



Workforce Snohomish

WORKFORCE DEVELOPMENT PLAN FOR 2016-2020
SNOHOMISH COUNTY

Workforce Snohomish



Contact Information

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BACKGROUND

Guidelines for Developing 2016-2020 Regional/Local Workforce Plans

One of the new features of Public Law 128-113, the Workforce Innovation and Opportunity Act of 2014 (WIOA), is the implementation of workforce regions. Workforce regions are intended to provide an opportunity for local areas to collaborate more formally to serve regional economies where they exist. Workforce regions recognize that while there are strong and effective programs in workforce areas, industries recruit and people commute for work across local area boundaries. In some cases industry sectors or special initiatives can be more effectively served when several workforce areas leverage their strengths and coordinate appropriate services.

WIOA requires the state to identify workforce regions consisting of one or more local workforce areas. Local Workforce Development Boards (LWDBs) are required to develop plans that detail policies, procedures, and activities they will carry out to implement the law. Because all LWDBs are part of workforce regions, whether these are single local area or multi-area regions, all LWDBs must address both regional and local planning requirements described in the law. All plans must support the strategy described in the State Plan developed per WIOA Sections 102 and 103 and otherwise be consistent with the State Plan.

WIOA requires the development of four-year plans, to be revisited/revised after the first two years. In an effort to reduce duplication of processes, the Workforce Board will use the regional/local plan as a mechanism to address as many of the criteria for LWDB certification as possible. LWDBs must be certified once every two years. An approved plan will serve as evidence that each LWDB is addressing the 13 required functions of local boards. A table has been added to this document for LWDBs to address board membership requirements that are part of the certification process. LWDBs will be provided the opportunity to update components of their plans once every two years as part of the board certification process, but will not be required to undertake a major plan modification each time they update information for the purpose of board certification. The possible exception relates to the WIOA requirement to provide a 2-year update to the 2016-2020 plan.

WIOA regulations direct LWDB to submit their regional/local plans to the Workforce Board and ESD for review. Once reviews are completed, the Workforce Board, in consultation with ESD, will make a recommendation to the Governor regarding approval of each regional/local plan.

2016-20 Regional/Local Integrated Workforce Plan Goals

1. Articulate a vision for the local area's workforce development system.
2. Develop goals, objectives, and strategies to increase skill levels, employment, earnings, customer satisfaction and return on workforce development investments.
3. Develop a blueprint to utilize the area's strategic workforce assets to meet the requirements of the changing economy.
4. Create a planning process, managed by LWDBs, that assures meaningful opportunities for business, labor, local chief elected officials, program operators, WorkSource partner agencies, and others to communicate their needs, offer perspectives and expertise, and participate in the process. The review and comment process for developing the regional/local workforce plan is transparent and dynamic, with opportunities for interested parties to comment as the plan is developed.
5. Create a plan that is focused on the unique needs and resources of the local area and is consistent with both the *2016-2026 State Strategic Plan for Workforce Development and 2016-2020 Combined State Plan*.
6. Broadly share goals, objectives, and strategies that:
 - Represent the priorities of the LWDB and its partners.
 - Reflect stakeholder input.
 - Offer guidance and propose approaches that benefit customers of the workforce development system (employers, job seekers, workers, students, and out-of-school youth).
 - Are supported by current and specific economic and demographic data and needs assessment.
 - Take into account existing workforce development programs and services.
 - Are informed by program performance.
7. Describe the local area's WIOA Title I operational plans.
8. Document WIOA Title I compliance through the use of an assurances checklist.

How is the “Local Workforce Development System” Defined?

The “Local Workforce Development System” means programs that use private and/or public (local, state, and federal) funds to prepare workers for employment, upgrade worker skills, retrain workers, or provide employment or retention services for workers or employers.

The “Local Workforce Development System” includes, but is not limited to:

- Secondary vocational education, including activities funded under the federal Carl D. Perkins Career and Technical Education Improvement Act of 2006.
- Community and technical college vocational education programs, including activities funded under the federal Carl D. Perkins Career and Technical Education Improvement Act of 2006.
- Private career schools and private college vocational programs.
- Employer-sponsored training.
- Youth, Adult, and Dislocated Worker programs and activities funded by Title I of the Workforce Innovation and Opportunity Act (WIOA).
- Work-related adult basic education and literacy programs, including programs funded under the federal Adult Education and Family Literacy Act (WIOA Title II).
- Programs and activities funded under the federal Wagner-Peyser Act (WIOA Title III).
- Registered apprenticeship programs.
- The One-Stop System [as described in WIA Section 121(b)].
- State workforce education programs administered by the public community and technical college system (Job Skills Program, Worker Retraining Program, Customized Training Program, Centers of Excellence).
- Training Benefits Program.
- Vocational rehabilitation programs administered by the Department of Social and Health Services (DSHS) Division of Vocational Rehabilitation and the Department of Services for the Blind (WIOA Title IV).
- Programs offered by private and public nonprofit organizations that provide job training or work-related adult literacy services.
- May include other state- and federally-funded workforce development programs (consult the [Workforce Board’s Workforce Program Directory](#)).
- May include locally-funded workforce development programs.
- May include other privately funded workforce development programs and initiatives.



SECTION I

Regional Designation

Workforce Region Name:

Workforce Development Council Snohomish County
DBA: Workforce Snohomish

Workforce Development Area Name and Number:

Workforce Development Council Snohomish County
DBA: Workforce Snohomish
WDA 4

County or Counties Comprising Service Delivery Area:

Snohomish County

Fiscal Agent/Entity Responsible for the disbursement of grant funds:

Workforce Snohomish is designated as fiscal agent by Snohomish County



SECTION II

Regional Component of Plan

This section presents the vision, goals, objectives, and strategies for the workforce development system within the region and addresses the seven required regional planning elements. The plan should articulate strategies that respond to the needs of the regional economy, as identified in the regional analysis. In addition, the plan should align with Talent and Prosperity for All: The Strategic Plan for Unlocking Washington Workforce Potential. Accordingly, the plan should encompass selected objectives and strategies to address the state's strategic goals. The information should provide local and state leaders a current picture of the workforce development programs in the region and show what the LWDB in the region plans to do to continually refine and improve that system.

LWDBs are expected to identify problems or opportunities that they will work cross-regionally with one or more other regions to address. LWDBs are asked to identify the current status of their regional and cross-regional work and define where they intend to be at the end of two years and possibly at the end of the four years. The State Board and ESD will look for progress along a continuum in future plan submissions. LWDBs engaged in cross-regional planning should manage coordination among themselves in any manner that makes sense.

The State Board and ESD view regional planning “as a work in progress” and do not assume that newly formed workforce regions will have fully developed strategies for all regional planning elements. LWDB in a planning region are asked to identify the current status of their regional work, and define where they intend to be at the end of two years and possibly at the end of the four-year planning period if they are ready to do so. It is anticipated that LWDBs may be more ready to proceed with some elements of regional planning and implementation than others. The State Board and ESD will be looking for progress along a continuum in future plan submissions.

1. **Regional analysis.** Provide an analysis of regional economic conditions, including:

- a. *Existing and emerging in-demand industry sectors and occupations, and their employment needs;*

Snohomish County continues to experience high population and economic growth and by percent is leading all other Washington counties for population growth.¹ A regional economic analysis and comparison between 2010 and 2014 completed by the Snohomish County regional economist, indicates consistently high demand in job openings in manufacturing; construction; health care and social assistance; retail trade; and accommodation and food services.

Table 1. Summary table for Snohomish County 2014, total employment, WDA 4

Industry	Average firms	Average employment	Percent of total employment	Total annual wage	Average annual wage	2010 Average employment	Change in employment 2010-2014	% change in employment 2010-2014
Total*	13,696	179,175	100.0%	\$10,644,258,120	\$59,407	160,255	18,919	11.8%
Agriculture, Forestry, Fishing and Hunting	135	738	0.4%	\$21,088,600	\$28,566	834	-96	-11.5%
Mining, Quarrying, and Oil and Gas Extraction	9	85	0.0%	\$5,850,795	\$69,036	144	-59	-41.0%
Utilities	11	144	0.1%	\$11,287,244	\$78,203	115	30	26.1%
Construction	2,266	12,886	7.2%	\$623,482,445	\$48,384	10,877	2,009	18.5%
Heavy and Civil Engineering Construction	88	1,272	0.7%	\$82,561,705	\$64,920	1,337	-65	-4.9%
Manufacturing	588	56,786	31.7%	\$5,425,444,103	\$95,543	47,719	9,066	19.0%
Fabricated Metal Product Manufacturing	149	3,026	1.7%	\$145,778,588	\$48,174	2,441	586	24.0%
Computer and Electronic Product Manufacturing	46	4,851	2.7%	\$412,851,707	\$85,101	4,185	666	15.9%
Transportation Equipment Manufacturing	64	42,807	23.9%	\$4,579,209,100	\$106,973	34,061	8,746	25.7%
Furniture and Related Product Manufacturing	36	672	0.4%	\$30,421,786	\$45,248	632	40	6.3%
Wholesale Trade	947	6,200	3.5%	\$408,721,011	\$65,922	5,480	720	13.1%
Retail Trade	1,596	24,521	13.7%	\$739,462,416	\$30,156	23,747	774	3.3%
Transportation and Warehousing	266	3,332	1.9%	\$165,523,674	\$49,674	2,913	419	14.4%
Information	217	4,802	2.7%	\$330,669,884	\$68,867	4,457	345	7.7%
Finance and Insurance	634	7,846	4.4%	\$656,267,609	\$83,642	9,052	-1,206	-13.3%
Real Estate and Rental and Leasing	521	2,104	1.2%	\$84,598,290	\$40,204	2,095	9	0.4%
Professional, Scientific and Technical Services	1,355	7,175	4.0%	\$524,718,953	\$73,130	5,532	1,643	29.7%
Professional, Scientific and Technical Services	1,355	7,175	4.0%	\$524,718,953	\$73,130	5,532	1,643	29.7%
Management of Companies and Enterprises	37	627	0.3%	\$43,744,320	\$69,768	880	-253	-28.8%
Administrative Support and Waste Management and Remediation	935	7,772	4.3%	\$243,563,209	\$31,340	6,633	1,139	17.2%
Educational Services	209	1,085	0.6%	\$31,438,383	\$28,978	1,118	-34	-3.0%
Health Care and Social Assistance	2,639	15,784	8.8%	\$642,774,125	\$40,724	12,950	2,833	21.9%
Arts, Entertainment and Recreation	169	6,350	3.5%	\$191,345,521	\$30,134	5,502	848	15.4%
Accommodation and Food Services	1,251	15,819	8.8%	\$274,067,722	\$17,325	14,201	1,618	11.4%
Other Services*	1,202	5,024	2.8%	\$155,288,029	\$30,909	7,475	-2,451	-32.8%
Public Administration	14	1,558	0.9%	\$83,482,849	\$53,592	1,401	157	11.2%

This is a simplified version of the full comparison table located in appendix 1

**Excludes DSHS payments for home health assistance*

*** For this analysis the focus on 3-digit NAICS rather than deeper assessment compared to previous planning cycle*

This current and ongoing analysis is utilized to inform the direction and focus for local and regional planning, including cross-regional planning for workforce development. Additional economic forecasting will be continually utilized to help Workforce Snohomish ensure we are following data-driven pathways in emerging in-demand industry sectors. In Snohomish County we understand the task of ensuring a sustainable pipeline of skilled workers is vital to a thriving economy. To meet employer needs, this pipeline must be filled with a broad range of workers who excel in employability and whose skills range from highly skilled, technical workers to those with entry level skills.

¹ Snohomish County leads all others in population growth. HeraldNet, July 3, 2015.

<http://www.heraldnet.com/apps/pbcs.dll/article?AID=/20150703/NEWS01/150709736&template=PrinterFriendly>

The system we continue to create must offer entry into the job market through living-wage jobs, provide pathways to prosperity for wage earners, assure business partners of a well trained workforce equipped to fill in-demand positions, and poise business for economic prosperity. Attracting and retaining a skilled workforce is essential for economic vitality of businesses and the workforce in our region.

The State's Workforce Training Education and Coordinating Board (WTECB) vision for 2016-2020 is provided in "Talent and Prosperity for All: The Strategic Plan for Unlocking Washington's Workforce Potential (TAP Plan)," ² which calls out three key principles as guidance to align with WIOA:

- *Help more people find and keep jobs that lead to economic self-sufficiency with a focus on disadvantaged populations.*
- *Close the skill gaps for employers, with a focus on in-demand industry sectors and occupations, including through apprenticeships.*
- *Work together in a single, seamless team to make this happen*

The economic analyses of Snohomish County reveals opportunities to align with these goals. By considering both the highest demand areas of employment and the associated need for the most highly skilled workforce, Workforce Snohomish remains focused on the keys to helping the county and region flourish: A skilled workforce has opportunities for advancement and businesses have assurance of a workforce that supports their needs for growth and development. Simultaneously the workforce development plans must ensure opportunities for individuals with barriers to employment by focusing on jobs with a lower thresholds to enter the job market. Although these jobs are often compensated at entry-level wage range, career pathways that lead to self-sufficiency wage will be prioritized.

Many hours of discussions through community meetings have begun to develop ideas, planning diverse community-based organizations, governmental entities, private industry and other stakeholders within and statewide regions have collaborated in Town Hall meetings to provide a basic for plan development. Our plan will continually focus and re-focus on these inter-dependent goals that lead to economic vitality for all stakeholders.

The economic labor data from 2014 provides an overview of the highest demand occupations and their associated average wages. This provides a clear picture: A high demand by business for highly skilled workers; evidence of high wage earnings for a trained workforce; a high demand for an entry level workforce; and evidence for pathways to advancement and living wages. Our current strategy approaches the work by considering two primary criterion:

- High demand and a wide range of wages with growing business sector opportunities in the following sectors of focus: Manufacturing, Construction, and Health Care & Social Assistance; and

² Talent and Prosperity for All: The Strategic Plan for Unlocking Washington's Workforce Potential (Dec. 21, 2015)

- High demand and entry level wages with growing business sector opportunities with wage-growth career pathways opportunities: Retail Trade, and Accommodation & Food Services.

Further study of our local area has advanced through collaboration with partners. The Snohomish County Blueprint was created by Workforce Snohomish in 2003. The Snohomish County Blueprint is a collaborative work of partner organizations and agencies interested in addressing the economic health and vitality of Snohomish County. Workforce Snohomish regularly convenes a Snohomish County Blueprint research and development group. This group is comprised of education, business and workforce development professionals who, along with the local Labor Economist, produce sector specific information to address the educational and skill needs of employers in the region. Detailed sector and industry analyses are underway for each sector which will be updated and published over next several months.

The following activities are currently in process for sector-based business engagement in Snohomish County:

- Participation in focus groups in North Snohomish County – participation in focus groups to secure the growing advanced manufacturing hub in North Snohomish County.
- Pre-apprenticeship training with the Aerospace Joint Apprenticeship Committee (AJAC) held in the Monroe Worksource services focus on long-term unemployment dislocated workers.
- Cross-regional apprenticeship agreements are under development between Northwest Workforce Council and Workforce Snohomish.
- Local Industry Panels will be developed with manufacturing businesses over the next two years, leading to a sustainable and evolved partnership by 2020.

Other sectors will be studied and appropriately developed for business engagement and workforce development. Workforce Snohomish will continue to escalate our efforts across all business sectors.. Comprehensive sector analyses continue to provide us with direction on alignment of resources, workforce development, and business support needs. Although Workforce Snohomish and business will be engaged in all sectors, the three initial sectors to be prioritized are: Manufacturing, Healthcare & Social Assistance, and Retail Trade.

One example of sector development is currently underway with Workforce Snohomish's award of a retail sector career opportunities grant:

- The recent award of a \$718,000 grant in 2016 will serve to open opportunities for stackable certificates focus on the foundational skills of retail and basic business. This proposal was developed in coordination with Everett Community College, Fred Meyer and Tulalip Retail Outlets to provide entry-level training in an industry with high needs for entry-level skilled workers. Beyond training, the stackable certificates provide an opportunity to move

into two and four year degrees in Business Management. This grant leverages WIOA funding. The intent of this program into provide entry-level wage progression retail sector career pathways with an emphasis on engaging those with barriers to employment.

Employer Engagement activities in Snohomish County include Workforce Snohomish's participation in the Business Metrics Regional Development study group. This group is led by the Washington Workforce Association, and includes participants from the Employment Security Department, and various Workforce Development areas in the Puget Sound and Eastern Washington. In addition, Workforce Snohomish Staff participate in "SkillUp: Greater Seattle Sector Skills Academy" fellowships to enhance knowledge of sector development and build capacity.

- b. **Demographic** characteristics of the current workforce, including the educational and literacy levels, with emphasis on youth, adults in transition, and individuals with disabilities. Describe how the local area's demographics are changing and the planning implications for the anticipated workforce of the future;

Snohomish County's workforce demographics are described in the Appendix 3. Our Youth and young adults, individuals with disabilities and English Language Learners are three groups to which Workforce Snohomish will direct a high focus.

Table 2. Demographic Summary for Snohomish County

	Total		In labor force		Employed		Unemployment rate	
	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error
Population 16 years and over	604,614	+/-1,101	67.4%	+/-0.9	62.7%	+/-0.9	6.0%	+/-0.7
AGE								
16 to 19 years	37,557	+/-1,542	38.2%	+/-4.2	30.2%	+/-3.8	20.5%	+/-6.2
20 to 24 years	50,035	+/-1,423	81.9%	+/-3.1	70.3%	+/-4.4	10.6%	+/-3.2
25 to 44 years	213,666	+/-832	82.6%	+/-1.3	76.7%	+/-1.6	5.9%	+/-1.1
45 to 54 years	112,648	+/-471	81.9%	+/-1.8	78.7%	+/-1.8	3.9%	+/-0.9
55 to 64 years	99,417	+/-380	69.3%	+/-2.3	66.4%	+/-2.4	4.2%	+/-1.1
65 to 74 years	55,490	+/-489	23.4%	+/-3.2	22.8%	+/-3.1	2.6%	+/-1.7
75 years and over	35,801	+/-441	4.5%	+/-1.3	4.2%	+/-1.3	5.5%	+/-6.6
RACE AND HISPANIC OR LATINO ORIGIN								
One race	N	N	N	N	N	N	N	N
White	485,831	+/-2,991	67.1%	+/-1.0	62.5%	+/-1.1	6.0%	+/-0.8
Black or African American	15,448	+/-1,213	76.8%	+/-4.3	67.3%	+/-4.8	9.5%	+/-4.2
American Indian and Alaska Native	N	N	N	N	N	N	N	N
Asian	60,481	+/-1,785	66.2%	+/-2.6	63.3%	+/-2.6	3.3%	+/-1.4
Native Hawaiian and Other Pacific Islander	N	N	N	N	N	N	N	N
Some other race	N	N	N	N	N	N	N	N
Two or more races	22,763	+/-2,886	69.7%	+/-5.7	61.9%	+/-6.6	9.9%	+/-5.0
Hispanic or Latino origin (of any race)	47,526	+/-509	74.1%	+/-3.9	68.9%	+/-4.0	6.1%	+/-3.2
White alone, not Hispanic or Latino	452,512	+/-1,016	66.6%	+/-0.9	62.0%	+/-1.0	6.1%	+/-0.8
Population 20 to 64 years	475,766	+/-1,236	79.6%	+/-1.0	74.4%	+/-1.1	5.6%	+/-0.7
SEX								
Male	242,456	+/-935	85.8%	+/-1.3	79.8%	+/-1.5	5.5%	+/-0.9
Female	233,310	+/-1,042	73.2%	+/-1.4	68.6%	+/-1.4	5.8%	+/-0.9
With own children under 6 years	35,053	+/-2,334	63.8%	+/-4.2	61.0%	+/-4.2	4.4%	+/-1.9
POVERTY STATUS IN THE PAST 12 MONTHS								
Below poverty level	39,905	+/-3,960	46.5%	+/-4.4	34.7%	+/-4.3	25.3%	+/-5.0
DISABILITY STATUS								
With any disability	45,873	+/-3,674	48.5%	+/-3.6	43.5%	+/-3.8	10.1%	+/-3.3
EDUCATIONAL ATTAINMENT								
Population 25 to 64 years	425,731	+/-840	79.3%	+/-1.1	74.8%	+/-1.1	5.0%	+/-0.7
Less than high school graduate	31,537	+/-3,875	61.8%	+/-4.9	55.4%	+/-5.3	10.4%	+/-4.5
High school graduate (includes equivalency)	101,435	+/-4,341	76.4%	+/-2.1	71.4%	+/-2.2	6.0%	+/-1.4
Some college or associate's degree	164,584	+/-4,525	80.7%	+/-1.6	76.0%	+/-1.8	4.6%	+/-1.1
Bachelor's degree or higher	128,175	+/-5,123	84.3%	+/-1.6	80.8%	+/-1.7	3.8%	+/-0.9

This is a simplified version of the full comparison table located in appendix 3

- c. *Knowledge and skills needed* to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations;

Workforce Snohomish works in several ways to ensure understanding of regional employment needs of employers:

- Ongoing partnership with Economic Alliance Snohomish County and Puget Sound Regional Council;
- Analysis and management of Demand-Decline list for our region that is responsive, data-informed, and accurate;
- The Workforce Snohomish leads Blueprint Committee has active input from our Region's, training providers, business representatives and the Labor Economist;
- Sector strategy development through business engagement;
- Experienced staff with continuous education opportunities such as the "Greater Seattle Sector Skills Academy"
- A Sector Partnership National Emergency Grant staff dedicated to strategic sector-based employer engagement.

- d. *Analysis of the workforce in the region*, including current labor force employment/unemployment data, labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment;

- Workforce Snohomish staff engage in ongoing participation in Statewide Technology and Access Committee
- Workforce Snohomish has formed a local Technology and Access (board level) Committee
- DSHS/DVR, Workforce Snohomish and other system partners work in collaboration to analyze trends, needs and develop responsive planning
- (see Table 2 above for additional information)

- e. *Analysis of the workforce development activities* (including education and training) in the region, including an analysis of the strengths and weaknesses of such services, and the capacity to provide such services, to address the identified education and skill needs of the workforce and the employment needs of employers in the region;

The Snohomish County Blueprint is a collaborative work of partner organizations and agencies interested in addressing the economic health and vitality of Snohomish County. Workforce Snohomish regularly convenes a Snohomish County Blueprint research and development group. This group is comprised of education, business and workforce development professionals who, along with the local Labor Economist, produce sector specific information to address the educational and skill needs of employers in the region. Detailed sector and industry analyses are underway for each sector which will be updated and published over the next several months. Attached in appendix 2 is the

Manufacturing Sector Analysis section to be incorporated into the Snohomish County Blueprint.

Additional industry level analysis is under development and will be available at:
<<http://www.snocoblueprint.org/>>

- The Blueprint steering committee, led by Workforce Snohomish is developing criteria for prioritizing sector development in Snohomish county and neighboring regions.



2. **Regional Sector Strategies.** Identify which in-demand industry sector(s) or occupation(s) the region is serving and why. For each in-demand sector or occupation, use the Sector Partnership Framework (Attachment A) to describe the current status of regional collaboration in support of the sector/occupation, and identify anticipated next steps and timelines for at least the first two years of plan implementation. Please provide one completed framework for each in-demand industry sector or occupation/occupational grouping the region intends to prioritize. The 2016-2020 plan provides a baseline from which the region will show progress over time.

Sector Partnership Framework:

Sector Development – Manufacturing

Sector Development – Retail Trade

Sector Development – Health Care and Social Assistance

Phase I: Build Buy-in and Support (See Attachment A)

Workforce Snohomish is well into Phase I of the matrices outlined in “Washington Industry Engagement Framework or Sector Partnership Framework”, which is described further in Attachment A.

- Workforce Snohomish has developed a blueprint steering committee and a working group who meet regularly and are actively engaged in a process of inventorying current sector partnerships and industry targeted efforts. This group examines LMI data and other economic factors that influence demand for both the workforce and employers. A set of criteria are being developed to determine priorities in the pursuit of each sector development of each sector identified sector and its corresponding career cluster.
- Issues being considered for determining priority include employment opportunities for populations with skills gaps and other barriers to employment, economic drivers for job development and existing training program capacities.
- In addition, Workforce Snohomish hired a Sector Partnership and Business Engagement Program Manager in February 2016. A key role of this position is to work closely with Economic Alliance of Snohomish County to identify Sector and Industry leaders and establish working teams, to help guide how the workforce system engages each sector.

Next steps over the coming two years:

- Three Sectors have been identified as priority for Snohomish County. Although work will continue in other sectors, Manufacturing, Health Care & Social Assistance, and Retail Trade are areas of concentration based on labor market and economic analysis of activity in our region.

The Chart below provides data for selecting these sectors. The rationale for these selections is to focus on the sectors that meet all three of the following criteria:

- Sectors with the highest number of jobs in the Region (see Appendix 1) **and**;
- Sectors with defined growth potential
and
- Jobs that have a range of wage levels with progressive opportunity **or**
- Jobs with entry-level skill needs which provide accessible on ramps for those who need to develop transferable and employability skills. Employees will use these entry-level jobs to gain experience and move into positions in sectors with wage progression and career pathways, with viable advancement opportunities toward self-sufficiency wages.

Table 3. Summary table for Snohomish County High Wage and High Demand

High Wage & High Demand	# of jobs in Sno Co	# of jobs in Sno Co	average wages in Sno Co	average wages in Sno Co
	2010	2014	2010	2014
<i>Manufacturing</i>	47,719	56,786	\$79,000	\$95,543
<i>Health Care & Social Assistance</i>	12,950	15,662	\$41,000	\$40,525
Entry Level Wage & High Demand				
<i>Retail Trade</i>	23,747	24,505	\$27,000	\$30,165

Additional information for Snohomish County can be found at WTECB's website:

<http://www.wtb.wa.gov/ClusterRankingsAllRegions.asp>

3. **Regional Service Strategies.** Based on the regional analysis, identify and describe which populations and/or service strategies and/or services will be developed on a regional basis to affect a challenge or opportunity. Please use the Regional Service Strategies Framework (Attachment B) to describe the current status and anticipated next steps during the planning period. The completed framework will serve as the regional cooperative service delivery agreement once the plan is approved.

Regional Service Coordination Framework:

Service Coordination – Phase I: Build Buy-in and Support (See Attachment B)

Phase I Benchmarks achieved:

Partners identified and Meetings Held:

- Stakeholder meetings have been convened in Snohomish County with strong participation and support shown for building a highly collaborative, partner-driven and customer-focused system. A series of eight Town hall meetings were hosted by Workforce Snohomish with the goal of examining impact and opportunities presented under WIOA, featuring presentations from mandated partners including Division of Vocational Rehabilitation (DVR), Everett Community College and Workforce Snohomish staff. One meeting was co-hosted with the Workforce Training & Education Coordinating Board (WTECB) to review and solicit community input on regional area proposals and workforce board priorities. The town hall series ended with two meetings focused on local area planning. These final meetings included: An employer focus group, and a service delivery and coordination needs and gap analysis.
- Town Hall meetings developing services coordination engaged:
 - Edmonds, Everett and Green River Community Colleges, Lake Washington Technical College, Skagit Valley College, the State Board of Community, Technical Colleges, School Districts in Snohomish County, Job Corps, Senior Services of Snohomish County, Washington Vocational Services, Workfirst, Basic Food Education & Training (BFET), TANF, DSHS, Snohomish County government, Snohomish County Juvenile Court, Sno-Isle Library System, Everett Library, WorkSource (funded partners) Employment Security Department, Economic Alliance Snohomish County, Refugee and Immigrant Services NorthWest (RISNW), Housing Hope, ResCare Workforce Services, Village Community Services, Cocoon House, YWCA, Goodwill Industries; Office of Refugee and Immigrant Assistance (ORIA), Aerospace Joint Apprenticeship Committee (AJAC), Laborers Union, Operators and Engineers Union, Washington State Department of Labor and Industries Office of Apprenticeship Coordination. Local employers; Economic Alliance of Snohomish County, and Building Changes, and others

By the end of 2017 Workforce Snohomish is committed to:

- Inventory of current regional service strategies
- Complete Asset mapping of partners and services in Snohomish County
- Determining initial roles & responsibilities of partners

- Committing to convening partners for regional data analysis



4. **Coordination with Regional Economic Development Organizations.** Identify regional economic development services and providers in the region and describe how the LWDB(s) will coordinate services with these services and providers. Please complete the framework in Attachment C to describe the current state of coordination with economic development and the anticipated next steps during the four-year plan period.

Regional Economic Development Framework:

Economic Development – Phase I: Build Buy-in and Support (See Attachment C)

Phase I Benchmarks achieved:

Workforce Snohomish is a sponsoring member of the Economic Alliance of Snohomish County (EASC). This entity, co-located with Workforce Snohomish, plays a critical role in the operational planning and economic development considerations in Workforce Snohomish workforce development strategies.

- Chief officers of each organization regularly convene joint meetings
- Participation in and co-sponsorship of events regularly occurs.
- Collaboration and coordination on convening strategic employer focus groups.
- Sector base industry panels will be developed in coordination with EASC.

A recent example of collaboration resulted with EASC in a jointly sponsored project for the Economic Sustainability Study for the North Stillaguamish Valley after the 531 flooding and Mudslides of 2013. Currently, efforts from this [2014-15 study](#) have resulted in advancing economic, education and workforce development planning in the Arlington, Darrington and the greater North Stillaguamish Valley communities.³

³ See North Stillaguamish Valley Economic Redevelopment Plan October 2015:
https://www.economicalliancesc.org/wp-content/uploads/2015/08/CAI.-N.-Stillaguamish-Valley-Economic-Redevelopment-Plan-2015-1026_Low-R....pdf

- Workforce Snohomish is engaged with the Puget Sound Regional Council (PSRC). In coordination with Sea-King and Olympic Workforce Development, Workforce Snohomish participates as a representative on a rotating annual basis.

Snohomish County Blueprint informs regional economic development:

- The [Snohomish County Blueprint](#) is a strategic partnership of stakeholders that are invested in Snohomish County's economic vitality. Workforce Snohomish convenes leaders from local government, educational institutions, and economic and workforce development organizations to share and communicate important regional economic indicators and to develop sector and industry priorities. The Blueprint Research and Development Committee is comprised of Workforce Snohomish, Economic Alliance of Snohomish County, Edmonds and Everett Community Colleges, Snohomish County Trade & Economic Development, and Employment Security Labor Market and Performance Analysis. This group reviews regional data analysis and is developing sector and industry priorities.



5. **Coordination of Transportation** and/or other support services, as appropriate. As part of the regional service delivery strategy, describe whether transportation or other support services need to be coordinated across the region based on the regional analysis, and if so which services and how.

Transportation in Snohomish County, as with the greater Puget Sound Region, presents a challenge in workforce development. Commuter demand to access the highly concentrated employment hubs to the South and Eastside have far exceeded the infrastructure capacity. This results in prolonged commutes as many job seekers work outside of Snohomish County and commute through congested Interstate 5 and Interstate 405 corridors to King County. Commute times northbound out of Everett toward Skagit County are often long, although not as severe as southbound. Cross-Regional efforts to help alleviate some of these problems have resulted in a County connector bus service which has limited inter-county service between Skagit, Snohomish and King Counties; Van Pool services exist for many communities; however, outlying areas still remain underserved. Lack of service in rural areas in Snohomish and Skagit Counties negatively impacts the economic opportunity for the workforce and presents a challenge to businesses. Those workers who need transportation for off-peak shift-work are disadvantaged finding limited public transportation options. This can result in prolonged unemployment and underemployment.

Workforce Snohomish remains actively engaged with advocacy efforts to expand routes but budgetary constraints on transit resources are anticipated to exist into the foreseeable future. Support services such as bus passes and reduced fee programs offered through the transit system and workforce programs will continue to be offered.

Workforce Snohomish convened Town Hall focus groups to discuss support service needs and challenges: Transportation and child care were two key areas identified as the greatest barriers to reaching self-sufficiency for individuals in poverty.⁴ Workforce Snohomish is committed to working cross-regionally to address these barriers.

⁴ Off-hours childcare for swing and graveyard shift workers, and sick child care were commonly cited by agencies and workers as high barriers to acquisition and retention of employment. Source: Workforce Snohomish Town Hall meetings 2015-16

In addition to transportation, Workforce Snohomish works with partners to enhance wrap-around support services. We continue seeking private funding source grants to enhance flex funding. Grants with Medina Foundation (serving Veterans experiencing homelessness), and Building Changes (serving families and others experiencing homelessness) have helped to augment support services in Snohomish County during the past several years. In addition, Workforce Snohomish is the lead agency and fiscal agent for a Department of Transportation grant. The objective of this grant is to promote women and underserved populations entering apprenticeships in Snohomish, Pierce, and King Counties as light rail projects ramp up in the next decade

6. **Cross-Regional Cost Arrangements**, as Appropriate. Describe any cross-regional cost or resource-sharing or resource leveraging arrangements associated with items 1 through 5 above, which *may* include the pooling of administrative costs. (*Note: Regional cost arrangements are not to be confused with one-stop infrastructure cost sharing MOUs and RSAs.*)

Currently Workforce Snohomish participates in the following activities:

Washington Workforce Association staffing and workforce development:

- Job Fair activities: 2014 and 2015 Job Fairs were coordinated with Sea-King WDA and served job seekers and employers from Snohomish, King, Skagit, and Island Counties.

Planned cost-sharing activities will expand to include:

- Workforce Snohomish was recently awarded the Partnership for Advanced Technology Apprenticeships in Manufacturing and Marine Engineering (PATAM2) serving Snohomish County and North King County.
- Workforce Snohomish will be entering into Cross-Regional partnership to establish an Apprenticeship Program with Northwest Workforce Council.
- Additional opportunities will be developed as appropriate.

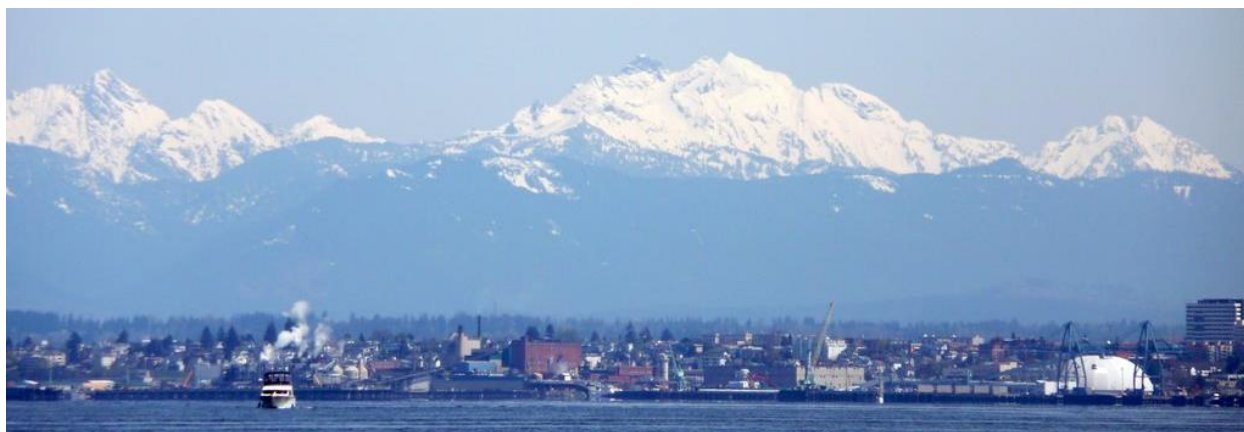
7. **Regional performance negotiation and evaluation**. Describe how the region will collaboratively negotiate and reach agreement with the Governor on local levels of performance and report on performance accountability measures.

Workforce Snohomish actively engages with WTECB to collaborate on performance accountability and negotiated regional targets. We will continue to work together to meet common measures and regulations and adhere to compliance as requirements evolve. In accordance with regulations, Workforce Snohomish will achieve the following:

Common Measures

- Percentage of participants in unsubsidized employment during the second quarter after exit
- Percentage of program participants in unsubsidized employment during the fourth quarter after exit

- Median earnings of participants in unsubsidized employment during the second quarter after exit
- Percentage of participants who obtain a recognized post-secondary credential, secondary school diploma or equivalent during participation of within one year after program exit
- Percentage of participants who, during a program year, are in education that leads to recognized post-secondary credential or employment and who are achieving measurable gains toward those goals
- Employer engagement indicators (measure under development in 2016)



Cross-Regional Component of the Plan⁵

LWDBs are expected to identify problems or opportunities that they will work cross-regionally with one or more other regions to address. These cross-regional efforts should support the talent pipeline needs of businesses within a sector important to the cross-regional economy, improve access and performance outcomes for a targeted service populations, test new models or practices to fill critical service gaps and improve service numbers and outcomes, sustainably and efficiently scale up proven best practices, and/or streamline administrative and operational infrastructure functions.

Each region is required to coordinate planning with at least one (1) other region. LWDBs engaged in cross-regional planning should manage coordination among themselves in any manner that makes sense. LWDBs are encouraged to create as many cross-regional collaborations as necessary to address issues and opportunities shared across regions. Identify which of the following strategies will be addressed on a cross-regional basis.

- ☒ Regional Sector Strategies
- ☒ Regional Service Strategies
- ☒ Regional Economic Development Strategies
- ☐ Transportation or other Support Services Strategies
- ☐ Cross-Regional Cost Arrangement Strategies

Cross-Regional Sector Strategies

The following Programs and strategies will be part of the Workforce Snohomish's cross-regional effort.

- **American Apprenticeship Initiative: Partnership for Advanced Technology Apprenticeships in Manufacturing and Marine Engineering** is a partnership that includes Workforce Snohomish, WDC Seattle-King, and WDC Tacoma-Pierce, and is led by South Seattle Community College.

⁵ Cross Regional Sector Strategies, Cross Regional Service Strategies and Regional Economic Development Strategies sections written in collaboration with Sea-King WDC and Northwest Workforce Council staff.

- **Manufacturing Day** is a collaborative effort of the Workforce Development Councils and Center for Advanced Manufacturing of Puget Sound (CAMPS) to expand awareness of manufacturing as a viable career pathway, and was a partnership between Workforce Snohomish, Sea-King WDC, WDC Tacoma-Pierce and CAMPS.
- **Business Solutions** collaborations occur across regions in order to ensure effective customer service for businesses that span multiple regions and states. The Snohomish County Business Solutions Team, partners with business services teams across regions to coordinate hiring events, tailored business services, and rapid response activities.
- **Sector National Emergency Grants** Provide an opportunities to grow cross-regional Business Service Strategies with a sector-based focus.
Workforce Snohomish bolstered its regional sector planning budget in order to better stimulate sector-based business relations, increase strategic business partnership, and expand regionally through shared programs, events, and workforce strategies.
- **The Ladders to Opportunity Department of Transportation Grant** led by Workforce Snohomish, spans across three regions including: WDC Sea-King and WDC Tacoma-Pierce. This initiative will create a pipeline of workers ready to enter the construction and transit industries through a focus on registered apprenticeship programs. This program targets low-income individuals and populations currently underrepresented in the construction and transit industries.
- **Information Technology Apprenticeship Program** led by Washington State Department of Labor and Industries in partnership with Washington Technology Industry Association (WTIA), Bates College, Spokane Community College, Workforce Snohomish, WDC Tacoma-Pierce, and WDC Spokane funds the creation of an Information Technology apprenticeship program. This 5-year initiative will focus on placing women, people of color, and transitioning military members into more than 600 IT apprenticeships within the State of Washington.
- **TechHire I** led by Washington Technology Industry Association (WTIA), is a cross-regional partnership including Workforce Snohomish, WDC Tacoma-Pierce, WDC Spokane, and WDC Sea-King. This pre-apprenticeship program will prepare 756 individuals, ages 17-29 for careers in information technology. This project would require cooperation across regional lines in terms of outreach and job development; in the spirit of collaboration, Workforce Snohomish will be serving both King County and Snohomish County residents for the grant life. (The grant application is pending.)
- **TechHire II** led by Everett Community College in partnership with Workforce Snohomish, WDC Sea-King, Renton Technical College, Shoreline Community College, North Seattle College, South Seattle College, and The Boeing Company will build out career pathways in Mechatronics. Through the availability of both Associate's degrees and short-term, stackable certificate career pathways, TechHire II will jumpstart Aerospace careers for unemployed youth and young adults with barriers to employment. (The grant application is pending.)

Cross-Regional Effort Spotlight: America Apprenticeship Initiative

- **American Apprenticeship Initiative: Partnership for Advanced Technology Apprenticeships in Manufacturing and Marine Engineering** led by Seattle Community College will significantly expand and sustain apprenticeship opportunities in the advanced manufacturing and maritime sectors. These sectors significantly contribute to regional economic prosperity with a combined 181,000 jobs over \$16 billion in

economic activity in Washington State alone. This program will increase the pipeline of qualified individuals for occupations in these fields. This grant partnership expands across the state, and includes Workforce Snohomish, WDC Seattle-King, and WDC Tacoma-Pierce.

- This partnership will collectively serve at least 1,000 apprentices in Washington in the advanced manufacturing and maritime sectors. The partnership will create up to four new apprenticeship programs including first-in-the-nation programs in maritime engineering and occupational safety and health.

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

- The partnership will create infrastructure to significantly scale and sustain apprenticeships into the future by focusing on both ends of the apprenticeship pipeline: improving pathways into apprenticeships, and expanding and improving an engaged employer base. Because the large proportion of workers who will soon be aging out of these fields, this partnership was developed to meet the short and long-term needs of employers.
- To improve pathways into apprenticeships, the partnership will develop common competencies for Advanced Manufacturing pre-apprenticeships, develop three new apprenticeship programs where no feeders to apprenticeship exist, and create apprenticeship navigator positions to help participants successfully navigate the continuum of apprentice experiences. To improve and expand an engaged employer base, the partnership will pilot and demonstrate the effectiveness of on-the-job training consultants, increase outreach and direct communication with employers, and pilot a new Red Book of Advanced Manufacturing standards that will create portability for workers moving between companies while reducing company costs by eliminating the need to re-certify workers.

Measurable goals and targets for the cross-regional partnership include:

- This partnership will collectively serve at least 1,000 apprentices in Washington in the advanced manufacturing and maritime sectors.
- The partnership will ensure that at least 150 of 1,000 apprentices come from underrepresented populations by partnering closely with community-based organizations such as Apprenticeship & Non-traditional Employment for Women (ANEW) and others to enhance recruitment of Veterans, women, youth, people of color, and individuals with disabilities.

An evaluation of performance will be tracked over time: The grant began in October 2015 and will run for five years.

- Performance measures are currently being negotiated by partners with the Department of Labor.

The responsible entity for reviewing progress and making mid-course corrections is as follows:

- South Seattle College will manage the grant and convene partner around progress and continuous improvement.

The types and amounts of funding to support this effort are described below:

- All WDCs involved are responsible for leveraging funds for apprenticeships.
- Snohomish County and Pierce County WDCs will leverage funds to hire navigators that serve workers cross-regionally.

Cross-regional partners evaluate the partnership, including governance and decision-making, efficient use of resources, community perceptions, and sustainability of the partnership as follows:

- Partners will work to develop systems to receive and support apprentices in high-demand fields.

Cross-Regional Service Strategies

The following regions and partners will be part of the cross-regional effort:

- **Integrated Service Delivery (ISD):** As most regions in the state are moving toward Integrated Service Delivery, Workforce Snohomish has done extensive coordination with other regions to align service-delivery operations. Workforce Snohomish and WDC Sea-King are two of the early adopters of the ISD model.
- **Disability Employment Initiative (DEI):** Workforce Snohomish's DEI program, sponsored by the Department of Labor and the Social Security Administration, serves job seekers with disabilities through effective partnerships, technical assistance, and hands-on support. As a fellow grant recipient, Workforce Snohomish coordinates with WDC Sea-King.
- **Health Professionals Opportunities Grant (HPOG): Health Workforce for the Future:** As part of the same Department of Social and Human Services (DSHS) region, Workforce Snohomish and Sea-King WDC coordinate partnerships with DSHS, colleges, and other agencies in implementing their respective HPOG projects.

The specific problems and opportunities to be addressed include:

- ISD will be implemented in interested local areas by those administering WIOA Title I (Youth, Adult and Dislocated Worker), WIOA Title III (Wagner Peyser), Trade Act, Veteran's programs/representatives (LVERs and DVCMS), and WorkFirst programs.
- ISD reduces duplicative and administrative activities in favor of a positive customer experience, allowing partners to use their resources for value-added services to ensure that job seekers have the skills to succeed in the local economy. ISD creates a warm and meaningful welcome and a quick connection to resources. Rather than simply providing a "countable" service, ISD immediately connects the customer to a robust set of high value system resources relevant to the local and regional economy including screening, assessment, skill development, work-readiness, skill validation and certification.
- ISD is a powerful tool for realizing the promise that WIOA holds for our job seeker and business customers. By braiding together the resources and programs provided under WIOA, Wagner-Peyser and other Worksource programs, and redefining our customer flow, ISD helps us make the most efficient use of our resources on behalf of our customers.

The current performance baseline against which the cross-regional partners will track success is currently pending performance measures.

Components of ISD include:

- WIOA and Wagner-Peysar co-enrollment of all job seekers accessing WorkSource Services (all means all) and braiding/directing resources to provide appropriate services;
- Organizing staff and services around functions rather than programs or agencies;
- Meeting a common set of outcome measures for all customers;
- Providing a robust menu of services that result in labor market outcomes; an increase the focus on skill development and certification based on labor market requirements; and expand opportunities for work-based experiences.
- Developing a process to gather customer input to be used for continuous improvement.

Measurable goals and targets to achieve:

- The percentage of participants in unsubsidized employment during second quarter after exit
- The percentage of program participants in unsubsidized employment during the fourth quarter after exit
- Median earnings of participants in unsubsidized employment during second quarter after exit
 - Percentage of participants who obtain a recognized post-secondary credential, secondary school diploma or equivalent during participation or within one year after program exit
- Percentage of participants who during a program year are in education that leads to recognized post-secondary credential or employment and who are achieving measurable gains toward those goals
- Indicators of effectiveness in serving employers

Performance will be tracked and evaluated over time.

- Working with state and local leaders, Workforce Snohomish ensures investments in employment, education and training programs are evidence-based and data-driven, and programs are accountable to participants and taxpayers. This includes evaluating approaches and aligning performance accountability and data systems to support program management, facilitate common case management systems, and inform policy.

The Workforce Snohomish CEO is responsible for reviewing progress and making mid-course corrections. Funds will not be transferred between regions, however, the regions will leverage new resources.

Cross-regional partners evaluate the cross-regional partnership, including governance and decision-making, efficient use of resources, community perceptions, and sustainability of the partnership.

Partnerships will also maintain ongoing communication, including data analysis and customer input.

Cross-Regional Economic Development Strategies

Additional Cross Regional Work

Cross Regional Sector Project: Apprenticeship development Workforce Snohomish and North West Workforce Council:

- **Identify which regions and partners will be part of the cross-regional effort.**

Northwest Workforce Council and Workforce Snohomish will establish a regional strategy to focus on increasing the numbers of workers entering apprenticeship training preparing for the manufacturing and construction sectors. The initial engagement will include existing partners in the two regions already providing apprenticeship programs in the manufacturing and construction sectors. We plan to engage with the Aerospace Joint Apprenticeship Committee (AJAC); the North Puget Sound Carpenter Training Center; the District Council of Laborers, Washington and Northern Idaho; cross-regional employers in the manufacturing and construction sectors; and Community and Technical College partners in both regions.

Current feasibility studies are underway to expand Everett Community College into Arlington and the North Stilligumish Valley. In recent community input sessions conducted by Everett Community College, recommendations were made to expand apprenticeship and internship opportunities throughout all certificate and 2 year programs. Growth initiatives in Arlington, including a planned Marysville-Arlington manufacturing center (aerospace and maritime focused), is under consideration. As this effort develops, the regional apprenticeship program will be poised for expanding partnerships. This location is mutually beneficial for both regions and will enhance economic development cross-regionally.

- **What is the specific problem or opportunity these cross-regional partners will address together? Why was this problem or opportunity chosen?**

Both Manufacturing and Construction occupations continue to grow in both regions, and employment opportunities offer excellent wage and career progression. However, manufacturing and construction businesses in our regions report a shortage of qualified entry-level and advanced-skilled workers. Both regions are engaged with AJAC in provision of pre-apprenticeship training providing entry-level skills and credentials that prepare workers for manufacturing and construction jobs, as well as a pathway to apprenticeship training. This cross-regional effort will build on, and expand efforts already underway in both regions. The partnership will leverage existing relationships in each region to move this effort forward, increasing the numbers of those completing pre-apprenticeship training, as well as those entering apprenticeship training, either following the pre-apprenticeship, or directly into the full apprenticeship program, independent of pre-apprenticeship training.

- **What is the current performance baseline against which the cross-regional partners will track success? If data or reliable evidence is insufficient, how will the cross-regional partners establish a performance baseline?**

Data detailing the number of workers entering apprenticeship programs for the cross regional area is not readily available. We will be working with industry experts and our regional economist to assist us in establishing an appropriate baseline, after which, targets will be established.

- **What are the strategies or tactics that will be employed by the cross-regional partners to improve outcomes? How did partners identify these particular strategies and tactics? What evidence supported the partners' selection of these strategies and tactics?**

Partners in these two regions will build upon existing collaborations with construction and manufacturing businesses, Apprenticeship providers in the regions, and Community and Technical College partners. We will establish a formal working group to convene on a recurring basis to identify common strategies and tactics, establish an effective design to realize our common goals, and set outcome goals. Specific to apprenticeship development, our focus will include the following:

- a. Common and complimentary outreach and recruitment for pre-apprenticeship offerings in both regions, to more effectively utilize shared resources;
 - b. Coordinated scheduling of pre-apprenticeship cohorts;
 - c. Monitoring manufacturing and construction demand and apprenticeship openings;
 - d. Consulting with industry and apprenticeship partners regularly to inform the strategy design and improve results.
- **What are the measurable goals or targets that the cross-regional partnership will work together to achieve?**
 - a. Establish a functional cross-regional working group among the partners identified above;
 - b. Establish industry needs and perform gap analysis;
 - c. Establish optimal program outcomes for employers and industry and design a three year plan to realize the outcomes set.
- **How will performance be tracked and evaluated over time? Which goals or targets will be achieved during the first two years and the second two years of the plan? Which will be achieved after completion of this plan and when?**
 - a. Sufficient data will be collected to establish performance benchmarks. These goals will be established with assistance from labor market analysts, and informed by apprenticeship and industry experts.
 - b. First two year goals will be to produce a high-level analysis for manufacturing and construction apprenticeship programs. Steps include:
 - i. Convening industry, labor, and employment partners, in order to needs and perform gap analysis;
 - ii. Establish optimal program outcomes and design a three-year plan to achieve set outcome.
 - c. Second two year goals:
 - i. Establish full cohort enrollments

- ii. Benchmark industry informed completion rates
 - iii. Establish employment and entry rates from pre-apprenticeship graduates
 - iv. Demonstrate an increase in qualified apprenticeships from each region.
- d. Completion of this pilot is expected to yield a sustainable increase in apprenticeship training in our cross-regional area.
- **Who is responsible for reviewing progress and making mid-course corrections?**
 - a. The cross-regional working group will review progress and include input from respective Workforce Council Staff, each region's local board committees, and apprenticeship partners
- **What types and amounts of funding will support this effort and which funding partners will provide these resources?**
 - a. Funding sources will be primarily WIOA and Joint Apprenticeship and Training Committee (JATC); other relevant grant opportunities will also be pursued. Funds will not be transferred between regions. Cross-regional partnership will jointly leverage new resources.
- **How will the cross-regional partners evaluate the cross-regional partnership, including governance and decision-making, efficient use of resources, community perceptions, and sustainability of the partnership?**
 - a. The cross-regional working group will meet semi-annually and conduct a full program review at the end of each program year.



SECTION III

LWDB Component of Plan

1. *Describe the LWDB's strategic vision* and goals for preparing an educated and skilled workforce (including youth and individuals with barriers), in order to support regional economic growth and economic self-sufficiency.

Workforce Snohomish builds a system that aligns with three key principles of the Federal and State mission and goals:

- *Help more people find and keep jobs that lead to economic self-sufficiency, with a focus on disadvantaged populations*
- *Close skill gaps for employers, with a focus on in-demand industry sectors and occupations, including through apprenticeships*
- *Work together as a single, seamless team to make this happen.*

As the fastest growing county in the state, including along the north-end I-5 manufacturing corridor, it is critical that our regional organizations work together to help connect our job seekers to employers. Our community partnerships have grown over this past year, which allows us to leverage each other's resources and work together on wrap-around services; including meeting the needs of individuals with barriers defined under the Workforce Innovation and Opportunity Act (WIOA). Our funding currently consists of 50% WIOA funding and 50% other federal and private funding. We continue to obtain other diversified funding opportunities with our regional and cross-regional partners as it relates to employment. We continue to pursue a larger north-end presence along with Everett Community College, local cities, school districts, and industries.

Given the transportation challenges to and from other regions and that Snohomish County is already nationally known for its "home grown" workforce, our strategies around youth employment will enable us to focus on our future workforce and investment in our community. We plan to ramp up our efforts to link our young adults into their first time job experiences and will encourage all high school juniors and seniors in the local high schools to put their resumes in the new WorkSourceWa system. Our partnerships with school

districts, the STEM Network, Washington Alliance for Better Schools, YWCA, YMCA, Cocoon House, United Way, Snohomish County Labor Council, Tulalip Tribes and our Youth Center will continue to strive to meet the needs of linking our young adults into employment opportunities.

At our WorkSource Job Centers in Lynnwood, Everett and Monroe, we plan to roll out our new integrated service model and the state's new WorkSourceWA employer/job seeker matching system. Our business services teams and employment navigators will continue to focus on employer outreach and engagement with Workforce Snohomish and WorkSource.

Training programs, including apprenticeship/pre-apprenticeship and stackable certificates, will continue to be a strong focus given the President's initiatives. We currently are partnering on three apprenticeship grants in construction/transportation, IT, and manufacturing, and are partnering on pending apprenticeship applications plan to continue pursuing apprenticeship opportunities in our region. We will concentrate on our regional sectors, including manufacturing, IT, healthcare, retail, and professional services.

Given our current partnership collaboration in our county, we are confident that these visions will quickly take their next steps down the paths of enhancing career pathways.

2. *Describe actions the LWDB will take* toward becoming or remaining a high-performing board.

In order to remain a high performing board, Workforce Snohomish will continue to increase collaboration with partners and employers; continually increase the number of employers engaged in the workforce development system; continue to focus on delivering an exceptional product to the business community; meet the needs of job seekers with a priority on those with barriers; and increase wrap-around services through a variety of funding, including private grant sources.

Workforce Snohomish will continue to focus on partnership, innovation, and out-of-the-box, data-driven service delivery in order to provide malleable, ever-improving high-level service.

Workforce Snohomish is driven to close skill-gaps expand outreach, maintain a highly engaged board of directors representative of the community; galvanic services continue to be at the fore front of innovation through effective community support ideas.

3. *Taking into account the regional analysis, describe the local board's strategy* to work with the entities that carry out WIOA core programs to align resources available to the local area and achieve local strategic vision and goals.
 - a. *Describe the workforce development system* in the local area, using Attachment D to specifically clarify the one-stop system and availability of Adult, Dislocated Worker services in the area

Snohomish County is currently home to three comprehensive WorkSource one-stop centers: Everett, Monroe, and Lynnwood. These centers feature WIOA-funded

Employment Security, Housing Hope, and Refugee and Immigrant Services staff co-located in the resource room. These entities are able to provide Basic WIOA services while increasing referrals to Individualized and Training services. By placing multiple service providers, in the centers' resource rooms, we are able to more effectively assimilate WIOA culture and programming into Wagner-Peyser, TAA, and other related programs as we transition into Integrated Service Delivery.

All three centers offer full WIOA services; however, each center has a personality of its own.

Everett WorkSource:

The Everett WorkSource, the largest center in the county, is located in the train station near downtown Everett; maximizing the centrality, accessibility, and transportation of the location. The Everett WorkSource is consistently among the top one or two highest trafficked WorkSource centers in Washington State, and this is largely attributed to our location.

Beyond a great location, the Everett WorkSource resource room is specially set-up to serve an array of participants through co-location with the Snohomish County Serve Center and the Snohomish County Youth Center.

- The Snohomish County Serve Center is a fully staffed veteran's center featuring staff from seven unique service agencies focused on serving veteran's unique needs.
- The Snohomish County Youth Center is a drop-in resource room for youth and young adults, which provides full wrap-around WIOA services to eligible youth and young adults with barriers. The Youth Center also houses the Division of Vocational Rehabilitation representative.

The Everett WorkSource provides Basic, Individualized, and Training services through WIOA Adult, Dislocated Worker, and Youth funding. Through strong partnerships and co-location of services, WorkSource Everett is particularly well set-up to transition into Integrated Service Delivery.

Lynnwood WorkSource:

The Lynnwood WorkSource is our second biggest WorkSource center, primarily serving south Snohomish County. The center works closely with Edmonds Community College and south county employers. Lynnwood WorkSource is also leading the way for entrepreneurial programming. The center site-operator works with a team to help lead the "Self-Employment and Entrepreneurship Group" comprised of south county representatives.

Lynnwood is also in the process of piloting a new customer experience system. Staff will be provided tablets and will engage customers in an open setting similar technology friendly, customer centered models.

Monroe WorkSource:

The Monroe WorkSource is our smallest WorkSource; however, it has a large impact. As with all of our comprehensive WorkSource centers, the Monroe WorkSource offers full

WIOA services and features our diverse, WIOA-infused resource room partnership. Where the Monroe WorkSource is uniquely capable of hosting training programs; creating an opportunity for Workforce Snohomish to purchase mobile training programs at a fraction of the estimated cost/participant. Because Workforce Snohomish can contract with providers and house their program in the Monroe WorkSource, the cost of renting a training location is able to be cycled back into the contract to train a higher number of participants.

Currently the Monroe WorkSource is entering the fifth of six anticipated cohorts of 12-week manufacturing training through the Aerospace Joint Apprenticeship Committee (AJAC).

- b. *Describe how each partner program fits* into the local workforce development system, how the local area's workforce development system serves youth, adults in transition (e.g., job seekers, dislocated workers, under-employed), and individuals with disabilities, and the public and private workforce initiatives underway.

The WorkSource System, in regards to WIOA Adult and Dislocated Worker funding, is broken into five teams/responsibilities: Program Support and Compliance, Resource Room, Business Solutions, Site-Operators, and Career Specialists.

Both the Business Solutions and the Resource Room combine non-WIOA funded partners; for the purpose of this question we will focus on the direct WIOA funded partners.

- Program Support and Compliance: ResCare Workforce Services
 - Program Support and Compliance is the team/responsibility of handling all participant dollars; providing compliance, policy, and process oversight; and ensuring proper eligibility and file upkeep.
- Resource Room: Employment Security Department, Housing Hope, Refugee and Immigrant Services Northwest
 - Resource Room is the team/responsibility of integrating WIOA programming into the WorkSource Resource Rooms. This team works harmoniously with Wagner-Peyser funded staff to provide WIOA Basic services, and to refer participants to Individualized and Training services as necessary.
- Business Solutions: ResCare Workforce Services
 - The Business Solutions team/responsibility is to engage Snohomish County employers.
- Site-Operators: Employment Security Department
 - The Site-Operators team/responsibility is to underpin the WorkSource system: Ensure a high-level of customer engagement, a quality customer experience, and provide continuous improvement to the system.
- Career Specialists: ResCare Workforce Services
 - The Career Specialists provide the Individualized WIOA services. This team/responsibility enrolls participants, provides case management, and works with participants to offer training services.

Our strong Adult and Dislocated Worker partnerships, and integrated resource room are highlights of an engineered system, designed to best serve all customers.

Youth and young adults are primarily served through the Snohomish County Youth Center, as described in A.

The Snohomish County Youth Center is comprised of funded partners including: ResCare Workforce Services, Everett Community College, and Edmonds Community College. ResCare Workforce Services provides full wrap-around WIOA Youth services to eligible participants, and basic resource room services to all drop-in youth.

Everett and Edmonds Community College are contracted to provide part-time “Career Pathway Guides”. The college staff are charged with being a conduit to career pathways for youth through connecting them to information on funding, career paths, and training opportunities.

The Division of Vocational Rehabilitation is co-located in the Snohomish County Youth Center.

- c. *Taking into account the regional analyses, describe the strategy* to work with core programs to align local resources to achieve the strategic vision. Additional local data may be provided to clarify where the strategy meets local needs not identified in the regional analysis

Workforce Snohomish will work with core programs to continually expand in-house partnerships. Increasing in-house partnerships not only increases efficiency of funding through shared Resource Sharing Agreement costs, but it also helps maximize available services and increase diversity in center staff knowledge skills and abilities.

For eight months Workforce Snohomish held a series of monthly Town Hall meetings. These meetings were used to engage partners; provide leadership and guidance on the WIOA transition; and to learn about needs, gaps, and best practices from an outside perspective. These Town Hall meetings took precedent over a quarterly event that Workforce Snohomish has been running called the Quarterly Training Provider Forum. The Quarterly Training Provider Forum is built to convene training providers, community based organizations (CBO’s) and other stakeholders to network; share best practices, opportunities, and funding; and break silos in service deliver across community. With the Town Hall series coming to a close, Workforce Snohomish will bring back the Quarterly Training Provider Forum. The forum will be expanded to invite regional partners, and will be used to align local resources in order to achieve the Workforce Snohomish strategic vision.

- d. *Describe how the LWDB will work* with entities carrying out core programs and other workforce development programs to support alignment to provide 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 strategy identified in the state and local plans.

The Quarterly Training Provider Forum will include an invitation for participation from Snohomish County Career and Technical Education (CTE) program directors. Workforce Snohomish will also continue to pursue funding to increase partnerships with in-school youth through CTE programs.

Workforce Snohomish also works with local employers, colleges, and other training providers in developing I-BEST on-ramps; certificate-based stackable tracks; and associates, bachelors, masters and apprenticeship pathways.

- e. *Describe how the LWDB, working with the entities carrying out core programs,* will expand access to employment, training, education, and supportive services for eligible individuals.

Workforce Snohomish will improve and expand the Quarterly Training Provider Forum to better connect core programs and other partners to supportive service, employment, and training opportunities.

Beyond the Quarterly Training Provider Forum, Workforce Snohomish will continue to create enticing, competitive training request for proposals in order to contract with the strongest in-demand training programs available. Workforce Snohomish will also continue to cast a wide net in order to increase training provider competition and options.

We will work with employers on a strategic level to ensure local training providers, CBO's, and other stakeholders are working consistently with employer needs.

- 4. *Describe your local area's efforts to provide targeted outreach* to eligible individuals with barriers to employment, in particular veterans and eligible spouses (including any special initiatives to serve the veteran population), Unemployment Insurance Claimants, older workers, at-risk youth, low-income adults, dislocated workers (including the long-term unemployed and under-employed), and individuals with disabilities. In addition, WDAs 3, 8, 9, 10 and 11 must further describe outreach to Migrant and Seasonal Farm Workers (MSFW) to connect them to services in the local one-stop system.

Workforce Snohomish continually works to build a system that aligns with three key principles of the Federal and State mission and goals:

- *Help more people find and keep jobs that lead to economic self-sufficiency, with a focus on disadvantaged populations;*
- *Close skill gaps for employers, with a focus on in-demand industry sectors and occupations, including through apprenticeships;*
- *Work together as a single, seamless team to make this happen.*

The Snohomish County WorkSource center located at Everett Transit Station, consistently serves among the highest numbers of job seekers of WorkSource centers in the state of Washington. The Snohomish County WorkSource centers in Everett, Monroe and Mountlake Terrace served over 15,000 job seekers in Wagner-Peyser and WIOA funded programs combined in Program Year 2014.⁶ In an effort to better serve all job seekers, in particular those with barriers, the

⁶ WorkSource Mountlake Terrace is relocated to Lynnwood effective May 2016

Snohomish County WorkSource system center offers an array of services and includes two specialized sub-centers focused on specific demographics. These sub-center are the Snohomish county serve cater and the Snohomish County youth center. Both located in the Everett train station. The serve center is fully staffed Veteran's center and the youth center is a drop in resources room for youth, which provides full wraparound WIOA services to WIOA eligible youth with barriers. .

Our regional approach to workforce development includes both a formal structure inside the walls of the WorkSource centers, and involvement outside the wall that is assented by a rich array of community resources and creative partners By continually appending our diverse, functional partnership base we are able to spread the reach of our workforce system and strengthen its effectiveness particular to those with barriers and/or geographic challenges.

The formal Resource Sharing Agreement, to include all WIOA-mandated partners is under development. Workforce Snohomish endeavors to go beyond the required partners to reach the broadest range of job seekers. This job seeker reach will also serve businesses by ensuring a qualified, accessible workforce. Our population with barriers and accessibility challenges will benefit by a system that provides a broad multifaceted range of critical services and supports.

We consider expanded outreach as a three tiered approach:

Tier I – Required Partners (or In System):

Job Seekers are served through a collaboration between WIOA Title I worker and primarily Wagner-Peyser activities within the WorkSource Centers through an Integrated Service Delivery (ISD) model scheduled to launch during the summer of 2016. In addition to these funding sources, the Tier I (WIOA-mandated) partners participate through funded Resource Sharing Agreements managed by Workforce Snohomish. In addition to the mandatory partners, Refugees and Immigrant Services Northwest (RISNW) and Housing Hope are on-site partners providing a valuable complement of services to job seekers with barriers.⁷ Housing Hope is an RSA partner located in the resource rooms and Housing Hope provides on-site services to job seekers who may have never navigated the workforce development system before, or who have very high barriers due to economic disadvantage. (See attachment D and addendum for a full listing of partners and potential partners.)

Tier II –Connection Partners:

Job seekers are served through a wide array of community based organizations who are not tied to a resource sharing or other funded/contractual connection but who desire to participate in workforce development activities. These are Connection Sites certified or scheduled to be re-certified in 2016 and 2017. Connection Sites inquiries have increased and will be expanded in upon the launch of the new WorkSourceWA MIS program, and provided necessary training and

⁷ RISNW and Housing Hope are both RSA partners located in the WorkSource Center Resource Rooms. RISNW provides services to refugees and immigrants as well as many translation services within the WorkSource Centers, at Rapid Response events and at job fairs. Housing Hope provides valuable on-site services to job seekers who may have never navigated the workforce development system before, or who have very high barriers due to extreme economic disadvantage.

development. (See attachment D and addendum for a full listing of partners and potential partners.)

Tier III – In-Community Partners

Job seekers are served through these organizations with many essential services and resources that would otherwise prevent them from overcoming high barriers to employment and eventual self-sufficiency.⁸ (See attachment D and addendum for a full listing of partners and potential partners.)

System Highlights:

The following are a few highlights of services and programs incorporated into Snohomish County's WorkSource centers specifically serving populations with barriers⁹:

Veterans and Eligible Spouses: Veterans and eligible spouses are provided a host of services through a dedicated Serve Center co-located at our Everett WorkSource Center. This center, opened in 2013, includes more than nineteen staff from seven unique service agencies. Veterans Administration support include:

- Veterans Affairs Supported Housing (VASH),
 - Everett Vet Center,
 - VA Benefits,
 - Veterans Work-Study
- Catholic Community Services support includes:
 - Supportive Services for Veteran Families
- ResCare Workforce Services support includes:
 - WIOA case manager dedicated to veterans;
- Washington State Employment Security Department support includes:
 - Local Veterans Employment Representative and Disabled Veterans Outreach Program,
 - Serve Center Supervisor;
- Workforce Snohomish support includes:
 - Homeless Veterans Reintegration Navigators(funded by a Homeless Veterans Reintegration Program Grant).

Performance outcomes, are showing trends of increasing employment and earnings for these veterans groups. To date the 322 veterans services and 648 receiving job preparatory services.

Unemployment Insurance Claimants:

⁸ Although these services have always existed in the community, Workforce Snohomish convened many of these organizations through Town Hall meeting in 2015-16. Many of these partners already provide classes or services at local sites in the County. Many have expressed a desire to actively participate 'inside the walls'. Explorations will continue for ways to avail the critical and wrap-around services in the one-stop system.

⁹ The programs and services described in the System Highlights section were recognized as an outstanding model and received the 2015 James F. Wall Team award by the National Association of State Workforce Agencies(NASWA)

Innovative solutions are continually pursued locally: Below are three of these examples of the potential of saving millions of taxpayer dollars through reduced UI and L&I time-loss payments.

- WorkSource Everett's Reemployment Services team developed the Reemployment Assistance (REA) pilot project. First adopted as a model, this pilot project is now used statewide, and the U.S. Department of Labor is currently studying its potential use on a national level.
- Washington State Department of Labor & Industries (L&I) partnered with WorkSource Everett to develop a pilot model to help get L&I customers back to work. Currently in its second year, the pilot has produced a phenomenal 85 percent return to work rate versus a goal of 60 percent.
- The Reemployment Services team is conducting Everett's most recent pilot: the "Mid-Claim Calls" project. This model proactively engages customers who are in their thirteenth week of receiving unemployment insurance payments. A team member calls the customer, engaging the customer by discussing and assessing the success of their job search, and then provides customized job search coaching. Early results have shown customers who receive a mid-claim call service are returning to work at an eight percent higher rate than those who have not received this service.

At-risk youth-

Youth are the current and future workforce, and have a critical role to play in the economic vitality of Snohomish County; At risk youth, as well as all individuals, are deserving of services that will help them become self-sufficient and thriving adults who can enjoy the benefits of productive and rewarding careers.

The Youth Center is a drop-in center co-located at the Everett WorkSource. The Youth Center provides drop-in services for any youth and young adult in a resource room setting. For eligible out-of-school youth (OSY) the center offers: Workshops, desk-side services, and employer engagement activities. The Youth center also provides GED prep; support services; worker based training, such as on-the-job training (OJT) and worker experience (WEX) opportunities; and a full spectrum of WIOA wrap-around services to eligible out-of-school youth and young adults.

Through a WIOA funded partnership, two part-time "Career Pathway Guides" representing two local community colleges provide on-site services. These college and career exploration guides work creatively and collaboratively to increase youth and young adult access to job-driven training programs. The guides take customers on tours of training programs and businesses that solidify the notion of increased training. Their duties include: providing workshops to customers on soft skills needed to be successful in a training program, navigating the college system, finding the right funding stream for training assistance and more. The guides work one-on-one with youth and young adults to increase their knowledge on what programs are available and the corresponding career pathways to which they lead. After customers enter training, the guides provide retention services to ensure success. WIOA Youth services in Snohomish County have been solely focused on out-of-school youth and young adults, although future planning will include allowable inclusion of in-school youth (ISY); additional independent grants will also be pursued to expand these services.

In the past, Workforce Snohomish has funded out of school youth programming. While this population, with the highest needs will remain the primary focus, a percentage of WIOA funding

will be dedicated to in-school youth. Workforce Snohomish will continue to engage with in-school youth through other funding sources. Connections with Community and Technical Educators, School superintendent's office and the exploration of summer youth employment programs and trade education programs, such as TradeUp will also be included. Workforce Snohomish also will continue to seek Americorps volunteers working in the high schools to promote job readiness and assist school staff and teachers with resume writing and mock interview training. In Program Year 2014, two Americorps volunteers visited 17 Snohomish County High Schools and served 897 Students; the program was renewed for program year 2015 and is on track to exceed previous goals. In 2016 and 2017 the will encourage and support all high school juniors and seniors to have a higher engagement in the new WorkSourceWA, system by submitting resumes to the employment search database.

Innovative programs such as My First Job, funded through a local private foundation grant, helped 23 young students participate in on-the-job training for their first employment experience, earning \$1,456 upon completion of 100 hours. Other such programs will continue to be a priority for Workforce Snohomish to pursue.

Adult & Dislocated Workers (including the long-term unemployed and under-employed): Workforce Snohomish funds a consortium partnership in the WorkSource Center Resource Rooms (all three County locations) which includes Washington State Employment Security Department, Housing Hope – an affordable housing provider, and Refugee and Immigrant sSrvices Northwest (RISNW). This unique collaboration provides a broader reach to dislocated and low income adults, and brings a diverse skill and knowledge bare to our services.

In addition to these services Workforce Snohomish has invested in the following independently funded programs to augment the WorkSource system. Private grant-funded navigators provide the following services within the region with their sites based at WorkSource centers and/or community college campuses:

ICATCH (Innovations in Creating Access to Careers in Healthcare)

Funder is Edmonds Community College (The grant is an HPOG -Healthcare Professionals Opportunity Grant). ICATCH Serves low-income individuals and connects them with careers in healthcare. (3 FTE navigators)

SIG-BE (System Innovation Grant-Bridges to Employment)

Funder is Building Changes. Serves families experiencing homelessness and connects head of households with jobs. Also includes flexible funding to address barriers. (1 FTE navigator)

WHIP (Work Housing Innovation Project):

Funder is Building Changes Youth and Families Fund. Serves homeless youth to connect with developmentally appropriate interventions including educational attainment and employment. (1 FTE navigator)

HVRP (Homeless Veteran's Reintegration Project)

Funding is through VETS (Veterans Employment and Training Services). Focus is on Veteran's who are literally homeless. Project provides job search assistance, connection with educational pathways for upskilling and increased wages. Connects with housing programs. (1.5 FTE navigators)

Medina Foundation:

Provides a flex fund to fill in gaps for Veteran's participating in the HVRP program.

Gates Snohomish County:

Funder is Snohomish County. Focus is building out sustainable education and upskilling for Investing in Families Navigators as well as other community partners to ensure consistent service delivery for homeless individuals accessing services through coordinated entry. (1 FTE)

Partnership in Apprenticeship and Training for Manufacturing and Marine Engineering (American Apprentice Initiative).

Funder is South Seattle Community College. Focus is to build out apprenticeship opportunities. (FTE position will work in Snohomish and North Seattle, serving both Workforce Snohomish and Sea-King WDCs)

Retail Sector Career Opportunities Grant:

A newly awarded Retail Career Opportunities Grant. Focus is to increase awareness of retail as a viable career path in addition to connecting incumbent workers with training to advance in their fields and create a pathway to entry-level jobs vacated by upskilled incumbent workers. (FTE positions to be developed later in 2016)

Workforce Snohomish also provides services through a DEI (Disability Employment Initiative) grant: Funder is Governor's Committee on Disability and Employment Serves anyone with a disability to connect with career pathways programs at the colleges as well as jobs. Also focuses on building out the Ticket to Work program as a sustainable funding stream. (1 FTE, and 1 Americorps 0.5 FTE)

5. Describe how the LWDB will coordinate education and workforce investment activities in the local area with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services.

Workforce Snohomish coordinates such activities by close partnership with community and technical colleges. In addition to Board of Directors membership, community college staff and leadership are actively engaged in grant application development and programmatic planning. Dr. Jean Hernandez, Edmonds Community College President and Ryan Davis, Everett Community College Dean both are current members of the Board of Directors.

In addition, Workforce Snohomish engages with partners, participates on various committees with higher education, and collaborates in grant planning and development. Workforce Snohomish is involved with Sno-Isle Tech Skills Center, and Career-Technical Education (CTE) programs to engage youth.

6. *Describe how the LWDB will facilitate development of career pathways and co-enrollment*, as appropriate, in core programs, and improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable.

Workforce Snohomish regularly partners with community and technical college partners and training providers. Additional opportunities will be developed in the next four years. As of 2016, these are a few examples of the current work underway:

- Everett Community College partnered with the LDWB in an application for Retail Careers opportunity grant Grant. Participants will work on stackable credentials that will lead to two and four year degrees in business and management areas.
- Aerospace Joint Apprenticeship Committee (AJAC) will begin the 5th or 6th contracted manufacturing training programs held at the Monroe Worksource. The AJAC program has primarily been focused on serving long-term unemployed dislocated workers. Trainees receive college credit through Everett Community College and are put on a manufacturing apprenticeships.

7. *Describe how the LWDB will* (i) facilitate engagement of employers, including small employers and employers in demand industry sectors and who have demand occupations, in workforce development programs; (ii) support a workforce development system that meets the needs of local businesses; (iii) better coordinate workforce development programs and economic development; and (iv) strengthen linkages between the one-stop delivery system and the state's Unemployment Insurance program. LWDBs that intend to use sector strategies for this engagement should complete the sector rubric in Attachment A for each sector prioritized.

In 2014 Workforce Snohomish rebranded the Snohomish county business services unit as business solutions. The business solutions team currently includes active partnership form: WIOA funded Business Solutions team currently includes active participation form: WIOA funded Business solutions sub-recipient, REScare, Workforce Services; Division of Vocational Rehab, Washington State Employment Security Department, and strategies leadership form Workforce Snohomish staff.

Business Services was rebranded to be Business Solutions in order to highlight the new strategic focus of being a solution in order to highlight the new strategic focus of being a solution for the hiring needs of employers and higher focus on employer needs.

The Business Solutions Menu of Services currently offered and promoted to employers includes:

Applicant Screening, Targeted Job Candidate Recruiting, Hiring Events, Online Job Board, New Hire Training Reimbursement, Job Candidate Assessments, Interview Space, Resources to Avoid Layoffs, Guidance for Laid-off Employees (Rapid Response) and Labor Market Information. In 2016, the Business Solutions focus will be expanding to develop a higher involvement with business panels and industry experts with the goal of understanding business needs and developing a highly responsive system that meets employer needs.

Workforce Snohomish partners with the Economic Alliance Snohomish County (EASC), local legislators, city and county governments on initiatives that promote economic vitality and support the business community; In addition, Workforce Snohomish encourages paid internships as a way to connect college and university students with

local businesses, and ‘walks-the-talk’ by employing interns throughout the year in meaningful career-focused work experiences.

- i. *Facilitate engagement of employers, including small employers and employers in demand industry sectors and who have demand occupations, in workforce development programs;*

Manufacturing, Health Care and Social Assistance, and Retail Trade, have been identified as the primary sectors that Workforce Snohomish will target based on labor market and economic analysis of activity in our region.

- ii. *Support a workforce development system that meets the needs of local businesses;* Workforce Snohomish requires its site-operations contractor, employment security department, to held quarterly employer focus groups. These focus groups are meant to spotlight direct Worksources to employer engagement and services – a 500 foot view. Beyond site-operation led focus groups workforce Snohomish has a Program Manager who is charged with a strategic leadership role in engaging employers on high-level sector-based workforce development services- a 10,000 foot view. The program Manager will accomplish this through panels, focus-groups, and other means of engagement on a strategic level. Industry panels comprised of local businesses and industry experts will be developed.

- iii. *Better coordinate workforce development programs and economic development;* Workforce Snohomish is currently exploring opportunities to partner with existing efforts in the North County area, particularly in the greater Arlington/Marysville and North Stillaguamish Valley areas. A close working relationship with the Snohomish County Labor Economist and partnership with Economic Alliance Snohomish County, provides Workforce Snohomish strong economic development support

This effort will build upon the North Stillaguamish Valley Economic Development Plan currently lead by Economic Alliance of Snohomish County.

- iv. *Strengthen linkages between the one-stop delivery system and the state’s Unemployment Insurance program.*

Other opportunities to strengthen linkages will be identified and pursued during 2016 and 2017

- 8. *Describe how the LWDB will implement initiatives* such as incumbent worker training, on-the-job training, customized training, industry and sector strategies, career pathways, utilization of effective business intermediaries, and other business services and strategies to meet the needs of employers in the region.

Workforce Snohomish actively coordinates on-the-job (OJT), and customized training activities for eligible WIOA participants; two career pathway guides from the two local

community college staff is working in the WorkSource Youth Center funded under WIOA Youth funding. Expansion and additional programs will be explored over the next four years.

- Initiatives to implement incumbent worker training, on-the-job and customized training, industry and sector strategies, and career pathways will be explored and planning will be developed in 2017.
- In PY 2015, as part of Workforce Snohomish's community and employer engagement activities, the first sector strategies employer focus group was convened. This event launched the initiative to develop a more responsive WorkSource system to meet business needs – this effort will expand with a development plan in 2017.

9. *Describe how the LWDB will ensure continuous improvement* of eligible providers of services and ensure that providers meet the employment needs of local employers, workers and job seekers.

Eligible Training Providers are a key component to ensure a full pipeline of qualified workers, and quality job opportunities with career advancement potential are available for all job seekers. The quarterly Training Provider Forums convened by Workforce Snohomish will be expanded. Quarterly training provider forums provide the opportunity for training providers workforce Snohomish and other CBO's to discuss funding share open training programs; demand/Decline list; and networking in order to share information on services, training programs, and more.

Workforce Snohomish will continue to work closely to ensure training providers are aware of, and have input in the local demand/decline list. Sector strategies and employer engagement from a 10,000 foot strategic level will help us, through direct employer input, make decisions on grant directions; training programs; and help us build out local career pathways in order to engineer a targeted local workforce that meets our employer's needs.

10. *Describe how the LWDB will develop an implementation timeline* and strategy for wireless Internet access at comprehensive one-stop centers.

Providing Wireless Internet Access in all of the WorkSource Centers was prioritized by Workforce Development and its partners. Currently full access exists in all three centers.

11. *Describe how the LWDB will facilitate access* to services provided through the one-stop delivery system, including in remote areas, through the use of technology and other means.

- Workforce Snohomish serves a region that is geographically diverse, ranging from the highly populated urban areas to designated wilderness areas. Because of this diversity, the LWDB has continually focused on ways to expand our reach. Establishing additional workforce presence in the North County area is being prioritized and considered for feasibility. Service to remote areas of the County is provided by a close engagement of our WorkSource Connection Sites in the Sno-Isle Library system. These sites expand the reach to the most remote

communities in the County. Other connection sites will be recertified in 2016 with a focus on enhancing reach to geographically isolated communities.

- Workforce Snohomish also will expand our involvement of agencies, and recruit partners who serve specifically disadvantaged populations: the following additional sites are currently engaged in recertification or under development as connection and/or affiliate sites to expand the one-stop delivery system and serve disadvantaged populations including but not limited to Volunteers of America, Housing Hope, Conviction Careers, Goodwill Industries, Darrington Family Resource Center, Arlington Community Resource Center.
- Workforce Snohomish will conduct a feasibility study in 2016 and 2017 on the use of “Live Chat” feature for WorkSource engagement after 5pm on weekdays and with some specified weekend availability. The “Live Chat” would be intended to serve both job seekers and businesses. When initially vetted in local Town Hall meetings initial public response has been positive.
- Workforce Snohomish participated in the Digital Northwest Broadband Summit in 2016. As a result of this, we are examining grant opportunities in partnership with the National Technology Information Administration and Department of Labor for broadband expansion as a strategy to enhance access to remote and rural customers, in particular those with technology and economic barriers.

Workforce Snohomish also commits to collaboration with DVR in: Development and implementation of a “technology-enabled intake and case management information system” is not addressed within the DVR-WWA DVR-WWA Principles of Collaboration. DSHS/DVR only will be able to engage in the development and implementation of such a system on a statewide basis to meet federal requirements under the WIOA Title IV Rehabilitation Act.

12. *Describe how the LWDB, operators, and partners* within the local one-stop delivery system will comply with Section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.

“All means All”: It is the goal of WorkSource Snohomish County to ensure that every job seeker has access to the One-Stop – and to basic, individualized, and training services. We understand that individuals covered under the Americans with Disabilities Act of 1990 frequently experience unnecessary barriers as they seek employment. The unemployment rates among this population are a problem that all entities in the workforce development system must work to eliminate.

- All staff members who provide direct services have a working knowledge of serving customers with disabilities and are familiar with applicable federal and state laws and policies.
- Appropriate assistive technologies available for customers with disabilities and front line staff can assist customers in accessing them. Assistive equipment is

available in the Resource Room, and was updated in 2015. All customers are advised that reasonable accommodations for disabilities are available upon request.

- A Disability Employment Navigator is employed through a Disability Employment Initiative (DEI) grant and provides direct services through the WorkSource system. This navigator serves anyone with a disability to connect with career pathways programs at the colleges, as well as jobs. This navigator also focuses on building out the Ticket to Work program as a sustainable funding stream.
- Workforce Snohomish will collaborate with DVR in the following ways:
 - DSHS/DVR and Workforce Snohomish will demonstrate collaboration and service delivery integration to assure job seekers with disabilities receive quality customer service within the WorkSource system, and will work jointly with employers to maximize the employment outcomes of job seekers with disabilities.
 - DSHS/DVR and Workforce Snohomish commit to sharing resources in a manner that prioritizes the customer's experience and needs as well as acknowledges the responsibilities and expertise of each organization.
 - DSHS/DVR and Workforce Snohomish will develop common understanding of the services, roles, and protocols for staff to use in serving customers with disabilities.
 - The DSHS/DVR staff assigned at WorkSource locations will contribute to the success of the one-stop system by participating in the orientation, referral and joint service delivery to individuals with disabilities and DSHS/DVR customers within WorkSource.
- The DSHS/DVR staff assigned at WorkSource locations will contribute to the success of the one-stop system by participating in the orientation, referral and joint service delivery to individuals with disabilities and DSHS/DVR customers within WorkSource.
- DSHS/DVR staff will refer and coordinate services for DSHS/DVR customers who are eligible and for whom funds are available so they receive Title I and III WorkSource services they need in order to achieve their employment goals and which are based on the local Memorandum of Understanding and local WorkSource protocols.

Workforce Snohomish commits to pursuing alignment with DVR's State Plan as follows:

- Build relationships with businesses who will work with students and youth by developing internships and on-the-job training programs.
- Develop business training and outreach materials which address hiring youth and students with disabilities.
- Promote the development and expansion of on-site job exploration and internship programs, such as Project Search, statewide.
- Partner with businesses, leveraging pre-employment experiences to prepare youth for the realities and expectations of the 21st Century workplace.
- Increase outreach to youth and young adults in traditionally unserved and underserved disability populations, including those with 504 plans, those with emotional-behavioral challenges, youth who are deaf or hard of hearing, those who

have specific learning disabilities, as well as other disability populations who often do not receive services. Outreach activities include media, opportunities for participation in group-based Pre-Employment Training Services (PETS) activities, individual outreach at schools, DVR relationship building and coordination with education officials, presentations and career fairs for students, youth, families, schools, and community partners.

- Increase outreach to youth and young adults in traditionally unserved and underserved populations that include tribal youth, justice-involved youth, homeless youth, and students and youth receiving foster care. Outreach activities include media, opportunities for participation in group-based PETS activities, individual outreach at schools, DSHS/DVR relationship building and coordination with education officials, presentations and career fairs for students, youth, families, schools, and community partners.

13. *Assess the type and availability of adult and dislocated worker employment* and training activities in the local area. Please use Attachment D to list and describe adult, dislocated worker and training activities in the local area.

In addition to information in Attachment D.

14. *Assess the type and availability of youth workforce investment activities* in the local area, including activities for those with disabilities. Identify successful models of such youth workforce investment activities. Please use Attachment D to list and describe youth workforce investment activities in the local area.
(See Attachment D)

15. *Describe how the LWDB will coordinate* workforce investment activities carried out in the local area with statewide rapid response activities.

Workforce Snohomish takes a proactive approach to coordination of activities and includes the following:

- Initiating immediate response to all WARN notices issued through the statewide system;
- Developing strong and effective partnerships and actively engaging representatives, including, but not limited to: Washington State Labor Council, Trade Readjustment Act Staff, Education and re-training providers such as local community colleges, WorkSource re-employment specialists, language translation services, Unemployment Benefits specialists and Healthcare system navigators;
- Cross-Regional cooperation where industry impact expands to other Regions;
- Developing a local ‘watch list’ based on economic and media reports, that allowing for early outreach;
- Requests for Rapid Response grant funding as applicable;
- Technical guidance consultations with Employment Security Department;
- The following are planned to be included in rapid response programs and strategies:
 - Lay-off aversion strategies including shared work

- Proactive cooperative work with local Economic Development organizations to provide appropriate assistance and support for impacted businesses

16. *Describe how the LWDB will coordinate workforce investment activities* carried out in the local area under Title I with the provision of transportation, including public transportation, and other appropriate supportive services in the local area.

The availability of public transportation is critical for a highly functioning workforce system. Workforce Snohomish is aware of the negative impact of transportation as a barrier to employment for economically disadvantaged populations.

- Increasing the Board of Directors' awareness of transit deficiencies and advocating for expanded service where permissible. Workforce Snohomish has engaged Community Transit Specialists in board level activities and planning.
- Low-income and shift-workers are often disparately impacted by lack of transportation options – transportation and gas vouchers are provided where allowable for eligible participants as a supportive service. Additional, more flexible options and creative solutions will be explored in the next four years.
- Through recent public input at Town Hall meetings, adding childcare and sick childcare services supportive service flexibility could have a positive impact for low-income job seekers. A Workforce Snohomish recommends looking at the feasibility of a policy change that includes more flexible options for 'off peak hours' transportation and child care for the low-income/high-barrier workforce population.

17. *Describe plans and strategies for, and assurances concerning*, maximizing coordination of services provided by the State employment service under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) and services provided in the local area through the one-stop delivery system to improve service delivery and avoid duplication of services.

In 2014, Workforce Snohomish chose to re-tool the service structure in the WorkSource System which promoted an integration and coordination of services to job seekers and employers. The new vision resulted in a consortium of service providers in the one-stop centers. The closer cooperation with WIA/WIOA, Wagner-Peyer and TAA funded activities positioned the Region well for full engagement in an Integrated Service Delivery (ISD) Pilot. In 2016 staff and the one-stop service-providers formed study teams, and engaged an ISD consultant to help with a needs assessment, and examine the process implementation challenges for ISD.

Workforce Snohomish has formed cross-partner teams with contracted providers, Wagner-Peyser program management and front line staff and has begun the process of implementation planning. We anticipate the result will be a highly streamlined system, serving more customers with exceptional and non-duplicated services.

18. *Describe how the LWDB will coordinate* workforce investment activities in the local area carried out under Title I with the provision of adult education and literacy activities in the local area carried out under Title II, including a description of how the LWDB will carry out, per WIOA Section 107(d)(11) and Section 232, the review of local applications submitted under Title II.

Community College partners provide offerings for adult education and literacy students and while these resources are incorporated into student career readiness and training pathways to success, many WorkSource customers would benefit from adult education and literacy training as well. Partnerships between Adult Basic Education and the Washington Workforce Association are developed on a State level and opportunities for partnership on a local level will be explored under the development of memorandums of understanding.

19. *Describe the cooperative agreements* between the LWDB, any local entities that serve individuals with disabilities (101(a)(11)(B) of the Rehabilitation Act of 1973) and local Division of Vocational Rehabilitation and Department of Services for the Blind offices. The agreements and descriptions should describe how all parties will improve services to individuals with disabilities and will also include descriptions of joint activities. Examples include but are not limited to, cross training of staff, providing technical assistance, information sharing, cooperative business engagement, and other efforts to improve coordination.

Workforce Snohomish is working with the Division of Vocational Rehabilitation and will ensure the required WIOA title I MOU is updated appropriately and that all compliance requirements are followed.

- Workforce Snohomish convenes bi-weekly WorkSource Center Site Operations meetings and have included DVR staff to provide opportunities for cross-training and information sharing
- A Disability Employment Navigator is employed through a Disability Employment Initiative (DEI) grant and provides direct services through the WorkSource system. This navigator serves anyone with a disability to connect with career pathways programs at the colleges as well as jobs. This navigator also focuses on building out the Ticket to Work Program as a sustainable funding stream.
- Workforce Snohomish staff participated in a 2015-16 statewide task force on development of the Technology and Access WIOA requirements; a regional Technology and Access Committee is under development.
- In addition, Workforce Snohomish commits to partnership with DVR to support the Local Area Plan in the following ways;

DVR will

- 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.

20. *Describe the competitive process to be used* to award sub-grants and contracts in the local area for activities carried out under Title I.

Workforce Snohomish releases a Request for Proposals to procure the most highly qualified provision of services. Qualified bids are rated, and eligible bidders present to a committee comprised of LWDB Board of Directors members. These members are screened to ensure no conflict of interest prohibits them from participating. The rating committee recommends RFP bid award to the full Board of Directors; a board vote and motion is passed in accordance with established bylaws.

21. *Describe how adult and dislocated worker training services* will be provided, including, if contracts will be used, how the use of such contracts will be coordinated with the use of individual training accounts and how the LWDB will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.

Workforce Snohomish passes through all WIOA related training dollars.

ITA dollars are wrapped in the contract of the primary WIOA program subrecipient(s). The WIOA subrecipient(s) is responsible for facilitating ITA's including: ensuring proper informed participant choice; program eligibility; necessary supportive services; file documentation; and retention services, as necessary.

Workforce Snohomish is able to purchase cohort-based and customized training programs through competitive Request for Proposals (RFP) processes depending on employer demand, workforce need, and funding. When customized or cohort-based training programs are purchased, whenever possible, Workforce Snohomish also attaches related funding to its primary WIOA program subrecipient(s). The training provider is responsible for training, and the related funding for the primary WIOA program subrecipient(s) shifts the burden of recruiting, eligibility, file maintenance, and informed choice to the primary WIOA program subrecipient(s). This transference of accountability

helps providers focus on their primary responsibilities, and alleviates the many compliance and policy risks of spreading eligibility and file maintenance responsibilities.

22. *Describe how one-stop centers are implementing and transitioning* to an integrated, technology-enabled intake and case management information system for WIOA programs and programs carried out by one-stop partners.

Washington State has recently implemented a new Management Information system for all WIOA Programs for all one-stop centers. In addition Workforce Snohomish and ESD are exploring the feasibility of the use of tablets for a more user-friendly, customer-centered design.

23. Please use Attachment E to provide a list of current workforce board members and indicate how the membership of the board complies with either the requirements of WIOA or those of an alternative entities requesting certification as an LWDB. Alternative entities must show that they have filled their membership categories, and that the categories are substantially similar to those in WIOA. Describe your efforts to broadly recruit new and replacement board members from across the Local Area. (See Attachment E)



Section IV

Performance Accountability Component of the Plan

LWBDs must include information on performance accountability for the local area's workforce development system. The adjusted levels of performance on (1) federal common measures must be included in Appendix A of the plan. Future years' performance targets will be appended to the local plan at an appropriate later date. The Workforce Board will supply LWDBs with available performance information.

The plan must address each of the following overall goals for performance accountability:

The plan must address each of the following overall goals for performance accountability:

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

Workforce staff currently collaborate with WTECB representative in committee discussions; strategic oversight committee and blueprint committees represented; performance metrics are reviewed by local Board of Directors committee and Workforce Snohomish staff.

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

Metrics are continually tracked through dashboards

Local staff analyst provides local-level performance through report generation

Input provided to service providers; program improvements/corrections made as needed, up to and including corrective action; best practices are tracked and cultivated for system improvements.

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.

Development of best practices; continuous quality improvement exercises are conducted; customer feedback is solicited and improvements are developed and re-tested

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.

Workforce Snohomish will initiate the formation of a multi-agency task group with WIOA Title I, ABE/ESL and CTE providers.

The Workforce Board will issue performance targets once negotiations are complete as Attachment H to this plan.

Workforce Snohomish wishes to thank our many community based organizations, local officials, workforce development partners and the community at large for their many hours of input and collaboration on writing this plan, and to our Workforce Development Council partners for their collaboration.

Attachments

- Attachment A (1): **Sector Partnership** Manufacturing
- Attachment A (2): **Sector Partnership** Retail Trade
- Attachment A (3): **Sector Partnership** Health Care and Social Assistance
- Attachment B: **Regional Cooperative Service Delivery Agreement**
- Attachment C: **Regional Economic Development Coordination Plan**
- Attachment D: **Local Area Profile** (and addendum to Attachment D)
- Attachment E: **Local Workforce Development Board Membership and Certification**

Attachment A (1): Sector Partnership

Sector to be served: ManufacturingCheck one: Regional ☒ 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 cross-regional plan.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team <i>Goal: build buy-in & support</i>	<i>Phase I: will be completed in 2017</i>	<ul style="list-style-type: none"> <i>The Manufacturing Sector has been identified as a primary target based on labor market and economic analysis of activity in our region</i> http://www.wtb.wa.gov/ClusterRankingsAllRegions.asp#Region4 <i>Meetings will be convened with sector experts</i> <i>Industry Panels will be formed</i> <i>Agreements will be developed</i> <i>Resources will be committed</i> 	<i>Industry panels of experts will be formed; These panels will advise on development needs for current and future workforce needs.</i>	<i>In progress and to be advanced throughout 2017 with completion of Phase I by the end of 2017</i>
Phase II: Investigate <i>Goal: determine target industries</i>	<i>Phase II will be engaged in 2018</i>	<i>Planning for Phase II will begin in 2017 upon completion of Phase I goals listed above</i>		
Phase III: Inventory and Analyze <i>Goal: build baseline knowledge of industry</i>	<i>TBD upon completion of Phase II</i>			
Phase IV: Convene <i>Goal: build industry partnership, prioritize activities</i>	<i>TDB upon completion of Phase III</i>			
Phase V: Act <i>Goal: Implement initiatives</i>	<i>TBD upon completion of Phase IV</i>			
Phase VI: Sustain and evolve <i>Goal: grow the partnership</i>	<i>To be completed by 2020</i>			

Attachment A (2): Sector Partnership

Sector to be served: Retail TradeCheck 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 cross-regional plan.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team <i>Goal: build buy-in & support</i>	<i>Phase I: will be completed in 2017</i>	<ul style="list-style-type: none"> <i>The Retail Sector has been identified as a primary target based on labor market and economic analysis of activity in our region:</i> http://www.wtb.wa.gov/ClusterRankingsAllRegions.asp#Region4 <i>Meetings will be convened with sector experts</i> <i>Industry Panels will be formed</i> <i>Agreements will be developed</i> <i>Resources will be committed</i> 	<i>Industry panels of experts will be formed; These panels will advise on development needs for current and future workforce needs.</i>	<i>In progress and to be advanced throughout 2017 with completion of Phase I by the end of 2017</i>
Phase II: Investigate <i>Goal: determine target industries</i>	<i>Phase II will be engaged in 2018</i>	<i>Planning for Phase II will begin in 2017 upon completion of Phase I goals listed above</i>		
Phase III: Inventory and Analyze <i>Goal: build baseline knowledge of industry</i>	<i>TBD upon completion of Phase II</i>			
Phase IV: Convene <i>Goal: build industry partnership, prioritize activities</i>	<i>TDB upon completion of Phase III</i>			
Phase V: Act <i>Goal: Implement initiatives</i>	<i>TBD upon completion of Phase IV</i>			
Phase VI: Sustain and evolve <i>Goal: grow the partnership</i>	<i>To be completed by 2020</i>			

Attachment A (3): Sector Partnership

Sector to be served: Health Care and Social Assistance

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 cross-regional plan.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team <i>Goal: build buy-in & support</i>	<i>Phase I: will be completed in 2017</i>	<ul style="list-style-type: none"> <i>The Health Care & Social Assistance Sector has been identified as a primary target based on labor market and economic analysis of activity in our region; the second sector will also be selected from the existing analysis:</i> http://www.wtb.wa.gov/ClusterRankingsAllRegions.asp#Region4 <i>Meetings will be convened with Sector experts</i> <i>Industry panels will be formed</i> <i>Agreements will be developed</i> <i>Resources will be committed</i> 	<i>Industry panels of experts will be formed;; These panels will advise on development needs for current and future workforce needs.</i>	<i>In progress and to be advanced throughout 2017 with completion of Phase I by the end of 2017</i>
Phase II: Investigate <i>Goal: determine target industries</i>	<i>Phase II will be engaged in 2018</i>	<i>Planning for Phase II will begin in 2017 upon completion of Phase I goals listed above</i>		
Phase III: Inventory and Analyze <i>Goal: build baseline knowledge of industry</i>	<i>TBD upon completion of Phase II</i>			
Phase IV: Convene <i>Goal: build industry partnership, prioritize activities</i>	<i>TDB upon completion of Phase III</i>			
Phase V: Act <i>Goal: Implement initiatives</i>	<i>TBD upon completion of Phase IV</i>			
Phase VI: Sustain and evolve <i>Goal: grow the partnership</i>	<i>To be completed by 2020</i>			

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 in a cross-regional plan.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team Goal: build buy-in & support	<i>Phase I: will be completed in 2017</i>	<ul style="list-style-type: none"> • <i>Identify stakeholders and create buy in creating local priorities for paths moving forward.</i> • <i>Create services inventories and assets mapping</i> • <i>Partnerships will be developed to identify and needs prioritize</i> • <i>Develop implementation plan</i> • <i>committing resources to planning joint local and regional cooperation (see section II part 3)</i> 	Plan regional service strategies and Complete Asset mapping of local partners and services: All partners will reach agreement on preliminary roles: All Partners will review regional and cross regional data analysis	<i>In progress and to be advanced throughout 2017 with completion of Phase I by the end of 2017</i>
Phase II: Investigate Goal: determine options for coordinated service deliver	<i>Phase II will be engaged in 2018</i>	<i>Planning for Phase II will begin in 2017 upon completion of Phase I goals listed above</i>		
Phase III: Inventory and Analyze Goal: build baseline knowledge	<i>TBD upon completion of Phase II</i>			
Phase IV: Convene Goal: build partnership, prioritize activities	<i>TDB upon completion of Phase III</i>			
Phase V: Act Goal: Implement initiatives	<i>TBD upon completion of Phase IV</i>			
Phase VI: Sustain and evolve Goal: grow the partnership	<i>To be completed by 2020</i>			

Attachment C: Regional Economic Development Coordination Plan

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate in a cross-regional plan.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team Goal: build buy-in & support	<i>Phase I: will be completed in 2017</i>	<ul style="list-style-type: none"> • Continue membership and work cooperatively with Economic Alliance of Snohomish County (EASC). • Chief Officers of each organization will regularly convene meetings and coordinate planning • Continuous participation in and co-sponsorship of events. Workforce Snohomish and EASC jointly align efforts within the County, as in local blueprint development. • Employer focus groups began to convene in March 2016. Sector and Industry Panels will be developed under advisement and consultation from EASC in 2016 - 2017 	<i>Inventory current regional service & strategies Determine initial roles & responsibilities Agreements developed with Resources committed Submit reports jointly</i>	<i>In progress and to be advanced throughout 2017 with completion of Phase I by the end of 2017</i>
Phase II: Investigate Goal: determine options for coordinated service deliver	<i>Phase II will be engaged in 2018</i>	<i>Planning for Phase II will begin in 2017 upon completion of Phase I goals listed above</i>		
Phase III: Inventory and Analyze Goal: build baseline knowledge	<i>TBD upon completion of Phase II</i>			
Phase IV: Convene Goal: build partnership, prioritize activities	<i>TDB upon completion of Phase III</i>			
Phase V: Act Goal: Implement initiatives	<i>TBD upon completion of Phase IV</i>			
Phase VI: Sustain and evolve Goal: grow the partnership	<i>To be completed by 2020</i>			

Attachment D: Local Area Profile

Please complete the following three sections for each Local Area in the Region and submit the information as part of the plan.

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	Employment Security Department and ResCare Workforce Services
WorkSource Monroe	Comprehensive	Employment Security Department and ResCare Workforce Services
WorkSource Lynwood	Comprehensive	Employment Security Department and ResCare Workforce Services
Sno-Isle Libraries- 16 Sites	Connection	Sno-Isle Libraries
Goodwill Job Training and Education Center	Connection	Goodwill Seattle
Conviction Careers	Connection	Conviction Careers
YWCA	Connection	YWCA

2. WIOA Title I Service Providers

Dislocated Worker Program List all current and potential service providers in the area	Indicate service(s) provided by each			WIOA funded?
	Basic	Individualized	Training	
ResCare Workforce Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Employment Security Department	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Housing Hope	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Refugee and Immigrant Services North West	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sno-Isle Libraries	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Goodwill	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Edmonds Community College	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Everett Community College	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Village Community Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DVR	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Aerospace Joint Apprenticeship Committee	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Tulalip Tribes	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Volunteers of America	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AARP	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Comments regarding the adequacy and quality of Dislocated Worker Services available:

Dislocated Worker services are adequate, however, Workforce Snohomish is looking to expand in order to provide full services to more remote locations in Snohomish County.

Adult Program List all current and potential service providers in the area	Indicate service(s) provided by each			WIOA funded?
	Basic	Individualized	Training	
ResCare Workforce Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Employment Security Department	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Housing Hope	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Refugee and Immigrant Services North West	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sno-Isle Libraries	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Goodwill	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Catholic Community Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Edmonds Community College	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Everett Community College	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DSHS	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Village Community Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DVR	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Aerospace Joint Apprenticeship Committee	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Tulalip Tribes	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Volunteers of America	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AARP	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Comments regarding the adequacy and quality of Adult Services available:

Adult services are adequate, however, Workforce Snohomish is looking to expand in order to provide full services to more remote locations in Snohomish County. Workforce Snohomish constantly looking to create stronger partnerships with the many Adult service providers in order to better serve participants through the, at times, confusing matrix of services.

Youth Program List all current and potential service providers in the area	Indicate service(s) provided by each			WIOA funded?	Services for youth with disabilities?
	Basic	Individualized	Training		
ResCare Workforce Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Everett Community College	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Edmonds Community College	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Housing Hope	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Cocoon House	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Employment Security Department	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
YWCA	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Catholic Community Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Denney Juvenile Justice Center	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
School Districts	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Goodwill	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sno-Isle Libraries	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
DSHS	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
DVR	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Comments regarding the adequacy and quality of Youth Services available:

Youth services are adequate, however, Workforce Snohomish is looking to expand in order to provide full services to more remote locations in Snohomish County. Workforce Snohomish is also looking to expand partnerships in the WorkSource Youth Center in order to provide truly wrap-around services in a one stop environment for youth and young adults in Snohomish County.

Addendum to Attachment D

- American Association of Retired Persons (AARP)
- Aerospace Futures Alliance
- Aerospace Joint Apprenticeship Committee (AJAC)
- Arlington Public Schools
- Boys and Girls Club of Snohomish County
- Building Changes
- Business Government Community Connections
- Cascadia College
- Catholic Community Services of Western Washington
- Center of Excellence for Aerospace & Advanced Manufacturing
- Central Washington University
- Childcare Aware North West
- City of Everett
- Cocoon House
- Darrington School District
- Department of Social and Health Services (DSHS)
- Division of Vocational Rehabilitation (DVR)
- Economic Alliance Snohomish County
- Edmonds Community College
- Edmonds School District
- Everett Community College
- Everett Public Schools
- Governor's Committee on Disability and Employment
- Granite Falls School District
- Housing Consortium of Everett & Snohomish County
- Housing Hope
- Index School District
- Institute of Flight
- Job Corps
- Lake Stevens School District
- Lake Washington Institute of Technology
- Lakewood School District
- Marysville School District
- Mukilteo School District
- Noise Without Sound
- Northshore School District
- Northwest Workforce Council
- Pacific Associates
- Pioneer Human Services
- Providence Health & Services
- Refugee and Immigrant Services Northwest
- ResCare Workforce Services
- Seattle Community College
- Seattle Goodwill
- Service Employees International Union Healthcare Northwest Training Partnership
- SkillUp Washington
- Snohomish County Veteran's Center
- Snohomish County
- Snohomish School District
- Snohomish Science Technology Engineering and Mathematics (STEM) Network
- Sno-Isle Libraries
- Sno-Isle TECH Skills Center
- Society of St. Vincent de Paul
- Stanwood-Camano School District
- Step by Step Family Support Center
- Sultan School District
- Team Soapbox

Addendum to Attachment D (con't)

- TRAC Associates
- University of Washington Bothell
- Volunteers of America Western Washington
- Washington Alliance for Better Schools
- Washington Laborer-Employers Cooperation & Education Team (WALECET)
- Washington Employment Security Department
- Washington State Service Corps
- Washington State University
- Washington Technology Industry Association
- Western Washington University
- Workforce Development Council of Seattle-King County
- YMCA of Snohomish County
- Young Women's Christian Association (YWCA)

Attachment E

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 for LWDB confirming to WIOA membership criteria

Required categories	Name/Title/Organization*	Nominated by
Business majority (greater than 50% of all members)		
1. Business	Bob Sampson, VP HR, Evergreen Health	John Monroe, Interim CEO, Economic Alliance Snohomish County (EASC)
2. Business	Brian Bookey, President, National Food Corp.	John Monroe, Interim CEO, Economic Alliance Snohomish County (EASC)
3. Business	Charles Elder, CEO, Damar Aerosystems	John Monroe, Interim CEO, Economic Alliance Snohomish County (EASC)
4. Business	Gaye Barrett, VP, Quantum Mgmt. Svcs.	John Monroe, Interim CEO, Economic Alliance Snohomish County (EASC)
5. Business	John Monroe, COO, EASC	John Monroe, Interim CEO, Economic Alliance Snohomish County (EASC)
6. Business	Jorge Arturo Rivera, Community Engagement Director, Molinda HealthCare	John Monroe, Interim CEO, Economic Alliance Snohomish County (EASC)
7. Business	Kelli Wilson, VP Community Banking, Heritage Bank NW	John Monroe, Interim CEO, Economic Alliance Snohomish County (EASC)
8. Business	Kevin Ruoff, HR District Coordinator, Fred Meyers	John Monroe, Interim CEO, Economic Alliance Snohomish County (EASC)
9. Business	Scott Forslund, Senior Director, Providence Health & Svcs.	John Monroe, Interim CEO, Economic Alliance Snohomish County (EASC)
10. Business	Scott Richards, Senior Manager, The Boeing Co.	Patrick Pierce, CEO, Economic Alliance Snohomish County (EASC)

11. Business	Sue Putnam, Area Manager, TERRA Staffing Group	John Monroe, Interim CEO, Economic Alliance Snohomish County (EASC)
12. Business	Tiffany Lock-Osterberg, Assistant VP, Union Bank	John Monroe, Interim CEO, Economic Alliance Snohomish County (EASC)
13. Business	Tim Julius, Asst. Food & Beverage Director, Tulalip Resort	John Monroe, Interim CEO, Economic Alliance Snohomish County (EASC)
Workforce (20% of members. Majority must be nominated by organized labor)		
1. Labor	Ed Triezenberg, Union Representative, WASHTECH	Leonard Kelly, Secretary-Treasurer, Snohomish County Labor Council
2. Labor	Jared Kink, President, Everett Education Assoc.	Leonard Kelly, Secretary-Treasurer, Snohomish County Labor Council
3. Labor	Mark Clark, Union Representative, IAM 751A	Leonard Kelly, Secretary-Treasurer, Snohomish County Labor Council
4. Apprenticeship	Eric Peterson, Administrative Coordinator, West WA Metal JATC	Randall Ambuehl, Training Director, NW WA Electrical Industry JATC
5. Other workforce	Katrina Ondracek, Executive VP, United Way of Snohomish Co.	
Education		
1. Title II Adult Ed	Terry Cox, VP Workforce Development, EdCC	Jean Hernandez, President, Edmonds Community College
1. Higher Education	Ryan Davis, Dean Business & Applied Technology, EvCC	David Beyer, President, Everett Community College
Government		
1. Wagner-Peyser	Greta Kaas-Lent, Administrator, ESD	
1. Vocational Rehabilitation	James O'Brien, Vocational Rehabilitation Supervisor, DVR	
1. Economic Development		
2.	Mary Jane Vujovik, Human Services Director, Snohomish County	
3.	Van Kuno, Executive Director, Refugee & Immigrant Services Northwest	
Add more rows if needed		

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

Complete this table for an alternative entity. NA

Categories	Name/Title/Organization* (please list one per line and add lines as needed)	Nominated by
Business majority (>50%) - Please indicate the total number of seats available for this category:_____		
Workforce/Labor - Please indicate the total number of seats available for this category:_____		
Education - Please indicate the total number of seats avail Please indicate the total number of seats available for this category:_____		
Government/workforce programs (may include economic development) - Please indicate the total number of seats available for this category:_____		
Add more rows if needed		

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

The table should identify how an alternative entity serving as a Local Workforce Development Board is substantially similar to the local entity described in WIOA Section 107(b)(2), by indicating membership in each of the 4 categories listed above.

Appendix

Appendix 1: Snohomish County Employment Information

Appendix 2: Snohomish County Blueprint for Manufacturing

Appendix 3: Demographic Information

Appendix 1

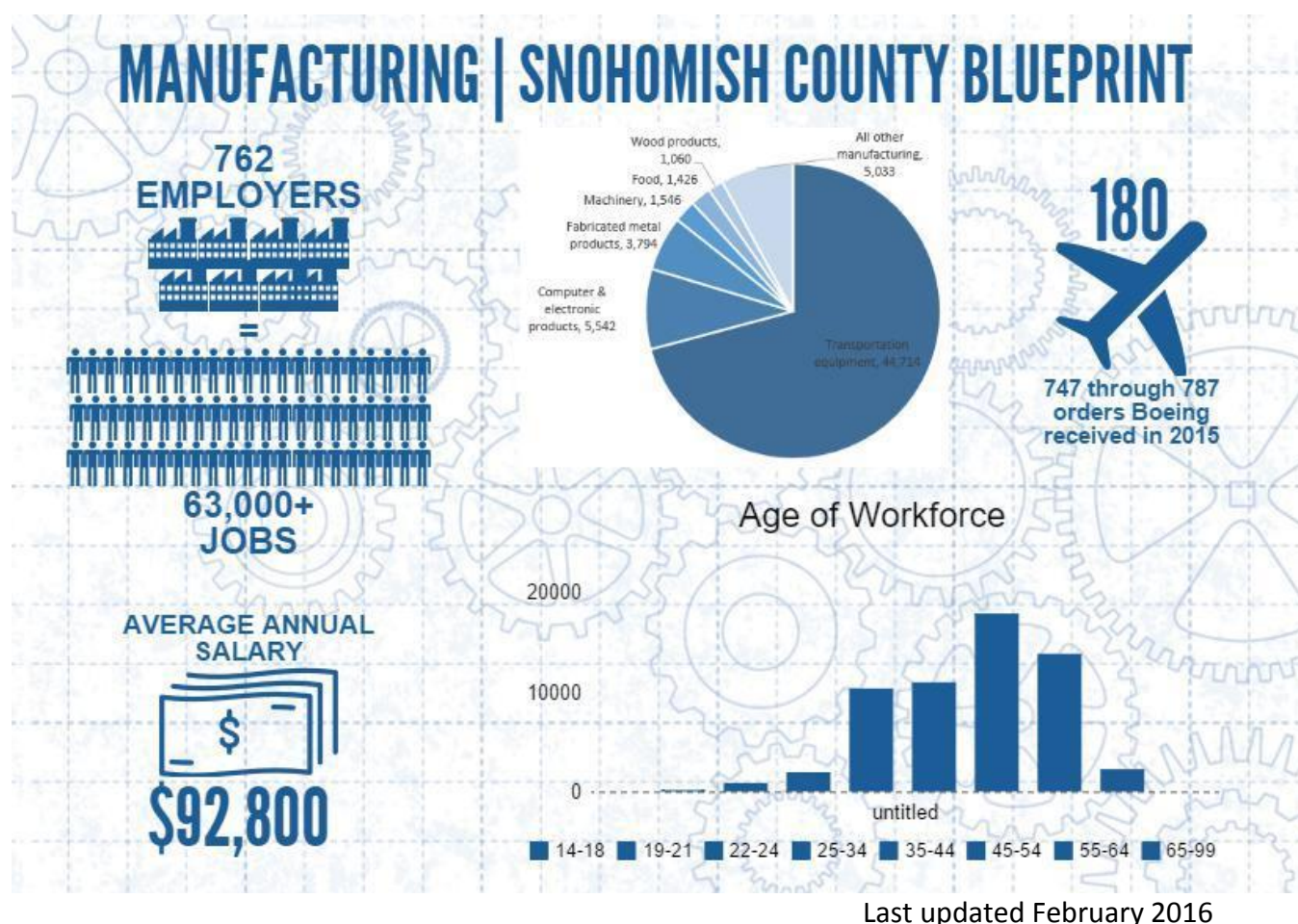
Summary table for
Snohomish County, 2014

Industry	Approximation of the cluster identified in the previous plan**	2-digit	3-digit	Total employment, WDA 4								Private sector employment only WDA 4							
				Average firms	Average employment	Percent of total employment	Total annual wage	Average annual wage	2010 Average employment	Change in employment 2010-2014	% change in employment 2010-2014	Average firms (private ownership)	Average employment (private ownership)	Percent of private employment	Total wage (private ownership)	Average wage (private ownership)	2010 Average private employment	Change in private employment 2010-2014	% change in private employment 2010-2014
Total*				13,696	179,175	100.0%	\$10,644,258,120	\$59,407	160,255	18,919	11.8%	13,671	174,280	100.0%	\$10,425,514,515	\$59,820.40	155,770	18,511	11.9%
Agriculture, Forestry, Fishing and Hunting		11		135	738	0.4%	\$21,088,600	\$28,566	834	-96	-11.5%	135	738	0.4%	\$21,088,600	\$28,565.66	834	-96	-11.5%
Mining, Quarrying, and Oil and Gas Extraction		21		9	85	0.0%	\$5,850,795	\$69,036	144	-59	-41.0%	9	85	0.0%	\$5,850,795	\$69,035.93	144	-59	-41.0%
Utilities		22		11	144	0.1%	\$11,287,244	\$78,203	115	30	26.1%	8	109	0.1%	\$8,615,971	\$78,744.59	81	29	35.8%
Construction		23		2,266	12,886	7.2%	\$623,482,445	\$48,384	10,877	2,009	18.5%	2,266	12,886	7.4%	\$623,482,445	\$48,384.17	10,877	2,009	18.5%
Heavy and Civil Engineering Construction	Heavy Construction (roads, bridges, utilities, infrastructure)		237	88	1,272	0.7%	\$82,561,705	\$64,920	1,337	-65	-4.9%	88	1,272	0.7%	\$82,561,705	\$64,919.76	1,337	-65	-4.9%
Manufacturing		31-33		588	56,786	31.7%	\$5,425,444,103	\$95,543	47,719	9,066	19.0%	588	56,786	32.6%	\$5,425,444,103	\$95,542.77	47,719	9,066	19.0%
Fabricated Metal Product Manufacturing	Architectural and Structural Metals Manufacturing		332	149	3,026	1.7%	\$145,778,588	\$48,174	2,441	586	24.0%	149	3,026	1.7%	\$145,778,588	\$48,174.02	2,441	586	24.0%
Computer and Electronic Product Manufacturing	Computer and Electronic Manufacturing (includes Medical Devices)		334	46	4,851	2.7%	\$412,851,707	\$85,101	4,185	666	15.9%	46	4,851	2.8%	\$412,851,707	\$85,100.67	4,185	666	15.9%
Transportation Equipment Manufacturing	Aerospace and Ship and Boat Building and Composites Manufacturing		336	64	42,807	23.9%	\$4,579,209,100	\$106,973	34,061	8,746	25.7%	64	42,807	24.6%	\$4,579,209,100	\$106,972.95	34,061	8,746	25.7%
Furniture and Related Product Manufacturing	Wood Furniture and Cabinets Manufacturing		337	36	672	0.4%	\$30,421,786	\$45,248	632	40	6.3%	36	672	0.4%	\$30,421,786	\$45,248.07	632	40	6.3%
Wholesale Trade		42		947	6,200	3.5%	\$408,721,011	\$65,922	5,480	720	13.1%	947	6,200	3.6%	\$408,721,011	\$65,921.86	5,480	720	13.1%
Retail Trade		44-45		1,596	24,521	13.7%	\$739,462,416	\$30,156	23,747	774	3.3%	1,594	24,505	14.1%	\$739,462,416	\$30,164.47	23,713	792	3.3%
Transportation and Warehousing		48-49		266	3,332	1.9%	\$165,523,674	\$49,674	2,913	419	14.4%	266	3,332	1.9%	\$165,523,674	\$49,674.49	2,913	419	14.4%
Information		51		217	4,802	2.7%	\$330,669,884	\$68,867	4,457	345	7.7%	217	4,802	2.8%	\$330,669,884	\$68,866.84	4,457	345	7.7%
Finance and Insurance		52		634	7,846	4.4%	\$656,267,609	\$83,642	9,052	-1,206	-13.3%	634	7,846	4.5%	\$656,267,609	\$83,641.81	9,052	-1,206	-13.3%
Real Estate and Rental and Leasing		53		521	2,104	1.2%	\$84,598,290	\$40,204	2,095	9	0.4%	521	2,104	1.2%	\$84,598,290	\$40,203.54	2,095	9	0.4%

Professional, Scientific and Technical Services		54		1,355	7,175	4.0%	\$524,718,953	\$73,130	5,532	1,643	29.7%	1,354	7,170	4.1%	\$524,319,432	\$73,126,844	5,527	1,644	29.7%
Professional, Scientific and Technical Services	Research and Development in Biotechnology		541	1,355	7,175	4.0%	\$524,718,953	\$73,130	5,532	1,643	29.7%	1,354	7,170	4.1%	\$524,319,432	\$73,126,844	5,527	1,644	29.7%
Management of Companies and Enterprises		55		37	627	0.3%	\$43,744,320	\$69,768	880	-253	-28.8%	37	627	0.4%	\$43,744,320	\$69,767,646	880	-253	-28.8%
Administrative Support and Waste Management and Remediation		56		935	7,772	4.3%	\$243,563,209	\$31,340	6,633	1,139	17.2%	934	7,729	4.4%	\$240,392,431	\$31,103,646	6,590	1,139	17.3%
Educational Services		61		209	1,085	0.6%	\$31,438,383	\$28,978	1,118	-34	-3.0%	209	1,085	0.6%	\$31,438,383	\$28,977,649	1,093	-8	-0.7%
Health Care and Social Assistance		62		2,639	15,784	8.8%	\$642,774,125	\$40,724	12,950	2,833	21.9%	2,638	15,622	9.0%	\$633,103,484	\$40,525,746	12,875	2,747	21.3%
Arts, Entertainment and Recreation		71		169	6,350	3.5%	\$191,345,521	\$30,134	5,502	848	15.4%	166	3,274	1.9%	\$72,276,573	\$22,078,743	2,633	640	24.3%
Accommodation and Food Services		72		1,251	15,819	8.8%	\$274,067,722	\$17,325	14,201	1,618	11.4%	1,251	15,819	9.1%	\$274,067,722	\$17,325,044	14,201	1,618	11.4%
Other Services*		81		1,202	5,024	2.8%	\$155,288,029	\$30,909	7,475	-2,451	-32.8%	1,202	5,024	2.9%	\$155,288,029	\$30,908,743	7,475	-2,451	-32.8%
Public Administration		92		14	1,558	0.9%	\$83,482,849	\$53,592	1,401	157	11.2%	0	0	0.0%	\$0	#DIV/0!	0	0	#DIV/0!

*Excludes DSHS payments for home health assistance
 **for this analysis I focused on 3-digit NAICS rather than deeper (as in the previous planning process)

Appendix 2



Summary

Manufacturing is the backbone of the Snohomish County economy employing nearly a quarter of the workforce. The impact of this industry can be felt on a global scale. This sector is the largest engine of innovation and technology development and has a consistently high productivity rate. Manufacturing companies can export in a month more than companies in other clusters can export in a year. These positive contributions provide the local economy with the productivity and resilience needed to remain strong.

Keeping the manufacturing industry strong is a high priority for the county. The manufacturing sector in Snohomish County is comprised of 762 employers that directly support more than 63,000 jobs¹ accounting for nearly one in every four jobs throughout the county. We are still seeing signs of a hiring skills gap – workers not qualified to fill highly skilled and well-paying positions. And with an aging workforce, it is essential to continue efforts that are developing the next generation of skilled manufacturing workers.

Snohomish Employment Snapshot

Generally speaking, manufacturing jobs pay well. On average, workers in Snohomish County's manufacturing industries earn \$92,800 per year². Compare to the county-wide average annual

wage of \$55,414. Higher-than-average paychecks contribute to the viability of other consumer-dependent industries throughout the region.

Within the manufacturing sector, the Aerospace Cluster receives much attention in Washington, and for good reason considering the industry's growth and success. Other noteworthy local manufacturing industries include Computer and Electronic Product Mfg. (5,500 workers), Fabricated Metal Product Manufacturing (3,800 workers), Food Manufacturing (1,400 workers), and Wood Product Manufacturing (1,000 workers)³.

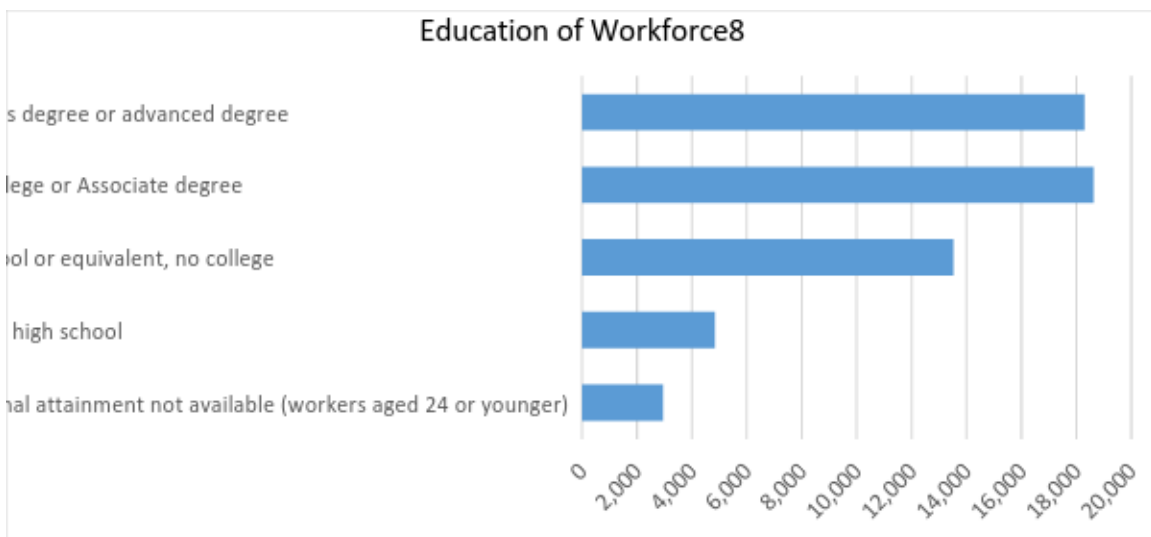
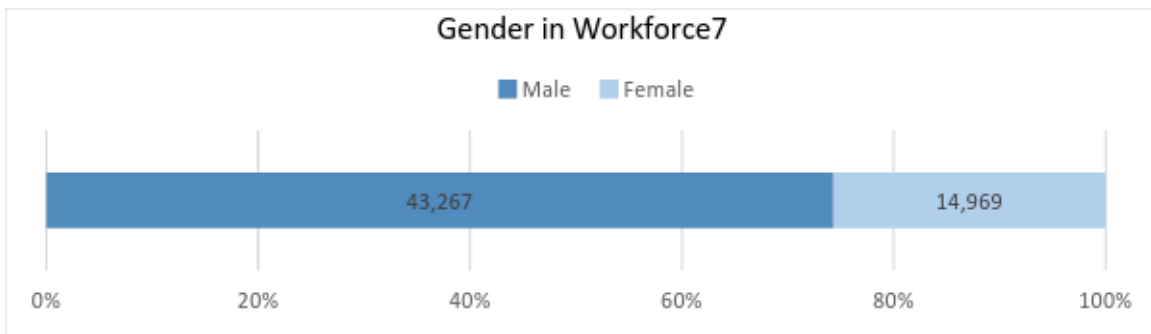
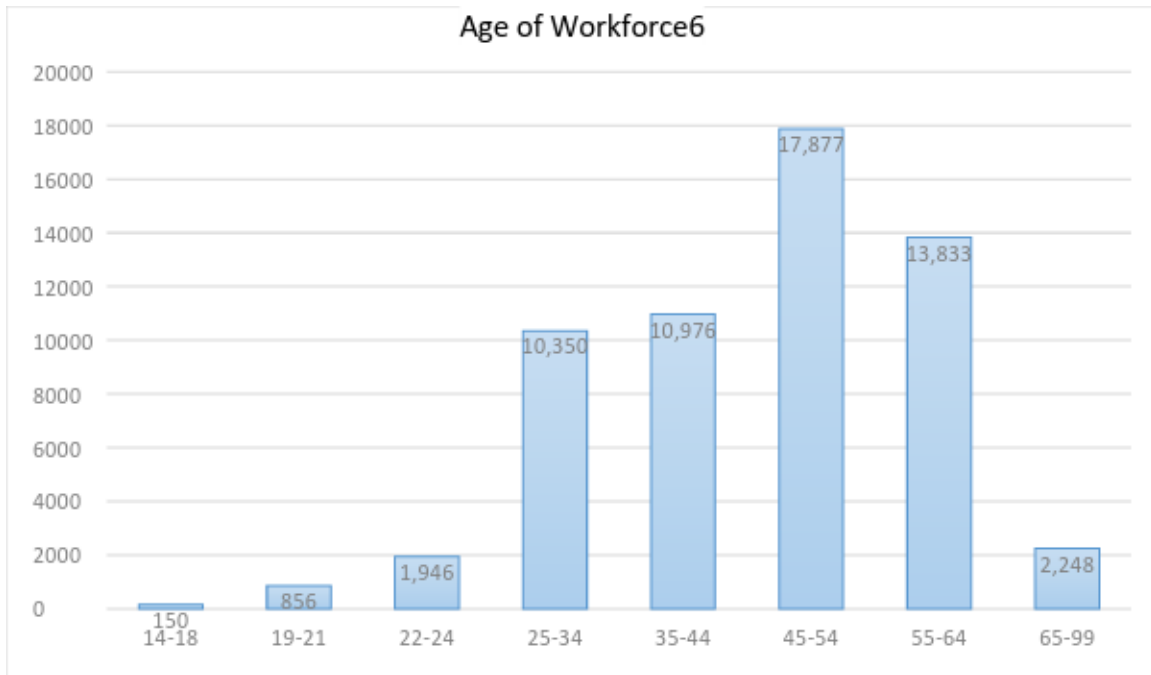
In addition to their various roles in aerospace, many local manufacturers serve other markets including shipbuilding, defense and energy generation.

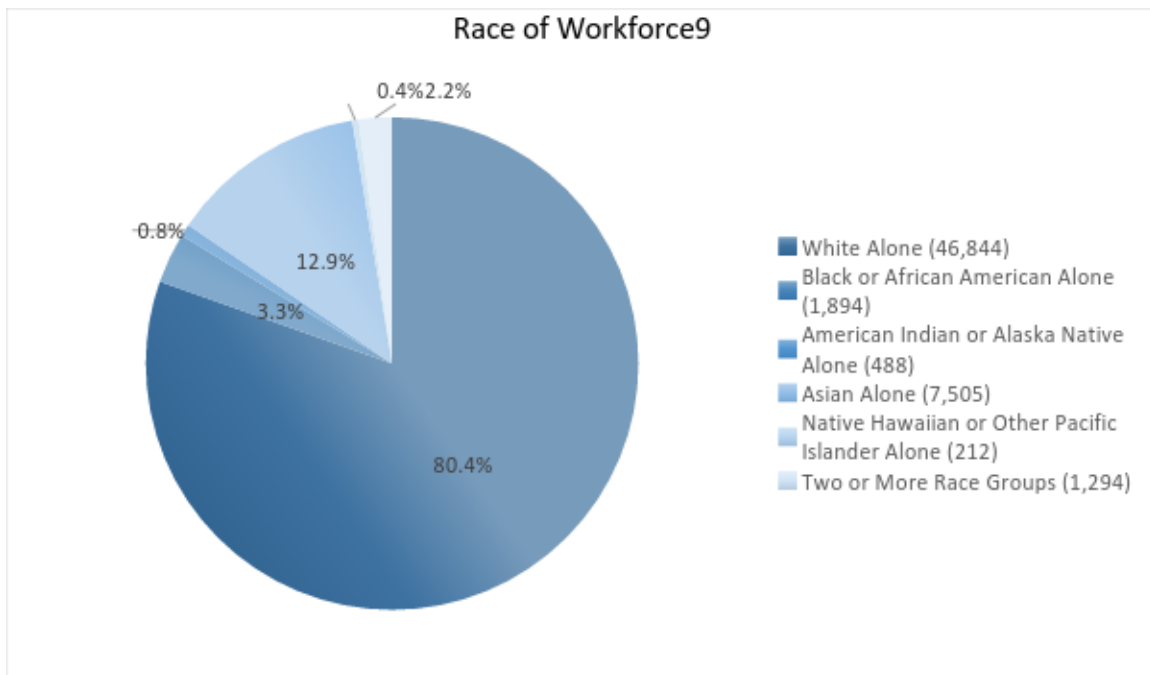
Employment Data

At a glance⁴:

- Number of Businesses = 762
- Employment = 63,114
- Average Wage = \$92,800

Top 15 occupations⁵:	
Aircraft Structure, Surfaces, Rigging, and Systems Assemblers	9,817
Aerospace Engineers	4,571
Inspectors, Testers, Sorters, Samplers, and Weighers	2,876
Industrial Engineers	2,308
Aircraft Mechanics and Service Technicians	2,023
Logisticians	1,899
Purchasing Agents, Except Wholesale, Retail, and Farm Products	1,714
First-Line Supervisors of Production and Operating Workers	1,600
Machinists	1,521
Production, Planning, and Expediting Clerks	1,443
Team Assemblers	1,366
Electrical Engineers	1,350
Mechanical Engineers	1,245
Business Operations Specialists, All Other	1,132
Electrical and Electronic Equipment Assemblers	1,061





Trends

The aerospace industry and Boeing Commercial create enormous amounts of economic activity and fiscal benefits to the State of Washington—more than any other single private sector employer or industry¹⁰. And Boeing continues to receive orders for new airplanes. In 2015 alone Boeing received 180 orders for the 747 through 787 lines. It is predicted that Boeing will be able to sustain its market share in commercial airplane deliveries¹¹. But beyond Boeing the local aerospace supply chain also supplies other aircraft manufacturers including Airbus, Bombardier, and COMAC. Over 220 Snohomish County based suppliers serve a variety of programs, including: avionics, engineering, modification, IT & software, interiors, logistics, machining, maintenance, materials, metal fabrication, structures, surface treatments, and systems¹².

Snohomish County has been designated as two **Innovation Partnership Zones**; aerospace and biomedical-devices¹³. This economic development effort partners research, workforce training, and private sector participation to promote cluster development and collaboration in a research based effort that will lead to new technologies, marketable products, company formation, and job creation¹⁴.

- The primary objective for the **Biomedical Manufacturing Innovation Partnership Zone**¹⁵ is to spotlight Washington State's biomedical device industry and improve access to capital; improve the workforce pipeline; and to provide opportunities for collaboration among the primary and secondary industry with support from government agencies¹⁶.
- The **Aerospace Convergence Zone** creates synergy between industry, research, commercialization, and workforce development in concurrency with aero-tourism, land use, transportation, and housing/job balance planning to ensure the continued global

prominence of Snohomish County's aerospace industry and the prosperity of its residents¹⁷.

The manufacturing sector is beginning to feel the impact of the aging of the Baby Boomer generation. Employers throughout the US are seeing a significant increase of their workers who are reaching retirement age. This is creating a skill deficits and knowledge transfer gaps¹⁸. In 2000, the median age of the manufacturing workforce—at 40.5—was 1.1 years above the median age of the total non-farm workforce. By 2012, this gap doubled, with the median age in manufacturing being 44.7 years versus 42.3 years for the total non-farm workforce¹⁹. Locally, “The average age of Boeing employees is 46. About two-thirds of Boeing employees are eligible to retire in 10 years. If these employees choose to retire, or even delay their retirement until the average age of 60, the company can expect up to 8,000 employees to retire each year over the next 10 years.”²⁰

Education & Training

In response to the great need for manufacturing workers, local education, training, and workforce development programs have been established to increase awareness of careers in the manufacturing sector and train and recruit qualified workers to fill current and future workplace vacancies.

STEM

The Snohomish County [STEM Network](#) was established in 2014 to leverage the talent and assets in the county in a collective manner to support and grow the STEM workforce in Snohomish County. This innovative approach is designed to keep a steady stream of qualified job-ready candidates and will help address the development needs of the existing workforce.

K-12

[Career and Technical Education](#) (CTE) courses are offered in each of the 15 Snohomish County school districts. The goal of these programs are to help students become career and college ready and be able to integrate and apply 21st century skills, technical knowledge and skills, and core academic knowledge. CTE programs in Washington are aligned with rigorous industry and academic standards. Teachers participate in meaningful professional development on curricula and instruction, standards and assessment, and academic integration. Local business and industry partners participate in advisories committees to keep the curricula current and relevant. School districts have arranged articulation agreements with local colleges to provide a seamless transition from high school to higher education.

[Sno-Isle TECH Skills Center](#) is a cooperative effort serving 14 local school districts. Each program provides students with skills that will prepare them for employment after graduation from high school or for related post-high school education or training. Nearly 1000 students participate in programs in one of five career pathways: Information Technology, Business Marketing & Management, Human Services, Science & Health, and Trade & Industry. Many programs articulate directly into local community college programs. Through a partnership with Boeing, the Aerospace program prepares students with the necessary skills and knowledge to

make a transition into the aircraft manufacturing industry. The nationally recognized Precision Machining course teaches students basic precision machining and CNC skills.

[Tech Prep](#) serves students in grades 9-12. All Tech Prep dual credit classes are taken on the high school campus and are identified as Career and Technical Education (CTE) classes. CTE classes integrate academics with technical skill development to help prepare students for advanced education and careers related to "professional-technical" occupations.

[Core Plus](#) is a K-12 program that is based on industry reviewed and validated Knowledge Skills and Abilities (KSAs) that students are able to learn through classes in Computer-Aided-Design, Metal Fabricating, Aerospace Technology, Marine Technology, Machining, Construction and Agricultural Support Services. The curriculum is designed to help students learn STEM-based and career-related skills. Core Plus is currently offered at Marysville Arts & Tech, Glacier Peak, and Snohomish high schools and Sno-Isle TECH Skills Center.

Higher Education

Snohomish County is home to more than 18 public and private higher education institutions. With a strong emphasis on experiential learning, the majority of programs require internships and some offer apprenticeships. Employers value technical skills and well-rounded knowledge taught by local faculties. Highlighting STEM and 21st Century skills, Snohomish County's higher education network is committed to bridging the gap between the next generation of workforce and our local employers.

The [University of Washington Bothell](#) is the fastest-growing four-year public university in the state of Washington with more than 5,000 students and 45 undergraduate and graduate degree programs.

- The School of Science, Technology, Engineering and Mathematics (STEM) was opened in 2013 to respond to the need for a greater number of STEM graduates and to meet the demands of industry in Washington. The School of STEM offers a variety of degree options including Engineering and Mathematics.

In September 2015 [Washington State University](#) broke ground on a 95,000-square-foot building in north Everett. This will be the future home of WSU North Puget Sound at Everett and the Everett University Center, a consortium of higher education institutions managed by WSU²¹.

- WSU North Puget Sound offers electrical engineering, mechanical engineering, hospitality business management, and integrated strategic communications degrees.

[Edmonds Community College](#) averages around 11,600 students per quarter – nearly 20,000 per year – of which 38% are in workforce training. The college offers 64 associate degrees, 62 professional certificates in 29 programs of study. The STEM division offers degrees and certificates in Engineering, Engineering Technology and Materials Science.

- Edmonds Community College manages the [Washington Aerospace Training & Research](#) (WATR) Center through an operating agreement with the Aerospace Futures Alliance (AFA). WATR opened in 2010, as an educational resource for career pathways in the

aerospace and manufacturing industry. The curriculum is designed to provide students the skills required for a high-wage, high-demand aerospace career opportunities in just 12 weeks.

- **THE FACILITY Makerspace** is opening the Edmonds Community College Material Science Department to the community. The Rapid Proto Lab offers access to the most essential, exciting, and versatile Makerspace equipment including: a Laser Cutter, 3D Printers, a CNC Router, and a 3D Scanner. THE FACILITY focuses on getting users up to speed and vetted on these tools as quickly as possible.

[Everett Community College](#) serves nearly 20,000 students per year with a quarter of them in vocational/technical courses. The Aerospace and Advanced Manufacturing division offers degrees and certificates in six programs: manufacturing pre-employment, precision machining, composites, engineering technology, welding and fabrication, and aviation maintenance.

- Located at Everett Community College, the [Center of Excellence for Aerospace and Advanced Manufacturing](#) strategically works with the aerospace and advanced manufacturing industry by focusing on economic development, industry sector strategy, education, innovation and efficiency, and workforce supply and demand. The center facilitates the growth of aerospace manufacturing jobs and the training of skilled labor in Washington.
- Everett Community College opened the [Aerospace Manufacturing Training & Education Center](#) (AMTEC) in the fall of 2014. AMTEC offers short, stackable certifications and certificates that build to a college degree and a pathway to family wage jobs in the manufacturing industry. AMTEC connects over 1,000 students annually with more than 200 manufacturing industry employers through on-site visits, collaborative projects, and placement for internships and jobs. A new Mechatronics program will be added in Fall 2016.
- Everett Community College's [Corporate & Continuing Education Center](#) offers customized training for businesses, nonprofits, and government agencies to keep organizations competitive. They work with employers in the aerospace and manufacturing industries.

The [Aerospace Joint Apprenticeship Committee](#) (AJAC) offers aerospace apprenticeships in Arlington, Everett and Monroe. Training includes Aircraft-Oriented Machining, Precision Metal Fabrication, Aircraft Mechanic Airframe, Industrial Maintenance Mechanic, Tool & Die Maker, and their Manufacturing Academy.

- AJAC, in partnership with **Workforce Snohomish**, has launched Pre-Apprenticeship Manufacturing Training for long-term unemployed individuals. The students acquire the technical hands-on training, certifications and soft skills needed to pursue entry-level employment in apprenticeable occupations such as, industrial maintenance, machining or precision metal fabrication²².

The [Center for Advanced Manufacturing Puget Sound](#) (CAMPS) is a resource center bringing together manufacturers, supply chain partners, pre-qualified business development specialists, and strategic partners. CAMPS has initiated a number of programs to help develop curriculum in K-12 and higher education.

The [Institute of Fight](#) offers a variety of education programs focused around aerospace that highlights STEM.

Strategic Industry Clusters

- Aerospace
- Biomedical devices

Data Sources

- 1 [Employment Security Department / LMPA, U.S. Bureau of Labor Statistics; QCEW, 2014 annual averages](#)
- 2 [Employment Security Department / LMPA, U.S. Bureau of Labor Statistics; QCEW, 2014 annual averages](#)
- 3 [Employment Security Department / LMPA, U.S. Bureau of Labor Statistics; QCEW, 2014 annual averages](#)
- 4 [Employment Security Department / LMPA, U.S. Bureau of Labor Statistics; QCEW, 2014 annual averages](#)
- 5 [Employment Security Department / LMPA; Projections](#)
- 6 [U.S. Census Bureau; Quarterly Workforce Indicators, 2014 annual averages](#)
- 7 [U.S. Census Bureau; Quarterly Workforce Indicators, 2014 annual averages](#)
- 8 [U.S. Census Bureau; Quarterly Workforce Indicators, 2014 annual averages](#)
- 9 [U.S. Census Bureau; Quarterly Workforce Indicators, 2014 annual averages](#)
- 10 [Washington State Aerospace Industry: Economic Impact Study, November 2013](#)
- 11 [Forbes: Boeing Will Sustain Its Current Market Share In Commercial Airplane Deliveries](#)
- 12 [Economic Alliance Snohomish County: Aerospace Assets](#)
- 13 [Seattle Times: County gets aerospace, biomedical zones](#)
- 14 [Innovation Partnership Zones An economic development strategy to encourage regional collaboration to advance innovation](#)
- 15 [Bothell Biomedical Manufacturing Innovation Partnership Zone: Business Plan](#)
- 16 [City of Bothell: Biomedical Manufacturing Innovation Zone](#)
- 17 [Washington State Department of Commerce: Aerospace Convergence Zone: Business Plan](#)
- 18 [The Sloan Center on Aging & Work at Boston College: Talent Pressures and the Aging Workforce: Responsive Action Steps for the Manufacturing Sector.](#)
- 19 [Manufacturing Institute: Median Age of the Manufacturing Workforce](#)
- 20 [Boeing Frontiers: June 2006](#)
- 21 [Everett Herald: Ceremonial ground breaking held for WSU's Everett branch](#)
- 22 [AJAC Winter Wrap-up Newsletter](#)

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Appendix 3

2014 American Community Survey 1-Year Estimates

Supporting documentation on code lists, subject definitions, data accuracy, and statistical testing can be found on the American Community Survey website in the Data and Documentation section.

Sample size and data quality measures (including coverage rates, allocation rates, and response rates) can be found on the American Community Survey website in the Methodology section.

Subject	Snohomish County, Washington							
	Total	In labor force		Employed		Unemployment rate		
	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error
Population 16 years and over	604,614	+/-1,101	67.4%	+/-0.9	62.7%	+/-0.9	6.0%	+/-0.7
AGE								
16 to 19 years	37,557	+/-1,542	38.2%	+/-4.2	30.2%	+/-3.8	20.5%	+/-6.2
20 to 24 years	50,035	+/-1,423	81.9%	+/-3.1	70.3%	+/-4.4	10.6%	+/-3.2
25 to 44 years	213,666	+/-832	82.6%	+/-1.3	76.7%	+/-1.6	5.9%	+/-1.1
45 to 54 years	112,648	+/-471	81.9%	+/-1.8	78.7%	+/-1.8	3.9%	+/-0.9
55 to 64 years	99,417	+/-380	69.3%	+/-2.3	66.4%	+/-2.4	4.2%	+/-1.1
65 to 74 years	55,490	+/-489	23.4%	+/-3.2	22.8%	+/-3.1	2.6%	+/-1.7
75 years and over	35,801	+/-441	4.5%	+/-1.3	4.2%	+/-1.3	5.5%	+/-6.6
RACE AND HISPANIC OR LATINO ORIGIN								
One race	N	N	N	N	N	N	N	N
White	485,831	+/-2,991	67.1%	+/-1.0	62.5%	+/-1.1	6.0%	+/-0.8
Black or African American	15,448	+/-1,213	76.8%	+/-4.3	67.3%	+/-4.8	9.5%	+/-4.2
American Indian and Alaska Native	N	N	N	N	N	N	N	N
Asian	60,481	+/-1,785	66.2%	+/-2.6	63.3%	+/-2.6	3.3%	+/-1.4
Native Hawaiian and Other Pacific Islander	N	N	N	N	N	N	N	N
Some other race	N	N	N	N	N	N	N	N
Two or more races	22,763	+/-2,886	69.7%	+/-5.7	61.9%	+/-6.6	9.9%	+/-5.0
Hispanic or Latino origin (of any race)	47,526	+/-509	74.1%	+/-3.9	68.9%	+/-4.0	6.1%	+/-3.2
White alone, not Hispanic or Latino	452,512	+/-1,016	66.6%	+/-0.9	62.0%	+/-1.0	6.1%	+/-0.8
Population 20 to 64 years	475,766	+/-1,236	79.6%	+/-1.0	74.4%	+/-1.1	5.6%	+/-0.7
SEX								
Male	242,456	+/-935	85.8%	+/-1.3	79.8%	+/-1.5	5.5%	+/-0.9
Female	233,310	+/-1,042	73.2%	+/-1.4	68.6%	+/-1.4	5.8%	+/-0.9
With own children under 6 years	35,053	+/-2,334	63.8%	+/-4.2	61.0%	+/-4.2	4.4%	+/-1.9
POVERTY STATUS IN THE PAST 12 MONTHS								
Below poverty level	39,905	+/-3,960	46.5%	+/-4.4	34.7%	+/-4.3	25.3%	+/-5.0
DISABILITY STATUS								
With any disability	45,873	+/-3,674	48.5%	+/-3.6	43.5%	+/-3.8	10.1%	+/-3.3
EDUCATIONAL ATTAINMENT								
Population 25 to 64 years	425,731	+/-840	79.3%	+/-1.1	74.8%	+/-1.1	5.0%	+/-0.7
Less than high school graduate	31,537	+/-3,875	61.8%	+/-4.9	55.4%	+/-5.3	10.4%	+/-4.5
High school graduate (includes equivalency)	101,435	+/-4,341	76.4%	+/-2.1	71.4%	+/-2.2	6.0%	+/-1.4
Some college or associate's degree	164,584	+/-4,525	80.7%	+/-1.6	76.0%	+/-1.8	4.6%	+/-1.1
Bachelor's degree or higher	128,175	+/-5,123	84.3%	+/-1.6	80.8%	+/-1.7	3.8%	+/-0.9
PERCENT IMPUTED								
Employment status for population 16 years and over	6.8%	(X)	(X)	(X)	(X)	(X)	(X)	(X)

Although the American Community Survey (ACS) produces population, demographic and housing unit estimates, it is the Census Bureau's Population Estimates Program that produces and disseminates the official estimates of the population for the nation, states, counties, cities and towns and estimates of housing units for states and counties.

Data are based on a sample and are subject to sampling variability. The degree of uncertainty for an estimate arising from sampling variability is represented through the use of a margin of error. The value shown here is the 90 percent margin of error. The margin of error can be interpreted roughly as providing a 90 percent probability that the interval defined by the estimate minus the margin of error and the estimate plus the margin of error (the lower and upper confidence bounds) contains the true value. In addition to sampling variability, the ACS estimates are subject to nonsampling error (for a discussion of nonsampling variability, see Accuracy of the Data). The effect of nonsampling error is not represented in these tables.

Employment and unemployment estimates may vary from the official labor force data released by the Bureau of Labor Statistics because of differences in survey design and data collection. For guidance on differences in employment and unemployment estimates from different sources go to Labor Force Guidance.

The "Employed" and "Unemployment rate" columns refer to the civilian population. For more information, see the ACS Subject Definitions.

While the 2014 American Community Survey (ACS) data generally reflect the February 2013 Office of Management and Budget (OMB) definitions of metropolitan and micropolitan statistical areas; in certain instances the names, codes, and boundaries of the principal cities shown in ACS tables may differ from the OMB definitions due to differences in the effective dates of the geographic entities.

Estimates of urban and rural population, housing units, and characteristics reflect boundaries of urban areas defined based on Census 2010 data. As a result, data for urban and rural areas from the ACS do not necessarily reflect the results of ongoing urbanization.

Source: U.S. Census Bureau, 2014 American Community Survey 1-Year Estimates

Explanation of Symbols:

1. An '**' entry in the margin of error column indicates that either no sample observations or too few sample observations were available to compute a standard error and thus the margin of error. A statistical test is not appropriate.
2. An '-' entry in the estimate column indicates that either no sample observations or too few sample observations were available to compute an estimate, or a ratio of medians cannot be calculated because one or both of the median estimates falls in the lowest interval or upper interval of an open-ended distribution.
3. An '-' following a median estimate means the median falls in the lowest interval of an open-ended distribution.
4. An '+' following a median estimate means the median falls in the upper interval of an open-ended distribution.
5. An '***' entry in the margin of error column indicates that the median falls in the lowest interval or upper interval of an open-ended distribution. A statistical test is not appropriate.
6. An '*****' entry in the margin of error column indicates that the estimate is controlled. A statistical test for sampling variability is not appropriate.
7. An 'N' entry in the estimate and margin of error columns indicates that data for this geographic area cannot be displayed because the number of sample cases is too small.
8. An '(X)' means that the estimate is not applicable or not available.

