

# WASHINGTON STATE

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

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**Program Year 2009**

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

*September 2010*



**CHRISTINE O.  
GREGOIRE**  
Governor



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As Washington State continues the journey to economic recovery, it is clear that providing a good education for all of our citizens is the single greatest contribution we can make to our state's future.

Our state's rich tradition of innovation – which has cultivated successful companies like Boeing, Microsoft, Nordstrom, Starbucks, and Costco – will lead us more quickly out of this recession. However, Washington State businesses will keep their competitive edge only if we make sure our workers are ready to meet the demands of the 21<sup>st</sup> century economy. That is why I supported, and signed into law, legislation that requires community and technical colleges to prioritize programs in aerospace, health care, long-term care, advanced manufacturing, construction, forest products, renewable energy industries, and high-demand occupations in strategic industry clusters when they distribute worker retraining funds.

Our economy is built one job at a time. Those jobs are the direct result of our state's investment in employment and training services designed to benefit employers, dislocated workers, adults, and low-income youth.

This report highlights the innovative use of federal Workforce Investment Act Title 1-B funds in Washington State. It explains the many ways our state is creating jobs and ensuring prosperity through the education of our workforce.

These efforts by our workforce development system prove that we are the great state of Washington!

Sincerely,

A handwritten signature in blue ink that reads "Christine O. Gregoire".

Christine O. Gregoire  
Governor



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## WORKFORCE INVESTMENT ACT (WIA) IN WASHINGTON STATE

### Introduction

Last year over 400,000 Washington residents received employment services at one of the 80 WorkSource centers and affiliate sites located throughout the state. They came with a range of backgrounds and experiences, from low-income youth and adults struggling to support themselves, to workers displaced by a changing economy and veterans returning home from war. Some of them lost their jobs because of the longest economic decline since the Great Depression. Many needed help connecting to unemployment insurance benefits. Others needed more intensive services to help them overcome barriers to meaningful employment. One of the pivotal funding sources for these more intensive services is the federal Workforce Investment Act (WIA) Title I-B, which has funded activities in Washington since July 1, 2000. This report provides an in-depth look at the impact those funds have made in Washington in Program Year 2009 (July 1, 2009 to June 30, 2010). The report will also address American Recovery and Reinvestment Act (ARRA) funding enhancements for employment and training services delivered through the state's WIA Title I-B infrastructure.

### What is the Workforce Investment Act?

The Workforce Investment Act (WIA) of 1998 establishes the structure and relationship between national, state and local workforce investment activities. The purpose of WIA Title I-B is "to provide workforce investment activities, through statewide and local workforce investment systems, that increase the employment, retention, and earnings of participants, and increase occupational skill attainment by participants, and, as a result, improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the Nation."

In P Y 2009, the U.S. Department of Labor allocated a total of \$56,291,322 in WIA Title I-B funds to Washington state for employment and training services designed to benefit employers, dislocated workers, disadvantaged adults, and low-income youth.

### Overview of Washington's workforce investment system

Put simply, Washington's workforce investment system is a network of services, programs and investments with shared goals of improving the skills of the state's workforce. This network strives to create a workforce pipeline by connecting to low-income youth and adults, displaced workers and employers. The central service delivery coordination mechanism for this network is the WorkSource centers. These centers provide a one-stop gateway to employment and training services. And while these one-stop offices include services funded through other means, the centers' operations and many core and intensive services are underwritten by the WIA Title 1-B and Wagner-Peyser Act.

At a WorkSource center, an individual can open a claim for unemployment insurance, find job openings, receive labor market information and other job search assistance, and attend

workshops that can improve employability. Other services available through these centers include: veterans services, WorkFirst, Trade Act programs, training programs, offender employment assistance, disability services and farmworker assistance, among others.

## State roles

The core business of the Employment Security Department (ESD) is to fill employer job openings with qualified job seekers and to mitigate the negative consequences of unemployment. The ESD serves as the state's WIA Title I-B grant recipient. These WIA responsibilities include stewardship of the funds, oversight and monitoring activities, issuing statewide policy management of grants and contracts, and allocation of the WIA Title I-B funds to the local area Workforce Development Councils (WDCs) for the delivery of services within an integrated service delivery system.

The Workforce Training and Education Coordinating Board (Workforce Board) serves as the state's Workforce Investment Board and manages the performance accountability for WIA. The core business of the Workforce Board is to coordinate policy and planning for the workforce development system, to evaluate results, and to facilitate demonstration projects testing new ideas.

There are 12 WDCs in Washington. Members of the councils are appointed by Chief Local Elected Officials (CLEOs) and the councils are certified by the Governor. The CLEOs are the local area WIA Title I-B grant recipients. The CLEOs direct their WDC's staff to administer the funds and oversee the area's WorkSource centers. The core business of the WDCs is to convene workforce development partners and stakeholders at the regional level in order

to assess skill gaps, to develop the region's workforce development plan in coordination with economic development, and to facilitate interagency projects and programs.

### *WIA Title I-B Youth Program*

**Participation:** 4,486 young people were served by the WIA Youth Program between July 1, 2009 and June 30, 2010.

**Who is served:** Generally, youth must be 14 through 21 years old, low income, and meet other WIA criteria such as a need for additional assistance to complete an educational program or to secure and hold employment. To be low income, one must be a welfare or food stamp recipient, homeless, a foster child, or have a family income below 70 percent of the lower living standard income level—\$10,830 per individual, or \$22,050 for a family of four during this program year.

**Program description:** The program prepares low-income youth ages 14 to 21 for academic and employment success. Eligible youth may receive counseling, tutoring, job training, mentoring, or work experience. Other service options include summer employment, study skills training, or instruction in obtaining a GED or equivalent. Youth may access information services through WorkSource, the state's One-Stop career center system.

### *WIA Title I-B Adult Program*

**Participation:** 6,507 participants were served by the WIA Adult Program between July 1, 2009 and June 30, 2010.

**Who is served:** Specific eligibility guidelines are described in WIA. Core services are available to all adults with no eligibility requirements. Intensive and training services are authorized

for unemployed individuals unable to find jobs through core services alone who meet eligibility criteria. In some cases, these services are available to employed workers who need more help to reach self-sufficiency.

**Program description:** The program prepares individuals 18 years and older for participation in the labor force by providing core services, intensive individualized services and access to job training and other services. Services are coordinated through WorkSource. Core services include skill assessment, labor market information, consumer reports on training programs, and job search and placement assistance. Intensive services are available for eligible adults unable to obtain jobs through core services. This sequence of services is individualized and may include more intensive assessments, individual counseling, employment planning, and prevocational and vocational training. Training services include, but are not limited to, occupational skills training, on-the-job training, skill upgrading/retraining, entrepreneurial training and customized training. Priority is given to welfare and low-income, WIA-eligible clients.

### *WIA Title I-B Dislocated Worker Program*

**Participation:** 8,929 participants were served by the WIA Dislocated Worker Program between July 1, 2009 and June 30, 2010.

**Who is served:** Specific eligibility guidelines are described in WIA. Dislocated workers are people who lost jobs due to plant closures, company downsizing, or some other significant change in market conditions. In most cases, eligible workers

are unlikely to return to their occupations, and they must be eligible for (or have exhausted) unemployment compensation. Other conditions can lead to eligibility for services, such as being self-employed but not working as a result of general economic conditions, or being a displaced homemaker.

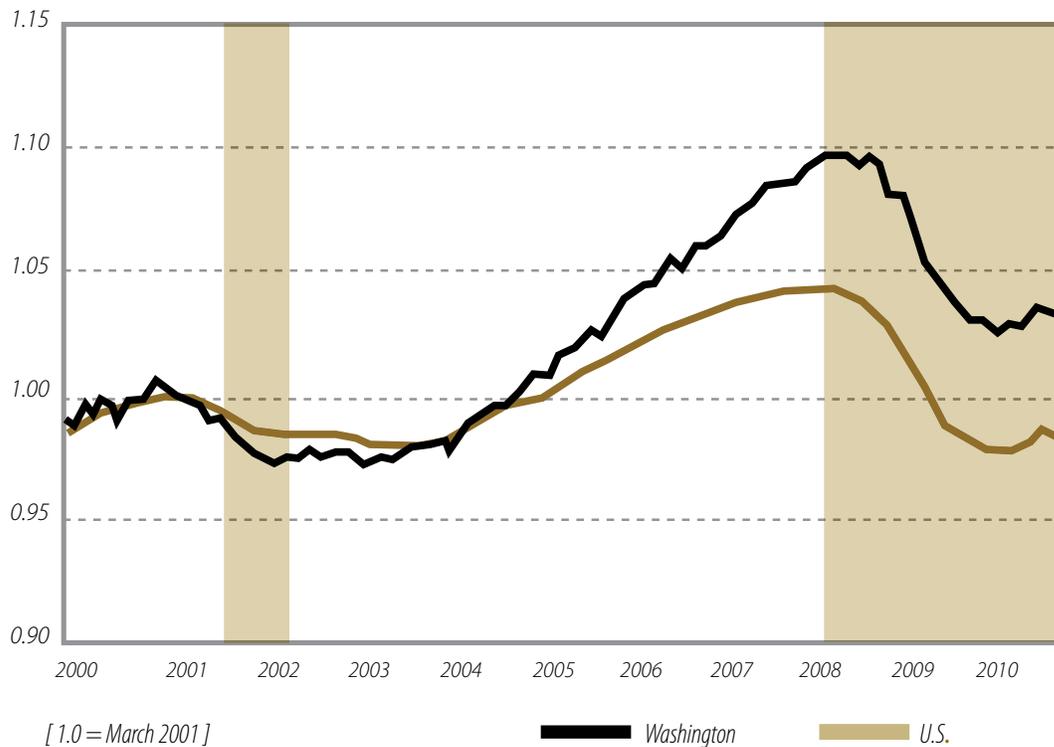
**Program description:** The program tailors employment and training services to meet dislocated workers' needs; establishes early intervention for workers and firms facing substantial layoffs; and fosters labor, management, and community partnerships with government to address worker dislocation. Dislocated workers are eligible for "core services" available through WorkSource, the state's One-Stop career center system. Core services include skill assessment, labor market information, training program consumer reports, and job search and placement assistance. Intensive services are available for eligible dislocated workers unable to get jobs through core services. Services are individualized and may include more intensive assessments, counseling, and prevocational and vocational training.

Training services include, but are not limited to occupational skills training, on-the-job training, skill upgrading/retraining, entrepreneurial training and customized training.

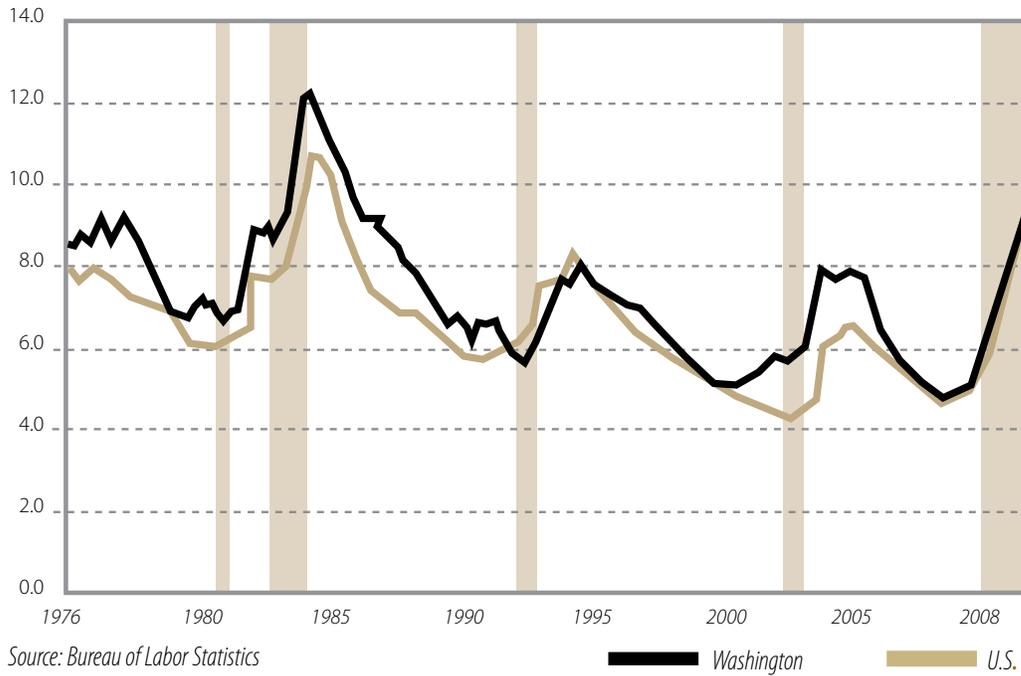
**Economic challenges, the overall impact on state**

The United States officially went into a recession in December of 2007 and Washington state saw its employment peak shortly after that in February 2008. From that period to until approximately the end of 2009 (see Figure 1), employment declined consistently and rapidly for the state and nation. Throughout the first five months of 2010, the hiring of census workers positively impacted overall employment. From June forward, numbers of census workers declined sharply, depressing overall employment both statewide and nationally. However, the private sector has continued growing, adding a net 7,100 jobs in the first eight months of 2010.

**Figure 1 • Percentage change in employment, USA and Washington State, 2000 - 2010**



**Figure 2 • Historical Unemployment Rates**  
**1976-2010, USA and Washington State**



The picture is a little bit better in comparison for Washington when looking at unemployment. While the state is still above its long-run historical average of 7.0 percent, it is now 0.6 of a percent below the nation (as of July 2010). The unemployment rate (as depicted in Figure 2) began rising for the country and state at about the same time and in nearly identical magnitude. As of April 2007, the national and state unemployment rates stood at 4.4 percent. The highpoint for the nation was 10.1 percent in October 2009 and for Washington state was 9.5 percent in March 2010.



## WHAT IS WORKING WELL

### Program Year 2009 State and 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 12 Workforce Development Councils (WDCs) and WorkSource partners provide a comprehensive menu of services.

Each of the 12 Workforce Development Councils has provided a short summary of unique workforce development activities in their local communities for the last Program Year. 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 also includes highlights of state-level leadership activities and services in Program Year 2009 (July 1, 2009 through June 30, 2010).

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### WORKFORCE DEVELOPMENT AREAS





## State Highlights

### WorkSource Initiative Framework

In September 2007, Washington's Workforce Compact laid out roles and responsibilities of each of the major workforce system partners. The compact directed the Workforce Board and Employment Security Department (ESD) to work with the WDCs to develop a highly integrated workforce development system. As a result of this commitment, ESD's WorkSource Standards & Integration Division (WSID) issued the WorkSource Initiative Framework for providing services in the WorkSource centers and affiliate sites.

In December 2008, the WorkSource Integration Initiative Framework recognized the strengths each partner brought to the table and acknowledged that local areas were in various stages of delivering integrated services to WorkSource customers. Integrated services include shared responsibility for a common customer, a standardized customer flow through which customers receive services and are continuously engaged, and service delivery functions with staff working together to address customers' needs.

Driving this framework were the needs for WorkSource centers and affiliate sites to:

- Provide a more effective, consistent and efficient approach to delivering employer and job-seeker services,
- Focus on helping low-income, low-skilled populations obtain jobs and develop their skills to become economically self-sufficient, and
- Serve customers jointly through the integration of services delivered by the WDCs and ESD Labor Exchange.

The Initiative focused on setting consistent, statewide standards for One-Stops and affiliates, integrating service delivery, attaining common oversight and accountability, and providing tailored WIA 10 percent and Wagner-Peyser funding to support movement in that direction. While expected to meet or exceed statewide standards, local areas were given the flexibility to determine how to best do so, and they could set standards above or in addition to state-established standards.

### WorkSource system policies

WorkSource system policies were developed by WSID in consultation with WDCs, ESD's Employment & Career Development Division (ECDD), and other partners as applicable throughout 2009 and 2010. Minimum standards and measures were contained within these policies for quality assurance and compliance throughout the WorkSource system. After statewide technical assistance was provided to all partners through webinars and workshops, seven system policies went into effect on July 1, 2010.

These system policies include:

- Memorandum of Understanding,
- Initial Complaint,
- One-Stop Operator,
- Coordinated Employer/Business Services,
- Menu of Job Seeker Services,
- Integrated Front-end Services, and
- One-Stop Assessment.

Three system policies went into effect earlier. They were:

- Priority of Service for Veterans & Eligible Spouses and
- CASAS for Basic Skills Assessment
- WorkSource Initiative Framework

### **WIA 10 percent discretionary funds**

A portion of WIA 10 percent discretionary funding was made available to the WDCs for system improvements in support of the Initiative Framework. The WDCs and ECDD Area Directors applied for funds by responding to a Request for Proposal focused on advancing toward the new service-delivery design. Applications reflected each area's current place in the system and how they proposed to further advance front-end services, skills/employment services, business/ employer services and/or make overall system improvements identified within the Initiative Framework.

## **American Recovery and Reinvestment Act (ARRA)**

### **ARRA WIA grants**

ARRA afforded Washington a tremendous opportunity to extend services to participants eligible under WIA as well as additional youth. The ARRA funds were intended to be disbursed and spent quickly and effectively to meet the employment and training needs of the nation's workforce and employers. Toward that end, the Employment and Training Administration (ETA) of the U.S. Department of Labor (USDOL) expedited the approval process for dispensing funds to the states. Further, ETA required states to disburse funds to local areas within 30 days of availability and Washington was able to accomplish that goal. There was also much emphasis from ETA on spending ARRA funds during the first year

of the two-year program. In fact, Washington spent more than 74 percent of all program dollars combined by the end of the first year, June 30, 2010.

Local areas were able to quickly modify local plans to incorporate the provisions of ARRA. Plans included a comprehensive review of the local economic climate and prognosis for the future. Plans were developed by using local labor market information, considering local training opportunities and getting input from employers on needs for skilled workers and in collaboration with all system partners.

As was expected under ARRA, local areas developed plans that emphasized training for adult and dislocated worker populations. States had the opportunity to fund the entire cost of group cohort training in high demand occupations. Washington took advantage of that regulation and funded 103 group cohorts in areas such as healthcare, energy efficiency, technology and Lean manufacturing.

For program statistics and outcome information, Washington used its internal performance tracking system, Services, Knowledge, Information and Exchange System (SKIES), and set up a designated website populated by service providers entering data into the system, as well as providing monthly narratives for each program area. This tracking system helped to make ARRA information readily available to the public. Washington took advantage of the emphasis ARRA placed on support and wrap-around services that further participants' chances of success. The information entered into SKIES indicates the numbers of participants receiving training and support services was as much as 300 percent higher in some areas compared to the base year of PY2007 (used as the most recent year before any ARRA funds were available).

Implementation of ARRA in Washington was a model of collaboration and partnership. Local areas partnered with the community and technical colleges and other funding sources to ensure students had all the costs of training covered and necessary support services to fully participate in school. Other state and federal programs were accessed, such as legislatively funded state Engrossed Second Substitute Senate Bill 5809 that furthered the intent of ARRA, as did the Governor's decision to use ARRA 10 percent funds for training in demand occupations.

The first outcome indicators show that approximately 80 percent of all participants who entered training finished the program. Many participants are still in school and it is too early to assess employment outcomes.

### **ARRA 2009 Summer Youth Employment Program**

The Summer Youth Employment Program created more than 5,600 summer jobs for low-income youth and young adults at more than 1,500 work sites during the summer of 2009 using ARRA funding. For the first time in more than 10 years, a summer youth program gave young people experiences ranging from work in construction and manufacturing to stream cleanups to assisting citizens with disabilities. Students learned work readiness skills while on the job. ESD allocated nearly \$20 million in federal funds to local area WDCs to operate the summer jobs program.

Participants were placed into work-based training, which included work experience, internships and on-the-job-training. Participants were also provided training and education, including summer school enrichment and online credit retrieval classes. Some 92 percent of participating youth completed their work experience with

78 percent attaining a significant level of work readiness that will help them find a job and keep it. Although youth advocates urged funding in the summer of 2010, no federal funding was provided.

Employment Security Commissioner Karen Lee credits the local councils for quickly ramping up the program and making Washington's youth-jobs program one of the most successful in the nation. *"Our goal was 5,000 jobs, but the councils blew that number out of the water,"* said Lee. *"They were highly motivated to help these youth earn some money and gain valuable work experience."*

### **Program highlights:**

There were many success stories in all 12 WDAs, below are two selected stories.

#### ***Snohomish County***

Through the Summer Youth Employment Program, many youth were provided community service or on-going employment opportunities. For example, one crew worked on the Arlington Fly-In, park restoration at River Meadows and readying Kids Klostet (a non-profit providing school clothes for needy families) for the start of school. Also a county-wide partnership with Albertson's resulted in several participants being offered unsubsidized employment positions. Participants were also provided training and education opportunities by attending summer school enrichment classes or attending college classes at the University of Washington in collaboration with the Gear Up Program.

#### ***South Central***

Eight youth participated in a construction trades training program at Marvin Gardens, a 21-unit low-income housing development in Yakima.

Participants were involved in nearly every phase of residential construction, from the siting of homes on lots to the final painting and finish work, and were given a good knowledge base in the areas of building and construction, design techniques, public safety and security. Students remarked on how hard the work was but how proud they were to build homes for their community.

### **Engrossed Second Substitute Senate Bill 5809**

Passed by the Washington state Legislature and signed into law by the Governor on May 19, 2009, E2SSB 5809 provided ESD with \$7 million in state funds. The funds were used to incent local WDCs to expand occupational training capacity in high-demand programs of study at state community and technical colleges for WIA-eligible dislocated workers and low-income adults. The WDCs earned a 75 percent incentive on every dollar of WIA or ARRA formula funds used to purchase class-size training cohorts at community or technical colleges. They also received a 25 percent incentive on every dollar of WIA or ARRA formula funds used to provide training assistance through Individual Training Accounts in high demand programs of study. The priority sectors were healthcare, aerospace, forest products, and energy efficiency. The program allows the earned incentive funds to be used to purchase more high demand occupational training (either as a class-size cohorts or Individual Training Accounts) as well as wrap-around support services necessary to help the participating students succeed in their training. The incentive funds must be earned and obligated by June 1, 2011. As of June 30, 2010, WDCs had invested more than \$8.6 million in WIA and ARRA funds to purchase 103 class-size training cohorts serving more than 1,450 students. Having earned virtually all of the \$7 million in available incentives, WDCs currently

have obligations to spend nearly \$4.7 million in activities ranging from additional class-size training cohorts to Individual Training Accounts to on-the-job training slots to support services.

### **ARRA Governor's 10 percent discretionary funds**

The Governor designated \$5.53 million in ARRA-related WIA 10 percent funds as an incentive to encourage WDCs to invest their WIA and ARRA formula funds or other funds to build training capacity at state community and technical colleges. The funds are intended to purchase class-size training cohorts in programs of study specifically related to alternative energy, energy efficiency, aerospace, and health care. WDCs may also use the funds to support the participant's training goals, such as case management and support services. The incentive funds are available through June 30, 2011, when ARRA expires.

### **Rapid response**

The State Dislocated Worker Unit (DWU) in coordination with each of the state's 12 local WDCs continues to deliver an effective and responsive rapid response system. In keeping with past historical practices, once a layoff notice is received by the DWU, the state contacts the impacted local area(s) to ensure rapid response services are provided. In addition, the Washington State Labor Council (WSLC) continues to play a key role in coordinating initial rapid response activities ensuring that worker needs are addressed and that the appropriate support systems are in place for impacted workers.

During the past program year, the DWU, WSLC, and the local rapid response teams responded to 45 Worker Adjustment and Retraining

Notification (WARN) Act notices affecting almost 4,000 workers. The state DWU, along with the WSLC and the local rapid response teams, also initiated rapid response services for more than 6,400 workers as a result of the filing of 76 Trade Adjustment Assistance (TAA) petitions.

Rapid response teams worked with numerous employers (large and small) and any employee representatives to provide on-site informational layoff sessions. More than 300 of these layoff sessions were conducted across the state; 34 of these sessions were for impacted Boeing workers. Additionally, in coordination with the Washington State Department of Personnel, 25 layoff sessions were held across the state serving approximately 540 state employees who were facing layoffs.

Six transition or labor management committees were formed to help dislocated workers transition to new employment in the shortest time possible. Additionally, two peer workers reached out to fellow impacted workers to encourage and support the workers participation in available employment and training programs.

As in the past, the state DWU continues to initiate rapid response services for workers certified for Trade Act assistance. The state's overall approach is to continue to integrate services to trade-certified dislocated workers within the rapid response delivery system. A Trade Act coordination team continues to meet twice monthly to discuss Trade Act and related rapid response activity.

### SKIES

The Services, Knowledge and Information Exchange System (SKIES) is the primary web-based case management and reporting system for WorkSource. SKIES provides secure data sharing between partners so that they can

provide seamless services to customers, and it aids in referral of customers between programs or different locations. Individuals who need assistance to find employment or training can access any WorkSource office across the state and receive higher level service because their records (name, address, work history, services previously received, etc.) are readily available to all staff.

The job-matching technology in SKIES also directly benefits Washington businesses. When employers hire through WorkSource, staff use SKIES to screen workers for the right skills and experience. SKIES is also linked to Go2WorkSource.com, which allows businesses to recruit workers online, and can connect them to their laid-off workers when business picks back up.

From July 1, 2009 through June 30, 2010, the following improvements have been made to ensure that SKIES continues to add value for job seekers and businesses:

- Executed the WorkSource Self Service Membership System (SSMS, see description below), which customers use to enter information about why they're visiting WorkSource.
- Developed reports and modified screens to provide additional information to better serve unemployment insurance customers and to support the continuous engagement of job seeking customers in meeting their employment needs.
- Implemented changes to the application to support the new reporting structure for the Federal Trade Adjustment Act.
- Continue to support ARRA state and federal reports and website.

### Self Service Membership System

One business systems improvement involved a home-grown self-service registration program

that was used to varying degrees statewide. A membership system was originally commissioned by one of Washington's WDCs as a software program to register self-service customers mainly interested in using the One-Stop resource centers.

Membership swipe cards were issued and card readers installed in some centers. The idea spread to other areas of the state as a way to account for self-service customers, though its use was inconsistent. However there was concern about risk associated with not having sufficient oversight of the data. ESD's business systems division became the new custodian and created the Self-Service Membership System (SSMS). This streamlined registration process makes it easier for customers to use and eliminates duplication of entry with SKIES and [Go2WorkSource.com](http://Go2WorkSource.com).

Greater security is now ensured and helpful standardized summary reports are providing information on a regular basis.

### **Go2WorkSource.com**

Whether from home, work or at a WorkSource center, the state's Internet based self-service job match system, [Go2WorkSource.com](http://Go2WorkSource.com), provides self-service access to WorkSource services that help businesses thrive and job seekers achieve successful careers.

Every month, the Go2WorkSource web site is visited more than a million times by job seekers who conduct 1.7 million job searches and employers who conduct approximately 8,000 résumé searches. More than 130,000 job applications are sent to employers each month by job seekers using the site. There are, on average, about 20,000 job listings and more than 115,000 résumés available for search on the site.

[Go2WorkSource.com](http://Go2WorkSource.com) features a Résumé Builder tool which automatically creates a résumé by

presenting job seekers with a list of questions. It provides an internet based translation service that allows employers and job seekers to translate documents such as résumés or job listings into six languages, including Chinese and Spanish. Customers are able to conduct automatic searches for job openings and applicants have the results sent to them by e-mail.

Go2WorkSource also features a "Career Events" section with an extensive calendar of job fairs and information about job search workshops and career services provided at local WorkSource centers. The "Career Links" section provides access to wage and occupation information to help job seekers make informed decisions on wage and employment trends, occupational requirements, and labor market conditions.

### **Career Bridge.wa.gov and the Eligible Training Provider List**

The Workforce Board manages the state's Eligible Training Provider List and annually reviews the minimum standards used to evaluate the performance of each training program to determine eligibility from one year to the next. In 2009, the Workforce Board migrated the list to Washington Career Bridge. This links the training provider information to the occupations it trains students for and clearly displays the employment and earnings outcomes of graduates from each training program. In addition, CareerBridge.wa.gov provides occupation-specific wage and demand information directly from the state's labor market information website so that users can explore careers and occupations before seeking the training program that will meet their needs. CareerBridge.wa.gov currently provides detailed information on more than 5,000

program providers, including apprenticeships. Users can search all program providers or only Eligible Training Provider List programs. The site currently averages between 12,000 and 14,000 user sessions per month. That number is growing as more WorkSource personnel learn how the website can help them access eligible training providers more conveniently.

### **Employer Connections: Aligning economic development and workforce development systems**

Since 2000, Washington has been perfecting a regional collaborative model that partners specific industry sector businesses who are experiencing skill gaps with worker representatives, educators and trainers. These Industry Skill Panels engage key employers with their regional workforce development systems, assessing local skill gaps and customizing strategies to address them. In 2008, the Governor committed a portion of her discretionary federal WIA dollars to developing the next generation of Industry Skill Panels. The Strategic High Skills High Wages Fund advances the initial skill panel design by requiring active participation by the regional Economic Development Council in addition to the local WDC. The initiatives focus on a recognized regional industry cluster with the intent of broadly increasing economic benefits. Two implementation grants of \$200,000 each went to the Manufacturing Skills Initiative in Eastern Washington and the Washington Intracoastal Marine and Manufacturing Industry Alliance in Western Washington. Three planning grants of \$75,000 each went to the Maritime Transportation and the Interactive Media clusters in Seattle-King County and a Renewable Energy Planning Initiative in South Central Washington.

Legislation adopted in 2009 has reinforced the state's commitment to coordinating workforce and economic development efforts in a strategic manner. State House Bill 1323 requires that WDCs and Associate Development Organizations (ADO) clearly articulate in their strategic plans "the connection between workforce and economic development efforts in the local area including the area industry clusters and the strategic clusters the community is targeting for growth." For the fifth year running, the state Department of Commerce and Workforce Board collaborated on a Workforce and Economic Development Conference--the only conference in the country that brings together workforce and economic development professionals. During the conference, the Governor's Best Practices Awards were bestowed on projects that combined workforce and economic development.

### **Governor's 10 Percent Aerospace Initiative**

In May of 2009, Governor Gregoire established the Washington Council on Aerospace to examine the state's aerospace industry and recommend actions and policies the state could undertake to reestablish Washington's sustainable competitive advantage in the industry.

Upon the Council's recommendation, the Governor committed \$1.5 million of her discretionary WIA funds to five activities:

- Developing aerospace industry training centers at two key locations in the state
- Acquisition of new and replacement equipment for aerospace training at community colleges
- Development of an Aerospace Scholars program in the K-12 system to build awareness, interest, and ability to enter the aerospace workforce
- Alignment of aerospace curriculum throughout the state

- Rapidly disseminate research into training and practice through technology transfer

As of June 30, 2010, all the equipment has been ordered and a substantial portion has been installed at training sites. Several sites have completed installation and have since trained 197 students with the new equipment. Development of the Spokane aerospace training center is underway and the Everett Paine Field training center began training classes on June 9, 2010. The state's colleges and universities completed a comprehensive planning process for curriculum alignment and submitted their plan on March 15, 2010. The Washington State Board for Community and Technical Colleges has a work plan and a contract in place to implement the plan components. Development of research knowledge transfer has been slower than planned, but as of April 2010 is on track and is incorporating the research of several academic leaders in the field of aerospace engineering at the University of Washington as well as the Washington Technology Center. A contract is in place with the Museum of Flight to provide technical assistance to coordinate referrals of WIA-eligible youth to the Aerospace Scholars program.

### Three youth waivers granted

Washington applied for and the USDOL granted three youth program waivers in 2009. The first allowed the use of Individual Training Accounts for older and out-of-school youth program participants, covering both WIA-formula funded youth program participants and ARRA-funded participants through June 30, 2010.

Also approved was the state's request to waive common performance measures for 18 to 24-year-old out-of-school youth in work

experience only funded through ARRA. This waiver made it possible for work readiness to be the only indicator of performance for such youth, recognizing that many older and out-of-school youth need supportive services to participate in work experience. Additionally, a waiver of the competitive procurement requirement allowed One-Stop centers and partners to directly provide youth with supportive services, follow-up and work experience.

## Wagner-Peyser/Labor Exchange Activities

### Employment services

Washington WorkSource Labor Exchange staff and partner programs again set record levels of customer service with 387,809 job seekers assisted—up 18 percent from 2008 and 48 percent since 2007. Overall, non-farm payrolls declined by 17,000 jobs providing fewer openings at a time when more job seekers were looking for work. On a brighter note, Washington began to post its first private sector job gains since 2008 mainly in education and health services, retail trade, and professional and business services.

The urgent employment and training needs of many new unemployed job seekers drove monthly service averages up by as much as 77 percent over pre-recession rates. The pace was relentless in trying to provide assistance to customers in the WorkSource centers and affiliates across the state. Crucial job seeker and business needs, including the hiring of more than 100 staff to help with direct customer service, were funded with \$8.2 million in ARRA funds for Wagner-Peyser activities.

### Reemployment services for unemployment insurance claimants

Unemployment insurance (UI) claims assistance, employment referrals, skills assessment, Job Hunter workshops, labor market information and referrals to a number of federal and state training programs proved to be essential services to those workers struggling to find good jobs in the shifting economy. In late 2009, formal study findings were published assessing the impact of Washington WorkSource job search services for UI claimants. The three year research design showed positive net income increases for customers (with pre-claim intermittent employment). Net income increases ranged from \$1,232 to \$1,493 dollars over the two quarters after UI re-employment services when compared with a control group of claimants who did not receive services.

From June 2009 to June 2010, the seasonally adjusted unemployment rate in Washington decreased from 9.2 percent to 8.9 percent (preliminary data). More than 69,000 claimants participated in job search review activities, up 21.5 percent from the previous program year. For the reporting period, the average duration of UI claims was roughly 19 weeks. However, many workers found it difficult to return to work and UI claim exhaustion was the highest it had been in decades. Where extended unemployment is due to the lack of skills, workers may be eligible to enter into formal training programs.

WorkSource orientations and individual employment counselors assist workers in exploring options for training. Many workers are not eligible, are unable or not interested in taking the extended time out for formal training. It was recognized that some, and possibly many, job seekers could benefit from emerging online, informal skill development options.

### Job skill development

Also aided by ARRA funding, ESD was able to help provide informal skill development options. Whether it's brushing up on fractions for an employment math test or accessing an online tutorial on how to prepare for an interview, these and more than 200 other online learning tutorials were made available to WorkSource customers anywhere they could access the internet. In the first six months of offering new online skill development opportunities, around 7,000 active customers logged more than 20,000 hours and passed about 7,500 lessons.

### Services for veterans

PY2009 also marked the implementation of new regulations for Veterans Priority of Service. All WorkSource locations changed procedures and the online portal, Go2worksource.com, was modified to provide the opportunity for new customers to identify themselves as covered persons under the Jobs for Veterans Act. Changes were necessary for providing veterans and eligible spouses the expanded required aspects of priority of service in all USDOL funded programs.

A staff script and information card that meets initial regulatory requirements was implemented for use by all staff at point of entry whether that is at a reception counter, at the desk level, or during outreach in the field. Staff members have been trained in compliance and a WorkSource system policy was issued. Technical assistance toward ensuring all programs provide earlier service and preference for veterans is ongoing.

### Statewide business services

WorkSource is well positioned to help employers meet their needs for new workers through job posting, applicant screening, job fairs, free bonding for some employees, subsidies for on-the-job training, tax credits for hiring certain types of workers, and programs to avoid or minimize layoffs. The system also offers specialized worker training and labor market information to help employers make educated business decisions.

In early 2009, ESD invested a portion of its ARRA funds to add business services resources to the WorkSource system in the form of a central office unit and a business services manager in each of the 12 WDCs Workforce Development Areas. The specific focus of this team has been to increase job orders that match the skill sets of the job seekers who come into WorkSource, and to assist employers in posting ARRA jobs.

This investment in services to local businesses has resulted in a 37 percent increase in job orders and a 28 percent increase in available job openings since PY2008. Additionally, the business outreach efforts in PY2009 have increased the overall number of employers listing jobs with WorkSource by 13 percent and the number of first-time employer listings by 19 percent.

**OLYMPIC****Workforce Development Council***Serving Clallam, Kitsap, and Jefferson Counties***More customers and new services**

Olympic Consortium WorkSource services for job seekers increased last year by more than 125 percent from the previous year through increased offerings of career assessments and computer software training. Kitsap Community Resources, a WorkSource affiliate, served 145 clients with training, barrier removal, and support services more than double the 70 clients served in the previous year.

New career assessment tools were added to WorkSource offerings as part of renewed efforts to engage job seekers. Key Train software, a recent addition by Employment Security Department to the WorkSource toolkit, helps customers assess their current levels in applied math, reading and locating information. It also is being used with employers to develop base line scores that will help in the hiring process. Job seekers are also using Career Skills assessment modules to enhance soft skills in targeted areas such as listening, workplace ethics, problem-solving, customer service and teamwork. These job seekers are encouraged to print the certificates of completion for each module and use them as part of their employer portfolio and/or to include the information in their résumés.

**Integration and coordination**

The Olympic Consortium continues to integrate its customer services among WorkSource agencies through the Framework Initiative. Framework funds were used to upgrade WorkSource centers and make it easier for job seekers and employers to locate and navigate through the offices. Funds also supported additional staff training to improve customer relations and enhance services.

Under the Marine Skills and Advanced Manufacturing program, the Consortium worked with adjacent workforce development areas to serve local employers in the marine and manufacturing industries. These efforts provided incumbent worker training for Safe Boats, Inc. of Bremerton, Port Townsend Paper Company and Angeles Composite Technologies, Inc. More than 80 workers were able to upgrade their skills, advance their careers and improve company productivity.

**Integrated Basic Education and Skill Training**

The Integrated Basic Education and Skill Training project skills helped 40 young adults complete GEDs, and attend courses in welding, certified nursing assistant, and early childhood education training. This demonstration project with Olympic College and Olympic Educational Services District provided training to out-of-school youth who lacked basic educational skills. It also helped to improve program coordination between the WIA system and the community college system. At program completion, seven earned adult basic education credits, four earned their GED, nine completed the Certified Nursing Assistant program, three earned Precision Metal Cutting Certifications, one earned a high school completion diploma, and three earned high school completion credits.

**Summer Youth Program**

The Consortium successfully implemented the Summer Youth Employment Program, funded under ARRA, employing more than 220 disadvantaged youth in the region. Efforts were made to place these participants at work sites that met their skill needs and interests. Program staff worked with employers to develop “Green Jobs” for youth. Some of the green work sites included: Fort Worden State Park, Pacific Coast Salmon Coalition, Sol Duc Salmon Hatchery, City of Bremerton Parks Department, Kitsap County Juvenile Department environmental work crews, Kitsap County Waste Water Operations, Kitsap County Community Development and Environmental Program, and Stillwaters Environmental Center.

More than 75 percent of all youth received work readiness credentials by the end of the program. Most participants returned to school to complete their education. Others continued skill training and went on to full-time unsubsidized employment.

## PACIFIC MOUNTAIN

### Workforce Development Council

*Serving Grays Harbor, Lewis, Mason, Pacific, and Thurston Counties*



### Partnerships with community and technical colleges

The Pacific Mountain Workforce Consortium contracted with local community and technical colleges to increase service to the area's dislocated workers. With an investment of \$600,000 in ARRA funds, the Consortium was able to leverage an additional \$450,000 of state Senate Bill 5809 funds to further expand classes offered at the colleges.

As a result of this investment, the colleges have served more than 600 dislocated workers who otherwise would not have been served due to a lack of capacity within the college system. A wide variety of occupational offerings were either created or expanded. These included: auto hybrid, business information modeling, energy technology, welding and a wide variety of medical occupations.

### Youth services

For the second year, the workforce area hosted the "Try a Trade Construction Career Day" to raise the profile of traditional trades and connect young people to their future careers.

This year, more than 500 students from 25 high schools, along with volunteers and representatives from 16 trades, participated. Throughout the day, students worked side by side with trained professionals to experience a variety of jobs within each trade. Whether laying bricks, pouring a cement slab or operating a forklift, students were able to see what skills are required in each of the participating trades. Display booths were also on site to provide students the opportunity to talk with qualified trades people and apprentices, thereby exposing them to mentors and stimulating conversation about their own career decisions.

### Integration

With the assistance of the Framework Integration grant, Pacific Mountain has led a local initiative to create a more closely integrated and efficient system for delivery of services.

Some areas of particular focus have been:

Front-end services have been realigned to allow for more flexible customer flow as customer traffic increases. The realignment includes increasing the presence of skilled and experienced staff in the resource room to provide spot assistance for customers and reduce waiting time.

New assessment tools were added to assist business customers in screening candidates and job-seeking customers in benchmarking and proving key employment skills. Additionally, the WorkSource Consortium has improved the quality of initial custom interviewing, assessing, and engagement through the creation of common system expectations for registration/initial assessment data-input.

Area-wide staff training and development was implemented to assure that all staff, regardless of which partner they work for, are similarly trained in key service areas. As part of this staff development initiative, a strong relationship has been developed with the Employment Security Training Academy resulting in improved communication and training customized to the needs of local staff.

The most important part of the integration initiative has been the involvement of direct service staff in creating shared solutions for issues that all WorkSource partners face. As a whole, WorkSource partner staff members have a wealth of expertise, care a great deal for the well being of our shared customers, and are often the best resource for solutions to complex problems.

## NORTHWEST WASHINGTON

### Workforce Development Council

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



### Increased workload

The WDC's Program Year 2009 was a year of tremendous successes and significant challenges stemming from recession-driven customer demand. The strain on the workforce system's capacity to respond and serve was felt in all areas of the region's workforce system. Despite this increased demand, the WDC continues as a strong regional advocate for the local perspective in state and national policy forums.

The Northwest economy, like the state's, is deeply impacted by the ongoing recession. Unemployment rates increased three percentage points while jobs vanished in nearly all of the top five non-farm industries in each county. Construction jobs lost in the Northwest were some of the highest per capita losses suffered in the state.

WIA adult, dislocated worker, and youth enrollments soared threefold to 1,374 due to federal ARRA funding and the unprecedented demand for occupational training and job search assistance. Seventy-two percent of dislocated workers were in occupational skill training, underscoring the need for re-skilling and 348 WIA participants were placed in jobs.

Customer flow through the region's three WorkSource centers ballooned to 72,000 visits. While customer visitations have increased 78 percent since 2007, overall customer satisfaction has improved each consecutive year. Ninety-six percent of customers express satisfaction with WorkSource Northwest.

Two WorkSource centers were recertified for site-specific and system achievements, attaining Malcolm Baldrige National Quality Standards of quality and performance.

### Rapid response

The region's Rapid Response team was again busy as the region's marine and advanced manufacturing industries downsized or shuttered operations entirely. One innovative practice was the delivery of simultaneous rapid response services to all school districts in the region via Interactive TV.

### Strategic partnerships

The local system's capacity for innovation and responsiveness was repeatedly tested, and subsequently demonstrated. More than 450 customers improved their digital literacy skills through WorkSource

with the volunteer Northwest Computer Literacy Instruction Corps, sustaining the WDC's long commitment to improving both the literacy and skills of workers.

Strategic WIA training investment strategies, in concert with community and technical colleges, resulted in five additional certification classes in high-demand occupations serving an additional 99 people. A new partnership with the Mount Vernon Chamber of Commerce supported 29 underserved low-income Opportunity Grant college students with mentors and internships in health care careers.

Strategic partnerships continue to hone the system's demand-driven strategies and their ability to respond to the ever-changing talent demands of key industries. The Northwest Alliance for Health Care Skills (with five hospitals, long-term care, physician providers, three unions, and three colleges) marked its ten year anniversary by leveraging \$2.2 million in federal and state grants, with \$480,000 in additional state support for 2010 and an additional \$1.1 million in federal funds for the next three years.

The Intracoastal Marine and Advanced Manufacturing Alliance (12 counties and three WDCs) leveraged \$100,000 in private support to match \$244,000 in public funds. Almost 450 workers were trained, including 44 new hires. More than 150 workers earned industry-recognized credentials and 212 gained post-secondary credits.

ARRA funding of a Summer Jobs Program put 351 youth and young adults to work in paid internships. Nearly all attained essential skills to become a valued worker for future employers. An additional 91 youth advanced their on-time graduation and career planning goals through participation in the Drop Out Prevention and Opportunity Internship programs.

HeathTecn, a manufacturer of composite airplane interior components, is actively working with a broad collaboration of for-profit, workforce development, and economic development partners to hire 100 new production workers. This is a hopeful sign of job growth to come in PY 10.

The Northwest Workforce Council continues as a strong regional advocate for the local perspective in state and national policy forums.

**SNOHOMISH COUNTY**  
**Workforce Development Council**  
*Serving Snohomish County*



### Enhancements and expansions

WorkSource Everett relocated to the third floor of the Everett train station building, and in the process the facility layout was reconfigured to allow for more customers to be served and for better customer flow. The relocation has also allowed WorkSource Everett to nearly double the amount of computers available for customers to use in job search, thus reducing or eliminating customer wait times. WorkSource Lynnwood is now going through a similar reconfiguration to better serve South County customers.

In eastern Snohomish County, WorkSource Sky Valley opened in August 2009 to an enthusiastic community. WorkSource Sky Valley, an affiliate site, is operated in partnership with the Sky Valley office of the state Department of Social and Human Services and brings workforce development services to eastern Snohomish County, including the cities of Snohomish, Monroe, Maltby, Sultan and Gold Bar.

Additionally, WorkSource Snohomish County expanded its reach throughout the county by partnering with the Sno-Isle Libraries and Everett Public Library to provide job search and employment-related services at every public library across the county.

### Response to the current economy

The WDC, working with the Snohomish County Executive Office and United Way of Snohomish County, hosted a resource fair designed to offer assistance to families and individuals impacted by the current economic crisis. Called “Helping Hands for Hard Times,” the three-day resource fair in multiple locations provided employment, housing, financial and healthcare help to residents in need. Admission and all services were offered to participants free of charge. More than 500 Snohomish County residents received services from 25 nonprofit and public agencies, including an on-site, full-service WorkSource Snohomish County Resource Room. Participants were also able to attend classes to learn about asset building, avoiding foreclosure, résumé building, and interview techniques.

### Partnerships with community colleges

The WDC continues to partner with Edmonds, Everett and Cascadia Community Colleges on innovative projects, including providing WIA dislocated workers with valuable training in several growing career clusters through cohort training. More than 150 students have been trained in cohorts or “Block Classes” in the manufacturing, health care, construction, and business services clusters using both ARRA training capacity and state Senate Bill 5809 funds. As a result of the training courses students received, or were prepared to test for, industry-recognized credentials including building performance institute certification, computer-aided three-dimensional interactive application certification, and nursing assistant certification. Students were also provided with access to support services as needed throughout their training programs to ensure success.

In October 2009, the WDC and the community colleges were awarded a Fund for the Improvement of Postsecondary Education grant. The grant enabled the partnership to “compress” several workforce-oriented training programs, allowing students to both complete their training and enter the job market more quickly. In addition, a Program Navigator was hired to provide support services and assistance—from initial program enrollment to finding employment upon completion.

### AmeriCorps

Fifteen AmeriCorps members, funded through an ARRA AmeriCorps Program grant, served more than 22,000 hours in Snohomish County over the 10-month program, addressing critical needs in energy efficiency and providing regional low income service referrals through Volunteers of America 2-1-1. These AmeriCorps members provided energy efficiency assistance to 1,133 clients, weatherized almost one thousand homes, and referred more than 22,500 clients to community support services. Not only did they serve their community, they also inspired others to serve. Combined, the team recruited 160 new community volunteers, who in turn volunteered 1,454 hours in Snohomish County.

**SEATTLE-KING COUNTY****Workforce Development Council**  
*Serving King County***Customer service**

In 2009, the WDC led sector panels in the maritime, manufacturing and interactive media industries. Each sector panel is an industry-driven group including employers, educators, unions and workforce/economic development leaders who come together to focus on workforce issues in that industry. The WDC also continued to lead the Green Workforce Council, which builds on the work of the Green Building Skills Panel. In addition, the WDC updated Map Your Career, a tool that shows occupations, wages and skills required in five different industries.

**Cohort success**

Since June 2009, 12 cohorts have been opened for more than 230 students in high demand programs in Seattle-King County. All lead to a certificate needed in the job market. The WDC identified in-demand occupations (including nursing, medical coding, project management and computer engineering), then worked with seven local colleges to fund and customize new cohorts for the unique needs of these mostly older and working students. Students also received tutoring, career counseling and support from WorkSource staff. Nine cohorts began and ended in PY09; the others will end in PY10. The WDC-purchased cohorts have a student retention rate of 93 percent.

**Green jobs**

The WDC successfully competed for, or partnered in, three ARRA grants that brought \$10.2 million to the community for green-jobs training. In addition to a Pathways Out of Poverty grant, the WDC is also the fiscal agent for a multi-county project led by the Northwest Energy-Efficiency Council. Finally, Seattle-King County joined three other WDCs in a statewide partnership to update the green skills of journey and apprentice construction workers. Thanks to these efforts, more than 900 people will be trained through the next two years in new green skills and occupations.

**Youth activities**

The Health Careers for Youth program received the Governor's Best Practice award in October 2009. This innovative program prepares bilingual youth of color for careers in health care while they are still in high school, working closely with local hospitals and colleges to make education and employment in health care achievable. Of the 40 students who have completed the full program, 90 percent

completed certified nursing assistant training, 60 percent passed the national certification exam, and 75 percent successfully completed rigorous college coursework while still in high school.

**Homeless jobseekers**

The WDC and Building Changes (a Seattle nonprofit dedicated to ending homelessness) are partnering to bring the WorkSource and homeless/housing worlds closer together for the benefit of homeless jobseekers. This innovative partnership, funded by both WIA and the Washington Families Fund overseen by Building Changes, provides two half-time housing and employment navigators employed by the YWCA of Seattle-King County. The navigators meet with residents of transitional housing to connect them to the employment and training resources of WorkSource. At the same time, the navigators will provide training to WorkSource staff to help them better serve the employment/training needs of homeless customers who come to WorkSource and connect these customers with housing and other services. Begun in April 2010, this three-year project will serve 40 homeless jobseekers in its first year.

**Improved information for employers**

Employers can now access better information on the certifications held by WIA customers to find qualified job applicants. The database can now display 45 different licenses/certifications on a jobseeker's information page. In the coming year, WDC board members will help to identify the licenses and certifications in key industries that will be most needed in the future.

**Social networking**

WorkSource staff learned about social networking tools and resources as they relate to effective job seeking. The training, which included a panel of employers from Microsoft, Boeing and Starbucks, showed how LinkedIn, Facebook and other online tools can be used by jobseekers to expand and capitalize on professional networks.

## TACOMA-PIERCE COUNTY

## Workforce Development Council

*Serving Pierce County*

## Front end services

WorkSource Pierce currently facilitates 14 workshops that provide a range of services to assist both novice and seasoned job seekers. A new workshop, Career Information Systems, shows customers how to navigate labor market websites and use the information to plan their journey to a new career. Career Consultant Paul Anderson facilitated a workshop in June 2010 for 45 WorkSource Pierce customers.

## Innovative partnerships

WorkSource Pierce continues to partner with local employers and training providers to improve employment opportunities for job seekers. These include:

- **Coffee roasters**

Green Mountain Coffee Roasters, Inc., WorkForce Central and Tacoma Community College have partnered to provide training and job opportunities to 60 Pierce County adults at a new coffee production warehouse. Through this partnership, Pierce County adults will have the opportunity to attend a free training program, sponsored by Workforce Central, to prepare them for positions at the new warehouse. The employer is providing financial support and training space.

The training, named the Career Readiness Program, will last a total of 12 weeks, and will assist participants in improving work skills, enhancing their ability to get a job, and raising confidence to advance their careers. Course content includes applied mathematics, work ethics, learning and life skills and basic computer knowledge. It is designed to assist people to develop skills in the following areas: teamwork, interpersonal, reading for information, and locating information. The program will also help people learn interview skills and update their résumés.

- **International nurses**

Tacoma Community College, WorkForce Central and Franciscan Health System have collaborated to form an international nurse program. The program aims to find qualified immigrant or refugee nurses and provide them with additional training on U.S. nursing practices in order to pass the National Council License Examination.

With medical facilities in need of trained nurses, everyone wins when immigrant nurses can be prepared to succeed with relatively few training resources.

Tacoma Community College is providing the training by expanding its current nursing program, thanks to grant funding from the Johnson and Johnson Promise of Nursing effort. WorkForce Central is providing approximately \$170,000 in funding and has identified qualifying students for the program. Franciscan is creating clinical training opportunities once nurses have passed their exam.

- **Dislocated Worker/Adult Program**

The WDC continues to develop creative ways and partnerships to serve the adult and dislocated worker populations. Partnering with local community and technical colleges to develop and offer in-demand cohort trainings for Pierce County residents has yielded much success. Last program year, approximately 250 individuals participated in various cohort trainings in medical, construction and warehouse.

The WorkForce Central Career Coaching Program, which is a partnership with local health care employers, is reaching its 10 year mark of success and sustainability. Career Coaches continue to provide on-site services and information regarding high demand health care careers to incumbent workers. To date more than 4,800 incumbents have received career coaching services.

**SOUTHWEST WASHINGTON**  
**Workforce Development Council**  
*Serving Clark, Cowlitz and Wahkiakum Counties*



### ARRA cohorts

ARRA funding allowed the WDC, WorkSource, Clark College, Lower Columbia College, and other eligible training providers to deliver short-term training to more than 300 eligible adult and dislocated workers in the region. Many of the students participated in cohort-style training which was well-received by students and partners.

The cohort (group) model offered students an additional layer of needed support during a tough economic time. The camaraderie in many of the classes helped students hold each other accountable to such high standards that many made Dean's List. To date nearly 100 participants have found jobs.

### STEM promotion

Supporting science, technology, engineering, and math (STEM) professions continues to be an emphasis of the WDC. In November of 2009, the WDC partnered with its Oregon counterparts to deliver two engineering symposia. The events were attended by hundreds of unemployed engineers and included break-out sessions on networking, social networking, résumé re-tooling, continued education, and more.

STEM is also the focus for the 100 internships in the Opportunity Internship Program. Leveraging the local STEM coach, each participating high school student receives in-depth career exploration and coaching and is linked to an internship in his/her field of interest. From auto mechanics and welding to electrical engineering, these students are exploring their future careers and building their professional networks.

### Integrated service delivery model

In July, WorkSource launched its new integrated service delivery model at both the Vancouver and Kelso WorkSource centers. The new model is based on Lean principles to improve customer service and reduce wait times. Previously, WorkSource services and staff were separated by funding streams. Clients eligible for multiple programs would move throughout WorkSource and interact with a variety of staff, making timely coordination and communication difficult to achieve. This new model creates an environment that is more cohesive, responsive and accessible to all customers. WorkSource staff members are now arranged by function and the type of services they offer. Customers will experience easier access to whatever package of services and resources best fit their needs and eligibility status.

### Growth through innovation

In addition to delivering an array of projects to support local manufacturers, the WDC partnered with Oregon Entrepreneurs Network in December 2009 to deliver the first in a series of events designed to link budding entrepreneurs to potential investors, service providers, and local professionals. The bi-monthly events begin and end with valuable networking. Program content includes panelists, subject matter experts, business pitches, and coaching from a variety of successful local industry experts and committee members. Made possible by local sponsorship, the events average approximately 100 people per session and continue to grow in popularity.

## NORTH CENTRAL

## Workforce Development Council

*Serving Chelan, Okanogan, Grant, Douglas, and Adams Counties*



## Cooperative success

Food processing companies in the Columbia Basin still have difficulty recruiting skilled applicants for industrial refrigeration jobs that start at \$20 per hour. The work is complex and so was the training coordinated by the WDC's fiscal agent, SkillSource, which contracted with Wenatchee Valley College (WVC) to instruct eight Recovery Act students, and two incumbent workers, 80 miles away on the Big Bend Community College campus in Moses Lake. Eight Recovery Act students had already finished one year of industrial maintenance education at Big Bend and wanted to become certified refrigeration engineers and technicians. All that stood in their way was access to WVC's advanced refrigeration courses.

SkillSource also arranged hands-on experience at Columbia Colstor's facility in Othello, Washington. Every other day during the seven-week class, the eight Big Bend students traveled thirty miles where they were joined by two incumbent workers.

This training was made possible through a strong working relationship between two neighboring community colleges, a determined WDC fiscal agent and a cooperative business.

## Cleaning up

Every week, nearly two dozen school dropouts come into a One-Stop center to inquire about finishing their secondary education. Many become convinced that they can earn a diploma or certificate at one of the area's four school district supported Learning Centers. Last year 200 youth and adults replaced the label "dropout" with "graduate."

For example, Argenis was expelled from high school after gang fights took a toll on his academic progress. The personalized learning and individual attention offered at the Main Street Learning Center helped him succeed. In the career information workshops, he researched jobs and learned how to apply for work and the positive work habits employers expect. Argenis earned a work experience placement that reinforced the value of a positive attitude, neat appearance and regular attendance. Argenis made a clean break with his past and now helps keep Harmony House, an assisted living facility, clean.

## On-the-Job training

For an employer, training a new employee is especially costly if it turns out to be the wrong fit. But training resources often help employers find the right person for the job.

Last year, 150 North Central participants learned on-the-job through demonstration and practice. For Jason Williams, owner of Axeon Technologies in Wenatchee, on the job training (OJT) means he doesn't have to worry about hiring someone who can't do the full job right away. His computer business requires skilled technicians, but not everybody he wants to hire has all the skills at the get-go.

"Sometimes the person has the right personality, but not all the skills. When SkillSource helps defray the training cost, it gives opportunities to workers who could have been passed up in the hiring process," Williams said.

In addition to reimbursing half the new hire's training wages, OJT also pays half the cost of formal training such as workshops and seminars. Tools and uniforms may also be provided. Most importantly, companies have their training process inventoried and organized so that task instruction is deliberate and meaningful.

More and more, private companies recognize the benefit of carefully structuring their one-on-one training so that it is comprehensive and effective.

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

The WDC, with local partners, launched the Integration Framework Project in the fall of 2008. The initiative focused increasing customer access to services through technology and implementing a new service strategy that is customer driven, accountable, and fully integrated.

To accomplish these goals the local partnership first implemented a region-wide video conferencing system that allowed seven WorkSource sites across a large geographical and rural area to conference on a daily basis. The system provides job seekers with new distance-learning opportunities and online classes through Yakima Valley Community College and other higher education providers. In addition, the video conferencing system produces additional efficiencies and financial savings by eliminating cost and time in travel for system meetings and training.

To improve services to employers, a new Business Service team was established, comprised of specialized staff from local partners who received special training on promoting services and working with the business community. The Business Service Team set up a process of working with business accounts whereby staff would meet one on one with customers to help them identify and solve their employment needs. Working as a team, members meet regularly to share information about job opportunities and gain assistance as needed to address employer problems.

**Mentorships for health care careers**

The WDC was highly successful in the delivery of a Mentorship Program for students enrolled in I-Best Nurse Assistant classes at Yakima Valley Community College. Since October of 2007, the program has matched 115 students with health care professionals such as nurses, certified medical technologists and medical assistants to provide mentoring and job shadowing experiences, offering students unique insights into various health professions. The program was enhanced in 2010 by enabling students to earn one college credit for completing their mentorship experiences. This change also added needed structure and accountability. Course completion among this year's cohort was 96 percent.

The students were overwhelmingly pleased and saw the benefit of their participation. Ada, a student in the program, said: *"Job shadowing my mentors was a very interesting experience. Shadowing more than one person, I was able to see how they worked. It is nice because you see another way that the person works with the nursing home resident that is nicer or quicker. I am very grateful that I got the opportunity to job shadow even though it was hard to actually find the time and schedule everything."*

## EASTERN WASHINGTON PARTNERSHIP Workforce Development Council

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



### Challenges

The past year was very challenging as the number of unemployed workers increased dramatically. Job openings were scarce and numerous workers have experienced extended unemployment. In response to this, WorkSource partners focused particular attention on these long-term unemployed individuals and encouraged them to increase their skills with formal training. WorkSource provided workshops that offered in-depth skill assessments to help job seekers determine their proficiencies and identify areas where they could acquire or build skills with Key Train modules, college courses, or both. The emphasis was on making them more competitive in a very tight labor market.

While youth and employers alike were disappointed that funding for the summer youth employment program was limited this summer, (2010), last year's youth program heightened the awareness of WIA activities in the business community. The employer network has grown, and interest in all WIA programs has been enhanced. Despite the economic conditions, eastern Washington WorkSource partners continue to provide quality employment and training services to many of the vast area's rural citizens.

### Adult literacy

WorkSource staff saw a large increase in job seekers who lacked a GED or high school diploma. Staff made a great effort to encourage these people to enroll in adult literacy programs either on-site or at one of the local college sites. One-third of the participants in the GED training program came out from this more focused referral process. Log truck drivers, construction and production workers, and injured workers are examples of the types of workers that had been employed for many years without needing a high school diploma. With the decline of these occupations and the increased competition in the workplace, customers who took advantage of the opportunities in literacy programs and Key Train improved their chances for employment.

### Vocational training

The WDC provided two new vocational training programs in Colville and Pullman using funding from state Senate Bill 5809. The Institute for Extended Learning (IEL), provided specialized commercial driver

license and welding training in those locations. The IEL also provided a basic electricity course to high school students on-site in Colville and remotely via television to students in Colfax. The Industrial Skills Panel worked with college staff to develop an industrial program to teach the entry-level job skills common among many local manufacturing companies.

### Green jobs

The WDC provided Walla Walla Community College with ARRA and state Senate Bill 5809 funding to create a Wind Energy Technology program. The program provides a one-year certificate and a two-year AAS degree that support employment and apprenticeship training options in the burgeoning wind energy industry. WorkSource partners promoted the program to prospective job seekers from declining occupations with related skills sets. Trainees learn basics in industrial mechanics, rigging, crane operations, related mathematics, psychology and technical writing. The course also includes off-campus real-world training experiences. Nine trainees completed the first year certification. Additional "green" jobs are developing in the areas of biomass energy generation that utilizes forest slash, and industrial composting of municipal organic waste.

### Incumbent workers

Incumbent worker training has been another successful training option. Employers are able to select employees that need specific skills upgrades which most often require a short-term intensive training course. They can select the training providers that offer the most suitable courses for the employees. A variety of occupations were represented in the training including: specialized software training, mobile crane operation, export strategies, safety and leadership, specialized nursing endorsements, dentist, and early childhood development training.

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



### Local partnerships

Partnerships developed over the past nine years have provided a progression of steps in moving 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 continue to deliver services via multi-agency Functional Work Teams to fully integrate our programs 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 19,000 customers were served this past year and approximately 66 percent 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 needed skills 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 who are 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 675 employers had posted over 2,710 job orders. "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, postsecondary training and education in their area of interest. Our AmeriCorps representative continued to help us market our services to youth in our local area.

Summer activities for youth are connected to the career pathway they are exploring in school. Qualifying youth gain school credit for summer activities funded by the Workforce Investment Act and participate in a Summer Youth Vocational Challenge. Memorandums of Understanding are in place with all area school districts that allows us to share the responsibility for delivering the 10 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.

Staff provided personalized employment services to workers impacted by downsizing or expansion to get them back to work as quickly as possible. Incumbent worker training projects targeted 14 employers, providing customized skills training to 140 employees in the health care, construction, human services, hospitality, trades, food processing, and manufacturing sectors.

**SPOKANE AREA****Workforce Development Council***Serving Spokane County***Strategic leadership**

The WDC responded to the economic crisis by increasing the level of services to job seekers and helping businesses to find workers with the skills needed to accelerate into the recovery. In Program Year 2009, more than 29,000 people accessed the Spokane WorkSource center and affiliate sites to obtain career information and the resources needed to get back into the labor market. Almost 700 employers utilized the local workforce system to recruit new employees, assist with downsizing and transitioning their affected workers, and guided the development of training programs to adapt to the new economic realities of their industries.

The WDC implemented its strategic vision for the deployment of resources to support those sectors which drive the regional economy. In alignment with this vision, 96 percent of all WIA program placements occurred in the targeted industry sectors. The result is higher wages, career pathways, and a supply of workers with the right skills to advance critical local businesses.

**Service integration**

The partners in the local workforce area are actively engaged in a systemic transformation to ensure the most efficient use of resources and highest return on investment. Spokane was awarded a \$250,000 Framework Initiative grant and used the funds to complete a major remodel of the WorkSource center and incorporate the use of Lean management tools to enhance customer flow, realign partner staff into more effective teams, and apply quality tools for ongoing improvement of business practices.

**Economic recovery**

WIA programs leveraged an influx of ARRA funds to place 27 percent more people in jobs than in the prior year and with a 10 percent increase in wages all during a time of high unemployment and falling wages in most occupations. ARRA funds were also used in conjunction with funds appropriated by the Washington state Legislature to support the delivery of training to cohorts of students at Spokane Community College, Spokane Falls Community College, and the Institute for

Extended Learning. Laid off and underemployed workers were able to obtain new in-demand workforce skills to prepare them to enter employment as licensed practical nurses, airframe mechanics, residential energy auditors, project managers, and medical assistants. This partnership successfully added programs and new capacity to college campuses at a time when state budgets were cutting access for students.

The WDC also received almost \$2 million as part of a statewide Energy Sector grant awarded to the State Workforce Board. These funds will be used to create training programs in energy efficiency at Spokane Community College and to help journey workers and apprentices in the construction trades to learn new skills that apply to working with “green” materials and building processes.

Over the past year, more than 2,000 youth received career services that included job placement, paid work experience, high school completion and GED attainment, and connecting to post secondary education. In January, the Next Generation Zone youth services center moved to a new site, forming a WorkSource campus. Joining the WIA providers and GED classroom at the NextGenZone are two new partners, Goodwill and YouthBuild. Goodwill’s GoodGuides program provides mentoring for youth 13-17 and assists youth in overcoming disadvantages and career planning. NEWESD 101’s YouthBuild program helps 18-24 year old low-income young adults lacking a high school diploma or GED to attain their credential while gaining hands-on skills training in the construction field.

## WIA TITLE I-B RESULTS

This section includes the following information about Washington Title I-B programs:

- Adjustments made to WIA performance measures in response to changes in economic conditions and participant characteristics.
- Narrative discussion of the costs of workforce investment activities relative to the effect of activities on the performance of participants.
- State evaluations of workforce investment activities, including the 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 levels on three federal youth common measures which become effective in PY 2010.

### Analysis

WIA I-B performance measures focus on the results for the approximately five percent of WorkSource customers who are registered for intensive services or training services funded by Title 1-B. Separate Title 1-B programs are provided for disadvantaged adults, for dislocated workers, and for 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. In addition, Washington participates in the Wage Record Interchange System (WRIS), which provides UI wage records from 49 other states and the District of Columbia. Federal and military payroll records are also collected (including records of the US Postal Service).

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

While states are required to measure 20 federal performance measures, only 10 of the measures are used to award federal incentive funds. Performance targets are based on performance baselines derived from performance in prior years.

The Workforce Investment Act provides that states may negotiate revisions of targets based on changes in participant demographics or economic conditions. Washington state requested and received adjustments to its entire adult and dislocated worker performance targets for PY 2009, based on regression analyses showing the relationship between economic and demographic conditions and performance. In expectation of approval of a Common Measures

waiver, adjustments were not proposed for the youth targets. Instead, performance targets, adjusted by regression from the prior year’s performance were developed for the youth Common Measures. Washington’s request for a Common Measures waiver was approved for PY 10, but not for PY 09.

The ongoing recession affected participant demographics and economic conditions, and running these data through the established regression models led to state proposals to revise all of the measures for the Adult and Dislocated Worker programs. In the process, some of the regression models for earnings were revised, as the base periods used in their development did not include enough variation in unemployment rates to provide appropriate adjustments to earnings targets as a result of the weakening labor market. The Department of Labor agreed to the proposed changes. The negotiated performance levels displayed in this report for the state and for local areas are the revised targets resulting from these adjustments.

Across the ten federal participant measures included in the incentive calculation, Washington averaged 100.2 percent of target; Adult measures

averaged 105.5 percent of target; Dislocated worker measures averaged 105.5 percent of target; and Youth measures averaged 92.2 percent of target. Across the state core measures including the employer satisfaction measure, performance averaged 103.5 percent of target, with Youth, Adult and Dislocated Worker measures all averaging above 101 percent.

**Cost effectiveness**

In a broad sense, cost-effectiveness should be evaluated in an econometric net-impact analysis designed to measure the costs and long-range results of services in order to compare participant outcomes with estimates of the outcomes in the absence of the program participation.

Washington State’s Workforce Training and Education Coordinating Board conducts such studies periodically but, due to significant costs, does not update them annually. These studies are discussed under the Evaluation topic heading. Basic accounting of costs and outputs is covered in the table below.

**Figure 4 • Participants and Expenditures in PY 2009**

Target Population	PY 2009 Participants	PY 2009 Expenditures	Cost per Participant*
Adults	6,507	\$ 12,943,376	\$ 1,989
Dislocated Workers	8,799	\$ 16,188,712	\$ 1,840
Youth	4,486	\$ 14,398,517	\$ 3,210
<b>Total</b>	<b>19,792</b>	<b>\$ 43,530,605</b>	<b>\$ 2,199</b>

\*Cost reflects WIA expenditures only, not concurrent ARRA expenditures

Washington's 12 Workforce Development areas spent \$43.5 million on intensive and training services during PY 2009 (July 2009-June 2010), a 14 percent decline from the \$50.5 million expended in the prior year. The programs served 19,792, an increase of 18 percent from the prior year. This increase in participants served is due to the availability of American Recovery and Reinvestment Act (ARRA) funds which enabled the state to serve more adults and dislocated workers during PY 09. WIA cost per participant averaged \$2,199 for PY 09. Data for PY 2009 are shown in *Figure 4*.

### Evaluation activities, including net impact and cost-benefit

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:

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

- Programs for adults including 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 including Adult Basic Skills Education, Workforce Investment Act Adult Services, Division of Vocational Rehabilitation, Department of Services for the Blind and WorkFirst.
- Programs serving youth, including 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 2010** is currently in preparation. It covers participants exiting between July 2007 and June 2008 and is the fourth biennial report to cover Workforce Investment Act populations. Employment and earnings results from "Workforce Training Results" are excerpted below. The report can be downloaded at [www.wtb.wa.gov/WTR2008.asp](http://www.wtb.wa.gov/WTR2008.asp)

### Results for WIA Adults

Workforce Training Results evaluates the labor market outcomes of program participants using their employment and earnings during the third quarter after leaving a program. When considering these outcomes, please note that there is considerable change across years in the labor market conditions.

Unemployment insurance wage files were used to examine employment rates and earnings among participants who left programs during the 1999-2000, 2001-02, 2003-04, 2005-06 and 2007-08 program years.

Data were collected from Employment Security Departments in Washington, Idaho, Montana, and Oregon. Federal and military employment records were also included. Results are shown in *Figure 5*.

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

	1999-00*	2001-02	2003-04	2005-06	2007-08
Percentage with employment reported by employers to ESD the third quarter after leaving program	67%	66%	69%	74%	66%
Median annualized earnings of those working (not in higher education)	\$18,456	\$19,517	\$20,316	\$21,194	\$21,284
Median hourly wage of those working (not in higher education)	\$11.56	\$11.93	\$12.10	\$12.42	\$12.59

**Notes:** Earnings and wages are expressed in first quarter 2009 dollars.

\* Figures from 1999-00 for the JTPA II-A Adult program

### Results for WIA Dislocated Workers

In *Figure 6* dislocated workers results vary with economic conditions and the characteristics of participants. Change can occur quickly from year to year as industrial conditions change and different groups of employees face layoffs.

**Figure 6 • Employment and Earnings of WIA Dislocated Worker Program Participants in the Third Quarter After Leaving the Program**

	1999-00*	2001-02	2003-04	2005-06	2007-08
Percentage with employment reported by employers to ESD the third quarter after leaving program	75%	74%	76%	78%	77%
Median annualized earnings of those working	\$28,624	\$30,302	\$30,918	\$31,143	\$30,536
Median quarterly hours worked, of those working	\$15.31	\$15.95	\$16.41	\$16.77	\$16.21

**Notes:** Earnings and wages are expressed in first quarter 2009 dollars.

\* Figures from 1999-00 for the JTPA III Dislocated Worker program

### Results for WIA Youth

Figure 7 displays results for the WIA Youth programs. The WIA figures include both older and younger youth. Labor market results are presented for participants who were not in secondary education at exit.

**Figure 7 • Employment and Earnings of WIA Youth Participants in the Third Quarter After Leaving the Program**

	2001-02	2003-04	2005-06	2007-08
	←———— not in high school —————→			
Percentage with employment reported by employers to ESD the third quarter after leaving program	52%	56%	62%	50%
Median annualized earnings of those working (not in higher education)	\$9,464	\$10,821	\$10,933	\$10,224
Median hourly wage of those working (not in higher education)	\$8.83	\$8.95	\$9.06	\$9.59
Percentage self-reporting receipt of pension benefits from employer	18%	15%	19%	n/a

**Notes:** Earnings and wages are expressed in first quarter 2009 dollars.

Included in the Workforce Training Results publications are the results of net impact and cost-benefit evaluations which are updated every four years. These evaluations compare the outcomes of program participants to their estimated outcomes if they had not participated in a workforce development program, based on analysis of similar groups of non-participants.

The most recent Net Impact and Cost-Benefit Evaluations are those for the exiters from 2001-02 and 2003-04<sup>1</sup>. The longer term effect estimates are for WIA program participants who exited during 2001-02. 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>2</sup>. The next Net Impact and Cost Benefit studies are

currently in process which will evaluate the longer term outcomes for the 2005-06 exiters and shorter-term outcomes for the 2007-08 exiters.

The net impact analysis compares the outcomes of individuals who participated in workforce development programs with the outcomes of similar individuals who did not. For most of the programs, the comparison group was selected from registrants with the state's Employment Service, selecting individuals with similar employment history, age and educational background. The cost-benefit analyses were calculated from the value of the net impacts on participant earnings, employee benefits, social welfare benefits, unemployment insurance benefits, and taxes<sup>3</sup>. Benefits and costs were estimated for both the observed post-program period and out to the age of 65<sup>4</sup>.

<sup>1</sup> Workforce Training Results contains analyses for three non-WIA workforce development programs not included in the most recent complete Net Impact study: Vocational Rehabilitation, Department of Services to the Blind and WorkFirst.

<sup>2</sup> 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).

<sup>3</sup> Upjohn estimated the impact of the net change in earnings on Social Security, Medicare, federal income, and state sales taxes.

<sup>4</sup> In order to compare benefits and costs in terms of net present values, post-program benefits and costs are discounted by 3 percent per year and all figures are stated in 2005 Q1 dollars.

These analyses indicated that during the third year after program participation, the payoffs to education and training are strong and pervasive. 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 constitute a sizable impact on total lifetime earnings. The extent to which the costs of the programs are offset by taxes on those increased earnings varies among the workforce programs.

### Tables

The following data tables make up the final portion of Washington state's Title I-B Annual Report. A few notes may help with their interpretation. 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. And since these are outcome measures, they concentrate on participants who have left WIA programs and do not include those still participating at the end of the 12-month performance period.

Average earnings reflect the second and third quarters after exit; therefore covering a six month time span. Annualized earnings are based on the third quarter after exit. The quarterly earnings are multiplied by four. Federal entered employment rates and employment and credential rates are calculated for participants who exited between October 2008 and September 2009. Federal retention rates and earnings gain measures are calculated for participants who exited between April 2008 and March 2009. The 12-month retention rates and 12-month earnings change measures on Table L are for participants who exited between April 2007 and March 2008.

Federal real-time measures: customer satisfaction measures (Table A) are based on a year running between January and December 2009. 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 2009 through March 2010. Participant counts (Table M) are based on a year running from July 2009 through June 2010.

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. 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 gain 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 additional measures of performance. Statewide performance on these measures is shown in a set of tables located between Tables M and N. Results for the first three are measured for WIA participants who exited between April 2008 and March 2009. Two of the measures, employment rates and median annualized earnings are based on results in the third quarter after exit. The state has also established participant satisfaction measures for its workforce programs, however, due to the current fiscal situation the satisfaction surveys have been suspended.

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.

The 13th additional state 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 hired new employees in the last 12 months who had recently completed a Workforce Development Council or WIA 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 2010 employer survey.

Table O, attached to this report, has 12 pages, one for each of Washington's 12 local workforce investment areas. An additional Table O is supplied to describe results for participants in dislocated worker services funded by Washington's statewide Rapid Response funds. 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.

In accordance with federal regulations, the state conducted a data and reporting validation annual review with all twelve Workforce Development Areas during November, December 2009 and January 2010. A sample of 1,344 WIA records was reviewed: 340 Adult, 332 Dislocated Worker, 515 Youth and 157 National Emergency Grant. For Trade Adjustment Assistance 154 records were reviewed. Preparation for Data Validation for PY09 will begin in fall 2010.

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

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level  American Customer Satisfaction Index	# of Completed Surveys	# of Customers Eligible for the Survey	# of Customers Included in the Sample	Response Rate
Participants	78.0	77.3	240	1,127	974	24.6
Employers	69.5	69.7	269	6,534	560	48.0

**Table B • Adult Program Results**

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Entered Employment Rate	78.7%	75.9%	$\frac{1,528}{2,012}$
Employment Retention Rate	83.6%	82.7%	$\frac{1,712}{2,071}$
Average Earnings	\$11,937	\$14,453	$\frac{\$24,684,924}{1,708}$
Employment and Credential Rate	66.0%	59.0%	$\frac{623}{1,056}$

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

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals with Disabilities		Older Individuals	
		numerator denominator		numerator denominator		numerator denominator		numerator denominator
Entered Employment Rate	73.2%	$\frac{575}{785}$	78.9%	$\frac{153}{194}$	64.5%	$\frac{118}{183}$	67.5%	$\frac{114}{169}$
Employment Retention Rate	78.1%	$\frac{518}{663}$	85.6%	$\frac{131}{153}$	70.0%	$\frac{112}{160}$	81.5%	$\frac{119}{146}$
Average Earnings	\$12,307	$\frac{\$6,362,943}{517}$	\$15,945	$\frac{\$2,088,782}{131}$	\$11,919	$\frac{\$1,334,900}{112}$	\$13,176	$\frac{\$1,541,598}{117}$
Employment and Credential Rate	52.4%	$\frac{178}{340}$	62.4%	$\frac{53}{85}$	48.5%	$\frac{33}{68}$	54.5%	$\frac{36}{66}$

**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	78.9%	$\frac{619}{785}$	74.1%	$\frac{909}{1,227}$
Employment Retention Rate	86.4%	$\frac{852}{986}$	79.3%	$\frac{860}{1,085}$
Average Earnings	\$16,616	$\frac{\$14,090,168}{848}$	\$12,320	$\frac{\$10,594,756}{860}$

**Table E • Dislocated Worker Program Results**

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Entered Employment Rate	80.2%	84.1%	$\frac{1,850}{2,199}$
Employment Retention Rate	87.5%	87.3%	$\frac{1,836}{2,103}$
Average Earnings	\$16,764	\$18,727	$\frac{\$34,250,710}{1,829}$
Employment and Credential Rate	67.0%	60.6%	$\frac{763}{1,260}$

**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	83.4%	$\frac{256}{307}$	80.6%	$\frac{83}{103}$	76.6%	$\frac{308}{402}$	75.0%	$\frac{57}{76}$
Employment Retention Rate	86.3%	$\frac{270}{313}$	83.2%	$\frac{94}{113}$	83.6%	$\frac{311}{372}$	83.8%	$\frac{62}{74}$
Average Earnings	\$20,864	$\frac{\$5,633,337}{270}$	\$16,675	$\frac{\$1,567,434}{94}$	\$17,814	$\frac{\$5,486,697}{308}$	\$14,495	$\frac{\$898,674}{62}$
Employment and Credential Rate	57.5%	$\frac{100}{174}$	59.6%	$\frac{31}{52}$	55.8%	$\frac{115}{206}$	54.7%	$\frac{35}{64}$

**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	86.2%	$\frac{1,014}{1,177}$	81.8%	$\frac{836}{1,022}$
Employment Retention Rate	87.3%	$\frac{965}{1,105}$	87.3%	$\frac{871}{998}$
Average Earnings	\$17,919	$\frac{\$17,220,376}{961}$	\$19,620	$\frac{\$17,030,334}{868}$

**Table H1 • Youth (14-21) Program Results**

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Placement in Employment or Education	60.0%	63.6%	$\frac{1,027}{1,614}$
Attainment of Degree or Certificate	70.5%	72.3%	$\frac{1,002}{1,385}$
Literacy and Numeracy Gains	35.0%	49.9%	$\frac{367}{736}$

**Table H2 • Older Youth (19-21) Program Results**

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Entered Employment Rate	78.5%	70.5%	$\frac{256}{363}$
Employment Retention Rate	84.8%	74.7%	$\frac{242}{324}$
Six Months Earnings Increase	\$4,240	\$3,740	$\frac{\$1,204,409}{322}$
Credential Rate	43.0%	40.0%	$\frac{183}{457}$

**Table I • Outcomes for Older Youth Special Populations**

Reported Information	Public Assistance Recipients		Veterans *		Individuals with Disabilities		Out-of-School Youth	
Entered Employment Rate	71.2%	$\frac{89}{125}$	N/A*	$\frac{N/A^*}{N/A^*}$	61.9%	$\frac{26}{42}$	71.8%	$\frac{221}{308}$
Employment Retention Rate	70.5%	$\frac{74}{105}$	N/A*	$\frac{N/A^*}{N/A^*}$	62.9%	$\frac{22}{35}$	73.2%	$\frac{194}{265}$
Six Months Earnings Increase	\$3,607	$\frac{\$378,745}{105}$	N/A*	$\frac{N/A^*}{N/A^*}$	\$3,235	$\frac{\$113,225}{35}$	\$3,510	$\frac{\$923,121}{263}$
Credential Rate	42.9%	$\frac{67}{156}$	N/A*	$\frac{N/A^*}{N/A^*}$	25.5%	$\frac{14}{55}$	37.8%	$\frac{144}{381}$
		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	88.0%	88.3%	$\frac{2,883}{3,264}$
Youth Diploma or Equivalent Rate	62.5%	68.5%	$\frac{825}{1,204}$
Retention Rate	74.0%	60.2%	$\frac{827}{1,373}$

**Table K • Outcomes for Younger Youth Special Populations**

Reported Information	Public Assistance Recipients		Individuals with Disabilities		Out-of-School Youth	
Skill Attainment Rate	88.7%	$\frac{958}{1,080}$	87.9%	$\frac{537}{611}$	85.6%	$\frac{940}{1,098}$
Youth Diploma or Equivalent	68.7%	$\frac{270}{393}$	65.6%	$\frac{137}{209}$	62.5%	$\frac{297}{475}$
Retention Rate	57.6%	$\frac{253}{439}$	46.1%	$\frac{105}{228}$	57.3%	$\frac{382}{667}$
		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 Training Services	
Adults	81.1%	<u>1,747</u> 2,154	\$6,001	<u>\$12,890,629</u> 2,148	0.7%	<u>10</u> 1,528	\$6,127	<u>\$9,312,238</u> 1,520	70.4%	<u>436</u> 619
Dislocated Workers	85.9%	<u>1,920</u> 2,234	89.6%	<u>\$35,690,053</u> \$39,822,004	0.5%	<u>10</u> 1,850	\$9,058	<u>\$16,630,669</u> 1,836	70.1%	<u>711</u> 1,014
Older Youth	66.8%	<u>207</u> 310	\$3,535	<u>\$1,088,630</u> 308	3.1%	<u>8</u> 256	\$3,727	<u>\$946,751</u> 254		

**Table M \* Participation Levels**

	Total Participants Served	Total Exiters
Total Adult Customers	209,072	161,459
Total Adult (Self-Service Only)	194,076	155,985
WIA Adults	200,583	158,778
WIA Dislocated Workers	8,929	2,914
Total Youth (14-21)	4,486	2,055
Younger Youth (14-18)	3,269	1,481
Older Youth (19-21)	1,217	574
Out-of-School Youth	2,299	1,146
In-School Youth	2,187	909

**Washington State Additional Measures of Performance**

**Adult Program**

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Employment Rate	75.7%	75.6%	$\frac{1,626}{2,151}$
Median Annualized Earnings	\$19,504	\$21,015	1,620
Credential Rate	63.0%	69.3%	$\frac{744}{1,073}$
Participant Satisfaction	N/A	N/A	$\frac{N/A}{N/A}$

**Dislocated Worker Program**

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Employment Rate	81.5%	81.2%	$\frac{1,555}{1,914}$
Median Annualized Earnings	\$28,747	\$30,071	1,538
Credential Rate	70.3%	69.8%	$\frac{865}{1,240}$
Participant Satisfaction	N/A	N/A	$\frac{N/A}{N/A}$

**Youth Program**

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Employment Rate or Further Education	75.8%	77.1%	$\frac{1,267}{1,644}$
Median Annualized Earnings	\$12,387	\$10,178	475
Credential Rate	77.0%	92.2%	$\frac{1,092}{1,184}$
Participant Satisfaction	N/A	N/A	$\frac{N/A}{N/A}$

**Employer Satisfaction**

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Percent Satisfied with Skills	84.5%	92.8%	$\frac{152}{164}$

**Table N - Cost of Program Activities**

Program Activity	Total Federal Spending
Local Adults	\$ 12,943,376.00
Local Dislocated Workers	\$ 16,188,712.00
Local Youth	\$ 14,398,517.00
Rapid Response (up to 25% of Dislocated Workers funds) WIA Sec.134 (a) (2) (A)	\$ 5,260,030.00
Statewide Required Activities (up to 15%) WIA Sec.134 (a) (2) (B)	\$ 3,962,989.00
<b>Total of all Federal Spending Listed Above</b>	<b>\$ 52,753,624.00</b>

**Table 0 - Local Performance** (Includes One Chart for Each Local Area in the State)

Local Area Name	Total Participants Served			
<b>Southwest</b> ETA Assigned #53005	Adults	1,478		
	Dislocated Workers	1,214		
	Older Youth	79		
	Younger Youth	310		
	<b>Total Exitters</b>			
	Adults	812		
	Dislocated Workers	490		
	Older Youth	41		
	Younger Youth	182		
			Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants		N/A	N/A
	Employers		N/A	N/A
Entered Employment Rates	Adults		74.4%	70.7%
	Dislocated Workers		79.1%	78.1%
	Older Youth		75.7%	77.8%
Retention Rates	Adults		80.9%	82.6%
	Dislocated Workers		85.9%	86.1%
	Older Youth		84.1%	63.2%
	Younger Youth		66.6%	58.4%
Average Earnings (Adult/DW)	Adults		\$10,330	\$14,407
Six Months Earnings Increase (Older Youth)	Dislocated Workers		\$12,773	\$20,794
	Older Youth		\$4,826	\$4,310
Credential/Diploma Rates	Adults		62.4%	61.9%
	Dislocated Workers		65.3%	57.2%
	Older Youth		45.3%	40.5%
	Younger Youth		52.2%	67.2%
Skill Attainment Rate	Younger Youth		88.0%	83.6%
Youth Placement Rate	Youth (ages 14-21)		50.9%	65.0%
Attainment Of Certificate	Youth (ages 14-21)		83.7%	74.3%
Literacy/Numeracy Gains	Youth (ages 14-21)		42.0%	76.2%
<b>Other State Indicators of Performance</b>				
Customer Satisfaction	Adults		N/A	N/A
	Dislocated Workers		N/A	N/A
	Youth		N/A	N/A
Employment in Q3	Adults		73.0%	68.6%
	Dislocated Workers		82.9%	74.0%
	Youth		68.4%	78.6%
Median Annualized Earnings	Adults		\$18,476	\$18,966
	Dislocated Workers		\$26,085	\$31,763
	Youth		\$8,157	\$7,141
Credential Rate	Adults		63.9%	74.6%
	Dislocated Workers		73.0%	69.2%
	Youth		78.7%	90.1%

**Table 0 – Local Performance**

Local Area Name	Total Participants Served		
<b>Olympic Consortium</b> ETA Assigned #53010	Adults	377	
	Dislocated Workers	521	
	Older Youth	55	
	Younger Youth	104	
	Total Exiters		
	Adults	172	
	Dislocated Workers	167	
	Older Youth	29	
	Younger Youth	55	
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	N/A	N/A
	Employers	N/A	N/A
Entered Employment Rates	Adults	79.3%	85.7%
	Dislocated Workers	81.9%	93.3%
	Older Youth	79.5%	85.0%
Retention Rates	Adults	83.9%	78.9%
	Dislocated Workers	87.2%	86.7%
	Older Youth	85.4%	66.7%
	Younger Youth	72.4%	55.9%
Average Earnings (Adult/DW)	Adults	\$10,624	\$15,079
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$17,129	\$18,608
	Older Youth	\$4,268	\$2,157
Credential/Diploma Rates	Adults	75.3%	66.7%
	Dislocated Workers	69.2%	69.8%
	Older Youth	44.7%	47.8%
	Younger Youth	68.3%	67.6%
Skill Attainment Rate	Younger Youth	88.0%	94.8%
Youth Placement Rate	Youth (ages 14-21)	64.3%	67.7%
Attainment Of Certificate	Youth (ages 14-21)	67.2%	65.9%
Literacy/Numeracy Gains	Youth (ages 14-21)	29.0%	23.5%
<b>Other State Indicators of Performance</b>			
Customer Satisfaction	Adults	N/A	N/A
	Dislocated Workers	N/A	N/A
Youth	N/A	N/A	N/A
Employment in Q3	Adults	75.0%	79.2%
	Dislocated Workers	82.9%	87.8%
	Youth	74.4%	72.1%
Median Annualized Earnings	Adults	\$20,049	\$25,443
	Dislocated Workers	\$28,117	\$34,897
	Youth	\$13,033	\$10,968
Credential Rate	Adults	63.6%	78.2%
	Dislocated Workers	70.9%	75.3%
	Youth	76.8%	94.9%

**Table 0 - Local Performance**

Local Area Name	Total Participants Served		
<b>Pacific Mountain</b> ETA Assigned #53015	Adults	747	
	Dislocated Workers	1341	
	Older Youth	130	
	Younger Youth	281	
	Total Exiters		
	Adults	312	
	Dislocated Workers	307	
	Older Youth	37	
	Younger Youth	88	
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	N/A	N/A
	Employers	N/A	N/A
Entered Employment Rates	Adults	79.3%	79.9%
	Dislocated Workers	78.8%	82.3%
	Older Youth	77.2%	68.4%
Retention Rates	Adults	83.7%	78.3%
	Dislocated Workers	86.4%	90.1%
	Older Youth	87.2%	100.0%
	Younger Youth	70.5%	83.1%
Average Earnings (Adult/DW)	Adults	\$11,680	\$15,164
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$15,526	\$17,506
	Older Youth	\$5,325	\$8,887
Credential/Diploma Rates	Adults	68.7%	49.4%
	Dislocated Workers	69.8%	52.2%
	Older Youth	41.8%	54.5%
	Younger Youth	61.9%	69.4%
Skill Attainment Rate	Younger Youth	88.0%	82.5%
Youth Placement Rate	Youth (ages 14-21)	60.8%	82.3%
Attainment Of Certificate	Youth (ages 14-21)	48.4%	69.0%
Literacy/Numeracy Gains	Youth (ages 14-21)	42.0%	69.7%
<b>Other State Indicators of Performance</b>			
Customer Satisfaction	Adults	N/A	N/A
	Dislocated Workers	N/A	N/A
	Youth	N/A	N/A
Employment in Q3	Adults	74.0%	80.4%
	Dislocated Workers	82.5%	83.2%
	Youth	73.0%	87.3%
Median Annualized Earnings	Adults	\$19,656	\$20,366
	Dislocated Workers	\$30,778	\$29,500
	Youth	\$11,551	\$12,243
Credential Rate	Adults	62.9%	58.4%
	Dislocated Workers	70.5%	64.5%
	Youth	76.6%	100.0%

**Table 0 – Local Performance**

Local Area Name	Total Participants Served			
<b>Northwest</b> ETA Assigned #53020	Adults	321		
	Dislocated Workers	483		
	Older Youth	68		
	Younger Youth	167		
	<b>Total Exiters</b>			
	Adults	143		
	Dislocated Workers	209		
	Older Youth	31		
	Younger Youth	71		
			Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	N/A		N/A
	Employers	N/A		N/A
Entered Employment Rates	Adults	77.6%		80.3%
	Dislocated Workers	78.9%		91.1%
	Older Youth	79.1%		71.4%
Retention Rates	Adults	86.3%		90.2%
	Dislocated Workers	88.0%		84.3%
	Older Youth	87.0%		93.3%
	Younger Youth	74.6%		71.0%
Average Earnings (Adult/DW)	Adults	\$11,734		\$19,793
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$20,522		\$17,259
	Older Youth	\$4,352		\$6,845
Credential/Diploma Rates	Adults	71.2%		79.3%
	Dislocated Workers	64.7%		53.5%
	Older Youth	40.3%		48.1%
	Younger Youth	62.0%		83.0%
Skill Attainment Rate	Younger Youth	88.0%		96.2%
Youth Placement Rate	Youth (ages 14-21)	60.7%		79.1%
Attainment Of Certificate	Youth (ages 14-21)	67.9%		84.9%
Literacy/Numeracy Gains	Youth (ages 14-21)	31.0%		42.9%
<b>Other State Indicators of Performance</b>				
Customer Satisfaction	Adults	N/A		N/A
	Dislocated Workers	N/A		N/A
	Youth	N/A		N/A
Employment in Q3	Adults	77.0%		87.8%
	Dislocated Workers	82.1%		87.2%
	Youth	83.3%		85.5%
Median Annualized Earnings	Adults	\$20,060		\$30,129
	Dislocated Workers	\$29,563		\$33,215
	Youth	\$13,719		\$10,379
Credential Rate	Adults	66.7%		83.9%
	Dislocated Workers	70.1%		58.4%
	Youth	75.7%		90.1%

**Table 0 – Local Performance**

Local Area Name	Total Participants Served		
Seattle-King County ETA Assigned #53025	Adults	985	
	Dislocated Workers	1,613	
	Older Youth	136	
	Younger Youth	491	
	Total Exiters		
	Adults	376	
	Dislocated Workers	462	
	Older Youth	54	
	Younger Youth	247	
			Negotiated Performance Level
Customer Satisfaction	Program Participants	N/A	N/A
	Employers	N/A	N/A
Entered Employment Rates	Adults	74.7%	71.5%
	Dislocated Workers	76.9%	82.8%
	Older Youth	71.2%	66.7%
Retention Rates	Adults	83.9%	89.8%
	Dislocated Workers	88.0%	90.0%
	Older Youth	78.7%	79.3%
	Younger Youth	66.2%	61.8%
Average Earnings (Adult/DW)	Adults	\$13,104	\$14,929
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$19,174	\$22,287
	Older Youth	\$3,719	\$3,789
Credential/Diploma Rates	Adults	71.3%	52.6%
	Dislocated Workers	70.3%	53.7%
	Older Youth	41.9%	40.9%
	Younger Youth	57.0%	76.7%
Skill Attainment Rate	Younger Youth	88.0%	88.8%
Youth Placement Rate	Youth (ages 14-21)	61.0%	71.0%
Attainment Of Certificate	Youth (ages 14-21)	71.7%	76.9%
Literacy/Numeracy Gains	Youth (ages 14-21)	31.0%	25.5%
<b>Other State Indicators of Performance</b>			
Customer Satisfaction	Adults	N/A	N/A
	Dislocated Workers	N/A	N/A
	Youth	N/A	N/A
Employment in Q3	Adults	73.0%	77.0%
	Dislocated Workers	80.2%	81.7%
	Youth	80.1%	85.7%
Median Annualized Earnings	Adults	\$20,366	\$22,815
	Dislocated Workers	\$31,539	\$32,819
	Youth	\$10,680	\$8,078
Credential Rate	Adults	57.8%	68.7%
	Dislocated Workers	68.8%	64.2%
	Youth	71.7%	91.2%

**Table 0 • Local Performance**

Local Area Name	Total Participants Served		
<b>Snohomish</b> ETA Assigned #53030	Adults	478	
	Dislocated Workers	868	
	Older Youth	63	
	Younger Youth	427	
	Total Exiters		
	Adults	118	
	Dislocated Workers	189	
	Older Youth	21	
	Younger Youth	99	
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	N/A	N/A
	Employers	N/A	N/A
Entered Employment Rates	Adults	75.1%	58.5%
	Dislocated Workers	79.7%	77.0%
	Older Youth	70.1%	83.3%
Retention Rates	Adults	83.3%	79.3%
	Dislocated Workers	88.2%	85.6%
	Older Youth	84.6%	57.1%
	Younger Youth	66.0%	33.3%
Average Earnings (Adult/DW)	Adults	\$9,982	\$12,547
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$19,227	\$21,306
	Older Youth	\$3,300	\$2,404
Credential/Diploma Rates	Adults	74.9%	50.0%
	Dislocated Workers	71.2%	42.9%
	Older Youth	41.4%	40.0%
	Younger Youth	48.8%	39.8%
Skill Attainment Rate	Younger Youth	88.0%	88.4%
Youth Placement Rate	Youth (ages 14-21)	51.6%	44.6%
Attainment Of Certificate	Youth (ages 14-21)	65.4%	47.4%
Literacy/Numeracy Gains	Youth (ages 14-21)	37.0%	92.9%
<b>Other State Indicators of Performance</b>			
Customer Satisfaction	Adults	N/A	N/A
	Dislocated Workers	N/A	N/A
	Youth	N/A	N/A
Employment in Q3	Adults	72.0%	62.2%
	Dislocated Workers	80.5%	74.6%
	Youth	72.8%	64.9%
Median Annualized Earnings	Adults	\$19,029	\$21,090
	Dislocated Workers	\$27,542	\$24,765
	Youth	\$8,577	\$7,640
Credential Rate	Adults	63.5%	50.0%
	Dislocated Workers	73.6%	50.0%
	Youth	77.0%	97.4%

**Table 0 – Local Performance**

Local Area Name	Total Participants Served		
<b>Spokane</b> ETA Assigned #53035	Adults	528	
	Dislocated Workers	583	
	Older Youth	193	
	Younger Youth	253	
	Total Exiters		
	Adults	183	
	Dislocated Workers	238	
	Older Youth	106	
	Younger Youth	151	
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	N/A	N/A
	Employers	N/A	N/A
Entered Employment Rates	Adults	80.8%	82.8%
	Dislocated Workers	79.9%	87.9%
	Older Youth	82.1%	69.8%
Retention Rates	Adults	83.3%	69.0%
	Dislocated Workers	87.2%	87.8%
	Older Youth	83.8%	74.7%
	Younger Youth	71.2%	51.5%
Average Earnings (Adult/DW)	Adults	\$11,075	\$12,062
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$14,585	\$16,531
	Older Youth	\$4,144	\$2,572
Credential/Diploma Rates	Adults	61.5%	46.8%
	Dislocated Workers	50.6%	54.7%
	Older Youth	45.5%	38.5%
	Younger Youth	63.0%	72.2%
Skill Attainment Rate	Younger Youth	88.0%	95.6%
Youth Placement Rate	Youth (ages 14-21)	63.6%	65.4%
Attainment Of Certificate	Youth (ages 14-21)	72.8%	72.4%
Literacy/Numeracy Gains	Youth (ages 14-21)	32.0%	74.1%
<b>Other State Indicators of Performance</b>			
Customer Satisfaction	Adults	N/A	N/A
	Dislocated Workers	N/A	N/A
	Youth	N/A	N/A
Employment in Q3	Adults	75.0%	68.0%
	Dislocated Workers	81.3%	80.3%
	Youth	75.6%	68.5%
Median Annualized Earnings	Adults	\$19,746	\$20,062
	Dislocated Workers	\$26,805	\$34,618
	Youth	\$14,284	\$10,522
Credential Rate	Adults	63.1%	56.4%
	Dislocated Workers	70.4%	59.4%
	Youth	78.9%	90.1%

**Table 0 • Local Performance**

Local Area Name	Total Participants Served			
Pierce ETA Assigned #53040	Adults	393		
	Dislocated Workers	542		
	Older Youth	171		
	Younger Youth	306		
	<b>Total Exitors</b>			
	Adults	127		
	Dislocated Workers	132		
	Older Youth	91		
	Younger Youth	152		
			Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	N/A	N/A	
	Employers	N/A	N/A	
Entered Employment Rates	Adults	75.1%	88.1%	
	Dislocated Workers	81.3%	89.0%	
	Older Youth	79.2%	61.7%	
Retention Rates	Adults	82.8%	84.6%	
	Dislocated Workers	86.9%	85.2%	
	Older Youth	83.6%	68.8%	
	Younger Youth	64.8%	59.3%	
Average Earnings (Adult/DW)	Adults	\$10,976	\$13,784	
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$17,562	\$17,595	
	Older Youth	\$4,871	\$2,935	
Credential/Diploma Rates	Adults	73.3%	67.6%	
	Dislocated Workers	70.9%	79.2%	
	Older Youth	41.3%	41.1%	
	Younger Youth	53.6%	65.0%	
Skill Attainment Rate	Younger Youth	88.0%	85.8%	
Youth Placement Rate	Youth (ages 14-21)	60.8%	56.5%	
Attainment Of Certificate	Youth (ages 14-21)	69.2%	72.0%	
Literacy/Numeracy Gains	Youth (ages 14-21)	35.0%	35.4%	
<b>Other State Indicators of Performance</b>				
Customer Satisfaction	Adults	N/A	N/A	
	Dislocated Workers	N/A	N/A	
	Youth	N/A	N/A	
Employment in Q3	Adults	76.0%	86.8%	
	Dislocated Workers	83.1%	83.3%	
	Youth	75.6%	79.4%	
Median Annualized Earnings	Adults	\$18,913	\$18,286	
	Dislocated Workers	\$25,734	\$26,143	
	Youth	\$13,262	\$10,011	
Credential Rate	Adults	57.3%	77.1%	
	Dislocated Workers	75.2%	87.5%	
	Youth	75.2%	100.0%	

**Table 0 - Local Performance**

Local Area Name	Total Participants Served		
<b>North Central</b> ETA Assigned #53045	Adults	442	
	Dislocated Workers	470	
	Older Youth	82	
	Younger Youth	255	
	Total Exiters		
	Adults	179	
	Dislocated Workers	181	
	Older Youth	31	
	Younger Youth	113	
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	N/A	N/A
	Employers	N/A	N/A
Entered Employment Rates	Adults	81.4%	75.0%
	Dislocated Workers	81.1%	81.5%
	Older Youth	72.6%	70.8%
Retention Rates	Adults	85.8%	86.5%
	Dislocated Workers	87.1%	86.5%
	Older Youth	84.4%	90.0%
	Younger Youth	69.5%	53.9%
Average Earnings (Adult/DW)	Adults	\$11,303	\$13,723
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$13,727	\$14,480
	Older Youth	\$3,637	\$4,021
Credential/Diploma Rates	Adults	42.7%	54.8%
	Dislocated Workers	38.5%	67.1%
	Older Youth	34.7%	16.1%
	Younger Youth	61.3%	54.7%
Skill Attainment Rate	Younger Youth	88.0%	89.3%
Youth Placement Rate	Youth (ages 14-21)	58.1%	52.5%
Attainment Of Certificate	Youth (ages 14-21)	65.9%	48.3%
Literacy/Numeracy Gains	Youth (ages 14-21)	35.0%	53.3%
<b>Other State Indicators of Performance</b>			
Customer Satisfaction	Adults	N/A	N/A
	Dislocated Workers	N/A	N/A
	Youth	N/A	N/A
Employment in Q3	Adults	79.0%	81.6%
	Dislocated Workers	84.2%	84.5%
	Youth	63.2%	61.9%
Median Annualized Earnings	Adults	\$19,367	\$20,961
	Dislocated Workers	\$22,954	\$28,419
Youth		\$13,182	\$11,037
Credential Rate	Adults	63.6%	59.6%
	Dislocated Workers	70.1%	78.2%
	Youth	75.7%	76.9%

**Table 0 - Local Performance**

Local Area Name	Total Participants Served			
<b>South Central</b> ETA Assigned #53050	Adults	310		
	Dislocated Workers	720		
	Older Youth	73		
	Younger Youth	226		
	<b>Total Exiters</b>			
	Adults	130		
	Dislocated Workers	239		
	Older Youth	42		
	Younger Youth	133		
			Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	N/A		N/A
	Employers	N/A		N/A
Entered Employment Rates	Adults	83.7%		82.7%
	Dislocated Workers	80.8%		84.6%
	Older Youth	82.2%		72.4%
Retention Rates	Adults	84.7%		89.3%
	Dislocated Workers	88.0%		89.8%
	Older Youth	87.7%		77.3%
	Younger Youth	74.7%		67.4%
Average Earnings (Adult/DW)	Adults	\$9,825		\$12,034
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$14,184		\$16,269
	Older Youth	\$4,627		\$6,923
Credential/Diploma Rates	Adults	65.8%		61.0%
	Dislocated Workers	68.7%		74.4%
	Older Youth	49.7%		54.1%
	Younger Youth	60.1%		78.3%
Skill Attainment Rate	Younger Youth	88.0%		89.3%
Youth Placement Rate	Youth (ages 14-21)	56.4%		57.4%
Attainment Of Certificate	Youth (ages 14-21)	62.8%		80.0%
Literacy/Numeracy Gains	Youth (ages 14-21)	44.0%		53.6%
<b>Other State Indicators of Performance</b>				
Customer Satisfaction	Adults	N/A		N/A
	Dislocated Workers	N/A		N/A
	Youth	N/A		N/A
Employment in Q3	Adults	76.0%		88.0%
	Dislocated Workers	83.0%		84.0%
	Youth	76.0%		74.3%
Median Annualized Earnings	Adults	\$18,046		\$18,150
	Dislocated Workers	\$25,275		\$24,000
	Youth	\$13,773		\$14,697
Credential Rate	Adults	62.7%		68.8%
	Dislocated Workers	65.3%		85.8%
	Youth	78.6%		89.9%
Overall Status of Local Performance	Not Met - 2		Met - 2	Exceeded - 6
State and Federal Measures				

**Table 0 - Local Performance**

Local Area Name	Total Participants Served			
<b>Eastern Washington</b> ETA Assigned #53055	Adults	261		
	Dislocated Workers	287		
	Older Youth	96		
	Younger Youth	311		
	Total Exiters			
	Adults	135		
	Dislocated Workers	117		
	Older Youth	55		
	Younger Youth	116		
			Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants		N/A	N/A
	Employers		N/A	N/A
Entered Employment Rates	Adults		81.0%	78.5%
	Dislocated Workers		80.2%	83.3%
	Older Youth		78.0%	63.2%
Retention Rates	Adults		85.7%	87.1%
	Dislocated Workers		88.4%	86.2%
	Older Youth		85.5%	71.4%
	Younger Youth		68.4%	61.8%
Average Earnings (Adult/DW)	Adults		\$9,748	\$15,608
Six Months Earnings Increase (Older Youth)	Dislocated Workers		\$14,491	\$16,062
	Older Youth		\$4,351	\$3,814
Credential/Diploma Rates	Adults		52.6%	59.5%
	Dislocated Workers		60.1%	69.4%
	Older Youth		43.3%	14.3%
	Younger Youth		58.3%	65.3%
Skill Attainment Rate	Younger Youth		88.0%	77.7%
Youth Placement Rate	Youth (ages 14-21)		58.6%	50.0%
Attainment Of Certificate	Youth (ages 14-21)		72.2%	65.3%
Literacy/Numeracy Gains	Youth (ages 14-21)		39.0%	47.5%
<b>Other State Indicators of Performance</b>				
Customer Satisfaction Dislocated Workers	Adults		N/A	N/A
	Youth		N/A	N/A
Employment in Q3	Adults		75.0%	78.4%
	Dislocated Workers		68.7%	81.5%
	Youth		75.4%	77.2%
Median Annualized Earnings	Adults		\$19,732	\$19,244
	Dislocated Workers		\$26,214	\$30,912
	Youth		\$11,360	\$9,375
Credential Rate	Adults		65.5%	66.7%
	Dislocated Workers		72.2%	86.6%
	Youth		80.5%	91.0%
Overall Status of Local Performance State and Federal Measures	Not Met -2		Met -3	Exceeded -5

**Table 0 - Local Performance**

Local Area Name	Total Participants Served		
<b>Benton-Franklin</b> ETA Assigned #53060	Adults	187	
	Dislocated Workers	157	
	Older Youth	71	
	Younger Youth	138	
	Total Exiters		
	Adults	106	
	Dislocated Workers	82	
	Older Youth	36	
	Younger Youth	74	
			Negotiated Performance Level
Customer Satisfaction	Program Participants	N/A	N/A
	Employers	N/A	N/A
Entered Employment Rates	Adults	85.0%	87.1%
	Dislocated Workers	86.8%	92.6%
	Older Youth	75.6%	82.6%
Retention Rates	Adults	85.8%	78.2%
	Dislocated Workers	90.8%	84.3%
	Older Youth	86.7%	61.9%
	Younger Youth	55.6%	73.4%
Average Earnings (Adult/DW)	Adults	\$13,010	\$11,969
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$18,989	\$16,408
	Older Youth	\$3,896	\$3,058
Credential/Diploma Rates	Adults	71.1%	65.1%
	Dislocated Workers	71.6%	55.6%
	Older Youth	46.5%	66.7%
	Younger Youth	54.0%	73.1%
Skill Attainment Rate	Younger Youth	88.0%	93.7%
Youth Placement Rate	Youth (ages 14-21)	65.3%	80.0%
Attainment Of Certificate	Youth (ages 14-21)	71.3%	77.5%
Literacy/Numeracy Gains	Youth (ages 14-21)	39.0%	39.2%
<b>Other State Indicators of Performance</b>			
Customer Satisfaction	Adults	N/A	N/A
	Dislocated Workers	N/A	N/A
	Youth	N/A	N/A
Employment in Q3	Adults	80.0%	79.7%
	Dislocated Workers	81.8%	85.9%
	Youth	78.0%	84.1%
Median Annualized Earnings	Adults	\$21,587	\$19,532
	Dislocated Workers	\$32,784	\$30,595
	Youth	\$11,066	\$13,347
Credential Rate	Adults	65.0%	79.1%
	Dislocated Workers	60.2%	57.4%
	Youth	80.7%	94.9%

**Table 0 - Local Performance**

Local Area Name	Total Participants Served		
<b>Statewide Programs</b> ETA Assigned #53888	Adults	128	
	Dislocated Workers		
Older Youth			
Younger Youth			
	<b>Total Exiters</b>		
	Adults	101	
	Dislocated Workers		
	Older Youth		
	Younger Youth		
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants Employers		
Entered Employment Rates	Adults	N/A	89.7%
	Dislocated Workers		
	Older Youth		
Retention Rates	Adults	N/A	83.3%
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Average Earnings (Adult/DW) Six Months Earnings Increase (Older Youth)	Adults	N/A	\$16,419
	Dislocated Workers		
	Older Youth		
Credential/Diploma Rates	Adults	N/A	69.2%
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment Rate Youth Placement Rate Attainment Of Certificate Literacy/Numeracy Gains	Younger Youth Youth (ages 14-21) Youth (ages 14-21) Youth (ages 14-21)		
<b>Other State Indicators of Performance</b>			
Customer Satisfaction	Adults Dislocated Workers Youth		
Employment in Q3	Adults Dislocated Workers Youth		
Median Annualized Earnings	Adults Dislocated Workers Youth		
Credential Rate	Adults Dislocated Workers Youth		