Opening Remarks
Objective: Expand Number of Skilled Workers as measured by the number of post secondary completions of certificates, apprenticeships and degrees.

### Stem Degrees Awarded

<table>
<thead>
<tr>
<th>Year</th>
<th>STEM degrees</th>
<th>Non STEM Degrees</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>20K</td>
<td>86K</td>
</tr>
<tr>
<td>2016</td>
<td>20K</td>
<td>88K</td>
</tr>
<tr>
<td>2015</td>
<td>18K</td>
<td>88K</td>
</tr>
<tr>
<td>2014</td>
<td>17K</td>
<td>85K</td>
</tr>
<tr>
<td>2013</td>
<td>16K</td>
<td>89K</td>
</tr>
<tr>
<td>2012</td>
<td>15K</td>
<td>88K</td>
</tr>
</tbody>
</table>
STUDENT STORY
Darrell Wilson
Brenda Wilson
Ayanna Pope
Role of Public 4-year Colleges & Universities

• WSAC has identified a statewide goal of 70% of adults ages 25-44 having a post-secondary credential.

• The Washington Roundtable projects 740,000 job openings by the year 2021, most of which will require a post-secondary credential.

• Approximately 63% of career job openings will be filled by workers with a bachelor’s degree or higher, including areas with the highest unmet need: computer science & mathematics, business & finance, education, and healthcare fields.
Education Pays

Median weekly earnings and unemployment rate by educational attainment, 2017 Unemployment rate

Weekly Earnings

Total
Less than a high school diploma
High school diploma, no college
Some college, no degree
Associate degree
Bachelor's degree
Master's degree
Professional degree
Doctoral degree

Unemployment Rate

0.00% 2.00% 4.00% 6.00% 8.00%

Serving Washington
Access & Achievement: STEM/High Demand Programs

Public 4-year STEM/High Demand Enrollments and Degrees

- Enrollments
- Degrees

Legend:
- NEW
- Base
Access & Achievement: STEM/High Demand Programs

Public 4-year STEM/High Demand Enrollments and Degrees

- African American: 2%
- Alaska Native: 2%
- American Indian: 0%
- Asian: 0%
- Hispanic: 0%
- Multi-Racial: 0%
- Native Hawaiian: 0%
- Pacific Islander: 0%
- White: 50%
- Not Reported: 18%

Enrollments:
- African American: 15%
- Alaska Native: 2%
- American Indian: 13%
- Asian: 7%
- Hispanic: 12%
- Multi-Racial: 0%
- Native Hawaiian: 0%
- Pacific Islander: 0%
- White: 49%
- Not Reported: 0%

Degrees:
- African American: 18%
- Alaska Native: 13%
- American Indian: 6%
- Asian: 10%
- Hispanic: 0%
- Multi-Racial: 0%
- Native Hawaiian: 0%
- Pacific Islander: 0%
- White: 0%
- Not Reported: 0%
Increased Diversity: STEM/High Demand Programs
Increased Diversity: STEM/High Demand Programs

Public 4-year STEM/High Demand Enrollments and Degrees

- Male: 52%
- Female: 48%
- Unknown: 0%

- Enrollments
- Degrees
Challenges and Opportunities

• **College Participation Rates**: Washington continues to rank near the bottom nationally in four-year higher education participation.

• **Reaching and supporting all students**: While gains have been made with underrepresented students, opportunity gaps remain, requiring continued outreach and support for students on their pathway to a degree.

• **Capacity**: The public baccalaureates continue to have more qualified applicants than enrollment slots in specific STEM and High Demand programs.
Washington’s Community and Technical Colleges’ Key Facts

58% of students enrolled in Washington’s public higher education system are enrolled in community and technical colleges.¹

26 Students’ median age

Data from 2017-18 academic year
Washington’s Community and Technical Colleges’ Key Facts

45%  Students’ with children
- Childcare for working connections

24%  Students report working while enrolled

38%  Students receiving need-based financial aid in eligible programs.
- Half of State Need Grant recipients are from community technical colleges
- Those who receive SNG have 10 percent higher annual retention rate than eligible but do not receive
- Opportunity Scholarship expansion

41%  Students report working while enrolled

$20.5 billion  Amount community and technical colleges, their current students, and former students add annually to Washington’s economy.²

45 percent of community and technical college students are students of color compared to 37 percent of state population.

Data from 2017-18 academic year
First-time students credential attainment four years after start
Cohort years 2010 - 2014

- American Indian: 21%
  - Transfer degree: 4%
  - Workforce certificate: 6%
  - Workforce degree: 7%
- Asian: 29%
  - Transfer degree: 17%
  - Workforce certificate: 3%
  - Workforce degree: 9%
- Black/African American: 17%
  - Transfer degree: 3%
  - Workforce certificate: 8%
  - Workforce degree: 5%
- Hispanic: 24%
  - Transfer degree: 4%
  - Workforce certificate: 12%
  - Workforce degree: 8%
- Pacific Islander: 18%
  - Transfer degree: 3%
  - Workforce certificate: 7%
  - Workforce degree: 8%
- White: 23%
  - Transfer degree: 6%
  - Workforce certificate: 6%
  - Workforce degree: 11%
Professional/Technical Program Median Wages

Completed Professional/Technical Program


Left Without Completing

Earnings and Historically Underserved Status Within Career Cluster

<table>
<thead>
<tr>
<th>Career Cluster</th>
<th>Annualized Earnings</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nursing</td>
<td>$56K</td>
<td>17% 83%</td>
</tr>
<tr>
<td>Health Tech</td>
<td>$41K</td>
<td>16% 84%</td>
</tr>
<tr>
<td>Science, Tech, Engineering &amp; Math</td>
<td>$38K</td>
<td>15% 85%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>$36K</td>
<td>17% 83%</td>
</tr>
<tr>
<td>Architect &amp; Construct</td>
<td>$36K</td>
<td>24% 76%</td>
</tr>
<tr>
<td>Info Tech</td>
<td>$34K</td>
<td>20% 80%</td>
</tr>
<tr>
<td>Marketing, Sales &amp; Services</td>
<td>$31K</td>
<td>26% 74%</td>
</tr>
<tr>
<td>Agri, Food &amp; Natl Resource</td>
<td>$31K</td>
<td>26% 74%</td>
</tr>
<tr>
<td>Law, Public Safe, Corr &amp; Security</td>
<td>$30K</td>
<td>20% 80%</td>
</tr>
<tr>
<td>Transp, Distrib &amp; Logistics</td>
<td>$30K</td>
<td>26% 74%</td>
</tr>
<tr>
<td>Bus, Mgmt &amp; Admin</td>
<td>$27K</td>
<td>22% 78%</td>
</tr>
<tr>
<td>Health Services</td>
<td>$26K</td>
<td>27% 73%</td>
</tr>
<tr>
<td>Human Services</td>
<td>$25K</td>
<td>29% 71%</td>
</tr>
<tr>
<td>Arts, A/V &amp; Comm</td>
<td>$24K</td>
<td>18% 82%</td>
</tr>
<tr>
<td>Education &amp; Training</td>
<td>$23K</td>
<td>32% 68%</td>
</tr>
<tr>
<td>Finance</td>
<td>$23K</td>
<td>7% 93%</td>
</tr>
<tr>
<td>Hospitality &amp; Tourism</td>
<td>$22K</td>
<td>21% 79%</td>
</tr>
</tbody>
</table>
JOHN AULTMAN,
SENIOR POLICY ADVISOR,
HIGHER ED AND WORKFORCE, STATEWIDE POLICY
Vision for career connected learning in Washington

Every young adult in Washington will have **multiple pathways toward economic self-sufficiency and fulfillment**, strengthened by a **comprehensive state-wide system for career connected learning**.
Each type of CCL continuum is essential to launching students into their careers and ongoing education.

**Definition**

- **Career Launch**: Work-based programs with aligned classroom learning that culminate in a postsecondary credential*, producing a competitive candidate for meaningful employment.

- **Career Preparation**: Career-specific instruction at a worksite or in a classroom for academic credit.

- **Career Awareness & Exploration**: Early exposure opportunities to careers and career options (e.g. career fairs, worksite tours).

*Postsecondary credential means certificate, or at least one year towards an associates or bachelor’s degree.*
Career Launch Programs: Positioning young adults for promising careers

- Meaningful, high quality on-the-job experience
  - At worksite
  - Paid and academic credit
  - Occupation-aligned
  - Employer supervisor at ratio typical of occupation
  - Defined competencies and skills gained
  - Full compliance with existing legal regulations

- Aligned classroom learning
  - Curriculum and program requirements developed in partnership with employers and industry
  - Aligned with academic and employer standards
  - Qualified instructors
  - Dedicated student support (academic and career)

- Competitive candidate
  - Able to continue in employment OR successfully compete for jobs leading to financially-sustainable and fulfilling careers

- Valuable credential beyond high school diploma
  - Credential attained
  - Significant progress (at least one year) towards a 2 or 4 year credential

Career Launch now enshrined in statute
At-a-glance: Career Connect Washington legislation (I/II)

Establishes CCL work group
- Creates a career connected learning cross-agency work group to scale and expand CCL opportunities
- Work group chaired by Governor, includes representatives from multiple agencies (see later slide)
- Must meet 6 times per year
- Requires one annual update by Sept 1 to Governor and Legislature

Defines work group responsibilities
- **PROGRAM EXPANSION:** Create new and expand existing CCL programs in K-12, CTC, 4-year universities, and state registered apprenticeship system
- **CAREER LAUNCH ENDORSEMENT:** Create process to endorse Career Launch programs
- **AGENCY INTEGRATION:** Build system functions within agencies and existing systems
- **CREDIT ARTICULATION:** Ensure transfer, articulation, and credit portability
- **EQUITY SUPPORTS:** Create statewide inventory of existing CCL support services
- **DATA:** Develop data enclave, systems and protocol to track CCL participation and outcomes
- **INDUSTRY:** Mobilize private sector and philanthropic leadership and resources
- **MARKETING:** Implement marketing and communications plan to students
- **TECHNOLOGY PLATFORM:** Develop technology platform / directory of CCL opportunities statewide
At-a-glance: Career Connect Washington legislation (II/II)

Establishes CCL grant program
- Creates CCL competitive grant program, to be administered by the Employment Security Department
- Provides funds for each of nine education service districts and support for regional networks
- Provides funds to support program intermediaries to create new and scale existing CCL programs

Defines CCL framework
- Codifies definitions for CCL “staircase” (e.g. Career Awareness & Exploration, Career Preparation, and Career Launch)
- Integrates Work-Integrated Learning / Experiences into CCL framework

Expands CTE FTE
- Expands CTE funding to 1.2 FTE, allowing for after school and summer Career Launch programs
### System Goals

<table>
<thead>
<tr>
<th>Career Launch (CL)</th>
<th>Career Preparation (CP)</th>
<th>Career Awareness &amp; Exploration (CA)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>60%</strong> CL completion for Class of 2030</td>
<td><strong>100%</strong> CL completion for Class of 2030</td>
<td></td>
</tr>
</tbody>
</table>

### Leading Indicators

<table>
<thead>
<tr>
<th>Career Launch completion rate</th>
<th>CP, CA completion rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completion by sub-group (e.g. region, industry, demographic)</td>
<td>Completion by sub-group (e.g. region, industry, demographic)</td>
</tr>
<tr>
<td>No. of young adults enrolled</td>
<td>No. of young adult experiences (including by experience type)</td>
</tr>
<tr>
<td>No. of employers participating</td>
<td>No. of employers participating</td>
</tr>
<tr>
<td>Registered apprenticeship growth</td>
<td></td>
</tr>
</tbody>
</table>

### Long-Term Success

- WA % unemployment (relative to other states)
- 70% credential attainment (for Class of 2030)
- x2 growth in registered apprenticeships
- WA median wage increase
- WA GDP increase
Governor Q&A
EMPLOYER STORY
CareerBridge.wa.gov is a state website that connects to over 6,500 Washington education programs in one place.
Top 10 Technologies Likely to Disrupt

- Augmented reality
- Personalized medicine
- AI-led molecular design
- More capable digital helpers
- Implantable drug-making cells
- Gene drive
- Algorithms for quantum computers
- Plasmonic materials
- Lab-grown meat
- Electroceuticals
Health Cube: The future is here
Top Skills Projected for the Future

**Forbes, 2019**
- Conflict Management
- Time Management
- Stress Management
- Written & Verbal Communication
- Company Culture
- Customer Service
- Emotional Intelligence
- Personal Productivity
- Storytelling
- Change Management

**TalentLMS, 2019**
- Creativity
- Complex Problem Solving
- Critical Thinking
- Virtual Collaboration
- Social Intelligence
- New Media Literacy
- Lifelong Learning
- User Experience Mindset
- Design Thinking
- Responsible Digital Citizenship
Opportunity Shouldn’t be Defined by Zip Code

- Washington is thriving…but not everywhere.
- How do we create environments where everyone can innovate and invent?
- Access to innovation is key.

Source: Employment Security Department, analyzed by the Washington Workforce Board
Task Force first of its kind in nation.

We take Future of Work seriously, actively working to address disruptions.

Board initiatives include: incumbent worker training and Econovue software, to help prevent layoffs, closures.

Updating state strategic plan, Talent and Prosperity for All.

Increased and enhanced business engagement is key.
STEVEN ROSS,
DIRECTOR OF LABOR MARKET
AND PERFORMANCE ANALYSIS
In Demand Jobs

Determining in demand jobs

On an annual basis, the LMEA projections unit produces industry employment projections for two, five and 10 years from a base period.

Employment projections are intended for career development over time and are the basis of the Occupations in Demand (OID) list covering Washington’s 12 workforce development areas (WDAs) and the state as a whole.

Why are employment projections valuable?

Employment projections provide a general outlook for industry and occupational employment in Washington state.

They provide job seekers, policy makers and training providers an idea of how much an industry or occupation is projected to change over time and show the future demand for workers.

Connecting jobseekers to in demand jobs and supporting living wage jobs

WorkSource Office activities

- Partnering with community colleges, technical colleges, and employers to offer job training for in demand jobs
  - Customized training
  - Scholarship programs
  - Certifications
  - Training in high demand occupations
- Skills assessments

Regional Labor Economist activities

- Work with Workforce Development Councils
- Work with community and technical colleges
- Work with employers

Source: Employment Security Department, Employment Connections/WorkSource, LMEA
Connecting jobseekers to in demand jobs and supporting living wage jobs

WorkSource partnering with education/training providers and employers to offer job training for in demand jobs

- **WorkSource Walla Walla**
  - WorkSource Walla Walla partnered with Walla Walla Community College to assist Providence St. Mary’s Hospital with the promotion and delivery of a customized training and scholarship program.
    - Program was designed to fill ten Certified Nursing Assistant positions at the hospital.

- **WorkSource Clallam**
  - WorkSource Clallam reached out to Commercial Driving School (CDS) who were happy to provide training in Port Angeles.
    - WorkSource Clallam were able to provide a classroom so that training could be provided onsite.
    - The first class met with success, showing an 85% completion rate, 70% currently employed, and two others awaiting jobs.
Connecting jobseekers to in demand jobs and supporting living wage jobs

Regional Labor Economists activities

- Work with rapid response teams during layoffs
  - Provide help with identifying what type of skills workers are likely to have and how these skills may translate to their opportunities in the local labor market.

- Work with Workforce Development Councils (WDC’s)
  - Regional Labor Economists work closely with WDC’s with the Occupations In Demand (OID) list.

- Advisory Committees for K-12 and higher education system
  - Regional Labor Economist contribute their observations about the economy with others to inform which education programs to invest in and how.

- Work with employers
  - Wage analysis and resources
  - Policy response
  - Recruitment and retention
  - Planning for the future
Paid Family Medical Leave – impact on “living wage”

What does research show?

- Nearly half of low wage workers who take unpaid or partially paid parental leave say they went on public assistance in order to cover lost wages or salary.
- Employees who are offered Paid Family and Medical Leave are more likely to return to their pre-leave employer than if they do not have paid leave.
  - This helps save businesses money, as employers on average spend 21 percent of an employee’s annual wages on turn-over.
  - Costs savings to employers include the additional cost to train up new or existing employees, overtime, etc.
- 1 in 4 mothers returns to work less than 10 days after giving birth, and 1 in 4 retirees leave the workforce early to care for an aging or ill family member.
Paid Family Medical Leave – impact on “living wage”

What does research show?

- The Economic and Social Impacts of Paid Family Leave in California: Report for the California Employment Development Department
  - Higher benefits are positively associated with higher earnings one year after taking leave
  - Data confirmed that employers are not burdened by higher wage cost and actually experience lower expenses and employee turnover
- Paid Family Leave Market Research
  - California Employment Development Department market research report released in December of 2015
  - Survey respondents cited job protection and wage replacement as key factors in considering program participation, with some variability among specific subpopulations
- Pay Matters: The Positive Economic Impact of Paid Family Leave for Families, Businesses and the Public
  - Center for Women and Work at Rutgers, State University of New Jersey analysis released in 2012
  - Finds that women who use paid leave after childbirth have stronger labor force attachment and positive changes in wages after their return to work, compared to women who take no leave.

Sources: Please see next slide
Paid Family Medical Leave – impact on “living wage”

- [www.nwlc.org](http://www.nwlc.org/wp-content/uploads/2015/08/closing_the_wage_gap_is_crucial_for_woc_and_their_families_2015.pdf)
- [http://nwlc.org](http://nwlc.org/wp-content/uploads/2015/08/closing_the_wage_gap_is_crucial_for_woc_and_their_families_2015.pdf)
- Pay matters: The positive impact of paid family leave for families, businesses and the public, by Houser, L. & Vartanian, T.P., Center for Women and Work, Rutgers, The State University of New Jersey (2012), page 9
Living wage jobs

ESD is researching how to define the “right job.”

Variables that we are exploring to define the “right job”

- Industry
- Occupation
- Skills
- Experience
- Location
- Earnings
- Cost of living

- The Council for Community and Economic Research (C2ER) has published its Cost of Living Index (COLI) since 1968 and is recognized as the most consistent source of city-to-city cost comparisons available.
- LMEA is exploring the possibility to partner with C2ER and the Center for Economic and Business Research (CEBR) of Western Washington University to expand the number of Washington counties collecting primary data while also assuring that the data currently being collected aligns with a defined and understood methodology.
Continue the Conversation

Labor Market Information Director
Steven Ross
Steven.ross@ESD.WA.GOV
CHRIS GREEN, ASSISTANT DIRECTOR

Office of Economic Development

and Competitiveness

Department of Commerce
The Department of Commerce touches every aspect of community and economic development. We work with local governments, businesses and civic leaders to strengthen communities so all residents may thrive and prosper.
Income Disparity
(percent of jobs below living wage)

- Below 35%
- 35% - 40%
- Above 40%
Project Pipeline (2013-19)

Recruitments

- 29.7% Aerospace
- 19.6% Professional Services
- 12.9% Clean Energy/Energy
- 4.5% Agriculture/Food Manufacturing
- 4.1% ICT
- 4.0% Manufacturing
- 3.7% Transportation
- 2.7% Advanced Manufacturing
- 22.8% Other

# of Projects: 187  
Domestic: 129  FDI: 58  
Total Projected Jobs: 9,413  
Total Projected CAPEX: $6.78 billion

Retentions/Expansions

- 27.3% Aerospace
- 12.7% Organizations
- 10.9% Manufacturing
- 7.3% Forest Products
- 7.3% ICT
- 7.3% Clean Tech
- 7.3% Life Science
- 7.3% Government
- 12.6% Other

# of Projects: 61  
Domestic: 57  FDI: 4  
Total Projected Jobs: 3,126  
Total Projected CAPEX: $2.36 billion
Project Wins (2013-19)

**Recruitments**

<table>
<thead>
<tr>
<th>Category</th>
<th>% of Projects</th>
<th># of Projects</th>
<th>Total Jobs</th>
<th>Total CAPEX</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aerospace</td>
<td>36.2%</td>
<td>61</td>
<td>4,562</td>
<td>$2.05 billion</td>
</tr>
<tr>
<td>Agriculture/Food Manufacturing</td>
<td>12.1%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ICT</td>
<td>10.3%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advanced Manufacturing</td>
<td>5.2%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Manufacturing</td>
<td>5.2%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Life Science</td>
<td>5.2%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Distribution</td>
<td>5.2%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>20.6%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Retentions/Expansions**

<table>
<thead>
<tr>
<th>Category</th>
<th>% of Projects</th>
<th># of Projects</th>
<th>Total Jobs</th>
<th>Total CAPEX</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aerospace</td>
<td>35.3%</td>
<td>75</td>
<td>9,735</td>
<td>$5.77 billion</td>
</tr>
<tr>
<td>Maritime</td>
<td>13.2%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ICT</td>
<td>7.4%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizations</td>
<td>7.4%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Forest Products</td>
<td>4.4%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manufacturing</td>
<td>2.9%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transportation</td>
<td>2.9%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>26.5%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

# of Projects: 61  
Total Jobs: 4,562  
Total CAPEX: $2.05 billion  

# of Projects: 75  
Total Jobs: 9,735  
Total CAPEX: $5.77 billion
### Project Wins by County (2013-19)

#### Recruitments

- 39.3% King
- 10.7% Snohomish
- 8.9% Pierce
- 5.4% Spokane
- 5.4% Grant
- 5.4% Chelan
- 1.8% Adams, Benton, Clallam, Douglas, Pend Oreille, Thurston, Walla Walla, Whatcom, Yakima

#### Retentions/Expansions

- 18.8% King
- 12.5% Snohomish
- 9.4% Pierce
- 7.8% Spokane
- 4.7% Clark
- 4.7% Benton
- 4.7% Whatcom
- 3.1% Clallam, Klickitat, Okanogan, Skagit, Yakima
- 1.6% Chelan, Columbia, Pacific, Walla Walla, Whitman

- 33 Urban
- 22 Rural
- 26 Urban
- 40 Rural
**Jobs & CAPEX by Income Disparity**

- **Jobs Created**
  - Counties Below 35%: 869
  - 35% - 40%: 208
  - Above 40%: 4,634

- **CAPEX**
  - Counties Below 35%: $71.2 M
  - 35% - 40%: $100.2 M
  - Above 40%: $2.101B

*Department of Commerce*
Capacity Building

• **STEP Grants**
  - Awarded to 982 small businesses to expand into new markets overseas.
    - 25.8% of companies in rural parts of the state.
    - Nearly half were veteran, minority and women-owned businesses.

• **Rural Small Business Programs**
  - **Economic Gardening**: 42 second-stage companies since 2016 (84% in rural parts of state).
  - **ScaleUp**: 49 businesses in two pilot programs in Skagit & Yakima counties.
  - **SizeUp**: Online tools to assess and analyze new business ideas.
  - **Global Entrepreneurship Month**: 263 programs throughout our 39 counties exposing residents to the idea of starting or owning a business.

• **ADO Network**
  - 35 economic development partners throughout the state involved in business development, export assistance, capacity building and infrastructure.
  - $1 million in new funding for upcoming biennium.
Expansion Success Story

McCain Foods

- Largest frozen french fry producer in the world
- $300 million expansion in Othello
- 170,000 square foot facility
- 180 new jobs

Commerce worked with company and Adams County officials to identify applicable incentives and provided technical assistance and support.
Governor Q&A