



WASHINGTON STATE

FIRST ANNUAL REPORT ON

THE WORKFORCE INVESTMENT ACT TITLE I-B

Submitted by

Workforce Training and Education Coordinating Board
and Washington State Employment Security Department

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PUTTING WIA IN PLACE

Introduction

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

For the first year, the United States Department of Labor (DOL) allocated \$70 million in WIA Title I-B funds to Washington. These funds continued employment and training services to employers, low income youth, adults and dislocated workers through a restructured state and local delivery system.

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

Background and Summary

Workforce Development System Vision and Goals

Washington's State Strategic Plan for Workforce Development adopted in 2000 and entitled "High Skills, High Wages," communicates our state's vision and goals for workforce development.

VISION

Our vision is a workforce development system that offers every Washingtonian access to high-quality academic and occupational skills education throughout his or her lifetime, effective help to find work when unemployed, and personalized assistance to make progress in the labor market.

GOALS

Goal 1

To close the gap between the need of employers for skilled workers and the supply of Washington residents prepared to meet the need.

Goal 2

To enable workers to make smooth transitions so that they, and their employers, may fully benefit from the new, changing economy, by putting in place a coherent strategy for dislocated workers and incumbent worker training.

Goal 3

To assist disadvantaged youth, persons with disabilities, new labor market entrants, recent immigrants, and low-wage workers in moving up the job ladder during their lifetimes by developing a wage progression strategy for low-income workers. Specific progress will be made in improving operating agencies and reducing the earnings gap facing people of color, adults with disabilities and women.

Goal 4

To make the vision of WorkSource a reality so that workforce development programs are customer-friendly, broadly accessible, and fully committed to continuous quality improvement.

WIA Title I-B programs are a critical part of realizing this vision and accomplishing our state's goals over the next five years. In order to assure that the state's directions were set and roles were clear, Governor Locke issued Executive Order 99-02 in September 1999.

State Structure (WIA Title I-B and WorkSource)

The Governor and the Legislature created the Workforce Training and Education Coordinating Board (Workforce Board) in 1991 to coordinate policy planning and accountability for the state's workforce development system. The Workforce Board also serves as the state Workforce Investment Board and as the performance accountability agency for WIA. The Workforce Board develops and approves the State Strategic Plan and facilitates the coordination of workforce development programs including WIA Title I-B, vocational-technical education, adult education and family literacy, vocational rehabilitation, apprenticeship, and private career schools, and to ensure a link between workforce and economic development strategies.

The Washington State Employment Security Department (ESD) is the state's WIA Title I-B Grant Recipient. ESD has the administrative responsibility for WIA Title I-B and is the lead agency for the implementation of WorkSource, the state's One-Stop employment and training service delivery system.

The WorkSource Vision:
The One-Stop Career Development System (WorkSource) is the trusted source of employment and training services in Washington State. A comprehensive network of state and local programs meets customer needs and offers seamless, high quality service. A common look and feel to the system make it familiar and easily accessed wherever it is located. (1997)

During Program Year 2000, the Commissioner of the Employment Security Department led the Executive Policy Council that offered operational guidance to the WorkSource system on: (1) barrier removal at the state level, (2) customer oriented WorkSource implementation; and (3) design and development of the Skills, Knowledge, and Information Exchange System (SKIES).

Local Structure

Throughout the spring of 2000, Governor Gary Locke, with the recommendation of the state Workforce Board, certified 12 local area Workforce Development Councils, one for each of the state's workforce development areas. Each Council, in consultation with chief local elected officials oversees WIA Title I-B activities and the WorkSource system, and provides outreach to employers. The Councils promote coordination of workforce development activities at the local level and ensure a link with local economic development strategies. Each Council has a Governor-approved local Unified Plan that includes a strategic plan that assesses local employment opportunities and skill needs, and sets forth goals, objectives, and strategies for the local workforce development system consistent with the state goals (see page 1). The strategic role of local Councils makes them the counterpart to the state Workforce Board at the local level. Given this new responsibility, an entirely new state-to-local and local-to-state relationship is being formed.

Summary of Results

During the first year of WIA, Washington's performance was very good. Washington achieved strong results in a transition year bridging the Job Training Partnership Act and WIA Title I-B. We implemented the WorkSource One-Stop system, expanded the availability of core services to the general public, and altered the procurement of training services from direct contracts to a voucher-based system.

WorkSource is on the way to meeting the challenge of providing universal access while serving the workforce development needs of special populations. WorkSource center staff and their affiliates offered staff-assisted services to 271,000 customers from July 2000 through June 2001. Some 247,000 of these individuals found employment. This reflects a dramatic growth in utilization and access.

Employers and job seekers have also increased use of Washington's self-service www.Go2WorkSource.com web site. In April 2001, this web site made 16,272 resumes available to employers and electronically hosted 492,877 job searches by job seekers.

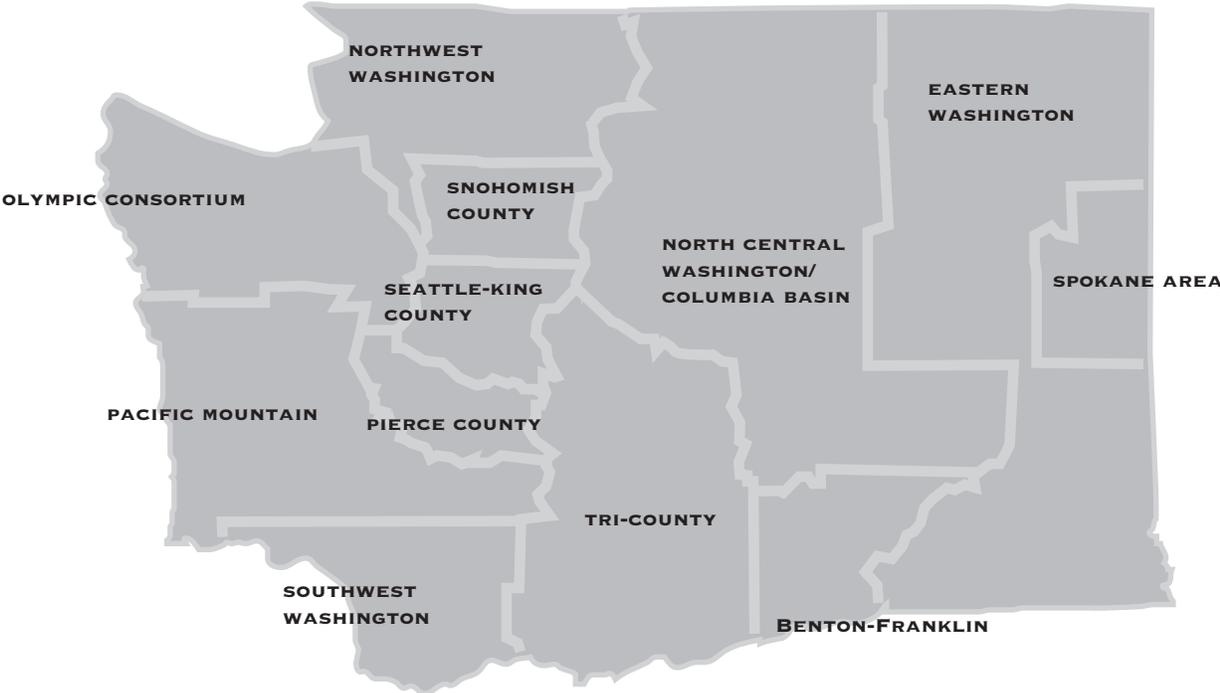
For those needing a more intensive level of service, over 16,000 participants were served in WIA Title I-B programs between July 2000 and June 2001. WIA Title I-B performance has been very strong. Washington performed at an average of 103 percent of our targets for the 17 federal performance measures, 110 percent of the targets for our 12 state measures, and 106 percent of the targets for our 29 measures overall. Washington exceeded our federal targets despite the fact that our performance levels were set at 111 percent of the average targets for other states.

WHAT IS WORKING WELL

Introduction

Washington’s workforce development system is dedicated to providing quality services to all individuals seeking employment, job retention, or increased earnings and occupational skill attainment and helping employers find the qualified workers they need. Our goal is to customize these services to fit the needs of job seekers, employers and local communities. Through partnerships, Washington’s 12 Workforce Development Council’s (WDCs) are working to provide a comprehensive menu of professional services including recruitment, links to training, skills development and assistance matching the right job candidates with the right job opportunities made available by employers. This section provides a brief snapshot of highlighted partnerships and services provided by the local WDCs and selected state workforce development achievements.

WORKFORCE DEVELOPMENT AREAS



Local Highlights

WDC highlights are organized into four topical areas:

- (1) Local Partnerships;
- (2) WorkSource Certification and Service Integration Accomplishments;
- (3) Employer Services; and
- (4) Youth Services.

Each highlight illustrates WDC flexibility to customize workforce services for their community. Individual success stories personalize the quality of services provided and individual needs being met. These examples were solicited from the WDCs and have been shortened and edited for clarity.

Local Partnerships

NORTHWEST WORKFORCE DEVELOPMENT COUNCIL

(Whatcom, Skagit, Island, and San Juan Counties)

In late August of 2000, the Northwest Workforce Development Council (NWDC), working with key health care industry leaders and local educators, initiated a skills gap project for the health and allied services sector with funding from the State Workforce Board. This collaboration, known as the Northwest Alliance for Health Care Skills, resulted in an in-depth, area-wide assessment of skill gaps in the health and allied services sector in Northwest Washington and an action plan to meet them. Solutions have been proposed to recruit and train new workers in the health care field while ensuring incumbent workers meet the changing work requirements of the field.

A state Worker Retraining Program grant for Radiologic Technology training was granted to the Bellingham Technical College in conjunction with Skagit Valley College, Whatcom Community College and three major area hospitals. The award was made on the strength of the Alliance's endorsement and its convincing labor market analysis. The first group of occupations prioritized by the Alliance include: Radiology Technologists, Regis-

tered Nurses, Licensed Practical Nurses, Certified Nursing Assistants, and Medical Assistants. More recently, proposals submitted for state Worker Retraining Program funding include developing a nursing career ladder for incumbent nursing assistants to become either medical assistants or practical nurses; training nurses as nurse specialists; and a nursing assistant pre-employment project. All projects propose to use local training institutions and draw upon employers willing to provide matching resources and clinical sites. Long-term sustainability of this effort is expected as Alliance partners further invest in partnership goals to meet the long-range labor supply needs of health care providers.

SEATTLE-KING COUNTY WORKFORCE DEVELOPMENT COUNCIL

The Community Rapid Response Team is the strength of the rapid response system in Seattle-King County. This team has evolved over the past 12 years into a seamlessly integrated unit that exemplifies WIA's vision of collaboration and customer service. The team's innovative approach takes the services of WorkSource and community partners on the road to companies in the midst of layoffs and closures. They assist in the establishment of on-site reemployment committees to address the needs of businesses and workers during layoff transition.

Arrangements are made for on-site services which may include: surveys for identifying workers' needs; pre-layoff presentations; job search workshops; vocational/employment related English-as-Second-Language (ESL) classes; customized vocational employment certification training; job and career fairs; unemployment insurance application sessions; dislocated worker program orientations; and job placement.

For the period January through June 2001, the Seattle-King County Community Rapid Response Team had already exceeded the number of dislocated workers

served in the year 2000. Over 4,300 workers and 30 companies received services from the Response Team.

NORTHWEST WORKFORCE DEVELOPMENT COUNCIL
(*Watcom, Skagit, Island, and San Juan Counties*)

After three-quarters of a century of successful operation, the Georgia-Pacific (G-P) Corporation announced it would permanently close its pulp manufacturing operation at the Bellingham plant, which also produces paper and chemicals. Elimination of the operation would result in the loss of 438 high wage positions. The loss of jobs was a tremendous blow to the affected workers and to the community.

An immediate and coordinated response by the Northwest WDC and members of the Northwest Washington Partnership for Workforce Development hosted a community information meeting. Over 400 affected workers and their families attended the event and received assurance that the workforce development system was prepared for what lay ahead. Each partner organization responded as a member of a collaborative team, marshalling their resources and expertise in a coordinated approach. Within a week, a Labor-Management Transition Committee was established to provide guidance and planning of services. In addition to retraining, relocation assistance, and intensive job search assistance, laid off G-P workers received community services support, such as state emergency mitigation funds, on-site seminars for those interested in starting a business, a free distribution of school supplies to affected G-P families, and free budget counseling. Three workers from the G-P local Association of Western Pulp and Paper Workers (AWPPW) provided peer counseling and outreach services. The Northwest region's three community and technical colleges were able to expand training capacity with additional State Worker Retraining Funds to meet specific training needs of G-P workers.

Georgia Pacific agreed to allow the Northwest WDC to establish an on-site Re-employment/ Transition Center at the plant. The G-P Transition Center remains open and operating full time and has registered about 75 per-

cent of the laid off workers into dislocated worker program services. Of the 438 affected G-P workers, 203 are currently employed and 122 are taking advantage of retraining opportunities. Many of these workers are enrolled in a community or technical college program. Some are already employed while participating in on-the-job training learning the skills of their new jobs, while others are now fully re-employed owing to early intervention and intensive services.

TACOMA-PIERCE COUNTY WORKFORCE DEVELOPMENT COUNCIL

Pierce County health service providers have been experiencing workforce shortages, especially in nursing where a 20 percent vacancy rate is common. The workforce shortages in the county are having a major impact in Pierce County, affecting the three largest non-government employers in the county MultiCare, Franciscan, and Good Samaritan Health Systems as well as three large government hospitals including Madigan, American Lake, and Western State.

In the summer of 2000, supported by the business

Success Story

“MARILYN” WAS A SINGLE MOM ON WELFARE WHO WORKED AS A NURSE’S AIDE. SHE WANTED TO ENROLL IN LPN TRAINING AT THE LOCAL COMMUNITY COLLEGE. WIA FUNDS COUPLED WITH A PELL GRANT GAVE HER THE FINANCIAL ASSISTANCE NEEDED TO COMPLETE HER TRAINING AND OBTAIN HER LICENSE. BUT SHE DIDN’T STOP THERE. THROUGH PERSEVERANCE AND ENCOURAGEMENT FROM HER JOB COUNSELOR, SHE COMPLETED HER EDUCATION AND IS NOW A REGISTERED NURSE EARNING \$17.35 AN HOUR.

and educational communities, the Tacoma-Pierce County WDC began to address the severe workforce shortages experienced in the health services sector by committing WIA funds towards the Pierce County Health Services Initiative. In coordination with the Washington State Hospital Association and the three major health systems, the Pierce County Health Services Council (PCHSC) was established. The Council includes senior level personnel from Pierce County's five community and technical colleges and is chaired by a WDC member who is also a senior level employee of MultiCare.

In August 2001, the PCHSC completed its work plan to develop, implement and oversee strategies to ensure a system that builds awareness of health care career opportunities and trains and connects a skilled workforce to health service providers in convenient, valuable and efficient ways. To date, four career paths have been identified to facilitate an individual's entry into the health care field and to facilitate movement up a career ladder. A career specialist position has been funded by MultiCare Health System and the WDC to ensure that incumbent health care employees have access to career guidance. Translation services have been provided to ensure that healthcare employees understand written instructions and competency assessments. An evening licensed practical nurse program has been added to respond to the identified need for increased training capacity. College partners are in the process of enhancing and standardizing their Certified Nursing Assistant (CNA) training based on industry feedback and need.

SOUTHWEST WORKFORCE DEVELOPMENT COUNCIL
(Cowlitz, Wahkiakum, Skamania, and Clark Counties)

The Educational Service District 112 Youth Employment and Training Program strengthened a partnership with the Clark County Skills Center and created a new partnership with the Associated General Contractors of Southwest Washington and Oregon Building Congress (AGC/OBC) through the Construction Academy, a six-week pilot program. This program, made possible

through WIA funding through the Southwest WDC, provided program participants with the opportunity to learn about construction technology and gain skills for high wage construction employment.

The AGC/OBC partnership provided the Construction Academy with a certified vocational education instructor who provided the students with construction technology career awareness and the opportunity to explore various career options. Participants also attended both the Electricians' and Carpenters' Training Centers for "real-time" instruction and training. Other curriculum objectives reinforced the importance of math, communication, critical thinking, problem solving, and work maturity skills, including attendance and accountability.

In a continued partnership with the Clark County Skills Center, students have been able to receive 0.5 high school elective credits after completing 200 work experience hours. Seventy-nine percent of the participants received this credit. The certified vocational education instructor provides the educational tools, such as math and critical thinking skills, and students gain construction experience guided by experienced project supervisors.

WorkSource Certification and Service Integration Accomplishments

NORTHWEST WORKFORCE DEVELOPMENT COUNCIL
(Whatcom, Skagit, Island, and San Juan Counties)

The Northwest WDC has a nationally recognized certification process based on the seven quality standards of the Malcolm Baldrige National Quality Award. The Council's One-Stop certification model is highlighted in U.S. DOL's Technical Assistance Guide to Workforce Boards, (Performance Excellence in One-Stop Career Center Operations). The Certification Team is part of the Council's Quality Assurance Committee. The Council uses the Baldrige criteria in its processes to collect and use relevant information from partner and "supplier" agencies. The core of the Baldrige framework is an intensive assessment of the system's operational

strengths and weaknesses. The goal is to identify opportunities for continuous improvement, which will yield positive business results.

For each of the seven quality standards, an operator or affiliate must demonstrate how it expects to continue to improve the quality of its current practices and processes. If the organization is below minimum levels, the organization is expected to address how it will exceed those levels through a continuous improvement strategy. If the organization is already exceeding minimum levels, it is expected to describe continuous improvement strategies for maintaining high levels of performance.

“WorkSource” is the name used statewide to denote to employers and job seekers that specific services are available and delivered with a consistently high level of quality at any site using the WorkSource name. Additionally, the model provides clear expectations of continuous quality improvement as the operating standard for the site. The brand name “WorkSource” may only be used at sites with current certification from the Council. Certification to become a designated WorkSource site is determined by the score received on the application package and the on-site review. Descriptions of the site’s approach to each quality standard are reviewed against: (1) how the approach assists with improving performance and how the organization understands the link to outcome measures; (2) what continuous improvement strategies are in place to improve on the criteria; and (3) how skill standards are integrated as part of the criteria, when appropriate.

Essentially, certification is a guarantee of quality. Certification is not just about a one-time designation; it is an ongoing process which keeps all parties involved and at the top of their game. The certification, and re-certification, process itself serves as an opportunity to continually reexamine and revise the set of standards which constitute quality in a given product, service, or process in order to guarantee the highest caliber system performance.

PACIFIC MOUNTAIN WORKFORCE DEVELOPMENT COUNCIL
(Grays Harbor, Mason, Lewis, Thurston, and Pacific Counties)

Guided by threshold criteria established by the WorkSource Executive Policy Committee, the Pacific Mountain WDC initiated a work plan to publish its criteria for certifying one-stop centers and affiliates throughout the workforce delivery area. A team of Council members representing business, labor, education and community leaders developed the work plan that raised local criteria above the state’s threshold. Upon completion of a certification application by an organization, the resulting document serves as an operations manual to which all can refer. Each applicant must complete a site assessment, identifying barriers to full accessibility for all customers. “Mystery shoppers” (both job seekers and employers) are used to measure customer satisfaction and responsiveness. Finally, a team of council members conducts an on-site evaluation of the applicant site prior to certification.

BENTON-FRANKLIN WORKFORCE DEVELOPMENT COUNCIL

WorkSource Columbia Basin is comprised of 12 different organizations that have pooled their collective resources and programs together under one roof in or-

Success Story

WHEN A NATIONAL CHAIN STORE CAME TO TOWN, SUE HAD TO CLOSE THE PET SUPPLIES BUSINESS SHE HAD OWNED AND OPERATED FOR 15 YEARS. THE DISLOCATED WORKER PROGRAM SUPPORTED SUE’S ENROLLMENT AT “A TO Z COMPUTER OFFICE TRAINING” WHERE SHE LEARNED COMPUTER SKILLS TRAINING AND GOT WORK EXPERIENCE. SHE NOW WORKS AS A MEDICAL RECEPTIONIST FOR \$11.50 AN HOUR.

der to deliver superior workforce development services to the residents of Benton and Franklin Counties. These organizations include: the Benton-Franklin Workforce Development Council; Columbia Basin College; Columbia Industries; Del-Gen/Job Corps; the Division of Vocational Rehabilitation; Employment Security Department; Goodwill Industries; Green Thumb; the Occupational Industrialization Center; the Office of Trade and Economic Development; the Tri-Cities Chaplaincy; and the Washington State Migrant Council. Together under the WorkSource “umbrella,” these organizations serve an average of 13,000 customers per month, with over 500 customers walking through the doors of WorkSource everyday.

**SEATTLE-KING COUNTY
WORKFORCE DEVELOPMENT COUNCIL**

The Seattle-King County WorkSource Training Workgroup was established to develop curriculum to orient new and existing WorkSource Center and Affiliate staff to the Seattle-King County WorkSource System. The workgroup met throughout several months to develop a design and plan for three two-day orientations. The orientation sessions were presented with almost 100 WorkSource partner staff participating. The behavior of the session participants appeared to change markedly from the first session held in January, to the event held in May. Early on, participants were attentive and appeared interested in the information, but asked few questions and did not join in discussions. During later sessions, participants seemed more comfortable in their new roles and able to frame questions and reflect on the changes in their work lives. Group discussions were lively and, sometimes, almost raucous! Staff gained a better understanding of the roles and service levels of both the WorkSource Center and Affiliate sites. The orientation emphasized and generated discussions around employer needs, reflecting the WDC’s commitment to heightened employer involvement.

**PACIFIC MOUNTAIN
WORKFORCE DEVELOPMENT COUNCIL**
(Grays Harbor, Mason, Lewis, Thurston, and Pacific Counties)

The Pacific Mountain WDC was the first in the state to prioritize the employment needs of people with disabilities by completing comprehensive assessments of accessibility for each of the WorkSource Centers throughout the region’s five counties. As a result of the assessments, funds were invested in auxiliary aids. Due to their effort to provide full and equal service to a diverse range of individuals with disabilities, the WDC was nominated for the 2001 Government Employer of the Year Award and recognized at the 2001 Governor’s Awards Program in October.

In striving to meet the needs of individuals with disabilities, Pacific Mountain WDC started an accountability process that continues to ensure full collaboration between WorkSource partners. Committees have been formed to address areas of development and to provide the framework for establishing policy and customer service principles that assist and support people with disabilities so they can fully participate in all WorkSource activities.

**SNOHOMISH COUNTY WORKFORCE
DEVELOPMENT COUNCIL**

From the beginning, the new Snohomish County WDC chose a strategic design for its service delivery system that embraced the concept of a fully integrated system. After researching lessons learned from a number of early implementing states, the WDC chose a model for a high level of service integration from the start of WIA implementation. Even though the WDC was challenged with integrating service delivery among 25 partners and distinct funding sources, the decision was made from the beginning not to silo programs, but to design a system that met the intent of the new legislation and created a seamless, integrated system.

The system was designed to meet customer expectations by creating a full complement of services. Each partner agreed to adapt to a service delivery model that

offered the same set of services, regardless of the program or specialty, through WIA's core, intensive and training model. The intent for all three levels of service has been to design a system with as many options as possible to meet the customers' needs within the context of each individual's eligibility for various programs, as well as staff resources and capabilities.

All partners shared in the costs for supporting the Centers and participated in service delivery design. All partners collectively met as an oversight group to oversee the administration of the centers and meet their collective responsibilities. The partners agreed that when a customer needed to move to the training assistance level, specialized skilled staff would assist. Partners were able to negotiate within their oversight groups the distribution of funded staff positions among the different partner agencies. Consequently, each Center has a cross selection of staff who are able to provide WIA I-B services as well as contribute to the goals and outcomes of the entire Center.

**TACOMA-PIERCE COUNTY
WORKFORCE DEVELOPMENT COUNCIL**

During the formative stages of the workforce development system of Tacoma-Pierce County, it became apparent to the WDC that the focus for the past year had been on the development of the delivery system. However, as the WDC's committee structure developed, it became apparent that the transition from the old system to the new system was not complete. The WDC's Marketing and Communication sub-committee met to discuss its roles and responsibilities and realized the need for all WDC members to revisit the WDC's mission and vision, understand the WDC's business functions, and identify WDC customers. The Marketing and Communication sub-committee in partnership with the WDC's Strategic Planning sub-committee assisted in the process to ensure the entire WDC membership understood their roles (scope and interrelationships) and could develop a consistent message about each role.

The process was initiated with the assistance of a consultant from a private corporation, who led the first

planning retreat for the WDC membership. The outcome of the retreat, and a series of follow-up meetings, was the development of a blueprint of the "optimum" WDC. This blueprint was then compared to the current WDC structure, functions and activities. It was discovered that many aspects of the present WDC needed to be changed, and that new functions needed to be performed. This comparison produced a set of activities that were then prioritized and organized into a transition period. The WDC blueprint defined what the WDC had to do in order to support the Workforce System and stakeholders. The blueprint continues as a reference to all WDC members and a constant reminder of what the WDC needs to do to be effective.

**EASTERN WASHINGTON PARTNERSHIP WORKFORCE
DEVELOPMENT COUNCIL**
(Ferry, Pend Oreille, Garfield, Stevens, Columbia, Lincoln, Whitman, Asotin, and Walla Walla Counties)

Through ongoing efforts to build customer relations and engage customers in defining service needs, WorkSource Walla Walla continues to explore and identify innovations to better serve customers and community. The WorkSource Center was approached by one of

Success Story

RICH OWNS A SMALL COMPANY THAT CRAFTS CATAMARAN HULLS. WHEN HIRING EMPLOYEES, HE'S NOT INTERESTED IN THE "LABELS" SOMETIMES ASSOCIATED WITH PEOPLE, SUCH AS, EX-FELON, DISABLED, OR WELFARE RECIPIENT. INSTEAD, RICH LOOKS FOR THE VALUE THAT A PERSON CAN ADD TO HIS BUSINESS. RICH HIRED AN INDIVIDUAL WITH TOURETTE'S SYNDROME WHO HAS A PERFECT WORK RECORD. ANOTHER, WHOSE SUBSTANCE ABUSE LEFT HIM HOMELESS, IS NOW EARNING \$12 AN HOUR AND HAS A NEW OUTLOOK ON LIFE.

the large employers in the area who needed office skill proficiency testing. WorkSource staff and leaders recognized this as an opportunity to address the growing need to identify industry skills needs across companies and to assess applicant skills in those skill areas. It was further recognized that this request presented an opportunity to develop a new menu of offerings for both job seekers and employers.

To launch the project, WorkSource Walla Walla leadership took on the role of defining program requirements, researching technology, and identifying start-up resources. These efforts resulted in the development of the WorkSource Proficiency Testing Center. The new Center is designed to test the proficiency of potential employment candidates for a variety of office skill sets ranging from basic keyboarding to advanced medical terminology and personality compatibility. The testing center increases the assessment options for customers and enables job seekers and employers to select from any combination of desired testing criteria. Results of completed tests are generated immediately following the session, enabling WorkSource staff to provide timely and responsive information to customers. The testing center also creates an opportunity for the WorkSource Center staff to meet customer demand and offset budgetary challenges through the development of a fee for service approach.

BENTON-FRANKLIN WORKFORCE DEVELOPMENT COUNCIL

A staff person, known as a “greeter” welcomes all customers at the front door. The greeter asks the customer a few basic questions in order to direct them to the appropriate services. If the customer is visiting for the first time or if he/she needs assistance, the Greeter will send the customer to a WorkSource facilitator who will then provide the customer with the service they are seeking. All staff located at WorkSource, regardless of their organization or position, serves on the “floor” as a greeter or facilitator for at least four hours per week.

In addition to the greeter and facilitator duties, staff from the various organizations take turns in facilitating core services such as the Job Hunter Workshop Series (a set of seven intensive job search workshop modules) and the intensive service orientations. Staff at the WorkSource Center developed the intensive service orientations as a means to give customers an opportunity to learn more about specific programs offered at WorkSource without having to seek out a particular organization for a specific program. Also, if an organization has a client who should receive additional services, he or she is “referred” in house whenever possible so that the appearance of “seamless” delivery remains in the eyes of the customer.

All of the organizations within WorkSource have adopted the WorkSource identity. When a customer walks through the doors of WorkSource, greeter staff identify themselves as “WorkSource.” Staff also makes sure to announce themselves as WorkSource when attending any event where they are representing WorkSource. Even the staff cubicles are organized in such a way to avoid groups or clusters of any particular organization. All of these practices help ensure that both business and job seeker customers see a “seamless” organizational structure.

Employer Services

PACIFIC MOUNTAIN WORKFORCE DEVELOPMENT COUNCIL *(Grays Harbor, Mason, Lewis, Thurston, and Pacific Counties)*

In an effort to expand the employment opportunities for low-income residents, the Pacific Mountain WDC developed the Employer Assistance Project (EAP) and contracted with the Grays Harbor Chamber of Commerce (Chamber) to manage and administer the program. The Chamber then partnered with the local Economic Development Council and seventeen additional state agencies and community-based organizations to create one point of contact for employers seeking workers.

The EAP is a workforce recruiting, hiring and train-

ing connection, solving workforce related business problems. Business needs drive the work of the EAP. The EAP was designed from a business perspective with business as the primary customer. This project is a major paradigm shift from a public perspective of labor exchange to a private sector demand driven system. The Chamber works with the demand side while the seventeen partnering agencies and community-based organizations provide and serve the supply side of the equation. The EAP is a new way of doing business that has proven very successful. During the first year of operation, 171 employers have used the service and 428 low-income individuals have found jobs.

The Pacific Mountain WDC and the Grays Harbor Chamber of Commerce have received three awards for the EAP. The National Grand Prize Workforce Partnership Award was presented in February 2001, this is the highest possible award granted to rural communities by the National Association of Workforce Investment Boards. In June 2001, the John J. Heldrich Center for Workforce Development at Rutgers University recognized WorkSource Grays Harbor as a "one-stop innovator" for the EAP. Recently, the Washington State Workforce Training and Education Coordinating Board recognized the EAP as a best practice in the public/private partnership category.

SNOHOMISH COUNTY WORKFORCE DEVELOPMENT COUNCIL

The Snohomish County WDC has a broad spectrum of services available for employers. Similar to the delivery system designed for job seekers, the Employer Services model was designed to provide the same triangle of core, intensive and enhanced service options to employers. Initial efforts to design this system began with employer surveys. Feedback from employers noted that they wanted direct electronic access to job seekers as well as enhanced service offerings to include screening, testing, reference verification, educational verification, background checks, and targeted recruitment. Employers also requested a single point of contact with a simple

system for quality service and referrals. Employers did not want to be treated like "second-class" customers and wanted staff to know about their business to ensure proper screening and referral of job applicants.

As a result, Snohomish County WDC asked the adult service delivery system to integrate to a single point of contact system, and create a team of Account Executives to handle enhanced services for employer groups and to identify the key focus areas for targeting service. In addition to the services provided by the Account Executive Team, the WDC further focused on employers to provide customized training. In a three-way partnership between the WDC, the Snohomish County Economic Development Council (EDC), and the Puget Sound Center for Teaching, Learning and Technology, a customized training coordinator conducts outreach to employers to meet their specific training needs. This effort has also led to an initiative between the WDC and EDC to strategically align their annual plans, vision, and annual goals.

Success Story

ELLA LEE WANTED HER GED, A JOB, AND PREGNANCY/PARENTING EDUCATION. SHE ENROLLED IN THE YOUNG PARENTS GROUP PROJECT AND YOUTH EDUCATION PROGRAM. HER DILIGENCE AND HARD WORK PAID OFF AS SHE COMPLETED HER GED AND WAS ONE OF ONLY TEN YOUTH SELECTED INTO THE PRESTIGIOUS WASHINGTON STATE FERRIES SUMMER INTERNSHIP PROGRAM.

Over the past year, the Snohomish County WDC Employer Services model has been further developed to include: a marketing plan; a fee for service model; a monthly job fair combined with WorkFirst (the state's Welfare initiative); numerous specialty job fair; an employer recognition event; and quarterly employer seminars. An active, private sector led committee of the WDC oversees Employer Services.

**EASTERN WASHINGTON PARTNERSHIP
WORKFORCE DEVELOPMENT COUNCIL**
*(Ferry, Pend Oreille, Garfield, Stevens, Columbia,
Lincoln, Whitman, Asotin, and Walla Walla Counties)*

The Eastern Washington Partnership WDC has implemented a business outreach concept to establish a single point of contact for employer customers in the WorkSource Walla Walla region. The WDC employed a business liaison whose primary focus has been contact and information sharing with local employers.

The liaison's role is much the same as an account executive in private business. As a business "contact strategy," the liaison plans oral presentations tailored to employers. Accompanying the oral presentation is a hard copy of the presentation plus a document identifying the menu of one-stop services available. Business contacts are prioritized using guidelines such as business size, wages, and location. One-stop staff informs the liaison of any potential employer contact leads, and in turn, the liaison shares information with all service providers on a regular basis. The liaison profiles job openings, working closely with the employer to clearly outline job duties and skills needed. In addition, the liaison ensures that the employer has accurate expectations of the services provided by one-stop partners.

As a continuous quality improvement and measurement for accountability, the liaison developed a "mystery shopper" program. This program consists of a predetermined set of employer to staff questions, structured in a realistic format that focuses on each of the basic WorkSource services. Results of the program are tabulated and are used to enhance service delivery.

**BENTON-FRANKLIN WORKFORCE
DEVELOPMENT COUNCIL**

Committed to serving the business customer, WorkSource Columbia Basin assembled a Business Services Team assigned to develop a strategy for providing the business customer with superior workforce development services. The Business Services Team, like WorkSource itself, is comprised of staff from several of the organizations located within WorkSource. With the assistance of a professional facilitator, this team developed a vision and mission statement, along with goals, strategies, and a business plan.

One of the Business Services Team's strategies resulted in the establishment of a "business resource area" in WorkSource where business customers can access computers and informational tools that have been set-aside specifically for their use during normal business hours. Another strategy was the creation of a "business services referral desk" staffed by members of the Business Services Team. At this referral desk, employers and job seekers can talk directly with a staff person. Job seekers can apply for a listed and staff can make sure that the job seeker is qualified for that job. Staff at the referral desk ensure that the business customer receives a qualified candidate for the job listings they have submitted.

One more strategy created by the Business Services Team was the creation of the monthly "Partnership for Employment Event." Businesses, job seekers, and various social service and employment agencies are invited to attend this monthly event. Two to three businesses are scheduled to deliver a short presentation on their company and their hiring needs. Five to six job seekers are then given the opportunity to present a five-minute "live" resume. After these activities, everyone attending is given the opportunity to introduce themselves and share their reason for attending. Some of the employment events have had a career theme such as, "Apprenticeship Programs" or "Medical Industry."

The Business Services Team has been active in targeting industry sectors and businesses that have high

demand occupations or employ large numbers of workers. The Team also analyzed training options offered at WorkSource and local training institutions in order to identify skills gaps that need to be addressed. For the Calendar Year 2001, WorkSource Columbia Basin has had over 1,200 local businesses place job orders with WorkSource, which resulted in over 4,200 total jobs being posted. For the Fiscal Year ending June 30, 2001, WorkSource Columbia Basin had 4,665 job placements, and for the current Fiscal Year to date, 1,182 job seekers have been placed.

Youth Services

SNOHOMISH COUNTY WORKFORCE DEVELOPMENT COUNCIL

The Snohomish County WDC nominated the public/private partnership between Edmonds School District, the City of Mountlake Terrace, and the Alderwood and Lynnwood Rotaries for mentoring youth participating in the Student Adventures in Learning (SAIL) Program for a best practice award. As youth enter the SAIL Program during the summer, they are matched with mentors from career pathways of interest. During the course of the summer, each mentor takes her/his assigned youth to work to provide a job shadowing experience, meals, and Rotary meetings. Each mentor serves as a guide throughout the school year, helping youth with schoolwork and providing career advice and work experience support. The mentors also serve as an invaluable resource for youth searching for employment.

This past year, five mentors hired the youth they mentored in unsubsidized after school jobs. Collectively, the mentors organize community service activities throughout the year in which SAIL Program youth participate. The mentors support field trips, provide and solicit incentives from business to mark achievement milestones, finance summer graduation, and provide scholarships for higher education. The mentoring results continue to expand as youth participants continue their community involvement and service, improve their oral communication and presentation skills, gain basic

skills, complete high school, enter post secondary education, and prepare for career pathways of interest.

NORTH CENTRAL WORKFORCE DEVELOPMENT COUNCIL *(Chelan, Okanogan, Grant, Douglas, and Adams Counties)*

In the Wenatchee Area, 25 percent of entering ninth graders leave school before graduation. Employers report that new, potential workers have low skills and a questionable work ethic. Juvenile justice facilities are overflowing as a result of illegal and risky behavior exhibited by at-risk youth. Even though the local economy has improved, too many young people are still disconnected from the "mainstream."

For the last six years, the Wenatchee School District and SkillSource, a non-profit organization and WIA grant recipient, have formed a relationship unique to local education agencies and community-based organizations. This unprecedented partnership places "double dropouts" into a different educational setting to complete their high school education or equivalent. The Wenatchee School District and SkillSource have formed a seamless path-

Success Story

HUONG AND HER HUSBAND CAME TO WASHINGTON AS REFUGEES FROM VIETNAM. WORKSOURCE HELPED HUONG FIND WORK AT A BAKERY. THE CENTER HELPED HER OVERCOME CHILDCARE AND TRANSPORTATION OBSTACLES AND SHE HAS STEADILY RECEIVED PAY RAISES AND EVEN A PROMOTION. MID-YEAR 2001, HUONG AND HER HUSBAND BOUGHT A BRAND NEW HOUSE AND ARE EARNING GOOD WAGES AND BENEFITS.

way of education, training and employment to respond to this need.

Young people who've dropped out of school more than once are registered as students with the SkillSource Downtown Learning Center as well as the Wenatchee School District. Students receive individualized, self-paced, computer-assisted academic and vocational skills instruction. State basic education funds underwrite the classroom learning, leaving the full amount of federal workforce funds available to provide intensive work-based learning and connecting activities. This innovative approach results in a school-to-work program that fully merges state education reforms with federal workforce development initiatives.

In addition to youth dropout retrieval, this partnership also prevents dropouts through "credit catch-up." High school students at risk of dropping out of school attend the Learning Center in the evenings to earn extra credit and get back on track for graduation. Close coordination between high school counselors and SkillSource instructors and trainers maximizes each student's productivity and resulting success.

This partnership has increased the number of youth who complete their high school education or equivalent, gain experience in the workplace and understand and act upon vocational education opportunities. Over the span of this partnership, some 500 former youth dropouts have benefited and over 200 have earned their high school equivalency certificate.

SPOKANE AREA WORKFORCE DEVELOPMENT COUNCIL

Educational Service District 101 (ESD 101) has a 30-year history of offering employment and training services to young people throughout Spokane County. ESD 101 is a major partner in the workforce development system in WDC 12, and one of two youth service providers under WIA Title 1B. ESD 101 is a WorkSource affiliate.

The Center for School to Work at ESD 101 has integrated the One-Stop Career Development System service

delivery model into the services available through the creation of eight curriculum modules. These eight curriculum modules include: self-assessment; job search education; labor market information; exploring the Washington Occupational Information System (WOIS); identifying employment resources; exploring opportunities "beyond" high school; using the Internet as a research tool; and developing a career plan. The modules are conducted in a computer lab at the high school during the school day as 55-minute class periods. Approximately 1,500 student and 50 educators received training on the Internet and the One-Stop Career Development Center in Spokane County as a career guidance tool last school year. Participants are asked to evaluate the curriculum and give feedback on its value for future use in career planning for individuals, as well as classroom instruction.

The target audience for these services has included high school students, dropouts desiring to complete their education, as well as parents and educators in the twelve school districts in Spokane County. Other ESD staff involved in direct service are also taught how to utilize the Internet as a teaching tool for career guidance activities including the staff of the Spokane County Juvenile Detention Center School, Martin Hall (a regional juvenile correctional facility in Medical Lake), and the Center for Risk Prevention.

State Highlights

Introduction

Included below are six WIA Title I-B statewide accomplishments. These support the goals, objectives, and strategies of Washington state's Unified Plan for Workforce Development. (Also included are descriptions of WIA Title I-B Sec.134(a)(2)(B) and Sec.134(a)(3) statewide employment and training activities.)

WorkSource

The One-Stop Career Development System in Washington state is called "WorkSource." A total of 25 WorkSource Centers and 38 WorkSource affiliates have been certified by local Workforce Development Councils. An example of the local certification process is described on pages 8 and 9. WorkSource is the interface connecting employers and jobseekers with workforce development partners at the community level. The first part of Section II of this report offers some excellent examples of local WorkSource services. WorkSource allows both employers and jobseekers easier access to workforce services and information. At WorkSource Centers, job seekers have free use of computers, copiers, faxes and other tools for career planning and job search. They also have access to self-service and staff assisted job search and to workshops on how to get and keep a job. WorkSource is also designed to help businesses take advantage of computer job matching services, get assistance with recruitment and layoffs, and access electronic resume banks, labor market information and retraining resources.

Program information and access to services coordinated through WorkSource partners include 14 required federal employment and training programs and the following state funded programs:

- Worker Profiling
- Claimant Placement Program
- Postsecondary Vocational-Technical Programs
- Worker Retraining Program
- WorkFirst (employment services only)
- English as a Second Language Programs

The local Workforce Development Councils have added partners to their area's WorkSource service network in response to local needs and interests.

Washington State has developed various methods to collect information about the cumulative success of WorkSource statewide. More than 271,000 customers

seeking employment or other services were served through various WorkSource programs from July 2000 through June 2001, and of these, 247,000 individuals found employment. Washington State's WorkSource web site go2worksource.com provides job seekers and employers self service labor exchange opportunities and is directly linked to America's Job Bank. The use of the go2worksource.com web site has increased dramatically. Comparing the number of individuals who accessed the website in the month of June, 2000, with the number of users recorded in the month of March 2001:

- Individual user session went from 56,970 to a total of 87,092;
- Job searches grew steadily, jumping from 160,300 to 485,055; and
- New Resumes went from 1,501 to 6,096
- Resume searches by potential employers increased from 4,681 to 13,566.

Success Story

AS A 16-YEAR-OLD FREQUENTLY IN TROUBLE, ERNIE CAME TO THE REALIZATION THAT HIS NEXT THREE YEARS OF SCHOOL WOULD PREPARE HIM FOR THE REST OF HIS LIFE. EACH YEAR HE ENROLLED IN THE SUMMER YOUTH PROGRAM AND PLANNED FOR A CAREER IN WOODWORKING. HIS SENIOR PROJECT, A SHAKER TABLE, RECEIVED THE HIGHEST SCORE OF HIS CLASS. AFTER GRADUATING WITH THE CLASS OF 2001, HE APPLIED FOR A CARPENTRY APPRENTICESHIP AND IS NOW WORKING AS A CARPENTER'S ASSISTANT.

Local Area Unified Plan for Workforce Development

In July 1999, Governor Gary Locke asked chief local elected officials to work with their Workforce Development Councils to develop a local WIA Operations Plan. The Governor asked these leaders to use the occasion to engage in a much broader strategic planning process—to establish and maintain a “Strategic Plan For the Local Area Workforce Development System” covering at least 14 state and local workforce development funding streams. The Governor foresaw that the Council’s expanded work would strengthen community leadership for workforce development. Throughout the spring of 2000, the Governor approved the local WIA Operations Plans and Strategic Plans. The plans align with the state’s Unified Plan for Workforce Development and they also focus on the unique needs and resources of their local area. In developing their areas’ strategic plans, the Councils assessed their areas’: (1) employment opportunities and skills needs; (2) present and future workforce; (3) workforce development system; and (4) performance accountability system that aligned with the state’s goals. Each of the 12 Councils used these assessments to build goals, objectives and strategies for their local workforce development system. A year later, these plans actively guide local and state policy decisions and, in several areas, are now being updated.

Eligible Training Provider List

Washington was one of the first states in the nation to establish a performance-based system for determining the eligibility of training providers for WIA Title I-B. On March 28, 2001, the state Workforce Board, on behalf of the Governor, adopted second year Eligible Training Provider procedures in order to identify occupational skills training programs meeting state required performance levels for earnings, employment and program completion. Washington state’s years of work in developing common performance indicators across state and federal workforce programs made it possible to reach

agreement on performance criteria and on the review process to meet performance requirements. Washington state’s Eligible Training Provider list is now available on-line at: www.wtb.wa.gov/etp. More than 1,700 training programs offered at 230 public and private schools are listed. Over 90 percent of the vocational training programs in Washington are participating in the ETP process. The web site is designed to help customers and staff search the list by geographic regions, by training provider, and by training program. The web site links to another state web site called www.jobtrainingresults.org that provides program performance and school information including student characteristics, enrollment, completion rates, and employment and earnings of past students. The completion, employment, and earnings results are calculated in the same manner for every program. This consistency provides consumers with comparable information across providers and programs.

Statewide Rapid Response

The Employment Security Department Dislocated Worker Unit (DWU) is responsible for providing rapid response activities that are carried out in local areas in collaboration with local WDCs. Upon Worker Adjustment Retraining Notification (WARN), including mass layoffs and plant closures or other dislocation events, immediate contact is made with the employer, representatives of affected workers, and the local community.

Customization of employment and training services for the specific population being laid off enhances the success of rapid response in helping workers transition quickly to new jobs. In the state of Washington, rapid response is closely linked with Trade Act programs to deliver timely benefits and services to trade-affected workers. Workers are also advised about training opportunities at community and technical colleges funded by the state’s Worker Retraining Program. When the

employer permits and space is available, rapid response events are provided on-site or as close to the workplace as possible. On-site employment and career counseling promotes the convenience and ease of access for the workers.

Three notable rapid response best practices in Washington include: (1) partnering with the Washington State Labor Council which ensures labor's technical assistance toward the effective statewide delivery of rapid response activities; (2) contracting with peer workers to ensure that workers are aware and take full advantage of the wide range of reemployment services available; and (3) the bi-weekly publication of the "The Red Flag and Early Warning Report" which provides information to key state agencies about worker dislocations resulting from high energy costs and or the drought and, most recently, layoffs impacted by the September 11 events leading to economic dislocations in the commercial airline and aerospace industries.

Job Hunter Workshops

In Washington State, the Employment Service plays a key partner role in the local service delivery system, particularly in providing core services. The national award winning Job Hunter Workshop Series was developed as part of the state's Claimant Placement Program to improve services to UI claimants and to establish group level services for all job seekers in WorkSource. Job Hunter, a set of seven intensive job search workshop modules, engages adult learners in interactive discussions and hands on activities that prepare them to be competitive in moving through the labor market. The Series encourages job seekers to think like employers and teaches them how to demonstrate skills and abilities in relation to business needs. The result is a job match suitable to the applicant and the employer. Job Hunter concepts are especially useful in a tight economy—job seekers become experts in understanding the labor market and how they fit within it at any given time.

The design emphasizes universal access and customer choice. Because of design flexibility, Job Hunter unites all partners to better serve their job seeking customers within the system. Local teams in each office work to customize the workshop modules to fit the needs of their community. Training is made available to all point-of-delivery staff, including non-Employment Security staff. Leadership, local partners, administrative office staff and workshop facilitators share a commitment to ensure the integrity of quality services to job seeking customers. The Series embraced that concept by building a set of Quality Standards to support local innovation and establish minimum acceptable standards in content and approach.

An Innovative Incumbent Worker Project

The Governor seized an opportunity to leverage funds provided by a U.S. Department of Labor grant for partnership and skills standard development. The Agriculture and Food Processing incumbent worker training project assists businesses to retain and upgrade workers in the agriculture and food processing industry. The project is operated by the Tri-County Workforce Development Council on behalf of several workforce development areas, industry organizations, and agriculture related businesses throughout Eastern Washington.

The project is building relationships among the food-processing industry, government agencies including the Employment Security Department, Eastern Washington farmers, training institutions, and other workforce development organizations. It serves as a model that can be transferable to other industries in Eastern Washington and throughout the state. Smaller plants indicate it would be difficult if not impossible to upgrade employee skills without the coordination and program development provided through this project.

Through the end of June, 2001, over 115 workers had been trained at an average cost of \$734 per worker. More than 95 percent of these workers have passed certification exams. Businesses have exceeded the matching dollar requirement by approximately 50 percent.

Statewide Activities Summary

This section summarizes statewide activities outlined under WIA Title I-B Sec.134(a)(2)(B) and Sec.134(a)(3)

DEVELOPING A MANAGEMENT ACCOUNTABILITY INFORMATION SYSTEM

The Service, Knowledge and Information Exchange System (SKIES) has been under development during PY 2000 and will be implemented in January 2002. SKIES is a major new statewide information technology system that will support case management, labor exchange, management information and performance measures for WorkSource.

Over the past year, WIA Title I-B funds and Wagner Peyser funds have been committed to ensure development and implementation of the system. Programming, testing, training, and technical assistance have been a major focus of state and local entities in the most recent past.

LOCAL AREA PERFORMANCE RELATED INCENTIVES AND TECHNICAL ASSISTANCE

The state budgeted funds for incentives with the understanding that there would be no award in the first year; rather, the funds would be added to the second year's allocation and released after the release of fourth quarter performance results. An award process is now being developed and will be implemented in early 2002. Funds for technical assistance to areas not meeting performance will also be released pending analysis of first year performance results.

ASSISTING IN THE ESTABLISHMENT AND OPERATION OF THE ONE-STOP DELIVERY SYSTEM

The State allocated funds for one-stop delivery system development equally among the state's 12 Workforce Development Councils. Most of the WDCs are utilizing these funds to implement the state's Service, Knowledge, and Information System (SKIES).

PROVIDING ADDITIONAL ASSISTANCE TO LOCAL AREAS THAT HAVE HIGH CONCENTRATIONS OF ELIGIBLE YOUTH

The Workforce Development Executives of Washington (WDEW), an organization of the administrative executives of Workforce Development Councils received support to focus on enhancing coordination and collaboration between and among youth programs and youth councils.

CONDUCTING EVALUATIONS

Workforce development program evaluations are described on page 23 of this report.

CAPACITY BUILDING AND TECHNICAL ASSISTANCE

The State has engaged in numerous activities which included: a Statewide Training Provider Conference for frontline staff of WorkSource and welfare reform; a conference on economic development and workforce development for key policy leaders; and technical training sessions on the regulations, fiscal requirements, contracting and other operational issues related to implementation.

WIA TITLE I-B RESULTS

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

- A narrative section discussing the costs of workforce development activities relative to the effect of activities on the performance of participants.
- A description of State evaluations of workforce development activities.
- A table section that includes negotiated performance levels and actual performance on 17 federal and 12 state measures.

Analysis

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

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, Oregon, Alaska, Idaho, and Montana. Federal and military payroll records are also included in the results. Some measures require information on enrollment in further education or training following program exit. This information is gathered by data matching using information supplied by the state's two and four-year colleges, by private career schools, and by apprenticeship programs. Much of the credential information needed for credential attainment measures is also obtained from these sources.

Definitions of the 17 federal performance measures can be found at <http://usworkforce.org/resources/accountability.htm>. Definitions of Washington's 12 state core measures of performance can be found at <http://www.wtb.wa.gov/>. Washington's core measures of performance are used to report the results for most workforce development programs, including secondary and postsecondary vocational education, adult basic education, private career schools, and apprenticeship.

Washington's performance targets (called "negotiated performance levels" by WIA) are among the highest in the country, thanks to the high performance of Washington's Job Training Partnership Act (JTPA) program. Performance targets in WIA's first year were based on performance baselines derived from JTPA performance in 1997-98. Washington's high levels of performance continued under WIA. Washington performed at an average of 103 percent of our targets for the 17 federal measures, 110 percent of the targets for our 12 state measures, and 106 percent of the targets for the 29 measures overall. Washington's performance relative to federal targets was highest for youth programs (108 percent of targets) and for customer satisfaction (106 percent of targets). Washington performed at an average of 97 percent of federal adult program targets and 99 percent of federal dislocated worker targets.

This performance is very good, considering the challenges faced by program operators during WIA transition and the high levels at which Washington targets were set compared to the targets of other states. Washington's adult and dislocated worker program targets were the highest in the United States, set at 122 percent and 114 percent of national averages. The targets were set high relative to other states due to Washington's high performance under JTPA and Washington's ability to more completely measure that baseline performance for use in setting targets.

Cost Effectiveness

Normally, discussion of the impacts of workforce development activities would be based on a net-impact analysis designed to measure the costs and long-range results of services. Results for participants would be compared with estimates of the likely results for participants in the absence of the programs. The Washington State Workforce Board is currently conducting its net-impact studies of program participants who exited during 1997-98 and 1999-2000. The first year of WIA just ended on June 30, 2001, so estimates of the results of WIA services will not be available for several years. Until such studies can be completed, we will need to rely on rough estimates of possible results based on cost and service figures from the first year of WIA and outcomes from the last year of JTPA.

Washington's 12 Workforce Development areas spent \$39.2 million on intensive and training services during program year 2000 (July 2000-June 2001), serv-

ing 16,214 participants, at an average cost of \$2,418 as shown below:

Many of these participants have not yet finished participation in WIA services. Complete results will not be known for several years. However, it is possible to show the potential magnitude of WIA benefits by examining results for participants exiting JTPA during the last full program year 1999 (July 1999-June 2000).

Services to adults and dislocated workers are geared primarily to assisting participants in finding employment or improving their employment and earnings. Often the participant's skills and marketability are improved through the use of classroom or on-the-job skills training. During program year 1999, some 6,559 participants in these two populations completed services similar, in many respects, to those that are provided to WIA participants. Eighty-four percent of the participants in each group found employment during the four quarters following their exit, earning an average of \$15,681 during that period.

Assuming WIA adults and dislocated workers earn the same average amount during the year following their program exits, the \$25.7 million spent on this population may be followed by \$180.8 million in first-year participant earnings. During the first year following program completion, adult and dislocated worker participants earn roughly seven times the amount spent per year on program services.

The benefits of services to youth are more complicated to analyze. A major goal for youth is to make sure that young people complete high school and invest appropriately in additional skills training. Programs that

TARGET POPULATION	PY 2000 PARTICIPANTS	PY 2000 EXPENDITURES	COST PER PARTICIPANT
Adults	3,930	\$ 12,937,722	\$ 3,292
Dislocated Workers	7,384	\$ 12,737,512	\$ 1,725
Youth	4,900	\$ 13,538,250	\$ 2,763
Total	16,214	\$ 39,213,484	\$ 2,418

TARGET POPULATION	NUMBER OF PY 1999 JTPA EXITERS	PERCENT EMPLOYED	AVERAGE EARNINGS	PROJECTED FIRST YEAR EARNINGS OF PY 2000 WIA PARTICIPANTS
Adults	2,511	84%	\$ 10,440	\$ 41,027,369
Dislocated Workers	4,048	84%	\$ 18,933	\$ 139,802,961
Total	6,559	84%	\$ 15,681	\$ 180,830,330

maximize immediate employment opportunities and earnings for young people may have the unintended consequence of detracting from educational and long-run economic success unless they are carefully designed.

Fifty-three percent of the 1,678 youth participants in JTPA programs who exited during PY 1999 remained in school, returned to school, completed a major level of education, or enrolled in post-secondary vocational education during the following year. Almost one-third continued their education following JTPA participation. Seventy-eight percent of all youth worked during the year following exit. Work was as common among continuing students as among non-students. Some 86 percent of JTPA youth either worked or continued their schooling during the year following exit.

JTPA youth earned an average of \$4,919 during the year following exit. The wages likely to be earned by PY 2000 youth participants during the first year after exit (\$24.1 million) exceed the annual program costs (\$13.5 million). It is worth remembering that youth work hours are reduced by their participation in further education and that participation in further vocational education should produce long-run benefits.

Evaluation Activities

The legislation that established Washington's Workforce Training and Education Coordinating Board called for the implementation of a comprehensive research effort. This effort will continue under WIA, and will be used to measure the results of federal and state

workforce development 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

<http://www.wtb.wa.gov/pubs99.html>.

Data collection is currently under way to produce all four of these reports during the spring and summer of 2002. "Workforce Training Results" will study participants who exited workforce development programs between July 1999 and June 2000. Programs studied will include JTPA for adults, dislocated workers, and youth, vocational education at the high school and community college levels, adult basic education, private career schools, and apprenticeship. This year's report will be the first in the series to study the vocational rehabilitation program. The associated net impact study will

measure long-range outcomes for program participants who exited between July 1997 and June 1998 and measure short-range outcomes for participants who exited between July 1999 and June 2000. Work to be completed this year will, in effect, produce a “final” report on Washington’s JTPA results. This research will provide a good baseline for long-term measurement of WIA. The first biennial reports to cover WIA participants are due in 2004, and will cover participants exiting between July 2001 and June 2002.

Washington State uses UI wage records, surveys of program participants, and surveys of a large random sample of Washington employers as data sources for its research. Washington also conducts cross-matches with two-year and four-year colleges and uses data gathered from private career schools and apprenticeship programs to measure post-program education and training enrollments. Washington’s prior experience with these data was one of the factors that made it possible to measure its own baselines for WIA performance measures and to do such a complete job measuring WIA results.

Washington’s net-impact study methodology compares training participants with a matched comparison group made up of participants in Washington’s Wagner-Peyser labor exchange system who have registered to look for work but who have not participated in a workforce development program. Participants are matched with comparison group members on age, gender, geographic location, prior education, prior employment history, and prior receipt of public assistance or unemployment insurance. This year we are exploring the use of non-vocational high-school students as a source of potential comparison group members to be matched with students in high school vocational programs and participants in JTPA youth programs.

Tables

The following data tables make up the third required portion of Washington State’s Title I-B Annual Report. A few notes may help with their interpretation. One might

expect an annual report to cover results for a year’s worth of participants. Federal deadlines and the need for prompt reporting mean that the year-long periods used for some measures are not the same year-long periods used in others. In addition, some wage-based measures cannot be supplied for a full-year of participants because complete wage records are not yet available. Federal entered employment rates and employment and credential rates are based on one quarter of follow-up for a full year of participants who exited between October 1999 and September 2000. Most of these exits occurred under JTPA, which completed activity in June 2000. Federal employment retention rates and earnings change measures are based on three quarters of follow-up for participants who exited JTPA between October 1999 and June 2000. The 12-month retention rates and 12-month earnings change measures in Table L are based on five quarters of follow-up, and are available only for participants who exited JTPA between October and December 1999.

Federal real-time measures: customer satisfaction measures (Table A), younger youth skill attainment rates and diploma attainment rates (portions of Tables J and K), and participation levels (Table M) are based on a year running from July 2000 through June 2001. Results from these measures do not include results from JTPA program participants unless they transitioned into WIA and received services after July 1, 2000.

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

Denominators shown for a given population also change from measure to measure. Some of this occurs because of the different time periods covered by the measures. However, most measures also exclude at least some participants by design. Using adult program measures as an example, federal entered employment rates do not include participants who were employed at registration. Federal retention and earnings 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 12 additional measures of performance. Statewide performance on these measures is shown in a set of tables located between Tables M and N. Two of the measures, employment rates and median annualized earnings are based on results in the third quarter after exit. Results are measured for JTPA participants who exited between October 1999 and June 2000. Credential rates are also measured for this population. State credential measures are based on the percent of participants who receive credentials within three quarters after exit regardless of whether they received training. This rewards program operators who increase the supply of training services in their areas. Federal measures for adults and dislocated workers are calculated only for those who receive training, and can remain at high levels regardless of the percentage of participants trained.

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

A panel at the bottom of each page of Table O summarizes the status of performance in the local area. Federal intent was that states place an "X" in the panel

to indicate whether the local area did not meet, met, or exceeded local performance standards. Washington has taken the liberty, instead, of counting the number of measures in these categories. Using federal definitions, standards that are "not met" are those where performance is below 80 percent of the negotiated performance level. Standards that are "exceeded" are those where performance is above 100 percent of the negotiated performance level. Standards that are "met" are those where performance ranges from 80 to 100 percent of the levels.

Performance "exceeded" 182 (51 percent) of the 357 local area targets shown in Table O. Another 152 local area targets were "met." Only 23 (6 percent) of the local area targets were "not met." Caution should be used in interpreting the number of standards not met. The number of participants on which some measures are based can be small in local areas, particularly for federal youth measures. Sixteen of the 23 results that were "not met" involved federal youth measures: 11 older youth targets and 5 younger youth targets. Only 11 of the local area targets that were "not met" were based on results for more than 50 participants.

Prior to awarding state incentive dollars to local areas, Washington will adjust the local results to take account of the effects of local economic and demographic conditions on local area performance. In addition, the state and local areas are evaluated based on the ratio of actual results compared to performance targets, not the number of targets that are met. State evaluations of local area performance will be based on these regression-adjusted data rather than the unadjusted figures shown in Table O.

TABLE A – WORKFORCE INVESTMENT ACT CUSTOMER SATISFACTION RESULTS

CUSTOMER SATISFACTION	NEGOTIATED PERFORMANCE LEVEL	ACTUAL PERFORMANCE LEVEL – AMERICAN CUSTOMER SATISFACTION INDEX	# OF CUSTOMERS SURVEYED	# OF CUSTOMERS ELIGIBLE FOR SURVEY
Program Participants	75.0	76.4	2,275	4,285
Employers	61.0	67.6	2,437	4,130

* WASHINGTON STATE SURVEYED THE UNIVERSE OF ALL CUSTOMERS ELIGIBLE TO BE SURVEYED. SURVEY RESPONSE RATES CAN BE CALCULATED BY DIVIDING THE # OF CUSTOMERS SURVEYED BY THE # OF CUSTOMERS ELIGIBLE FOR THE SURVEY.

TABLE B – ADULT PROGRAM RESULTS AT-A-GLANCE

	NEGOTIATED PERFORMANCE LEVEL	ACTUAL PERFORMANCE LEVEL	NUMERATOR DENOMINATOR
Entered Employment Rate	74.0%	72.1%	$\frac{1,393}{1,931}$
Employment Retention Rate	82.0%	81.7%	$\frac{1,239}{1,517}$
Earnings Change in Six Months	\$4,371	\$4,156	$\frac{\$6,304,691}{1,517}$
Employment And Credential Rate	69.0%	66.3%	$\frac{1,153}{1,739}$

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	68.8%	$\frac{276}{401}$	74.1%	$\frac{129}{174}$	64.2%	$\frac{258}{402}$	63.6%	$\frac{105}{165}$
Employment Retention Rate	81.5%	$\frac{233}{286}$	80.0%	$\frac{104}{130}$	82.4%	$\frac{224}{272}$	86.4%	$\frac{102}{118}$
Earnings Change in Six Months	\$5,210	$\frac{\$1,489,955}{286}$	\$4,665	$\frac{\$606,469}{130}$	\$4,378	$\frac{\$1,190,806}{272}$	\$4,386	$\frac{\$517,570}{118}$
Employment And Credential Rate	63.9%	$\frac{204}{319}$	68.7%	$\frac{112}{163}$	58.6%	$\frac{195}{333}$	59.3%	$\frac{86}{145}$

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	73.1%	$\frac{1,046}{1,431}$	69.4%	$\frac{347}{500}$
Employment Retention Rate	82.4%	$\frac{952}{1,155}$	79.3%	$\frac{287}{362}$
Earnings Change in Six Months	\$4,259	$\frac{\$4,919,624}{1,155}$	\$3,826	$\frac{\$1,385,067}{362}$
Employment And Credential Rate	66.3%	$\frac{1,153}{1,739}$	N/A	$\frac{0}{0}$

TABLE E – DISLOCATED WORKER PROGRAM RESULTS AT-A-GLANCE

	NEGOTIATED PERFORMANCE LEVEL	ACTUAL PERFORMANCE LEVEL	NUMERATOR DENOMINATOR
Entered Employment Rate	79.0%	78.1%	$\frac{2,401}{3,074}$
Employment Retention Rate	92.0%	90.1%	$\frac{1,760}{1,954}$
Earnings Replacement in Six Months	93.0%	91.2%	$\frac{\$21,873,538}{\$23,980,698}$
Employment And Credential Rate	70.0%	71.5%	$\frac{1,678}{2,346}$

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	74.6%	$\frac{419}{562}$	70.6%	$\frac{127}{180}$	65.1%	$\frac{188}{289}$	59.3%	$\frac{16}{27}$
Employment Retention Rate	91.6%	$\frac{318}{347}$	90.3%	$\frac{93}{103}$	90.5%	$\frac{143}{158}$	93.3%	$\frac{14}{15}$
Earnings Replacement Rate	86.3%	$\frac{\$4,446,436}{\$5,151,083}$	94.4%	$\frac{\$1,071,208}{\$1,134,536}$	74.5%	$\frac{\$1,560,346}{\$2,094,238}$	122.1%	$\frac{\$113,187}{\$92,717}$
Employment and Credential Rate	64.3%	$\frac{277}{431}$	65.2%	$\frac{92}{141}$	60.2%	$\frac{115}{191}$	41.2%	$\frac{7}{17}$

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	78.7%	$\frac{1,847}{2,346}$	76.1%	$\frac{554}{728}$
Employment Retention Rate	90.9%	$\frac{1,351}{1,486}$	87.4%	$\frac{409}{468}$
Earnings Replacement Rate	92.8%	$\frac{\$17,034,165}{\$18,357,213}$	86.1%	$\frac{\$4,839,373}{\$5,623,485}$
Employment and Credential Rate	71.5%	$\frac{1,678}{2,346}$	N/A	$\frac{0}{0}$

TABLE H – OLDER YOUTH RESULTS AT-A-GLANCE

	NEGOTIATED PERFORMANCE LEVEL	ACTUAL PERFORMANCE LEVEL	NUMERATOR DENOMINATOR
Entered Employment Rate	71.0%	67.9%	$\frac{288}{424}$
Employment Retention Rate	77.0%	78.0%	$\frac{248}{318}$
Earnings Change in Six Months	\$2,900	\$3,186	$\frac{\$1,013,236}{318}$
Credential Rate	52.0%	46.4%	$\frac{235}{507}$

TABLE I – OUTCOMES FOR OLDER YOUTH SPECIAL POPULATIONS

REPORTED INFORMATION	PUBLIC ASSISTANCE RECIPIENTS	VETERANS	INDIVIDUALS WITH DISABILITIES	OUT-OF-SCHOOL YOUTH *
	NUMERATOR DENOMINATOR	NUMERATOR DENOMINATOR	NUMERATOR DENOMINATOR	NUMERATOR DENOMINATOR
Entered Employment Rate	63.2% $\frac{60}{95}$	N/A $\frac{0}{0}$	63.0% $\frac{34}{54}$	67.4% $\frac{149}{221}$
Employment Retention Rate	74.2% $\frac{46}{62}$	0.0% $\frac{0}{1}$	60.0% $\frac{21}{35}$	73.4% $\frac{116}{158}$
Earnings change in Six Months	\$3,714 $\frac{\$230,270}{62}$	-\$1,823 $\frac{-\$1,823}{1}$	\$2,265 $\frac{\$79,282}{35}$	\$2,524 $\frac{\$398,736}{158}$
Credential Rate	50.0% $\frac{54}{108}$	0.0% $\frac{0}{1}$	45.9% $\frac{28}{61}$	49.2% $\frac{129}{161}$

* Out-of-school status was not reported for some exits prior to June 30, 2000

TABLE J – YOUNGER YOUTH RESULTS AT-A-GLANCE

	NEGOTIATED PERFORMANCE LEVEL	ACTUAL PERFORMANCE LEVEL	NUMERATOR DENOMINATOR
Skills Attainment Rate	50.0%	87.5%	$\frac{2,478}{2,831}$
Diploma or Equivalent Attainment Rate	50.0%	46.1%	$\frac{263}{571}$
Retention Rate	61.0%	57.6%	$\frac{493}{856}$

TABLE K – OUTCOMES FOR YOUNGER YOUTH SPECIAL POPULATIONS

REPORTED INFORMATION	PUBLIC ASSISTANCE RECIPIENTS		INDIVIDUALS WITH DISABILITIES		OUT-OF-SCHOOL YOUTH *	
Skills Attainment	87.3%	<u>568</u> 651	89.5%	<u>539</u> 602	79.9%	<u>448</u> 561
Diploma or Equivalent Attainment Rate	41.8%	<u>51</u> 122	50.5%	<u>49</u> 97	40.6%	<u>199</u> 490
Retention Rate	50.5%	<u>101</u> 200	48.6%	<u>68</u> 140	55.8%	<u>207</u> 371

* Out-of-school status was not reported for some exits prior to June 30, 2000

TABLE L – OTHER REPORTED INFORMATION

	12 MONTH EMPLOYMENT RETENTION RATE	12 MONTH EARNINGS CHANGE (ADULT & OLDER YOUTH) OR 12 MONTH EARNINGS REPLACEMENT (DISLOCATED WORKERS)	PLACEMENTS FOR PARTICIPANTS 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	78.4% <u>305</u> 389	\$4,748 <u>\$1,846,816</u> 389	8.8% <u>150</u> 1,713	\$3,730 <u>\$5,196,170</u> 1,393	87.4% <u>900</u> 1,030
Dislocated Workers	85.2% <u>588</u> 690	93.5% <u>\$7,762,172</u> \$8,297,496	8.8% <u>210</u> 2,401	\$6,066 <u>\$14,563,837</u> 2,401	82.9% <u>1,245</u> 1,502
Older Youth	68.2% <u>45</u> 66	\$2,868 <u>\$189,268</u> 66	7.5% <u>26</u> 345	\$2,413 <u>\$694,881</u> 288	

TABLE M – PARTICIPATION LEVELS

	TOTAL PARTICIPANTS SERVED	TOTAL EXITERS
Adults	3,930	1,245
Dislocated Workers	7,384	2,188
Older Youth	741	239
Younger Youth	4,159	1,411

WASHINGTON STATE ADDITIONAL MEASURES OF PERFORMANCE

Adult Program

	NEGOTIATED PERFORMANCE LEVEL	ACTUAL PERFORMANCE LEVEL	NUMERATOR DENOMINATOR
Employment Rate	69.0%	68.2%	$\frac{1,284}{1,882}$
Median Annualized Earnings	\$15,441	\$14,600	1,284*
Credential Rates	29.0%	39.7%	$\frac{825}{2,076}$
Participant Satisfaction	89.0%	85.8%	$\frac{768}{895}$

Dislocated Worker Program

	NEGOTIATED PERFORMANCE LEVEL	ACTUAL PERFORMANCE LEVEL	NUMERATOR DENOMINATOR
Employment Rate	78.0%	76.4%	$\frac{1,802}{2,360}$
Median Annualized Earnings	\$23,884	\$22,639	1,802*
Credential Rates	28.0%	46.3%	$\frac{1,173}{2,536}$
Participant Satisfaction	87.0%	86.9%	$\frac{1,805}{2,077}$

Youth Program

	NEGOTIATED PERFORMANCE LEVEL	ACTUAL PERFORMANCE LEVEL	NUMERATOR DENOMINATOR
Employment Rate	63.0%	59.3%	$\frac{917}{1,547}$
Median Annualized Earnings	\$6,920	\$6,962	754*
Credential Rates	32.0%	46.5%	$\frac{650}{1,399}$
Participant Satisfaction	94.0%	94.6%	$\frac{1,839}{1,944}$

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

TABLE N – COST OF PROGRAM ACTIVITIES

PROGRAM ACTIVITY	TOTAL FEDERAL SPENDING
Local Adults	\$ 12,937,722
Local Dislocated Workers	\$ 12,737,512
Local Youth	\$ 13,538,250
Rapid Response (up to 25%) WIA Sec. 134 (a) (2) (A)	\$ 1,844,121
Statewide Required Activities (up to 15%) WIA Sec.134 (a) (2) (B)	\$ 6,716,790*
TOTAL OF ALL FEDERAL SPENDING LISTED ABOVE	\$ 47,774,395*

* Refer to Page 20, Section Two of this report for an overview of the statewide mandatory and optional activities

TABLE O – LOCAL PERFORMANCE (Includes One Chart for Each Local Area in the State)

LOCAL AREA NAME	TOTAL PARTICIPANTS SERVED			
SOUTHWEST ETA Assigned #53005	Adults	249		
	Dislocated Workers	447		
	Older Youth	38		
	Younger Youth	236		
	TOTAL EXITERS			
	Adults	30		
	Dislocated Workers	65		
	Older Youth	7		
	Younger Youth	42		
			NEGOTIATED PERFORMANCE LEVEL	ACTUAL PERFORMANCE LEVEL
Customer Satisfaction	Program Participants	75.0	80.3	
	Employers	63.0	68.5	
Entered Employment Rate	Adults	70.0%	74.0%	
	Dislocated Workers	76.0%	84.5%	
	Older Youth	74.0%	79.1%	
Retention Rate	Adults	80.0%	91.4%	
	Dislocated Workers	90.0%	89.7%	
	Older Youth	78.0%	86.5%	
	Younger Youth	59.0%	39.3%	
Earnings Change/Earnings Replacement in Six Months	Adults	\$5,200	\$7,348	
	Dislocated Workers	91.0%	83.9%	
	Older Youth	\$4,000	\$3,347	
Credential/Diploma Rate	Adults	67.0%	67.1%	
	Dislocated Workers	64.0%	64.2%	
	Older Youth	56.0%	44.9%	
	Younger Youth	52.0%	50.0%	
Skill Attainment Rate	Younger Youth	45.0%	86.0%	
OTHER STATE INDICATORS OF PERFORMANCE				
Customer Satisfaction	Adults	89.0%	85.9%	
	Dislocated Workers	87.0%	88.4%	
	Youth	94.0%	95.8%	
Employment in Q3	Adults	67.0%	78.7%	
	Dislocated Workers	78.0%	78.5%	
	Youth	63.0%	60.8%	
Median Annualized Earnings	Adults	\$15,550	\$16,653	
	Dislocated Workers	\$23,940	\$26,815	
	Youth	\$7,800	\$9,746	
Credential Rate	Adults	21.0%	19.7%	
	Dislocated Workers	29.0%	29.0%	
	Youth	47.0%	41.0%	
Overall Status of Local Performance (Unadjusted)	Not Met - 1	Met - 10	Exceeded - 18	

TABLE O – LOCAL PERFORMANCE

LOCAL AREA NAME	TOTAL PARTICIPANTS SERVED		
OLYMPIC ETA Assigned #53010	Adults	194	
	Dislocated Workers	193	
	Older Youth	73	
	Younger Youth	120	
TOTAL EXITERS			
	Adults	99	
	Dislocated Workers	117	
	Older Youth	46	
	Younger Youth	57	
		NEGOTIATED PERFORMANCE LEVEL	ACTUAL PERFORMANCE LEVEL
Customer Satisfaction	Program Participants	75.0	71.3
	Employers	61.0	70.3
Entered Employment Rate	Adults	66.0%	63.2%
	Dislocated Workers	73.0%	70.6%
	Older Youth	75.0%	59.1%
Retention Rate	Adults	76.0%	70.2%
	Dislocated Workers	90.0%	86.6%
	Older Youth	73.0%	74.2%
	Younger Youth	65.0%	69.6%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,850	\$2,799
	Dislocated Workers	85.0%	80.7%
	Older Youth	\$3,150	\$2,296
Credential/Diploma Rate	Adults	59.0%	63.0%
	Dislocated Workers	70.0%	69.9%
	Older Youth	60.0%	40.7%
	Younger Youth	47.0%	25.0%
Skill Attainment Rate	Younger Youth	63.0%	72.4%
OTHER STATE INDICATORS OF PERFORMANCE			
Customer Satisfaction	Adults	89.0%	87.9%
	Dislocated Workers	87.0%	86.0%
	Youth	94.0%	97.1%
Employment in Q3	Adults	60.0%	56.4%
	Dislocated Workers	73.0%	64.9%
	Youth	63.0%	64.7%
Median Annualized Earnings	Adults	\$13,300	\$10,971
	Dislocated Workers	\$22,200	\$20,758
	Youth	\$7,600	\$5,945
Credential Rate	Adults	36.0%	56.3%
	Dislocated Workers	27.0%	56.1%
	Youth	27.0%	55.6%
Overall Status of Local Performance (Unadjusted)	Not Met -6	Met - 13	Exceeded - 10

TABLE O – LOCAL PERFORMANCE

LOCAL AREA NAME		TOTAL PARTICIPANTS SERVED	
PACIFIC MOUNTAIN ETA Assigned #53015	Adults	445	
	Dislocated Workers	785	
	Older Youth	69	
	Younger Youth	312	
TOTAL EXITERS			
	Adults	122	
	Dislocated Workers	187	
	Older Youth	10	
	Younger Youth	62	
		NEGOTIATED PERFORMANCE LEVEL	ACTUAL PERFORMANCE LEVEL
Customer Satisfaction	Program Participants	75.0	72.2
	Employers	61.0	64.3
Entered Employment Rate	Adults	76.0%	67.5%
	Dislocated Workers	77.0%	76.4%
	Older Youth	63.0%	68.5%
Retention Rate	Adults	83.0%	80.0%
	Dislocated Workers	92.0%	87.8%
	Older Youth	67.0%	64.9%
	Younger Youth	52.0%	54.1%
Earnings Change/Earnings Replacement in Six Months	Adults	\$4,200	\$4,123
	Dislocated Workers	92.0%	99.7%
	Older Youth	\$2,300	\$3,163
Credential/Diploma Rate	Adults	67.0%	64.7%
	Dislocated Workers	72.0%	74.6%
	Older Youth	59.0%	33.3%
	Younger Youth	42.0%	59.1%
Skill Attainment Rate	Younger Youth	58.0%	95.3%
OTHER STATE INDICATORS OF PERFORMANCE			
Customer Satisfaction	Adults	89.0%	77.8%
	Dislocated Workers	87.0%	89.5%
	Youth	94.0%	96.7%
Employment in Q3	Adults	72.0%	64.8%
	Dislocated Workers	79.0%	75.3%
	Youth	56.0%	54.4%
Median Annualized Earnings	Adults	\$13,850	\$13,770
	Dislocated Workers	\$22,950	\$20,490
	Youth	\$6,600	\$6,495
Credential Rate	Adults	23.0%	48.2%
	Dislocated Workers	37.0%	60.4%
	Youth	23.0%	47.2%
Overall Status of Local Performance (Unadjusted)	Not Met -1	Met - 15	Exceeded - 13

TABLE O – LOCAL PERFORMANCE

LOCAL AREA NAME	TOTAL PARTICIPANTS SERVED		
NORTHWEST ETA Assigned #53020	Adults	230	
	Dislocated Workers	437	
	Older Youth	41	
	Younger Youth	402	
TOTAL EXITERS			
	Adults	95	
	Dislocated Workers	81	
	Older Youth	16	
	Younger Youth	225	
		NEGOTIATED PERFORMANCE LEVEL	ACTUAL PERFORMANCE LEVEL
Customer Satisfaction	Program Participants	75.0	79.9
	Employers	61.0	65.7
Entered Employment Rate	Adults	77.0%	81.5%
	Dislocated Workers	81.0%	84.1%
	Older Youth	71.0%	70.4%
Retention Rate	Adults	84.0%	88.0%
	Dislocated Workers	91.0%	91.2%
	Older Youth	84.0%	79.0%
	Younger Youth	64.0%	51.7%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,850	\$4,997
	Dislocated Workers	87.0%	91.3%
	Older Youth	\$2,750	\$4,081
Credential/Diploma Rate	Adults	72.0%	76.2%
	Dislocated Workers	76.0%	82.8%
	Older Youth	60.0%	51.4%
	Younger Youth	58.0%	51.4%
Skill Attainment Rate	Younger Youth	52.0%	82.7%
OTHER STATE INDICATORS OF PERFORMANCE			
Customer Satisfaction	Adults	89.0%	84.9%
	Dislocated Workers	87.0%	94.0%
	Youth	94.0%	96.8%
Employment in Q3	Adults	72.0%	78.2%
	Dislocated Workers	82.0%	85.7%
	Youth	66.0%	59.0%
Median Annualized Earnings	Adults	\$14,250	\$15,967
	Dislocated Workers	\$21,600	\$20,495
	Youth	\$8,500	\$10,367
Credential Rate	Adults	34.0%	50.0%
	Dislocated Workers	27.0%	55.0%
	Youth	39.0%	57.6%
Overall Status of Local Performance (Unadjusted)	Not Met -0	Met - 8	Exceeded - 21

TABLE O – LOCAL PERFORMANCE

LOCAL AREA NAME	TOTAL PARTICIPANTS SERVED			
KING ETA Assigned #53025	Adults	470		
	Dislocated Workers	1,182		
	Older Youth	112		
	Younger Youth	827		
TOTAL EXITERS				
	Adults	150		
	Dislocated Workers	264		
	Older Youth	31		
	Younger Youth	344		
			NEGOTIATED PERFORMANCE LEVEL	ACTUAL PERFORMANCE LEVEL
Customer Satisfaction	Program Participants	75.0		73.4
	Employers	57.0		62.3
Entered Employment Rate	Adults	71.0%		74.5%
	Dislocated Workers	82.0%		78.1%
	Older Youth	68.0%		67.3%
Retention Rate	Adults	82.0%		84.7%
	Dislocated Workers	92.0%		92.8%
	Older Youth	76.0%		84.8%
	Younger Youth	68.0%		56.0%
Earnings Change/Earnings Replacement in Six Months	Adults	\$4,600		\$4,408
	Dislocated Workers	95.0%		103.6%
	Older Youth	\$2,200		\$4,060
Credential/Diploma Rate	Adults	66.0%		70.5%
	Dislocated Workers	69.0%		73.4%
	Older Youth	40.0%		54.4%
	Younger Youth	50.0%		36.2%
Skill Attainment Rate	Younger Youth	40.0%		89.7%
OTHER STATE INDICATORS OF PERFORMANCE				
Customer Satisfaction	Adults	89.0%		89.9%
	Dislocated Workers	87.0%		94.1%
	Youth	94.0%		91.8%
Employment in Q3	Adults	67.0%		73.7%
	Dislocated Workers	80.0%		77.0%
	Youth	67.0%		72.8%
Median Annualized Earnings	Adults	\$16,300		\$16,759
	Dislocated Workers	\$26,523		\$30,732
	Youth	\$6,100		\$9,325
Credential Rate	Adults	33.0%		52.4%
	Dislocated Workers	26.0%		45.6%
	Youth	40.0%		63.1%
Overall Status of Local Performance (Unadjusted)	Not Met - 1		Met - 7	Exceeded - 21

TABLE O – LOCAL PERFORMANCE

LOCAL AREA NAME	TOTAL PARTICIPANTS SERVED		
SNOHOMISH ETA Assigned #53030	Adults	377	
	Dislocated Workers	412	
	Older Youth	23	
	Younger Youth	308	
TOTAL EXITERS			
	Adults	67	
	Dislocated Workers	58	
	Older Youth	6	
	Younger Youth	131	
		NEGOTIATED PERFORMANCE LEVEL	ACTUAL PERFORMANCE LEVEL
Customer Satisfaction	Program Participants	75.0	82.7
	Employers	60.0	66.2
Entered Employment Rate	Adults	77.0%	62.0%
	Dislocated Workers	81.0%	73.1%
	Older Youth	69.0%	62.5%
Retention Rate	Adults	84.0%	84.4%
	Dislocated Workers	92.0%	92.6%
	Older Youth	82.0%	100.0%
	Younger Youth	63.0%	65.7%
Earnings Change/Earnings Replacement in Six Months	Adults	\$5,100	\$3,284
	Dislocated Workers	85.0%	80.6%
	Older Youth	\$1,900	\$2,596
Credential/Diploma Rate	Adults	73.0%	56.3%
	Dislocated Workers	74.0%	68.4%
	Older Youth	50.0%	25.0%
	Younger Youth	40.0%	25.6%
Skill Attainment Rate	Younger Youth	57.0%	84.5%
OTHER STATE INDICATORS OF PERFORMANCE			
Customer Satisfaction	Adults	89.0%	88.7%
	Dislocated Workers	87.0%	90.0%
	Youth	94.0%	92.5%
Employment in Q3	Adults	72.0%	64.2%
	Dislocated Workers	83.0%	76.2%
	Youth	61.0%	54.4%
Median Annualized Earnings	Adults	\$18,225	\$15,514
	Dislocated Workers	\$25,883	\$28,936
	Youth	\$5,000	\$5,668
Credential Rate	Adults	34.0%	36.0%
	Dislocated Workers	27.0%	50.8%
	Youth	25.0%	27.4%
Overall Status of Local Performance (Unadjusted)	Not Met -4	Met - 11	Exceeded - 14

TABLE O – LOCAL PERFORMANCE

LOCAL AREA NAME	TOTAL PARTICIPANTS SERVED		
PIERCE ETA Assigned #53040	Adults	205	
	Dislocated Workers	556	
	Older Youth	68	
	Younger Youth	236	
TOTAL EXITERS			
	Adults	88	
	Dislocated Workers	257	
	Older Youth	15	
	Younger Youth	65	
		NEGOTIATED PERFORMANCE LEVEL	ACTUAL PERFORMANCE LEVEL
Customer Satisfaction	Program Participants	75.0	70.6
	Employers	58.0	61.7
Entered Employment Rate	Adults	74.0%	70.5%
	Dislocated Workers	81.0%	79.3%
	Older Youth	71.0%	66.7%
Retention Rate	Adults	85.0%	84.8%
	Dislocated Workers	92.0%	97.2%
	Older Youth	80.0%	100.0%
	Younger Youth	68.0%	64.7%
Earnings Change/Earnings Replacement in Six Months	Adults	\$5,500	\$5,982
	Dislocated Workers	92.0%	95.3%
	Older Youth	\$3,400	\$4,786
Credential/Diploma Rate	Adults	73.0%	67.7%
	Dislocated Workers	77.0%	73.6%
	Older Youth	43.0%	42.3%
	Younger Youth	57.0%	64.7%
Skill Attainment Rate	Younger Youth	54.0%	93.3%
OTHER STATE INDICATORS OF PERFORMANCE			
Customer Satisfaction	Adults	89.0%	87.2%
	Dislocated Workers	87.0%	84.1%
	Youth	94.0%	95.1%
Employment in Q3	Adults	68.0%	70.2%
	Dislocated Workers	82.0%	83.2%
	Youth	66.0%	72.8%
Median Annualized Earnings	Adults	\$17,100	\$15,364
	Dislocated Workers	\$25,000	\$21,973
	Youth	\$6,850	\$7,692
Credential Rate	Adults	37.0%	38.4%
	Dislocated Workers	35.0%	34.6%
	Youth	28.0%	38.2%
Overall Status of Local Performance (Unadjusted)	Not Met - 0	Met - 14	Exceeded - 15

TABLE O – LOCAL PERFORMANCE

LOCAL AREA NAME	TOTAL PARTICIPANTS SERVED		
NORTH CENTRAL ETA Assigned #53045	Adults	481	
	Dislocated Workers	423	
	Older Youth	76	
	Younger Youth	552	
TOTAL EXITERS			
	Adults	189	
	Dislocated Workers	188	
	Older Youth	30	
	Younger Youth	248	
		NEGOTIATED PERFORMANCE LEVEL	ACTUAL PERFORMANCE LEVEL
Customer Satisfaction	Program Participants	75.0	76.7
	Employers	64.0	70.0
Entered Employment Rate	Adults	74.0%	72.2%
	Dislocated Workers	80.0%	80.3%
	Older Youth	70.0%	63.2%
Retention Rate	Adults	82.0%	86.1%
	Dislocated Workers	89.0%	86.9%
	Older Youth	80.0%	74.1%
	Younger Youth	61.0%	58.4%
Earnings Change/Earnings Replacement in Six Months	Adults	\$4,000	\$3,594
	Dislocated Workers	90.0%	88.8%
	Older Youth	\$3,700	\$2,501
Credential/Diploma Rate	Adults	63.0%	63.1%
	Dislocated Workers	66.0%	68.7%
	Older Youth	34.0%	26.1%
	Younger Youth	46.0%	30.5%
Skill Attainment Rate	Younger Youth	40.0%	89.7%
OTHER STATE INDICATORS OF PERFORMANCE			
Customer Satisfaction	Adults	89.0%	87.7%
	Dislocated Workers	87.0%	86.9%
	Youth	94.0%	95.7%
Employment in Q3	Adults	70.0%	74.7%
	Dislocated Workers	64.0%	73.3%
	Youth	64.0%	58.2%
Median Annualized Earnings	Adults	\$15,650	\$13,449
	Dislocated Workers	\$19,600	\$19,386
	Youth	\$6,900	\$6,835
Credential Rate	Adults	30.0%	32.8%
	Dislocated Workers	21.0%	36.4%
	Youth	31.0%	34.5%
Overall Status of Local Performance (Unadjusted)	Not Met -3	Met - 13	Exceeded - 13

TABLE O – LOCAL PERFORMANCE

LOCAL AREA NAME	TOTAL PARTICIPANTS SERVED		
TRI-COUNTY ETA Assigned #53050	Adults	349	
	Dislocated Workers	499	
	Older Youth	90	
	Younger Youth	436	
TOTAL EXITERS			
	Adults	109	
	Dislocated Workers	62	
	Older Youth	12	
	Younger Youth	40	
		NEGOTIATED PERFORMANCE LEVEL	ACTUAL PERFORMANCE LEVEL
Customer Satisfaction	Program Participants	75.0	76.2
	Employers	64.0	65.1
Entered Employment Rate	Adults	77.0%	81.2%
	Dislocated Workers	76.0%	75.4%
	Older Youth	66.0%	62.0%
Retention Rate	Adults	78.0%	74.0%
	Dislocated Workers	90.0%	91.5%
	Older Youth	68.0%	60.0%
	Younger Youth	50.0%	54.0%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,900	\$3,151
	Dislocated Workers	97.0%	103.1%
	Older Youth	\$2,300	\$2,692
Credential/Diploma Rate	Adults	73.0%	71.7%
	Dislocated Workers	75.0%	66.9%
	Older Youth	53.0%	55.9%
	Younger Youth	48.0%	59.3%
Skill Attainment Rate	Younger Youth	50.0%	83.6%
OTHER STATE INDICATORS OF PERFORMANCE			
Customer Satisfaction	Adults	89.0%	89.2%
	Dislocated Workers	87.0%	87.0%
	Youth	94.0%	93.2%
Employment in Q3	Adults	69.0%	64.6%
	Dislocated Workers	80.0%	74.4%
	Youth	56.0%	52.7%
Median Annualized Earnings	Adults	\$14,200	\$13,915
	Dislocated Workers	\$18,850	\$22,230
	Youth	\$6,900	\$7,403
Credential Rate	Adults	23.0%	68.8%
	Dislocated Workers	21.0%	77.8%
	Youth	33.0%	41.5%
Overall Status of Local Performance (Unadjusted)	Not Met - 0	Met - 13	Exceeded - 16

TABLE O – LOCAL PERFORMANCE

LOCAL AREA NAME	TOTAL PARTICIPANTS SERVED		
EASTERN WASHINGTON ETA Assigned #53055	Adults	274	
	Dislocated Workers	317	
	Older Youth	38	
	Younger Youth	297	
	TOTAL EXITERS		
	Adults	105	
	Dislocated Workers	168	
	Older Youth	23	
	Younger Youth	88	
		NEGOTIATED PERFORMANCE LEVEL	ACTUAL PERFORMANCE LEVEL
Customer Satisfaction	Program Participants	75.0	71.9
	Employers	65.0	75.6
Entered Employment Rate	Adults	71.0%	75.9%
	Dislocated Workers	74.0%	68.5%
	Older Youth	66.0%	52.4%
Retention Rate	Adults	75.0%	77.2%
	Dislocated Workers	90.0%	83.7%
	Older Youth	81.0%	90.9%
	Younger Youth	51.0%	63.7%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,500	\$3,962
	Dislocated Workers	91.0%	87.3%
	Older Youth	\$3,200	\$3,039
Credential/Diploma Rate	Adults	67.0%	65.3%
	Dislocated Workers	60.0%	52.5%
	Older Youth	37.0%	38.5%
	Younger Youth	59.0%	48.6%
Skill Attainment Rate	Younger Youth	40.0%	85.4%
OTHER STATE INDICATORS OF PERFORMANCE			
Customer Satisfaction	Adults	89.0%	92.1%
	Dislocated Workers	87.0%	82.1%
	Youth	94.0%	93.2%
Employment in Q3	Adults	63.0%	65.6%
	Dislocated Workers	72.0%	66.7%
	Youth	60.0%	66.3%
Median Annualized Earnings	Adults	\$14,800	\$16,288
	Dislocated Workers	\$18,200	\$18,366
	Youth	\$6,800	\$6,173
Credential Rate	Adults	26.0%	27.5%
	Dislocated Workers	27.0%	26.5%
	Youth	24.0%	43.6%
Overall Status of Local Performance (Unadjusted)	Not Met - 1	Met - 13	Exceeded - 15

TABLE O – LOCAL PERFORMANCE

LOCAL AREA NAME	TOTAL PARTICIPANTS SERVED		
BENTON-FRANKLIN ETA Assigned #53060	Adults	94	
	Dislocated Workers	66	
	Older Youth	12	
	Younger Youth	171	
TOTAL EXITERS			
	Adults	44	
	Dislocated Workers	22	
	Older Youth	4	
	Younger Youth	18	
		NEGOTIATED PERFORMANCE LEVEL	ACTUAL PERFORMANCE LEVEL
Customer Satisfaction	Program Participants	75.0	69.1
	Employers	60.0	65.0
Entered Employment Rate	Adults	79.0%	71.5%
	Dislocated Workers	74.0%	70.8%
	Older Youth	83.0%	61.5%
Retention Rate	Adults	82.0%	78.5%
	Dislocated Workers	92.0%	86.0%
	Older Youth	86.0%	72.7%
	Younger Youth	69.0%	62.5%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,800	\$3,288
	Dislocated Workers	93.0%	77.3%
	Older Youth	\$3,450	\$2,446
Credential/Diploma Rate	Adults	81.0%	62.5%
	Dislocated Workers	66.0%	69.0%
	Older Youth	78.0%	52.9%
	Younger Youth	52.0%	100.0%
Skill Attainment Rate	Younger Youth	70.0%	96.7%
OTHER STATE INDICATORS OF PERFORMANCE			
Customer Satisfaction	Adults	89.0%	86.7%
	Dislocated Workers	87.0%	80.8%
	Youth	94.0%	92.6%
Employment in Q3	Adults	76.0%	65.3%
	Dislocated Workers	71.0%	70.3%
	Youth	73.0%	60.6%
Median Annualized Earnings	Adults	\$13,800	\$13,027
	Dislocated Workers	\$30,290	\$28,734
	Youth	\$8,000	\$7,340
Credential Rate	Adults	19.0%	9.0%
	Dislocated Workers	10.0%	5.9%
	Youth	34.0%	37.5%
Overall Status of Local Performance (Unadjusted)	Not Met - 6	Met - 18	Exceeded - 5

TABLE O – LOCAL PERFORMANCE

LOCAL AREA NAME	TOTAL PARTICIPANTS SERVED		
STATEWIDE DISLOCATED WORKER* ETA Assigned #53888	Adults	N/A	
	Dislocated Workers	1,431	
	Older Youth	N/A	
	Younger Youth	N/A	
	TOTAL EXITERS		
	Adults	N/A	
	Dislocated Workers	577	
	Older Youth	N/A	
	Younger Youth	N/A	
<hr/>			
		NEGOTIATED PERFORMANCE LEVEL	ACTUAL PERFORMANCE LEVEL
Customer Satisfaction	Program Participants	75.0	68.9
	Employers	N/A	N/A
Entered Employment Rate	Adults	N/A	N/A
	Dislocated Workers	79.0%	80.3%
	Older Youth	N/A	N/A
Retention Rate	Adults	N/A	N/A
	Dislocated Workers	92.0%	91.0%
	Older Youth	N/A	N/A
	Younger Youth	N/A	N/A
Earnings Change/Earnings Replacement in Six Months	Adults	N/A	N/A
	Dislocated Workers	93.0%	87.7%
	Older Youth	N/A	N/A
Credential/Diploma Rate	Adults	N/A	N/A
	Dislocated Workers	70.0%	69.9%
	Older Youth	N/A	N/A
	Younger Youth	N/A	N/A
Skill Attainment Rate	Younger Youth	N/A	N/A
OTHER STATE INDICATORS OF PERFORMANCE			
Customer Satisfaction	Adults	N/A	N/A
	Dislocated Workers	87.0%	87.9%
	Youth	N/A	N/A
Employment in Q3	Adults	N/A	N/A
	Dislocated Workers	78.0%	79.2%
	Youth	N/A	N/A
Median Annualized Earnings	Adults	N/A	N/A
	Dislocated Workers	\$23,894	\$20,808
	Youth	N/A	N/A
Credential Rate	Adults	N/A	N/A
	Dislocated Workers	28.0%	43.7%
	Youth	N/A	N/A
Overall Status of Local Performance (Unadjusted)	Not Met - 0	Met - 5	Exceeded - 4