. Integrated Service Delivery is not intended to be universally implemented but will focus on customer need and benefit and ensure efficacy of the workforce development system. Access to data and reports supporting assessment and continuous improvement in the integrated service delivery model remains a high concern and priority for Snohomish County.

Youth. Following the completion of independent research to define the gold standard for youth service delivery, and discussions between Workforce Snohomish and the Future Workforce Alliance, and regional analysis reflecting the needs of youth in Snohomish County, the Board voted to issue a Request for Proposals for Youth provider(s). The RFP was crafted to reflect a shift from centralized, center-based services, to proactive community-based mobile service delivery and case management.

Business Services. In response to the increased demand due to COVID-19 and correlating impact on employment, a member of the Business Services team serves as the Rapid Response Coordinator, leading regional coordination and delivery of rapid response events. At present time, the Business Services team (subrecipient) provides support to local employers through targeted hiring events and job fairs, which have migrated to virtual events due to the pandemic.

Efforts by the Local Board to define gold standard of service delivery in Snohomish County and ensure the Board remains high performing, the model for Business Services is currently under review. Independent research is underway to inform the Board's efforts to strengthen the systems responsiveness to local employers, aligned with sector initiatives, resulting improved outcomes and opportunities for youth, adults and dislocated workers alike. The Board's strategy and vision for these services, aligned with sector initiatives reflects efforts to achieve an equitable and inclusive recovery and resilience among workers and employers.

In order to achieve the Board's vision and strategy, contextualized with the regional analysis, board staff and staff leadership of Workforce Snohomish have been actively engaged with a large number of employers, across sectors in the county during the pandemic to assess their needs for workers. While the pandemic has displaced a large number of Snohomish County's workforce, it has also highlighted the significant gaps in supply of skilled workers and the need for increased coordination across the workforce and economic development to retain local talent displaced by current economic conditions and increase the number of skilled workers, entering and progressing in career paths in existing and emerging growth sectors. In 2021, the local board seeks to re-align services currently under the auspices of business services to reflect the board's

strategy, regional analysis and definition of "gold standard" for workforce development. To achieve this re-alignment, the board will migrate business services to Workforce Snohomish, building a team that reflects the board strategy and definition of "gold standard," needs of employers as articulated in the regional analysis, and strengthens connections to the one-stop system and customers. The Business Services team will also support an expanded business retention and expansion program. This program will provide assistance to local businesses to help them upskill and retain talent and support their growth for job creation.

d. Supporting Alignment to Provide Services

The Alliance will continue to work with entities carrying out core programs and other workforce development programs to support alignment of services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.) to support the strategies identified in the state and local plans detailed below.

Eligible Training Providers. The Washington State Education and Training Board's Career Bridge website, home of the state's Eligible Training Provider List (ETPL), provides a comprehensive list of all Snohomish County Eligible Training Providers. WIOA requires that both job seekers and employers choose the education, training, and apprenticeship service that best meets their needs from this list. A job seeker may select a career pathway, requiring a credential. If the training program selected from one of the local community colleges, they may receive additional support from an Education and Employment Navigator, providing robust supports while they are enrolled in their program of study, and after completion for job placement.

Basic Education for Adults (BEdA). As articulated in Sections III-17-18, the local board works in close collaboration with the region's two public community colleges that provide robust and evidence-informed basic education programs. Both colleges offer Integrated Basic Education Skills and Training (I-BEST) programs that contextualize academic and/or language skill development has been nationally recognized for its outcomes. The State Board for Community and Technical College's success in supporting BEdA student's ability to benefit is a tremendous asset to Washington State. As the regional analysis indicates, a growing share of jobs require some post-secondary education. Washington State's I-BEST programs coupled with High School 21 are essential programs that place individuals on educational and career pathway to economic self-sufficiency and improve completers' economic resiliency. The local board will continue to actively engage Snohomish County colleges to identify areas for which I-BEST programs can be expanded to afford greater access to quality jobs and ensure that employers have access to the talent needed to grow their businesses in Snohomish County.

Registered Apprenticeship. Apprenticeships have gained significant attention over the past decade, significantly increasing job seeker and youth interest in this pathway to a career. Apprenticeship pathways for job seekers and youth in Snohomish County included Registered Apprenticeship programs that include Joint Training and a limited number of registered pre-apprenticeship programs.

Regional Apprenticeship Pathways Program. Recently the Regional Apprenticeship Pathways (RAP) Program, located at Marysville-Pilchuck High School and supported by a broad coalition of local stakeholders, enrolled its first inaugural class. The RAP Program brings hands-on

training in the skilled trades back into the high school. With curriculum developed in partnership with state-certified apprenticeship programs based on what they hope to see in their future applicants, students participating in the RAP Program have the opportunity to develop skills around safety, tool usage and applied mathematics that will prepare them well for a future career in the trades.

Maintaining and expanding apprenticeship (and pre-apprenticeship) opportunities in Snohomish County is a critical aspect of talent development, leading to quality jobs in a wide variety of sectors. Through its labor delegates serving on the local board and in coordination with Workforce Snohomish and core partners, the local board will emphasize the need for expanding apprenticeship program to meet the needs of growing industries in Snohomish County. In addition, the board will examine national best practices to determine which practices could be emulated in Snohomish County to meet the workforce needs of industry partners.

e. Expanded Access to Employment, Training, Education and Supportive Services for Eligible Individuals

Snohomish County Future Workforce Alliance, in concert with Workforce Snohomish and entities carrying out core programs will expand access to employment, training, education and supportive services for eligible individuals through a variety of strategies. Of paramount importance is access to reports and data that enable the local board, Workforce Snohomish and core partners to assess and understand utilization of employment, training, education and support services in order to effectively assess access to these vital services. In the coming year, the local board will work closely with Workforce Snohomish to increase outreach to communities that have been historically marginalized and underserved, through community engagement. Leveraging the connection with the Snohomish County Office of Social Justice and in support of the board's goal of "facilitate and build a culture of collaboration among all workforce system stakeholders," the Board and Workforce Snohomish solicit input from community-based organizations and other community stakeholders to determine how to improve access, forge meaningful partnerships with organizations that serve historically underserved populations and coordinate across organizations and agencies to ensure that individuals are aware of the services available to them – across the spectrum of agencies, organizations and programs.

In addition, the board will undertake two initiatives to provide workforce services to marginalized and underserved communities. The first is the formation of an equity and inclusion working group. The working group will be comprised of board members as well as outside experts to assist the board with its delivery of workforce services to underserved communities. Finally, the board will develop an equity and inclusion plan. Working hand-in-hand the equity and inclusion working group, the plan will provide long-term guidance to the board to ensure that all perspectives inform the board's decision making as well as to ensure that workforce services reach those populations that have highest need.

Improving awareness of opportunities is an essential component of the system's work, ensuring that youth, adults, and dislocated workers alike are well-informed of the resources and pathways available to them. While efforts to expand awareness is ongoing, the board's strategic plan consists of an objective to "*Provide accurate information, guidance, and support to job seekers with particular attention to those who have been historically excluded or marginalized*." The

pandemic and correlating economic conditions have created added complexities surrounding the efficacy of labor market data, due to its historical nature, that over time will resolve. In the interim, the board in partnership with Workforce Snohomish have invested in both research and employer engagement in order to develop a deep understanding of opportunities for re-training and re-employment in the county. Emphasis has also been placed on cultivating on-the-job and work-based experiences for job seekers, specifically to enable job seekers to leverage transferable skills and access family sustaining, quality jobs in growth industries.

In addition, Workforce Snohomish and WorkSource Snohomish County will continue its active engagement in signature events that promote youth exposure to work-based learning opportunities, such as the student-focused *TradeUp* events. *TradeUp* is a one-day, hands-on introduction to skilled trade careers for high school students. In PY19, over 250 students from the Everett and Edmonds school districts were able to meet trade workers and learn about apprenticeship options that can lead to high-paying, stable careers. Workforce Snohomish and WorkSource Snohomish County will continue to support this impactful event and the Snohomish County Labor Council as it explores ideas on how to expand *TradeUp* into other communities and target populations.

WorkSource Snohomish County participates in the Annual Sno-Isle National Apprenticeship Week celebration, hosted by the Washington State National Apprenticeship Week Committee. Participants learn about the different types of apprenticeships, enjoy panel discussions, meet employers, and try hands-on demonstrations. Held at the *Sno-Isle Tech Skills Center* in Everett, the event attracts over 300 individuals, students, and families each year.

Supplemental Resources to Expand Access. Workforce Snohomish, as local grant subrecipient, serves as lead or key partner on wide variety of state and federal grants that engage entities carrying out core programs and expand access to employment, training, education and supportive services for eligible individuals. The pursuit of additional resources, generally focused on specific industries, occupations and/or populations is informed by the needs of the community and to specifically address gaps or opportunities, expand community engagement, improve access and outcomes for Snohomish County residents and cultivate a talent pipeline aligned with local employer needs.

4. Targeted Outreach to Eligible Individuals with Barriers to Employment

WorkSource Snohomish County makes a concerted and coordinated effort to outreach to eligible populations with barriers to employment. This work is achieved in part through multiple layers of community connections and spans the work of a broad cross section of programs and community-based organizations.

System Coordination. The One Stop Operator convenes a monthly group that includes all system partners, connection site operators, DVR, Community Colleges, Veterans representatives, affordable housing providers, local training providers and many Local Planning Area members. Through this collaborative effort programs and offerings are shared and strategies are developed for effective outreach. Many agency staff participate in the Local Planning Area meetings convened through DSHS.

Low-income households. As articulated in Section III 3.b., Connection Sites play a pivotal role in targeted outreach to eligible individuals in Snohomish County. Connection Sites at over a dozen library branches provide points of access to rural or underserved areas of the County, that often have high concentrations of low-income households.

English Language Learners. Strategic recruitment of connection sites focused on increasing access to English Language Learners have come online in the past several years, including Lynnwood-based Latino Education Training Institute (LETI). Both LETI and Refugee and Immigrant Services Northwest provide translation services and educate staff on acceptable identification for refugees and immigrants who are legally seeking assistance from the one-stop system. These organizations also provide translation services during live Rapid Response events at employer locations where many of the impacted workforce is non-English speaking.

Special Initiatives. Recognizing that individuals with barriers often need more intensive support than can be offered at the WorkSource Centers, as local grant subrecipient, Workforce Snohomish has sought to diversify its funding resources through competitive federal, state, and private grants, including but not limited to: U.S. Departments of Labor, Education, Health & Human Services; and various community-based organizations serving Snohomish County. By leveraging alternative funding streams specialized program design can be crafted to provide services to those in highest need. Populations that have been helped by these efforts have included homeless veterans, homeless youth, homeless families, at-risk youth, long-term unemployed, families receiving Temporary Assistance for Needy Families, older workers and persons with disabilities among others high-need individuals.

Veterans & Military Spouses. Veterans services staff are embedded in the local WorkSource Centers. Community partners work in collaboration with on-site veterans' specialists to provide a host of services to veterans and eligible spouses including, referrals to for housing and food security, job search, employment and training benefits and services, and assistance transitioning from military to civilian services. While Workforce Snohomish is awaiting the decision on its application to the Homeless Veterans Reintegration Project (HVRP), the organization has committed to continue its support for the Annual Veterans Stand Down event in Snohomish County, led by the Snohomish County Veterans Homelessness Committee. The free, one-day

event is dedicated to providing veterans in need with much needed services, from gear, clothing, medical and dental screenings, benefits counselors, information on education, training, apprenticeship and basic employment services and housing information. Due to the pandemic, the event was cancelled in 2020, but is currently in planning stages for autumn 2021.

Unemployment Claimants. In 2020 and 2021, ESD expanded employee training on Unemployment Insurance (UI) benefits throughout the state. Although this effort occurred in response to an overwhelmed UI system due to the pandemic and resulting mass layoffs, it is effectively improving the services to all UI applicants and recipients locally. In addition to the UI tele-center access lines located in the WorkSource Centers, local staff are better equipped to provide general support in this area.

Dislocated workers are not only benefitting from staff who are more knowledgeable in UI, but new strategies are being undertaken for to increase effective outreach and service delivery. Online and in-person Rapid Response events are available for every business announcing a lay off. Standing weekly events are offered continually to businesses and workers with impending layoffs. Coordination with the Washington State Labor Council locally helps to ensure Trade Adjustment Assistance (TAA) petitions are pursued in all potential cases. Dislocated workers are co-enrolled with Dislocated Worker and TAA programs at all points allowable. This strategy has been in effect in this area since 2017 and has now become state policy. This practice of co-enrollment with TAA and other appropriate programs, ensures the optimum services for laid off workers.

Expanded virtual services have been developed by all WorkSource partners, with the intention of durability after the pandemic ends. These services will result in better services to those with physical disabilities and physical barriers to accessing the brink-and-mortar WorkSource, those for whom travel to the centers is hardship and give better customer choice in how they receive services.

Older workers. A contract with the American Association of Retired Persons (AARP) provides a full-time staff member to help senior workers through the Senior Community Service Employment Program (SCSEP) at Everett WorkSource. Classes and workshops are provided to help mature workers identify and capitalize on their unique assets, enhance their success in job search and retention.

Youth. Youth have historically been served at a specialized center co-located at WorkSource Everett. A model to enhance and improve services and outcomes for eligible youth was developed (See Attachment D). This model, based on evidence-based practices was utilized to inform the development of a Request for Proposals. The new model will be implemented by selected Youth Service Delivery subrecipient(s) for the program year beginning July 1, 2021.

Outreach & Communication to Eligible Populations. Board staff and Workforce Snohomish have identified a large number of opportunities for job seekers in Snohomish County across a wide range of skill and experience levels. Job seeker awareness of these opportunities and the traditional and non-traditional pathways to enter and progress in these family-wage careers. With a data sharing agreement in-place with Employment Security Department and in collaboration

with core partners; the Board and Workforce Snohomish will invest in both broad and targeted communication and outreach to adults, dislocated workers and youth in order to increase awareness of these opportunities, career pathways and supports available with the intent to retain and grow the county's skilled workforce, and advance the Board's strategy focused on an equitable and inclusive economic recovery. Workforce Snohomish will also actively engage with the Washington Workforce Association and the Association's Brand and Media (BAM) Committee to leverage and contribute to system-wide, coordinated communication and outreach work.

5. Coordinate education and workforce investment activities in local area with secondary and post-secondary

In order to provide a more intentional focus for youth and workforce development in Snohomish County, the board has formed a youth working group. Comprised of board members as well as outside experts, the working group will support the board's focus on service delivery of youth programs. In addition, it will work closely in the development of the board's strategic plan to ensure a consistent and long-term approach to youth services to support workforce development and ensure growing industries in Snohomish County have access to talent for their continued growth (Section III 3.d).

6. Career Pathways & Co-Enrollment in Core Programs

Career Pathways. Snohomish County Future Workforce Alliance will invest in the identification of emerging careers and career pathways that align with family-wage jobs, and collaborate with employers and system partners to ensure that educational pathways are aligned, accessible, available and support engagement of youth, job seekers and individuals farthest from opportunity. Information about current or emergent hiring needs and pathways is also reported in aggregate to the local board by Workforce Snohomish in order to identify areas requiring further development, investment or awareness.

Pre-apprenticeships and apprenticeships are a vital component of career pathways efforts in the County. Workforce Snohomish has dedicated staff supporting the expansion of apprenticeship programs. These local apprenticeship programs combine on-the-job learning with job-related instruction resulting in industry recognized credentials. Education programs in conjunction with apprenticeship and pre-apprenticeships are conducted in collaboration with local unions, trades and technical education sites such as Sno-Isle Skills Center. Annual trade promotion events are held help expand access for high school students to industry credentials earned though apprenticeships. Representation of labor serving on the local board also serves to enhance and improve career pathway development and awareness in the county.

Co-enrollment in Core Programs. WorkSource Snohomish County system partners include Everett Community College and Edmonds College (Title II), supporting coordination between core programs and activities leading to recognized post-secondary credential(s) for job seekers and youth. Coordination with Title II providers supports co-enrollment in core programs of

eligible participants and improves access to industry-recognized and high-value postsecondary credentials that align with sector strategies and occupational demand.

In addition to helping prepare youth for post-secondary education, these two community colleges are tasked with co-enrolling youth into programs that lead to credential attainment for participants. Both local colleges are also connection sites for WIOA Adult and DW services. The WIOA team works closely with the Worker Retraining team at those institutions in providing wrap-around services to co-enrolled customers. The leadership of both programs collaborate closely on strategies to increase outcomes for participants.

Co-enrollment of Trade Adjustment Assistance and Dislocated Worker eligible participants was piloted in Snohomish County in 2017. The resulting program was later adopted and established into policy for the state. This practice provides supports for individuals awaiting their Trade Act determination. Once customers are co-enrolled with TAA, they receive wrap-around services from both programs. A customer enrolled in a TAA training and co-enrolled in the Dislocated Worker grant (DWG) will continue to receive career services from a DWG employment specialist, support services if needed, paid internships if appropriate, and support in attaining self-sufficient employment. This practice provides supports needed for Trade eligible participants to achieve their ultimate retraining goals typically resulting in industry-recognized credentials and securing gainful employment after job loss.

7. Employer Engagement

Understanding that an effective workforce system is critical for local businesses to compete locally, nationally, and globally, Snohomish County Executive Dave Somers is reshaping Snohomish County's workforce system. Snohomish County and the State of Washington have significant workforce training needs across the spectrum—from serving individuals with the highest needs, to those transitioning careers and students creating pathways for their future. To realize this vision and meet the growing demands of a rapidly growing county, Executive Somers is working to strategically reshape our workforce system through the Snohomish County Future Workforce Alliance and Workforce Snohomish.
Executive Somers launched the Snohomish County Future Workforce Alliance. The Board was created to formulate strategies to strengthen local businesses of all sizes, support workers, and assist unemployed residents in launching careers in occupations leading to career advancement. Operating under the direction of the Snohomish County Executive, the Future Workforce Alliance will set priorities and be future-oriented as it assumes strategic and oversight responsibilities for the overall local workforce development system, WorkSource Snohomish County. The Alliance will make an intentional effort of having representation for small businesses across the county that represent county's strategic industries.

The Future Workforce Alliance also recognizes that employers, particularly small employers require streamlined and coordinated access to system resources, and for all partners to work collaboratively to recognize their workforce needs and respond accordingly. Workforce Snohomish will create and implement a business services staffing and operational plan that reflects the Board's vision of obtaining a gold standard for workforce development, as articulated in the workforce strategy scheduled for completion in September 2021. This plan will be

reviewed by the Board for alignment with that standard, improving the capacity to foster coordination across organizations, agencies and the one-stop system and effectively respond to local business workforce needs.

The benefit of the Alliance's strategic outlook is that it will be able to help knit together educational and training services of Workforce Snohomish, workforce support agencies, and educational institutions, to support the workforce needs of local employers. This strategic purview will support the development of short-, mid- and long-term strategies to grow Snohomish County's economy based on the talented and skilled workforce. The workforce needs of local business will be a vital voice to the development of these strategies. In addition to the business representation on the Future Workforce Alliance, Workforce Snohomish and Snohomish County will partner with the Economic Alliance of Snohomish County and other community partners to strengthen existing business retention and expansion programs to better understand and respond to the workforce needs of local businesses. Through site visits to local companies, surveys, and data collection, the business retention and expansion program will gain a unique and strategic view of the workforce needs of local businesses. This information will inform the strategic direction and goal setting of the Alliance as well as support the development and implementation of workforce training and education programs by Workforce Snohomish and education providers.

Recent events, including the COVID-19 pandemic has displaced a large number of Snohomish County's workforce across sectors as articulated in the regional analysis. At the same time, some sectors are experiencing supply gaps at all levels, particularly concentrated in STEM occupations (finance, information technology, advanced manufacturing, etc.). Workforce Snohomish and the Snohomish County Future Workforce Alliance have commissioned research to inform policy, strategy and service delivery in the county, with the intent to retain and support workers impacted by the COVID-19 pandemic and empower them to leverage their past experience and credentials, obtain training and enter occupations that are aligned with current and future employment demand in family-wage, high-demand careers. Moreover, this research shall serve to provide critical information to post-secondary education providers in the County, enabling them to align existing programs with industry and dislocated worker needs; and develop new programs that meet the needs of industry and the labor force. This research is ongoing, with results expected in spring 2021.

Strong collaboration and alignment between the local board and workforce partners is an important component of developing a gold-standard workforce development system. Moreover, the alignment between workforce and economic development is critical to the county's recovery from the effects of the COVID-19 pandemic and growing the economy in the long-term and providing good jobs and opportunity to Snohomish County residents and workers. Local businesses cannot expand and grow unless there is the workforce with the requisite skill set in place to support them as well as a robust workforce training system to enhance skills to meet industry needs. The establishment of the Future Workforce Alliance is an important element for that strategic alignment. The Alliance, working with business, workforce agencies, community organizations and representatives, and education institutions will set the strategic goals for workforce and economic development in Snohomish County. This strategic alignment will

support closer ties and coordination between local businesses, Workforce Snohomish, community organizations, and education providers to provide in-demand training and skills to support local businesses and help them grow and expand. The Alliance will also work closely with local, regional, and state economic development organizations to support implementation of strategies to reach defined economic development goals. Key economic development partners will include the Economic Alliance of Snohomish County, Greater Seattle Partners and the Washington State Department of Commerce. These organizations will work with the Alliance to support the growth and expansion of local companies and that attraction of new companies into the county that align with the county's economic and workforce goals.

Strengthening Linkages between One-Stop and State's Unemployment Insurance Program. Details of planned activities to strengthen linkages between the one-stop delivery system and the state's Unemployment Insurance program are detailed in Section II-14 of this plan.

In addition, WorkSource Snohomish County's Integrated Service Delivery strategy affords strong linkages between UI administrator and Snohomish County system provider (Title I) – Washington State Employment Security Department, which administers the UI program and Re-employment Services Program (RESEA). Increased training of local staff in UI application and claims management strengthens services for local customers. Prior to the pandemic a pilot 'mid-claim call project' provided strong evidence that coordination and proactive work within RESEA helped avoid claimants remaining unemployed at the point of UI benefit exhaustion. As the pandemic subsides and more individuals can safely return to work, the feasibility of reinstating this program will be explored. Evidence indicated higher success rates of claimants securing employment with more proactive outreach work done at the local levels.

8. Incumbent Worker Programs

Over 96% of businesses in Snohomish County employ fewer than 50 workers; businesses of that size do not always have access to training funds. Moreover, the impact of COVID-19 and correlating economic conditions are expected to have a long-term, structural change on work – including the skills needed by businesses, across sectors as they adopt new technologies and processes to adapt to new and emerging market and labor conditions.

In 2018, an Incumbent Worker Training (IWT) pilot program was initiated by Workforce Snohomish. This program is designed to meet the special requirements of a business (or group of businesses) to skill-up and retain their employees or avert the need to lay off workers. IWT is initiated by a business that is committed to retaining the worker(s) once the training is completed. Although the business is the customer in this case, employee taking part in the IWT must be enrolled in WIOA. Allowable training is defined as a training or educational activity that demonstrates a clear and distinct benefit to both the business and employee. Among other objectives, employee(s) receive an industry recognized credential/certification that is transferable should they ever separate from their employer.

Workforce Snohomish uses Incumbent Worker Training (IWT) funding to upskill workers and increase the competitiveness of local businesses. There are multiple tangible benefits to the IWT, including:

- Allowing local businesses to increase their competitiveness and market share leading to increased opportunities of employment for Snohomish County residents;
- Increasing the resilience of local businesses when the economy takes a downturn;
- Providing participating employees industry-recognized credentials and advancement opportunities;
- Facilitating the placement of WorkSource customers into employment with those businesses and providing Rapid Reemployment services during layoffs; and
- When allowed, the IWT is used as a layoff aversion program for businesses that may gain new opportunities with a training that would avert a layoff.

Dovetailing with the regional analysis, preliminary findings from the transferable skills research and ongoing engagement with businesses facing difficulty recruiting entry and mid-level talent, Workforce Snohomish has increased its engagement with businesses to improve awareness of business services, including customized training, on-the-job-training and incumbent worker training. These programs have tremendous value for businesses in addressing skill gaps and provide employer-connected opportunities for job seekers (dislocated workers, adults and youth) to return to work in family-wage occupations in industries that are currently experiencing worker shortages, such as the life sciences industry.

9. Continuous Improvement of Eligible Providers of Services to Meet Customer Needs

The Snohomish County Future Workforce Alliance will collaborate with the Snohomish County Executive and Workforce Snohomish to ensure that the service delivery partners in the WorkSource Snohomish County system are meeting the needs of local business, workers, and job seekers.

Requests for Proposals (RPFs) are developed by the Board, with support from Workforce Snohomish and issued by Workforce Snohomish for providers of career services for Adult, Dislocated Workers, Youth and One-Stop Operator. These RFPs reflect the strategic priorities of the Alliance. In its role as Fiscal Agent, Workforce Snohomish staff will offer bidders' conferences and technical assistance to prospective bidders. RFP review committee will be formed, consisting of representatives from FWA, WFS and other subject matter experts to review and rate proposals. All bidders will be notified if they are recommended for funding and at what amount with final selection being predicated on approval by FWA as required, prior to contract negotiation.

All service providers, whether new or those with past WIOA experience, undergo training on WIOA regulations, policy and procedures on a monthly basis at minimum. Providers who are new to this work receive intensive training sessions to ensure understanding and proper execution of the contracts and required work. Workforce Snohomish program management staff are the key points of contact for eligible providers.

Workforce Snohomish staff conducts monitoring visits, outline corrective actions to address any deficiencies identified, and conduct follow up visits to ensure the actions are being implemented.

Workforce Snohomish staff conducts quarterly desk-top reviews of real-time proxies for system performance accountability measures at the individual contractor level and identify strengths as well as areas in need of continuous improvement. Workforce Snohomish Board Members and the Alliance receive reports of these reviews and make recommendations to be implemented. Subrecipients will be invited to Workforce Snohomish and Alliance meetings for a discussion of strengths and opportunities for improvement as well.

Career services subrecipients in the WorkSource Snohomish County system are reliant upon a robust network of eligible training providers with educational programs designed to address business needs and structured to provide on-ramps, stackable certificates, and other pathways to career advancement among job seekers and workers. WorkSource Snohomish will conduct a quarterly Training Provider Forum to provide career services contractors and eligible training providers the opportunity to discuss current offerings, openings, processes for accessing training, and the availability of student services to support successful completion of training. These forums will be expanded to include the wide array of health and human services and other workforce development services partners to provide up-to-the minute information on the availability of support services as well as the processes for accessing those services. The forums will provide an opportunity to enhance relationships and ensure career services, training, and support services partners are able to collaborate on helping every participant realize their education and employment goals.

Workforce Snohomish has begun to invest resources in expanding the number of eligible providers. A commissioned research underway in 2020 and 2021 is exploring the feasibility of outreach and education to prospective bidder's pool. Organizations are informed on what provision of WIOA services entails, supports that may be available to them, and provided examples of successful models such as consortia bidding.

10. Wireless Internet Access

Wireless internet access exists in both in Everett and Lynnwood WorkSource centers.

11. Access to One-Stop Services

Snohomish County is a region that is geographically diverse from densely populated cities to sparsely populated rural communities. Because of this diversity, WorkSource Snohomish has continually focused on ways to expand its reach to all residents. While the comprehensive and affiliate WorkSource Centers are located in Everett and Lynnwood respectively, services to remote areas are primarily provided through certified Connection Sites, located in a community's library or family or community center. All Connection Sites provide internet access to customers, which for many rural residents is the only consistent source for broadband access, and all sites meet ADA accessibility requirements. Services to many remote sites include workshops and provide opportunities for customers to meet a WIOA Title I career specialist who can provide individualized services. In addition, Connection Site staff receive regular training to support community members access online resources and facilitate connections as needed to center staff.

As articulated in Section III 3.b., Connection Sites play a pivotal role in facilitating access to services. Existing Connection Sites at Sno-Isle Library locations have expanded their workforce support and plan to hire library staff in 2020-2021 dedicated to these services. Workforce Snohomish also established a self-serve kiosk, providing access to WorkSourceWA in a rural DSHS office in East Snohomish County. This pilot project provides online access to workforce services for Workfirst customers receiving Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP) and other public assistance benefits.

As population continues to grow in Snohomish County, the Board will continue to assess the demands of communities and forge community-based partnerships to expand sites (Comprehensive, Affiliate and Connection), particularly in north and east county where public transportation to urban centers is limited and/or traffic congestion can serve as a major deterrent and barrier to access WorkSource services. The vision of service delivery moving forward utilizes data and continuous feedback to identify and address barriers to access or unmet demand, and invests in strengthening training and certification of Connection Site and community partner staff.

12. Accessibility for Customers with Disabilities

The local WorkSource centers comply with all provisions and requirements of the Americans for Disabilities Act of 1990. Staff undergo extensive and ongoing training on how to provide the highest quality services to all individuals and ensure support for addressing the needs of individual with disabilities. Technology and facilities assessments are conducted to identify potential deficits and possible violations and potential opportunities for enhancements. Assistive technology investments are made through partner investments in the infrastructure funding agreement cost sharing structure. The local One Stop Operator (OSO) ensures needs are quickly identified, customer's needs are promptly met ensuring equity of service for all. The OSO also is responsible for conducting staff training and supporting customer requests for accommodation.

Equal Opportunity Officer. The local Equal Opportunity Officer (EO Officer) facilitates quarterly Equal Opportunity training sessions in order to provide a mandatory annual Equal Opportunity Training for all one-stop staff. In addition to Equal Opportunity training, the Local EO Officer ensures all service delivery locations are not only meeting, but exceeding, compliance standards for access. To ensure compliance the EO Officer provides full EO monitoring walkthroughs of all sites, facilitates partner walkthroughs as requested through the AIC (e.g. Department of Services for the Blind and Division of Vocational Rehabilitation accessibility walkthrough), and facilitates annual State EO monitoring. The One Stop Operator is an authorized EO trainer, providing support to the EO officer when needed.

13. Adult and Dislocated Worker Employment & Training Activities

Attachment D provides detail on the type and availability of services for adult and dislocated worker training activities. Additionally, the Alliance in coordination with Workforce Snohomish will continue to strategically expand system partnerships in the WorkSource Centers to provide the most comprehensive services possible.

Workforce Snohomish is leading efforts to expand opportunities with employers, across sectors to provide work-based experiences, on-the-job training and incumbent worker training, supporting upskill/back-fill with eligible participants. In partnership with core partners, these work-based, paid experiences focus on enabling job seekers to leverage transferable skills, supporting rapid re-employment in quality jobs; and meeting the hiring needs of local employers in growing industries.

14. Youth Workforce Investment Activities

WIOA Youth Services provide comprehensive youth development services so youth, particularly those most disadvantaged, have the academic, technical, and work-readiness skills they need to successfully transition to adulthood, career pathways, and post-secondary education and training. The WIOA Youth Program focuses primarily on Out-of-School-Youth (OSY), requiring local areas to expend a minimum of 75% of WIOA youth funds on OSY and a maximum of 25% on In-School-Youth (ISY). The program includes 14 program elements that are required to be made available to youth participants, including: Work Experience (paid and unpaid), dropout prevention, tutoring, study skills, alternative secondary schools or dropout recovery services, Occupational Skills Training, education concurrent with workforce preparation, leadership development opportunities, supportive services, adult mentoring, follow up services, comprehensive guidance and counseling, financial literacy education, entrepreneurial skills training, Labor Market Information, postsecondary preparation and transition activities. At present time, the WorkSource Youth Center (WSYC) is located on the 2nd floor of the Comprehensive Center in Everett, the Center provides youth and young adults (YYA) from 14-24 years old access to required program elements, described in Attachment D.

The local board in coordination with Workforce Snohomish commissioned independent research study to re-envision youth services in Snohomish County. This research sought to define the “gold standard” of service delivery, identify best practices and model programs and outline recommendations to improving services to Snohomish County youth. This research was subsequently utilized to inform the development of a Request for Proposals for Program Year 2021 and is further articulated in Attachment D.

Open Doors. The WorkSource Youth Center also partners with Weston High School to provide their Open Doors Program participants with WIOA services. Pre-pandemic, WIOA employment specialists were on site at the high school three times a week to provide services to youth and young adults from the rural communities within north Snohomish County.

Youth & Young Adults with Disabilities. The Center provides reasonable accommodation to youth with disabilities by collaborating with the Department of Vocational Rehabilitation

(DVR), which is collocated on-site, and through Workforce Snohomish's Ticket to Work program also co-located at the Everett WorkSource.

Work-Based Experiences & Career/Industry Awareness Events. The Youth program provides paid internship opportunities to participants through the WIOA program. In addition, the program engages in exposure events, including Trade Up and Apprenticeship week.

- Trade UP is a one-day hands on program that brings 12-15 trades together to expose over 200 juniors and seniors to different trades within the county.
- The Apprenticeship Week Event is a one day celebration bringing together over 30 different trades and employers to educate the community about apprenticeships and the earn while you learn model. The event brings together over 300 community members every year.
- The WorkSource Youth Center partners with Refugee and Immigrant Services NW and other community-based organizations to organize a job fair catered to the international community within Snohomish County. This job fair brings together over 40 employers and 350 community members.
- The AmeriCorps Program puts on a one day conference for the Darrington High School students in which they bring community service professionals to present job skills.
- Center staff go once a week into the Denney Juvenile Justice Center to present and to host volunteer events that connect juveniles with positive community support.
- Collaboration with Everett Community College to provide participants with worksite tours of different facilities such as Boeing, Fluke, Cadence, etc.

The pandemic impacted many in-person events, historically available to youth through the center; however, with an increase in the availability of vaccines, plans are resuming and preparations for a limited center re-opening are underway. Emphasis by the State of Washington and work in the northwest region (aligned with Educational Service District 189), increasingly places emphasis on career connected learning options for youth and young adults, including those furthest from opportunity. Local Workforce Development Boards and Youth and Young Adult Service Delivery have an important role in engagement of opportunity youth and young adults, as well as cultivating and facilitating access to work-based experiences, broadly defined.

15. Coordination of Local Workforce Investment Activities with Statewide Rapid Response

The Alliance and Workforce Snohomish will coordinate workforce investment activities in the local area in coordination with statewide rapid response activities through several mechanisms.

Coordinated Response. Following the receipt of a WARN notice, the Business Solutions team, guided by Workforce Snohomish staff, coordinate with the state to outreach to the affected business and schedule a Rapid Response event (on-site with employer or off-site promoted to employees). The Business Solutions team also may conduct outreach to employers regarding the potential for Rapid Response activities following a news release of information gathered from other sources. In addition, the Business Solutions team may coordinate targeted hiring fairs for

affected employees, designed to support rapid re-employment through matching open positions at similar businesses or industries.

Staff Training. To better support WorkSource staff and the clients they serve, trauma-informed care model training was provided to all system staff, mandatory partners, and voluntary partners within the Snohomish County WorkSource system in PY 2018. The Trauma Informed Care model brings value to the WorkSource system by helping guide answers and thus affording safe, effective and, long-term development opportunities. Utilizing the many tools embedded into the model allows for participants, business partners, staff and partners to be better equipped to create safe spaces of dialogue. Staff have learned methods of preventing burnout, boundary protection techniques, coaching, and long-term growth, and many other tools that help sustain our vision and business models.

Coordinated Communication & Outreach. In addition, Workforce Snohomish participated in a pilot of Econovue, an online platform that utilizes Dun & Bradstreet data and enables identification of companies (individually or broadly by sector) that may benefit from layoff aversion programs and/or require rapid response services. Parallel to the pilot of Econovue, Workforce Snohomish worked closely with Washington State Employment Security Department to develop joint communications to Snohomish County companies regarding the Shared Work program. This communication was disseminated by ESD to eligible firms, as well as a target list extracted from Econovue. Coordination to improve awareness of the Shared Work program with ESD is ongoing, and in response to current economic conditions. Coordination on improving system capabilities to communicate statewide and local resources to employers and employees in advance of or after Rapid Response will continue to advance in the coming years.

16. Coordination of Transportation & Other Supportive Services with Title I

As noted in Section II.5., above, approximately one out of every three workers who live in Snohomish County travel to other counties to work. The other two thirds need transportation to access employment within Snohomish County which is currently served by three public transportation systems.

In addition to its inter-county lines, Community Transit serves much of Snohomish County outside the city of Everett and is constructing the Swift orange line that will connect Airport Road/State Route 527 with the Lynnwood Transit Center and the Sound Transit Light Rail Link line in 2024. Everett Transit is a municipal transit authority serving the city of Everett. Sound Transit provides commuter rail and express bus service, operated by local transit authorities, with stops in Snohomish County. The number of stops will increase in 2023 and grow as the extension to Everett is completed in 2036.

These providers cover approximately three fourths of Snohomish County and collaborate on routes and schedules to the extent possible and all accept payment through ORCA cards. Additional access is provided by a host of paratransit providers although access to the services is limited to eligible populations for specific purposes.

WorkSource Snohomish partners offer vouchers for gas and car repairs as determined by Workforce Snohomish policy to address the needs not met by public transportation. Ride sharing is also encouraged, as feasible.

Transportation is one of many support services that may be needed by a give job seeker or worker to obtain and retain employment. While considered ancillary services for the workforce development system, the services designated as "support services" are essential to employers' ability to attract and retain workers and workers' ability to go manage the logistics of getting to and from work and non-work life.

In Snohomish County, the Fenn-Jorstad Self-Sufficiency Matrix© is widely used to determine an individual's level of self-sufficiency in 16 separate life domains including Employment and Transportation. The additional life domains are English Literacy and Comprehension, Housing, Food Childcare, Children's Education, Financial/Income (separate from Employment), Skills for Daily Functioning, Social and/or Family Support, Security, Legal-Civil, Legal-Criminal, Health, Mental Health, and Substance Use. Each and every one of these domains intersects with an individual's ability to obtain and retain employment.

Snohomish County, through its Human Services Department, invests $125 million annually in these domains and coordinates with a wide array of community partners to build systems for expanding our county's capacity to address each and one. Partners identify the "front door" to each domain's system of services, share information about eligibility and the services offered, and coordinates through cross-referral and feedback loops as permitted by individuals who provide informed consent, to build upon strengths and address needs from an individual-centered and trauma-informed perspective.

The partners also use the Washington State Department of Children, Youth, and Families Mobility Mentoring process and tools based on the five pillars of family stability across 17 life domains for those jobs seekers and workers who are parents and participating in the Early Childhood Education Assistance Program (ECEAP) to address intergenerational needs and support their ability to obtain and retain employment.

The Board Members of the Snohomish County Future Workforce Alliance play a key role in identifying those domains that most commonly intersect with the ability to obtain and retain employment and bring business and labor into the dialog about how to continue building a service delivery ecosystem that meets the needs of all Snohomish County residents. The Board Members direct staff on asset mapping in these domains, the development and utilization community resources such as the Washington 2-1-1 Network and the Providence Institute for a Healthier Community Live Well Local portal which serves as an encyclopedia of community assets organized around six dimensions of well-being co-created by the community.

Our health industry Board Members have been key partners in bringing community health centers and clinics into the network as a front door for identifying and addressing the social determinants of health using the U.S. Department of Health and Human Services Center for Medicaid and Medicare Services topography which identifies seven high priority life domains that intersect with Physical Health including Education/Training, Employment, Transportation,

Housing, Utilities, Food, and Unsafe Relationships. They have created the Community Health and Wellbeing Monitor which can also be utilized to support continuous improvement in developing whole person processes that help job seekers and workers build their self-sufficiency in each domain.

In addition to corresponding with many of the Fenn-Jorstad domains, these domains correspond closely with those identified by the Snohomish County Human Services Department which serves as the Community Action Agency for our county. Under the guidance of its Community Services Advisory Council which advises the Future Workforce Alliance on the amelioration of poverty, the Community Action Agency has identified the following priorities for services that intersect with obtaining and retaining employment including: Transportation, Housing, Utilities, Food, Financial/Income (specifically, getting/keeping benefits), Physical Health (specifically, dental care), and Mental Health/Counseling. These priority domains are also ones with limited availability. Future Workforce Alliance Board Members advise on the strategic expansion of capacity in these domains and Workforce Snohomish partners play a key role in the delivery of financial support services as needed to meet needs in real time when no other resources are available.

Under the auspices of Economic Security for All, these coordinated strategies will be leveraged and strengthened to encompass workforce development, under the guidance of the local board, Community Action Agency and Workforce Snohomish to further strengthen outcomes for individuals or households living at or below 200% of Federal Poverty Level.

17. Maximizing Coordination of Wagner-Peyser in One-Stop System

The local One-Stop Operator convenes a monthly meeting called WorkSource Sites Administration that brings together service delivery leaders form WIOA Title 1, Wagner Peyser, and Connection Sites administrators. The purpose of these meetings is to share information and best practices as well as to collaborate on service delivery. Additionally, Workforce Snohomish provides technical guidance monthly to its subrecipients of Title I services with Wagner Peyser supervising staff included in these discussions. Finally, the consortium providing WIOA Title 1 Adult and Dislocated Worker in Snohomish County is led by Employment Security Department, which also oversees the Wagner-Peyser Act. This affords opportunities for coordination that may not otherwise be as readily accomplished.

On the service delivery side, the Wagner-Peyser Act and WIOA Title 1 employment specialists are co-located at WorkSource centers and work as a single unit. The service delivery staff from both sets of programs receive weekly staff training to maximize coordination of services provided. Furthermore, with the adoption of an integrated service delivery model with co-enrollment in Wagner-Peyser and WIOA basic, all employment specialists use the same tool to record services and document progress in ETO, the state case management and reporting system for WIOA services. By coordinating and ensuring regular, thorough communication that is customer-centric, Wagner-Peyser and other center partners continuously improve and expand service delivery rather than duplicate services.

18. Coordination with Adult Education and Literacy Activities

All subrecipient contracts under Title I contain a requirement to address Limited English Proficiency (LEP) and Basic Education needs of participants. Adding to the prior mention (Section III 3.e.4.), Refugee and Immigrant Services Northwest (RISNW), Everett Community College, and Edmonds Colleges are sub-recipients of WIOA Title I. Each of their contracts contain provisions of adult education and literacy activities. Both colleges provide Comprehensive Adult Student Assessment System (CASAS) testing of LEP populations as a part of their subrecipient contracts and as obligated by their local Title II applications. Co-located with Everett Community College, RISNW provides education, services and case management services to limited English proficient adults as a part of their Title I subrecipient contract. If education/training is identified for a participant, in order to improve their language proficiency, training is provided by Everett Community College with RISNW continuing case management, support and appropriate job search.

Annually, Edmonds and Everett Community College's contact Snohomish County Future Workforce Alliance/LWDC Director when they begin the process of developing the yearly BEdA, Title II proposals to the State Board for Community and Technical Colleges. Feedback, support and engagement is an iterative process, resulting in proposals that meet the needs of the County's residents, one-stop customers and advance the effectiveness of Basic Education for Adults in Snohomish County in preparing job seekers for advancement in post-secondary education and/or occupation entry.

19. Agreements with Agencies that Serve Individuals with Disabilities

The Division of Vocational Rehabilitation is an integral partner at WorkSource Snohomish County centers. DVR staff participates in the monthly WorkSource System Operations meetings convened by the One Stop Operator where DVR staff provide opportunities for cross-training and information sharing. In addition, Workforce Snohomish partners with DVR to support the Local Area Plan in the following ways:

- Work with partners, at front-line and state levels, to ensure the workforce development system is both accessible and beneficial for all individuals with disabilities.
- Lead cross-program staff training in areas such as accessibility, disability culture and awareness, and vocational rehabilitation services.
- Ensure DSHS/DVR customers get optimal benefit from the workforce development system by educating customers about other workforce development programs.
- Target necessary improvements to the workforce development system's physical and digital infrastructure, based on customer feedback, customer outcomes, and annual One-Stop center accessibility review findings.
- Commit staff and resources to each workforce development region to ensure that DSHS/DVR is represented and that services are accessible system-wide.
- Develop and distribute informational materials for workforce development professionals which identify best practices in serving individuals with disabilities, including DSHS/DVR customers.

- Provide specific training for workforce development staff, based on customer feedback and annual One-Stop center accessibility review findings.

The Department of Services for the Blind (DSB) offices is a resource that WorkSource Snohomish County relies on to accommodate customers who have vision disabilities. DSB staff provide trainings to WorkSource Snohomish County staff on how to best serve customers with vision disabilities. Employment specialists may refer customers to DSB in some cases where they may need more specialized services available through DSB.

In addition, Workforce Snohomish houses non-WIOA funded Navigators at the comprehensive one-stop to enhance collaborative efforts to serve individuals with disabilities through Ticket to Work and other federally-funded programs. Agencies and organizations serving individuals with disabilities have initiated discussions to coordinate service delivery, under the auspices of the MOU and with continuous improvement in mind to ensure that they operate in a manner that complement one another's programs. These conversations have commenced with the focus on cross-agency/organization education on the scope and intent of their services, with the intended outcome of optimizing services to eligible participants seeking assistance.

20. Competitive Process to Award Sub-Grants & Contracts

As designated Fiscal Agent and Local Grant Subrecipient, Workforce Snohomish releases a Request for Proposals (RFP) in order to obtain proposals from potential sub-grantees and contractors in the local area for the activities carried out under Title I. Bids and/or proposals received are initially reviewed and rated by a team designated by the Alliance. This team is comprised of Alliance Board members, and other selected subject matter experts from the community. The members are screened to ensure no conflict of interest prohibits them from participation, prior to their confirmation on the review and rating committee. After reviewing and rating all proposals, this committee recommends RFP bid award to the full Board of Directors; a board vote and motion is passed in accordance with established bylaws.

21. Adult & Dislocated Worker Training Services

Adult and Dislocated Worker training services are provided through Individualized Training Accounts (ITAs), local workshops, and virtual training services provided through Sno-Isle Libraries and Everett Public Library Connection Sites. The process is as outlined below:

- Each adult and dislocated worker customer receives an assessment upon enrollment including a self-sufficiency wage calculation.
- An Individual Employment Plan (IEP) is co-developed by the employment specialist and the customer considering the customer's strengths and weaknesses, their self-sufficiency wage, the occupation in demand table, the availability of training providers in the region, and support services that may be needed for a successful outcome.
- An Individual Training Account (ITA) is co-developed as a result that acts a contract for the customer; informed customer choice is front-and center throughout the entire process.

22. Integrated, Technology-Enabled Intake & Case Management

Integrated, technology-enabled intake and case management information systems for WIOA programs and programs carried out by one-stop partners are of critical importance to effective services delivery. WorkSource Snohomish County continues to utilize the state intake and case management system, while collaborating with our state partners on a new system that will effectively meet our dynamic local and state data and reporting needs.

23. Workforce Board Membership & Compliance

The Future Workforce Alliance board was certified in May 15, 2020 and is comprised of 21 board positions; 11 business member positions and ten non-business member positions. Mandatory, Workforce Readiness, Education, Economic Development and Other (categorized) membership slots are occupied. All members of the Board (current and new) must meet the criteria of having both "optimal policy making or hiring authority" within their institutions and "demonstrated experience and expertise" to help the Board achieve its strategic vision. In addition, a key objective of the board is a commitment to increasing representation on the Future Workforce Alliance Board and working groups to reflect different perspectives.

24. Diversity, Equity and Inclusion in Local Area Plan

This local plan has been developed from a community economic development perspective through which Snohomish County and the Future Workforce Alliance will actively engage diverse members of the community and representative of industry sectors targeted for economic development. These partnerships will build a strong, resilient county with improved social conditions for all residents.

Specific examples of how these efforts will be implemented include meaningful engagement of the Community Services Block Grant (CSBG) supported Community Services Advisory Council in decision-making by the Future Workforce Alliance Board Members. Board Members, Workforce Snohomish, and the WorkSource Snohomish County system will also coordinate with the Snohomish County Human Services Department to ensure Section 3 eligible businesses and job seekers are recruited for employment in HOME Investment Partnerships Program and Community Development Block Grant (CDBG) community development projects.

The work currently being undertaken by the Human Services Department to more fully integrate WorkSource program services with Career Path and Foundational Community Supports supported employment and other employment services targeted to ensure access for hard to reach job seekers will continue as will efforts led by Workforce Snohomish through their re-launching of asset building/financial capability efforts as well as the Ticket to Work Program, Disability Employment Initiative, Homeless Veterans Reintegration Program, RETAIN Program, I-CATCH Program, and National Health Emergency Grant. Both the Human Services Department and the WorkSource Snohomish County system are providing extensive staff training in trauma

informed and restorative practices, unconscious bias, building racial equity, and specific skills including conflict de-escalation, motivational interviewing, and reflective supervision.
In addition to being developed to integrate planning and programming addressing the needs of Snohomish County's most marginalized residents, this integrated regional and local workforce plan has also been developed to align with three major diversity, equity, and inclusion initiatives currently underway at the local and state levels.

The first is the work of the Equity and Inclusion Task Force established by Executive Somers in 2018 to identify ways in which our county government can make improvements to ensure that our community is safe, welcoming, and inclusive. In its recent *Snohomish County Diversity, Equity, and Inclusion Assessment*, the Task Force identified 13 recommendations in four broad categories including leadership and transparency, recruitment and outreach, training, and retention as a foundation for development of a strategic implementation plan in the coming year. The Task Force provided clear definition of diversity, equity, and inclusion for use throughout the county and has implemented a communications plan including a webpage.

In addition, the board will undertake two initiatives to provide workforce services to marginalized and underserved communities. The first is the formation of an equity and inclusion working group. The working group will be comprised of board members as well as outside experts to assist the board with its delivery of workforce services to underserved communities. Finally, the board will develop an equity and inclusion plan. Working hand-in-hand the equity and inclusion working group, the plan will provide long-term guidance to the board to ensure that all perspectives inform the board's decision making as well as to ensure that workforce services reach those populations that have highest need.

The second is *Reducing Poverty and Inequality in Washington State – 10-Year Plan for the Future* currently under development by the Departments of Social and Health Services, Commerce, and Employment Security in collaboration with the Poverty Reduction Workgroup focused on addressing root causes and the urgency of now with elevation of the expertise and influence of people experiencing poverty and centering on race and intersectionality through evidence, innovation, and collaboration that inspire hope, eliminate fear, and build resilience. Finally, the third is the *Preliminary Report to the Governor and the Legislature* by the Office of Equity Task Force in December 2019 which identifies that a final report containing an operations plan will be produced in 2020. The interim report identifies five key operating principles, each of which is being infused into the work of the economic, community, human, and workforce development systems in Snohomish County including: embrace equity, focus on racism, center community, commit to bold action, and be vigilant for adverse consequences and impacts.

The Task Force's final report will further inform the work of Snohomish County as we continue to refine and continuously improve our strategies and tactics for ensuring that all Snohomish County residents have the opportunity to be represented in, have equitable access to, and are able to develop a sense of belonging in the WorkSource Snohomish County system and our county as a whole to the benefit of us our community, our state, our nation, and, most importantly, to the individuals we are here to serve.

Section IV
Performance Accountability

The Alliance has provided information on performance accountability for the local area's workforce development system below, as required. The adjusted levels of performance on the (1) federal common measures are included in Attachment A of this plan. Future years' performance targets will be appended to the local plan at an appropriate later date, as determined by the State Workforce Board.

1. How performance information on workforce development programs informs local strategic planning.

Staff to the Board and Workforce Snohomish collaboration with WTECB to establish performance metrics for the local area. Data on performance is provided to the Board quarterly by Workforce Snohomish; however, efforts to expand reporting to inform local strategic planning is underway. To meet the Board's needs in effectively utilizing performance data in strategic planning, data must be analyzed to support assessment utilizing an equity lens. This includes, disaggregating co-enrollments to ensure that ISD methodology is facilitating access to eligible participants that have high barriers to employment; as well as increased availability of performance data by demographics, zip code or other geographic indicator; as well as validated outcomes for enrolled participants to link performance to the Board's objectives on an equitable and inclusive economic recovery.

2. How performance information is used to oversee WorkSource system and WIOA Title I.

The WDC performance information is utilized to establish contractual performance targets with WIOA Title I subrecipients. The ability of subrecipients to retain contracts for service delivery are based on the quality of service delivery, with a requirement to meet the negotiated performance targets.

3. How WorkSource system and WIOA Title I performance information is used by program operators to inform continuous quality improvement in their day-to-day management.

Program operators meet regularly with the WFS staff who oversee Title I services. A formal technical guidance process was established and has been recognized as a noted practice by the WIOA Employment Security Department's State Monitoring Team. This practice will continue and expand to ensure high performance, most effective use of funding, identify and address gaps.

4. How performance information is used to conduct performance-based intervention. LWDBs will be held accountable for the results of WIOA Title I through a system of performance-based interventions, and will share in accountability for career and technical education (CTE) and adult education (ABE/ESL) results.

The LWDB will collaboratively develop strategies, informed by data, with CTE and ABE/ESL and other partners that provide pathways of advancement. The methodologies developed to execute this will be formulated under the upcoming federal guidance. The local commitment will

be to evolve a high performing system with the ability to “accurately measure the collective success of all WIOA partners serving workforce populations” (WTECB TAP Plan p.19). The outcome will result a better prepared workforce serving business demands in a unified system. The Workforce Board will issue performance targets once negotiations are complete as Attachment I to this plan.

Attachments

Attachment A: Sector Partnership

Sector to be served: ***Aerospace***

Check one: ___Regional ___X__Local

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate for sectors that will be served in a multi-area region.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team ***Goal: build buy-in & support***	July-Aug. 2021	Develop a team of local and regional business leaders and economic and workforce development officials who specialize in aerospace development. Partners include Economic Alliance of Snohomish County, Greater Seattle Partners, Aerospace Futures Alliance and Pacific Northwest Aerospace Alliance. Conduct an inventory of Snohomish County businesses (small, medium and large) who are top exporters. Identify top export markets for Snohomish County companies. Determine skill set needed by companies for aerospace development and promotion. Identify and select a private sector leader to lead the sector.	Local team of private sector and economic and workforce development professionals focused on expanding the aerospace sector in the County.	Members recruited to the sector team. Sector leader identified. Regularly scheduled meetings in place. Metrics developed.

Phase II: Investigate ***Goal: determine target industries***	Sept.-Nov. 2021	Develop and undertake data collection to determine growing aerospace sectors within Snohomish County and regionally. Cross reference growing aerospace sectors with target and priority sectors in Snohomish County as regionally. Establish outcome-based goals for aerospace growth.	Data set for sectors engaged in aerospace. Identification of high growth tradable sectors. Identification of workforce needs to support tradable sectors.	Data developed that demonstrate growth or decline in tradable sectors. Outcome based goals established to drive strategy.
Phase III: Inventory and Analyze ***Goal: build baseline knowledge of industry***	Jan. Feb. 2022	Conduct a demand (employer) and supply (labor pool) of skills needed to support companies in tradable sectors. Undertake a long-range analysis of aerospace growth and sectors that support aerospace to determine mid and long-term labor demand and supply needs to support growth. Develop a strategy (white paper document) that provides strategies and tactics to support mid and long-term growth. Convene local and regional team to vet strategies and support implementation of strategy document into an annual work plan.	Identification of mid- and long-term tradable growth sectors. Strategy and work plan to support growth. Engaged business community that supports aerospace growth.	Completed analysis of demand and supply to support aerospace growth. Strategy and tactics to support mid and long-term growth.
Phase IV: Convene ***Goal: build industry partnership,***	March-April 2022	Identify key industry support partners that are actively engaged in aerospace to provide complementary support to main tradable sector team.	Actively engaged business community in the tradable sector to support mid and long-term growth.	Number of businesses that actively partner with the tradable sector team.

prioritize activities		Conduct 1:1 interviews with companies to determine growth potential and workforce needs to support growth. Support the identification and development of key issues for businesses in tradable sector. Prioritize key issues for action.	Priority issues identified and an action plan developed to address them.	Number of interviews conducted to identify key issues. Number of business partners engaged in solving key issues.
Phase V: Act ***Goal: Implement initiatives***	May-June 2022	Develop a work plan to support aerospace advancement in Snohomish County Establish metrics and develop regular reporting schedule to support Board updates. Identify pinch points or issues which impede implementation and develop strategies to mitigate those issues.	A focused and aligned strategy and work plan to support aerospace development and expansion in Snohomish County.	Metrics will be dependent on work plan.
Phase VI: Sustain and evolve ***Goal: grow the partnership***	July 2022-2025	Continue monitoring work plan and strategies and make course corrections as necessary. Establish a system to catalog best practices and strategies to maintain high-standard of implementation to support aerospace development and expansion.	A system of continuous improvement that learns from and builds upon best practices.	Growth in the number of companies who aerospace in Snohomish County Growth in overall aerospace in Snohomish County.

Attachment A: Sector Partnership

Sector to be served: ***Agriculture, Fisheries & Forest Products***

Check one: ___Regional ___X__Local

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate for sectors that will be served in a multi-area region.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team ***Goal: build buy-in & support***	July-Aug. 2021	Develop a team of local and regional business leaders and economic and workforce development officials who specialize in agriculture, fisheries and forest products development. Conduct an inventory of Snohomish County businesses (small, medium and large) who are top exporters. Identify top export markets for Snohomish County companies. Determine skill set needed by companies for agriculture, fisheries and forest products development and promotion. Identify and select a private sector leader to lead the sector.	Local team of private sector and economic and workforce development professionals focused on expanding the agriculture, fisheries and forest products sector in the County.	Members recruited to the sector team. Sector leader identified. Regularly scheduled meetings in place. Metrics developed.
Phase II: Investigate ***Goal: determine***	Sept.-Nov. 2021	Develop and undertake data collection to determine growing agriculture, fisheries and	Data set for sectors engaged in agriculture, fisheries and forest products.	Data developed that demonstrate growth or decline in tradable sectors.

target industries		forest products sectors within Snohomish County and regionally. Cross reference growing agriculture, fisheries and forest products sectors with target and priority sectors in Snohomish County as regionally. Establish outcome-based goals for agriculture, fisheries and forest products growth.	Identification of high growth tradable sectors. Identification of workforce needs to support tradable sectors.	Outcome based goals established to drive strategy.
Phase III: Inventory and Analyze ***Goal: build baseline knowledge of industry***	Jan. Feb. 2022	Conduct a demand (employer) and supply (labor pool) of skills needed to support companies in tradable sectors. Undertake a long-range analysis of agriculture, fisheries and forest products growth and sectors that support agriculture, fisheries and forest products to determine mid and long-term labor demand and supply needs to support growth. Develop a strategy (white paper document) that provides strategies and tactics to support mid and long-term growth. Convene local and regional team to vet strategies and support implementation of strategy document into an annual work plan.	Identification of mid- and long-term tradable growth sectors. Strategy and work plan to support growth. Engaged business community that supports agriculture, fisheries and forest products growth.	Completed analysis of demand and supply to support agriculture, fisheries and forest products growth. Strategy and tactics to support mid and long-term growth.
Phase IV: Convene ***Goal: build industry partnership,***	March-April 2022	Identify key industry support partners that are actively engaged in agriculture, fisheries and forest products to provide complementary support to main tradable sector team.	Actively engaged business community in the tradable sector to support mid and long-term growth.	Number of businesses that actively partner with the tradable sector team.

prioritize activities		Conduct 1:1 interviews with companies to determine growth potential and workforce needs to support growth. Support the identification and development of key issues for businesses in tradable sector. Prioritize key issues for action.	Priority issues identified and an action plan developed to address them.	Number of interviews conducted to identify key issues. Number of business partners engaged in solving key issues.
Phase V: Act ***Goal: Implement initiatives***	May-June 2022	Develop a work plan to support agriculture, fisheries and forest products advancement in Snohomish County Establish metrics and develop regular reporting schedule to support Board updates. Identify pinch points or issues which impede implementation and develop strategies to mitigate those issues.	A focused and aligned strategy and work plan to support agriculture, fisheries and forest products development and expansion in Snohomish County.	Metrics will be dependent on work plan.
Phase VI: Sustain and evolve ***Goal: grow the partnership***	July 2022-2025	Continue monitoring work plan and strategies and make course corrections as necessary. Establish a system to catalog best practices and strategies to maintain high-standard of implementation to support agriculture, fisheries and forest products development and expansion.	A system of continuous improvement that learns from and builds upon best practices.	Growth in the number of companies in County. Growth in overall agriculture, fisheries and forest products in Snohomish County.

Attachment A: Sector Partnership

Sector to be served: ***Arts, Culture and Film***

Check one: ___Regional ___X__Local

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate for sectors that will be served in a multi-area region.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team ***Goal: build buy-in & support***	July-Aug. 2021	Develop a team of local and regional business leaders and economic and workforce development officials who specialize in arts, culture and film development. Partners include Economic Alliance of Snohomish County, Greater Seattle Partners, Snohomish County Arts Commission, Washington State Department of Commerce, and private arts and culture institutions. Determine skill set needed by companies for arts, culture and film development and promotion. Identify and select a private sector leader to lead the sector.	Local team of private sector and economic and workforce development professionals focused on expanding the arts, culture and film sector in the County.	Members recruited to the sector team. Sector leader identified. Regularly scheduled meetings in place. Metrics developed.
Phase II: Investigate ***Goal: determine target industries***	Sept.-Nov. 2021	Develop and undertake data collection to determine growing arts, culture and film sectors within Snohomish County and regionally. Cross reference growing arts, culture and film sectors with target and priority sectors in Snohomish County as regionally. Establish outcome based goals for arts, culture and film growth.	Data set for sectors engaged in arts, culture and film. Identification of high growth tradable sectors. Identification of workforce needs to support tradable sectors.	Data developed that demonstrate growth or decline in tradable sectors. Outcome based goals established to drive strategy.

Phase III: Inventory and Analyze ***Goal: build baseline knowledge of industry***	Jan. Feb. 2022	Conduct a demand (employer) and supply (labor pool) of skills needed to support companies in tradable sectors. Undertake a long-range analysis of arts, culture and film growth and sectors that support arts, culture and film to determine mid and long-term labor demand and supply needs to support growth. Develop a strategy (white paper document) that provides strategies and tactics to support mid and long-term growth. Convene local and regional team to vet strategies and support implementation of strategy document into an annual work plan.	Identification of mid- and long-term tradable growth sectors. Strategy and work plan to support growth. Engaged business community that supports arts, culture and film growth.	Completed analysis of demand and supply to support arts, culture and film growth. Strategy and tactics to support mid and long-term growth.
Phase IV: Convene ***Goal: build industry partnership, prioritize activities***	March-April 2022	Identify key industry support partners that are actively engaged in arts, culture and film to provide complementary support to main tradable sector team. Conduct 1:1 interviews with companies to determine growth potential and workforce needs to support growth. Support the identification and development of key issues for businesses in tradable sector. Prioritize key issues for action.	Actively engaged business community in the tradable sector to support mid and long-term growth. Priority issues identified and an action plan developed to address them.	Number of businesses that actively partner with the tradable sector team. Number of interviews conducted to identify key issues. Number of business partners engaged in solving key issues.

Phase V: Act ***Goal: Implement initiatives***	May-June 2022	Develop a work plan to support arts, culture and film advancement in Snohomish County Establish metrics and develop regular reporting schedule to support Board updates. Identify pinch points or issues which impede implementation and develop strategies to mitigate those issues.	A focused and aligned strategy and work plan to support arts, culture and film development and expansion in Snohomish County.	Metrics will be dependent on work plan.
Phase VI: Sustain and evolve ***Goal: grow the partnership***	July 2022-2025	Continue monitoring work plan and strategies and make course corrections as necessary. Establish a system to catalog best practices and strategies to maintain high-standard of implementation to support arts, culture and film development and expansion.	A system of continuous improvement that learns from and builds upon best practices.	Growth in the number of companies in County Growth in overall arts, culture and film in Snohomish County.

Attachment A: Sector Partnership

Sector to be served: ***Education, Life Sciences and Global Health***

Check one: ___Regional ___X__Local

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate for sectors that will be served in a multi-area region.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team ***Goal: build buy-in & support***	July-Aug. 2021	Develop a team of local and regional business leaders and economic and workforce development officials who specialize in education, life sciences & global health development. Partners include Economic Alliance of Snohomish County, Greater Seattle Partners, Life Sciences Washington, Gates Foundation, Washington Global Health Alliance, and the Washington State Department of Commerce. Determine skill set needed by companies for education, life sciences & global health development and promotion. Identify and select a private sector leader to lead the sector.	Local team of private sector and economic and workforce development professionals focused on expanding the education, life sciences & global health sector in the County.	Members recruited to the sector team. Sector leader identified. Regularly scheduled meetings in place. Metrics developed.
Phase II: Investigate	Sept.-Nov. 2021	Develop and undertake data collection to determine growing education, life sciences &	Data set for sectors engaged in education, life sciences & global health.	Data developed that demonstrate growth or

Goal: determine target industries		global health sectors within Snohomish County and regionally. Cross reference growing education, life sciences & global health sectors with target and priority sectors in Snohomish County as regionally. Establish outcome based goals for education, life sciences & global health growth.	Identification of high growth tradable sectors. Identification of workforce needs to support tradable sectors.	decline in tradable sectors. Outcome based goals established to drive strategy.
Phase III: Inventory and Analyze ***Goal: build baseline knowledge of industry***	Jan. Feb. 2022	Conduct a demand (employer) and supply (labor pool) of skills needed to support companies in tradable sectors. Undertake a long-range analysis of education, life sciences & global health growth and sectors that support education, life sciences & global health to determine mid and long-term labor demand and supply needs to support growth. Develop a strategy (white paper document) that provides strategies and tactics to support mid and long-term growth. Convene local and regional team to vet strategies and support implementation of strategy document into an annual work plan.	Identification of mid- and long-term tradable growth sectors. Strategy and work plan to support growth. Engaged business community that supports education, life sciences & global health growth.	Completed analysis of demand and supply to support education, life sciences & global health growth. Strategy and tactics to support mid and long-term growth.
Phase IV: Convene ***Goal: build industry partnership,***	March-April 2022	Identify key industry support partners that are actively engaged in education, life sciences & global health to provide complementary support to main tradable sector team.	Actively engaged business community in the tradable sector to support mid and long-term growth.	Number of businesses that actively partner with the tradable sector team.

prioritize activities		Conduct 1:1 interviews with companies to determine growth potential and workforce needs to support growth. Support the identification and development of key issues for businesses in tradable sector. Prioritize key issues for action.	Priority issues identified and an action plan developed to address them.	Number of interviews conducted to identify key issues. Number of business partners engaged in solving key issues.
Phase V: Act ***Goal: Implement initiatives***	May-June 2022	Develop a work plan to support education, life sciences & global health advancement in Snohomish County Establish metrics and develop regular reporting schedule to support Board updates. Identify pinch points or issues which impede implementation and develop strategies to mitigate those issues.	A focused and aligned strategy and work plan to support education, life sciences & global health development and expansion in Snohomish County.	Metrics will be dependent on work plan.
Phase VI: Sustain and evolve ***Goal: grow the partnership***	July 2022-2025	Continue monitoring work plan and strategies and make course corrections as necessary. Establish a system to catalog best practices and strategies to maintain high-standard of implementation to support education, life sciences & global health development and expansion.	A system of continuous improvement that learns from and builds upon best practices.	Growth in the number of companies in education, life sciences & global health in County Growth in overall education, life sciences & global health in Snohomish County.

Attachment A: Sector Partnership

Sector to be served: ***Energy and Sustainability***

Check one: ___Regional ___X__Local

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate for sectors that will be served in a multi-area region.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team ***Goal: build buy-in & support***	June-Aug. 2021	Develop a team of local and regional business leaders and economic and workforce development officials who specialize in energy and sustainability development. Partners include Economic Alliance of Snohomish County, Greater Seattle Partners, Tacoma Public Utilities, Puget Sound Energy, Clean Tech Alliance, and the Washington State Department of Commerce. Determine skill set needed by companies for energy and sustainability development and promotion. Identify and select a private sector leader to lead the sector.	Local team of private sector and economic and workforce development professionals focused on expanding the energy and sustainability sector in the County.	Members recruited to the sector team. Sector leader identified. Regularly scheduled meetings in place. Metrics developed.
Phase II: Investigate ***Goal: determine target industries***	Sept.-Nov. 2021	Develop and undertake data collection to determine growing energy and sustainability sectors within Snohomish County and regionally.	Data set for sectors engaged in energy and sustainability. Identification of high growth tradable sectors.	Data developed that demonstrate growth or decline in tradable sectors.

		Cross reference growing energy and sustainability sectors with target and priority sectors in Snohomish County as regionally. Establish outcome based goals for energy and sustainability growth.	Identification of workforce needs to support tradable sectors.	Outcome based goals established to drive strategy.
Phase III: Inventory and Analyze ***Goal: build baseline knowledge of industry***	Jan. Feb. 2022	Conduct a demand (employer) and supply (labor pool) of skills needed to support companies in tradable sectors. Undertake a long-range analysis of energy and sustainability growth and sectors that support energy and sustainability to determine mid and long-term labor demand and supply needs to support growth. Develop a strategy (white paper document) that provides strategies and tactics to support mid and long-term growth. Convene local and regional team to vet strategies and support implementation of strategy document into an annual work plan.	Identification of mid- and long-term tradable growth sectors. Strategy and work plan to support growth. Engaged business community that supports energy and sustainability growth.	Completed analysis of demand and supply to support energy and sustainability growth. Strategy and tactics to support mid and long-term growth.
Phase IV: Convene ***Goal: build industry partnership, prioritize activities***	March-April 2022	Identify key industry support partners that are actively engaged in energy and sustainability to provide complementary support to main tradable sector team. Conduct 1:1 interviews with companies to determine growth potential and workforce needs to support growth.	Actively engaged business community in the tradable sector to support mid and long-term growth. Priority issues identified and an action plan developed to address them.	Number of businesses that actively partner with the tradable sector team. Number of interviews conducted to identify key issues.

		Support the identification and development of key issues for businesses in tradable sector. Prioritize key issues for action.		Number of business partners engaged in solving key issues.
Phase V: Act ***Goal: Implement initiatives***	May-June 2022	Develop a work plan to support energy and sustainability advancement in Snohomish County Establish metrics and develop regular reporting schedule to support Board updates. Identify pinch points or issues which impede implementation and develop strategies to mitigate those issues.	A focused and aligned strategy and work plan to support energy and sustainability development and expansion in Snohomish County.	Metrics will be dependent on work plan.
Phase VI: Sustain and evolve ***Goal: grow the partnership***	July 2022-2025	Continue monitoring work plan and strategies and make course corrections as necessary. Establish a system to catalog best practices and strategies to maintain high-standard of implementation to support energy and sustainability development and expansion.	A system of continuous improvement that learns from and builds upon best practices.	Growth in the number of companies who energy and sustainability in Snohomish County Growth in overall energy and sustainability in Snohomish County.

Attachment A: Sector Partnership

Sector to be served: ***Military and Defense***

Check one: ___Regional ___X__Local

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate for sectors that will be served in a multi-area region.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team ***Goal: build buy-in & support***	July-Aug. 2021	Develop a team of local and regional business leaders and economic and workforce development officials who specialize in military and defense development. Partners include Economic Alliance of Snohomish County, Greater Seattle Partners, and the Washington State Department of Commerce. Determine skill set needed by companies for military and defense development and promotion. Identify and select a private sector leader to lead the sector.	Local team of private sector and economic and workforce development professionals focused on expanding the military and defense sector in the County.	Members recruited to the sector team. Sector leader identified. Regularly scheduled meetings in place. Metrics developed.
Phase II: Investigate ***Goal: determine target industries***	Sept.-Nov. 2021	Develop and undertake data collection to determine growing military and defense sectors within Snohomish County and regionally. Cross reference growing military and defense sectors with target and priority sectors in Snohomish County as regionally.	Data set for sectors engaged in military and defense. Identification of high growth tradable sectors.	Data developed that demonstrate growth or decline in tradable sectors.

		Establish outcome based goals for military and defense growth.	Identification of workforce needs to support tradable sectors.	Outcome based goals established to drive strategy.
Phase III: Inventory and Analyze ***Goal: build baseline knowledge of industry***	Jan. Feb. 2022	Conduct a demand (employer) and supply (labor pool) of skills needed to support companies in tradable sectors. Undertake a long-range analysis of military and defense growth and sectors that support military and defense to determine mid and long-term labor demand and supply needs to support growth. Develop a strategy (white paper document) that provides strategies and tactics to support mid and long-term growth. Convene local and regional team to vet strategies and support implementation of strategy document into an annual work plan.	Identification of mid- and long-term tradable growth sectors. Strategy and work plan to support growth. Engaged business community that supports military and defense growth.	Completed analysis of demand and supply to support military and defense growth. Strategy and tactics to support mid and long-term growth.
Phase IV: Convene ***Goal: build industry partnership, prioritize activities***	March-April 2022	Identify key industry support partners that are actively engaged in military and defense to provide complementary support to main tradable sector team. Conduct 1:1 interviews with companies to determine growth potential and workforce needs to support growth. Support the identification and development of key issues for businesses in tradable sector.	Actively engaged business community in the tradable sector to support mid and long-term growth. Priority issues identified and an action plan developed to address them.	Number of businesses that actively partner with the tradable sector team. Number of interviews conducted to identify key issues. Number of business partners engaged in solving key issues.

		Prioritize key issues for action.		
Phase V: Act ***Goal: Implement initiatives***	May-June 2022	Develop a work plan to support military and defense advancement in Snohomish County Establish metrics and develop regular reporting schedule to support Board updates. Identify pinch points or issues which impede implementation and develop strategies to mitigate those issues.	A focused and aligned strategy and work plan to support military and defense development and expansion in Snohomish County.	Metrics will be dependent on work plan.
Phase VI: Sustain and evolve ***Goal: grow the partnership***	July 2022-2025	Continue monitoring work plan and strategies and make course corrections as necessary. Establish a system to catalog best practices and strategies to maintain high-standard of implementation to support military and defense development and expansion.	A system of continuous improvement that learns from and builds upon best practices.	Growth in the number of companies who military and defense in Snohomish County Growth in overall military and defense in Snohomish County.

Attachment A: Sector Partnership

Sector to be served: ***Recreation and Tourism***

Check one: ___Regional ___X__Local

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate for sectors that will be served in a multi-area region.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team ***Goal: build buy-in & support***	July-Aug. 2021	Develop a team of local and regional business leaders and economic and workforce development officials who specialize in recreation and tourism development. Partners include Economic Alliance of Snohomish County, Greater Seattle Partners, Snohomish County Tourism Bureau, Washington Tourism Alliance, and the Washington State Department of Commerce. Determine skill set needed by companies for recreation and tourism development and promotion. Identify and select a private sector leader to lead the sector.	Local team of private sector and economic and workforce development professionals focused on expanding the recreation and tourism sector in the County.	Members recruited to the sector team. Sector leader identified. Regularly scheduled meetings in place. Metrics developed.
Phase II: Investigate ***Goal: determine target industries***	Sept.-Nov. 2021	Develop and undertake data collection to determine growing recreation and tourism sectors within Snohomish County and regionally.	Data set for sectors engaged in recreation and tourism. Identification of high growth tradable sectors.	Data developed that demonstrate growth or decline in tradable sectors.

		Cross reference growing recreation and tourism sectors with target and priority sectors in Snohomish County as regionally. Establish outcome based goals for recreation and tourism growth.	Identification of workforce needs to support tradable sectors.	Outcome based goals established to drive strategy.
Phase III: Inventory and Analyze ***Goal: build baseline knowledge of industry***	Jan. Feb. 2022	Conduct a demand (employer) and supply (labor pool) of skills needed to support companies in tradable sectors. Undertake a long-range analysis of recreation and tourism growth and sectors that support recreation and tourism to determine mid and long-term labor demand and supply needs to support growth. Develop a strategy (white paper document) that provides strategies and tactics to support mid and long-term growth. Convene local and regional team to vet strategies and support implementation of strategy document into an annual work plan.	Identification of mid- and long-term tradable growth sectors. Strategy and work plan to support growth. Engaged business community that supports recreation and tourism growth.	Completed analysis of demand and supply to support recreation and tourism growth. Strategy and tactics to support mid and long-term growth.
Phase IV: Convene ***Goal: build industry partnership, prioritize activities***	March-April 2022	Identify key industry support partners that are actively engaged in recreation and tourism to provide complementary support to main tradable sector team. Conduct 1:1 interviews with companies to determine growth potential and workforce needs to support growth.	Actively engaged business community in the tradable sector to support mid and long-term growth. Priority issues identified and an action plan developed to address them.	Number of businesses that actively partner with the tradable sector team. Number of interviews conducted to identify key issues.

		Support the identification and development of key issues for businesses in tradable sector. Prioritize key issues for action.		Number of business partners engaged in solving key issues.
Phase V: Act ***Goal: Implement initiatives***	May-June 2022	Develop a work plan to support recreation and tourism advancement in Snohomish County Establish metrics and develop regular reporting schedule to support Board updates. Identify pinch points or issues which impede implementation and develop strategies to mitigate those issues.	A focused and aligned strategy and work plan to support recreation and tourism development and expansion in Snohomish County.	Metrics will be dependent on work plan.
Phase VI: Sustain and evolve ***Goal: grow the partnership***	July 2022-2025	Continue monitoring work plan and strategies and make course corrections as necessary. Establish a system to catalog best practices and strategies to maintain high-standard of implementation to support recreation and tourism development and expansion.	A system of continuous improvement that learns from and builds upon best practices.	Growth in the number of companies who recreation and tourism in Snohomish County Growth in overall recreation and tourism in Snohomish County.

Attachment A: Sector Partnership

Sector to be served: ***Technology***

Check one: ___Regional ___X__Local

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate for sectors that will be served in a multi-area region.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team ***Goal: build buy-in & support***	July-Aug. 2021	Develop a team of local and regional business leaders and economic and workforce development officials who specialize in technology development. Partners include Economic Alliance of Snohomish County, Greater Seattle Partners, Washington Technology Industry Associations, Tech Alliance, and Washington State Department of Commerce. Determine skill set needed by companies for technology development and promotion. Identify and select a private sector leader to lead the sector.	Local team of private sector and economic and workforce development professionals focused on expanding the technology sector in the County.	Members recruited to the sector team. Sector leader identified. Regularly scheduled meetings in place. Metrics developed.
Phase II: Investigate ***Goal: determine target industries***	Sept.- Nov. 2021	Develop and undertake data collection to determine growing technology sectors within Snohomish County and regionally.	Data set for sectors engaged in technology. Identification of high growth tradable sectors.	Data developed that demonstrate growth or decline in tradable sectors.

		Cross reference growing technology sectors with target and priority sectors in Snohomish County as regionally. Establish outcome based goals for technology growth.	Identification of workforce needs to support tradable sectors.	Outcome based goals established to drive strategy.
Phase III: Inventory and Analyze ***Goal: build baseline knowledge of industry***	Jan. Feb. 2022	Conduct a demand (employer) and supply (labor pool) of skills needed to support companies in tradable sectors. Undertake a long-range analysis of technology growth and sectors that support technology to determine mid and long-term labor demand and supply needs to support growth. Develop a strategy (white paper document) that provides strategies and tactics to support mid and long-term growth. Convene local and regional team to vet strategies and support implementation of strategy document into an annual work plan.	Identification of mid- and long-term tradable growth sectors. Strategy and work plan to support growth. Engaged business community that supports technology growth.	Completed analysis of demand and supply to support technology growth. Strategy and tactics to support mid and long-term growth.
Phase IV: Convene ***Goal: build industry partnership, prioritize activities***	March-April 2022	Identify key industry support partners that are actively engaged in technology to provide complementary support to main tradable sector team. Conduct 1:1 interviews with companies to determine growth potential and workforce needs to support growth.	Actively engaged business community in the tradable sector to support mid and long-term growth. Priority issues identified and an action plan developed to address them.	Number of businesses that actively partner with the tradable sector team. Number of interviews conducted to identify key issues.

		Support the identification and development of key issues for businesses in tradable sector. Prioritize key issues for action.		Number of business partners engaged in solving key issues.
Phase V: Act ***Goal: Implement initiatives***	May-June 2022	Develop a work plan to support technology advancement in Snohomish County Establish metrics and develop regular reporting schedule to support Board updates. Identify pinch points or issues which impede implementation and develop strategies to mitigate those issues.	A focused and aligned strategy and work plan to support technology development and expansion in Snohomish County.	Metrics will be dependent on work plan.
Phase VI: Sustain and evolve ***Goal: grow the partnership***	July 2022-2025	Continue monitoring work plan and strategies and make course corrections as necessary. Establish a system to catalog best practices and strategies to maintain high-standard of implementation to support technology development and expansion.	A system of continuous improvement that learns from and builds upon best practices.	Growth in the number of companies who technology in Snohomish County Growth in overall technology in Snohomish County.

Attachment A: Sector Partnership

Sector to be served: ***Trade & Business Development***

Check one: __X__Regional ___X__Local

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate for sectors that will be served in a multi-area region.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team ***Goal: build buy-in & support***	July-Aug. 2021	Develop a team of local and regional business leaders and economic and workforce development officials who specialize in trade development. Conduct an inventory of Snohomish County businesses (small, medium and large) who are top exporters. Identify top export markets for Snohomish County companies. Determine skill set needed by companies for trade development and promotion. Identify and select a private sector leader to lead the sector.	Local team of private sector and economic and workforce development professionals focused on expanding the trade sector in the County.	Members recruited to the sector team. Sector leader identified. Regularly scheduled meetings in place. Metrics developed.
Phase II: Investigate ***Goal: determine target industries***	Sept.- Nov. 2021	Develop and undertake data collection to determine growing trade sectors within Snohomish County and regionally.	Data set for sectors engaged in trade. Identification of high growth tradable sectors.	Data developed that demonstrate growth or decline in tradable sectors.

		Cross reference growing trade sectors with target and priority sectors in Snohomish County as regionally. Establish outcome based goals for trade growth.	Identification of workforce needs to support tradable sectors.	Outcome based goals established to drive strategy.
Phase III: Inventory and Analyze ***Goal: build baseline knowledge of industry***	Jan. Feb. 2022	Conduct a demand (employer) and supply (labor pool) of skills needed to support companies in tradable sectors. Undertake a long-range analysis of trade growth and sectors that support trade to determine mid and long-term labor demand and supply needs to support growth. Develop a strategy (white paper document) that provides strategies and tactics to support mid and long-term growth. Convene local and regional team to vet strategies and support implementation of strategy document into an annual work plan.	Identification of mid- and long-term tradable growth sectors. Strategy and work plan to support growth. Engaged business community that supports trade growth.	Completed analysis of demand and supply to support trade growth. Strategy and tactics to support mid and long-term growth.
Phase IV: Convene ***Goal: build industry partnership, prioritize activities***	March-April 2022	Identify key industry support partners that are actively engaged in trade to provide complementary support to main tradable sector team. Conduct 1:1 interviews with companies to determine growth potential and workforce needs to support growth.	Actively engaged business community in the tradable sector to support mid and long-term growth. Priority issues identified and an action plan developed to address them.	Number of businesses that actively partner with the tradable sector team. Number of interviews conducted to identify key issues.

		Support the identification and development of key issues for businesses in tradable sector. Prioritize key issues for action.		Number of business partners engaged in solving key issues.
Phase V: Act ***Goal: Implement initiatives***	May-June 2022	Develop a work plan to support trade advancement in Snohomish County Establish metrics and develop regular reporting schedule to support Board updates. Identify pinch points or issues which impede implementation and develop strategies to mitigate those issues.	A focused and aligned strategy and work plan to support trade development and expansion in Snohomish County.	Metrics will be dependent on work plan.
Phase VI: Sustain and evolve ***Goal: grow the partnership***	July 2022-2025	Continue monitoring work plan and strategies and make course corrections as necessary. Establish a system to catalog best practices and strategies to maintain high-standard of implementation to support trade development and expansion.	A system of continuous improvement that learns from and builds upon best practices.	Growth in the number of companies who trade in Snohomish County Growth in overall trade in Snohomish County.

Attachment B: Regional Cooperative Service Delivery Agreement

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate for a multi-area region.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team ***Goal: build buy-in & support***	In-process	Convene core working group, consisting of delegates of NW Workforce Council, Workforce Snohomish, NWESD 189, Skagit STEM Network, Snohomish STEM Network Outreach to intermediaries operating in region – or potentially expand to region.	Functional work plan developed Coordinated efforts to maximize impact	Meetings occur on a bi-monthly basis
Phase II: Investigate ***Goal: determine options for coordinated service deliver***	In-process	Forge connections between regional initiatives and stakeholders Assessment of status of CCL activities and interests in region Assess organizational capacities, limitations and alignment of support services Identify measures/data to be tracked Identify support requirements for intermediary success Identify support requirements for School Districts and post-secondary institutions in region to support success (Career Launch)	Identification of regional CCL initiatives, stakeholders	Communication between regional efforts/stakeholders improved
Phase III: Inventory and Analyze ***Goal: build baseline knowledge***	In-process	Contribute to statewide/region inventory of potential Career Launch Programs Ongoing assessment of WA STEM data on CCL activities, student engagement, and state databases and local tracking. Establish framework for regional strategy to increase CCL per CCW goals and local performance measures	Regional strategy formulated and disseminated Inventories (online) are useful and accessible.	Information provided to regional board/working groups to inform strategy and focus efforts
Phase IV: Convene ***Goal: build partnership,***	Ongoing	Convene regional board/working group to solicit feedback on strategy and priorities. Solicit feedback broadly from regional stakeholders to define and re-define priorities,	Develop work plan to implement regional strategy	Publication of plan, updates provided utilizing data and narratives highlighting impact.

prioritize activities		assess progress and impact pertaining to regional strategy.	Metrics and data sources identified and monitored in support of continuous improvement.	
Phase V: Act ***Goal: Implement initiatives***	Ongoing	Support and engage in regional and local events that promote or support CCL programs and activities to parents, students, and business Disseminate information on CCL that improves understanding among target populations and underserved geographic areas Increase business engagement and support of CCL activities/programs	CCL activities and programs are expanded in underserved areas/populations Partnerships expanded and communications improved to improve alignment	Measurable progress towards CCW goals
Phase VI: Sustain and evolve ***Goal: grow the partnership***	TBD	Determine sustainability plan for regional board engagement through existing governance structures. Exploration and evaluation of formal network and ability to institutionalize and sustain coordinated effort.	Integration of coordinating network into partner organizations	ROI/value of regional coordination is evident

Attachment C: Regional Economic Development Framework

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate for a multi-area region.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team ***Goal: build buy-in & support***	By April 1, 2020	Reconstitute the Local Workforce Development Board as the Snohomish County Future Workforce Alliance. The Board will focus on strategic short, mid and long-term alignment between the county's workforce development agencies and services providers and its economic development goals.	Board membership has high-level representation business representation in priority industries and is compliant.	Board members invited. Board meeting convened. Facilitated discussion to define goals, objectives and metrics for evaluation
Phase II: Investigate ***Goal: determine options for coordinated service deliver***	September - December 2020	Work with a facilitator to lead the Board on a goal, strategy and output and outcome development to support the alignment of workforce and economic development.	Coordinated and aligned goals and metrics to support defined goals in economic and workforce development.	Facilitated discussion with Board members. Goals, strategies and lead implementers defined. Outcome and output metrics developed. Timeline for implementation developed.
Phase III: Inventory and Analyze ***Goal: build baseline knowledge***	April-June 2021 initially then on-going	Develop data and undertake evidence-based research to support the Board's goal and outcome development. Identify partners to support data and research development. Update data and information regularly to support Board discussions, goal refinement and output and outcome measurement.	Better understanding of the current and future workforce needs of county and regional companies. Improved ability to institute training programs to anticipate needs of business.	Identified research partner to support data and research development and presentation to the Board. Regular data updates to the board to support strategic

				discussions, goal development and economic and workforce alignment.
Phase IV: Convene ***Goal: build partnership, prioritize activities***	2020 - 2024	Convene regular Board meetings to discuss output and outcome measurements and alignment with goals and strategies. Annually review goals and key priorities and adjust as needed. Determine whether additional resources are needed to support goals.	Strategic Board that works closely with economic and workforce development partners to meet defined strategic goals.	Board meeting schedule established. Matrix developed to strategy implementation and goal development.
Phase V: Act ***Goal: Implement initiatives***	2020 - 2024	Based on defined strategic goals, develop and implement strategies that support defined goals, measure progress, and implement course corrections if needed.	A strategic and nimble Board that can quickly support and implement new strategies to reach identified strategic goals.	Development implementation plan to support strategic goals. Regular program and project monitoring Defined deliverables and measurements to ensure programs are implemented. Identify roadblocks and course correct if needed.
Phase VI: Sustain and evolve ***Goal: grow the partnership***	2020-24	Continue to strengthen existing partnerships and identify opportunities to expand with new partners to support strategic goals. At the end of the third year of the plan review strategic goals, implementation strategies, deliverables and outcomes. Determine what strategies should be continued or new strategies and projects developed.	A Board and economic and workforce development system focused on continuous improvement to support strategic goals.	Evaluation of existing programs and projects. Identification of new programs. Regular evaluation of programmatic deliverables.

Attachment D: Local Area Profile

1. **Local One-Stop System**

List all comprehensive, affiliate, and connection one-stop sites in the local area, along with the site operator. If the operator is a partnership, list all entities comprising the partnership.

Site	Type of Site (Comprehensive, Affiliate, or Connection)	Site Operator(s)
WorkSource Everett	Comprehensive	One Stop Operator, ESD
WorkSource Lynnwood	Affiliate	One Stop Operator, ESD
WorkSource Youth Center	Specialized Site	ResCare Workforce Services,
Arlington Comm. Resource Ctr.	Connection Site	Volunteers of America
Sno-Isle Libraries (16 Sites)	Connection Sites	Sno-Isle Library System
Catholic Community Services	Connection Site	CCS
Edmonds Comm. College Career Action Center	Connection Site	EdCC
Everett Public Library	Connection Site	EvPL
Latino Educational Training Institute	Connection Site	LETI
Housing Hope (2 sites)	Connection Site	HH
Add more rows if needed		

[continues]

2. **WIOA Title I Service Providers**

Adult and Dislocated Worker Program List all current and potential service providers in the area	**Indicate service(s) provided by each** Basic	Individualized	Training	**WIOA funded?**
Employment Security Department				
ResCare Workforce Services				
Housing Hope*				
Refugee and Immigrant Services Northwest				
Sno-Isle Libraries (16 sites)				
Everett Public Libraries				
Latino Training and Educational Institute				
Arlington Community Resource Ctr	X			
Department of Social and Health Services	X			
Division of Vocational Rehabilitation	X			
Catholic Community Services	X			

Comments regarding the adequacy and quality of Adult and Dislocated Worker Services available:
Employment Security Department is the lead for a consortium serving Dislocated Worker and Adult contracted services. This consortium includes Housing Hope (HH) and Refugee and Immigrant Services Northwest (RISNW). These services include Basic, Individualized and Training. HH also provides services as a Connection Site only at two of their Affordable Housing Services. All other agencies noted, provide Basic Services only at Connection Sites, however they often host staff from the WorkSource Center Contracted services to provide on-site workshops and individualized services to customers.

A Business Services Contract, also known as Business Solutions, provides services for Employer Engagement and provides individualized services to job seeking customers and works in tandem with other WIOA Title I funded contract staff from various agencies. Business Services will be migrated to Workforce Snohomish in PY21.

Adult Services outreach has expanded to include a collaboration with Snohomish County Health and Human Services Department, encompassing a multi-faceted approach with Basic Food & Employment Services (BFET), Early Childhood Education, and Rapid ReHousing.
This cooperative work will improve services to individuals experiencing homelessness who do not visit WorkSource Centers.

Comments regarding the adequacy and quality of Adult Services available:

Youth Program	**Indicate service(s) provided by each**			**WIOA funded?**	**Services for youth with disabilities?**
List all current and potential service providers in the area	Basic	Individualized	Training		
ResCare Workforce Services					
Everett Community College					
Edmonds Community College					
Compass Health (mental health services)					
Cocoon House					
Denny Juvenile Justice Center					
Weston Open Doors (Public School System)					
Department of Social and Health Services					
Division of Vocational Rehabilitation	X				
Job Corps	X				

Comments regarding the adequacy and quality of Youth Services available:

In 2021 the WIOA Title I Youth services contract will re-vamp services to achieve a model that reflects the needs of the community and provides relevant, meaningful and effective services to youth helping them thrive and prosper into rewarding career pathways.

Currently: The WorkSource Youth Center was designed to be a one-stop shop for WIOA Youth populations (located at Everett WorkSource). This centralized model has not been effective in delivering services to eligible youth across the County. Workforce Snohomish proposes that a steering committee be convened to guide the development of a new model and supporting RFP that aims to be the most effective and widely known program in Snohomish County at serving WIOA Youth populations.

The new model of a WIOA WorkSource Youth Program builds connections with local organizations across Snohomish County to provide services to eligible youth in their communities. The core tenets of the new program should include the following
An increased collaboration with Snohomish County school districts will allow youth at risk of dropping off from high schools to transition to the WIOA youth program to complete a GED program and access post-secondary education and employment.

1) A broader access to local colleges for youth program participants to explore post-secondary education options.
2) Coordination of Services with Local Community Based Organizations (CBOs) & County Youth Services to leverage resources available to better serve youth.
3) Expanded collaboration with all Open Doors Programs in Snohomish County to provide students with more support as they complete their high school/GED programs.
4) Meaningful work experience opportunities in local businesses for WIOA Youth participants.
5) A robust offering of accredited workshops that equip participants with the skills to successful find, obtain, and maintain a job ranging from resume building and interviewing skills to financial management and soft skills.
6) A concerted effort to recruit mentors within industries that match youth interests.
7) Proficient staff from our community who receive specialized training upon hire to increase their proficiency at serving opportunity youth; Develop hiring practices to ensure that employment specialists are representative of the population(s) they serve.
8) Co-enrollment in WIOA Adult or DW programs as applicable to provide youth wrap around services and increase support.

Based on identified best practices and model programs, the new Snohomish County service delivery model will achieve:

- A proactive LEAN Continuous Process Improvement approach is used to where all aspects of the system and youth model are being assessed and appropriately adjusted towards the **ideal state** of 100% of the system and model offerings adding the highest possible value to the end user youth customer. Continual Lean processes improvement to evaluate all aspects of operations/facilities usage in place against Return on Investment (ROI), ability to meet gold standard services, outcomes, and how they tie to "value to the customer." Where assessment reveals inefficiencies and/or insufficient value to the

customer, modify operational model to where it moves towards ideal value to the customer

- Builds a cohesive and collaborative youth system that connects with local organizations serving similar youth populations across Snohomish County Model elements. Work in concert with other entities serving 14-24-year-old individuals throughout Snohomish County to build a youth provider networked system where the collective network of service providers meet the multiple needs of youth so they can make a successful transition into adulthood. Accomplished by leveraging services and resources as opposed to operating in siloes and using limited funding on duplicative services.
- System and model designs, approaches, and offerings are not only open to serving the intended WIOA target populations, they are built to proactively include and engage these populations.
- Moves away from referral dependent "outreach." Employs proactive outreach from WIOA Youth Employment Specialists, in concert with Community Based entities serving mutual youth, reach intended populations, are accessible for urban and rural youth, and uses methods that are inclusive and relatable for youth. Proactive engagement with youth and key entities continues through on-going case management and follow up. Methods used are consistent with gold standard methods, approaches, tools, and services
- Service delivery is provided through accessible locations and methods
- Provides a seamless youth service delivery system where life and employment training needs are cohesively and collaboratively met
- Maximizes the usage of each dollar – Use existing resources/tools/services/facilities where available instead of duplicating them. Uses co-enrollment strategies to leverage funding where there is a clear benefit to the youth from each program. Uses braided funding to leverage funding and encourage community collaborations
- Develops and maintains a strong coordination with business/industry/apprenticeship as this is essential to the development of gold standard career pathway exploration/development options, work-based learning opportunities, and attaining quality unsubsidized employment outcomes
- Develops and maintains a strong coordination/collaboration with Secondary and Post-Secondary Education entities to ensure youth career pathways exploration/development options, dropout prevention, and smooth transitions
- Offers In-person and remote/virtual options to ensure all youth have access to employment and training resources, tools and offerings
- Includes relevant, consistent, and timely communication with youth. This may include weekly phone calls, e-mails, texts, newsletters, and updates to websites and social media pages checking in to see how youth are doing and sharing critical resources for supportive services
- Builds an excellent working relationship between Workforce Snohomish, contractors, and community-based partners. Providing skilled technical assistance to contractors on a regular basis to support service delivery alignment with vision, goals, and desired performance outcomes
- Workforce Snohomish will work with partners and contractors to encourages the development of venues, tools, materials and resources that can be used to strengthen service delivery

- Employs and supports the on-going development of highly qualified Employment Specialists/Case Managers, as they are vital to assisting/supporting/helping youth navigate through their current circumstances, build a career pathway plan, advance towards/achieve that plan and make a successful transition into adulthood
- Specific program elements are offered at the level and sequence needed for youth to identify a career pathway and secure the commensurate education/training/skills needed to advance towards/achieve that plan and successfully transition into adulthood. See 20 CFR 681.460 for the list of specific elements. Note: specific program elements will be discussed further in the document
- In a LEAN approach, especially during a major model shift, it is a good idea to review roles and responsibilities of all staff connected with the service delivery (in this case, youth service delivery), using a value stream mapping model to see where waste can be reduced and efficiencies can be gained

Attachment E: Local Workforce Development Board Membership and Certification

Local Workforce Development Board Membership and Certification

LWDBs must complete one of the two tables below. The information in the appropriate table will be used to certify LWDBs pursuant to WIOA Section 107(c)(2) and in the second and subsequent certifications pursuant to Section 106(e)(2). Data regarding performance and fiscal integrity will be added at the time of certification. The labels in the first column represent minimum criteria for certification. Please add lines as needed.

Complete this table to demonstrate Board membership in compliance with WIOA:

Required categories	Name/Title/Organization*	Nominated by
Business majority (greater than 50% of all members)		
1. Business	Vacant	Economic Alliance of Snohomish County
2. Business	Amy Drewel, Owner/Principal, Mosaic Insurance	Economic Alliance of Snohomish County
3. Business	Jolenta Coleman-Bush, Senior Program Manager, Microsoft	Economic Alliance of Snohomish County
4. Business	Rich White, Manager, Boeing	Economic Alliance of Snohomish County
5. Business	Scott Forslund, Executive Director, Providence Health Services	Economic Alliance of Snohomish County
6. Business	Jorge Arturo Rivera, Associate Vice President, Molina Healthcare	Economic Alliance of Snohomish County
7. Business	Sue Putnam, Small Business	Economic Alliance of Snohomish County
8. Business	Crystal Donner, President, PERTEET	Economic Alliance of Snohomish County
9. Business	Janice Green, CEO, WBEC-Pacific	Economic Alliance of Snohomish County
10. Business	John Haarlow, CEO & General Manager, Snohomish PUD	Economic Alliance of Snohomish County
11. Business	Amity Van Hauser, Director of Human Resources, FUNKO	Economic Alliance of Snohomish County
Workforce (20% of members. Majority must be nominated by organized labor)		
1. Labor	Larry Montgomery, Business Agent, LiUNA! Laborers 292	Snohomish County Labor Council
2. Labor	Mark Clark, Program Coordinator, IAM Boeing Joint Programs	Snohomish County Labor Council
3. Labor/ Registered Apprenticeship	John Lehman, President, UBC Local 70	Snohomish County Labor Council

4. CBO with demonstrated experience with persons with barriers	Van Kuno, Executive Director, Refugee and Immigrant Services Northwest	Economic Alliance of Snohomish County
Education		
1. Title II Adult Ed & Higher Education	Dr. Amit Singh, President, Edmonds College	Edmonds Community College
Government		
1. Wagner-Peyser	Jessica Barr, North Sound Regional Director, Washington State Employment Security Department	Washington State Employment Security Department
1. Vocational Rehabilitation	James O'Brien, Supervisor, Division of Vocational Rehabilitation	Washington State Division of Vocational Rehabilitation
1. Economic Development	Nick Harper, Deputy Mayor, City of Everett	Snohomish County
Other		
Other: K-12	Dan Chaplik, Superintendent, Sultan School District	Snohomish County Superintendents
Other: Human Services	Mary Jane Brell Vujovic, Director of Human Services, Snohomish County	Snohomish County
Add more rows if needed		

**** LWDBs must provide evidence of recruitment for any empty seats on the board.***

Attachment F: 2020-2024 Local Integrated Workforce Plan Assurances

2020-2024 Local Integrated Workforce Plan Assurances

	Planning Process and Public Comment	References
☐	1. The local board has processes and timelines, consistent with WIOA Section 108(d), to obtain input into the development of the local plan and provide the opportunity for comment by representatives of business, labor organizations, education, other key stakeholders, and the general public for a period that is no less than 30 days.	WIOA Sections 108(d); proposed 20 CFR 679.550(b)
☐	2. The final local plan is available and accessible to the general public.	Proposed 20 CFR 679.550(b)(5)
☐	3. The local board has established procedures to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.	WIOA Section 107(e); proposed 20 CFR 679.390 and 679.550
	Required Policies and Procedures	**References**
☐	4. The local board makes publicly-available any local requirements for the public workforce system, such as policies, including policies for the use of WIOA Title I funds.	Proposed 20 CFR 679.390
☐	5. The local board has established a written policy or procedure that identifies circumstances that might present conflict of interest for any local workforce investment board or entity that they represent, and provides for the resolution of conflicts.	WIOA Section 107(h); proposed 20 CFR 679.410(a)-(c); WIOA Title I Policy 5405; WIOA Title I Policy 5410
☐	6. The local board has copies of memoranda of understanding between the local board and each one-stop partner concerning the operation of the one-stop delivery system in the local area, and has provided the State with the latest versions of its memoranda of understanding.	WIOA Section 121(c); proposed 20 CFR 678.500-510; WorkSource System Policy 1013
☐	7. The local board has written policy or procedures that ensure one-stop operator agreements are reviewed and updated no less than once every three years.	WIOA Section 121(c)(v); WorkSource System Policy 1008 Revision 1

☐	8. The local board has negotiated and reached agreement on local performance measures with the local chief elected official(s) and Governor.	WIOA Sections 107(d)(9) and 116(c); proposed 20 CFR 679.390(k) and 677.210(b)
☐	9. The local board has procurement policies and procedures for selecting One-Stop operators, awarding contracts under WIOA Title I Adult and Dislocated Worker funding provisions, and awarding contracts for Youth service provision under WIOA Title I in accordance with applicable state and local laws, rules, and regulations, provided no conflict exists with WIOA.	WIOA Sections 121(d) and 123; proposed 20 CFR 678.600-615 and 681.400; WIOA Title I 5404; WIOA Title I Policy 5613
☐	10. The local board has procedures for identifying and determining the eligibility of training providers and their programs to receive WIOA Title I individual training accounts and to train dislocated workers receiving additional unemployment insurance benefits via the state's Training Benefits Program.	WIOA Sections 107(d)(10), 122(b)(3), and 123; Proposed 20 CFR 679.370(l)-(m) and 680.410-430; WIOA Title I Policy 5611
☐	11. The local board has written procedures for resolving grievances and complaints alleging violations of WIOA Title I regulations, grants, or other agreements under WIOA and written policies or procedures for assisting customers who express interest in filing complaints at any point of service, including, at a minimum, a requirement that all partners can identify appropriate staff contacts and refer customers to those contacts.	WIOA Section 181(c); proposed 20 CFR 683.600; WIOA Title I Policy 5410; WorkSource System Policy 1012, Revision 1
☐	12. The local board has assurances from its one-stop operator that all one-stop centers and, as applicable, affiliate sites have front-end services consistent with the state's integrated front-end service policy and their local plan.	WorkSource System Policy 1010 Revision 1
☐	13. The local board has established at least one comprehensive, full-service one-stop center and has a written process for the local Chief Elected Official and local board to determine that the center conforms to the definition therein.	WIOA Section 121(e)(2)(A); proposed 20 CFR 678.305; WIOA Title I Policy 5612
☐	14. The local board provides to employers the basic business services outlined in WorkSource System Policy 1014.	WorkSource System Policy 1014
☐	15. The local board has written processes or procedures and has identified standard assessment objectives and resources to support service delivery strategies at one-stop centers and, as applicable, affiliate sites.	WorkSource System Policies 1011 and 1016; WTECB State Assessment Policy
☐	16. All partners in the local workforce and education system described in this plan ensure the physical, programmatic and communications	WIOA Section 188; 29 CFR parts 37.7-37.9; 20 CFR 652.8(j)

	accessibility of facilities, programs, services, technology and materials in one-stop centers for individuals with disabilities.	
☐	17. The local board ensures that outreach is provided to populations and sub-populations who can benefit from one-stop services.	WIOA Section 188; 29 CFR 37.42
☐	18. The local board implements universal access to programs and activities to individuals through reasonable recruitment targeting, outreach efforts, assessments, service delivery, partner development, and numeric goals.	WIOA Section 188; 29 CFR 37.42
☐	19. The local board complies with the nondiscrimination provisions of Section 188, and assures that Methods of Administration were developed and implemented.	WIOA Section 188; 29 CFR 37.54(a)(1); WIOA Policy 5402, Revision 1; WorkSource System Policy 1012, Revision 1
☐	20. The local board collects and maintains data necessary to show compliance with nondiscrimination provisions of Section 188.	WIOA Section 185; 29 CFR 37.37; WIOA Policy 5402, Revision 1; WorkSource System Policy 1012, Revision 1
☐	21. The local board complies with restrictions governing the use of federal funds for political activities, the use of the one-stop environment for political activities, and the local board complies with the applicable certification and disclosure requirements	WorkSource System Policy 1018; 2 CFR Part 225 Appendix B; 2 CFR Part 230 Appendix B; 48 CFR 31.205-22; RCW 42.52.180; TEGL 2-12; 29 CFR Part 93.100
☐	22. The local board ensures that one-stop MSFW and business services staff, along with the Migrant and Seasonal Farm Worker program partner agency, will continue to provide services to agricultural employers and MSFWs that are demand-driven and consistent with ESD's mission.	WIOA Section 167
☐	23. The local board follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIOA, and applicable Departmental regulations.	WIOA Sections 116(i)(3) and 185(a)(4); 20 USC 1232g; proposed 20 CFR 677.175 and 20 CFR part 603
	Administration of Funds	**References**
☐	24. The local board has a written policy and procedures to competitively award grants and contracts for WIOA Title I activities (or applicable federal waiver), including a process to be used to procure training services made as exceptions to the Individual Training Account process.	WIOA Section 108(b)(16); proposed 20 CFR 679.560(a)(15); WIOA Title I Policy 5601; WIOA Section 134(c)(3)(G); proposed 20 CFR 680.300-310

☐	25. The local board has accounting systems that follow current Generally Accepted Accounting Principles (GAAP) and written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to insure proper disbursement and accounting of WIOA adult, dislocated worker, and youth program and the Wagner-Peyser Act funds.	WIOA Section 108(b)(15), WIOA Title I Policy 5230; WIOA Title I Policy 5250
☐	26. The local board ensures compliance with the uniform administrative requirements under WIOA through annual, on-site monitoring of each local sub-recipient.	WIOA Section 184(a)(3); proposed 20 CFR 683.200, 683.300, and 683.400-410; WIOA Policy 5230
	27. The local board has a local allowable cost and prior approval policy that includes a process for the approval of expenditures of $5,000 or more for equipment requested by subcontractors.	WIOA Title I Policy 5260
☐	28. The local board has a written debt collection policy and procedures that conforms with state and federal requirements and a process for maintaining a permanent record of all debt collection cases that supports the decisions made and documents the actions taken with respect to debt collection, restoration, or other debt resolution activities.	WIOA Section 184(c); 20 CFR Part 652; proposed 20 CFR 683.410(a), 683.420(a), 683.750; WIOA Title I Policy 5265
☐	29. The local board has a written policy and procedures for ensuring management and inventory of all properties obtained using WIOA funds, including property purchased with JTPA or WIA funds and transferred to WIOA, and that comply with WIOA, Washington State Office of Financial Management (OFM) and, in the cases of local government, Local Government Property Acquisition policies.	WIOA Section 184(a)(2)(A); proposed 20 CFR 683.200 and 683.220; OMB Uniform Administrative Guidance; Generally Accepted Accounting Procedures (GAAP); WIOA Title I Policy 5407
☐	30. The local board will not use funds received under WIOA to assist, promote, or deter union organizing.	WIOA Section 181(b)(7); proposed 20 CFR 680.850
	Eligibility	**References**
☐	31. The local board has a written policy and procedures that ensure adequate and correct determinations of eligibility for WIOA-funded basic career services and qualifications for enrollment of adults, dislocated workers, and youth in WIOA-funded individualized career services and training services, consistent with state policy on eligibility and priority of service.	Proposed 20 CFR Part 680 Subparts A and B; proposed 20 CFR Part 681 Subpart A; WorkSource System Policy 1019, Revision 1
☐	32. The local board has a written policy and procedures for awarding Individual Training Accounts to eligible adults, dislocated workers, and youth receiving WIOA Title I training services, including dollar and/or	WIOA Section 134(c)(3)(G); Proposed 20 CFR 680.300-320; WIOA Title I Policy 5601

	duration limit(s), limits on the number of times an individual may modify an ITA, and how ITAs will be obligated and authorized.	
☐	33. The local board has a written policy and procedures that establish internal controls, documentation requirements, and leveraging and coordination of other community resources when providing supportive services and, as applicable, needs-related payments to eligible adult, dislocated workers, and youth enrolled in WIOA Title I programs.	WIOA Sections 129(c)(2)(G) and 134(d)(2); proposed 20 CFR 680.900-970; proposed 20 CFR 681.570; WorkSource System Policy 1019, Revision 1
☐	34. The local board has a written policy for priority of service at its WorkSource centers and, as applicable, affiliate sites and for local workforce providers that ensures veterans and eligible spouses are identified at the point of entry, made aware of their entitlement to priority of service, and provided information on the array of employment, training and placement services and eligibility requirements for those programs or services.	Jobs for Veterans Act; Veterans' Benefits, Health Care, and Information Technology Act; 20 CFR 1010; TEGL 10-09; Veterans Program Letter 07-09; WorkSource System Policy 1009 Revision 1

Attachment G: Local Integrated Workforce Plan Certification

Local Integrated Workforce Plan Certification

This section of the Local Integrated Workforce Plan serves as the LWDB's certification that it complies with all required components of Title I of the Workforce Innovation and Opportunity Act and Wagner-Peyser Act and must be signed by authorized officials.

Please customize this signature page to accommodate your CLEO structure (i.e., local areas that require more than one local chief elected official signature).

The Local Workforce Development Board for Snohomish County (Workforce Development Area 4) certifies that it complies with all required components of Title I of the Workforce Innovation and Opportunity Act and Wagner-Peyser Act and plan development guidelines adopted by the State Workforce Development Board. The LWDB also assures that funds will be spent in accordance with the Workforce Innovation and Opportunity Act, Wagner-Peyser Act, and their regulations, written U.S. Department of Labor guidance implementing these laws, Office of Management and Budget circulars, and all other applicable federal and state laws and regulations.

_____

Local Chief Elected Official(s)

_____

Date

_____

Local Workforce Development Board Chair

_____

Date

Attachment H: Public Comment

Public Comment

Describe the Council's public review and comment process. The description should specify the public comment duration and the various methods used to seek input (e.g., web-posts, newspapers, e-mail, web-posting, events/forums and plan development workgroups. Also include any comments that represent points of disagreement with the plan.

Attachment I: Performance Targets

Performance Targets

The targets shown below have been negotiated and approved by the Department of Labor and the Governor's office for PY 20 and PY21. Future targets will be negotiated on a semi-annual basis, and adjusted annually if required.

Program	Performance Measure	2020 Proposed Target	2021 Proposed Target
WIOA Adult	Employment Rate 2nd Quarter After Exit	67.1%	67.1%
WIOA Adult	Employment Rate 4th Quarter After Exit	67.7%	67.7%
WIOA Adult	Median Earnings 2nd Quarter After Exit	$9,641	$9,641
WIOA Adult	Credential Attainment Rate 2nd Quarter After Exit	66.4%	66.4%
WIOA Adult	Measurable Skill Gain	50.0%	50.0%
WIOA Dislocated Worker	Employment Rate 2nd Quarter After Exit	67.4%	67.4%
WIOA Dislocated Worker	Employment Rate 4th Quarter After Exit	69.3%	69.3%
WIOA Dislocated Worker	Median Earnings 2nd Quarter After Exit	$13,625	$13,625
WIOA Dislocated Worker	Credential Attainment Rate 2nd Quarter After Exit	71.3%	71.3%
WIOA Dislocated Worker	Measurable Skill Gain	50.0%	50.0%
WIOA Youth	Employment Rate 2nd Quarter After Exit	61.5%	61.5%
WIOA Youth	Employment Rate 4th Quarter After Exit	61.5%	61.5%
WIOA Youth	Median Earnings 2nd Quarter After Exit	$3,480	$3,480
WIOA Youth	Credential Attainment Rate 2nd Quarter After Exit	66.3%	66.3%
WIOA Youth	Measurable Skill Gain	50.0%	50.0%