



**Snohomish County Executive  
Department**

**Affirmative Action Plan**

**June 1, 2025 to May 31, 2026**

Adopted by Snohomish County Council on January 21, 2026

Signed by Snohomish County Executive on 

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## I. Introduction and Summary

### Overview:

Due to the size of the County workforce, the County is an “EEO4<sup>1</sup>” entity for purposes of gathering and tracking employee demographic information required for federally mandated reports. Definitions provided by the United States Equal Employment Opportunity Commission (EEOC) are applied for purposes of the County’s information tracking efforts and are utilized here to assess the County workforce. Per the EEOC definitions for an EEO4 entity, the federally designated racial and ethnic groups are White (not of Hispanic origin), Black (not of Hispanic Origin), Hispanic, Asian or Pacific Islander, and American Indian or Alaskan Native. Information is also gathered for employees identifying two or more EEO4 ethnicities. Information gathering is voluntary and a substantial number of County employees do not specify or otherwise identify an EEO4 category.

The job categories designated by the EEOC for County workers are: Administrative Support; Officials and Administrators; Paraprofessionals; Professionals; Protective Service Workers; Service and Maintenance; Skilled Craft Workers, and; Technicians.

### Affirmative Action and the County 2024-25:

The period between May 31, 2024 and the present saw considerable actions by the County aiding the pursuit of Affirmative Action goals for the County workforce. Perhaps most notably, the County Executive has reaffirmed support for DEI related efforts despite contrary changes in policies and approaches by the federal government. In September the County selected Wil Johnson to fill the role of Chief Diversity Equity & Inclusion Officer leading the County’s Office of Social Justice. As shown by Appendix II, the Office of Social Justice has been active in promoting DEI activities benefitting both the County workforce and the County population overall.

Along with the hire of Johnson, the County Executive has been active in recognizing and honoring a broad range of diverse County communities. Among these activities have been proclamations recognizing Black History Month, Pride Month, Asian Heritage Month, Hispanic Heritage Month, and Orange Shirt Day honoring indigenous peoples.

While progress has been made, work continues. Data on County employees and overall County population demographics indicate diverse segments of the County population may be underutilized in the County workforce. Recruiting for diversity is one aspect of the response to these challenges but is itself a challenge. For example, for some highly skilled positions the County must compete with both private sector employers such as Amazon or Microsoft and larger nearby public organizations such as King County or the City of Seattle.

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<sup>1</sup> <https://www.eeoc.gov/employers/eeo4survey/e4instruct.cfm>

## **II. Equal Employment Opportunity Policy**

It is the policy of the Snohomish County Executive to express the values of diversity, equity and productivity by treating County employees with dignity and respect in accomplishing the County's public service mission. The Snohomish County Executive reaffirms the County's commitment to equal employment opportunity and affirmative action as codified in the Snohomish County Code ("SCC"). SCC 3.57.010 sets forth the County's Statement of Policy ("EEO Policy") and provides:

(1) It is the policy of Snohomish county to provide equal employment opportunity to all its employees and applicants for employment, and to assure that there is no discrimination against any person on the basis of his or her race, color, sex, religion, marital status, national origin, age, sexual orientation, citizenship, veteran status, or the presence of any sensory, mental, or physical disability in accordance with state and federal laws. This policy extends to all areas of employment and to all relations with employees, including recruitment, selection, compensation, discipline, demotion, layoff, termination, testing, training, working conditions, awards, benefits, and other terms and conditions of employment.

(2) As part of its commitment to equal employment opportunity, Snohomish county will rigorously take affirmative action to eliminate barriers to equal employment opportunity encountered by women and racial minorities and to improve employment opportunities available to specific underutilized groups of women and racial minorities.

(3) In implementing this chapter, Snohomish county will carry out applicable federal, state, and local laws relating to equal employment opportunity and affirmative action.

## **III. Equal Employment Opportunity Plan**

In compliance with SCC Chap. 3.57, the Snohomish County Executive proposes this written Equal Employment Opportunity Plan for 2025 – 2026. Pursuant to SCC 3.57.020(2), the County Executive hereby recommends the Plan for 2024 – 2025 to the Snohomish County Council for adoption. The County Executive will, as appropriate, recommend necessary amendments to this chapter and changes in staff or funding needed to comply with this Plan as provided in SCC 3.57.020(2).

The Plan is a strategic plan, designed to provide leadership and administrative directions to implement the provisions of SCC Chap. 3.57 in compliance with SCC 3.57.020. The Plan establishes aspirational goals that are not, and should not be, considered as quotas. Pursuant to SCC 3.57.040, the chief officer ("director" or

“elected official”) of each Executive department is responsible for implementation of the 2025 - 2026 Plan.

When evaluating the performance of the director of a department reporting to the Executive, consistent with SCC 3.57.020(3) the Snohomish County Executive shall consider the department's progress in meeting Plan goals a significant factor. The electorate will evaluate the performance of an elected official who heads an Executive department regarding that department's progress in meeting Plan goals.

#### **IV. Responsibility for Implementation**

##### A. Monitoring and Coordination

Pursuant to SCC 3.57.030(1), the director of personnel (“Director of Human Resources”) or their designee shall be the County's Plan Officer and shall coordinate the equal employment opportunity efforts of the County. The Director of Human Resources has designated the Equal Employment Opportunity Officer (“EEO Officer”) to handle the responsibilities under SCC Chap. 3.57.

The EEO Officer shall monitor the Plan adopted in accordance with SCC Chap. 3.57 and shall, at least annually after consulting with departmental representatives, submit a written report to the County Executive containing appropriate recommendations for equal employment opportunity in accordance with SCC 3.57.030(2).

##### B. Departmental Responsibilities

In accordance with SCC 3.57.040, the director or elected official of each Executive department is responsible for the implementation of the 2025 - 2026 Plan within their department. Consistent with the requirements of SCC 3.57.040, the director or elected official shall designate one (1) or more representatives for the department and shall provide adequate time for each representative to carry out their duties under SCC Chap. 3.57 effectively.

Executive departments are held accountable for ensuring equal employment opportunity and the success of the Plan in the workplace that leads toward a diverse workforce. Within ninety (90) days of the adoption of this Plan, each Executive department shall develop and provide to the EEO Officer a draft equal employment opportunity implementation plan with the following elements:

- A. Identification of under-represented Equal Employment Opportunity Job Categories (“EEO Job Categories”).

- B. Projection of expected hiring opportunities in the coming twelve (12) months to identify opportunities for equal employment opportunity.
  
- C. Identification of strategies to achieve equal employment opportunity such as recruitment and outreach to diversified applicant pools for targeted under- represented EEO Job Categories.

Assistance will be provided by the EEO Officer and Human Resources in assessing and revising as necessary the draft Department specific plans with the goal of having plans specific to each Department finalized by the end of the calendar year 2025.

Individual department implementation plans should identify strategies designed to achieve equal employment opportunity goals and eliminate barriers in achieving such goals. This includes activities such as recruitment and outreach to diversify applicant pools for targeted under-represented EEO Job Categories.

The departments are expected to document their outreach and recruitment efforts. These efforts should be reported on a semi-annual and annual basis to the Human Resources Director and the EEO Officer as part of documenting the County's equal employment opportunity efforts and progress for monitoring purposes.

The departments should use a variety of equal employment opportunity techniques, examples of which include:

1. Assessment of anticipated department hiring goals against existing departmental gender and EEO4 ethnicity, and identification of areas of potential underrepresentation.
2. Assessment of recruitment methods utilized for departmental positions and identification of potential methods to increase diversity in the candidate pool.
3. Coordination with general County recruiting regarding recruitment methods, relationship building with area organizations for purposes of developing diverse candidates.
4. Working knowledge of County policies and prohibitions on workplace discrimination and harassment based on protected class status, and retaliation relating to reports or investigation of possible policy violations.
5. Encourage and facilitate training for supervisors and staff regarding County policies and prohibitions on workplace discrimination, harassment, and retaliation.

6. Equal employment opportunity indicator for job postings (e.g., "Equal Employment Opportunity Employer"), and workplace postings of County policies prohibiting workplace discrimination, harassment, and retaliation.
7. Assessment of candidate interviewing and selection processes and identification of questions or methods that potentially screen out otherwise eligible candidates based on protected class status.

D. Departmental Representatives

Each departmental representative is to maintain an on-going liaison with the Human Resources department relating to equal employment opportunity as required by SCC 3.57.050(1)(a). In compliance with SCC 3.57.050(1)(b), the departmental representative participates in the development, implementation, and monitoring of departmental equal employment opportunity programs. In accordance with SCC 3.57.050(1)(c), the departmental representative attends meetings called by the Director of Human Resources. The departmental representative also performs such other duties as the director may assign as provided for in SCC 3.57.050(1)(d).

A departmental representative shall report directly to the director of their department on all matters concerning equal employment opportunity pursuant to SCC 3.57.050(2).

**V. Dissemination**

A. Internal Dissemination

Snohomish County's Plan will be disseminated to department directors and department representatives.

The County's Equal Employment Opportunity Policy, as set forth in SCC 3.57.010, will be permanently posted at each work site. Employees will have access to the Plan upon request and shall be informed of this right.

Copies of the Plan are available for review as follows:

- A. EEO Officer (printed copy)
- B. Human Resources Department
- C. Internal County website
- D. Alternative format can be requested for individuals with disabilities by

contacting (425) 388-3811 or for TTY (425) 388-3700

The County's Equal Employment Opportunity Policy, the County anti-harassment, discrimination, and retaliation policies and compliant procedures<sup>2</sup>, and the purpose and overall goals of the Affirmative Action Plan should be communicated to new employees as part of the new employee orientation presentation.

Directors, administrators, and management should periodically highlight/discuss/explain the intent of the County's Equal Employment Opportunity Policy and the Plan's goals and objectives at staff meetings or other venues to ensure employee understanding. These discussions should occur at least on an annual basis.

#### B. External Dissemination

For compliance purposes, copies of the Equal Employment Opportunity Policy and Plan will be provided to appropriate federal agencies upon request. The Policy and Plan will be made available to the public on the County's website.

The EEO Officer, Human Resources and departmental hiring officials will inform individuals and organizations representing minorities, females, persons with disabilities, covered veterans, and educational institutions of Snohomish County's commitment to equal employment opportunity. The EEO Officer, Human Resources department and departmental hiring officials will actively encourage their assistance in recruiting and employing underutilized people of color, women, and persons with disabilities.

The Human Resources department or the EEO Officer will provide the unions with an electronic and/or hard copy of the Plan.

The Human Resources department and departmental hiring officials will ensure that Snohomish County presents itself as an equal employment opportunity employer by including statements to that effect in job announcements and advertisements.

Individuals reflecting aspects of diversity such as age, color, race, gender, sexual orientation, disabilities, and national origin will be depicted in County publications with the employees performing a variety of roles and functions.

### **VI. Utilization Analysis**

Per SCC 3.57.070(4), utilization analysis compares the representation of women and

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<sup>2</sup> Currently set forth in Executive Order 2018-01.

people of color in the County's work force to the available and qualified labor available in an area. The representation of the County's work force is contained in a Work Force Analysis ("WFA"). That data is derived from the County's human resources information system (HighLine through an Actuate program) designed to identify the number and percentage of employees within the EEO-4 Job Categories by gender and race/ethnicity. Note: The HighLine system defines departments, divisions, and employees in a manner that may not align with a typical organization chart but is the best information available at this time.

The EEO-4 Job Categories are as follows:

- Officials and Administrators
- Professionals
- Technicians
- Protective Service Workers
- Paraprofessionals
- Administrative Support (Including Clerical and Sales)
- Skilled Craft Workers
- Service-Maintenance

**Officials and Administrators:** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis. Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, wardens, superintendents, sheriffs, police and fire chiefs and inspectors, examiners (bank, hearing, motor vehicle, warehouse), inspectors (construction, building, safety, rent and housing, fire, A.B.C. Board, license, dairy, livestock, transportation), assessors, tax appraisers and investigators, coroners, farm managers, and kindred workers.

**Professionals:** Occupations which require specialized and theoretical knowledge which is usually acquired through college training or work experience and other training which provides comparable knowledge. Includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dietitians, lawyers, systems analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, librarians, management analysts, airplane pilots and navigators, surveyors and mapping scientists, and kindred workers.

**Technicians:** Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or equivalent on-the-job training. Includes: computer programmers, drafters, survey and mapping technicians, licensed practical nurses, photographers, radio operators, technical illustrators, highway

technicians, technicians (medical, dental, electronic, physical sciences), police and fire sergeants, inspectors (production or processing inspectors, testers and weighers), and kindred workers.

**Protective Service Workers:** Occupations in which workers are entrusted with public safety, security, and protection from destructive forces. Includes: police patrol officers, firefighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, game and fish wardens, park rangers (except maintenance), and kindred workers.

**Paraprofessionals:** Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a "New Careers" concept. Includes: research assistants, medical aides, child support workers, policy auxiliary welfare service aides, recreation assistants, homemakers aides, home health aides, library assistants and clerks, ambulance drivers and attendants, and kindred workers.

**Administrative Support (Including Clerical and Sales):** Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Includes: bookkeepers, messengers, clerk-typist, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operators, telephone operators, legal assistants, sales workers, cashiers, toll collectors, and kindred workers.

**Skilled Craft Workers:** Occupations in which workers perform jobs that require special manual skill and a thorough and comprehensive knowledge of the process involved in the work, which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics and repairers electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters, power plant operators, water and sewage treatment plant operators, and kindred workers.

**Service-Maintenance:** Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene, or safety of the general public or which contribute to the upkeep and care of buildings, facilities, or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundskeepers, refuse collectors, construction laborers, park rangers (maintenance), farm workers (except managers), craft apprentices/trainees/helpers, and kindred workers.

For purposes of the Plan, the following race/ethnic categories are used:

**White (not of Hispanic origin):** All persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.

**Black (not of Hispanic origin):** All persons having origins in any of the Black racial groups of Africa.

**Hispanic:** All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

**Asian or Pacific Islander:** All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This area includes, for example, China, India, Japan, Korea, the Philippine Islands, and Samoa.

**American Indian or Alaskan Native:** All persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.

The available and qualified labor force is derived from the Labor Force Availability ("LFA"). The data for Labor Force Availability come from information generated by the United States Census Bureau which identifies the qualified individuals in the labor force by gender and race/ethnicity within the EEO Job Categories described above. The Utilization Analysis compares the WFA to the LFA and identifies any differences between the two (2) as a percentage. "Under-Utilization" occurs when fewer people identified by gender and race/ethnicity are employed in a job category than are available in the labor force (*i.e.*, where WFA is less than LFA). This difference is found by subtracting LFA for a job category from the WFA for the same category.

## **VII. Under-Utilization**

Under-utilization remains a challenge for the Snohomish County workforce. Census Bureau data consistently indicates the percentages of the various EEO4 categories making up the County work force remains overall the same while the percentages of the EEO4 categories making up the general County population continues to grow more diverse year over year. While the general County population percentages provided by the Census Bureau do not reflect the number of members of the various EEO4 groups qualified for County jobs including highly skilled positions, the disparity between workforce and general population appears to indicate at least some degree of under-utilization.

As in prior years, individuals identifying as White make up a disproportionately high portion of the County workforce when measured against the general County population. The portions of the County workforce consisting of individuals identifying as members of the EEO4 Asian and Hispanic groups continue to be most notably underutilized when measured against general County population. Over time the respective estimated percentages of members of the EEO4 categories White, Asian, and Hispanic making up the County workforce have remained overall consistent.

During the same period, the percentages of the general County population identifying as Asian and Hispanic has steadily increased while the percentage of the general population identifying as White has steadily decreased.

Percentages of individuals identifying as two or more ethnicities, Black, and Native American have remained generally consistent both in the County workforce and in the general County population. The percentages of members of those groups in the County workforce have remained generally close to the percentages of those groups in the general County population, but appear still somewhat underutilized in the County workforce.

### **VIII. Proposed 2025-2026 Equal Employment Opportunity Goals**

Goals for the upcoming year include:

1. Support the Executive and the Office of Social Justice on working towards County goals for Diversity Equity and Inclusion (DEI) principles.
2. Continued work on effective techniques and options for increasing recruitment, retention, and development of qualified ethnically diverse candidates in order to achieve a work force more reflective of the general County population.
3. Continued implementation of class and compensation study to establish fairness and equity in employee compensation.
4. Continued community outreach and visibility through facilitating job fairs, community service, and attendance at conferences emphasizing DEI principles such as Step Up.
5. Continued promotion of employee awareness of options for accommodations or use of leave to address employee disabilities.
6. Continued promotion and development of options for employee wellness, and continued promotion of awareness of the Employee Assistance Program (EAP) and related options.
7. Continued efforts to ensure that County online tools and resources are equitable and accessible for County residents and employees.

### **IX. Internal Audit and Reporting Requirements**

Snohomish County believes an important element in effectively implementing a written equal employment opportunity plan is an adequate internal audit and reporting system allowing progress to be monitored and management kept informed. In coordination with the HR Director and the EEO Officer, County Departments are expected to monitor and evaluate Department performance and progress on

identifying and addressing Departmental work force demographic disparities.

## **X. Support of Programs**

Pursuant to SCC 3.57.070(9), Human Resources and the EEO Officer will continue to engage with and support County Departments in affirmative action efforts both for the County overall and for the individual Departments. This will inherently be an on-going and evolving process and will be influenced by particular departmental operations and functions.

Anticipated support will include both historical and newly developed methods and practices. Examples of historical support that are anticipated as continuing include coordination and consultation on recruitment strategies and sources for candidates, partnering with Departments on community outreach and external recruiting and networking opportunities, strategies for retention and assessment of retention efforts, and analysis of hiring trends. Support methods may also include assistance with analyzing and improving job descriptions, and assessment and potential modifications to the application and interview process.

## **XI. Grievance Procedure**

As required by SCC 3.57.080, the employee grievance procedure described below will be used to remedy violations of SCC Chap. 3.57 where an employee grievance procedure is not otherwise available by law or collective bargaining agreement.

Employees have the right to seek resolution of alleged discrimination concerns and issues internally and/or externally by filing a completed complaint Intake Form with the County Equal Employment Opportunity Office, and/or enforcement agencies such as the Equal Employment Opportunity Commission or the Washington State Human Rights Commission. County personnel are encouraged to resolve issues internally and at the lowest level possible.

If agreed by the complainant, the respondent(s) to the complaint, and the EEO Officer, internal complaints may be mediated with the EEO Officer or a Human Resources business partner acting as mediator in an attempt to reach an agreed resolution. If mediation fails to resolve a complaint, the unresolved issues shall be investigated as per the County Executive's Order setting forth the County Discrimination, Harassment and Intimidation Policy, currently Executive Order 2018-01.

An employee may approach their immediate supervisor, any member of management within the County, their Department director, the Human Resources Director, or the EEO Officer regarding any equal employment opportunity concerns.

## **XII. Accomplishments**

From June 2024 through May 2025, examples of accomplishments promoting DEI principles and equal employment opportunities by County Executive Branch departments include but are not limited to:

1. Prepared this Affirmative Action Plan for 2025-2026 for submission to and approval by the County Council.
2. Substantial revisions and updates to union Collective Bargaining Agreements, Memoranda of Understanding, and other documents to remove relic terms (e.g. "Master Agreement") and gendered references (e.g. "he shall") and replace with updated language (e.g. "Primary Agreement") and gender neutral terms (e.g. "employee shall").
3. Hired Wil Johnson as Chief Diversity Equity & Inclusion Officer to lead the County Office of Social Justice.
4. Supported County diversity through Executive Proclamations recognizing and honoring occasions such as Pride, Black History Month, Juneteenth, Lunar New Year, Hispanic Heritage Month, Disability Employment Awareness, and others.
5. Continued work on implementing results of County Class and Compensation study in order to promote equity for County employees.
6. Attended and represented the County at DEI related conferences such as Leadership Snohomish County's Step Up conference.
7. Continued to expand available online training options relating to workplace equity and inclusion.
8. Continued development of improvements to recruiting processes to better access and reach diverse employment candidates.

## **Appendix I – U.S. Census Bureau Information for Snohomish County**

<b>U.S. Census Bureau Information</b>	<b>Snohomish County</b>
<b>Population, July 1, 2024 estimate</b>	864,113
<b>Population, 2020 estimate base</b>	827,957
<b>Population increase percent change, 2020 to 2024</b>	4.4%
<b>Female persons, percent, July 1, 2024 estimate</b>	49.5%
<b>“White alone”, percent, July 1, 2024 estimate</b>	72.8%
<b>“White alone, not Hispanic or Latino,” percent, July 1, 2024 estimate</b>	62.7%
<b>Black or African American alone, percent, July 1, 2024 estimate</b>	4.4%
<b>American Indian and Alaska Native alone, percent, July 1, 2024 estimate</b>	1.6%
<b>Asian alone, percent, July 1, 2024 estimate</b>	15.1%
<b>Native Hawaiian and Other Pacific Islander alone, percent, July 1, 2024 estimate</b>	0.7%
<b>Two or More Races, percent, July 1, 2024 estimate</b>	5.4%
<b>Hispanic or Latino, percent, July 1, 2024 estimate</b>	12.3%
<b>Foreign born persons, percent, July 1, 2024 estimate</b>	18.5%
<b>Language other than English spoken at home, July 1, 2024 estimate</b>	23.7%
<b>Veterans, population, July 1, 2024 estimate</b>	46,046

Source: U.S. Census Bureau, QuickFacts, Information for Snohomish County, Population Estimates, July 1, 2024.

<https://www.census.gov/quickfacts/fact/table/snohomishcountywashington,US/PST045224>

**Notes Regarding U.S. Census Estimates for Snohomish County:**

Federal Census Bureau data continues to reflect expanding diversity in the County general population. Data reflects that the number of County residents speaking languages other than English at home continues to increase, as does the number of County residents who were not born in the United States. The number of County residents identifying as Asian, Hispanic, and members of 2 or more ethnic backgrounds also continues to increase year over year.

Corresponding with the increases in groups identifying as other than White, the County population of individuals identifying as White continues to decline year over year.

As illustrated in Appendix III, the ethnic makeup of the County workforce does not correspond to the increasingly diverse ethnic makeup of the County population. Individuals identifying as White continue to be significantly over-represented when measured against general County population demographics.

**Appendix II – Snohomish County Office of Social Justice, March Forward: 2024  
Annual Report**



## OFFICE OF SOCIAL JUSTICE



# MARCH FORWARD: 2024 ANNUAL REPORT

Snohomish County Office of Social Justice

**Snohomish County Office of Social Justice**  
3000 Rockefeller Avenue  
Everett, WA 98201  
(425) 388-3411  
[www.snohomishcountywa.gov/osj](http://www.snohomishcountywa.gov/osj)



## A MESSAGE FROM SNOHOMISH COUNTY EXECUTIVE DAVE SOMERS

I am proud of the work the Office of Social Justice completed in 2024 and the investments we have made in community partnerships. A highlight of the year was welcoming Wil Johnson, our Chief Diversity, Equity, and Inclusion Officer. He joined us in September and immediately began having genuine conversations with people throughout the county, including internal teams of employees and external partners who bring a deep understanding of the populations they serve.

As we move forward and face challenges ahead, it is important to remember [our mission, vision and values](#). The mission of Snohomish County government is to meet opportunities and needs of the county's residents efficiently, equitably, creatively, and collaboratively. Ensuring we have a county government that is accessible and serves everyone equitably is in our vision, and diversity, equity, and inclusion are among our values.

Everyone deserves to be treated with respect and dignity and to have the opportunity to thrive. Our job in local government is to serve all people who live, work, and play in Snohomish County. I believe this office is an essential piece of that, and I look forward to more community partnerships and impacts in 2025 and beyond.



**Dave Somers**  
Snohomish County Executive

## A MESSAGE FROM WIL

### Reflections and Vision for the Year Ahead

*“Strength lies in differences, not in similarities.” – Stephen R. Covey*

Dear Community Members,

In September 2024, I was honored to join Snohomish County as the Chief Diversity, Equity, and Inclusion Officer. Since stepping into this role, my focus has been on meeting, learning from, and listening to people throughout our community, including county employees, community partners, and local leaders. I have seen firsthand the beauty of our county’s diversity and the resilience of those working to create a more inclusive future for all. Every conversation, every shared experience, and every collaboration has reinforced the importance of fostering equity and belonging.

Prior to this role, I worked in public education at the Snohomish School District and Edmonds School District—serving as the Director of Equity and Inclusion and Manager of Special Education Programs. In these roles, I witnessed our region’s youth learn empathy, respect, and the power of embracing differences. I worked with many students who needed extra support or had behavioral concerns, and I can tell you that reaching a point of respect and empathy is not always quick or easy, but it is always worth it. My experience in education strengthened my belief that inclusion is not just an ideal but a necessary foundation for a thriving, connected community.

As our country faces challenges and questions in enacting inclusive practices and policies, I remain steadfast in my commitment to fostering a community that celebrates our differences and promotes access to opportunity. Over the past year, our team has worked diligently to implement initiatives that address barriers and create meaningful change. This work will continue, ensuring that Snohomish County remains a place where everyone can thrive.

**Some of the key initiatives led by the Office of Social Justice this past year include:**

#### **COMMUNITY ENGAGEMENT EQUITY IN ACTION**

Partnering with local organizations, we continued to grow access to community voice to expand access to housing, healthcare, and education for underserved populations.

#### **COMMUNITY INVESTMENTS**

We provided funding to grassroots organizations working on racial justice, LGBTQ+ advocacy, and disability rights, ensuring that local changemakers have the resources needed to serve their communities.

Looking ahead, my work will focus on deepening our impact and expanding our reach. In the coming months, the Office of Social Justice will continue to build internal and external relations, facilitate professional and community development work sessions based on needs, and launch employee-led resource groups to help support staff well-being and retention.

I extend my deepest gratitude to our community partners, advocates, and residents who have contributed to our progress. Your passion and commitment inspire me to keep pushing forward. Together, we will continue building a more just, inclusive, and equitable Snohomish County.

With gratitude and determination,



**Wil Johnson**  
Chief Diversity, Equity, and Inclusion Officer  
Snohomish County Office of Social Justice

## EDUCATIONAL OUTREACH AND TRAINING

County employees, departments, and community partners participated in workshops on implicit bias, cultural competency, and inclusive leadership, fostering a more informed and equitable workplace and public service sector.

## STORIES OF IMPACT

### Case Studies Highlighting Community Change

We are proud to share the inspiring stories of three community organizations whose work has made a meaningful difference in Snohomish County. These case studies highlight how the community investments from the Office of Social Justice has empowered underserved youth and strengthened community connections.

## NORTH COUNTIES' FAMILY SERVICES

### Expanding Opportunities for Youth

In Spring 2024, the Snohomish County Office of Social Justice (OSJ) awarded a \$5,000 community investment to [North Counties' Family Services](#) to expand opportunities and create safe, supportive spaces for neurodivergent and disadvantaged youth in Darrington, WA.

#### Expanding Horizons: A Transformational Trip to Chicago

With \$3,000 of the award, North Counties' Family Services took eight youth to Chicago in July 2024—a life-changing experience for kids who had never left their county, let alone their state. For these youth, many of whom are neurodivergent, even everyday experiences—riding an escalator, dining at new restaurants, managing a budget, or staying in a hotel—were transformative. The trip not only broadened their perspectives but also built confidence and inspired new aspirations.

*“The Snohomish County Office of Social Justice has created hope and possibilities for youth in Darrington.”* [Wynne Perrault, Executive Director at North Counties' Family Services](#)

#### A Safe Space for Learning: Erik's Place

The remaining \$2,000 was used to establish Erik's Place, a new afterschool program for students in grades 5-12. Named by the kids themselves, Erik's Place provides a safe and supportive environment where youth can receive tutoring and socialize. The program quickly became a vital community resource, averaging 20-25 students daily.

Recognizing the impact of Erik's Place, Community Transit partnered with North Counties' Family Services to explore transportation solutions for local youth. As a result, a Zip Shuttle car was introduced on an 18-month trial basis, providing a Friday transit service for students—particularly crucial for early-release days.

## Creating a Future of Possibilities

Through these initiatives, North Counties' Family Services has given local youth tangible opportunities to dream beyond their immediate surroundings. The OSJ community investment didn't just fund programs—it fostered hope, empowerment, and real change.

“If you can give people hope by giving them tangible opportunities to work toward, lives change.”

- Wyonne Perrault, Executive Director at North Counties' Family Services

With a background in rehabilitation counseling and a mission to serve those who have been marginalized, the team at North Counties' Family Services continues to break barriers and create opportunities for youth who need them most.



## CREATOR ZONE

### Empowering Youth Through STEAM Education

In Summer 2024, the Snohomish County Office of Social Justice (OSJ) issued a \$5,000 community investment to [Creator Zone](#), supporting its mission to provide hands-on STEAM (Science, Technology, Engineering, Arts, and Math) experiences for underserved youth in Snohomish County.

### Opening Doors: STEAM Summer Camps for Underserved Youth

With this investment, Creator Zone offered 14 youth the opportunity to participate in immersive summer camps, where they engaged in hands-on learning that combined technology, science, and artistic expression. Scholarships, distributed through the Lake Stevens Resource Center, ensured that children from low-income families had access to these transformative experiences. Participants, many of whom had never attended a STEAM-focused program before, explored activities such as sculpture-based science projects and creative technology applications, building confidence along the way.

What made this funding especially impactful was the lasting effect—several of the summer camp participants returned in the fall for Creator Zone's weekly afterschool programs, continuing their journey in STEAM education.

**Strengthening Community Partnerships**

Building on the success of the program, Creator Zone has expanded partnerships to increase access for underserved youth. In 2025, collaborations with the Imagine Children’s Museum and the City of Lake Stevens have made it possible to offer additional camps. With sponsorships, Creator Zone has been able to keep tuition costs low, ensuring more children can participate.

In the Lake Stevens area, where 30% of students rely on free or reduced lunch, opportunities like these help break cycles of limited access to educational enrichment. By fostering creativity, confidence, and curiosity, Creator Zone is not just teaching STEAM—it’s shaping brighter futures.



**EVERETT RECOVERY CAFÉ**

**Fostering Inclusion Through Community Engagement**

In Fall 2024, the Snohomish County Office of Social Justice (OSJ) made a community investment of \$5,000 to [Everett Recovery Café](#) to advance its mission of creating loving, inclusive spaces where all individuals are honored and valued.

**Inclusion Infusion: A Celebration of Diversity and Resources**

On September 21, 2024, Everett Recovery Café used the community investment to host Inclusion Infusion: Resource Fair, an event that embodied the café’s commitment to ending systemic racism, socioeconomic inequality, and oppression of marginalized communities. The fair welcomed 200 attendees and featured 17 community partners who provided valuable resources and information to participants.

The event wasn't just about resources—it was a vibrant celebration of community. Families and individuals enjoyed food, music, and games, fostering a lively and welcoming atmosphere where people could connect, learn, and feel a sense of belonging.

As one attendee shared, “It was more than just a resource fair—it was a space where everyone felt seen and valued.”

### Creating Space for Connection and Empowerment

The Inclusion Infusion event provided a platform for community members to engage with vital services and resources while reinforcing Everett Recovery Café's dedication to inclusivity and empowerment. By gathering organizations and individuals committed to justice and equity, the event demonstrated the power of collective action in creating positive change.

### Sustaining a Culture of Inclusion

The support from OSJ enabled Everett Recovery Café to bring its vision of inclusion to life, making a meaningful impact on the community. As the café continues to cultivate safe and supportive spaces, the success of Inclusion Infusion serves as a testament to the importance of fostering connection, awareness, and opportunity for all.



## INVESTING IN OUR COMMUNITY

### Investment Funding Overview

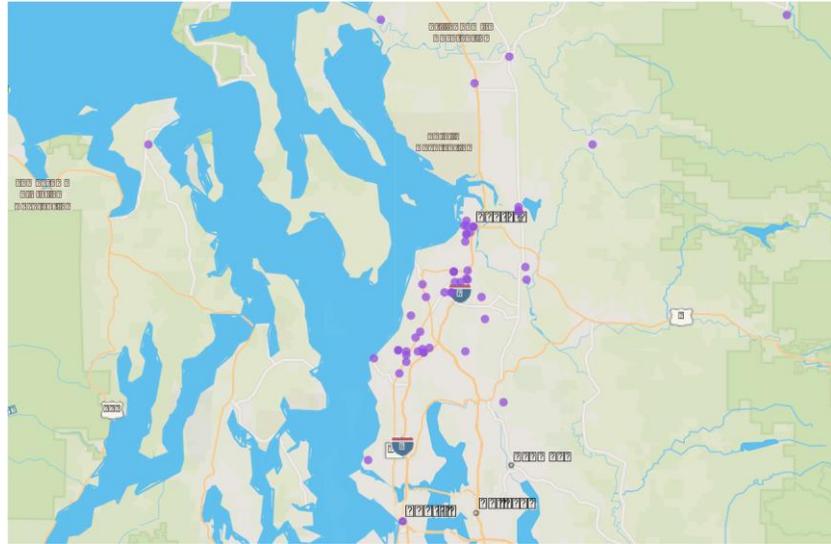
In 2024, through four quarterly investment cycles, the Office of Social Justice distributed a total of \$218,700 to 40 community organizations across Snohomish County. With an average community investment of \$5,000, funds support youth education and engagement programs, workforce development programs, and community events that celebrated the diversity of our region.

## 2024 INVESTMENTS BY ORGANIZATION

[Afrolatino Festival](#)  
[Black Healing Fund](#)  
[Bridge Receiving Center](#)  
[Camp Fire Snohomish County](#)  
[Canyon Park PTSA](#)  
[Chabad Jewish Center of Snohomish County](#)  
[Change the Narrative](#)  
[Clearwater School](#)  
[Cocoon House](#)  
[Community Health Worker Coalition](#)  
[Connect Casino Road](#)  
[Creator Zone](#)  
[Edmonds Waterfront Center](#)  
[Everett Film Festival](#)  
[Everett Pride](#)  
[Families of Color](#)  
[Homage Senior Services](#)  
[Home and Hope](#)  
[House of Wisdom](#)  
[International Women’s Day](#)  
[Latino Education Training Institute](#)  
[Leadership Launch](#)  
[Leadership Snohomish County](#)  
[Living Stories with Elders](#)  
[Snoco Pride](#)  
[Snohomish Pride](#)  
[Sno Co Public Defenders Association](#)  
[Sound Experience](#)  
[Volunteers of America](#)  
[WA West African Center](#)  
[WAGRO](#)

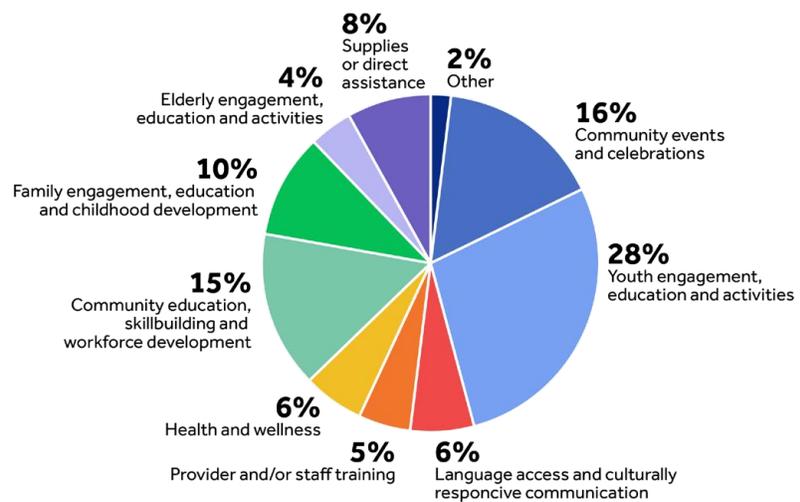
### Appendix III – Snohomish County Employee Demographics as of May 1, 2025 as Self-Identified and Adjusted

## 2022-24 INVESTMENTS BY TYPE



[Lynnwood Pride](#)  
[Madres de Casino Road](#)  
[Make it Worthy](#)  
[Mari’s Place for the Arts](#)  
[Millennia Ministries](#)  
[Orquesta NW](#)  
**BY** [Project Girl Mentoring Program](#)  
[Everett Recovery Café](#)

## 2022-24 INVESTMENTS LOCATION



**Appendix III – Snohomish County Employee Demographics as of May 1, 2025**



the County workforce when compared to general County numbers where individuals identifying as White constitute 73% of the population.

The numbers of County employees identifying as Asian significantly increased from roughly 4% of the workforce last year to approximately 6% of the workforce currently. While the increase in representation to 6% of the County workforce is positive, Asians in the workforce appear to continue to be underutilized as Census Bureau data estimates the general County population as consisting of 15% individuals identifying as Asian.

Individuals identifying as Hispanic also appear to remain underserved. While employees identifying as Hispanic represent only approximately 3% of the workforce, the general County population of individuals identifying as Hispanic is estimated at slightly over 12%.

Individuals identifying as belonging to two or more EEO4 ethnicity groups are estimated to constitute over 5% of the overall County population. As approximately 4% of the County workforce consists of individuals identifying as members of this category, this group appears to be slightly underutilized in the County workforce. Similarly, individuals identifying as Black make up approximately 3% of the County workforce but over 4% of the overall County population reflecting possible underutilization.

The number of County employees identifying as American Indian/Alaskan Native appears to be consistent with the population of this EEO4 group in the general County population. Both populations are estimated at approximately 1% of the overall number, reflecting this group as appropriately utilized in the County workforce.

Estimates of the actual ethnicities of the 866 County employees who did not provide self-identification information can be drawn from comparing the percentages of the employees who did provide self-identifying information. As shown below, applying those percentages indicates the County workforce remains disproportionately White when compared to overall County population demographics and ethnicity trends. Asian and Hispanic individuals appear to be the ethnicities most under-represented in the County workforce which is consistent with data and estimates from the last several years.

**Adjusted Approximate Numbers and Percentages Allocating Unspecified or Blank Information for 866 Employees:**

- Calculations based on total number of employees identifying EEO4 ethnicity (2,561); calculation of percentage of that number per identified EEO4 ethnicity category (e.g. White = 2,100); application of percentage to total number of unspecified/blank EEO4 ethnicity category (866); addition of result to identified category number to identify estimated actual number and percentage of EEO4 ethnicity category
  - Percentages are rounded and therefore approximate
- 

Total Employees Providing Self-Identified EEO4 Ethnicity: 2,561

Total Employees Leaving EEO4 Ethnicity blank or unspecified: 866

White (Not of Hispanic Origin): 2,810/82%

- 2,100 identified = 82% of 2,561; 82% of 866 = 710; 2,100 + 710 = 2,810

Asian or Pacific Islander: 201/6%

- 149 identified = 6% of 2,561; 6% of 866 = 52; 149 + 52 = 201

Hispanic: 111/3%

- 85 identified = 3% of 2,561; 3% of 866 = 26; 85 + 26 = 111

Black: 112/3%

- 86 identified = 3% of 2,561; 3% of 866 = 26; 86 + 26 = 112

American Indian or Alaskan Native: 42/1%

- 33 identified = 1% of 2,561; 1% of 866 = 9; 33 + 9 = 42

Two or More Categories: 143/4%

- 108 identified = 4% of 2,561; 4% of 866 = 35; 108 + 35 = 143