

# WASHINGTON STATE

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**ANNUAL REPORT on the Workforce Investment Act Title I-B**

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*Submitted by  
Workforce Training and Education Coordinating Board,  
Washington State Employment Security Department  
and the Workforce Development Councils*

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## Contents

### Section One • Workforce Investment Act in Washington State

Introduction	1
Background and Summary	1
Workforce Development System Vision and Goals	1
Washington Works	2
2007-09 State Plan for WIA Title I-B and the Wagner-Peyser Act	3
State Structure	3
Local Structure	4
2005-07 Local Area Strategic Plans and WIA Operations Plans	4
The National Business Cycle and Washington's Labor Market	5
Summary of Results	7

### Section Two • What is Working Well

Workforce Development Council Highlights	9-23
State Highlights	24
Introduction	24
WorkSource	24
WorkFirst within WorkSource	25
Reemployment Services for Unemployment Insurance Claimants	25
Job Seeker Services	25
Statewide Business Services	26
Improving WorkSource Services for People With Disabilities	26
SKIES	27
Statewide Rapid Response	28
Eligible Training Provider List	28
industry Skill Panels	29
Governor's Economic and Workforce Development Conference	29
Local Demand Side Training	30
Dropout Prevention and Intervention Initiative	31
Building Skills Statewide Conference	32
Federal Incentive Award	32
Employment Resource Center	32
Statewide Activities Summary	33

### Section Three • WIA Title I-B Results

Analysis	35
Cost Effectiveness	36
Evaluation Activities	38
Results for WIA Adults	39
Results for WIA Dislocated Workers	40
Results for WIA Youth	41
Net Impact and Cost-Benefit Evaluation	41
Tables (Narrative)	44-46
Tables	46-66



## WORKFORCE INVESTMENT ACT (WIA) IN WASHINGTON STATE

### Introduction

The federal Workforce Investment Act (WIA) was signed into law in August 1998 and became effective in Washington state on July 1, 2000. This summary report focuses on seventh year accomplishments in Washington to implement WIA Title I-B services.

For Program Year 2006 (July 2006 through June 2007) the United States Department of Labor (DOL) allocated \$73 million in WIA Title I-B funds to Washington. These funds continued employment and training services designed to benefit employers, dislocated workers, adults, and low income youth. This is a reduced allocation of almost \$11 million from last year's funding for these programs.

This report describes how WIA Title I-B is organized in Washington State, highlights local and state accomplishments, and concludes with WIA Title I-B performance results. This report describes how WIA Title I-B is organized in Washington State, highlights local and state accomplishments, and concludes with WIA Title I-B performance results.

### Background and Summary

#### *Workforce Development System Vision and Goals*

Washington's State Strategic Plan for Workforce Development was updated and adopted by the Workforce Training and Education Coordinating Board (Workforce Board) on November 16, 2006. The plan entitled *High Skills, High Wages: Washington's Strategic Plan for Workforce Development*, communicates our state's vision, goals, objectives and strategies for the workforce development system. WIA Title I-B programs are a critical part of realizing this vision and accomplishing our state's workforce development goals.

### VISION

**Our vision is a workforce development system that offers every Washington resident access to high quality academic and occupational skills education throughout his or her lifetime, effective help to find work or training when unemployed, the personalized assistance to make progress in the labor market, and Washington employers access to the skilled workforce they need. By anticipating and planning for economic and demographic changes, the workforce development system enhances the prosperity of the state. We envision our ideal workforce development system to be:**

**Responsive.** We meet the needs of our economy, our employers, our students, and our workers.

**Connected.** Agencies and programs work toward the same goals, use resources effectively and efficiently, and ensure programs are seamless for participants.

**Accessible.** We meet our customers "where they are" by providing them with articulated education and career opportunities and assisting them to overcome barriers so they can reenter education and training at any time throughout their lives.

**Respectful of diverse cultures.** We serve people of color, women, and individuals with disabilities, ensuring that we remove education and employment disparities for these populations.

**Comprehensive.** We have high quality education, training, and employment services and the capacity to serve all those in need.

## GOALS

The goals, objectives, and strategies for *High Skills, High Wages: 2006* are the result of collaboration with workforce development stakeholders across Washington, representing employers, labor, education, public agencies, and community-based organizations. The four goals for workforce development are:

- 1 Youth.** *Ensure all Washington youth receive the education, training, and support they need for success in postsecondary education and/or work.*
- 2 Adults.** *Provide Washington adults (including those with barriers to education and employment) with access to lifelong education, training, and employment services.*
- 3 Industry.** *Meet the workforce needs of industry by preparing students, current workers, and dislocated workers with the skills employers need.*
- 4 Integration.** *Integrate services provided by separately funded workforce development programs so that we provide the best possible service to our customers.*

In order to achieve these four goals, our 2006 plan includes 18 objectives and 63 strategies that identify the names of the lead entities responsible for implementation. All the goals, objectives, and strategies are important, and we are committed to carrying them out during the next two years and beyond. Strategic opportunities include:

- Increasing high school graduation rates.
- Expanding the availability of career path ways that span secondary and postsecondary education and training.
- Increasing postsecondary capacity.
- Increasing financial aid and retention support for workforce education students.
- Increasing Adult Basic Education Skills and English-as-a-Second-Language instruction that is integrated with occupational skills training.
- Improving coordination between work force and economic development in key economic clusters.

- Expanding and sustaining skill panels.
- Expanding customized training for current workers.
- Expanding the availability of the Work Readiness Credential.
- Developing state and local agreements on service integration.

### Washington Works

On March 14, 2006, Governor Christine Gregoire directed the Workforce Training and Education Coordinating Board to review Washington's workforce development system and recommend improvements that will enable the system to better serve the employers and citizens of our state. Following extensive research and stakeholder meetings, the Workforce Board submitted a report to the Governor in January 2007 entitled "Washington WORKS." The report recommends improvements in eight aspects of the system:

1. Increasing Coordination With Education Systems

2. Developing a New Partnership With Economic Development
3. Aligning State and Local Goals for WorkSource
4. Strengthening the Local Workforce Partnership
5. Expanding Performance Accountability for Integrated Services
6. Expanding Services to Youth at Risk
7. Increasing Postsecondary Training and Retention
8. Improving the Statewide Structure

Washington WORKS influenced the preparation of *High Skills, High Wages 2006*, particularly strategies tied to *High Skills, High Wages Goal 4: To integrate workforce development programs to improve customer service*. Many of the recommendations in Washington WORKS have already been implemented.

#### *2007-09 State Plan for WIA Title I-B and the Wagner-Peyser Act*

On May 5, 2007, the U.S. Department of Labor approved Washington State's 2007-09 State Plan for WIA Title I-B and the Wagner-Peyser Act. The plan covers the period from July 1, 2007, though June 30, 2009. Responding to questions outlined in U.S. Department of Labor's (DOL) April 12, 2005 guidelines and DOL's Training and Employment Guidance Letter (TEGL) 13-06, the plan was developed collaboratively by the Employment Security Department and the Workforce Board in consultation with business, labor, and workforce development stakeholders. A description included in the plan reflects our state's commitment to implement WIA Title I-B and Wagner-Peyser strategies during the next two years and beyond that will:

- Guide Washington State's talent development system.
- Enhance seamless service delivery coordination and job placement

assistance through comprehensive One-Stop Career Centers (named Work Source Centers in Washington State).

- Provide demand-driven employment and training services governed by business-led Workforce Investment Boards, called Workforce Development Councils (WDCs) in Washington State.
- Offer flexibility to tailor service delivery that meets the needs of our state and local economies and labor markets.
- Provide high quality information to customers to help them make informed career choices and to select high quality training programs.
- Provide the Governor, State Legislature, Chief Local Elected Officials (CLEOs), U.S. DOL, and the public with fiscal and performance management and program accountability.
- Provide WIA eligible youth, including youth most in need, opportunities to succeed in secondary and postsecondary education, and opportunities to qualify for high demand jobs.
- Utilize an integrated and enhanced performance accountability system.

This State Plan for WIA Title I-B and the Wagner-Peyser Act is available on-line at:

[www.wtb.wa.gov/Policy\\_Federal\\_Wagner-Peyser-Plan.asp](http://www.wtb.wa.gov/Policy_Federal_Wagner-Peyser-Plan.asp)" [http://www.wtb.wa.gov/Policy\\_Federal\\_Wagner-PeyserPlan.asp](http://www.wtb.wa.gov/Policy_Federal_Wagner-PeyserPlan.asp)

#### *State Structure*

The Governor and the Legislature created the Workforce Training and Education Coordinating Board (Workforce Board) in 1991 to coordinate planning, policy and accountability for the state's workforce development system. The Workforce Board also serves as the state Workforce Investment Board and manages the

performance accountability for WIA. The Workforce Board develops and approves the State Strategic Workforce Development Plan and facilitates the coordination of workforce development programs including WIA Title I-B, vocational-technical education, adult education and family literacy, vocational rehabilitation, apprenticeship, and private career schools. The Workforce Board and Employment Security work collaboratively on WIA Title I-B. The Workforce Board also works with state operating agencies and local WDCs to ensure workforce and economic development strategies are linked.

Employment Security has administrative and operational responsibility for WIA Title I-B funds. These responsibilities include stewardship of funds, oversight and monitoring of activities, management of grants and contracts, and the allocation of funds to local WDCs for the delivery of services within an integrated service delivery system. Employment Security is also responsible for the distribution and oversight of funds for WIA statewide activities. Additional information regarding WIA statewide activities is located on page 33.

In addition to the administrative responsibility for WIA Title I-B funds, Employment Security provides labor market information through Labor Market and Economic Analysis (LMEA), operates the Unemployment Insurance Program and is the primary Labor Exchange service provider in the WorkSource offices statewide. These services and programs are critical elements in the Washington State workforce development system.



**The WorkSource Vision:**

*The One-Stop Career Development System (WorkSource) is the trusted source of employment and training services in Washington State. A comprehensive network of state and local programs meets customer needs and offers seamless, high*

*quality service. A common look and feel to the system make it familiar and easily accessed wherever it is located.*

**Local Structure**

There are twelve local WDCs, one for each of the state’s twelve workforce development areas (see map on page 9). Each Council, in consultation with Chief Local Elected Officials, oversees WIA Title I-B activities, coordinates local area workforce development services, and provides outreach to employers. The Councils ensure a link with local economic development strategies through community partnerships. Each Council has a Governor-approved WIA Title I-B and Wagner Peyser Plan. Each Council also has a Governor-approved strategic plan that assesses local employment opportunities and skill needs, and sets forth goals, objectives, and strategies for the local workforce development system consistent with the state strategic goals. The strategic role of local WDCs makes them an important counterpart to the state Workforce Board at the local level. These state-to-local and local-to-state relationships remain strong.

**2005-2007 Local Area Strategic Plans and WIA Operations Plans**

Washington State Workforce Development Councils, in partnership with Chief Local Elected Officials, develop and maintain local area workforce development plans.

- An operations plan for Title I-B employment and training programs funded under the Workforce Investment Act.
- A strategic plan for the workforce development system.

In 2007, the twelve Workforce Development Councils developed new two-year plans to guide regional workforce development activities through June 30, 2009. The Councils developed their local area WIA Title I-B Operations Plans

following guidelines issued by the Employment Security Department. On November 16, 2006, the state Workforce Board adopted planning guidelines for updating local area Strategic Plans for the Workforce Development System. The Councils followed these strategic planning guidelines:

- To articulate a vision for the local area's workforce development system.
- To develop goals, objectives, and strategies to increase skill levels, employment, earnings, customer satisfaction and return on workforce development investments.
- To reach agreement on a blueprint to utilize the area's strategic workforce assets to meet the requirements of the changing economy.
- To create a planning process, managed by the Workforce Development Councils, that assures meaningful opportunities for business, labor, Chief Local Elected Officials, program operators, WorkSource partner agencies, and others to communicate their needs, offer their perspectives and expertise, and participate in the process. The review and comment process for developing the local strategic plan is dynamic, with opportunities for interested parties to comment as the plan is built.
- To create/update a plan that is consistent with *High Skills, High Wages 2006: Washington's Strategic Plan for Workforce Development* and is focused on the unique needs and resources of the local area.
- To broadly share goals, objectives, and strategies that:
  - Represent the priorities of the WDC and its partners.
  - Reflect stakeholder input.
  - Offer guidance and propose approaches that will clearly benefit the customers of the workforce

development system (employers, jobseekers, 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.

In the summer of 2007, the twelve Workforce Development Councils, in consultation with Chief Local Elected Officials, adopted their area's 2007-2009 Strategic Plans and WIA Operations Plans. The plans were reviewed by staff of the Employment Security Department and the Workforce Board. On September 26, 2007, the Board adopted a motion recommending the Governor approve the plans.

### *The National Business Cycle and Washington's Labor Market*

Washington's labor market showed steady progress in the past year as nonfarm payroll employment increased 73,800 or 2.6 percent between June 2006 and June 2007. This was somewhat less than the prior year's pace when 91,800 jobs were added from June 2005. By June 2007, the state's unemployment rate had declined to 4.5 percent, a 0.5 percentage point drop from June 2006's 5.0 percent rate. At its peak in 2002, during the recession, the unemployment rate had reached a high of 7.6 percent.

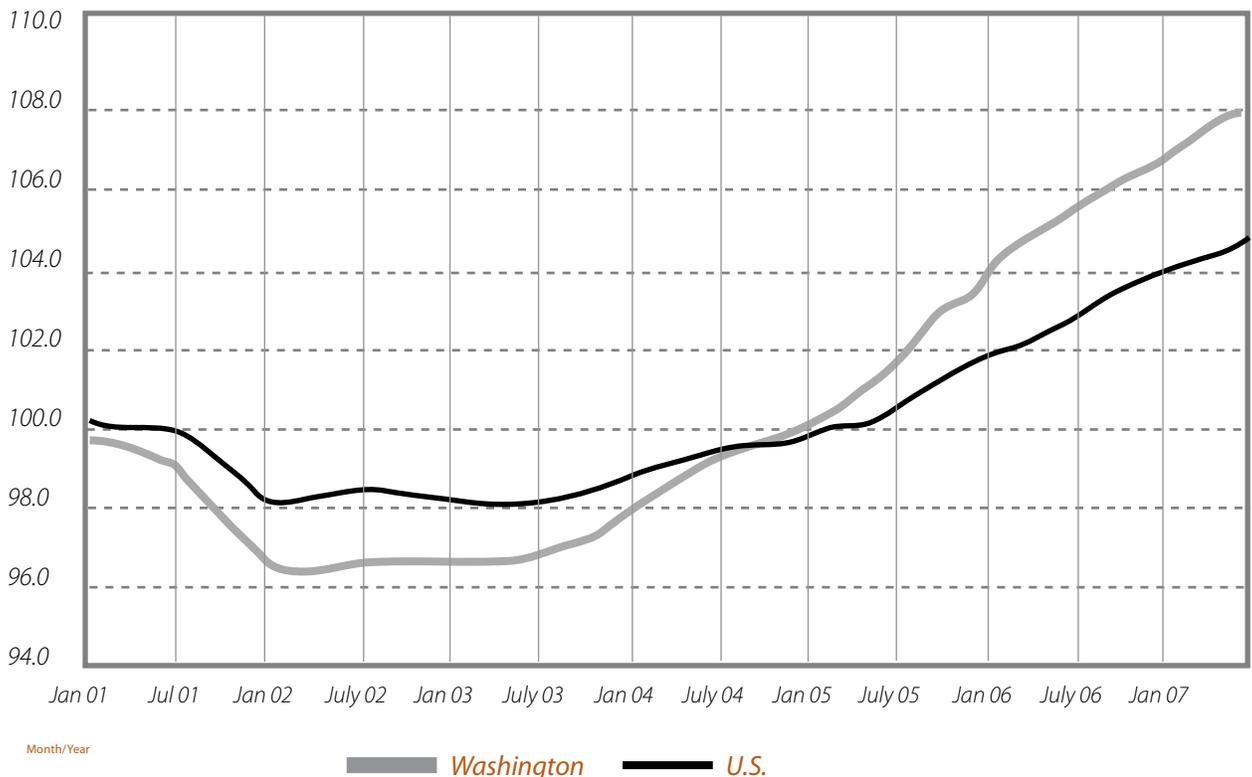
Washington nonfarm payrolls peaked in December 2000, declined steadily until March 2002, remained at or near this trough through December 2003, and finally staged a recovery in 2004. By December 2004, Washington nonfarm payrolls surpassed the previous peak. The U.S. employment picture showed a more shallow recession. That is national payrolls did not decline as much as Washington payrolls during the

recession, but did not surpass the previous peak until February 2005, two months after Washington State. Ever since this recovery, Washington employment growth surpassed the national growth rate. From June 2006 to June 2007, Washington nonfarm payrolls grew 2.6 percent, whereas national payrolls increased 1.5 percent. The differential narrowed from a year ago when Washington's job growth was 3.3 percent and the nation's gain was 1.8 percent.

Employment gains were widespread across most industries from June 2006 through June 2007, with professional and business services, construction, and retail trade as the three industries creating the largest number of new jobs in the state's economy. The shift in industry composition was the most interesting development in the labor market over this past year. Industries that

reported rapid growth last year (June 05 to June 06) grew more slowly this year (June 06 to June 07), and vice versa. For instance, the construction sector generated the largest number of new jobs between June 2005 and June 2006. Construction employment gains slipped to second place between June 2006 and June 2007. Despite the reduced pace of construction payroll growth over the past year, this sector was an important one for Washington job growth. Housing activity plunged in the nation, but not quite yet in Washington State; with the state's health economy keeping the housing market more robust. However, signs of inventory accumulation, longer time periods to sell homes, and a bank credit crunch will likely reduce demand for residential construction in the upcoming year. Construction payroll growth probably will not rank in the top three next year.

### Washington State and the United States Employment (Index, Dec.2004=100)



Industry Employment regains previous peak (reached at year end 2000) in December 2004 in Washington state as well as in the United States.

Manufacturing employment growth weakened significantly between June 2006 and June 2007 relative to the prior year. Between June 2005 and 2006, 12,500 new jobs were added to manufacturing payrolls; between June 2006 and 2007, only 5,200 net new jobs were added. A year ago, new jobs in the aerospace industry accounted for roughly half of the manufacturing jobs. In the most recent 12-month period, jobs in the aerospace industry accounted for more than all of the jobs; that is, aerospace employment increased by 6,300. This means that outside aerospace, manufacturing employment contracted between June 2006 and June 2007.

All in all, job growth in the goods producing sector accounted for 23.8 percent of the net new jobs in 2006-07 compared with 36.3 percent of the net new jobs in 2005-06. As a result, the share of net new jobs in the services-providing sector picked up in 2006-07 with a 78.2 percent share, up from 63.7 percent in the prior year.

Professional and business services were the largest net job creator between June 2006 and 2007 with 15,100 new jobs. In the prior year, this industry was the second largest job generator with 15,700 new jobs. Retail trade added more jobs between June 2006 and 2007 (+11,500) than in the prior year (+6,400). It was a strong contributor nonetheless, in both years. The education and health services industries tend to provide steady growth during good times and bad. As such, when the more cyclical industries are growing less rapidly, these sectors often outperform. Over the past 12 months, education and health services added 10,800 new jobs to payrolls. Leisure and hospitality added 8,000 new jobs this year while information services added 4,000 new jobs. Wholesale trade payrolls swelled by 3,200 jobs, a significant reduction in the rate of growth relative to the prior year, but reflected a solid gain for this industry nonetheless.

The weakest industry sectors were other services (+1,700), transportation, warehousing and utilities (+1,700), and government (+400). Two sectors posted payroll declines from the prior year: financial activities (-200), and natural resources and mining (-1,000).

While employment growth was moderate after the acceleration in the prior three years, there is no question that employment gains were robust on the whole. The Washington state economy has benefited from a strong order book in the aerospace industry, healthy gains in the software industry and bustling port activity. Rising interest rates slowed construction activity somewhat in the state, but one could still describe this sector as robust relative to the rest of the nation. Most likely, the construction industry will soften in the upcoming year. Manufacturing activity outside aerospace has begun to act more like the nation, payrolls have trended down. Retail spending remained healthy even with fluctuating gasoline prices. After all was said and done, gas prices were not all that different from the prior year. The stock market, another factor that eats into consumer wealth, performed admirably between June 2006 and June 2007, but was beginning to show signs of wear and tear as investors quivered over rising home foreclosures and potential bank liquidity problems. A general slowdown in the economy would likely impact the state in an adverse fashion, but a downturn is not necessarily in the offing. On the whole, a slower rate of economic growth is the most likely scenario for the nation.

### *Summary of Results*

During the seventh year of WIA (July 1, 2006 through June 30, 2007), Washington's performance continued to exceed negotiated performance levels.

Whether at home, work or WorkSource offices, each month Go2WorkSource.com, the state's Internet-based self-service job match system, is used over 600,000 times by job seekers looking for work and employers looking for employees. Each month, job seekers conduct over 700,000 job searches and employers conduct approximately 17,000 resume searches. More than 22,000 employers are registered to use Go2WorkSource.com. More than 15,000 job listings are currently available and employers can access more than 50,000 job seeker resumes. In April 2006, Version 7 of Go2WorkSource was launched. This new version added many significant improvements, including the Resume Builder, which automatically creates a resume by presenting job seekers with a list of questions. Version 7 also provides an Internet-based translation service that allows employers and job seekers to translate documents such as resumes or job orders into six languages, including Chinese and Spanish. Customers using Version 7 can also request searches for job openings or job candidates that can be conducted automatically, at intervals selected by the customer, and have the results sent to them by email.

For those eligible to receive more intensive levels of employment and training related services offered to adults, dislocated workers and youth, 19,216 were assisted on their road to employment by WIA Title I-B programs. This is about 2,800 (almost 15 percent) less than the number who received assistance in Program Year 2005.

Economic conditions continued to improve in calendar year 2005, the period during which most Program Year 2006 performance results occurred. Washington's performance was similar to last year's. Washington performed at an average of 104 percent of our targets for 17 federal performance measures, 104 percent of our targets for 10 state measures, and 104 percent of the 27 measures overall. Washington exceeded its average federal targets in all program areas; averaging 102 percent of targets for adult programs; 104 percent of targets for dislocated worker programs; 107 percent of targets for youth programs; and 101 percent of targets for customer satisfaction. Performance levels on measures that were calculated the same way in Program Years 2005 and 2006 were higher on 14 measures and lower on 13 measures.

## WHAT IS WORKING WELL

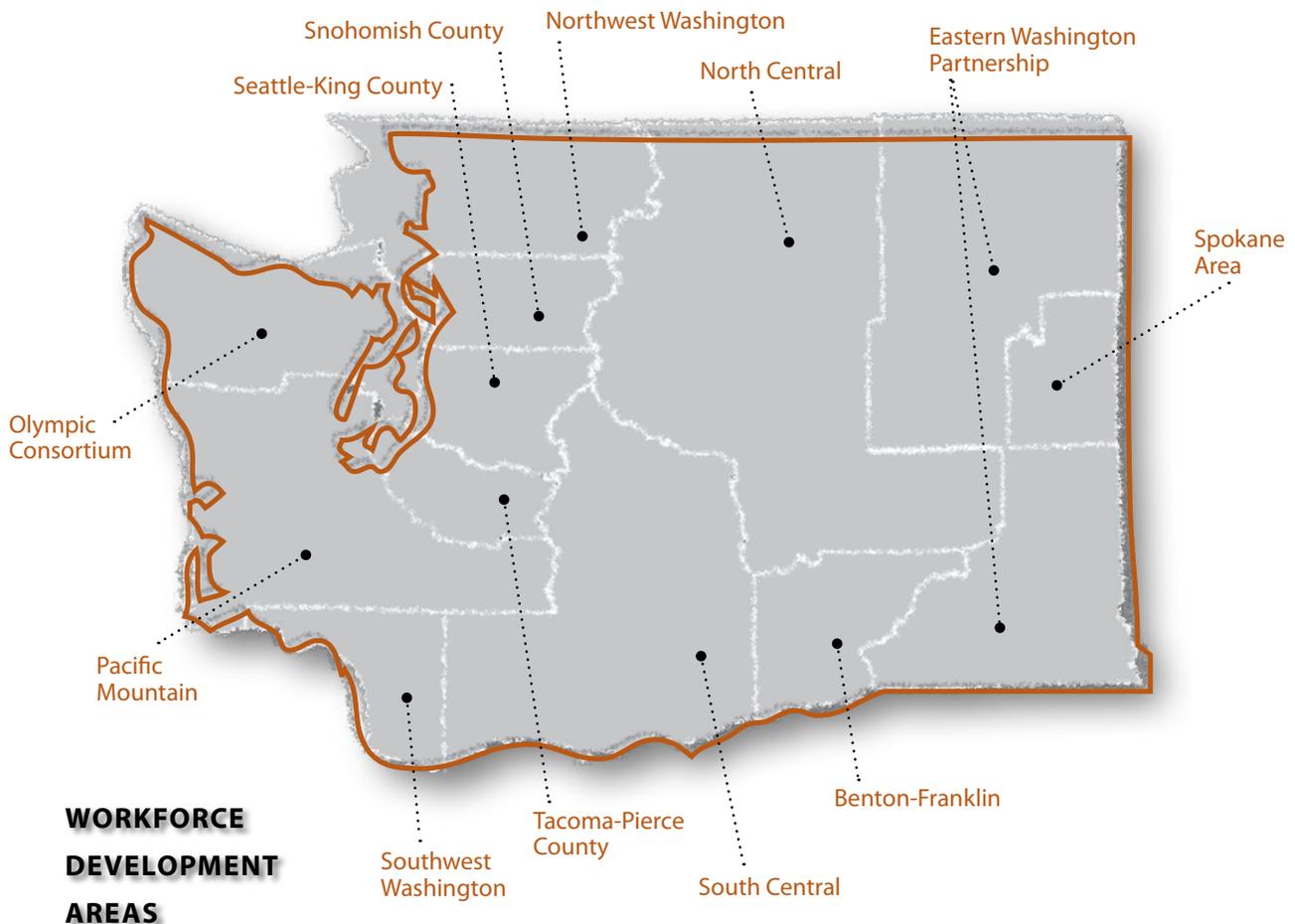
### Workforce Development Council Highlights

#### Introduction

Washington's workforce development system's commitment is to provide the best outcome for all people who are seeking training, employment, job retention or increased earnings, and all employers looking for qualified workers. Washington's twelve Workforce Development Councils (WDCs) and WorkSource partners provide a comprehensive menu of services.

Each of the twelve Workforce Development Councils has provided a short summary of unique workforce development activities in their local communities for the last Program Year. As federal Workforce Investment dollars decline, brokering of innovative ideas among partners in the One-Stop System takes on a higher priority. Just like the makeup of our state, the following summaries represent a wide variety of services offered in local areas and innovative projects aimed at serving the needs of both rural and urban environments.

This section (pages 24 through 34) also includes highlights of state-level leadership activities and services in Program Year 2006 (July 1, 2006 through June 30, 2007).



**OLYMPIC Workforce Development Council**  
*Serving Clallam, Kitsap, and Jefferson Counties*



**WorkSource Enhancements/  
 Local Partnerships**

The Olympic Workforce Development Council works closely with local businesses and job seekers to provide the best job solutions to both groups. A significant amount of focus is made on two key industry sectors - Health Care and Marine industries. These industry groups are also being served by skill panels, financed and staffed by the Council.

The Olympic Health Care Alliance, with over 60 members, is dedicated to closing the job gap between the industry's need for skilled workers and the number of qualified workers available in our three-county area. The Marine Trades skill panel continues to keep the involvement of our marine industry employers with our training plans. Workers from Westport Shipyard were trained in supervisory skills. This has contributed to employees' skill sets while enhancing company productivity.

**WIA Adult and Dislocated Worker  
 Activities**

Adult and Dislocated Worker program activities were further integrated with the launch of the "All Money is Green" pilot project. This project consolidated WIA Adult and Dislocated Worker funds with Wagner Peyser program funds, enabling integrated budgeting, cross-training between programs, and the development of integrated task teams. These efforts helped to bring about efficiencies and the elimination of service duplication, greatly benefiting our customers.

Service provider agencies Kitsap Community Resources and Washington State Employment Security Department continue to work closely with Adult and Dislocated Worker job seekers and employers in our area.

**Youth Services**

The Dropout Academic Intervention Program continues to provide intensive academic intervention services to students who have dropped out, or are at risk of dropping out, return to school. Services are coordinated to assist the youth in returning to school, recover lost credits, and resolve academic, social, or personal issues that inhibit successful learning. For Program Year 2006, there were 110 dropouts and at-risk youth enrolled in the program. Of these, 89 youth are expected to receive their high school diplomas on time. There were two hundred and fifty (250) credits earned – way above the 85 projected early in the project. Twenty-one (21) students earned a diploma, (20 were projected to do so).

The In-Demand Scholars Program, a partnership between the Olympic Consortium and the Washington Workforce Association (WWA), continues to help give high school students a straightforward, well-defined route into skilled, high-paying health care careers. Seven (7) scholarship awards of \$5,600 were made to students from school districts in Kitsap, Jefferson and Clallam counties. Students were enrolled in local community colleges in health care programs ranging from dental hygiene to nursing.

## **PACIFIC MOUNTAIN Workforce Development Council** Serving Grays Harbor, Lewis, Mason, Pacific, and Thurston Counties



### **Local Partnerships**

The Pacific Mountain Workforce Development Council is proud of the ongoing efforts to partner with economic development, education and business to build a workforce that meets the needs of our industry partners. Several specific efforts over the past year have built a foundation and a pipeline that will support many of our industry partners in the years to come.

In the summer of 2006 and again in 2007 a program called “Float Your Boat” was implemented for high school students interested in employment at the Westport Shipyard. Westport is the largest luxury yacht builder in North America and needs to grow skilled workers to enable the company to expand. This project was one of their solutions to meet their growing need for employees. Float Your Boat is a hands-on, intensive four-day boatbuilding program created by the local Marine SKILL Panel. The project teaches students the fundamentals of boat building, mathematics and teamwork as well as the basic experience and training needed for entry-level employment in marine manufacturing.

In an attempt to make a systemic impact on high school students in Grays Harbor and Pacific Counties a Manufacturing Summer Camp was created and delivered in June of 2007. This partnership between education and business targeted local high school teachers to educate them as to the needs and opportunities that exist within their communities with the goal of educating students on the skills needed by local industry. A group of six manufacturers hosted 20 teachers over a four-day period providing them the information they need to modify curriculum and prepare students for the world of work outside the classroom. The interest by the teachers far exceeded the available space for the project and discussions are already underway to double the capacity of the program next summer.

### **Dislocated Worker Activities**

The Pacific Mountain Consortium has a long and very successful history of serving dislocated workers. Such a need for assistance occurred in November of 2006 when TransAlta in Lewis County gave notice they were closing their coal mine and dislocating 568 workers. In this relatively small rural county, this closure has a serious impact. The Rapid Response Team responded as we have so many times before and with the support of the state Employment Security Department, the State Board for Community

and Technical Colleges and the company resources were made available to retrain and relocate many of the affected workers.

There was one activity that was different for this event and is worthy of replication. Of the 568 workers dislocated most were represented by the Operating Engineers Local 612. Though the mine work represented by this union was clearly in decline, high-way construction work remained in high demand. With the help of the Employment Security’s Labor Market and Economic Analysis (LMEA), we were able to designate the Operating Engineers as two separate occupations enabling the dislocated workers to be trained in the Highway Construction sector. Due to the critical need for workers in this sector an agreement was entered into by the Pacific Mountain Consortium and the Operating Engineers Training Trust to deliver training. With the apprenticeship training programs filled, this project enabled workers to receive critical “bridge” training and be sent out by the union to highway construction jobs. This effort proved to be cost effective and efficient in providing short-term training leading to employment.

### **Youth Activities**

2006 was a great year for the students who participated in the Drop Out Prevention and Retrieval Program. Designs varied; New Market Vocational Skills Center enrolled the recaptured youth into vocational programs, while Harbor High School allowed youth to receive their degrees online with the support of their teachers. The numbers show its success...over 510 credits were earned and 71 diplomas awarded. Many of these youth were the first in their family to graduate, single parents and living on welfare prior to participating in this program. Today over 3/4th of these youth are working full time, enrolled in advanced education or were accepted into apprenticeship opportunities.

## NORTHWEST WASHINGTON Workforce Development Council

*Serving Whatcom, Skagit, Island, and San Juan Counties*



### Strategic Plan Driving System Outcomes

The Council is the regional advocate for efforts to identify sector-specific strategies that better align education, economic and workforce development initiatives. The Council has made strategic advances in aligning the workforce development system of the Northwest with the area's key industries: Health and Allied Services; Advanced Manufacturing [Marine and Wood Products], and Construction. Strategic direction is drawn from the Council's own plan, the state's High-Skills, High-Wages 2006, and the Governor's plan for economic development, The Next Washington. Industry skill panels in each of the region's key industries are a vital element in the Council's sector strategies in support of regional economies. Ninety two percent (92%) of the regions' WIA I-B, Adult, Dislocated Worker, and Youth training dollars invested in workforce development in the key high-demand industries yielded top performance across all common measures.

### Advocating for Regional Workforce Needs

The Council continues to actively engage with regional industry sectors to identify their workforce and related needs and with community stakeholders to provide coordinated responses and local solutions to emerging workforce needs. The Council advances its key industry strategies through collaborative engagements and partnerships with other Workforce Councils, training institutions and industry associations, assuring geographic and operational boundaries do not impede effective, industry-based problem resolution.

Research and analysis accomplished with the assistance of industry, the Employment Security Department's Labor Market and Economic Analysis branch, and Western Washington University support system-wide alignments with the region's economic development priorities. The Council monitors occupational vacancies, training, placements, and business service activities for the region's key industries. Community and technical colleges design and deliver industry-driven curriculum and also provide limited English proficiency (LEP) classes in a vocational context to aid entry-level workers gain employment. Close integration of effort with Centers of Excellence help ensure systemic approaches that are tailored to the industry and the region. The Council's sector initiatives include training and skill development, business development, and community outreach for key industries.

Pipeline activities are another important Council strategy to attract and prepare workers in key industries. Through the coordination of K-12 education, post-secondary education offerings, and WIA I-B Adult, Dislocated Worker, and Youth programs, it is possible for individuals to follow an occupational pathway leading to employment and retention in a high-wage, high-demand occupation.

The Council's emphasis on career ladder and pathway initiatives fostered an expansion of career education camps and internships in the construction, wood product and marine manufacturing, and health care industries. More than 100 youth participated in one of the three-day explorations of our region's most in-demand occupations. Youth participate in an engaging mix of industry site visits, vocational training, and hands on skill building. Following the camp activities, youth have the option of a paid internship to continue their experience in their chosen industry. Students are better prepared to undertake a targeted academic plan and successfully enter careers.

### WIA Youth Activity

The Council and the Sedro Woolley School District combined resources and expertise to provide dropout prevention interventions services for at-risk youth who had failed one or more of their seventh grade WASL tests. Comprehensive school-based interventions were provided entering at-risk freshman and have continued through the 11th grade. Services included parental contacts, individual academic and social counseling.

Combining WIA and Basic Education Act (BEA) funds, 262 at-risk youth were served in years 1 and 2 and 242 in year 3. The average annual cost was \$390 per student. The initiative's outcomes included: the school's Annual Yearly Progress (AYP) rate is up from 41% to 78% and now exceeds the state goal of 73%. Of the 242 at risk students served by this project, their AYP rate is 72% and, for the low income at-risk students, their AYP rate is at 85%. The savings in BEA funds demonstrates that this effective system of services is sustainable using district funds with a positive cash flow for the district.

**Workforce Development Council SNOHOMISH COUNTY***Serving Snohomish County***Celebrating Youth Success**

On June 21, 2007, Center for Career Alternatives held its annual graduation ceremony, celebrating 98 Career Readiness program graduates. Of those who graduated, 46 were WIA-eligible youth and 29 had successfully completed work experience placements. The event was attended by over 700 family members and friends and featured TV sports personality Tony Ventrella as emcee. Sue Ambler, CEO of Workforce Development Council Snohomish County, also addressed the students and presented special awards.

**Service Learning and Work Readiness**

Youth enrolled in both in- and out-of-school WIA programs continue to receive mentoring and support from WDCSC's AmeriCorps Program. On July 23, 2007, another class of AmeriCorps Members graduated from their 11-month term of service, celebrating their success in providing work readiness, service learning, and structured enrichment activities to youth across Snohomish County. During PY06, 18 AmeriCorps members contributed over 22,200 hours of service to nearly 2,800 youth. They also recruited almost 400 volunteers who dedicated over 1,000 hours of service to community-based organizations.

**Building Assets**

WDCSC now offers Assets for Independence Individual Development Accounts (IDAs) as the centerpiece of a new asset-based strategy for individuals seeking to escape from poverty. Designed to increase savings and investment for welfare recipients and low income working individuals, IDAs provide people with a means to achieve financial security through asset accumulation. The IDA program relies upon its partnership with the WIA Adult and Dislocated Worker programs to provide additional supportive services and potential additional funding to assist with post-secondary education expenses. Participants of the IDA program enroll in the WIA program to enhance their opportunities to succeed in life and become self-sufficient. This co-enrollment of clients in the WIA program further leverages federal funding and increases the opportunities available to Snohomish County residents to achieve success.

**Business and Education Partner for the Future**

On June 14, 2007 over 50 high school and job corps students learned to bend sheet metal, frame a house, lay brick, wield a cutting torch, and more as part of the WDCSC-sponsored Construction Carnival. Held at the Smokey Point Naval Family Support Center Complex, teams of journeymen were on site to answer questions and let students try their hand at projects using equipment from the construction and building trades. The event was sponsored by a number of local unions and apprenticeship programs and served as a shining example of the power of partnership between industry and education to address current and future workforce needs.

**NORTHWEST WASHINGTON Workforce Development Council***Serving Whatcom, Skagit, Island, and San Juan Counties***Strategic Plan Driving System Outcomes**

The Council is the regional advocate for efforts to identify sector-specific strategies that better align education, economic and workforce development initiatives. The Council has made strategic advances in aligning the workforce development system of the Northwest with the area's key industries: Health and Allied Services; Advanced Manufacturing [Marine and Wood Products], and Construction. Strategic direction is drawn from the Council's own plan, the state's High-Skills, High-Wages 2006, and the Governor's plan for economic development, The Next Washington. Industry skill panels in each of the region's key industries are a vital element in the Council's sector strategies in support of regional economies. Ninety two percent (92%) of the regions' WIA I-B, Adult, Dislocated Worker, and Youth training dollars invested in workforce development in the key high-demand industries yielded top performance across all common measures.

**Advocating for Regional Workforce Needs**

The Council continues to actively engage with regional industry sectors to identify their workforce and related needs and with community stakeholders to provide coordinated responses and local solutions to emerging workforce needs. The Council advances its key industry strategies through collaborative engagements and partnerships with other Workforce Councils, training institutions and industry associations, assuring geographic and operational boundaries do not impede effective, industry-based problem resolution.

Research and analysis accomplished with the assistance of industry, the Employment Security Department's Labor Market and Economic Analysis branch, and Western Washington University support system-wide alignments with the region's economic development priorities. The Council monitors occupational vacancies, training, placements, and business service activities for the region's key industries. Community and technical colleges design and deliver industry-driven curriculum and also provide limited English proficiency (LEP) classes in a vocational context to aid entry-level workers gain employment. Close integration of effort with Centers of Excellence help ensure systemic approaches that are tailored to the industry and the region. The Council's sector initiatives include training and skill development, business development, and community outreach for key industries.

Pipeline activities are another important Council strategy to attract and prepare workers in key industries. Through the coordination of K-12 education, post-secondary education offerings, and WIA I-B Adult, Dislocated Worker, and Youth programs, it is possible for individuals to follow an occupational pathway leading to employment and retention in a high-wage, high-demand occupation.

The Council's emphasis on career ladder and pathway initiatives fostered an expansion of career education camps and internships in the construction, wood product and marine manufacturing, and health care industries. More than 100 youth participated in one of the three-day explorations of our region's most in-demand occupations. Youth participate in an engaging mix of industry site visits, vocational training, and hands on skill building. Following the camp activities, youth have the option of a paid internship to continue their experience in their chosen industry. Students are better prepared to undertake a targeted academic plan and successfully enter careers.

**WIA Youth Activity**

The Council and the Sedro Woolley School District combined resources and expertise to provide dropout prevention interventions services for at-risk youth who had failed one or more of their seventh grade WASL tests. Comprehensive school-based interventions were provided entering at-risk freshman and have continued through the 11th grade. Services included parental contacts, individual academic and social counseling.

Combining WIA and Basic Education Act (BEA) funds, 262 at-risk youth were served in years 1 and 2 and 242 in year 3. The average annual cost was \$390 per student. The initiative's outcomes included: the school's Annual Yearly Progress (AYP) rate is up from 41% to 78% and now exceeds the state goal of 73%. Of the 242 at risk students served by this project, their AYP rate is 72% and, for the low income at-risk students, their AYP rate is at 85%. The savings in BEA funds demonstrates that this effective system of services is sustainable using district funds with a positive cash flow for the district.

## **SNOHOMISH COUNTY** Workforce Development Council

*Serving Snohomish County*



### **Celebrating Youth Success**

On June 21, 2007, Center for Career Alternatives held its annual graduation ceremony, celebrating 98 Career Readiness program graduates. Of those who graduated, 46 were WIA-eligible youth and 29 had successfully completed work experience placements. The event was attended by over 700 family members and friends and featured TV sports personality Tony Ventrella as emcee. Sue Ambler, CEO of Workforce Development Council Snohomish County, also addressed the students and presented special awards.

### **Service Learning and Work Readiness**

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### **Business and Education Partner for the Future**

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**Workforce Development Council of SEATTLE-KING COUNTY***Serving King County*
**WorkSource Enhancements/  
Local Partnerships**  
*Industry Sector Events*

Each quarter, WorkSource Seattle-King County has held an interactive industry forum in a different high-demand sector. Sectors have so far included health care, life sciences, manufacturing, construction and automotive. Employers from key companies in each sector discuss with jobseekers and WorkSource staff the workforce needs of their industries and the skills they are looking for in workers.

*Mature Workers Job Fair and Employer Website*

The WDC followed up our 2006 Aging Workforce report by joining with the Mature Workers Alliance of Puget Sound to sponsor a job fair for workers over 55. Verizon, Children's Hospital, REI, and King County Transit were among 30 companies who were on site to recruit the skills and experience of the more than 500 older jobseekers who attended. We also launched a new website specifically for employers: [www.employexperience.com](http://www.employexperience.com) with resources and tools to help companies find and retain older employees.

*Homeless Employment*

The WDC of Seattle-King County is an integral part of local efforts to increase cross-systems collaboration and open opportunities for homeless jobseekers. These efforts began in 2006 when a local initiative under the Committee to End Homelessness focused on employment as a key service for homeless individuals. The WDC already leads a Housing and Urban Development (HUD)-funded homeless employment project, and is now working toward better integrating housing and homeless services with the WorkSource system. Our CEO joined the Interagency Council of the Committee to End Homelessness as the first member from the mainstream employment system.

**WIA Adult and Dislocated Worker Activities**  
*The Advancement Project for Low-income Workers*

The WDC launched The Advancement Project (TAP) in early 2006 to help low-income working people stay in their jobs, advance to better wages and benefits, and build a solid foundation from which to move out of poverty. TAP began as a partnership between a WIA case manager who provided career and job-retention coaching, support services and training resources, and a Department of Social & Health Services (DSHS) staff member who streamlined cumbersome processes that have kept working people from accessing state supports such as food stamps, child care and medical benefits. The TAP model is flexible, integrated and customer-

driven, offering access to services outside of 8 to 5 office hours and providing intensive individual coaching. Thanks to a grant from United Way of King County, TAP will continue and expand over the next two years, spreading throughout the WorkSource system in King County.

*Awards and Accolades*

Kris Stadelman, the Executive Director, received several honors and appointments to leadership positions, including:

- Workforce system director of the year (National Workforce Association)
- President of the U.S. Conference of Mayors Workforce Development Council
- Appointed to the state workforce board as the first member from a local WDC

**WIA Youth Activities**
*Youth Financial Literacy*

Recognizing the need to integrate financial literacy skills into WIA youth programs, the WDC received grants from United Way of King County and Washington Mutual, Inc., to provide workshops both to youth and to WIA youth case managers. The training includes financial goal setting, budgeting, managing credit, and basic financial tools and resources.

*Youth integration in WorkSource*

After launching our new Youth@Work website [www.youthatwork.info](http://www.youthatwork.info) in 2006 to connect youth with employers, the WDC focused on greater integration of youth resources into WorkSource. Each WorkSource site now has a designated contact for youth employment issues and packet of information for youth customers. Youth and youth staff are also integrated into the system's quarterly forums on specific industry sectors. In addition, the WDC and the WorkSource affiliate site at South Seattle Community College are working together in a pilot project to create a locally recognized work readiness credential that can be used to recommend youth to local employers as candidates for employment.

**TACOMA-PIERCE COUNTY Workforce Development Council***Serving Pierce County***WIA Youth Activities**

By March, 2007, our eight providers had served 564 youth, including services for foster youth, youth offenders, teen parents, and youth with disabilities. Some of our providers have geared up to focus on high demand industries including health and construction.

Two Youth Council work teams have been formed for in- and out-of-school youth. The In-School Team has developed a youth resource booklet called the "Youth 411" that has been a big hit with youth throughout Pierce County. This team has also developed the "Career Education Shadow Project", a partnership that includes this In-School Team, our technical colleges and high schools. The project gives at-risk high school youth a day at a technical college in the program of their choice, learning about available career and educational opportunities. About 550 students participated this year - a big success!

We continue offering services to all county youth with our unique Youth WorkSource Center, helping youth explore careers, develop resumes, find jobs and educational support and access to many needed community resources. Our local employment and training providers and other community agencies are designing a more expansive Youth Career Development Center to be based at Tacoma Goodwill Industries. This grand center will host even more specialized youth employment and training services when it opens in 2009.

Our Youth Dropout Prevention and Retrieval Grant offered a summer REACH Academy in 2006 at Walker Alternative High School in Puyallup. The academy provided incoming ninth graders both a connection to the school and extra credit academic preparation. Sixteen students explored career opportunities and leadership activities, and preparing for WASL math and writing. They also used online technology and got a jump on their Culminating Project. Student feedback was very positive.

**WIA Adult Program**

Pierce County's successful Health Initiative is a collaborative effort to address healthcare workforce shortages. One partnership out of this Initiative that has really shined is the Comprehensive Career Coaching Program. The program has provided career coaching services and training to over 3,000 incumbent workers at St. Joseph, Good Samaritan, MultiCare, St. Clare, and St. Francis hospitals. Services are also provided at Tacoma Lutheran Home Retirement Community. This WDC sponsored program has invested

an average of \$3,000 per incumbent for high demand training. The return on investment far overshadows the cost. The Career Coach has maintained a study of the average wage growth among the incumbents that have completed training. After three years, hourly wages among workers increased from \$15.52 to \$25.39. This is 66 percent higher than the pre-program wage. Those who did not complete training advanced an average of 30% from \$14.29 to 18.60 per hour. Some of the increase can be contributed to cost-of-living, but a significant portion of the increase was caused by promotion to higher classifications. Training is provided by local technical and community colleges as well as Washington State University offering RN, LPN, Imaging and other high demand healthcare programs. Fifty percent of the program funding comes from Healthcare Industry Partners and the other 50% comes from WIA dollars.

**Dislocated Workers**

The Workforce Development Council is responsible for returning people who have been affected by layoffs and business closings to work as quickly as possible, with comparable earnings. Every year, economic shifts force hundreds of Pierce County workers to find new jobs. This year, our rapid response unit worked with 520 employees from eleven companies that were closing. Many of these were retail workers, with a few employees from manufacturing and other services.

Because WorkSource maintains a network of training providers and business partners and receives early notice of impending layoffs, workers find better jobs faster. For example, when Sumner-based Pony Lumber was forced to close, working with the WorkSource Rapid Response Team the WorkSource Business Connection was able to call on Atlas Castings and Technology with a supply of skilled workers who were evaluated and ready to work. Of the 24 who applied at Atlas, ten were interviewed and four were hired within a week of leaving Pony Lumber. In the coming year, we plan to expand this kind of integration to help even more workers return to employment even faster.

## SOUTHWEST WASHINGTON Workforce Development Council

*Serving Clark, Cowlitz and Wahkiakum Counties*



### System Integration and Partnerships

Continuing a five-year collaboration, the Southwest Washington Workforce Development Council (SWWDC) and the Columbia River Economic Development Council combined their business outreach and expansion functions, resulting in a unified face for businesses looking at expanding or relocating to Clark County and increased efficiency and effectiveness. With a move to new offices in 2006, the organizations also brought the Employment Security regional economist into the work group. These efforts have captured statewide interest and are touted as a model for others to emulate.

SW Washington WorkSource partners were chosen as one of two sites within the state to embark on a "Systems Integration" project to simplify service provision and reporting across multiple federal and state funding sources and to get job seekers into training and job placements more quickly. WorkSource will be staffed functionally (rather than by program), with the various program resources packaged for customers based on needs.

After three years of planning, construction began on a new Cowlitz/Wahkiakum WorkSource Center. The new 13,000 square foot facility, located in downtown Kelso, provides improved accessibility, parking, and service delivery efficiency as well as serves as a key component of the city's revitalization plan. The Center will open in December 2007.

SWWDC and its Portland, Oregon, counterpart, WorkSystems Inc., developed several regional workforce initiatives to better serve businesses and job seekers within the larger bi-state metropolitan area.

### Adult and Dislocated Worker

Approximately 2,800 individuals received services through the WIA adult or dislocated worker programs. Some 1,335 individuals were placed in unsubsidized or self employment; 362 (27%) were individuals with disabilities. A total of 543 people received formal credentials following occupational training. Sixty-seven percent (67%) of ITA funds were spent to train individuals for occupations specific to three target industries; healthcare, freight transportation, and manufacturing.

WorkSource Vancouver matched a group of non-English speaking dislocated workers with First Aid Only, a Vancouver-based assembler of first aid kits, enabling the company to expand to a new service line. WorkSource provided on-the-job training funds enabling the company to provide English-as-a-Second-Language instruction.

### Youth

In PY 06 Educational Service District 112, the region's WIA youth services provider, served 340 youth with 81% positive exits, helped 89 students get their diplomas, provided work experience opportunities to more than 125 students, and garnered a 98% participant satisfaction rate. 70 students completed the award-winning Career Academies, enabling them to gain work experience and skills in a target industry occupation. Also in PY 06, 53 students were enrolled in the Dropout Prevention and Intervention (DPI) Program, 15 youth returned to school, and 31 diplomas were earned.

SWWDC issued a request for proposals to provide WIA youth services and ESD 112 was unanimously selected to continue to provide these services.

WorkSource targeted youth and community services providers in its efforts to increase awareness and use of the center. During PY 06 more than 40 school counselors and staff toured the WorkSource facilities to get a better understanding of the resources available to the youth with whom they work. In addition, presentations were made to more than 40 high schools and community based organizations on WorkSource and its services.

## **NORTH CENTRAL Workforce Development Council** *Serving Chelan, Okanogan, Grant, Douglas, and Adams Counties*



### **Last Mill Standing:** *No time for the dust to settle*

The last saw mill in Chelan County shut its doors in December 2006, laying off all 100 workers. Longview Fibre hosted a rapid response team from SkillSource, Employment Security, Wenatchee Valley College, the State Labor Council and the Association of Western Pulp and Paper Workers. Led by the WDC's fiscal agent, SkillSource, the team answered questions from employees and explained unemployment insurance and re-employment, retraining and relocation options. Employee tenure varied from about 15 years to 5 months and hourly compensation from \$13 to \$25. New jobs at the old pay in this area were scarce without retraining. With key partners' cooperation, workers researched their options including jobs in the local area, training options for skill enhancement, and in some cases, relocation to surrounding labor markets. Change like this is hard. But before the dust had settled, these Longview Fibre employees showed extraordinary tenacity and a winning attitude to survive such a change.

Over half of the workers took advantage of assessment, career planning and financial aid workshops at SkillSource. Twenty-six chose vocational/technical education while another twenty chose to relocate to other areas in the region where they could put their existing skills to work. Others decided on-the-job training was the right fit. The rest have found new jobs or continue to explore other career options. This closure may have left a sawmill in the dust, but these workers remain standing strong and moving on with new opportunities and new skills.

### **Graduating at Main Street Learning Center:** *The road more traveled*

At this June's Main Street Learning Center graduation, eighteen High School Diplomas and General Equivalency Certificates were awarded. These numbers might have been reversed just a few years ago.

Mariano's days at high school ended abruptly his sophomore year. He doesn't like to talk about it, but he was accused of gang activity. Instead of pursuing his long-time college plan to earn a recording engineer degree, Mariano would have to settle for unskilled work. Then a friend told him about the Main Street Learning Center in Brewster, a satellite campus of Bridgeport School District's Aurora

Alternative School operated by the Workforce Development Council. Mariano set a blistering pace in his studies and passed course after course. But he helped others too. At Main Street, some of the most important teachers are students. In particular, Mariano explained coursework to limited English students. His career counselor saw natural teaching skills and recommended Mariano apply for a teacher aid position. She referred him to a work experience opportunity at Brewster Elementary. At 17 Mariano earned his high school diploma. He also showed he had the right stuff for the classroom and won an America Corps position as a tutor and mentor. He recently stopped by to the Learning Center for help planning the steps to become a teacher.

With partnerships like Main Street, more teenagers and adults are earning high school diplomas and leaving any doubt about their future in the rearview mirror.

### **WorkSource Central Basin:** *No ordinary One-Stop*

Welcome to WorkSource Central Basin! Washington's newest Career Center opened for business May 7. The new 21,000 square foot facility is operated by a consortium. SkillSource, Employment Security and Division of Vocational Rehabilitation were selected by the Workforce Development Council to jointly operate the center. Several other key partners like Big Bend Community College, Opportunities Industrialization Council (OIC), Job Corps and Grant Mental Health also outstation staff and services.

In addition to core services, the facility also houses a basic education partnership between SkillSource and the Moses Lake School District. Another partnership between SkillSource and Big Bend Community College provides office skills training.

Partners are committed to operational goals of integrating services, responding to business and employer needs, training workers in demand occupations and aligning services to respond to common performance measures.

**SOUTH-CENTRAL Workforce Development Council**  
*Serving Yakima, Kittitas, Skamania and Klickitat Counties*



**“100 jobs for 100 kids”**

In 2006 the Greater Yakima Chamber of Commerce organized a community-wide strategic forum bringing together business, law enforcement, education, workforce development agencies, and citizens to address the issues of crime and achieve the goal of creating viable employment and a safe environment to live and work for all community members.

A committee was developed to address issues related specifically to youth. The goals are to keep youth in school, return those who have dropped out, and provide meaningful summer youth employment. The South Central Workforce Development Council, along with the Greater Yakima Chamber of Commerce’s Business Education division, notified local school districts and invited youth to participate in the summer project, “100 jobs for 100 kids”.

To kick off the event, a youth Career Fair was held at South East Community Center. Over 180 youth signed up for the “100 jobs for 100 kids” summer project. Youth received an orientation on the resources available in the community including WIA with an emphasis on the importance of work readiness skills.

The first year the “100 jobs for 100 kids” project achieved great success; “60 jobs for 60 kids”. Businesses who previously had not worked with WIA programs created opportunities for youth, provided mentorship and productive outlets for youth to earn money while staying out of trouble and keeping our communities safe.

**Supporting a comprehensive plan for families receiving TANF**

The South Central Workforce Council continues to build partnerships that maximize local resources in support of families on their road to self-sufficiency. As a WorkFirst contractor, with Community, Trades and Economic Development (CTED) to provide subsidized skilled work placements and supported by intensive case management services, the program leverages local workforce resources to support a long-term coordinated employment plan for TANF parents. To date these efforts have clearly yielded better results for parents with limited education and job skills.

The improved outcomes are based on a model where WorkFirst parents who demonstrate readiness for more advanced training are coenrolled with WIA Adult Programs. The Adult programs continue to build upon the goals set forth in the original employment plan, adding advanced job training activities such as OJTs, ITAs and retention services. WIA programs have experienced a direct benefit by leveraging WorkFirst resources that allow opportunities such as pre-employment skills training and Dependable Strengths motivational classes to be expanded and enhanced without adding additional cost to either program.

In Program Year 2006 over 27% of the adults registered in the Adult Program were receiving TANF, and of those, half were either co-enrolled or concurrently enrolled in Community Jobs directly benefiting from the strategic utilization of local funding. The average wage at exit for TANF parents who received an ITA was \$13.04 per hour and for those parents who received training through an OJT and other services was \$9.41.

**Vets – The New Dislocated Workers**

Just as the sawdust settles from several recent lumber mill closures, the South Central Workforce Council’s Dislocated Worker Unit is gearing up to face a new wave of dislocated workers – recently returning veterans from the Middle East. From 2005 to 2006, the Dislocated Worker Unit saw a surge in enrollments of recently returning veterans from Iraq. Moreover, the Unit expects to see another significant increase in these enrollments by the end of 2007.

In anticipation, the Dislocated Worker Unit is taking a proactive approach by working closely with Employment Security Department Veteran Services (VETS) to develop a plan that will combine WIA Dislocated Worker funding with the State’s Veterans Innovations Program (VIP) to leverage training and support dollars. The mutual goal is to provide stable employment and a smooth transition for veterans heading back into civilian life.

**EASTERN WASHINGTON PARTNERSHIP Workforce Development Council**

*Serving Asotin, Columbia, Ferry, Garfield, Lincoln, Pend Oreille, Stevens, Walla Walla, and Whitman Counties*



Employers, service providers, educators, job seekers and students benefit from activities provided by the Eastern Washington Partnership Workforce Development Council.

Two industry skills panels, facilitated by economic development leaders, helped local businesses and educators to develop new marketing materials for manufacturing occupations. Members made presentations to high schools, toured local facilities and produced DVDs. In collaboration with Community Colleges of Spokane, a course entitled Basic Industrial Technology 101 was offered at the local branch campus in Colville. Eleven students learned broad-based fundamentals needed for entry to a career in manufacturing.

Though the healthcare industry skill panels meet less frequently, partners continue to collaborate with statewide stakeholders to seek innovative ways to solve the healthcare occupations personnel shortage. They are exploring training through technology and with outreach to teachers and school districts they are encouraging youth and other rural residents to consider pursuing healthcare careers.

The EWP granted funding to four employers who provided incumbent worker training opportunities for twelve employees in such diverse areas as infant massage therapy, radiology/imaging administration, leadership, inventory control and human resource management. Participating employers were also members of the local skill panels.

In addition to its customary services, WorkSource Walla Walla conducted a survey of area growers and agricultural employers. The Agricultural Initiative enhanced WorkSource's ability to respond to changing agricultural employment needs. Two area WorkSource centers engaged Americorps volunteers for youth outreach in five counties, bringing more potential workers into the WorkSource centers and affiliates. Job fairs throughout the area provided local employers with the chance to meet prospective job applicants. WorkSource staff actively participated in area skill panels and were key to coordinating the Work Readiness Credential pilot project. The Walla Walla center, in cooperation with the state Department

of Corrections and Walla Walla Community College, has developed a ten-hour "Orientation to Corrections" curriculum, complete with DOC recruiter on site. Individuals who might have an interest in this career can now explore options up front to make informed decisions before further pursuing the career. After-hours ESL/ABE/GED classes are offered at the Walla Walla center. All sites offer basic computer skills classes as a component of literacy training. Competency-based construction/carpentry training is offered in partnership with Walla Walla Community College.

Approximately 750 workers were laid off from meatpacking and stove manufacturing jobs within WDA 10. On-site orientations were provided to these workers to help them navigate benefits, services and career exploration options. Additional resources were made available to some workers through Trade Act Assistance and Rapid Response Additional Assistance. The permanent closure of food packing plants in the preceding year has led to a significant change in employment patterns for workers associated with this industry. Many have had to upgrade their skills and/or shift to different occupations.

Two school districts participated in the Dropout Prevention and Intervention Program. Credit retrieval practices included peer tutoring, interactive computer courses, one-on-one mentoring, and very importantly, a community core team that identifies youth who are in trouble. They wish to pursue a performance-based model for credit retrieval that accentuates student knowledge. Time and support are critical to student success, but providing that time and support is a costly proposition for schools.

The Eastern Washington Partnership cultivates its partnerships, leverages its resources and is committed to providing positive outcomes for job seekers and employers looking for qualified workers.

**BENTON-FRANKLIN Workforce Development Council***Serving Benton and Franklin Counties***Local Partnerships**

Partnerships developed over the past seven years have provided a progression of steps in moving us towards a more universal approach to developing a comprehensive plan to address workforce issues. Our mission is to provide employers with skilled, qualified workers and job seekers with career opportunities in Benton and Franklin counties.

Workforce development partners continue the relationships in the community that will allow us to make effective improvements in the local workforce. The WDC works together in partnership with economic development organizations to attract new and emerging businesses to our area.

**WorkSource Columbia Basin**

Partner organizations of WorkSource Columbia Basin implemented multi-agency Functional Work Teams this past year to fully integrate our program and services in a manner that benefits employers and job seekers. Each team is able to focus on specific services offered so that we are better serving the customers. We engage employers and job seekers in defining needs through a survey and discussion around services they have received. Customer feedback results are utilized to develop improved services and staff training opportunities. Based on employer feedback, we market our job seekers by their skills, not the program they participate in at WorkSource Columbia Basin. Approximately 13,000 customers were served this past year and over 6,400 job seekers went to work as a result of our dedicated staff. We have state of the art adaptive technology in our Resource Library to accommodate all job seekers.

The Business Services Team participates with the Tri-City Development Council to survey area businesses to assess skills needs by industry sector. The team is staffed by multiple funding sources and allows us to approach the employer with a full array of value added services. We continue to provide WorkKeys assessments to job seekers as endorsed by the Tri-City Area Chamber and the Tri-City Development Council who lend their logo to the skills certificate issued to job seekers. The WDC Business Linkage Committee assists staff by identifying ways to improve services and explore innovations that we can apply to our quality improvement processes.

Employers that were downsizing or expanding their businesses kept staff busy with hiring events and job fairs. By the end

of the year we served 10% more area employers and increased our hire rate by 33% over last year. "Business in the Morning" events continued to be well attended due to the popularity of the speakers.

**WIA Youth, Adult, and Dislocated Worker Activities**

Activities and services are delivered at WorkSource Columbia Basin for all WIA enrollees. Providing career information on high demand, high wage occupations to students and job seekers in multiple venues and formats resulted in appropriate training and employment choices. We continued to support area youth this year by providing services that addressed dropout prevention and intervention work readiness, leadership, money management, and connections to employment, post-secondary training and education in their area of interest. New this year was our Americorps representative that helped us market services to youth in our local area.

Summer activities for youth are connected to the career pathway being explored in school. Qualifying youth gain school credit for summer activities funded by the Workforce Investment Act and participate in a Summer Teen Challenge. Memorandums of Understanding (MOUs) are in place with all area school districts, allowing us to share the responsibility for delivering the ten required service elements for youth. The Business Services Team certifies employer work sites according to the Office of Superintendent of Public Instruction work-based learning standards and maintains a database for local schools to utilize in developing work-based learning sites during the school year for all area students. Area schools bring learning-disabled students to tour our site and complete employment workshops tailored to their specific needs.

Employers that were downsizing or expanding their businesses kept staff busy this past year providing relevant and personalized services to get people back to work as quickly as possible. Incumbent worker training projects targeted fourteen employers, providing customized skill training to 126 employees in the healthcare, construction, and auto body, human services, hospitality, trades, food processing, and manufacturing sectors.

## SPOKANE AREA Workforce Development Council

*Serving Spokane County*



### WorkSource Enhancements/ Local Partnerships

The Spokane Workforce Development Council continued to maintain strong partnerships with Workforce Investment Act (WIA) service providers to deliver high quality core, intensive, and training services. WorkSource partners Career Path Services, Educational Services District 101, Goodwill Industries of the Inland Northwest, and the Washington State Employment Security Department served approximately 3,000 WIA adult, youth, and dislocated workers.

Stronger linkages between our business community and the workforce investment system have been established including increased collaboration with regional economic development entities. Improved communication and better alignment of our resources has resulted in more rapid and comprehensive responses to meet the needs of area businesses.

Our partnership with local employers and Community Colleges of Spokane resulted in training incumbent manufacturing and engineering/technical workers under our Local Demand Side Training grant programs. At-risk youth received remedial and reentry services under our youth development projects led by our partners Educational Service District 101, Career Path Services, and Goodwill Industries of the Inland Northwest. Service providers and community partners formed a business solutions team within the WorkSource system, designed to better coordinate and deliver effective services to our business customers. The WDC and a local education partner, Educational Service District 101, implemented the Dropout Prevention and Retrieval project in cooperation with twelve school districts in the County to support the Governor's targeting of 10% discretionary funding. Work continued by local partnerships on the three Skill Panels focused on the manufacturing, construction, and healthcare clusters.

The local emphasis on cluster-based workforce development was further underscored by targeting investment of WIA funds in the critical clusters identified by the WDC, Greater Spokane Incorporated, and the Community Colleges of Spokane.

### Adult/Dislocated Worker Activities

Working primarily with small businesses, Career Path Services and WorkSource Spokane placed over 90% of program exiters into unsubsidized employment.

The Rapid Response Team continued to provide on-site services to affected employers. The Rapid Response Team includes: WorkSource, WIA Providers, Spokane Community Colleges, Washington State Employment Security Department's Unemployment Insurance Division, Washington Basic Health, United Way, and other community partners.

### Youth Activities

The Youth Council played an active role in developing opportunities that connect youth to careers. Over 700 youth participated in two career fairs, and 400 female students learned about the construction industry through a hands-on event at the community college. A total of 533 at-risk and drop out youth received direct services from our network of program providers. Over 200 at-risk students were served by Educational Service District 101's the NET Alternatives for Education and Training program.

Career Path Services held its annual graduation ceremony to recognize those successfully completing their GED requirements. This annual event attracts hundreds of program alumni, family, friends of graduates, and community partners to celebrate this significant event for the graduates.

## STATE HIGHLIGHTS

### Introduction

Noted below are descriptions of some major initiatives and activities carried out in Program Year 2006. These activities support the Governor's goals for the workforce development system as described in Washington State's Strategic Plan for Workforce Development System "High Skills, High Wages 2006." In support of an integrated system of service delivery for Washington citizens, services and activities described below were supported, in part, by WIA Title I-B and Title I-B Statewide Discretionary funding.

### WorkSource



WorkSource is the One-Stop Career Development System in Washington State. The WorkSource system is the interface connecting employers and job seekers with workforce development partners at the community level. This service delivery system offers employers and job seekers quick and efficient access to a wide range of workforce services and related information.

Twenty-seven (27) full-service WorkSource Centers across the state provide employers and job seekers access to the full range of workforce services in person as well as electronically. There are also thirty-six (36) WorkSource Affiliate sites offering more specialized services. In response to local needs and interests, the local Workforce Development Councils partner with private and non-profit organizations to fully realize their areas' inclusion of employment, training, economic development, and community based interests in the local WorkSource network.

At WorkSource Centers, employment-related information and referrals are provided to the broad majority of persons seeking assistance on-site and on-line. The general public can access a wealth of labor market and occupational information, training resources and wages via computers. There are also a series of training

modules to brush up and build skills to find the right job as well as staff assisted services. WorkSource partners, representing many types of community organizations, provide information and access to services available through federal, state and private employment and training programs.

In addition to services for job seekers, WorkSource is designed to help businesses with their employment and workforce development needs. WorkSource has identified ten core services for business which include job listings, applicant referrals, access to training program resources, labor market information, use of facilities, assistance with downsizing, access to tax credits, assistance with UI tax statements, general business services and business needs assessment. WorkSource also provides self-serve access to these services via [Go2WorkSource.biz](http://Go2WorkSource.biz)

The Governor has placed an emphasis on managing state programs through performance. The result of reviewing WorkSource System employment-related performance data has led to both local service delivery innovations and more consistent, timely and successful outcomes leading to increased employment and satisfied employers. New approaches and tools developed in the past year include:

A focus on initial assessment criteria and seven key services that identify critical information for identifying skills and experience of the UI claimant or other job seekers to available job openings for which they are qualified.

Increased use of fields in the comprehensive case management and data collection system, SKIES, which leads to improvements in matching individuals with openings, as well as collecting more consistent data for analysis.

Utilizing tailored labor market information daily reports to identify business openings that fit aggregate profiles of job seeker skills and experience.

### *WorkFirst within WorkSource*

Employment Security Department (ESD) has worked with the local Workforce Development Areas to integrate WorkFirst-related employment services into all the WorkSource Centers and into Affiliates that provide ESD job search placement services.

Parents participating in WorkFirst are benefiting from co-location and integration in WorkSource around the state through better training opportunities and employment outcomes. One key is a parent's access to the growing menu of pre-employment workshops and partner services available in WorkSource Centers and Affiliates around the state. WorkSource Centers encourage the use of well-equipped resource rooms for learning about the labor market, doing individual skills assessment and getting a referral to the right job. Fortunately a strong economy is helping more parents who are participating in the WorkFirst program to find work and become self-sufficient. Another important factor in case-load reductions is the increasing integration of short-term training opportunities and placement services in WorkSource. More options for skill development means we are seeing better matches for job referrals that meet the employer's expectations and the family's needs.

### *Reemployment Services for Unemployment Insurance Claimants*

In Program Year 2006, quality improvement in reemployment services continued to be a high priority for WorkSource. Last year 61,296 of Unemployment Insurance (UI) claimants attended Job Hunter orientations.

A wide range of new requirements authorized in state legislation have been implemented in recent years related to UI claimants and reemployment services. As a result, emphasis has been on system fixes and policies that ensure claimants are searching for and return to work. System changes and enhancements to outdated

technology are also underway to support the Unemployment Insurance benefits and tax functions.

### *Job Seeker Services*

A statewide, integrated management data information system tracks and accounts for customers using services, outcomes and, for case management, involving a wide range of resources and program coordination. This system continues to be refined and improved. Also, [www.go2worksource.com](http://www.go2worksource.com) is a critical component to provide public awareness of service options. Along with other tools identifying job seeker qualifications, there are improved matches and referrals of individuals to employer posted job openings. This site's connection to the case management system also provides staff in WorkSource facilities on-line access to a wider range of job listings.

Workforce and labor market information is available through the Employment Security Department's Workforce Explorer website located at [www.workforceexplorer.com](http://www.workforceexplorer.com). This website provides access to key system components for all partners in the workforce system, including educators, job seekers, employers, economic planners, and workforce professionals. It provides the key point of access to current economic activities, occupational wages, employment forecasts, and direct access to potential employers, assessment tools, and job vacancy statistics. This website is continually being updated through information gathered from users.

Employment Security is continuously improving its publications to provide current and quality labor market information to job seekers:

*The Job Vacancy Report* reports on a survey sent to over 15,000 employers across the state to identify current job vacancies. The latest survey had a response rate of over 82% and will be repeated every April and October.

*The Employee Benefits Report* is based on a separate employer survey conducted every September. This study reports the proportion of employers offering paid employee benefits by industry and employer size for full-time and part-time workers. The report will be published annually. The benefits report for 2006 was based on a sample of 17,701 employers and a 54 percent response rate.

### **Statewide Business Services**

The concept of a single point of contact for businesses seeking to hire or obtain other employment-related services is a strong focus of Washington WorkSource. Local Workforce Development Areas are taking a targeted industry approach to serving local business customers. This approach coincides with a national initiative assisting employers to identify and train individuals in skills for high-growth, high-demand occupations. The Washington Workforce Association (WWA) chartered the statewide Business Services Team to achieve its vision of a demand driven workforce system. The design of such a system allows for the unique characteristics of each workforce development area and its associated economic and labor markets. The goal is to ensure that each WorkSource location offers consistent quality services and is able to capture and track services in a consistent manner for reporting our performance outcomes. The work of the team has produced several policies to standardize our work that have been disseminated statewide for local implementation.

The Business Services Team also seeks to provide continued training and skill building opportunities for local representatives that result in the delivery of quality services to our business customers. By expanding the capacity of our WorkSource staff, we are able to deliver the customer value added service and products throughout the workforce system. Multi-agency

staff representatives from all twelve workforce areas ensure a dynamic team that is committed to providing relevant solutions for meeting the needs of employers in Washington State.

### **Improving WorkSource Services for People with Disabilities**

For the last four years a broad-based partnership has worked to make WorkSource Centers into a resource that is valued in the disability community; where people who have disabilities are welcome and obtain equal benefit from the services; and where employers are assisted in recognizing and benefiting from the skills and abilities of people who have disabilities. The partners have included the Developmental Disabilities Council; the Department of Services for the Blind; the Washington Assistive Technology Alliance; the Division of Vocational Rehabilitation; the Employment Security Department; the Governor's Committee on Disability Issues & Employment; the Superintendent of Public Education; the State Board for Community and Technical Colleges; the Workforce Training Education and Coordinating Board; the Washington Workforce Association; the Department of Labor and Industries; and local Workforce Development Councils.

This partnership has developed and implemented a coordinated progression of programs and initiatives to enhance and support services to persons with disabilities within the WorkSource system. Comprehensive accessibility assessments have been completed for facilities, programs, policies and electronic and information technology for every WorkSource Center and many of the affiliate sites. Coordinated sets of high impact assistive technology have been distributed and installed and staff training provided in every WorkSource Center and in all affiliate sites that completed an accessibility assessment and disability access plan.

Under a Round IV statewide Work Incentive Grant, Disability Program Navigators were established in nine of twelve Workforce Develop-

ment Areas. These Navigators provided training for WorkSource staff and partners on nine core modules for serving job seekers with disabilities. The Navigators established local Disability Access Teams in each Center and most affiliates. These teams have continued to pursue their local Disability Access Plans, beyond the end of the grant and have also conducted extensive outreach on WorkSource and its services. They also conducted a two-day train-the-trainers event for the Employment Security Department's Disability Placement Specialists.

Since the end of the Work Incentive Grant, the Governor's Committee on Disability Issues and Employment has continued to provide technical assistance through a statewide toll-free hotline (866-438-3292) providing problem solving, resource identification and technical support to WorkSource staff and partners on any issue related to serving job seekers with disabilities. A desk aide providing guidance on obtaining and managing disability-related information from WorkSource Customers has been distributed throughout the system.

This last year, the partnership developed and has begun implementing a plan for a third round statewide Disability Program Navigator project, building on previous accomplishments. The plan is to establish Disability Program Navigator Teams consisting of an ESD Disability Placement Specialist and an AmeriCorps/MISTA Member in each of the twelve Workforce Development Areas. These teams are supported by a network of Lead Navigators. The plan includes strategies for developing sustaining funding for these Navigator Teams through the application of Ticket-to-Work. Also part of the plan is to include partnership with the Division of Vocational Rehabilitation to test the introduction of the WorkStrides guided peer support model program in WorkSource.

At the request of the Legislature, the Workforce Training and Education Coordinating Board (Workforce Board) recently completed a comprehensive review of the workforce system.

The report, Washington WORKS, includes an action item that calls for the Division of Vocational Rehabilitation (DVR) to form and coordinate an interagency workgroup to 'develop new action steps' to improve workforce program results for people with disabilities. DVR has since recruited representatives from Secondary and Post-Secondary CTE, WDCs, L&I apprenticeship, Department of Services for the Blind, Division of Developmental Disabilities, Workforce Board, and the Employment Security Department and formed the Interagency Workgroup. The workgroup is currently developing recommendations on establishing high level expectations for services and outcomes for people with disabilities; removing barriers, and creating incentives to meet these higher expectations.

In 2007, Washington State participated in the second year of the National Governors Association's (NGA) Policy Academy on Improving Outcomes for Young Adults with Disabilities. The state's NGA Policy Academy Core Team is serving as an advisory body to the Interagency Workgroup and is assisting in the development of the workgroup's recommendations.

## SKIES

The Services, Knowledge and Information Exchange System (SKIES), an Internet-based case management and reporting system, was implemented in April 2002. SKIES supports the case management and labor exchange activities of the WorkSource system including Employment Security, the twelve Workforce Development Councils and all other WorkSource partners. Customer information is accessible through SKIES by all WorkSource partners.

Work to eliminate the separate Trade Adjustment Assistance (TAA) management information system by modifying SKIES to perform the TAA programs financial obligation and deobligation functions is in progress and will be completed in October 2007. Moving these functions into SKIES will (1) assist case managers of the TAA

program by providing more customer information and ease of enrollment for clients, (2) automate business practices that will reduce the amount of paperwork to be completed, and (3) decommission the archaic TAA management information system.

During PY07 ESD will evaluate the feasibility of eliminating redundant data entry by consolidating the functions of smaller business systems into SKIES.

### Statewide Rapid Response

Washington State continues to be successful in the implementation and coordination of statewide rapid response activities to employers and workers who are facing layoffs. On notice of a layoff, the State contacts the local area to ensure layoff services will be available. Each of the twelve local Workforce Development Areas have established and effective rapid response teams comprised of local workforce development partners who come together to provide the necessary services for local employers and their employees who are facing layoffs. This comprehensive approach to quality service delivery by all partners in the workforce development system ensures the success of the local rapid response teams and demonstrates the effectiveness of collaboration between local and state resources.

The State Dislocated Worker Unit and local rapid response teams responded to 73 Worker Adjustment and Retraining Notification (WARN) Act notices impacting 5,673 workers during PY 2006. The State Dislocated Worker Unit also initiated rapid response assistance for 2,216 workers as a result of the filing of 27 Trade Adjustment Assistance (TAA) petitions. Fifteen transition or labor management committees were formed to design activities and services to help displaced workers make a successful transition to a satisfactory job in the shortest possible time. Additionally, six peer workers reached out to over 700 fellow impacted co-workers to encourage

their participation in available employment and training programs.

Washington has a Health Coverage Tax Credit (HCTC) Gap Filler National Emergency Grant (NEG) that provides assistance to Trade-eligible workers by paying 65% of their medical insurance premiums while they are seeking employment or enrolled in training. The state and local rapid response system disseminates information to those who are potentially eligible. As of June 30, 2007 this grant has provided assistance to 370 TAA participants.

The state's overall approach is to integrate services to trade-certified dislocated workers within the rapid response delivery system. Integrated staff training to internal and partner staff is conducted on a quarterly basis. The TAA SKIES Integration Project, scheduled for completion in October, will support the state's integrated service delivery approach by tracking all Trade Act customer information in one common case management system accessible to both Trade Act and WIA staff.

The Washington State Labor Council (WSLC) plays a key role in the initial rapid response activities ensuring that worker needs are addressed and that the appropriate support systems are in place for the workers. Key state agencies and stakeholders are kept informed about worker dislocations across the state through the *Red Flag and Early Warning Report*, a quarterly publication issued by the State DWU.

### Eligible Training Provider (ETP) List

More than 2,300 training programs, offered by 400 schools, are on Washington State's Eligible Training Provider (ETP) list, approximately 20 percent in private vocational schools, colleges and universities; 4 percent in registered apprenticeships; and 73 percent in public institutions, schools, and colleges. The training programs identified on this statewide list qualify to receive WIA Title I-B Individual Training Accounts (training vouchers). All 34 public community and

technical colleges and the majority of public universities in Washington are participating in the ETP process.

Washington State's Eligible Training Provider (ETP) list is on-line at: [www.wtb.wa.gov/etp](http://www.wtb.wa.gov/etp) and is linked from the national site at: [www.careeronestop.org](http://www.careeronestop.org). The web site is designed to help customers and staff search the list by geographic regions, by training provider, and by training program. Also, training providers can apply, using the web site, to have training programs placed on the list. The ETP web site links to [www.jobtrainingresults.org](http://www.jobtrainingresults.org). This customer-oriented site provides training program performance and school information including student characteristics, employment, and earnings of past students. [www.jobtrainingresults.org](http://www.jobtrainingresults.org) is being used by students as a career planning tool.

Washington State's years of work in developing common performance indicators across the state and federal workforce programs have made it possible to reach agreement on ETP performance criteria and on the review process to meet performance requirements. To be included on the state ETP list, a training program must meet performance floors and targets for completion rate, employment rate, and earnings level. Procedures used to determine these rates are calculated in the same manner for all training programs. This assures consistency and equitability. On March 9, 2007, the Workforce Board, on behalf of the Governor, adopted sixth year Eligible Training Provider performance levels and procedures that were used to identify occupational skills training programs qualifying for WIA Title I-B training vouchers in Program Year 2007.

### Industry Skill Panels

Since 2000, the Workforce Board has provided funding to establish 41 industry skill panels. Industry skill panels are public-private partnerships of business, labor, and education working together to improve the skills of workers in industries vital to Washington. The targeted indus-

tries include advanced manufacturing, marine technology, health care, construction, homeland security, information technology, energy technology, aerospace, and manufacturing. Skill panels convene around a common interest – closing the skills gap. Skill panels determine an industry's future skill and training needs; enlist education to revise and/or develop training programs; expand the use of skill standards to meet industry needs; and support on-the-job learning strategies. Industries see the skill panels approach as a successful model, providing leadership, innovation, and solutions to grow and keep a competitive workforce. For background on existing Industry Skill Panels, go to [www.wtb.wa.gov/pubs.html](http://www.wtb.wa.gov/pubs.html) and select the publication entitled: *Industry Skill Panels 2005*.

### Governor's Economic and Workforce Development Conference

Governor Christine Gregoire spoke to a capacity audience attending her 2006 Governor's Economic and Workforce Development Conference. This statewide conference was held in Vancouver, Washington on September 6-7, 2006. There were three conference themes: *Infrastructure, Workforce Development, and Easier To Do Business*. The Governor presented awards acknowledging individuals, organizations, communities, and regions that achieved excellence in their field. Here is a portion of the Governor's conference invitation:

At this unique moment, it is important to come together to develop strategies to address our economic future. Today for the first time, we'll combine workforce and economic development conferences into one unified event. I'll present a strategic vision for moving Washington forward. Throughout the day, together, we'll address key questions to chart our future:

*How can we use our substantial public investment in infrastructure to promote the best possible economic future for Washington?*

*What should we do to send a strong message to employers that we are “open for business.”?*

*In an increasingly global economy, will our workforce development strategies promote the skills that we need to make the best products and services in the world?*

During Governor Gregoire’s conference presentation, she announced her economic vision for the **Next Washington**. For a final publication go to: [www.governor.wa.gov/priorities/economy/next\\_wa\\_final.pdf](http://www.governor.wa.gov/priorities/economy/next_wa_final.pdf)

**The Next Washington** is a vision of the future, but it is a vision grounded in local realities. The strategies in **The Next Washington** represent hundreds of hours of discussion in Washington communities, insights from a statewide gathering of workforce and economic development activist, recommendations from the Global Competitiveness Council, recommendations from Governor’s Summits and research on innovative polices around the world.

**The Next Washington** plan acknowledges the unique regional economic needs of the state and lays out specific initiatives to improve workers’ skills, connect research universities more directly with private sector and economic-development enterprises, boost telecommunications and energy infrastructure and make it easier to do business with government. **The Next Washington** is based on three components:

#### **Skills for the Changing Economy**

*Educating more people to higher levels.*

#### **The Foundation for Success: Traditional Infrastructure and Beyond**

*Increasing movement of research to products to markets and supporting not growing as quickly.*

#### **Open for Business**

*Make Washington an even better place to do business by reducing barriers and improving efficiency.*

Governor Gregoire’s **The Next Washington** plan makes six fundamental assumptions about the

workforce in Washington and economic development:

- Washington is a force in the global economy – we are more like a small nation than just another state;
- Education is the single most important economic investment we can make;
- The public sector should lay the foundation to support private sector success;
- The foundation for success in some cases means providing information and getting out of the way;
- Government should actively support emerging sectors of our economy like renewable energy and global health; and
- The modern, global economy is making some old trade-offs, like jobs versus the environment or “sunset industries” and “new economic industries,” irrelevant.

### **Local Demand Side Training**

The state awarded twelve Local Demand Side Training (LDST) grants using \$700,000 in Governor’s WIA Statewide Activities resources in Program Year 2006. The LDST funds were used to train incumbent workers where skill shortages were prevalent in the industry cluster or business. The purpose of this funding is to close the gap between the employers’ need for skilled workers and the supply of prepared workers, to avert layoffs and to link workforce development with employers, education and economic development. Outcomes were planned to be skill enhancement and/or receipt of a certificate from the specific industry for which the training is provided. A total of 1,351 incumbent workers received training, with less than 30 workers exiting before completing a specific training program that either enhanced their current skill level or provided them with an industry certificate or license. A program to serve incumbent workers continues into Program Year 2007. Employer satisfaction on these projects is high as they are able to determine at the outset of the project

what type(s) of training is needed right now and provide that training usually in collaboration with community colleges, to meet immediate industry demands. Worker satisfaction is also high as the employer-focused training often leads to skill enhancements that provide for job retention and wage increases.

### Dropout Prevention and Intervention (DPI)

One of the key strategies the state has undertaken to bring agencies providing services to youth and other community partners together has been the Dropout Prevention and Intervention Program or DPI.

DPI resulted from a November 2003 Workforce Training and Education Coordinating Board (Workforce Board) resolution directing the use of Governor's Statewide activities funds from the Workforce Investment Act to begin this new program.

When the initial grant solicitation was issued by Employment Security in 2004 all twelve Workforce Development Councils responded by partnering with targeted school districts (leveraging Basic Education Act funding was a grant requirement) to provide dropout prevention and intervention services. Each area has had the flexibility to design a program thought best for their area, resulting in a wide array of models and best practices.

The Workforce Board has continued funding DPI through June of 2008 as evaluations proved the program was yielding desirable outcomes. Some communities are already seeing an improvement in students who have been at-risk or who have dropped out of school.

Through June 30, 2007 DPI has enrolled 1,580 young people of which 269 were dropouts (i.e. not attending any school) and 788 were at risk of dropping out. (If one uses the definition of "dropout" now standard under the No Child Left Behind Act where dropouts include those who are attending school but not on track to gradu-

ate on time, then most of the 1,580 enrollees under DPI would be classified as dropouts.) Of the 783 who have exited the program, 261 have earned their high school diplomas. Another 77 are on target to earn their high school diplomas on time. Forty-six (46) attained their GEDs. And, while this is not a preferred outcome under DPI, it is nevertheless a positive for these young people. DPI's 43 percent statewide success rate reflects the project's excellent performance to date.

As a sign that the positive results of this project have been noticed and have a real impact, during the 2007 legislative session the Legislature passed and the Governor signed E2SHB 1573. This bill transforms DPI into the Building Bridges Program, with the lead agency the Office of Superintendent of Public Instruction. The new program was enacted with funding of \$5,000,000 for the next biennium, a far larger amount than was available out of WIA Governor's Statewide Reserve funding. While the Office of Superintendent of Public Instruction will be the lead agency for the Building Bridges initiative, supportive roles have been designed for Workforce Board, the Employment Security Department, and other state agencies. The act provides that an ongoing state-level team will build best practices, eliminate barriers for the coordination of resources across agencies, and develop and track performance measures and performance benchmarks. Also, the Governor's Statewide Activities funds under WIA used to support DPI, will be coordinated with the Building Bridges Program to aid in its implementation.

The new state-level team will address the coordination and integration of services for youth. Building Bridges will face many challenges, including two that have already been highlighted:

DPI developed a common vision for serving youth that pulls agencies together; and DPI built momentum leading to enactment of a much more securely funded program.

DPI and the vision of the Workforce Training Board in supporting it have been amply rewarded. DPI will be improved upon, but it remains a model for all programs endeavoring to treat our nation's dropout epidemic.

### **Building Skills Statewide Conference**

In April of 2007 the state held the Building Skills Conference; an opportunity for over 350 front-line employment and training professionals to get up-to-the-minute information relative to trends in workforce development and technical training. The event is held every 18 months and this time consisted of almost 60 workshops over a two-day period. The workshops covered such topics as Common Measures for Adult, Dislocated Workers and Youth (with a focus on literacy/numeracy for youth), how to design workable On-the-Job (OJT) and Customized Training, updates on returning veterans' options and services, current status of federal legislation including TANF and WIA Amendments, how to assist ex-offenders and various workshops on service options to individuals of disability. Also available were workshop on new "tools of the trade" for client service options in the One-Stop Centers around Washington.

All these workshop designs are the result of a strong partnership visible on the Conference Planning Committee. Partners represent the K-12 System, the Community Colleges, Social and Health Services, the Workforce Development Areas, the State Workforce Board, Employment Security Department WorkFirst and Labor Exchange, the Department of Community, Trade and Economic Development, community-based organizations, labor and Vocational Rehabilitation.

The evaluation reflected another successful event and planning has begun on the next Building Skills Conference.

### **Federal Incentive Award**

In June of 2007 Washington was awarded Workforce Investment Act Title V 503 Incentive Funds as a result of meeting performance for WIA, the Adult Education and Family Literacy Act (AEFLA) and Carl Perkins. Based on public discussions organized by the Workforce Training Education and Coordinating Board (Workforce Board), the Workforce Board has identified two priorities for use of these Incentive Grant funds:

- Serving adults and out-of-school youth with limited basic skills; and
- Serving people (youth and adults) with disabilities.

The Workforce Board has asked each Workforce Development Area to prepare a project application that shows an innovative approach that is comprehensive and coordinated, targeted to the needs of those served under all three programs and targeted to improving system performance. These projects are slated to begin in November of 2007 and continue through June 30, 2009.

### **Employment Resource Center (ERC)**

In 2002 The Boeing Company's announced that Everett had been selected as the site for final assembly of their 787 Dreamliner, an all-new airplane design with new materials and manufacturing techniques. Funds from Workforce Investment Act and Labor Exchange were set aside to support the workforce development needs for the 787.

In 2004, after a competitive bid process, Employment Security awarded Accenture, a private management-consulting firm, a contract through June of 2006 to act as project manager for the Boeing 787 Dreamliner final assembly workforce development program. This contract is part of the state's arrangement with The Boeing Company, which calls for an Employment

Resource Center (ERC) to meet the initial workforce needs of the Dreamliner project. The ERC, located in Everett, has been designed to offer a comprehensive menu of services including employee recruitment, screening and assessment, as well as employee training and certification programs. So far in this project almost 700 individuals have obtained employment through this Center at The Boeing Company building the new Boeing 787 Dreamliner.

By leveraging the strengths of the state, local community partners including community colleges, and The Boeing Company, an innovative new model for workforce selection and development has been created and is working to benefit the local economy, individual workers and The Boeing Company as well as the entire aerospace industry in meeting the workforce development needs of the employer community. For every one job hire at Boeing, at least another two are created.

### Statewide Activities Summary

The Employment Security Department has management and oversight responsibility for WIA Title I-B Statewide activities. In Program Year 2006, these workforce development activities supported key initiatives including:

- Addressing critical health care personnel shortages;
- Developing strategies to keep youth in school and engaged in learning opportunities that will enable them to enter careers or continue their education;
- Improving access to services for persons with disabilities; and
- Linking workforce development to economic development

Washington State invested in the required statewide employment and training activities and several optional activities consistent with WIA Title I-B Section 134(a)(2)(B). These included:

- **Supporting and disseminating a state Eligible Training Provider (ETP) List**

(See page 28 and 29)

- **Conducting Research and Evaluations**

(See pages 38 through 43 in Section III of this Report)

- **Providing Incentive Grants to local areas for exemplary performance**

The Employment Security Department allocated funds to local Workforce Development Councils (WDCs) based on state Workforce Board policy to reward local areas that exceeded 100 percent of the average of the expected levels of performance for the state and federal core indicators. Funds were used to meet local needs through a variety of projects including training workforce system staff, expanding capacity within the delivery system, and enhancing services to customers.

- **Providing Technical Assistance to Local Areas Failing to Meet Local Performance Measures**

Employment Security and Workforce Board staff with expertise in WIA performance issues conducted an analysis of each of the workforce development area's performance patterns and provided consultations to local areas where deemed necessary.

- **Assisting in the Establishment and Operation of the One-Stop Career Development System** (See a description of WorkSource services available on pages 24 through 27)

- **Operating a Statewide Information Technology System** (See a description of SKIES activities on pages 27 and 28)

- **Providing additional assistance to local areas that have high concentrations of eligible youth** (See a description of the Dropout Prevention and Intervention on pages 31 and 32)

- **Providing support for training a skilled workforce and building a strong economy** Local Demand Side Training for incumbent workers focused on local industry demand (See page 30 and 31 for details).



## WIA TITLE I-B RESULTS

*This section supplies the required portions of the Washington State's Title I-B Annual Report. The section includes:*

- Analysis of adjustments made to WIA performance measures in response to changes in economic conditions and participant characteristics.
- A narrative section discussing the costs of workforce investment activities relative to the effect of activities on the performance of participants.
- A description of State evaluations of workforce investment activities, including results from our biennial Workforce Training Results and Net-Impact research.
- A table section that includes negotiated performance levels and actual performance on 17 federal and 13 state measures of program performance. The tables also include performance results on 3 federal youth common measures which do not yet have targets.

### Analysis

WIA I-B performance measures focus on the results for the six percent of WorkSource customers who are registered for intensive services or training services funded by Title 1-B. Separate funding is provided for disadvantaged adults, dislocated workers, and disadvantaged youth. Each population has its own set of measures, covering employment rates, retention in employment, earnings, and credential attainment. Participant satisfaction and employer satisfaction are measured by telephone survey.

Federal and state performance measures have precise definitions. Employment and earnings measures are based on wage records collected by state Unemployment Insurance (UI) systems for use in assessing employer payroll taxes and determining UI benefit eligibility. Washington's federal and state measures use UI wage records from Washington State's Employment Security Department. Washington participates in the Wage Record Interchange System (WRIS), which provides UI wage records from 34 other states and the District of Columbia. WRIS record coverage is reduced to about 77 percent of PY 2005 levels, when the system covered 48 other states. Federal and military payroll records

are also collected (including records of the US Postal Service).

Some measures require information on enrollment in further education or training following program exit. This information is gathered by data matching using information supplied by the state's two and four-year colleges, by private career schools, apprenticeship programs, by organizations seeking eligibility to become WIA eligible providers, and by the National Student Clearinghouse. Some of the credential information needed for credential attainment measures is also obtained from these sources.

Washington's performance targets (called "negotiated performance levels" by WIA) are the 20th highest in the country (out of the fifty-two jurisdictions reported by the Department of Labor. Performance levels for this seventh year of WIA activity were based on performance baselines derived from WIA performance in years two through five. Washington target levels were 101.2 percent of the average targets for other states before final adjustments<sup>1</sup>.

The Workforce Investment Act provides an opportunity to revise negotiated targets in the face of changes in participant demographics or economic conditions. Washington State requested and received adjustments to its negotiated performance targets for PY 2006, based

<sup>1</sup> The Adult Dislocated Worker Earnings measures are excluded from this calculation. These measures were redefined in PY06. We do not have comparative information for other states.

on regression analyses showing the relationship between economic and demographic conditions and performance. The Workforce Board developed new regression models in the Spring of 2005 for 14 of the 17 federal performance measures based on WIA performance between 2001 and 2004. Prior to this, the Workforce Board had used models developed in 2002 which were based in part on Job Training Partnership Act (JTPA) results.

Washington State plugged up-to-date information on participant demographics and economic conditions into these models and proposed revisions for 12 measures. Washington requested increases to its four adult targets, three dislocated worker targets and one younger youth target, based on improved economic and demographic conditions. Washington proposed a reduction in its dislocated worker earnings target and three older youth measures based on an unanticipated demographic changes. The Department of Labor agreed to all 12 of the proposed changes. Washington's revised targets for PY 2006 increased slightly to 101.3 percent of the average targets for other states. The negotiated performance levels displayed in this report for the state and for local areas shown in Table "O" are the revised targets resulting from these adjustments.

Washington continued to exceed negotiated levels of performance in PY 2006.

Washington performed at an average of 104% of the 17 federal measures, 104% of ten state measures, and 104% of the 27 measures overall (after target adjustments). Three state credential rates were excluded from this analysis.

### Cost Effectiveness

Normally, discussion of the impacts of workforce development activities would be based on a net-impact analysis designed to measure the costs and long-range results of services. Results for participants would be compared with estimates of the results for participants in the absence of the programs. Washington State's Workforce Training Results 2006 report presents such information based on results from WIA exiters from 2001-02 and 2003-04. Those results are presented later in this report. To supplement such studies and to meet federal reporting requirements, we also produce a rough annual estimate of possible results based on cost and service figures from the last two years of WIA.

Washington's 12 Workforce Development areas spent \$58.5 million on intensive and training services during PY 2006 (July 2006-June 2007) down from \$66.5 million in the prior year. The programs served 19,209 participants (down from 22,080 the year before) at an average cost of \$3,043 (up from \$3,013 the year before). Data for PY 2006 are shown in *Figure 1*.

Figure 1 • Participants and Expenditures in PY 2006

Target Population	PY 2006 Participants	PY 2006 Expenditures	Cost per Participant
Adults	6,604	\$ 16,644,825	\$ 2,520
Dislocated Workers	7,771	\$ 24,639,841	\$ 3,171
Youth	4,841	\$ 17,183,702	\$ 3,555
<b>Total</b>	<b>19,209</b>	<b>\$ 58,468,368</b>	<b>\$ 3,043</b>

In PY 2006 expenditures and participant counts dropped in roughly the same proportion (12 percent and 13 percent respectively) leaving average cost per participant slightly higher than in PY 2005). This follows two years in which participant counts dropped faster than expenditure – raising the average cost per participant. Between PY 2003 and PY 2004, expenditures shrank by less than 3 percent, but the number of participant served dropped by 16 percent. Expenditures dropped by 6 percent between PY 2004 and PY 2005, while the number of participants served dropped by 14 percent. Much of the drop in participant counts stems from reductions in the number of Dislocated Workers served. Total cost per participant has increased by 28 percent since PY 2003, when costs per participant were at their lowest. WIA programs spent \$72,550,788 on 30,358 participants during that year -- a peak year for need during the 2002-2004 recession.

Many participants have not yet finished participation in WIA services. However, it is possible to show the potential magnitude of WIA benefits by examining results for participants exiting WIA during calendar year 2005 (January-December 2005).

Services to adults and dislocated workers are geared primarily to help participants find employment or to improve their employment and earnings. Often the participant’s skills and

marketability are improved through the use of classroom or on-the-job skills training. During calendar year 2005, some 9,595 participants in the adult and dislocated worker populations completed participation in WIA programs (**Figure 2**). Eighty-nine percent of the participants found employment during the four quarters following their exit (up from 85 percent for calendar year 2003). Assuming this year’s WIA adult and dislocated worker participants earn the same average amount in the year following their program exits, the \$ 41.2 million spent on this population could be followed by over \$338 million in participant earnings. Projected participant earnings are lower than in past years because there are fewer participants. However, earnings per participant increased by 6 percent between calendar years 2004 and 2005.

The benefits of serving youth populations are more complicated to analyze. A major goal for youth is to make sure that young people complete high school and invest appropriately in skills training. Programs that maximize employment opportunities and earnings for young people may have the unintended consequences of detracting from educational and long run economic success unless they are carefully designed.

**Figure 2 • Employment and Earnings for Participants who Exited in 2005**

Target Population	Calendar Year 2005 WIA Exiters	Percent Employed	Average Annual Earnings	Projected First Year Earnings of PY 2005 WIA Participants
Adults	3,695	88%	\$ 17,122	\$ 112,801,393
Dislocated Workers	5,900	89%	\$ 28,992	\$ 225,385,310
<b>Total</b>	<b>9,595</b>	<b>89%</b>		<b>\$ 338,186,703</b>

Forty-seven percent of the 3,332 youth participants in WIA programs who exited during calendar year 2005 remained in school, returned to school, or enrolled in post-secondary vocational education during the following year, up from 46 percent in 2004. Seventy-eight percent of all youth worked during the year following exit, including 74 percent of the continuing students and 81 percent of those who did not continue their education. In 2004, 80 percent of youth who exited worked during the following year. Some 90 percent of WIA youth either worked or continued their schooling during the year following exit, down from 91 percent. Employment could be down due to the loss of out-of-state wage data on youth who move to California and other states that dropped out of WRIS, and due to the harder-to-serve demographics for youth seen in our regression analyses this year.

WIA youth who left the program in calendar year 2005 earned an average of \$6,639 during the year following exit. Projected to PY 2006 youth participants, the earnings available during the first year after exit (\$32.2 million) exceed the annual program costs (\$17.2 million). It is worth remembering that youth work hours are reduced by their participation in further education and that participation in further vocational education should produce long-run benefits.

### Evaluation Activities

The state legislation that established Washington's Workforce Training and Education Coordinating Board called for the implementation of a comprehensive research program. This program continues under WIA, and will be used to measure the results of federal and state workforce investment activities. The research effort contains four elements:

- *Workforce Training Results: An Evaluation of Washington State's Workforce Development System*, a biennial study of the outcomes of workforce development programs.
- *Workforce Training Supply, Demand and Gaps*, a biennial analysis of the supply of and demand for skilled workers in Washington.
- A net impact study, conducted every four years, with results folded into "Workforce Training Results" reports.

Publications resulting from the most recent round of research can be found at [www.wtb.wa.gov/Pubs\\_Publications.asp](http://www.wtb.wa.gov/Pubs_Publications.asp).

*Workforce Training Results* groups programs into three groups. Programs for adults include Community and Technical College Job Preparatory Training, Private Career Schools, Apprenticeship, a state funded Worker Retraining program at Community and Technical Colleges, and Workforce Investment Act Dislocated Worker Services. Programs serving adults with barriers to employment include Adult Basic Skills Education, Workforce Investment Act Adult Services, Division of Vocational Rehabilitation, Department of Services for the Blind and Workfirst. Programs serving youth include Secondary Career and Technical Education and Workforce Investment Act Youth Services. The report describes the demographics of each population, services received, competencies gained, participant satisfaction, and the satisfaction of employers who have hired participants. Employment results are measured using both surveys and Employment Security Department earnings records.

*Workforce Training Results 2006* covers participants exiting between July 2003 and June 2004 and is the second to cover Workforce Investment Act populations. Employment and earnings results from *Workforce Training Results* are excerpted on the next page. Readers are invited to look for the full report on our website

- *High Skills High Wages: Washington's Strategic Plan for Workforce Development*, which incorporates research results from a variety of sources.

at [www.wtb.wa.gov/Documents/wtr06.pdf](http://www.wtb.wa.gov/Documents/wtr06.pdf)  
 Readers can also download the 2004 report.  
 The executive summary can be found at  
[www.wtb.wa.gov/Pubs/2004\\_Pubs\\_wtrex04.pdf](http://www.wtb.wa.gov/Pubs/2004_Pubs_wtrex04.pdf)  
 and the full report at [www.wtb.wa.gov/Pubs/2004\\_Pubs\\_wtr04.pdf](http://www.wtb.wa.gov/Pubs/2004_Pubs_wtr04.pdf)

### Results for WIA Adults

We evaluate the labor market outcomes of program participants by examining their employment and earnings during the third quarter after leaving a program. When considering these outcomes, please note that those who left programs during the latter part of the 2003-04 program year encountered a labor market that had improved since the 2001-02 period.

We used unemployment insurance wage files to examine employment rates and earnings among participants who left programs during the 1997-98, 1999-2000, 2001-02 and 2003-04 program years<sup>2</sup>. Data were collected from Employment Security

Departments in Washington, Alaska, Idaho, Montana, and Oregon. Federal and military employment records were also included. We also used surveys to gather employment rates and information about medical and pension benefits. Results are shown in **Figure 3**.

The Workforce Investment Act replaced JTPA on July 1, 2000, and the results through program year 1999-2000 are for JTPA. The labor market outcomes for participants leaving WIA compare favorably to JTPA results. Labor market conditions for those leaving WIA during 2003-04 are comparable to those experienced by those leaving JTPA in 1999-2000. Some of the improved performance by WIA participants resulted from welfare reform and changes in program eligibility criteria. WIA participants tend to have more labor market experience and higher pre-program earnings than did the earlier JTPA participants.

Participants in the WIA Adult Program were more likely to be a member of a racial or ethnic

**Figure 3 • Employment and Earnings of WIA Adult Participants in the Third Quarter After Leaving the Program**

	1997-98*	1999-00*	2001-02	2003-04
Percentage self-reporting employment during third quarter after leaving program	79%	83%	81%	82%
Percentage with employment reported by employers to ESD the third quarter after leaving program	71%	67%	66%	69%
Median quarterly hours worked, of those working	429	424	430	440
Percentage employed full-time of those working (averaging 30 or more hours/week)	54%	53%	57%	58%
Median annualized earnings of those working	\$16,475	\$16,672	\$17,630	\$18,352
Size of household which median earnings would support at poverty level	3.1	3.2	3.5	3.7
Size of household which median earnings would support at twice poverty level	0.9	0.9	0.9	1.0
Median hourly wage of those working	\$9.93	\$10.44	\$10.77	\$10.93
Percentage self-reporting receipt of medical benefits from employer	53%	65%	59%	56%
Percentage self-reporting receipt of pension benefits from employer	29%	31%	34%	31%

**Notes:** Earnings and wages are expressed in first quarter 2005 dollars. Poverty levels are based on federal poverty guidelines identified by the Department of Health and Human Services for 2005.

\* Figures from 1997 through 2000 are for the JTPA II-A Adult Program

<sup>2</sup> Employment rates based on matches are lower than those based on survey results. Employment Security records do not contain information on self-employment. The estimates also exclude employment in states that are not included in our matching process. The full report also includes information on participants from 1995-96 which is omitted here.

minority group, female, and have less education than the general state population. Among those leaving the program during 2003-04, 31 percent were people of color, compared with 32 percent in the last year of JTPA. Fifty-seven percent were women during 2003-04, down from 62 percent in the last year of JTPA. The typical (median) age when leaving the program was 38; one quarter were over 48 years of age. Sixteen percent had neither a high school diploma nor GED, and 10 percent received public assistance while enrolled in the program.

### Results for WIA Dislocated Workers

Results for dislocated workers can also vary with economic conditions and the characteristics or participants. This can occur quickly from year to year as industrial conditions change and different groups of employees face layoffs. Among the participants leaving the program during 2003-04, 38 percent of the participants were dislocated from manufacturing jobs—including 10

percent from aerospace. These figures are lower than for 1999-00 when 52 percent of dislocated workers came from manufacturing (11 percent aerospace) and for 2001-02 when 59 percent of participants were dislocated from manufacturing (13 percent aerospace). The reduced number of workers dislocated from manufacturing stems from a drop in the number of exiters dislocated from the lumber and wood products industry and from primary metals (aluminum).

After leaving the program, only 17 percent of dislocated workers found jobs in the manufacturing sector—and only about 3 percent found employment in the aircraft industry. During the third quarter after leaving the program, 43 percent were employed in services and 9 percent in retail trade. The large number of aerospace workers dislocated in the 2000-02 period had not yet left the program by June 2004. By and large, the results for these workers are not reflected in these results. **Figure 4** displays results for the WIA Dislocated Worker program.

**Figure 4 • Employment and Earnings of WIA Dislocated Worker Program Participants in the Third Quarter After Leaving the Program**

	1997-98*	1999-00*	2001-02	2003-04
Percentage self-reporting employment during third quarter after leaving program	83%	83%	82%	85%
Percentage with employment reported by employers to ESD the third quarter after leaving program	74%	75%	74%	76%
Median quarterly hours worked, of those working	484	495	494	486
Percentage employed full-time of those working (averaging 30 or more hours/week)	67%	70%	74%	73%
Median annualized earnings of those working	\$25,537	\$25,857	\$27,373	\$27,929
Size of household which median earnings would support at poverty level	5.9	6.0	6.5	6.6
Size of household which median earnings would support at twice poverty level	2.0	2.0	2.3	2.3
Median hourly wage of those working	\$13.65	\$13.83	\$14.41	\$14.82
Percentage self-reporting receipt of medical benefits from employer	68%	72%	75%	66%
Percentage self-reporting receipt of pension benefits from employer	42%	40%	43%	36%

**Notes:** Earnings and wages are expressed in first quarter 2005 dollars. Poverty levels are based on federal poverty guidelines identified by the Department of Health and Human Services for 2005.

\* Figures from 1997 through 2000 are for the JTPA III Dislocated Worker Program

According to survey responses, 85 percent of the 2001-02 WIA Dislocated Worker participants had a job six to nine months following their program. Seventy-six percent were found to have employment reported to the Employment Security Department during the third quarter after they left the program; their median hourly wage was \$14.82. The typical (median) participant had sufficient earnings to support 6.6 persons above the poverty level.

Forty-three percent of the dislocated workers were women, up from thirty-seven percent two years ago but down from 47 percent four years ago. The median age at program registration was 42; one quarter were over 50 years of age and one quarter were under 34. Participants roughly mirrored the state's racial and ethnic distribution. Twenty-three percent were people of color.

The labor market outcomes for participants leaving the WIA Dislocated Worker Program during 2004-05 compare favorably to those for the last year of JTPA. Some of this improvement probably resulted from differences in participant characteristics. When they enrolled, 56 percent of dislocated workers who exited in 2003-04 had previously attended college, up from 43 percent in 1999-00 and 2001-02. Nineteen percent had obtained a bachelor's degree before entering the program, up from 15 percent in 1999-00 and 12 percent in 2001-02. Median pre-program wage rates were highest among recent exiters, \$18.32 per hour for the 2003-04 cohort, as compared with \$16.71 per hour for 2001-02 and \$14.49 for 1999-00. As a result, wage replacement rates have declined considerably since the last year of JTPA.

### Results for WIA Youth

Implementation of the Workforce Investment Act led to substantial changes in youth programming. These changes resulted in much larger changes to program demographics for youth populations than for adults and dislocated

workers. Especially important is the greater enrollment of younger youth under WIA than was the case during the last year of JTPA; the percentage of participants aged 16 or younger at registration increased from 24 percent in 1999-00 to 40 percent in 2001-02 and dropped back to 35 percent in 2003-04. Younger youth are less likely to be employed after exit than older youth.

This shift in focus to younger youth can also be seen in the educational backgrounds of participants. Fifty-seven percent of exiters in 1999-00 were registered after they had already dropped out of school. Thirty-one percent were involved in the juvenile justice system. By contrast, only 30 percent of the 2003-04 exit cohort were high school dropouts at registration, and only 18 percent were involved in the juvenile justice system.

*Figure 5* (see next page) displays results for the WIA Youth programs. Figures for JTPA are taken from the JTPA year-round program (Title II-C). The WIA figures include both older and younger youth. WIA results for 2003-04 are presented for all participants and for those who were not in secondary education at exit.

Changes in WIA program design and target populations make it difficult to determine whether WIA performance for exiters is higher or lower than expected when compared with JTPA II-C performance.

### Net Impact and Cost-Benefit Evaluation

Workforce Training Results publications include net impact and cost-benefit evaluations, which are updated every four years. These evaluations attempt to estimate what happens to program participants as compared to what would have happened if they had not participated in a workforce development program. The objective is to determine the difference that the program made for the participant.

Net Impact and Cost-Benefit Evaluations were updated for the Workforce Training Results 2006 publication. The estimates are for WIA pro-

gram participants who exited during 2001-02<sup>3</sup>. The Workforce Board contracted with the W.E. Upjohn Institute for Employment Research to conduct the last two net impact and cost-benefit evaluations<sup>4</sup>. Results are summarized in Workforce Training Results 2006.

Individuals who participated in workforce development programs were compared to similar individuals who did not. For most of the programs, the comparison group was selected from registrants with the state’s Employment Service. A different source of data was used for the comparison group for secondary career and technical education. For the cost-benefit analyses, Upjohn calculated the value of the

net impacts on participant earnings, employee benefits, social welfare benefits, unemployment insurance benefits, and taxes<sup>5</sup>. Benefits and costs were estimated for both the observed post-program period and out to the age of 65<sup>6</sup>.

Upjohn found that during the third year after program participation, the payoffs to education and training are strong and pervasive (*Figure 6*). The employment impacts for all programs are positive. All programs, with the exception of Adult Basic Education, increased the average lifetime earnings of participants. The combined effects on average earnings and employment rates result in sizable impacts on total lifetime earnings.

**Figure 5 • Employment and Earnings of WIA Youth Participants in the Third Quarter After Leaving the Program**

	1997-98* All Participants	1999-00* All Participants	2001-02 All Participants	2003-04 All Participants	2003-04 Not in High School
Percentage self-reporting employment during third quarter after leaving program	76%	74%	66%	67%	N/A
Percentage with employment reported by employers to ESD the third quarter after leaving program	59%	55%	47%	52%	56%
Median quarterly hours worked, of those working	250	247	234	250	281
Percentage employed full-time of those working (averaging 30 or more hours/week)	27%	28%	27%	29%	32%
Median annualized earnings of those working (not in higher education)	\$7,225	\$7,909	\$7,858	\$8,521	\$9,775
Size of household which median earnings would support at poverty level	0.8	0.8	0.8	0.9	1.1
Size of household which median earnings would support at twice poverty level	0.4	0.4	0.4	0.4	0.5
Median hourly wage of those working (not in higher education)	\$7.32	\$8.22	\$8.22	\$8.25	\$8.41
Percentage self-reporting receipt of medical benefits from employer	35%	40%	38%	31%	N/A
Percentage self-reporting receipt of pension benefits from employer	18%	18%	17%	14%	N/A

**Notes:** Earnings and wages are expressed in first quarter 2005 dollars. Poverty levels are based on federal poverty guidelines identified by the Department of Health and Human Services for 2005.

\* Figures from 1997 through 2000 are for the JTPA II-C Youth Program

3 Workforce Training Results 2006 contains analyses for eleven workforce development programs in Washington State. This report shows results for WIA funded, Carl Perkins-funded, and Adult Family Education Act funded programs only.

4 Dr. Kevin Hollenbeck headed the team. Upjohn’s publication on 2006 results may be found at [www.upjohninst.org/publications/tr/tr06-020.pdf](http://www.upjohninst.org/publications/tr/tr06-020.pdf). Details from 2002 results may be found at [www.upjohninst.org/publications/wp/03-92.pdf](http://www.upjohninst.org/publications/wp/03-92.pdf). Technical details of that study are supplied in [www.upjohninst.org/publications/tr/tr03-018.pdf](http://www.upjohninst.org/publications/tr/tr03-018.pdf)

5 Upjohn estimated the impact of the net change in earnings on social security, Medicare, federal income, and state sales taxes.

6 In order to compare benefits and costs in terms of net present values, postprogram benefits and costs are discounted by 3 percent per year and all figures are stated in first quarter 2005 dollars.

Figure 6 • Longer-Term Employment and Earnings Net Impacts

Workforce Program	Employment	Quarterly Earnings	Lifetime Earnings**
<b>Workforce Investment Act Programs</b>			
WIA Title I-B Adults	6.6%	\$443	\$29,945
WIA Title I-B Dislocated Workers	6.4%	\$752	\$45,544
WIA Title I-B Youth	10.3%	\$317	\$27,780
<b>Carl Perkins Vocational Education Act</b>			
Community & Technical College (CTC)			
Job Preparatory Training	6.7%	\$1,008	\$90,455
Secondary Career and Technical Education	5.4%	\$416	\$38,041
<b>Adult Literacy and Family Education Act</b>			
Adult Basic Skill Education	5.9%	*	\$0

Note: Longer-term refers to impacts observed 9 to 12 quarters after leaving the program. Earnings are expressed in first quarter 2005 dollars.  
 \* Not statistically significant at the 0.05 level.  
 \*\*This is the increase in earnings (above that of the comparison group) projected to age 65 and discounted at 3 percent. Includes effects from increased employment and increased earnings among those employed.

Figure 7 compares lifetime participant benefits to public costs. For example, during the course of working life to age 65, the average community and technical college job preparatory student will gain about \$106,000 in net earnings (earnings minus foregone earnings while in training) and employee benefits. These are net gains compared to the earnings of similar individuals who did not receive training (discounted at 3 percent and expressed in 2005 Q1 dollars). For CTC job preparatory participants, the ratio

of participant benefits to program costs, not considering impacts on social welfare benefits or taxes, is \$106,237 to \$7,560, or about 14 to 1. Lifetime participant benefits far exceed public costs for each of the programs, with the exception of Adult Basic Skills Education.

Tax revenues are affected by the change in participant earnings (Figure 7). For example, during the entire post-training period to age 65, the public gains an estimated \$15,603 in tax revenues for each CTC job preparatory participant.

Figure 7 • Participant Benefits, Increases in Tax Receipts and Public Costs to Age 65

Workforce Program	Participant Benefits*	Increased Tax Receipts**	Public Costs***
<b>Workforce Investment Act Programs</b>			
WIA Title I-B Adults	\$34,874	\$5,166	\$5,481
WIA Title I-B Dislocated Workers	\$44,399	\$11,841	\$6,757
WIA Title I-B Youth	\$33,336	\$4,792	\$6,314
<b>Carl Perkins Vocational Education Act</b>			
Community & Technical College (CTC)			
Job Preparatory Training	\$106,237	\$15,603	\$7,560
Secondary Career and Technical Education	\$45,680	\$6,562	\$926
<b>Adult Literacy and Family Education Act</b>			
Adult Basic Skill Education	\$0	\$0	\$2,453

Notes: Benefits, receipts, costs are expressed in first quarter 2005 dollars.  
 \*Present value of the additional lifetime earnings and employee benefits less foregone earnings during program participation.  
 \*\*Present value of additional social security, Medicare, federal income, and state sales taxes generated by increased participant earnings to age 65.  
 \*\*\*Includes state and federal program costs per participant, with the exception of student financial aid programs.

## Tables

The following data tables make up the third required portion of Washington State's Title I-B Annual Report. A few notes may help with their interpretation. One might expect an annual report to cover results for a year's worth of participants. Federal deadlines and the need for prompt reporting mean that the year-long periods used for some measures are not the same year-long periods used for others.

Federal entered employment rates and employment and credential rates are calculated for participants who exited between October 2005 and September 2006. Federal retention rates and earnings gain measures are calculated for participants who exited between April 2005 and March 2006. The 12-month retention rates and 12-month earnings change measures on Table L are for participants who exited between April 2004 and March 2005.

Federal real-time measures: customer satisfaction measures (Table A) are based on a year running between January and December 2006. Younger youth skill attainment rates and diploma attainment rates (portions of Tables J and K), and number of exits (Table M) are based on a year running from April 2006 through March 2007. Participant counts (Table M) are based on a year running from July 2006 through June 2007.

The numerators and denominators shown to the right of each performance measure show the number of participants or dollars involved in the calculation of each measure. The Department of Labor uses these numbers to aggregate state results into statistics for performance nationwide. These numbers are smaller than some readers may expect. By definition, Title I-B performance measures apply only to a small fraction of WorkSource participants whose services are funded by Title I-B and who receive case management and eligible for intensive or training services.

Denominators shown for a given population also change from measure to measure. Some of

this occurs because of the different time periods covered by the measures. However, most measures also exclude at least some participants by design. Using adult program measures as an example, federal entered employment rates do not include participants who were employed at registration. Federal retention and earnings measures do not include participants unless they were employed during the quarter after exit. Federal employment and credential rates do not include participants unless they received training services.

Washington State has 13 additional measures of performance. Statewide performance on these measures is shown in a table located between Tables M and N. Results for the first three are measured for WIA participants who exited between April 2005 and March 2006. Two of the measures, employment rates and median annualized earnings are based on results in the third quarter after exit. Credential rates are also measured. State credential rates are based on the percent of participants who receive credentials within three quarters after exit regardless of whether they received training. This provides incentives for program operators to increase the supply of occupational training in order to increase the percent of participants who obtain credentials. Federal credential rates for adults and dislocated workers are calculated only for those who receive training. Program operators have less incentive to increase the supply of training under the federal performance definitions. State satisfaction results are measured for the same period as federal satisfaction, for those who exited between January and December 2006.

The 13th additional measure, Employer Satisfaction, is measured only once every two years. It is based on a biennial employer survey that measures employer's workforce training needs and practices. Employers are asked if they had hired new employees in the last 12 months who had recently completed a Workforce Development

Council, WIA or Private Industry Council training program. If the employer answers yes, he or she is asked to report their satisfaction with the skills of these new employees on 12 dimensions, including basic skills like reading, writing, and math, occupation-specific skills, and skills like problem solving. Satisfaction on these measures is averaged across the dimensions. This measure is calculated at the state level only, and is not calculated separately for workforce areas or for adults, youth or dislocated workers. The results shown in this report are from our 2005 employer survey.

Table O, attached to this report, has 12 pages, one for each of Washington's 12 local workforce investment areas. A 13th Table O is supplied to describe results for participants in dislocated worker services funded by Washington's statewide funds who did not receive services funded by any of the local programs. Participants who were co-enrolled in local programs are shown in the appropriate workforce investment area.

The Department of Labor collects tabular data through a web-based application. This allows the Department to compile and display results promptly. Washington State has submitted its results electronically in cooperation with this effort. Unfortunately, the Department of Labor System does not have the capacity to show statewide results on additional measures of performance. Table O has space to report only two additional measures of performance per local area. We will summarize local area results on the web-based reporting application. Please refer to the printed version of the tables in this report for the full picture.

A panel at the bottom of each page of Table O summarizes the status of performance in the local area. We have counted number of targets that are not met, met, or exceeded, using the following federal definitions: Standards that are "not met" are those where performance is below

80 percent of the negotiated performance level. Standards that are "exceeded" are those where performance is at or above 100 percent of the negotiated performance level. Standards that are "met" are those where performance ranges from 80 to 99.99 percent of the levels. As indicated earlier, the local area targets in Table O are regression-adjusted versions of targets negotiated in 2005. The regression adjustments raised or lowered the negotiated targets, based on the predicted impact of changes in economic and demographic characteristics in each local area.

Performance "exceeded" 227 (71 percent) of the 320 local area targets evaluated in Table O. Another 92 local area targets were "met". Only one of the local area targets was not met, an older youth employment and credential rate based on 39 participants.

Another 37 local area targets for state credential rates are not included in this summary. Review of recent state credential rates indicates considerable variation in how local areas record credentials in their areas for job seekers who have not received formal training. Washington State has recently gone through a process of redefining the credentials to be counted as meeting federal common measures definitions and state credential rates. We will begin to set and apply state credential rate targets again once we are sure that reporting definitions have been standardized across local areas.

Since Program Year 2002, the Department of Labor has required states to validate report and participant data generated in WIA annual performance reports. Validation evaluates accuracy of the data by comparing data identified in a sample generated from DOL validation software to source documents from exited participant files. This year's validation sample was drawn from a universe of 86,939 records.

During March and April 2007, state validation teams visited eleven of the twelve Workforce Development Areas (the sample did not

select records from the Eastern Washington Partnership, WDA 10). A total of 1,648 files were validated, including 336 WIA Adult, 525 Youth, 348 Dislocated Worker, 328 National Emergency

Grant and 150 Trade Adjustment Assistance records. Validation results were keyed into a master file by the May 1, 2007 deadline. Annual Data Validation will begin again in October 2007.

**Table A – Workforce Investment Act Customer Satisfaction Results**

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level	# of Completed Surveys	# of Customers Eligible for the Survey	# of Customers Included in the Sample	Response Rate
	American Customer Satisfaction Index					
Participants	75.5	78.1	3,136	10,000	4,651	67.4%
Employers	69.5	67.8	2,370	20,033	3,268	72.5%

**Table B – Adult Program Results**

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Entered Employment Rate	81.8%	81.5%	$\frac{2,533}{3,108}$
Employment Retention Rate	83.4%	86.2%	$\frac{2,582}{2,997}$
Average Earnings	\$11,419	\$11,928	$\frac{\$30,785,413}{2,581}$
Credential Rate	71.3%	72.3%	$\frac{1,225}{1,695}$

**Table C – Outcomes for Adult Special Populations**

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals with Disabilities		Older Individuals	
Entered Employment Rate	81.2%	$\frac{838}{1,032}$	82.7%	$\frac{201}{243}$	78.6%	$\frac{254}{323}$	80.2%	$\frac{178}{222}$
Employment Retention Rate	81.6%	$\frac{660}{809}$	89.1%	$\frac{213}{239}$	86.9%	$\frac{219}{252}$	86.5%	$\frac{160}{185}$
Average Earnings	\$10,177	$\frac{\$6,706,667}{659}$	\$13,994	$\frac{\$2,980,800}{213}$	\$10,784	$\frac{\$2,361,789}{219}$	\$11,213	$\frac{\$1,794,092}{160}$
Credential Rate	67.1%	$\frac{342}{510}$	77.4%	$\frac{103}{133}$	64.0%	$\frac{71}{111}$	68.5%	$\frac{61}{89}$
		numerator denominator		numerator denominator		numerator denominator		numerator denominator

**Table D – Other Outcome Information for the Adult Program**

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
		numerator denominator		numerator denominator
Entered Employment Rate	81.9%	$\frac{1,083}{1,322}$	81.2%	$\frac{1,450}{1,786}$
Employment Retention Rate	88.5%	$\frac{1,293}{1,461}$	83.9%	$\frac{1,289}{1,536}$
Average Earnings	\$12,963	$\frac{\$16,760,617}{1,293}$	\$10,889	$\frac{\$14,024,796}{1,288}$

**Table E – Dislocated Worker Program Results**

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Entered Employment Rate	85.1%	85.0%	$\frac{3,839}{4,516}$
Employment Retention Rate	90.7%	91.6%	$\frac{4,074}{4,450}$
Average Earnings	\$16,857	\$18,566	$\frac{\$75,398,039}{4,061}$
Credential Rate	73.0%	75.4%	$\frac{2,123}{2,816}$

**Table F – Outcomes for Dislocated Worker Special Populations**

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
		numerator denominator		numerator denominator		numerator denominator		numerator denominator
Entered Employment Rate	83.0%	$\frac{557}{671}$	84.1%	$\frac{174}{207}$	76.0%	$\frac{509}{746}$	74.4%	$\frac{90}{121}$
Employment Retention Rate	90.3%	$\frac{608}{673}$	87.5%	$\frac{140}{160}$	87.4%	$\frac{459}{525}$	94.7%	$\frac{90}{95}$
Average Earnings	\$20,954	$\frac{\$12,677,180}{605}$	\$15,585	$\frac{\$2,181,901}{140}$	\$17,899	$\frac{\$8,143,944}{455}$	\$11,141	$\frac{\$1,002,721}{90}$
Credential Rate	73.5%	$\frac{327}{445}$	70.1%	$\frac{75}{107}$	65.6%	$\frac{210}{320}$	68.4%	$\frac{54}{79}$

Table G – Other Outcome Information for the Dislocated Worker Program				
Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
		numerator denominator		numerator denominator
Entered Employment Rate	85.2%	$\frac{2,298}{2,697}$	84.7%	$\frac{1,541}{1,819}$
Employment Retention Rate	92.1%	$\frac{2,747}{2,983}$	90.5%	$\frac{1,327}{1,467}$
Average Earnings	\$19,142	$\frac{\$53,092,739}{2,735}$	\$16,821	$\frac{\$22,305,300}{1,326}$

Table H1 – Youth (14-21) Program Results			
	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Placement in Employment or Education	N/A	68.8%	$\frac{1,665}{2,421}$
Attainment of Degree or Certificate	N/A	54.9%	$\frac{939}{1,527}$
Literacy and Numeracy Gains	N/A	67.8%	$\frac{135}{199}$

Table H2 – Older Youth (19-21) Program Results			
	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Entered Employment Rate	71.6%	80.2%	$\frac{503}{627}$
Employment Retention Rate	81.7%	85.0%	$\frac{500}{588}$
Six Months Earnings Increase	\$3,380	\$4,383	$\frac{\$2,577,293}{588}$
Credential Rate	58.9%	59.6%	$\frac{423}{710}$

Table I – Outcomes for Older Youth Special Populations								
Reported Information	Public Assistance Recipients		Veterans *		Individuals with Disabilities		Out-of-School Youth	
	Entered Employment Rate	79.3%	$\frac{172}{217}$	80.0%	$\frac{4}{5}$	71.7%	$\frac{66}{92}$	80.4%
Employment Retention Rate	82.0%	$\frac{137}{167}$	100.0%	$\frac{3}{3}$	83.6%	$\frac{61}{73}$	86.0%	$\frac{423}{492}$
Six Months Earnings Increase	\$3,507	$\frac{\$585,586}{167}$	\$341	$\frac{\$1,023}{3}$	\$4,351	$\frac{\$317,654}{73}$	\$4,287	$\frac{\$2,109,159}{492}$
Credential Rate	58.1%	$\frac{137}{236}$	40.0%	$\frac{2}{5}$	57.1%	$\frac{56}{98}$	58.6%	$\frac{359}{613}$
		numerator denominator		numerator denominator		numerator denominator		numerator denominator

Table J – Younger Youth (14-18) Program Results			
	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Skill Attainment Rate	87.0%	85.0%	$\frac{3,449}{4,058}$
Youth Diploma or Equivalent Rate	64.5%	65.7%	$\frac{868}{1,321}$
Retention Rate	68.8%	71.0%	$\frac{1,189}{1,675}$

Table K – Outcomes for Younger Youth Special Populations						
Reported Information	Public Assistance Recipients		Individuals with Disabilities		Out-of-School Youth	
	Skill Attainment Rate	83.6%	$\frac{981}{1,174}$	84.4%	$\frac{685}{812}$	81.8%
Youth Diploma or Equivalent	62.2%	$\frac{199}{320}$	62.7%	$\frac{158}{252}$	58.1%	$\frac{381}{656}$
Retention Rate	65.2%	$\frac{229}{351}$	67.9%	$\frac{178}{262}$	68.0%	$\frac{531}{781}$
		numerator denominator		numerator denominator		numerator denominator

\* Results cannot be shown for groups of fewer than three participants due to restrictions in data sharing agreements.

**Table L – Other Reported Information**

	12 Month Employment Retention Rate		12 Month Earnings Increase (Adults & Older Youth) or 12 Month Earnings Replacement (Dislocated Workers)		Placements in Nontraditional Employment		Wages at Entry into Employment for those who Entered Unsubsidized Employment		Entry into Unsubsidized Employment Related to the Training Received of those who Completed	
Adults	87.8%	<u>2,687</u> 3,061	\$5,124	<u>\$15,675,139</u> 3,059	10.2%	<u>259</u> 2,533	\$5,261	<u>\$13,210,841</u> 2,530	62.6%	<u>678</u> 1,083
Dislocated Workers	91.7%	<u>4,409</u> 4,809	102.5%	<u>\$85,123,131</u> \$83,034,012	10.2%	<u>392</u> 3,839	\$8,361	<u>\$31,914,538</u> 3,817	62.1%	<u>1,428</u> 2,298
Older Youth	78.7%	<u>436</u> 554	\$4,392	<u>\$2,433,014</u> 554	9.9%	<u>50</u> 503	\$3,318	<u>\$1,669,030</u> 503		

**Table M – Participation Levels**

	Total Participants Served	Total Exiters
Total Adult Customers	84,578	68,809
Total Adult (Self-Service Only)	70,745	60,781
WIA Adults	77,349	64,562
WIA Dislocated Workers	7,771	4,520
Total Youth (14-21)	4,841	2,420
Younger Youth (14-18)	3,721	1,801
Older Youth (19-21)	1,120	619
Out-of-School Youth	2,708	1,382
In-School Youth	2,133	1,038

\* Adult Customer, Adult Self-Service, and WIA Adult totals include users of Go2WorkSource, Washington State's on-line self-service job match system. Without Go2WorkSource customers there were 7,256 WIA Adult participants and 3,911 WIA Adult exiters during the report period.

Washington State Additional Measures of Performance

Adult Program

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Employment Rate	76.7%	79.5%	$\frac{2,673}{3,362}$
Median Annualized Earnings	\$19,019	\$20,324	2,671 *
Credential Rate	64.8%	59.7%	$\frac{2,144}{3,589}$
Participant Satisfaction	90.0%	90.0%	$\frac{847}{941}$

Dislocated Worker Program

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Employment Rate	84.0%	84.7%	$\frac{4,249}{5,019}$
Median Annualized Earnings	\$27,945	\$30,455	4,237 *
Credential Rate	71.3%	69.7%	$\frac{3,641}{5,227}$
Participant Satisfaction	89.5%	90.9%	$\frac{1,302}{1,443}$

Youth Program

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Employment Rate or Further Education	78.6%	78.2%	$\frac{2,473}{3,163}$
Median Annualized Earnings	\$9,791	\$11,607	1,419 *
Credential Rate	74.7%	65.3%	$\frac{1,819}{2,784}$
Participant Satisfaction	95.0%	93.3%	$\frac{539}{578}$

Employer Satisfaction

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Percent Satisfied with Skills	84.5%	83.5%	$\frac{124}{148}$

\* Number of working participants on which median earnings figures are based.

Table N – Cost of Program Activities	
Program Activity	Total Federal Spending
Local Adults	\$ 16,644,825
Local Dislocated Workers	\$ 20,256,252
Local Youth	\$ 17,183,702
Rapid Response (up to 25%) WIA Sec.134 (a) (2) (A)	\$ 4,383,589
Statewide Required Activities (up to 25%) WIA Sec.134 (a) (2) (A)	\$ 11,782,795
<b>Total of all Federal Spending Listed Above</b>	<b>\$ 70,251,163 *</b>

\* Refer to page 33, Section Two of this report for an overview of the statewide mandatory and optional activities.

**Table O – Local Performance** *(Includes One Chart for Each Local Area in the State)*

Local Area Name	Total Participants Served		
Southwest ETA Assigned #53005	Adults	1,802	
	Dislocated Workers	1,001	
	Older Youth	45	
	Younger Youth	298	
	Total Exiters		
	Adults	801	
	Dislocated Workers	532	
	Older Youth	26	
	Younger Youth	139	
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.5	75.7
	Employers	69.5	66.3
Entered Employment Rates	Adults	80.5%	85.4%
	Dislocated Workers	83.5%	84.4%
	Older Youth	69.2%	75.0%
Retention Rates	Adults	83.6%	84.7%
	Dislocated Workers	89.7%	91.2%
	Older Youth	82.3%	95.0%
	Younger Youth	68.1%	74.0%
Average Earnings (Adult/Youth)	Adults	\$11,715	\$12,669
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$15,549	\$14,952
	Older Youth	\$3,547	\$6,151
Credential/Diploma Rates	Adults	69.2%	75.0%
	Dislocated Workers	73.0%	77.0%
	Older Youth	59.3%	67.9%
	Younger Youth	57.1%	58.9%
Skill Attainment Rate	Younger Youth	87.0%	82.1%
Youth Placement Rate	Youth (ages 14-21)	N/A	54.3%
Attainment Of Certificate	Youth (ages 14-21)	N/A	59.5%
Literacy/Numeracy Gains	Youth (ages 14-21)	N/A	66.7%
<b>Other State Indicators of Performance</b>			
Customer Satisfaction	Adults	90.0%	89.8%
	Dislocated Workers	89.5%	90.0%
	Youth	95.0%	97.3%
Employment in Q3	Adults	76.7%	80.2%
	Dislocated Workers	82.5%	83.4%
	Youth	80.8%	85.2%
Median Annualized Earnings	Adults	\$20,025	\$22,433
	Dislocated Workers	\$25,828	\$25,415
	Youth	\$10,309	\$12,986
Credential Rate	Adults	65.9% (N/A)	40.3%
	Dislocated Workers	68.5% (N/A)	54.5%
	Youth	78.6% (N/A)	89.0%
Overall Status of Local Performance (Excluding State Credential Rates)	Not Met - 0	Met - 5	Exceeded - 21

Table O – Local Performance

Local Area Name	Total Participants Served		
Olympic Consortium ETA Assigned #53010	Adults	268	
	Dislocated Workers	378	
	Older Youth	64	
	Younger Youth	125	
<b>Total Exiters</b>			
	Adults	187	
	Dislocated Workers	234	
	Older Youth	36	
	Younger Youth	46	
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.5	84.0
	Employers	69.5	65.2
Entered Employment Rates	Adults	82.6%	87.7%
	Dislocated Workers	85.0%	85.6%
	Older Youth	72.0%	80.0%
Retention Rates	Adults	84.0%	82.7%
	Dislocated Workers	90.0%	87.5%
	Older Youth	81.0%	78.8%
	Younger Youth	70.2%	65.4%
Average Earnings (Adult/Youth)	Adults	\$11,050	\$12,212
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$16,336	\$16,524
	Older Youth	\$3,047	\$3,344
Credential/Diploma Rates	Adults	72.5%	82.4%
	Dislocated Workers	73.2%	67.4%
	Older Youth	59.2%	61.0%
	Younger Youth	71.6%	79.3%
Skill Attainment Rate	Younger Youth	87.0%	88.0%
Youth Placement Rate	Youth (ages 14-21)	N/A	72.4%
Attainment Of Certificate	Youth (ages 14-21)	N/A	81.3%
Literacy/Numeracy Gains	Youth (ages 14-21)	N/A	0.0%
<b>Other State Indicators of Performance</b>			
Customer Satisfaction	Adults	90.0%	94.1%
	Dislocated Workers	89.5%	94.3%
	Youth	95.0%	100.0%
Employment in Q3	Adults	77.0%	78.1%
	Dislocated Workers	82.6%	83.8%
	Youth	75.1%	73.1%
Median Annualized Earnings	Adults	\$19,676	\$22,123
	Dislocated Workers	\$28,579	\$27,607
	Youth	\$9,281	\$9,450
Credential Rate	Adults	66.5% (N/A)	57.8%
	Dislocated Workers	69.1% (N/A)	62.9%
	Youth	74.9% (N/A)	66.7%
<b>Overall Status of Local Performance</b> (Excluding State Credential Rates)	<b>Not Met - 0</b>	<b>Met - 8</b>	<b>Exceeded - 18</b>

Table O – Local Performance *(Includes One Chart for Each Local Area in the State)*

Local Area Name	Total Participants Served		
Pacific Mountain ETA Assigned #53015	Adults	411	
	Dislocated Workers	759	
	Older Youth	86	
	Younger Youth	235	
	<b>Total Exiters</b>		
	Adults	241	
	Dislocated Workers	339	
	Older Youth	22	
	Younger Youth	114	
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.5	79.2
	Employers	69.5	65.9
Entered Employment Rates	Adults	81.4%	85.2%
	Dislocated Workers	83.3%	89.2%
	Older Youth	71.8%	100.0%
Retention Rates	Adults	82.2%	86.9%
	Dislocated Workers	89.8%	91.6%
	Older Youth	84.2%	100.0%
	Younger Youth	71.5%	80.6%
Average Earnings (Adult/Youth)	Adults	\$10,424	\$11,577
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$16,322	\$15,702
	Older Youth	\$4,113	\$8,407
Credential/Diploma Rates	Adults	71.4%	76.6%
	Dislocated Workers	73.5%	72.9%
	Older Youth	55.3%	100.0%
	Younger Youth	65.4%	67.2%
Skill Attainment Rate	Younger Youth	87.0%	89.2%
Youth Placement Rate	Youth (ages 14-21)	N/A	95.5%
Attainment Of Certificate	Youth (ages 14-21)	N/A	58.8%
Literacy/Numeracy Gains	Youth (ages 14-21)	N/A	100.0%
<b>Other State Indicators of Performance</b>			
Customer Satisfaction	Adults	90.0%	96.4%
	Dislocated Workers	89.5%	91.2%
	Youth	95.0%	100.0%
Employment in Q3	Adults	75.6%	80.8%
	Dislocated Workers	82.3%	85.8%
	Youth	76.8%	83.3%
Median Annualized Earnings	Adults	\$17,959	\$18,381
	Dislocated Workers	\$27,718	\$28,066
	Youth	\$9,843	\$13,088
Credential Rate	Adults	66.0% (N/A)	43.4%
	Dislocated Workers	69.9% (N/A)	63.5%
	Youth	75.4% (N/A)	79.1%
<b>Overall Status of Local Performance</b> (Excluding State Credential Rates)	<b>Not Met - 0</b>	<b>Met - 3</b>	<b>Exceeded - 23</b>

Table O – Local Performance

Local Area Name	Total Participants Served		
Northwest ETA Assigned #53020	Adults	323	
	Dislocated Workers	141	
	Older Youth	55	
	Younger Youth	194	
	Total Exiters		
	Adults	155	
	Dislocated Workers	97	
	Older Youth	34	
	Younger Youth	127	
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.5	79.6
	Employers	69.5	69.8
Entered Employment Rates	Adults	81.5%	81.4%
	Dislocated Workers	83.5%	88.6%
	Older Youth	74.9%	93.3%
Retention Rates	Adults	84.7%	92.0%
	Dislocated Workers	90.6%	94.7%
	Older Youth	85.9%	88.2%
	Younger Youth	72.2%	72.2%
Average Earnings (Adult/Youth)	Adults	\$10,832	\$12,985
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$16,654	\$18,485
	Older Youth	\$3,452	\$5,873
Credential/Diploma Rates	Adults	72.9%	81.9%
	Dislocated Workers	73.6%	83.1%
	Older Youth	63.3%	86.7%
	Younger Youth	65.5%	64.5%
Skill Attainment Rate	Younger Youth	87.0%	89.7%
Youth Placement Rate	Youth (ages 14-21)	N/A	82.4%
Attainment Of Certificate	Youth (ages 14-21)	N/A	75.5%
Literacy/Numeracy Gains	Youth (ages 14-21)	N/A	25.0%
<b>Other State Indicators of Performance</b>			
Customer Satisfaction	Adults	90.0%	90.5%
	Dislocated Workers	89.5%	98.4%
	Youth	95.0%	97.9%
Employment in Q3	Adults	77.4%	81.8%
	Dislocated Workers	83.4%	89.9%
	Youth	79.9%	73.4%
Median Annualized Earnings	Adults	\$19,911	\$22,277
	Dislocated Workers	\$28,386	\$30,977
	Youth	\$10,774	\$13,698
Credential Rate	Adults	67.6% (N/A)	76.2%
	Dislocated Workers	69.0% (N/A)	91.9%
	Youth	75.0% (N/A)	86.3%
<b>Overall Status of Local Performance</b> (Excluding State Credential Rates)	<b>Not Met - 0</b>	<b>Met - 4</b>	<b>Exceeded - 22</b>

Table O – Local Performance

Local Area Name	Total Participants Served		
Seattle-King County ETA Assigned #53025	Adults	1,207	
	Dislocated Workers	2,075	
	Older Youth	160	
	Younger Youth	707	
	Total Exitters		
	Adults	785	
	Dislocated Workers	1,234	
	Older Youth	117	
	Younger Youth	354	
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.5	76.6
	Employers	69.5	63.6
Entered Employment Rates	Adults	77.8%	74.1%
	Dislocated Workers	83.6%	81.9%
	Older Youth	65.2%	75.4%
Retention Rates	Adults	84.0%	89.5%
	Dislocated Workers	90.5%	90.8%
	Older Youth	78.4%	88.6%
	Younger Youth	67.4%	71.2%
Average Earnings (Adult/Youth)	Adults	\$11,965	\$12,432
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$18,597	\$20,029
	Older Youth	\$2,337	\$4,186
Credential/Diploma Rates	Adults	65.4%	67.1%
	Dislocated Workers	72.8%	72.2%
	Older Youth	43.5%	36.8%
	Younger Youth	63.6%	65.9%
Skill Attainment Rate	Younger Youth	87.0%	86.6%
Youth Placement Rate	Youth (ages 14-21)	N/A	58.3%
Attainment Of Certificate	Youth (ages 14-21)	N/A	39.5%
Literacy/Numeracy Gains	Youth (ages 14-21)	N/A	50.0%
<b>Other State Indicators of Performance</b>			
Customer Satisfaction	Adults	90.0%	86.9%
	Dislocated Workers	89.5%	91.2%
	Youth	95.0%	93.7%
Employment in Q3	Adults	76.0%	78.1%
	Dislocated Workers	82.2%	80.7%
	Youth	77.9%	83.3%
Median Annualized Earnings	Adults	\$19,587	\$22,373
	Dislocated Workers	\$30,850	\$32,923
	Youth	\$8,711	\$8,612
Credential Rate	Adults	58.0% (N/A)	56.8%
	Dislocated Workers	68.4% (N/A)	60.7%
	Youth	72.7% (N/A)	46.7%
<b>Overall Status of Local Performance</b> (Excluding State Credential Rates)	<b>Not Met - 0</b>	<b>Met - 9</b>	<b>Exceeded - 17</b>

Table O – Local Performance

Local Area Name	Total Participants Served		
Snohomish ETA Assigned #53030	Adults	275	
	Dislocated Workers	502	
	Older Youth	18	
	Younger Youth	284	
	<b>Total Exiters</b>		
	Adults	158	
	Dislocated Workers	277	
	Older Youth	11	
	Younger Youth	99	
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.5	73.2
	Employers	69.5	65.3
Entered Employment Rates	Adults	84.8%	79.7%
	Dislocated Workers	86.0%	88.7%
	Older Youth	67.9%	78.6%
Retention Rates	Adults	84.0%	87.6%
	Dislocated Workers	91.5%	97.7%
	Older Youth	83.5%	78.6%
	Younger Youth	61.0%	65.1%
Average Earnings (Adult/Youth)	Adults	\$11,617	\$13,849
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$18,509	\$25,434
	Older Youth	\$2,533	\$3,610
Credential/Diploma Rates	Adults	72.2%	78.1%
	Dislocated Workers	73.2%	82.9%
	Older Youth	55.9%	70.6%
	Younger Youth	56.1%	55.6%
Skill Attainment Rate	Younger Youth	87.0%	81.7%
Youth Placement Rate	Youth (ages 14-21)	N/A	64.1%
Attainment Of Certificate	Youth (ages 14-21)	N/A	61.3%
Literacy/Numeracy Gains	Youth (ages 14-21)	N/A	90.0%
<b>Other State Indicators of Performance</b>			
Customer Satisfaction	Adults	90.0%	83.3%
	Dislocated Workers	89.5%	89.4%
	Youth	95.0%	98.7%
Employment in Q3	Adults	77.4%	81.0%
	Dislocated Workers	85.1%	89.5%
	Youth	77.3%	69.6%
Median Annualized Earnings	Adults	\$20,025	\$25,702
	Dislocated Workers	\$27,119	\$42,141
	Youth	\$8,297	\$11,677
Credential Rate	Adults	64.8% (N/A)	80.7%
	Dislocated Workers	79.5% (N/A)	85.1%
	Youth	72.5% (N/A)	81.5%
<b>Overall Status of Local Performance</b> (Excluding State Credential Rates)	<b>Not Met - 0</b>	<b>Met - 8</b>	<b>Exceeded - 18</b>

Table O – Local Performance

Local Area Name	Total Participants Served		
Spokane ETA Assigned #53035	Adults	595	
	Dislocated Workers	647	
	Older Youth	147	
	Younger Youth	410	
	Total Exiters		
	Adults	444	
	Dislocated Workers	511	
	Older Youth	121	
	Younger Youth	299	
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.5	78.0
	Employers	69.5	64.6
Entered Employment Rates	Adults	83.1%	81.4%
	Dislocated Workers	85.3%	87.5%
	Older Youth	72.2%	85.6%
Retention Rates	Adults	82.1%	83.1%
	Dislocated Workers	90.7%	91.5%
	Older Youth	82.2%	80.4%
	Younger Youth	70.6%	73.8%
Average Earnings (Adult/Youth)	Adults	\$10,404	\$9,619
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$17,225	\$15,881
	Older Youth	\$3,007	\$3,346
Credential/Diploma Rates	Adults	71.9%	57.3%
	Dislocated Workers	72.8%	80.4%
	Older Youth	58.6%	64.9%
	Younger Youth	65.0%	66.4%
Skill Attainment Rate	Younger Youth	87.0%	70.0%
Youth Placement Rate	Youth (ages 14-21)	N/A	75.7%
Attainment Of Certificate	Youth (ages 14-21)	N/A	37.0%
Literacy/Numeracy Gains	Youth (ages 14-21)	N/A	7.3%
<b>Other State Indicators of Performance</b>			
Customer Satisfaction	Adults	90.0%	88.7%
	Dislocated Workers	89.5%	88.0%
	Youth	95.0%	83.6%
Employment in Q3	Adults	76.5%	79.7%
	Dislocated Workers	83.4%	87.2%
	Youth	77.6%	77.8%
Median Annualized Earnings	Adults	\$18,612	\$16,566
	Dislocated Workers	\$29,084	\$26,402
	Youth	\$10,192	\$9,913
Credential Rate	Adults	66.2% (N/A)	79.6%
	Dislocated Workers	67.7% (N/A)	92.0%
	Youth	75.5% (N/A)	65.8%
<b>Overall Status of Local Performance</b> (Excluding State Credential Rates)	<b>Not Met - 0</b>	<b>Met - 13</b>	<b>Exceeded - 13</b>

Table O – Local Performance

Local Area Name	Total Participants Served		
Pierce ETA Assigned #53040	Adults	417	
	Dislocated Workers	428	
	Older Youth	177	
	Younger Youth	478	
	Total Exiters		
	Adults	219	
	Dislocated Workers	212	
	Older Youth	88	
	Younger Youth	174	
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.5	78.1
	Employers	69.5	65.6
Entered Employment Rates	Adults	79.4%	85.6%
	Dislocated Workers	84.7%	84.2%
	Older Youth	71.1%	76.6%
Retention Rates	Adults	82.8%	86.2%
	Dislocated Workers	90.3%	89.2%
	Older Youth	80.4%	79.7%
	Younger Youth	66.1%	70.3%
Average Earnings (Adult/Youth)	Adults	\$11,215	\$12,362
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$16,540	\$21,159
	Older Youth	\$3,686	\$4,827
Credential/Diploma Rates	Adults	70.7%	72.2%
	Dislocated Workers	73.1%	74.0%
	Older Youth	54.2%	62.3%
	Younger Youth	60.6%	67.7%
Skill Attainment Rate	Younger Youth	87.0%	90.4%
Youth Placement Rate	Youth (ages 14-21)	N/A	74.5%
Attainment Of Certificate	Youth (ages 14-21)	N/A	65.1%
Literacy/Numeracy Gains	Youth (ages 14-21)	N/A	62.5%
Other State Indicators of Performance			
Customer Satisfaction	Adults	90.0%	91.5%
	Dislocated Workers	89.5%	93.8%
	Youth	95.0%	91.2%
Employment in Q3	Adults	74.8%	77.8%
	Dislocated Workers	83.9%	82.4%
	Youth	78.0%	72.9%
Median Annualized Earnings	Adults	\$18,121	\$21,263
	Dislocated Workers	\$29,832	\$36,197
	Youth	\$9,764	\$11,505
Credential Rate	Adults	64.3% (N/A)	70.9%
	Dislocated Workers	73.9% (N/A)	76.9%
	Youth	72.6% (N/A)	62.0%
Overall Status of Local Performance (Excluding State Credential Rates)	Not Met - 0	Met - 7	Exceeded - 19

Table O – Local Performance

Local Area Name	Total Participants Served		
North Central ETA Assigned #53045	Adults	581	
	Dislocated Workers	341	
	Older Youth	98	
	Younger Youth	299	
	Total Exiters		
	Adults	294	
	Dislocated Workers	165	
	Older Youth	42	
	Younger Youth	142	
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.5	81.2
	Employers	69.5	71.7
Entered Employment Rates	Adults	82.6%	81.6%
	Dislocated Workers	85.7%	83.8%
	Older Youth	71.6%	83.7%
Retention Rates	Adults	83.8%	89.8%
	Dislocated Workers	90.1%	91.4%
	Older Youth	82.2%	88.3%
	Younger Youth	69.7%	66.5%
Average Earnings (Adult/Youth)	Adults	\$10,373	\$11,411
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$13,450	\$13,284
	Older Youth	\$2,503	\$4,278
Credential/Diploma Rates	Adults	72.6%	77.0%
	Dislocated Workers	74.5%	80.3%
	Older Youth	61.3%	73.0%
	Younger Youth	63.3%	65.3%
Skill Attainment Rate	Younger Youth	87.0%	87.5%
Youth Placement Rate	Youth (ages 14-21)	N/A	69.3%
Attainment Of Certificate	Youth (ages 14-21)	N/A	48.8%
Literacy/Numeracy Gains	Youth (ages 14-21)	N/A	91.9%
Other State Indicators of Performance			
Customer Satisfaction	Adults	90.0%	91.3%
	Dislocated Workers	89.5%	91.3%
	Youth	95.0%	95.2%
Employment in Q3	Adults	78.9%	83.8%
	Dislocated Workers	81.9%	86.1%
	Youth	78.6%	81.1%
Median Annualized Earnings	Adults	\$17,935	\$17,801
	Dislocated Workers	\$21,091	\$22,137
	Youth	\$10,024	\$11,386
Credential Rate	Adults	65.7% (N/A)	69.0%
	Dislocated Workers	67.2% (N/A)	67.9%
	Youth	75.3% (N/A)	53.6%
Overall Status of Local Performance (Excluding State Credential Rates)	Not Met - 0	Met - 5	Exceeded - 21

Table O – Local Performance

Local Area Name	Total Participants Served		
South Central ETA Assigned #53050	Adults	335	
	Dislocated Workers	587	
	Older Youth	93	
	Younger Youth	253	
	<b>Total Exitters</b>		
	Adults	186	
	Dislocated Workers	230	
	Older Youth	47	
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.5	80.3
	Employers	69.5	70.1
Entered Employment Rates	Adults	80.3%	82.2%
	Dislocated Workers	84.8%	89.3%
	Older Youth	77.5%	81.4%
Retention Rates	Adults	82.4%	77.5%
	Dislocated Workers	89.8%	89.0%
	Older Youth	81.4%	88.1%
	Younger Youth	70.2%	71.7%
Average Earnings (Adult/Youth)	Adults	\$9,993	\$11,639
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$15,035	\$14,262
	Older Youth	\$3,971	\$7,881
Credential/Diploma Rates	Adults	71.1%	70.3%
	Dislocated Workers	72.5%	73.5%
	Older Youth	64.8%	67.9%
	Younger Youth	59.2%	71.9%
Skill Attainment Rate	Younger Youth	87.0%	87.5%
Youth Placement Rate	Youth (ages 14-21)	N/A	67.4%
Attainment Of Certificate	Youth (ages 14-21)	N/A	72.6%
Literacy/Numeracy Gains	Youth (ages 14-21)	N/A	100.0%
<b>Other State Indicators of Performance</b>			
Customer Satisfaction	Adults	90.0%	92.0%
	Dislocated Workers	89.5%	93.2%
	Youth	95.0%	98.7%
Employment in Q3	Adults	76.5%	78.5%
	Dislocated Workers	82.5%	83.9%
	Youth	78.0%	75.0%
Median Annualized Earnings	Adults	\$17,032	\$17,624
	Dislocated Workers	\$25,209	\$24,122
	Youth	\$10,634	\$15,855
Credential Rate	Adults	64.5% (N/A)	68.0%
	Dislocated Workers	67.6% (N/A)	69.6%
	Youth	72.9% (N/A)	77.7%
<b>Overall Status of Local Performance</b> (Excluding State Credential Rates)	<b>Not Met - 0</b>	<b>Met - 7</b>	<b>Exceeded - 19</b>

Table O – Local Performance

Local Area Name	Total Participants Served		
Eastern Washington ETA Assigned #53055	Adults	229	
	Dislocated Workers	240	
	Older Youth	81	
	Younger Youth	285	
	<b>Total Exiters</b>		
	Adults	148	
	Dislocated Workers	163	
	Older Youth	30	
	Younger Youth	124	
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	75.5	80.9
	Employers	69.5	75.0
Entered Employment Rates	Adults	81.2%	77.2%
	Dislocated Workers	84.2%	92.2%
	Older Youth	73.6%	61.1%
Retention Rates	Adults	82.6%	82.7%
	Dislocated Workers	89.5%	89.7%
	Older Youth	81.0%	87.2%
	Younger Youth	70.0%	69.0%
Average Earnings (Adult/Youth)	Adults	\$10,612	\$11,839
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$13,926	\$13,267
	Older Youth	\$3,001	\$2,985
Credential/Diploma Rates	Adults	70.9%	70.5%
	Dislocated Workers	74.5%	76.2%
	Older Youth	58.9%	38.5%
	Younger Youth	67.4%	64.2%
Skill Attainment Rate	Younger Youth	87.0%	82.1%
Youth Placement Rate	Youth (ages 14-21)	N/A	63.4%
Attainment Of Certificate	Youth (ages 14-21)	N/A	71.0%
Literacy/Numeracy Gains	Youth (ages 14-21)	N/A	100.0%
<b>Other State Indicators of Performance</b>			
Customer Satisfaction	Adults	90.0%	95.6%
	Dislocated Workers	89.5%	89.3%
	Youth	95.0%	97.6%
Employment in Q3	Adults	75.5%	77.1%
	Dislocated Workers	81.9%	87.7%
	Youth	77.6%	70.9%
Median Annualized Earnings	Adults	\$18,620	\$18,575
	Dislocated Workers	\$22,754	\$21,331
	Youth	\$10,748	\$9,401
Credential Rate	Adults	68.2% (N/A)	59.7%
	Dislocated Workers	68.2% (N/A)	54.7%
	Youth	76.3% (N/A)	64.1%
Overall Status of Local Performance (Excluding State Credential Rates)	Not Met - 1	Met - 13	Exceeded - 12

Table O – Local Performance

Local Area Name	Total Participants Served		
Benton-Franklin ETA Assigned #53060	Adults	148	
	Dislocated Workers	305	
	Older Youth	96	
	Younger Youth	153	
	<b>Total Exitters</b>		
	Adults	150	
	Dislocated Workers	306	
	Older Youth	45	
	Younger Youth	71	
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.5	77.0
	Employers	69.5	75.8
Entered Employment Rates	Adults	83.2%	88.5%
	Dislocated Workers	84.1%	86.8%
	Older Youth	74.3%	84.6%
Retention Rates	Adults	82.9%	85.0%
	Dislocated Workers	90.1%	90.7%
	Older Youth	85.3%	86.4%
	Younger Youth	64.6%	69.7%
Average Earnings (Adult/Youth)	Adults	\$10,414	\$10,488
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$15,522	\$16,011
	Older Youth	\$2,833	\$2,807
Credential/Diploma Rates	Adults	72.3%	82.5%
	Dislocated Workers	74.0%	82.3%
	Older Youth	62.5%	56.4%
	Younger Youth	62.3%	71.9%
Skill Attainment Rate	Younger Youth	87.0%	86.0%
Youth Placement Rate	Youth (ages 14-21)	N/A	76.4%
Attainment Of Certificate	Youth (ages 14-21)	N/A	72.7%
Literacy/Numeracy Gains	Youth (ages 14-21)	N/A	88.9%
<b>Other State Indicators of Performance</b>			
Customer Satisfaction	Adults	90.0%	92.6%
	Dislocated Workers	89.5%	89.4%
	Youth	95.0%	94.5%
Employment in Q3	Adults	78.9%	78.7%
	Dislocated Workers	81.4%	86.0%
	Youth	78.6%	71.1%
Median Annualized Earnings	Adults	\$17,970	\$18,095
	Dislocated Workers	\$26,170	\$24,762
	Youth	\$9,627	\$13,852
Credential Rate	Adults	65.9% (N/A)	52.5%
	Dislocated Workers	65.8% (N/A)	39.8%
	Youth	75.8% (N/A)	82.7%
<b>Overall Status of Local Performance</b> (Excluding State Credential Rates)	<b>Not Met - 0</b>	<b>Met - 8</b>	<b>Exceeded - 18</b>

**Table O – Local Performance** (Includes One Chart for Each Local Area in the State)

Local Area Name	Total Participants Served		
Statewide Programs ETA Assigned #53888	Adults	N/A	
	Dislocated Workers	353	
	Older Youth	N/A	
	Younger Youth	N/A	
<b>Total Exiters</b>			
	Adults	N/A	
	Dislocated Workers	215	
	Older Youth	N/A	
	Younger Youth	N/A	
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.5	80.2%
	Employers	N/A	N/A
Entered Employment Rates	Adults	N/A	N/A
	Dislocated Workers	84.3%	77.9%
	Older Youth	N/A	N/A
Retention Rates	Adults	N/A	N/A
	Dislocated Workers	90.5%	92.1%
	Older Youth	N/A	N/A
	Younger Youth	N/A	N/A
Average Earnings (Adult/Youth)	Adults	N/A	N/A
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$17,928	\$22,884
	Older Youth	N/A	N/A
Credential/Diploma Rates	Adults	N/A	N/A
	Dislocated Workers	73.1%	70.9%
	Older Youth	N/A	N/A
	Younger Youth	N/A	N/A
Skill Attainment Rate	Younger Youth	N/A	N/A
Youth Placement Rate	Youth (ages 14-21)	N/A	N/A
Attainment Of Certificate	Youth (ages 14-21)	N/A	N/A
Literacy/Numeracy Gains	Youth (ages 14-21)	N/A	N/A
<b>Other State Indicators of Performance</b>			
Customer Satisfaction	Adults	N/A	N/A
	Dislocated Workers	89.5%	94.7%
	Youth	N/A	N/A
Employment in Q3	Adults	N/A	N/A
	Dislocated Workers	83.9%	84.5%
	Youth	N/A	N/A
Median Annualized Earnings	Adults	N/A	N/A
	Dislocated Workers	\$28,370	\$42,436
	Youth	N/A	N/A
Credential Rate	Adults	N/A	N/A
	Dislocated Workers	69.6% (N/A)	78.0%
	Youth	N/A	N/A
Overall Status of Local Performance (Excluding State Credential Rates)	Not Met - 0	Met - 2	Exceeded - 6