
Washington State

Workforce Investment Act Title I-B

PY 15 WIA Annual Report

Submitted by

*Workforce Training and Education Coordinating Board,
Washington State Employment Security Department
and Washington's Workforce Development Councils*

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Section I – Workforce Investment Act (WIA) in Washington State

Introduction

Last year, 150,199 Washington residents received help getting a job at one of the 47 WorkSource offices and affiliate sites located throughout the state. They came with a range of backgrounds and experiences: low income youth and adults struggling to support themselves, workers displaced by a changing economy and veterans returning home from war. Many of them lost their jobs during the longest economic decline since the Great Depression—and many of them remained unemployed in the wake of the economic recovery that began in July 2009. Most needed help connecting to unemployment insurance benefits, and assistance in determining next career steps. Others needed more intensive services to overcome barriers to meaningful employment. One of the primary funding sources for these more intensive services is the federal Workforce Investment Act (WIA) Title I-B program, which has funded activities in Washington since July 1, 2000. This report provides an in depth look at the impact those funds have had in Washington in Program Year 2015 (PY2015), July 1, 2015 to June 30, 2016.

What is the Workforce Investment Act?

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

In PY2015, the U.S. Department of Labor (USDOL) allocated \$50,348,065 in WIA Title I-B formula funds to Washington for employment and training services designed to benefit employers, dislocated workers, disadvantaged adults and low income youth.

Overview of Washington’s Workforce Development System

Washington’s workforce development system is a coordinated and collaborative network of services, programs and investments with a shared goal of improving the skills of the state’s workforce. This network strives to create the workforce needed by business and industry. It further helps potential job candidates, particularly low-income youth, adults and displaced workers, overcome obstacles to successful employment. These services are coordinated through WorkSource, the state’s one-stop delivery system. Primary funding for WorkSource operations and many of the WorkSource core and intensive services is provided by the Workforce Investment Act Title I-B and the Wagner-Peyser Act of 1933.

The public workforce system is an integrated network of partners, services, programs and investments that function to support economic expansion and develop the talent of our state's workforce. In order to meet the challenge of the 21st century global economy, the public workforce system works in partnership with businesses, educators, organized labor and community leaders to foster economic development and high-growth opportunities in regional economies. This system exists to help businesses find qualified workers to meet their present and future workforce needs.

At the heart of the public workforce system is WorkSource, made up of one stop career center, affiliate and connection sites. WorkSource is the primary access point to qualified workers, as well as to a multitude of resources for businesses and job seekers. WorkSource serves thousands of individuals who are seeking employment, changing jobs, reentering the workforce or learning new skills. This makes WorkSource an ideal venue for workforce solutions for job seekers and businesses alike.

At WorkSource centers, affiliate and connection sites throughout the state, individuals can open a claim for unemployment insurance, find job openings, receive other job search assistance and attend workshops that can improve employability. Qualified individuals can find assistance with specific training in high demand occupations. Businesses can get help with workforce needs including recruitment, screening, employee training, layoff aversion and employee retention.

Primary funding for the WorkSource service delivery system are supported by WIA Title I-B and the Wagner-Peyser Act. Other formula-based and competitive federal, state and local resources and services that support WorkSource include Temporary Assistance for Needy Families, U.S. Department of Housing and Urban Development, veteran service, USDOL National Emergency Grants (NEG), Job Corps, Trade Adjustment Assistance, vocational rehabilitation services, migrant and seasonal farm worker assistance and philanthropic funds.

State and Local Roles

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

The Employment Security Department (ESD) serves as the state's WIA Title I-B grant recipient. These WIA responsibilities include stewardship of the funds, oversight and monitoring activities, issuing statewide policy, management of grants and contracts and allocation of the WIA Title I-B funds to the local area Workforce Development Councils (WDCs) for the delivery of services within an integrated service delivery system.

ESD also fulfills an operational role within the WorkSource system through providing services funded under the Wagner-Peyser, Trade Adjustment Assistance and Jobs for Vets Acts.

WDCs are the local conveners and managers of the WorkSource system through which WIA programs are accessed. They are the strategic visionaries for local implementation of WIA funds. There are 12 WDCs in Washington, and each is private industry led and locally focused. Councilmembers are appointed by Chief Local Elected Officials (CLEOs), and councils are certified by the Governor. CLEOs are the local area WIA Title I-B grant recipients. CLEOs direct their WDC's staff to administer the funds and oversee the area's WorkSource centers to most effectively respond to the local economy and needs of local citizens. WDCs convene with regional partners and stakeholders to assess skill gaps, identify emerging and future employment possibilities and collaborate with economic developers and other partners to develop the region's workforce development plan. WDCs are the system's portal into the business community and are responsible for facilitating multiple interagency projects and programs.

WIA Title I-B Program Descriptions

WIA Title I-B Youth Program

Participation: 1,520 young people were served by the Workforce Investment Act Youth Program between July 1, 2015 and June 30, 2016.

Who is served: Youth must be between 14 and 21 years old, low income and meet other criteria described in the WIA such as a need for additional assistance to complete an educational program or to secure and hold employment. To qualify as low income, one must be a welfare or food stamp recipient, homeless, a foster child or have a family income below 70% of the lower living standard income level —\$11,770 per individual or \$31,450 for a family of four.

Program Description: The program prepares low-income youth ages 14 through 21 for success in school and the world of work. Eligible youth may receive counseling, tutoring, job training, mentoring or work experience. Other service options include summer employment, study skills training and instruction in obtaining a GED or equivalent.

WIA Title I-B Adult Program

Participation: 1,553 participants were served by the Workforce Investment Act Adult Program between July 1, 2015 and June 30, 2016.

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

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

Program Description: The program prepares individuals 18 years and older for participation in the labor force by providing core services and access to job training and other services. Services are coordinated through the state's one stop career center system, WorkSource. Core services include skill assessment, labor market information, consumer reports on training programs and job search and placement assistance. Second and third tier intensive services are available for eligible adults unable to obtain jobs through core services. This sequence of services is individualized and may include more intensive assessments, individual counseling, employment planning and prevocational and vocational training. Priority is given to veterans, welfare and low-income, WIA-eligible clients.

WIA Title I-B Dislocated Worker Program

Participation: 2,571 participants were served by the Workforce Investment Act, Dislocated Worker Program between July 1, 2015 and June 30, 2016.

Who is served: Specific eligibility guidelines are described in the Workforce Investment Act (WIA). Dislocated workers are people who lost jobs due to plant closures, company downsizing or some other significant change in market conditions. In most cases, eligible workers are unlikely to return to their occupations because those jobs are no longer economically viable, and they must be eligible for (or have exhausted) unemployment compensation. Other conditions can lead to eligibility for services, such as being self-employed but not working as a result of general economic conditions or being a displaced homemaker.

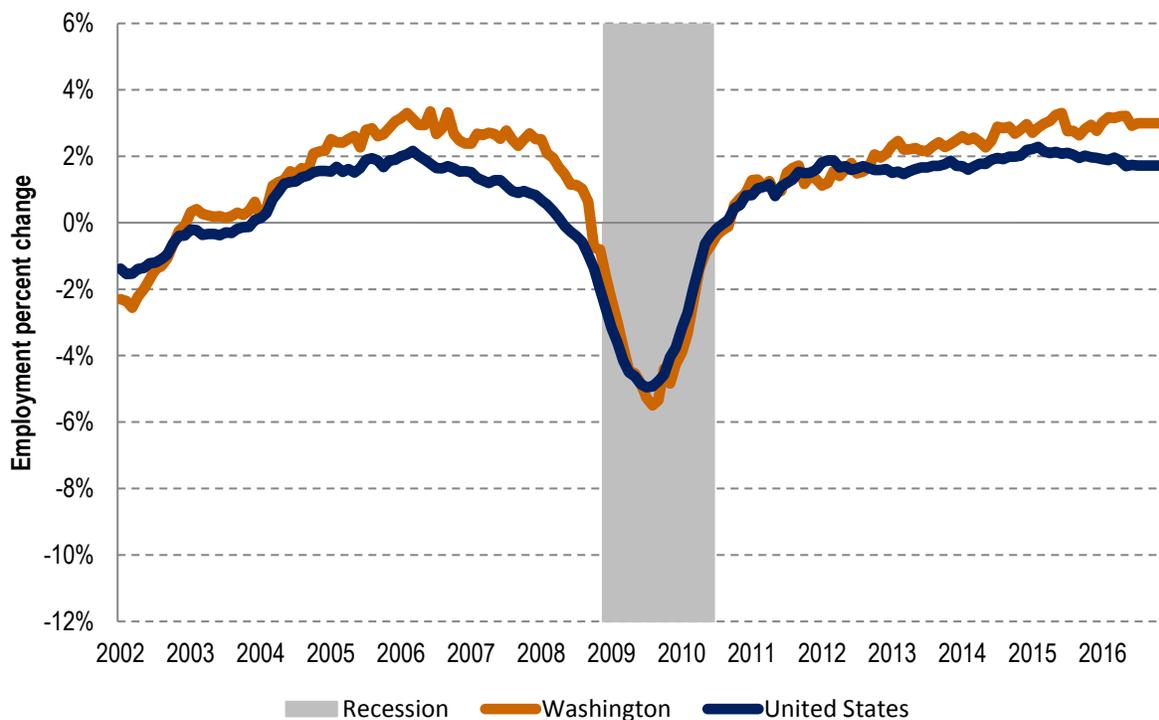
Program Description: The program tailors employment and training services to meet dislocated workers' needs, establishes early intervention for workers and firms facing substantial layoffs and fosters labor, management and community partnerships with government to address worker dislocation. Dislocated workers are also eligible for core services including skill assessment, labor market information, training program consumer reports and job search and placement assistance. Second and third tier services are available for eligible dislocated workers unable to get jobs through core services. Services are individualized and may include more intensive assessments, counseling and pre-vocational and vocational training.

Section II – Workforce Innovation and Opportunity Act of 2014

The Labor Market Shows Signs of Tightening

By most accounts, the national and state labor markets have made significant progress in the seven years since the recession ended. National economic growth has been historically modest over this time period, but it has been sufficient to sustain hiring and lower the unemployment rate for the nation. The Washington state economy has grown at a slightly better pace than the national average in three of the last four years, which has also spurred hiring and reduced the state's unemployment rate. At the halfway point of 2016, however, nonfarm payroll growth at the national level has slowed somewhat in comparison to the past two years. The average number of jobs added per month this year as of June is 186,000 compared with over 200,000 per month the past two years. Similarly, nonfarm payroll job growth in Washington has been leveling off in 2016 after increasing each of the last six years.

Figure 1. Percentage change in employment, total nonfarm, seasonally adjusted
United States and Washington, 2002 through 2016, year-over-year
Source: Employment Security Department/LMPA; U.S. Bureau of Labor Statistics

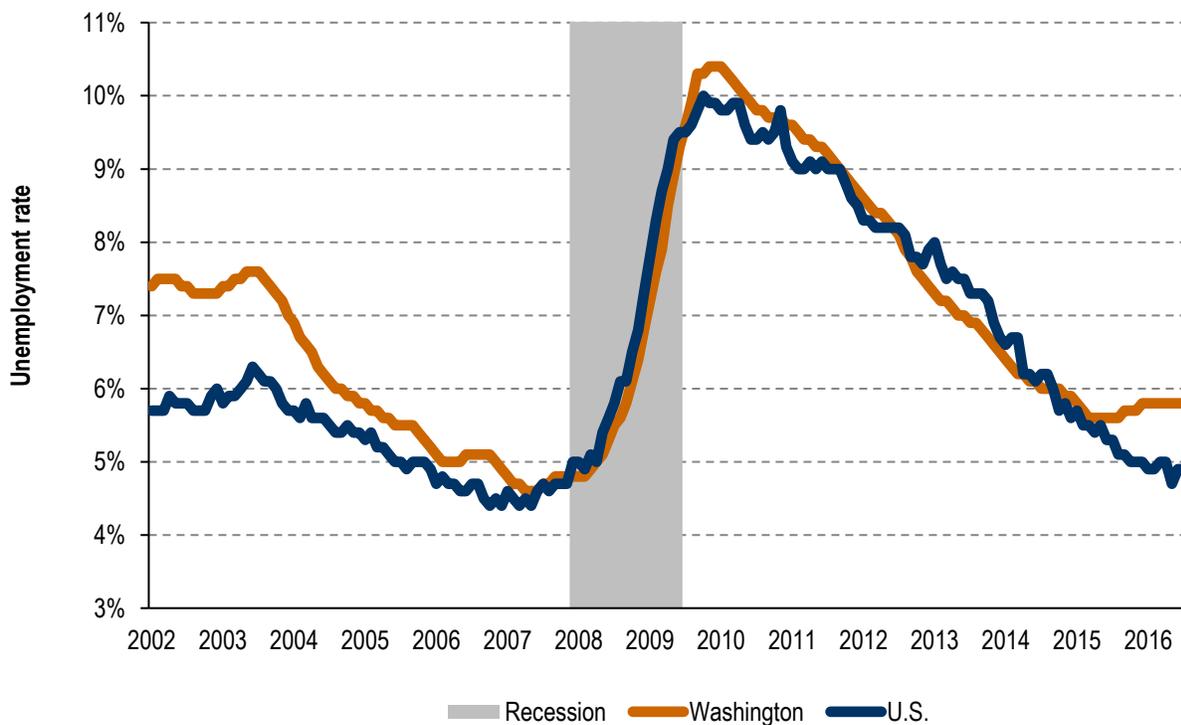


At the same time, the unemployment rate for the state and the nation has been slower to improve. The U.S. unemployment rate declined by about one percentage point per year from 2012 to 2015, but has fallen by 0.4 percentage points since June 2015. Similarly, the state's unemployment rate had been falling in tandem with the U.S. rate but has leveled off at 5.8 percent in 2016.

The apparent slowdown might at first seem disconcerting, but is more likely a result of reduced demand for labor and a reduction of “slack” in the economy. The Congressional Budget Office (CBO) expects labor demand to pick up during the second half of 2016 as the major forces that have restrained business investment begin to wane.

Slack in this case refers to the quantity of unused labor that results when the economy is performing at less than its full potential. As the economy nears its full potential, slack diminishes and the unemployment rate levels off to a floor level, otherwise called the full employment rate. The CBO expects that slack in the labor market will nearly disappear over the next year and the unemployment rate will lower slightly¹ The Washington State unemployment rate should follow suit, but remain elevated with respect to the U.S. rate due to a higher growth rate in its general population and labor force.

Figure 2. Historical unemployment rates, seasonally adjusted
 United States and Washington, 2002 through 2016
 Source: Employment Security Department/LMPA; U.S. Bureau of Labor Statistics



One area where slack has been reduced and which has contributed toward reducing the unemployment rate is in long term unemployment. The number of individuals unemployed for 27 weeks or more in the U.S. had risen from 1.3 million at the end of 2007 to more than 6 million at the beginning of 2010. The number has been trending down as labor market conditions improved, but is still considered to be elevated.

¹ “An Update to the Budget and Economic Outlook: 2016 to 2026,” August 2016. Congressional Budget Office.

According to the U.S. Bureau of Labor Statistics, there are roughly 2.0 million workers in the U.S. in June 2016 who have been unemployed for more than 26 weeks and still want a job. They represent roughly 25.8 percent of the total number of persons unemployed.

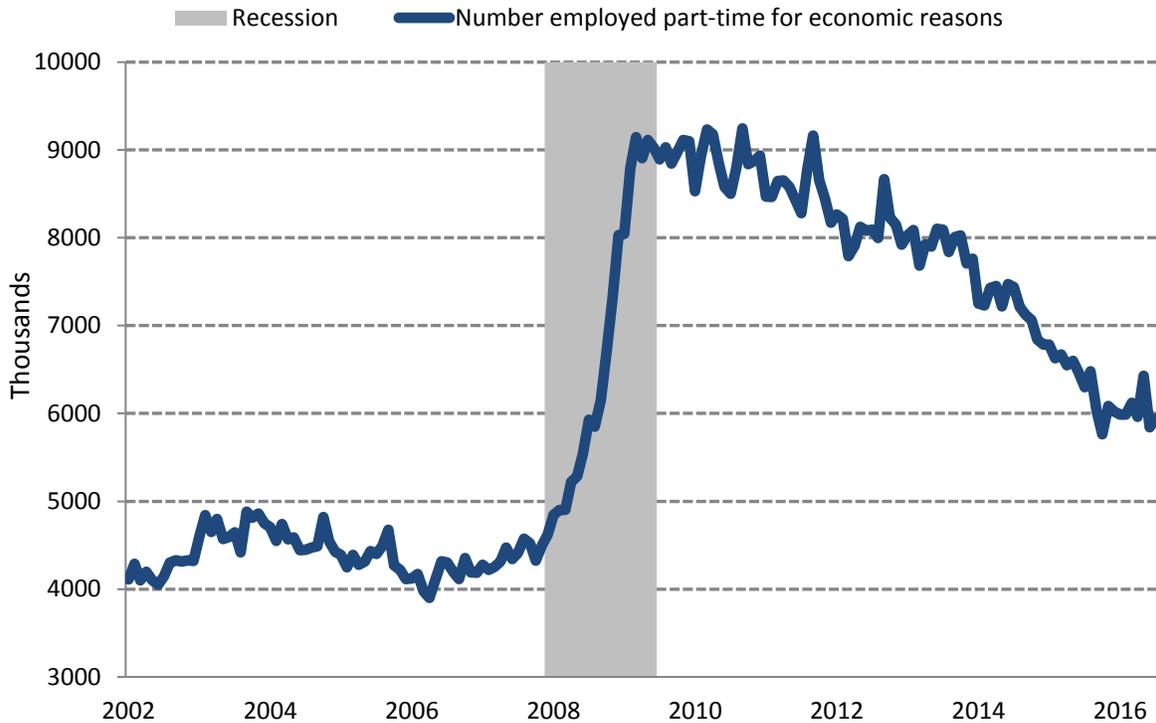
Long term seasonally adjusted data for Washington state depicting the long term unemployed are less available, but conditions are believed to be similar to what is observed at the national level. The number of long term unemployed as a percentage of the total unemployed has also been trending down in Washington state since June 2012, when it averaged almost 36 percent over the course of the year but fell to 21 percent from June 2015 to June 2016.

Figure 3. Unemployed persons by duration of unemployment, seasonally adjusted
 United States, 2002 through 2016
 Source: U.S. Bureau of Labor Statistics



Another source of slack not accounted for in the employment shortfall measures is the elevated number of part-time workers who would prefer to work full time. These individuals were working part-time because their hours had been cut back or because they were unable to find a full time job. In the second quarter of 2016, about 6 million workers were unemployed for economic reasons. This number has trended downward since the recession but is still considered high. It is difficult to say whether the number will return to pre-recession levels due to structural shifts in the economy requiring more workers in part-time service industries.

Figure 4. Persons employed part-time for economic reasons, seasonally adjusted
 United States, 2002 through 2016
 Source: U.S. Bureau of Labor Statistics



National labor market indicators show additional signs of tightening. The number of job openings available at the end of July 2016 climbed to a new record of 5.9 million. The steady increase in openings likely reflects, in part, a tighter labor market as firms find it harder to fill open vacancies. At the same time, the number of people being hired has fallen beneath the number of openings as employers find it increasingly difficult to find qualified applicants. The July reading of the National Federation of Independent Business Small Business Optimism data appears to have corroborated this development. The share of small businesses reporting unfilled job openings was 26 percent, just off the cycle high, and 46 percent reported few or no qualified applicants for the positions they were trying to fill. Also, 14 percent of owners indicated that finding qualified workers was their single most important business problem, which again was just off the expansion high.

Talent and Prosperity for All, The Strategic Plan for Unlocking Washington's Workforce Potential (2016 – 2020)

Enacted in 2014, the federal Workforce Innovation and Opportunity Act (WIOA) required the state to develop a strategic plan for workforce development. As WIOA's vision and mission were defined during initial introduction to the new Act, the Board recognized the close alignment between the state's strategic workforce development plan, *High Skills, High Wages*, and the requirements under this new Act. To simplify the process the Board moved to combine the elements of the Act and our state statutory requirements into a single state plan.

On October 27, 2014, Governor Jay Inslee designated the Workforce Training and Education Coordinating Board as Washington's strategic board responsible for coordinating implementation of the Workforce Innovation and Opportunity Act of 2014 (WIOA) in Washington. While developing the first state strategic plan for workforce development under WIOA, he challenged the Board and its partners to develop policy recommendations and goals that:

1. Help more people find and keep jobs that lead to economic self-sufficiency, with a focus on disadvantaged populations;
2. Close skill gaps for employers, with a focus on in-demand industry sectors and occupations; and
3. To work together as a single, seamless team to make this happen.

The Board responded by convening a network of workforce development stakeholders in communities across Washington, under the guidance of business and labor leaders representing the perspective of the system's customers. Over a thousand citizens from every corner of Washington participated in committees, task forces, and public forums that informed the creation of the goals and strategies within the state's strategic plan: *Talent and Prosperity for All, Unlocking Washington's Workforce Potential (TAP)*.

TAP emphasizes opportunities to streamline services for job-seekers in an integrated and coordinated way, reducing waste and helping people quickly connect to the education and training they need to find their footing on a career pathway. The plan set goals designed to strengthen sector-based partnerships with employers to identify and address skills gaps, and affirms a commitment to eliminating accessibility barriers for all, including communities of color, immigrant and refugee communities, the disabled, older job-seekers, veterans, and other vulnerable populations. The team effort that went into the creation of *TAP* reflected a new level of communication, collaboration, and cooperation among state agencies.

WIOA Strategic Planning and Implementation Committees, Structure, Process

Upon enactment of the Workforce Innovation and Opportunity Act (WIOA), the Workforce Board adopted a four-committee structure to begin the planning phase. Membership was open and inclusive. The four committees were co-chaired by

business and labor and organized around critical decisions points regarding implementation of the new Act:

1. Steering Committee

- a. WIOA vision and goals
- b. State and Local WIOA plan development
- c. State policies and guidance to facilitate integrated services development
- d. Funding formulas and guidance
- e. One Stop Certification Criteria, including:
- f. Oversight of work plans, timelines, and tracking the progress of all committees
- g. Communications
- h. State Legislative focus related to WIOA

2. Committee for Sector Strategies to Close Skill Gaps in the Workplace

- a. Regional Designations and Governance
- b. Sector Strategy and Industry Engagement

3. Performance Accountability and ETPL Committee

- a. Align current system(s) to WIOA for all core program
- b. Establish procedures for WIOA performance target-setting
- c. Recommendations for non-WIOA HSHW/WTR programs
- d. Develop processes to align Eligible Training Provider List (ETPL) with WIOA and make recommendations for ETPL criteria
- e. Develop performance criteria systems for Youth and for OJT

4. Education and Career Pathways through Integrated Service Delivery Models Committee

- a. One-Stop System
- b. Adult Populations with Barriers to Employment
- c. Education and Training Pathways.
- d. Youth Services

The Steering Committee oversaw the work of the other committees and made policy and guidance recommendations to the Workforce Board. All committees were responsible for elevating relevant issues and recommendations to help develop the state plan. Some committees tasked work groups to tackle specific details in consideration of recommendations.

Committee and Task Force Recommendations

The consideration process for strategic policy recommendations followed a sequential path from task forces to subcommittees to the steering committee and ultimately to the Workforce Board. Topics presented to the Workforce Board for action included a policy for region identification and its related responsibilities, adoption of a sector strategies framework, clarification on out-of-school youth funding eligibility requirements, a model one-stop certification process, professional development strategies, and the outline of the state plan structure.

State Plan

In June the state responded to the release of the NPRM, providing a combined response from the strategic workforce partners under WIOA. In September the state took the strategic priorities out to eight public forums, seeking input from more than 400 participants. A writing team of core and strategic partners met weekly to develop the full strategic and operational plan. The plan was released for a 30-day public comment period in January 2016. It was taken to the Board for final approval in February 2016, approved by Governor Inslee, and submitted on the portal in March 2016.

Implementation

Upon submittal of the plan the Workforce Board has approved an implementation process, following the successful committee structure used within planning. The strategic decision-making, performance and accountability and TAP oversight remains with the Board. And the six Implementation Committees will undertake the task of developing policy recommendations for implementation of the goals and strategies outlined in TAP:

1. Accessibility and Barrier Solutions Committee
2. Professional Development Committee
3. Defining Integrated Service Delivery/MOU Committee
4. Common Intake Process/Data Sharing
5. Performance Accountability and Data Sharing
6. Business Engagement

Committee work will be guided by a process charter, with defined goals, milestones, and measurable outcomes. Implementation reports will be a standing agenda item for all Board meetings throughout the implementation phase. The Board will provide ongoing support and will address policy recommendations and issues as they arise. Governor Inslee fully supports the ongoing TAP implementation work and has identified TAP Acceleration as a key priority in his plan for the WIOA discretionary funds.

Additional Information

Further information on Washington's approach to WIOA and the TAP strategic plan can be found on the Workforce Board's webpages www.wtb.wa.gov/TAPcommittees.asp which provides committee meeting calendars, materials and other details.

CareerBridge.wa.gov and the Eligible Training Provider List

The Workforce Board manages the state's Eligible Training Provider (ETP) List and annually reviews the minimum performance standards used to evaluate each training program and determine eligibility from one year to the next. Current minimum

standards set by the Workforce Board on May 28, 2015 were as follows:

- Completion rate—20 percent
- Employment rate—50 percent
- Earnings--\$3,878 in a calendar quarter or \$10.46 per hour.

ETP programs are listed on the Workforce Board's Career Bridge website (www.careerbridge.wa.gov). This website provides detailed information on over 6,500 Washington education and training programs, including apprenticeships. This includes both ETP-eligible and non-ETP eligible programs. Career Bridge provides easy access to state labor market data and a variety of career exploration tools. The site also allows visitors to sign in and register, and save their searches to a personal dashboard.

Career Bridge clearly displays the employment and earnings outcomes of graduates of each training program, when data is available. The site also displays the industries where program graduates found jobs and provides a demographic snapshot of program participants—including age, gender, ethnicity, and education level. These statewide educational “consumer reports” are one reason the site won a National Innovation Award from the Council of State Governments in 2010.

Career Bridge also provides occupation-specific wage and demand information directly from the state's labor market information website so users can view whether an occupation is growing and how much it pays before seeking training. Career Bridge averages 31,000 monthly visits. Over the course of the program year, the website had over 245,000 unique visitors and over 6 million page views.

State Policy Development

Program Year 2015 saw the development and issuance of 31 state-level WIOA Title I and WorkSource System policies (see Figure 5 below). These activities substantially added to the stable of nine state-level WIOA Title I policies developed in Program Year 2014.

Figure 5 – WIOA Title I and WorkSource System Policies Issued in Program Year 2015

No.	Title	Issue Date
5200	Fiscal Definitions	10-09-2015
5205	Cash Depositories	03-17-2016
5220	Program Income	02-11-2016
5230	Financial Management	10-29-2015
5235	Administrative Cost Pool Grants	11-16-2015
5240	Financial Reporting	10-29-2015
5245	Grants or Contracts Closeout (Settlement)	11-12-2015
5250	Subrecipient Requirements	10-19-2015
5255	WIOA Audit Requirements, Reports, and Resolutions	03-04-2016
5260	Allowable Cost and Prior Approval Requirements	12-08-2015
5265	Debt Collection	01-22-2016
5270	WIOA Title I Formula Allocation Process and Methodology	03-11-2016
5275	Recapture and Reallotment of WIOA Title I Funds	01-04-2016
5403	Records Retention and Public Access	08-19-2015
5404	Procurement and Selection of One-Stop Operators and Service Providers	05-09-2016
5405	Conflict of Interest	07-01-2015
5407	Property Management and Inventory	11-05-2015
5408	Use of ESD-Provided, State-Owned Information Technology Resources	08-18-2015
5410	Dispute Resolution and Appeals	05-06-2016
5411	ESD Segregation of Duties, Disclosure, and Recusal (“Firewall”)	06-27-2016
5412	Reporting Incidents Involving WIOA Funding	03-10-2016
5609	Local Workforce Development Area Designation	07-01-2015
5610	Local Board Member Appointment Criteria	01-07-2016
5612	One-Stop Evaluation and Certification	12-28-2015
5614	Local Workforce Development Board Certification	02-02-2016
5615	Regions Designation and Planning	08-20-2015
5616	Customized Training	04-04-2016
5619	Increased Capacity Training	03-25-2016
1019	Eligibility Guidelines and Documentation Requirements & Handbook	01-08-2016
1021	WIT Data Sharing, Data Disclosure, and Security Administration	09-28-2015
1022	Referral of Veterans with Significant Barriers to Employment to the DVOP Program	01-08-2016

These policies and others that apply to the WIOA Title I program can be found under the Policies and Guidance tab on the state's *Inside WorkSource* web site located at <http://www.wa.gov/esd/1stop/policies.htm>.

YouthWorks

The YouthWorks grant, totaling more than \$2.1 million, provides internships and other work-based learning experiences for thousands of students across the state and helps re-engage those who have dropped out, are homeless, or are at-risk of not graduating high school. The program is a partnership between ESD, the 12 WDCs and the Washington Office of the Superintendent of Public Instruction, and uses local connections between workforce development experts, local businesses and school district personnel to launch youth onto a path towards career success. YouthWorks provides youth with opportunities to explore a range of career development services such as high school and beyond career plans, business mentorships, internships and other work-based learning activities at local businesses and post-secondary institutes. In addition to providing career support to at-risk youth, YouthWorks also works to support local educators by providing externship opportunities to bring relevant career information into the classroom.

As of the end of the second operating quarter, YouthWorks is already performing well. Statewide, it has made a positive impact. As of June 30, 2016, quarterly reports reflect the following data:

- 3,719 youth have identified potential career goals
- 3,579 youth have identified career pathways through high school and post-secondary education
- 1,577 youth have connected to a business mentor or graduation coach.
- 1,088 youth have completed a 90-hour on-site business internship.
- 8,122 students completed some type of other work-based training.

Job Driven National Emergency Grant

Job Driven National Emergency Grant (NEG) funds are used to implement both expanded and new local and regional partnerships for WIA-eligible dislocated workers. Workers identified as long-term unemployed or likely to exhaust benefits can access resources designed to reconnect them to the labor market. Additionally, program funds can be used to help equip long-term unemployed workers with industry credentials and certificates to allow them to attain unsubsidized employment. In collaboration with community and technical colleges, two regions will also serve foreign-trained dislocated workers facing barriers to employment in their trained field.

Washington sectors identified based on current and projected employment demand include manufacturing, health care, construction, finance and insurance, business services, and transportation, warehousing and logistics, and some regions will also include life sciences, clean technology and renewable energy. These sectors were identified through state and local labor market data and industry and employer input.

Beyond providing input on sector targeting, nearly 130 employers have committed to providing work-based opportunities under this grant.

Recruitment of participants involves contact lists of individuals who are long-term unemployed or who are likely to exhaust benefits based on state administrative UI data. Additionally, funds will be used to market and promote this opportunity in every region of the state through direct mail, phone calls, email, publicly-posted flyers, newspaper, radio and television ads, public service announcements, and social media. Participants will also be identified and referred by one stop partners and community and educational organizations.

Once enrolled, grant funds provided participants with sequenced services that began with enhanced core and intensive services including customized labor market information, interest, aptitude, skill and competency assessments, economic self-sufficiency calculators, customized job coaching workshops and jobs matching to internships and work experience. This was done in conjunction with both financial and behavioral health barrier mitigation and other support services funded by this grant. Core and intensive services were provided in one-to-one and group settings, the latter included enhanced job clubs. In some regions, peer workers were used to recruit participants and serve as supportive and motivational resources in one-to-one and group (workshop/job club) settings.

Core and intensive services were implemented as first tier services and, as necessary, further combined with work-based training opportunities that included attainment of industry credentials and certificates. In that arena, Washington will use grant funds to implement a full spectrum of work-based training options that included registered apprenticeship and pre-apprenticeship, on-the-job training, customized training, career pathways and accelerated learning (the last option implemented via Washington's nationally-recognized I-BEST model). Funds were used to provide work-based training in either a class-sized cohort environment in some regions, and blended learning that used classroom, virtual, video, self-directed and project-based features in others. One region focused on entrepreneurship training for participants through the Ice House model.

Washington solidified partnerships with numerous federal and state programs around this grant, which included Unemployment Insurance, WIA, Trade Adjustment Assistance, Wagner-Peyser, Veterans' Employment & Training, Vocational Rehabilitation, Temporary Assistance of Needy Families, Basic Food Employment & Training, Pell Grant, Worker Re-Training and Adult Education.

The Job Driven National Emergency Grant (NEG) is set to expire on September 30, 2016. ESD has applied for a no cost extension, which is permissible, to continue this work and provide resources for the population through to June 30, 2017. If approved we intend to provide additional resources to assist dislocated workers by releasing approximately \$2.45M in Rapid Response funding eight months earlier than previous practices.

The long-term unemployed who remained unemployed after the recovery presented unique challenges for Washington's workforce partners. The hopes and dreams of this population spiraled downward through denial and fear, frustration and discouragement, and then total despair. Eventually, they lost confidence in themselves and hopes of ever again finding jobs. Services and resources offered through the Job Driven NEG seemed woefully inadequate to meet the overwhelming and seemingly endless needs of this population. Eventually, many suffered such indignity, they just gave up. As a result, LWDBs experienced significant challenges reaching out to and engaging this population.

Our original performance goals were 1,267 enrolled with 1,042 entering employment. As of March 30, 2016, 1,436 dislocated workers were enrolled, exceeding our initial targets by 169. Additionally, 470 of these have exited to employment.

ESD worked with LWDBs to analyze the unique challenges that early into the grant had resulted in disappointing performance. These statewide conversations resulted in several effective corrective actions; expanding partnerships, peer-to-peer webinars for best practice exchange, utilization of UI call lists, data sharing agreements, and implemented non-traditional outreach methods among other strategies.

Sector Partnership National Emergency Grant

In 2015, Washington applied for a \$6,930,000 grant to expand services to over 1,200 Dislocated Workers, and fill industry workforce gaps. In support of this effort, 126 businesses statewide committed to working with workforce partners to help build regional talent pipelines for middle-skill jobs. Middle-skill jobs make up the largest portion of the labor market, yet employers struggle to find enough trained workers to fill their workforce needs. Additionally, according to the United States Department of Labor, intensive services for Dislocated Workers fell 49% between 2010 and 2013. This Sector Partnerships National Emergency Grant will help bridge the gap between worker skills and business needs.

What is a Sector Partnership?

Sector partnerships are collaborations of private industry, workforce and economic development organizations, education, labor, and community-based organizations that work together to develop and implement strategies to close skill gaps. Under this grant, Washington's 12 Workforce Development Councils will work in parallel with Governor Inslee's eight sector leads to help identify skill gaps, develop broad-based industry partnerships that connect workers with the skills they need to obtain a job and build a career, and help businesses find skilled workers they need to stay competitive here in Washington.

Federal WIA Waivers

Washington was granted approval for three WIA waivers for PY2014:

1. The 17 WIA mandated program performance measures are modified and reported using the federal common measures. This allows the state to continue to benefit from the reduced state and local administrative burden of previously having to report on two sets of federal measures, and frees up the limited 5% WIA administrative funds for higher and better purposes. This also allows the state to continue to benefit from the clarity inherent in having to adhere to one set of federal measures instead of two.
2. The competitive procurement requirement has been amended to allow use of seven of the ten youth program elements, allowing local WDCs to designate their one stop operators or youth service providers to perform the supportive services, follow-up services and work experience elements rather than procuring and contracting these functions out to other entities. This streamlines the program procurement procedures for service providers and allows greater flexibility in the design of local youth programs. Youth benefit from a streamlined array of services that are better coordinated. With greater continuity and consistency, youth will receive complementary services enabling them to better address barriers and work toward fulfilling their education and training plans.
3. The prohibition against youth access to individual training accounts has been modified to allow older and out-of-school youth participants access to an account. As a result an additional avenue for accessing training services is offered to those who qualify. This waiver provides the participant with the same parameters (time frames, cost, research requirements and selection of Eligible Training Providers) as the adult and dislocated worker programs. It results in a consistent approach with training providers and reduces administrative burdens on service providers who will no longer have to procure for those training services that already have defined costs.

Washington has requested only three waivers, and is likely among the states with the fewest. The three the state maintains have been renewed for many years. Although these waivers are needed to enhance service delivery and efficiency in our workforce development system, they neither promote nor advance the recent job driven initiatives and their impacts on this initiative would be negligible.

Veteran Services

With the nationwide focus on early engagement with transitioning service members (TSMs) and veterans to help them secure employment prior to leaving the military, the state continues to increase its focus and partnering to support this population. Washington has positioned a Disabled Veteran Outreach Program (DVOP) specialist

on each of the five major military installations in the state. The DVOPs work closely with WIOA partners to co-enroll TSMs and veterans, primarily in the dislocated worker program. This team approach provides the TSM/veteran a seamless set of services, such as retraining, that lead to living wage employment in the civilian sector.

As dislocated worker status in itself doesn't qualify a veteran for services in the state veterans program, WIOA often provides services to these TSMs, veterans and their spouses. To support this effort, the state continues to position a WIOA specialist at Fairchild Air Force Base near Spokane to augment the DVOP specialist at that location. This position not only provides additional services for TSMs, spouses and veterans working with the DVOP, but also ensures services to those who don't qualify under the veterans program.

WIOA is one of many partners that make up a strong network of services for TSMs and veterans in need. Others include the Washington Department of Veterans Affairs (WDVA), with programs such as the Homeless Veterans Reintegration Program (HVRP) to serve homeless veterans. In accordance with recent DOL/VETS guidelines, 1 co-enrollment of HVRP participants in WIOA Title 1 programs will be increased and closely monitored to ensure effective partnering to support this population of veterans with significant barriers to employment.

Other partnerships include the Veterans Information Portal for veterans in need of temporary financial assistance and the VETCORP Navigator program to help veterans transition from formal education into the civilian employment sector. Other partners in the network include veterans service centers, community colleges, private and non-profit organizations, coalitions and committees and administrators of county veterans relief funds. All partners, including WIOA, are critical to the safety net of wrap-around services provided to those who served.

Highlights of Washington's Workforce Development Councils



To ensure that the workforce system is focusing on the local economy, each of the 12 WDCs oversee their respective areas. They are the strategic visionaries for local implementation of WIA legislation and funds. WDCs have several important functions in the public workforce system. They determine how many one stop centers, affiliate and connection sites are needed in their respective area, where they will be located and how those sites will be operated. In addition, WDCs analyze workforce information to identify targeted industries and determine where talent gaps exist in order to strategically develop and execute strategies to address workforce needs with their regional partners. WDCs play a key leadership role in pursuing and coordinating public and private resources to support local workforce development strategies.

At least 50% of WDC membership is comprised of business leaders from key sectors appointed by Chief Local Elected Officials (CLEOs). CLEOs are the local area WIA Title I-B grant recipients. They partner with WDCs to administer WIA legislation and funds, as well as oversee local WorkSource system. WDCs are the system's portal into the business community and are responsible for leading, coordinating and facilitating multiple interagency initiatives, projects and programs.



**Olympic Consortium
Workforce Development Council**
*Serving Clallam, Kitsap and Jefferson
Counties*

**WorkSource Bremerton Youth
Hiring Event**

The Olympic Consortium’s Youth Program, “Pathways to Success,” partnered with the WorkSource Business Team to host the first Youth Hiring Event in Kitsap County. The event was a great success. Over 30 employers participated with youth job seekers. Employers included: Washington State Patrol, Martha and Mary Health and Rehab Center, Kitsap Bank, Central Kitsap School District, Midway Inn, Corner Bakery Café, Goodwill, Lowes, Cares of Washington, and Olympic College. Over 200 youth attended the event. They were enthusiastic about the opportunity to speak to so many employers at one time. Many youth received interviews and job offers on the spot. Both youth and employers commented that it was an “amazing” event and they hope that it will become an annual opportunity. Evaluation comments on the Hiring Event included:

“This helped me learn about more opportunities for my career. I am now interested in pursuing a career with the State Patrol.”

“I didn’t think so many youth would attend.” “This was an

awesome event.” “I got a Job!!”
“This event exceeded our expectations!”

“I hope you will continue to hold this event, we really need young people in our industries.”

**Program Partnerships and
Successes**

Pathways to Success continues to focus on creating and maintaining strong partnerships with local education providers, including local high schools, alternative schools, Open Doors Drop-out Reengagement programs and Olympic and Peninsula Colleges. These community partnerships help to create obtainable education and career pathways for youth.

Olympic and Peninsula College’s High School 21+ program allows youth 21 years of age or older a flexible option to complete their high school diploma by leveraging multiple learning exercises that meet graduation requirements. Pathways to Success partners with the colleges to recruit youth for HS 21+ and provides enrolled youth with support and advocacy. Currently, there are six Pathways to Success-enrolled youth in the region who are co-enrolled in Olympic or Peninsula Colleges’ HS 21+ program and well on their way towards high school completion.

Pathways to Success has also developed a partnership with Washington Conservation Corps (WCC) in Jefferson County. WCC refers eligible youth to Pathways and the program has been supporting youths’ year-long service commitment. Youth benefit from close mentorship as well as obtaining several industry-recognized credentials that will improve

their skills and marketability. The partnership with Pathways and WCC benefits youth as they receive on-the-job training and work experience, while working to reduce barriers to success and prepare for the transition into unsubsidized employment and post-secondary education.

Business Services in Jefferson County

Port Townsend Paper Corporation is one of the largest employers in Jefferson County, offering a living wage job opportunities to community members and beyond. It is critical that they hire the best candidates that the job market can offer, resulting in the valuable partnership with the Jefferson County WorkSource Affiliate Center to achieve this goal.

Port Townsend Paper Corporation has partnered with WorkSource to fill their employment needs for many years with wrap-around services from initial hiring to rapid response during tougher economic times. This includes support for recruitment, screening, testing, job placement, work-based training in the form of on-the-job training through the WIA / WIOA Adult and Dislocated Worker programs. In fact, over the past year 12 month period, we filled 19 career positions through OJT or direct hire.

Since August 2014, PTP Corporation referred 295 applicants for KeyTrain as part of their screening process with a focus on passing scores in Listening, Workplace Observation and Teamwork. This has significantly influenced the quality of job candidates entering their career pathway pipeline for skilled trade positions.

Job Fair Role Reversal

At least 27% of the veterans attending

a reverse job fair held in late January 2016 at WorkSource Kitsap County received a job offer after they interviewed targeted employers.

Not your typical job fair, the tables turned for the WorkSource event. Thirty veterans, spouses and transitioning service members stood in suits and ties behind tables topped with red, white or blue tablecloths. Beside them sat nameplates, résumés, posters and videos peddling their skills. Twenty-one potential employers drifted among them, stopping for one-on-one chats.

This was a truly collaborative and integrated effort spear headed by veterans employment services staff with Labor Exchange / Business Services, Department of Navy Office of Civilian Resources, Department of Vocational Rehabilitation and WIOA programs involved in event planning and implementation.



Flanked by poster boards showcasing his résumé, information and skills, a reverse job fair participant talks with a hiring manager of CLP Resources.

Stationed in one corner was Christopher Melton with a big red display board that said, "IT, Hire Me," and a plate of Oreos. He had fixed computers and electronics in the Army.

"It's so much better than going to regular job fairs," the 28-year-old said of events where job seekers often wait in long lines to hand off a résumé and

speak briefly. "Going to job fairs is like going online, but here you're meeting people. It's like a pre-interview."

Based on conversations with potential employers, Melton, of Bremerton, believed he had a 50-50 chance of landing an offer.

Veterans ranged from 20-somethings finishing their first hitch to retired folks pursuing a second career. WorkSource invited them to the event and offered regular workshops to help them bone up, said John Greenway, who headed the job fair. Employers could only participate if they had job openings. Besides getting people hired, he sought to get word out to vets that WorkSource is their go-to place for jobs and a good source for employers, too.

Patrick McQuillan, coincidentally, lost his job Friday as a electronic health care records trainer. The former Army member wants to work in multimedia but will fall back on his IT skills if necessary. The 39-year-old offered potential employers a video of his skills and a game he had created.

"This is totally awesome," the Bremerton resident said. "I love being able to present myself. I love this idea. It's great to actually meet people."

Frankie Bergin was looking for all kinds of employees for NSC Technologies, which subcontracts to subcontractors, and collected "a truckload" of résumés, applications and business cards.

"I like the fact that you get to see employers fight over employees rather than the other way around," she said. "I hope WorkSource keeps doing this. It's fun. It's good to see employers sweat a little bit, too."



**Pacific Mountain
Workforce Development Council**
*Serving Grays Harbor, Lewis, Mason,
Pacific and Thurston Counties*

**Community Gatherings Help Define
an Integrated One-Stop**

Throughout PY 2015, PacMtn WDC Board led community conversations that promoted open participation and inclusion of diverse service partners and regional system leaders. The Board's new streamlined WIOA structure and commitment to regional prosperity engendered great participation across the community, industry, education, government, and economic development. These events contributed to the design framework of PacMtn's Integrated One-Stop Centers and helped set the stage for a fully integrated, customer-focused workforce delivery system and continuing collaborations.

The partners worked to design an integrated one-stop system and established regional service delivery goals focused on the needs of employers. Key strategies include designing and scaling guided career pathways; better aligning investments in workforce, education, and economic development to fill in-demand jobs and expanding opportunities for employers and participants to engage in integrated, work-based learning.

**Forest Products and the Timber
Industry Valued in the Region**

Three years ago PacMtn leadership recognized the value of rigorous data-driven process to identify industry clusters of high value to this region. Beyond attracting, growing, and diversifying industries we sought to increase strategic collaboration between leaders and stakeholders within the region. The PacMtn Industry Cluster Study set the stage for deeper work with local businesses.

When forest product facilities closed in Mason County, PacMtn used Rapid Response funds to work with partners, including affected employers, Trade Act Adjustment program, and local organizations to open the Mason WorkSource Transition Center. This Center assisted those employees affected by the shutdowns, but more needed to be done for the industry. Despite declines over the decades and significant changes within the industry it is important to our regional economy. Baby boomer retirements, the opening of a new technologically advanced wood products manufacturing plant and active conversations about advancing technologies like cross laminated timber, prompted PacMtn's deeper focus and action planning for the forest products industry.

In PY15, PacMtn used National Emergency Grant (NEG) funds for the Wood Products and Paper Manufacturing sector. A Sector Navigator was tasked with bridging the gap between regional wood product employers and those interested in pursuing careers in the field. This

work included hosting employer led discussions to identify both short and long term needs of the industry. It has also included sector hiring events, development of a regional training inventory, exploration of entry level training programs, support for industry aligned youth programming.

Eighty (80) additional dislocated workers are looking to re-enter, or newly enter the industry. The lessons learned from this effort create the template for the other 5 sectors in the region.

My Journey Out Beyond (MyJOB) Enhances Services for Incarcerated Youth

MyJOB is an expanded youth re-entry initiative working directly with youth who have been incarcerated in one of Washington's three statewide juvenile facilities. It is a partnership with PacMtn and SeaKing WDCs and Juvenile Rehabilitation, designed to prepare youth for meaningful careers prior to release. My JOB integrates and aligns with the existing Juvenile Rehabilitation treatment and transition model. Begun as a small pilot project My JOB worked to place youth from the Green Hill facility directly into meaningful, well-paying work after they left the facility.

The expanded program offers intensive case management support for career exploration and job preparations needed for successful employment and good life decisions. This program is the first of its kind, offering intensive reentry transition support inside the rehabilitation centers.

Providing quality, integrated training, support and career development opportunities while inside the facility allows PacMtn to engage youth when they're most receptive to learning new skills. The goal is every experience inside the gates positively prepares the youth for career and job success outside the gate.

PacMtn's Uplift! Training Program uses workplace readiness essential skill building opportunities to promote youth confidence and self-esteem, engage in strengths-based leadership with their peers, and increase their proficiency in the crucial skills necessary for employment. From orientation, to 1:1 support to customized training, youth have an opportunity to train and practice the skills needed to find success in their careers. They will gain skills that they can apply in On-Campus Work Experiences and Vocational Skill Building opportunities. Mentor Events allow youth to connect with professionals who are invested in their success. My JOB is working collaboratively with support networks outside the gate to assist in development of business networks that will employ and continue development of the participant's career journey.



Northwest Workforce Council

Serving Island, San Juan, Skagit and Whatcom Counties

Enhanced Engagement

NWC reengineered the delivery of program services information into an interactive, skill-building experience, **Career Course**. The course takes a hands-on-approach building the skills of attendees to understand how to: use the labor exchange website, access labor market information, investigate career pathways, research training, and conduct a contemporary job search. Due to its proven value to the customer, Career Course is now an approved job search activity for UI claimants and a model of customer engagement adopted by local colleges.

Career Course increased WorkSource center attendance by serving 430 customers in the first six months of 2016; served as a pipeline to WIOA 1B programs; became an effective navigation tool for leveraging other program resources; reduced barriers to access services, and increased system participation. Participants build competence, confidence, and connections to people and programs.

Soft Skills Immersion

In response to business demand that workers have essential workplace skills to be successful employees, NWC deployed *Workplace Excellence*, a soft skills training curriculum of ten easily-modified components.

Competency attainment lies within an effective high-engagement strategy, an approach which produces results. Used with young adults in dropout reengagement, pre-employment programs, programs for senior workers, and long-term unemployed, over 100 have attained the soft skill competencies employers demand.

Young Adults with Employment Barriers

WIOA directed system partners to shift focus and resources to improve youth employment outcomes. This, coupled with lackluster post-recession youth employment, fostered new and innovative service strategies and strengthened relationships with system partners.

In-School Youth with Disabilities who receive specialized instruction or academic accommodation. A series of WIOA services were developed for eligible youth to gain real work-based experience and concurrent soft skills training. Work readiness activities were combined with a paid internship. Students broadened their capacity to earn and learn through training and the application of career, basic and soft skill development, self-advocacy skills, and job search skills. Each student began work on a developmental portfolio. 86%

successfully completed all activities. 28% of these individuals entering their last year of high school will participate in WIOA 1B services. Customer feedback showed participants valued the hands-on work experience in real business settings as well as researching and exploring career pathways. The component which held their greatest esteem were the interactive workshops conducted prior to and during their internship experiences. Students reflected most on soft skill development reporting, “I now think about how my actions at work are perceived,” and “I am more positive so that I am more employable.”

Job-Driven Sector Strategy

NWC engaged key industry employers to review the design and participate in the delivery of an innovative pre-apprenticeship program, Manufacturing Academy. Manufacturers’ roundtables were convened where employers defined the needed skills of entry-level workers and offered labor market insight on job growth. Manufacturing Academy’s 11-week curriculum, with its mix of technical and soft skills, was deemed a great fit for entry-level positions. Employers hosted plant tours and provided graduates job interviews.

The work-based learning equipped participants with employer-valued skills and a solid foundation for those interested in pursuing apprenticeship. The curriculum includes hands-on training in metal fabrication, composites, assembly, blueprint reading, forklift, welding, and intensive

math. Graduates earn college credits and certificates including: OSHA-10, forklift, First Aid & CPR, and Lean Manufacturing (Six Sigma–Yellow Belt).

Under contract with NWC, the Aerospace Joint Apprenticeship Committee (AJAC), in partnership with local colleges, provided day-long classes with hands-on content to simulate the manufacturing work environment and its standards. The Academy provided pre-apprenticeship training for cohorts of eligible youth (18-24), adults and dislocated workers.

In addition to industry credentials and college credit, outcomes include manufacturing employment or entry into registered apprenticeship programs. To date, 38 students completed training and graduated with credentials, 87% entering employment or post-secondary training.

System Architecture –Improving Access

NWC has a long-standing commitment to ensure the workforce system is accessible, easily navigable, flexible, and adaptable to changing demand. A Regional Access Team has met quarterly to evaluate WorkSource facilities and programs for accessibility and to ensure the system is well known and “transparent” to its potential customers. NWC policy, a commitment to universal design and to 508 Style Guidelines helps the system achieve access for customers.

As the board moved through policy and governance issues to implement

WIOA, it considered how best to structure to meet its own and WIOA priorities. In its system oversight role, the board maintains a firm commitment to assure and promote access for all populations. WIOA identifies 14 specific priority populations, which may have unique barriers to accessing services and fully participating in the range of services available within WorkSource and the broader workforce system. To that end, the existing Regional Access Team and Youth Advisory Committee are transitioning to a new **Regional Access Advisory Committee**, a standing committee of the board, convened by the Council, chaired by a Council member, and consisting of a representative from WIOA program partners and interested stakeholders. The new committee identifies programmatic, process, cultural, and institutional barriers to achieving the board's vision for ensuring a unified and integrated system of service delivery that improves access for all populations.

Functioning as an integral component of the region's partnership structure, the committee's operational recommendations are forwarded to the Northwest Workforce Management (Partnership) Team to consider and implement across the workforce system. Issues or recommendations of a policy nature are managed through the board's Quality Assurance Committee. The Management Team has also transitioned to WIOA, welcoming new system partners representing ABE & TANF.



Workforce Snohomish
Serving Snohomish County

Regional Collaboration: Workforce Snohomish (WFS) is leading a U.S. Department of Transportation Ladders of Opportunity Initiative in Snohomish, King and Pierce Counties. Partnering with multiple training partners including organizations that recruit from nontraditional and underserved populations, this project is building a pipeline of workers ready to connect to construction and transit related jobs.

The consortium of eight organizations is on target to host group events and one-on-one outreach to a total of 880 individuals over the two year grant period. Pre-apprenticeship training will be provided to over 340 participants and will provide additional support to approximately 200 individuals in the form of case management, financial support, transportation, job retention services and career navigation.

Commitment to Specialized Populations: WFS launched an Access and Inclusion Committee to analyze access for a broad array of job seekers who may have difficulty accessing services including people with disabilities, English language learners, justice involved individuals, mature workers, disadvantaged youth,

those who live in rural communities, economically disadvantaged, and people experiencing homelessness.

System Architecture: WFS convened Workforce Innovation and Opportunity Act (WIOA) partners as well as community based and governmental organizations in a series of Town-Hall style round table discussions to conduct county-wide needs assessment, solicit input and recommendations for the local area planning, and seek recommendations to enhance delivery of workforce services to job seekers and businesses. These discussions incorporated a diverse range of perspectives from over 47 organizations representing individuals with barriers to employment and many others. Creative solutions emerged including an after-hours WorkSource Chat Line and a Mobile WorkSource Office.

Local Boards Sector Strategy: Workforce Snohomish is the recipient of a Sector Partnership National Emergency Grant (SP NEG). This grant provides WFS the opportunity to engage and develop connections with local business and public leaders. WFS is working with the Snohomish County Executive's office and Economic Alliance Snohomish County to align and leverage each other's sector planning and development. For example, WFS is working with the Center for Advanced Manufacturing Puget Sound, to build a stronger relationship within Advanced Manufacturing, the primary sector in the county. WFS is convening employers from prioritized industry

sectors in order to gain business-led feedback to more accurately identify education and employment pipeline needs.

Veterans, Military Members and their Families: WFS is in its second year of the Homeless Veterans Re-Integration Program. The program is helping homeless veteran's gain access to both housing and employment. In year two the program enrolled 80 and was successful in housing 70 individuals and 54 veterans found employment.

Innovative Youth Programs: In April 2016 WFS received Building Changes funding for the three year initiative titled the Work Housing Innovation Project focused on assisting youth ages 12-24 to access employment and stabilize housing. The partnership between WFS and Cocoon House a lead agency working with homeless youth integrates employment services into housing programs to ensure that each youth is provided customized support to achieve personal potential and housing stability.

Workforce Snohomish also started the AmeriCorps-Workforce High School Connection Project and hired two AmeriCorps members to integrate into Snohomish County School Districts. The High School Connection Project was created to provide an à la carte style menu of Career Readiness workshops in order to bolster local high schools' capacity to prepare Junior and Senior students for entering the professional world. The High School Connection Project provided Career Readiness workshops to 17 different Snohomish County high schools, five community

youth organizations and reached over 1,400 youth.

In collaboration with the Snohomish County Labor Council and United Way, WFS helped pioneer a hands-on trades and union exploration event for Snohomish County youth. TradeUP received the 'Change Maker' award through United Way for its passion, creativity, and success displayed in working to break the cycle of poverty. Youth had the opportunity to demolish concrete blocks, spray fire hoses, operate cranes through a simulation, and more.



Workforce Snohomish hosted TradeUp events that allowed 100 Snohomish county youth to explore and experience careers in the trades and apprenticeships.



In June 2016, Workforce Snohomish held the grand opening celebration of the new WorkSource Lynnwood office. Snohomish County Executive Dave Somers, Workforce Snohomish CEO Erin Monroe, City of Lynnwood Mayor Nicola Smith, and Employment Security Department Commissioner Dale Peinecke were on hand to welcome everyone.



Workforce Development Council of Seattle-King County

Serving King County

Overview

Industry in Seattle-King County is steadily recovering after the devastating effects of The Great Recession. The region's unemployment rate has dropped from a high of 9.6 percent in 2010, to 4.5 percent in 2015. However, employers continue to have difficulty finding and hiring qualified talent. This gap shows that there are opportunities to more closely match the skills of the workforce with the skills employers need. An overview of programs developed by the Workforce Development Council of Seattle-King County (WDC) in response to local employment needs here follows.

National Trailblazer Award

In this program year, the National Association of Workforce Boards (NAWB) awarded the WDC of Seattle-King County with the WIOA Trailblazer Award—as NAWB shares, “a new award focused on implementation of the Workforce Innovation and Opportunity Act, honoring the board that has made the most progress in adopting the changes envisioned and expanding its ability to develop comprehensive workforce solutions for

its community.” The WDC of Seattle-King County is honored to receive this award and seeks to continue to contribute locally, regionally, and nationally in ways that benefit workforce opportunity and access for job seekers and filling skills gaps for employers and industries.

Research & Innovation

Access & Opportunity Board Subcommittee

The WDC of Seattle-King County has created an Accessibility Subcommittee under its Industry and Employment Committee to focus on ensuring all job seekers have access and opportunity to jobs and careers. The subcommittee is recruiting members from a broad spectrum of populations with barriers to employment.

Regional Leadership

In order to strengthen service delivery, working relationships, and partnership opportunities, the WDC sponsored an area-wide workforce development ecosystem project in partnership with the City of Seattle, King County, the Port of Seattle, the Metro Chamber, Seattle Jobs Initiative, SkillUp, and the United Way. Providing services to both business and job seeking customers, the Seattle-King County group committed to performing the hard work required to improve the large system and make sustainable improvements. In addition, the WDC coordinated quarterly Youth Convenings to develop industry-driven solutions to support young people in finding self-sufficiency. Quarterly Business Services Convenings were

additionally hosted with a broad group of organizations to map and coordinate business services efforts across the county.

Statewide Collaboration

Four key staff leaders at the Seattle-King WDC participated in the State Workforce Board's Talent and Prosperity for All or "TAP" committees to address enhanced business engagement, performance accountability, integrated service delivery, as well as access and barrier removal. Another staff member participated in quality assurance and development groups for the state's transition from the SKIES database system to the new WorkforceWA.com.

National Best Practices

In addition to being recognized nationally with the 2015 NAWB Trailblazer award, the Seattle-King WDC received opportunities to present best practices, lessons learned and facilitate conversations at two gatherings at the White House in Washington D.C. One Program Manager presented at a one-day National Skills & Credentials Institute in June 2016, stemming from the work of the President's Task Force on New Americans—sharing about the implementation of strategies to improve hiring of skilled refugees and immigrants. Another Program Manager presented at the White House Learning Exchange & Celebration event in February 2016 regarding a Customer-Centered design plan to better integrate youth into the workforce system

WorkSource Seattle-King County

System Transformation

Service delivery within the WorkSource system for Seattle-King County has been redesigned to integrate strategically improved services to customers. Within PY 2015, WorkSource Seattle-King County served over 7,000 jobseekers on a monthly basis. The new model, Integrated Service Delivery (ISD), will streamline services for a higher number of WorkSource customers, in a manner that seamlessly addresses training and employment. Implementation began in PY 2015 and continues into PY 2016.

Connection Sites

In 2015, WorkSource Seattle-King County worked to enhance its community engagement efforts through expanding its Connection Sites with six new additions totaling 22. To see a list of current sites and connection sites, visit <http://www.worksourceskc.org/>.

Business Services Team: *TalentSource*

The WorkSource Business Services Team had a highly successful year with over 30 events per quarter serving over 1,300 businesses and 5,000 job seekers with an 80% placement rate for managed job orders. The Business Services Team added specialized maritime and veterans staff as a result of the WDC's Maritime Sector Panel. These WorkSource positions are charged with very specific contractual

deliverables to provide service to veterans and help them find employment as well as work to establish and grow a network of veteran-friendly employers in King County.

In-Community Outreach Team

A new WorkSource Seattle-King County In-Community Outreach and Marketing Team consists of representatives from all WorkSource Seattle-King County sites and key partners whose purpose is to identify strategic outreach activities to develop robust relationships with community organizations that could benefit from or contribute to services WorkSource staff teams deliver at community sites.

Back2WorkNow

The WDC received federal mass-layoff funds from Washington State Governor Jay Inslee and the Employment Security Department to reduce long-term unemployment. Through partnerships with local employers, the WDC identified skills gaps in high-demand occupations, and invested in workshops and job clubs for workers to learn new skills without paying high costs. Through this funding, the WDC was able to expand its reach to 500 more long-term unemployed individuals, using the “Back2Work Now” model first employed in 2009.

Disability Employment Initiative

The WDC of Seattle-King County’s Disability Employment Initiative worked with adult jobseekers with disabilities aged 18 and over, as well

as with existing career pathways programs, to establish Integrated Resource Teams (IRTs). These IRTs are blended staff teams, comprised of individuals dedicated to specific functions that are poised to assist customers with disabilities in securing job placements.

Workforce Opportunity System

The Workforce Opportunity System project, a collaboration of the WDC of Seattle-King County and employment specialist contractor—TRAC Associates, the Seattle Housing Authority (SHA), the Seattle College District, Seattle Jobs Initiative, and the Financial Empowerment Network was developed to build and pilot new educational and career pathway strategies for SHA residents. Funded as a pilot project by J.P. Morgan Chase, the partnership increased access to and improved existing systems to help work-ready SHA residents attain better employment outcomes and progress on a path towards self-sufficiency.

Unleashing the Power of Untapped Talent

Within PY 2015, the WDC of Seattle-King County launched the “Unleashing the Power of Untapped Talent” program—procuring innovative new projects to bring access and opportunity for populations of adults and youth with barriers to employment, in order to meet industry needs. The program creatively blends and braids federal, state and private funding to open up opportunities and create flexibility of services and their integration. The work will be in pilot

mode throughout PY 2016 with three adult service providers and three youth service providers.

Sector Strategies

Healthcare

The WDC of Seattle-King County continued its work in this growing sector over last of its 5-year healthcare grant of \$11 million, funded under the Health Professions Opportunity Grant (HPOG) initiative of the U.S. Department of Health & Human Services (HHS). “Health Careers for All” trained nearly 900 adults and youth in healthcare pathways, using innovative best-practices learned over the past decade—including but not limited to: customized cohort and individual “slot-in” training, career and education navigators, integrated basic English and math skills, and new college curricula to address specific needs. The WDC of Seattle-King County has received another grant for \$9.4 million that will fund “Health Careers for All” over 2015-2020.

Aerospace

Participants were recruited, enrolled, and completed the two of three cohorts for the Aerospace Joint Apprenticeship Committee Pre-Apprenticeship program—building an entry level workforce and providing long-term employment and career ladders for graduates. The program was a “try a trade” model of career training, with a focus on high demand occupations among the region’s aerospace employers. Successful participants earned three certifications

(CPR/First Aid, OSHA 10, Forklift operation) and 17 credits from South Seattle College.

Construction

The Pre Apprenticeship in Construction Education (PACE) program launched in March of 2016. The WDC contributed funds to support this partnership with Washington Building Trades, providing people with barriers to employment with training in job-readiness and basic construction skills, several industry-recognized safety certifications, and other wraparound supports such as safety attire and food assistance. Participants were equipped with the skills and support needed to enter union apprenticeship programs in the construction trades and increase access to long-term living-wage employment.

Youth

YouthWorks

In 2014, the WDC of Seattle-King County was awarded funding to help thousands more young people across King County prepare for meaningful, living-wage careers and the education opportunities necessary to attain them. In partnership with the WorkSource Seattle-King County Business Services Team, Highline Public Schools, Seattle Public Schools’ Skills Center Programs, and King County Employment and Education Resources, the YouthWorks Project supports internships, business mentorships, and work-based learning experiences for hundreds of youth.

Performance Partnership Pilots (P3)

The Seattle-King County Performance Partnership Pilots for Disconnected Youth (P3) improved education and employment outcomes for opportunity youth ages 16 to 24, who were neither working nor in school. In partnership with King County Education and Employment Resources, the Community Center for Education Results, and Open Doors, P3 employed specific tools to enhance positive outcomes for opportunity youth, with a concerted emphasis on reaching young people facing the most challenging situations. Seattle-King County's P3 blended federal funding streams and programs on a local level to create an aligned system of supports for opportunity youth that included coordinated intake, service delivery, measurement, and reporting.



WorkForce Central
Workforce Development Council
Serving Pierce County

YOUTH PROGRAMS

CareerLink:

In early 2014, WorkForce Central (WFC) began using Career Link/Career Cruising software to increase the connection between students, schools and businesses to match student interests to careers. Our overarching goal is to create greater awareness of career pathways in students so that more seniors graduate with a plan to pursue post-secondary education and employment.

Career Link creates a platform in which students can actively interact with area employers and career coaches with the goal of: Helping students find relevance in what they are learning in the classroom, engaging students early in thinking about their careers, and making a positive impact on our region's graduation rates.

By 2018, two-thirds of the jobs nationally will require workers with at least some post-secondary education. About half of those will require a Bachelor degree or higher, while the remaining will require at least some

post-secondary education or an Associate degree. The path to career success is most effective when a student finishes high school, attains post-secondary skills and finds living-wage employment.

By connecting students, schools and employers, we generate interest in all modes of education including: Associate degree, 4-year college degree, post-secondary certificates, apprenticeships, industry-based certifications and employer-based training.

Students connect with employers to receive opportunities for: Information sharing about careers and jobs, e.g., career fairs, job fairs, academies for manufacturing, health care, manufacturing, technology, etc., site tours, job shadowing options, online mentoring, internships and summer jobs.

Summer Jobs 253:

Youth unemployment is a local, national and global challenge. Summer Jobs 253 (SJ253) is a paid internship program designed to provide high school students in Tacoma with the opportunity to acquire life skills, work experience, and to earn high school credit, thus allowing them to stay on track or get back on track for on-time graduation. SJ253 addresses root causes of unemployment in youth and young adults which are a lack of education, work experience, and understanding work ethics and expectations.

Students from five Tacoma high schools and eight alternative high school programs participate in a competitive application process for the opportunity to be an SJ253 intern. In 2016, WorkForce Central funded thirty Tacoma Public School students (ages 16 to 21) who had Individualized Educational Programs (IEPs), 504 Plans, or disabilities that qualify them for special education under the Individual with Disabilities Education Act (IDEA) or accommodations under Section 504 of the Rehabilitation Act of 1973, as amended. Prior to work, participants are provided 20 hours of unpaid training to include financial literacy and workplace etiquette. Students are also offered the option to connect with a financial institution.

Three academic tracks were available to students: 1) Credits specific to graduation requirements for those that are credit deficient in general education requirements; 2) Fundamental IT certifications through the Microsoft Imagine Academy (includes high school and college credits); and 3) Community college kick-starter (two high school elective credits and three college credits).

Employers attend an orientation to kick off the internship. During orientation, case managers review laws governing the hiring of youth, reporting, and address the expectation of on the job behavior.

Employers contribute \$700 per student placement. The cost per student, including wages is approximately \$2,000.

Support doesn't end there; case managers regularly check in with

students and employers to ensure everyone's expectations are being met. Students are supported with case management, transportation assistance and appropriate work clothing. Employers provide regular constructive feedback to the student regarding their performance and work with the student's schedule to ensure attendance at all mandatory classes and that they complete projects required for their credits.

SJ253 prepares young adults to graduate high school and reach adulthood with competence and confidence. This program is a collaboration of the City of Tacoma, Tacoma Public Schools, REACH Center, Tacoma Community House, WorkForce Central, and the local business community.

HOUSING & EMPLOYMENT

WorkForce Central Housing and Employment Navigator Model (Navigator)

The Housing and Employment Navigator model is a \$6,000,000 federally funded workforce innovation project being tested in Pierce, Skagit, Whatcom, Island and Yakima Counties within the state of Washington. It seeks to coordinate the delivery of services for a population that faces multiple barriers to employment. The Navigator model is designed to help heads of homeless families find a job, keep a job and secure stable housing by aligning regional workforce councils, local housing providers, the state Department of Social and Health Services (DSHS), Building Changes and other systems that directly serve homeless families. The model is

driven through direct service and structured around teamwork.

The Navigator model is a research study where homeless heads of households are referred to the project by housing providers in the 5 counties listed above. The referred individuals are randomly assigned to either a treatment group, who receive Navigator services or a control group, who do not receive specialized services.

The model is demonstrating the impacts of:

1) Pairing proven workforce development strategies with effective housing interventions to improve service access and employment outcomes for families experiencing homelessness; 2) Assigning a Navigator to work one-on-one with a homeless family to assess individual circumstances and address specific barriers to employment within the household; and 3) Utilizing a cross-systems team approach among workforce, housing and DSHS for engaging and assisting homeless families.

The model aims to: 1) Improve the state's economy by placing more people in jobs with skill and wage advancement opportunities; 2) Reduce reliance on public benefits by increasing household income; 3) Impact homelessness in our communities by placing more families in stable housing; 4) Coordinate the delivery of services for a population that faces multiple barriers to employment; 5) Increase cooperation between multiple agencies serving homeless adults, including workforce, housing, and Temporary Assistance for Needy Families (TANF) agencies; and 6) Demonstrate of and to what extent

navigator models improve homeless employment outcomes.

A Navigator works one-on-one with families to assess their individual circumstances and address specific barriers to employment within the household. The Navigator convenes and coordinates a team that lines up employment, housing and social services. Experts from each of the systems work together with the families to develop a tailored action plan for securing steady employment and stable housing. These key workforce and housing partners participate in integrated service planning, interagency communication, and cross training among service partners who are committed to achieving the cross systems outcomes of stable housing, full employment, and reduced reliance on public benefits. Twenty-five homeless Veteran families, although not a part of the study, also received Navigator services. Referrals for this study ended on October 31, 2015 and direct customer services for this program end on October 31, 2016.

Performance data as of June 30, 2016:

- 375 people were assigned to the Navigator Group. 348 of those individuals received services. 338 people are in the Control Group.
- 102 Navigator clients enrolled into certificate/degree programs. 202 clients employed.
- 167 clients have secured permanent housing.

A full evaluation of the pilot, scheduled for release in summer 2017, will compare outcome data of project participants vs. a control group including employment rates, stable

housing rates, wages, and reliance on sources of public assistance.

MILITARY INITIATIVE

Camo2Commerce (C2C):

Camo2Commerce (C2C) is a uniquely designed dislocated worker program tailored to serve a large number of exiting service members from nearby Joint Base Lewis-McChord (JBLM). C2C partners help transitioning service members identify occupational goals and local occupations that match up with their military experience, and then help them develop a job search strategy. In many cases, C2C helps these individuals secure necessary education and training for their “next step.” In other cases, C2C helps them secure apprenticeships, on-the-job training or direct employment with employers with whom we have entered into partnerships. More than 700 individuals have been placed in employment since the program was initiated in January 2014.

This collaboration is a partnership between WorkForce Central and Pac Mountain and in partnership with Economic Development, Chambers of Commerce, veteran service organizations, and government agencies such as Employment Security, Veterans Affairs, and Community & Technical College Board, among others.

Key goals include: WIOA core and non-core partners facilitating a seamless transition expanding, improving and increasing successful transition to the civilian workplace by: Supporting transitioning service members through integrated service models leveraging resources on and off the military base; 2) Through data-driven labor market reports create

career opportunities and address adjustment concerns to provide a solid launch into the civilian workforce; 3) Link employment and training to high demand jobs leading to sustainable careers with increasing wages; and 4) Help business find the talent they need connecting skilled workers while providing information on additional resources to assist with retention and progression in career.

Measuring Success to Date: 1)

Targets set for success were an 84% positive placement rate, which has held steady at nearly 86%; 2) We were to serve at least 900 service members, which has been accomplished; 3) Our 700 plus placements have maintained an average hourly wage of over \$26 per hour; and 4) Over 100 individuals have been placed into apprenticeship opportunities.

Measuring Future Success: 1)

WorkForce Central along with other C2C partners will collaboratively serve over 500 additional transitioning service members, military spouses and family members, through various funding sources; 2) We will continue to maintain an 84% plus placement rate; and 3) Efforts will continue with partners such as Employment Security and partner WDCs in further developing a model that puts the customer at the center of the design. WorkForce Central will continue to strategically align itself with the needs of our military community and provide education, training and employment opportunities through our integrated service delivery model.

LOCAL WDC WORK

The Pierce County Workforce

Development Council is committed to innovative, sustainable and long term strategies with a vast network of core and non-core partners blending resources to align and convene investments for maximum employment. A series of committees (Coordinating, One-Stop, Business Services, Adult and Dislocated Worker, Youth and Young Adults, along with other work groups) bring expertise from a variety of areas in and outside of the public workforce system including business, college and K-12 system, governmental agencies, human services and nonprofits, Pierce County Library System, philanthropic organizations, mental health support groups, and agencies providing financial services.

As we move to meet talent needs of business in the 21st century, our local leadership envisions an agile network of many entry and exit points using technology to increase access to services. A sustainable approach will incorporate career pathway learning to advance careers, increase wages and meet business requirements. Pierce County is a wide geographical area and the Pierce County Library System serves our rural zones adding great value by linking our rural residents to the workforce services they need by location or technology. Using data from sector reports and other sources provides current information for knowledgeable decision making and appropriate investments in our community.

The local Workforce Development Council seeks to cultivate a strong economy through three simple yet powerful objectives: 1) Increase the number of jobs filled by those residents

who are discouraged with lengthy unemployment or underemployment and equip those individuals with disabilities to obtain living wage careers; 2) Reduce high school drop outs, reengage drop outs and increase high school diploma or equivalent attainment by young adult and adults; and 3) Increase residents obtaining post- secondary education through certificates, Associate Degrees, Bachelor Degrees or journey level credentials.

The braiding of resources through a series of network core and non-core partners and teams will result in a broader range of access, increased capacity, and collaborative solutions to meet the above mentioned priorities. Surveying our customers and continuously evaluating performance will strengthen the network with an economically strong community as the ultimate measurement of success.



Workforce Southwest Washington

(Formerly the Southwest Washington Workforce Development Council)

Serving Clark, Cowlitz and Wahkiakum Counties

The Southwest Washington Workforce Development Council rebranded and is now doing business as Workforce Southwest Washington (WSW), complete with a new logo and new website, www.workforcesw.org.

The new website includes features to make it more accessible, including:

- Language translator to view the site in Filipino, Russian, Spanish or Vietnamese
- Contrast and font size adjustments allow individuals with visual impairments to change the site contrast and text size

REGIONAL COLLABORATION

Because the Southwest Washington workforce crosses state lines, WSW and its Columbia-Willamette Workforce Collaborative (CWWC) partners in Oregon (Worksystems and the Clackamas Workforce Partnership) developed regional strategies for the advanced manufacturing, health care, technology and construction sectors.

In addition to delivering a unified approach to serve industry, support economic development and guide public workforce investments in the Southwest

Washington-Portland Metropolitan Area, CWWC has invested and oversees more than \$40 million in federal, state and local employment and training resources to serve six counties with a population of 2.2 million. Joined by labor, education, community-based and public-sector organizations, CWWC forms a united point of contact for all regional workforce development initiatives.

As part of WIOA planning, WSW and CWWC hosted a regional strategic planning session. More than 30 organizations, including employers, economic development, education and community-based organizations attended to share suggestions for the regional workforce plan.

This year CWWC also commissioned studies of key industries and of disengaged youth to identify gaps and continue to strategically invest in our bi-state regional workforce.

COMMITMENT TO SPECIALIZED POPULATIONS AND ACCESSIBILITY

Housing Works: A Regional Workforce & Housing Alliance

WSW and CWWC along with housing authorities from four counties obtained a \$5.5 million Housing Works grant from the U.S. Department of Labor.

Together, we designed a program to guide public housing residents in need of jobs to career-track employment. Sharing a vision, pooling resources and working together helped reduce barriers and provided opportunities for individuals.

WSW enrolled 149 Vancouver Housing Authority (VHA) residents in the program (the target goal was 137). Eighty people were trained in health care, office work, manufacturing or construction. Seventy-

six received industry-recognized credentials. Individuals also participated in internships and on-the-job trainings.

Health care was a successful occupation as it allowed participants to obtain short-term CNA training and an immediate job. Follow-up and assessment led some of the CNAs to obtain Phlebotomy certifications to further help them advance. By the end of the grant, 65 individuals (81 percent) had full-time employment.

While Housing Works helped VHA residents obtain employment in high-demand occupations, perhaps more importantly, it gave them confidence they can apply to continued career growth and other aspects of their lives.

The Housing Works program significantly increased collaboration between WorkSource and the VHA. Throughout the grant, VHA's Case Manager and WorkSource's Liaison and Job Developer partnered to serve clients and brainstorm creative solutions to challenges. They accelerated participant connections to training and employment and decrease participant's time on public housing subsidies.

As a result of this successful partnership, a WorkSource liaison will continue to be based at VHA giving case managers and residents direct access to WorkSource services. This co-location will make VHA a future affiliate WorkSource site, broadening the reach of services to the community.

YOUTH PROGRAMMING

YouthBuild

YouthBuild Vancouver, a job training and education program for at-risk young adults ages 16-24, is a collaboration between Workforce Southwest

Washington (WSW), Partners in Careers, Evergreen Habitat for Humanity, Second Step Housing, Vancouver Housing Authority and WorkSource.

The program celebrated many milestones, including completion of the first of two houses participants will build for low-income families enrolled with Evergreen Habitat for Humanity. By summer 2016, all but the inside finish work on the first house had been completed and the family was ready to move into its new home.



YouthBuild students complete a picnic table to go with the house they built for a Habitat for Humanity family.

YouthBuild ensures disadvantaged youth who were not successful in the traditional school system receive support to complete their high school diploma or GED. They also learn construction and other work-related skills through academic trainings, on-site work experiences and community service activities.

In addition to education, job training and pre-apprenticeship opportunities, participants receive a variety of supportive services, including food, transportation and housing. Of the 66 young adults enrolled in the program, 28 have, so far, obtained a high school diploma or GED, 11 have obtained a NCCER (National Center for Construction Education and Research) certificate, one

has entered post-secondary education and many are working towards job placement.

In September 2015, the YouthBuild Vancouver partnership was recognized for “Excellence in Collaboration” with an award from the Nonprofit Network of Southwest Washington.



will also make presentations to their peers about their experience.

YouthWorks

YouthWorks is a career readiness project to help high school students and at-risk young adults ages 16 to 24 prepare for living-wage careers by participating in internships, mentoring, job shadows, networking, mock interviews and work-based learning experiences.

The program, a collaboration between Workforce Southwest Washington, Partners in Careers, WorkSource and local school districts, connects employers to youth by providing staff members throughout the community to serve as points of contact for youth-related services. More than 150 businesses have created company profiles on the program’s online platform, www.catalystwa.org, enabling them to connect with youth, teachers and school counselors.

Over the summer, several teachers will participate in 40-hour externships with local companies to update their knowledge of the career field in which they teach so they can provide cutting-edge information to their students. They



North Central Workforce Development Council

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

Wenatchee Loses Some Shine

In November, Alcoa announced curtailment of operations at its Wenatchee Works smelter and layoff of some 420 workers. Since the plant opened in 1950, Wenatchee had become as well known for aluminum as apples.

The company hosted Leadership team meetings with key one-stop agencies to plan information sessions. Participants included: SkillSource, Employment Security, Wenatchee Valley College, State Labor Council, Wenatchee Aluminum Trades Council and Alcoa management. WDB fiscal agent SkillSource coordinated the one-stop partners.

During the first week in January, 16 meetings at the plant provided 400 workers in-depth information about available services including re-employment, retraining, relocation (if nec), and UI support. Trade Act benefits were also explained as a petition was filed and subsequently approved. The sessions were packed and employees were attentive and asked important questions.

Next, the Wenatchee Area Chamber of

Commerce organized a Resource Fair that brought in community agencies, employment & training providers, financial counseling firms, family and health agencies, and very importantly, Employers with jobs Alcoans might want to apply for.

The State Labor Council and State were instrumental in getting 2 Peer outreach Counselors funded to help with this challenging transition. Peer outreach counselors are laid-off Alcoa employees who work alongside one-stop partner staff to provide information, maintain contact, make referrals, reach out to reluctant workers, and lend an ear and a friendly face.

Additional resources were received. SkillSource received a Dislocated Workers Rapid Response grant. Wenatchee Valley College received additional State Worker Retraining and Alcoa funds and Employment Security administered Trade Assistance which enables workers to attend long term education programs.

SkillSource doubled assessment and planning workshops to accommodate the large influx of Alcoa workers while still serving current and new customers. Wenatchee Valley College added popular course sections winter quarter and Employment Security brought on additional staff to prepare Trade Assistant plans.

So far:

- 200 attended the ACE skill assessment and career planning workshop,
- 75 attended job search training and computer skills workshops.

- 100 attended workshops to learn how to apply for Commissioner Approved Training to waive the work search requirement while attending school.
- 96 started vocational education programs at WVC, many the same week they were laid off (including Machining, HVAC, Refrigeration, Industrial Electronics, Computer Technology, Welding, Drafting, Nursing)
- 43 at Lineman, Heavy Equipment, or CDL school.
- 11 at out-of-area technical school
- 4 at University
- 115 re-employed, including On-the-Job Training
- 63 retirement

The collaboration between partners and involvement of the Union and Company resulted in reaching 90% of the 400 hourly workers. Of those with new career goals, 85% are actively engaged in employment or education.



**South Central
Workforce Development Council**
*Serving Yakima, Kittitas, Skamania, and
Klickitat Counties*

**Council Embarks on New Local
Employer Engagement Model**

Forging ahead with full implementation of the Workforce Innovation and Opportunity Act, the South Central Workforce Council has rolled out their new employer engagement strategy as part of their local workforce plan. The model employs a full time council staff who manages and oversees the coordination and collaborative efforts of the partners. Board oversight is conducted by the Business, Industry, and Education Committee which consists of council and employer representatives who provide feedback and guidance for continuous improvement of services to employers.

The local employer engagement team is comprised of a broad range of entities that include workforce agencies, chambers of commerce, economic development organizations, educational institutions, and community based organizations. The partners have jointly developed a cooperative agreement that identifies roles, responsibilities, processes and methods for how the team will communicate and coordinate activities that meet hiring or training needs of local industry.

Accomplishments of the employer engagement team include:

- A uniform interview tool for assessing employer workforce needs and skill gaps.
- A new “Menu of Services” that communicates the range of workforce activities and incentives available to employers in an easy and understandable way.
- Organization and support of an employer skill panel who are aiding in the development of plans for incumbent worker training.

To address the gap in connecting postsecondary students to business, the employer engagement team is in the process of launching an “Internship Portal” for the South Central region. When complete the online application will serve as a marketplace for companies to post internship positions and for internship seekers to post resumes. Additionally, the team will outreach and make the application available to secondary and postsecondary institutions to be used as a tool to connect students with internship needs to companies with internship openings.

**Building Industry Skills through
Sector Partnerships**

As part of the local sector strategy in Klickitat and Skamania Counties, the South Central Workforce Council in partnership with the Gorge Manufacturing Consortium and Klickitat County Economic Development Department has developed an incumbent worker industry skill training project. The project will focus on Micro Soldering, Vitra-Sonic Welding, Co-Ax

and Twin Ax Assembly training that will lead to IPC-A-610 and IPC/WHMA-A-620 certifications for up to 20 employees from participating manufacturing companies.



The eight day training scheduled for September 2016 will be conducted at a local employer worksite which is a tremendous benefit for local technology driven companies. Led by Boeing-Insitu, manufacturing companies who make up the Unmanned Aerial Vehicle (UAV's) Industry are experiencing rapid growth in the Columbia Gorge Region. In an eight year period, Boeing-Insitu's workforce has grown to over 800 employees and plans to employ over 1,000 workers within five years.

Regional Collaboration Increases Productivity and Saves Money

Staff turnover in organizations can be costly and productivity can suffer as new staff must learn job tasks, processes and procedures. Consistent with the local strategic plan, the South Central and Benton-Franklin Workforce Development Councils have participated in a cross-regional project aimed at reducing administrative costs and boosting productivity through an exchange of staff to support and train new employees.

Through this initiative, Benton-Franklin's accounting manager received "system specific" training and technical assistance on the highly complicated financial systems of WIOA from South Central's experienced accounting manager. Conversely, South Central's recently hired administrative assistant was able to receive ongoing, hands-on support from a Benton-Franklin staff member with over ten years of experience. As a result, this collaborative effort saved thousands of dollars in training costs and brought staff to a functional level in a relatively short period of time.



Eastern Washington Partnership Workforce Development Council

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

There was a significant decline in job opportunities within the Eastern Washington area during the recent recession. The nine counties have come through the Great Recession, and the economy is improving albeit some counties are making a faster comeback than others.

In examining and exploring economic conditions in the Eastern Washington Partnership three sectors rise to prominence in all nine counties. Healthcare, and manufacturing are the sectors that present a persistent need for trained workers.

With thirteen hospitals, numerous clinics, nursing home facilities and the need for home healthcare, a wide spectrum of workers are needed in the Healthcare sector. At the entry level, nurse aides and medical assistants are in demand in rural facilities. Training for these can be provided by local agencies or community colleges. The next rung up the career ladder, and very much in-demand, are registered nurses.

Manufacturing of all type takes place within the area, including boats, stoves, food products, lumber and mining. A variety of occupations related to and

supportive of this sector require workers to learn new skills that involve technology. Precision machining, specialty diesel technology, production equipment maintenance and repair are among the emerging occupations in this field. Wind energy technology continues to require technicians who can apply advanced skills to the jobs that are opening up in this emerging segment of the manufacturing cluster.

Here are some highlights of efforts to meet the workforce needs of the region during the last year.

WIOA Local Plan – Over 50 individual interviews of key informants from throughout the area were conducted to gather information for the area. Interviews included people from economic development organizations, county commissioners, private business owners, school personnel and service delivery staff. Interviewees were chosen from a representative cross section of the area’s education and employment sectors. Interview questions centered around key and foundation industries, including agriculture, new technology, infrastructure, global economic markets, and education and workforce needs. The Employment Security Department Labor Market Analysis branch was interviewed and provided timely and researched-based data on demand industry sectors, labor force and emerging trends.

Staff met with the regional board and Workforce Development Council for a planning session. The WDC members reviewed goals, objectives and strategies at that meeting, formulating a revised vision of the employment and training activities updated to reflect WIOA guidelines. Staff then summarized the ideas generated at the

meeting and created the goals, strategies and objectives that will be used by the WDC to guide the workforce system.

The goals are:

1. Eastern Washington's WorkSource partners provide an **integrated service delivery** system that aligns the available resources to seamlessly address the needs of both job seekers and businesses.
2. **Youths** will have the basic educational and workplace skills and career pathways knowledge that is necessary for them to succeed in education, post-secondary training and employment.
3. **Businesses** will value and increasingly use the services available to them through the WorkSource system.

Transitioning to WIOA – The Eastern Washington Partnership has been active in making the transition from WIA to WIOA a reality. Success is evident in three areas of note. WDC staff and the one-stop operator have conducted region-wide meetings with all of the WorkSource partners in the WDA to review what each partner is doing to contribute to its responsibilities in the system. Partners from the community colleges, Division of Vocational Rehabilitation, Employment Security and WIOA Title I service providers participate in discussions to improve *integrated service delivery* and to introduce customer centric design concepts.

WIOA Title I youth service providers have successfully made the transition from a primarily In School Youth model to a model that addresses the needs of

older Out of School Youth. Eighty three percent of the youth enrolled in PY15 were Out of School exceeding the *75/25 Out of School to In School ratio* required by WIOA. Services have been designed to meet the needs of drop-outs re-engaging with the secondary school system, and older youth entering the labor force for the first time, and helping youth to identify a career pathway.

Eastern Washington Partnership has begun working with the Spokane Area Workforce Development Council to expand *regional coordination* planning workforce development strategies that address common industry sectors, namely manufacturing and healthcare. Both areas participate together in a regional labor market information meeting hosted by an ESD Regional Economist. Information presented includes the projected need for workers in the various occupations in the area as well as information about the projected skills gaps.

Youth Innovation – Eastern Washington's commitment to provide youth with opportunities to gain the skills necessary to advance along a career pathway have led to the development of a variety of innovative services. In Walla Walla a collaboration with the SeaTech Skills Center and Blue Mt. Action Council (BMAC), which is a WIOA youth program service provider, has expanded to include other Walla Walla School District youth. BMAC is working to identify WIOA-eligible students in drop-out engagement programs who want to secure internships with businesses who can give them real-life work experience in the field in which they are interested. Rural Resources Community Action (RR), another WIOA youth program service provider, is

working in a similar collaboration with the Clarkston School District.

Both BMAC and RR have begun a partnership with the Division of Vocational Rehabilitation (DVR) to provide Pre-Employment Transition Services to disabled youth transitioning from the secondary education system. The project offers a combination of pre-employment training, work experience placements and career readiness training in an effort to prepare youth for the next steps on a career pathway.



Benton-Franklin Workforce Development Council

Serving Benton and Franklin Counties

Regional Collaboration

The Benton-Franklin Workforce Development Council has been participating in cross-regional collaboration with the South Central Workforce Development Council as a regular part of conducting business. Our most recent collaboration has been in the cross-regional support of training new employees.

Benton-Franklin had turnover in the accounting manager position and needed “system specific” training to quickly get the new accounting manager up to speed regarding workforce fiscal requirements. The accounting manager from South Central provided on-site training and technical assistance to the new Benton-Franklin accounting manager resulting in zero gaps in fiscal accountability for Benton-Franklin.

South-Central recently hired a new administrative assistant. The administrative assistant from Benton-Franklin provided on-site training and technical assistance to help South Central’s new staff person understand the business needs of a workforce council and how to support both the council and the board in the new role.

Both of these efforts saved the system a considerable amount of money in training costs that otherwise would have been applied to send the new staff to available trainings. In addition, the training the staff received was specific to the business needs of both the Benton-Franklin and South Central Workforce Development Councils.

Architecture of the System

The primary focus of the Benton-Franklin Workforce Development Council (BFWDC) is to create a comprehensive network of services that address the needs of the local workforce. The BFWDC has set priorities for the services to be delivered in our local area and be accountable for the outcomes. We will direct our resources toward:

- Providing opportunities for training and education that meet the changing needs of businesses and individuals.
- Keeping our youth in school and developing opportunities to expand the link between academic and integrated learning with local businesses.
- Focusing the awareness in our community to direct resources to support an integrated approach in the development of workforce issues, policies and initiatives.
- Connecting workforce training and education opportunities with economic development to promote economic vitality.

The local Job Service Center, WorkSource Columbia Basin, is currently going through a collaborative redesign of the service delivery system. The collective partnership is using customer and staff feedback to

design a service delivery model with a focus on integrated services and customer-centered design. As the new model evolves the BFWDC will continue to be engaged to support and assist with the development as appropriate and to ensure the new design meets the tests of both integration and customer-centered design.

Economic Perspective

Kennewick-Pasco-Richland Metropolitan Statistical Area (MSA) added 1,400 new nonfarm jobs, on a preliminary, not seasonally adjusted basis, from June 2015 to June 2016. The local unemployment rate, at 6.3 percent, same as in May 2016, while recording a five-tenths of a percent increase from the June 2015 revised rate of 5.8 percent, according to the estimates by the federal Bureau of Labor Statistics (BLS).

The Benton County unemployment rate was 6.1 percent, while the Franklin County unemployment rate was 6.6 percent in June 2016.

The state's seasonally adjusted unemployment rate remained at 5.8 percent in June 2016. The U.S. unemployment rate was 4.9 percent for June 2016.

The labor force expanded in June 2016 for Kennewick-Pasco-Richland Metro and across Washington State. The resident labor force rose from 137,649 people in June 2015 to nearly 141,270 in June 2016, which is a 2.6 percent increase over-the-year. The labor force is the total number of people, both employed and unemployed, over the age of 16. Labor force continues to expand this year in the area, which is contributing to the higher unemployment rate, but at the same time it is good sign of improving labor force confidence in the job market.

Kennewick-Pasco-Richland MSA's unemployed workforce increased to 8,839 in June 2016, which is an increase of 10.3 percent over-the-year. The Employment Security Department paid unemployment insurance benefits to 2,143 unemployed residents, in amount of \$2.4 million, in June 2016.

The two-county area nonfarm employment has increased year-over-year for 39 consecutive months. January's nonfarm growth was higher by 1.3 percent, or 1,400 jobs, when compared to the same time in 2015.

New job growth was driven by industries across the spectrum including: administrative and support services, food services, retail trade, private education and healthcare services, and construction.

When we look at the cluster of industries in professional and business services, we can see growth of 800 jobs over-the-year. However, the majority of that growth was coming from different industry subsectors and only 100 new jobs were added through administrative and support services.

Other industries that had job expansions over the year include:

- Professional and Business Services (700);
- Private Education and Healthcare Services (400);
- Government (400);
- Construction (300);
- Accommodation and Food Services (200);
- Administrative and Support Services (100);
- And Trade, Transportation, Warehousing, and Utilities (100).



**Spokane Area
Workforce Development Council**
Serving Spokane County

**Sector Partnerships and Regional
Collaboration**

The Spokane Area Workforce Development Council (SAWDC) has identified five separate targeted industries that are critical to the regional economy. Key industries that are posting increases and emerging as foundation industries for the region are transportation/warehousing, manufacturing, healthcare, finance/insurance, and professional, scientific and technical. Not only are high wage jobs being created but an increasing number of replacement workers are needed for workers who are retiring in these key industries. The SAWDC commissioned workforce roadmap studies to be conducted on four of the five targeted sectors (a healthcare roadmap was completed in 2015). This work was completed by Camoin Associates, and identified critical occupations for the region, and surveyed area employers about their current and future workforce needs.

The Spokane Area Workforce Development Council provides on-demand labor market data to area businesses, education providers, and government agencies. The SAWDC is committed to providing the best data possible and utilizes Chmura JobsEQ,

Burning Glass Labor Insights, and the Employment Security Department (ESD) for conducting analyses.

The SAWDC has and will continue to develop online resources for presenting labor market information to different audiences. The SAWDC developed an interactive Pathway Planning Guide where users can find educational programs at the Community Colleges of Spokane which will put them on a pathway to specific occupations, explores the regional wage and employment figures for each specific occupation, and designates whether occupations are growing or shrinking based upon the regional Occupations in Demand List published annually by ESD. The tool accomplishes two goals – providing job seekers with valuable information for making educational and career advancement decisions, and it also assists the community colleges in evaluating their programs to ensure that their offerings are leading to jobs that are in demand and pay a family wage.

The SAWDC and Eastern Washington Partnership WDC have identified the healthcare and manufacturing sectors as the ones we hold most closely in common with shared businesses and a workforce that commutes across our regions. Both WDCs will be conducting employer sector panels for each industry and sharing results to develop actionable workforce solutions that work across WDC boundaries. The SAWDC has already worked with the local economic development agency, Greater Spokane Inc., to hold the first series of employer panels for both industries.

Innovative Youth Programming

Year in Review

Spokane Area Workforce Development Council's young adult one-stop, the Next Generation Zone, combines education, career skills training, community and employment resources in one central location to provide wrap-around support to inspire young adults in their career goals. In PY15 we focused on sustaining program growth and quality, leveraging partnerships, and piloting innovative ways to engage and support out of school youth. The Next Generation Zone saw over 3,500 visits during PY15, had 88 students graduate with their GED, placed young adults into employment at an average wage of \$11.75 an hour, and had 87 students earn a National Career Readiness Certificate. The SAWDC continues to receive generous donations of private funds for the Next Generation Zone, which allowed us to complete our technology upgrade and lobby remodel in the fall of 2015 and begin an expansion in our current building in Fall 2016.

Partnerships

The Next Generation Zone is in its third year of a strong partnership with our local Open Doors Reengagement Program. Spokane County Open Doors, GED option, is administered by NorthEast Washington Educational Service District 101 and is housed at the Next Generation Zone. This strong partnership serves over 115 students each month and provides a direct link between GED completion and career skills training, work-based learning, and placement in employment and/or post-secondary education. Open Doors and WIOA-funded staff work hand in hand to ensure a seamless transition

between GED completion and work-based learning, career skills, and employment and post-secondary opportunities. Education and career skills education is offered concurrently and students have support from both Open Doors and WIOA case managers as a wraparound support team.

Innovative Practices

In PY2014, SAWDC leveraged a state YouthWorks grant with WIOA Youth formula and other fund sources to pilot a Career and College Navigator staff position. This position focuses on supporting students as they transition into employment and postsecondary education. This staff member facilitates a weekly peer support group for students in transition, and in the fall of 2015 assisted over 30 first-time college students on the campuses of Spokane Falls Community College and Spokane Community College. With the support of the College and Career Navigator, 86% of those students persisted and completed a full year. Another group of 15 students will start at Spokane-area colleges this fall

Local System Architecture

The Spokane WorkSource System is quickly moving from the traditional customer service delivery model that existed under the Workforce Investment Act to one that is rooted in Customer Centered Design that meets the intent of the Workforce Innovation and Opportunity Act. This includes major shifts in thinking, design, and evaluation – including the creation of true functional teams and the processes for collecting customer feedback regarding the services available and quality and quantity of those services.

To launch this redesign, we restructured our service delivery model to include an independent One-Stop Operator. This individual is responsible for operating and managing WorkSource Spokane; coordinating the implementation of Integrated Service Delivery; and ensuring services, customer flow, and designing functional teams based upon Customer Centered Design principles. As a result, the first group to begin working truly by function is the Employer Services Team, which consists of staff from both WorkSource Spokane and the Next Generation Zone, representing Employment Security Department, Career Path Services, and Goodwill Industries of the Inland Northwest. This team is working on both shared projects and shared goals, as well as meeting regularly to explore trends in workforce development and the human resource fields, creating common marketing and outreach materials, setting standards for representing the WorkSource brand, and creating a common language and expectations when working with business and industry partners.

Section III – WIA Title I-B Results

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

- Performance results at the state and local level using both federal and state measures.
- Information on the costs of workforce investment activities relative to the number of participants served.
- State evaluations of workforce investment activities, including net-impact research and the annual Workforce Training Results.
- A table section that includes negotiated performance levels and actual performance levels for all three Title I programs.

Background

WIA Title I-B performance measures focus on the results for the portion of WorkSource customers who are registered for intensive services or training services funded under Title I-B. Separate Title I-B programs are operated for disadvantaged adults, dislocated workers and disadvantaged youth. Each program has its own measures for employment, education and training progress.

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 employer payroll taxes. Washington’s federal and state measures use UI wage records from ESD. In addition, Washington participates in the Wage Record Interchange System (WRIS), which provides UI wage records from 49 other states and the District of Columbia. Federal payroll records are also accessed through the Federal Employment Data Exchange System (FEDES).

Some measures include information on enrollment in further education or training following program exit. This information is gathered by matching enrollment data supplied by different sources. Depending on the measure involved, these can include all or some of the following: the state’s two and four-year colleges, private career schools, apprenticeship programs, programs seeking eligibility as WIA training providers and the National Student Clearinghouse.

Washington is operating under a Common Measures waiver and reports the nine common measures. Performance achievements on these nine measures are used to determine awards of federal incentive funds.

WIA provides that states may negotiate revisions of targets based on recent changes in participant demographics or economic conditions. The negotiation with USDOL included consideration of recent and historic performance levels and both federal and state regression models that estimate the effects of economic and demographic changes. The negotiated performance levels shown in Table O for the state and local areas are the revised targets that considered these adjustments.

Across the nine federal participant measures included in the incentive calculation, Washington achieved, on average, 97.5% of target and met or exceeded all eight of the nine targets (excepting Youth Literacy/Numeracy). Adult measures averaged 102.5% of targets; Dislocated Worker measures averaged 101.8% of targets and Youth measures averaged 88.2% of targets.

For the six state core measures reported, the state met all targets and exceeded all targets except for Adult and Dislocated Worker Employment (over 99% of target in both cases). No new state satisfaction surveys were conducted during the year, so there are no new results to report.

Customer Satisfaction

Washington conducts customer satisfaction surveys of both participants and employers with the objective of assessing their satisfaction with the WIA programs. These are random sample surveys conducted under contract by telephone, each consisting of two components:

- Satisfaction questions that are compiled into a single index.
- A small number of additional questions addressing current issues of interest. For this period, the additional participant questions assess the extent to which subsequent employment was related to training. The additional employer questions addressed satisfaction with workforce information and perceptions of duplication of job placement activities.

As of September 2015, available survey results that were not reported in the PY2014 report show participant satisfaction at 82.1% and employer satisfaction at 56.9%. Compared to previous results, this shows a very small decline in employer satisfaction and an increase in participant satisfaction.

The additional participant relatedness to training questions asked about this relationship in three forms:

1. How related the job was to training received?
2. How useful the skills acquired were to the job?
3. How important the training was in getting hired?

As noted in last year's annual report, analysis of these responses indicates that surveys asking only the direct question about relatedness of training to jobs fail to capture important effects of training. Significant numbers of respondents who reported their jobs as unrelated to training indicated that the skills acquired were useful in their jobs, and/or that the training was important to their getting hired.

A majority of employer customers (69.0%) expressed satisfaction with publicly-provided workforce information. Only a few (8.5%) were very dissatisfied.

Additional Assessments

Due to the heavy workload of WIOA planning and implementation, no additional state level surveys of participant and employer needs were conducted this year. Local WDCs use a variety of customer feedback mechanisms and processes. These are a major source of ongoing program refinement and adjustment, which are not only more timely and reflective of larger samples than the state level surveys, but also tailored to local economies and issues. Comment cards, exit surveys, online and paper satisfaction surveys and job fair and workshop feedback forms are all used in one or more local areas. The local processes for incorporating feedback into procedures and processes also vary by area.

Evaluation Activities, Including Net Impact and Cost-Benefit

The legislation that established the Workforce Board called for the implementation of a comprehensive research program. This program continues under WIA and is used to measure the results of federal and state workforce investment activities. The research effort encompasses four elements:

1. *High Skills High Wages: Washington's Strategic Plan for Workforce Development*, which incorporates research results from a variety of sources. (To be replaced by the Talent and Prosperity for All Plan (TAP) starting in PY16.
2. *Workforce Training Results: An Evaluation of Washington State's Workforce Development System*, originally a biennial study of the outcomes of workforce development programs. The schedule for this work has been revised so that the participant outcome results will now be updated annually online.
3. *Workforce Training Supply, Demand and Gaps*, a biennial analysis of the supply of and demand for skilled workers in Washington. Some of these results are now updated in alternate years. For the most recent, see:
<http://wtb.wa.gov/Documents/SkilledandEducatedWorkforce2015.pdf>
4. A net impact study, conducted every four or five years, with results incorporated into *Workforce Training Results* reports.

Publications reflecting the most recent research can be found at
http://www.wtb.wa.gov/Pubs_Publications.asp

Workforce Training Results reports on the following three groups of programs:

1. Programs for adults including community and technical college job preparatory training, private career schools, apprenticeship, a state funded Worker Retraining Program at community and technical colleges and WIA dislocated worker services.
2. Programs serving adults with barriers to employment including Adult Basic Education, WIA adult services, Division of Vocational Rehabilitation, Department of Services for the Blind and TANF/WorkFirst.

3. Programs serving youth, including secondary career and technical education and WIA youth services.

The report describes the demographics of each population, participant satisfaction and participant post-program employment outcomes.

Washington currently calculates two state core measures across its workforce programs, both of which focus on outcomes in the third quarter after program exit: median earnings and employment. The *Workforce Training Results* report also includes additional measures of employment, such as relationship of earnings to poverty standards and hours worked (both Washington and Oregon UI systems record hours worked per quarter). Results for the exiting cohort for the 2013-14 State Fiscal Year exiting cohort appear below.

An updated version of *Workforce Training Results* is being prepared and will be available later in the year at http://www.wtb.wa.gov/Pubs_Publications.asp. Copies of older reports can be found at http://www.wtb.wa.gov/Pubs_PublicationsArchives.asp.

Data Validation

In accordance with federal regulations, the state conducted a data validation annual review of all 12 Workforce Development Areas between October 2015 and February 2016. There were 1,462 WIA records in the sample for PY2014: 328 Adult, 330 Dislocated Worker, 542 Youth and 262 National Emergency Grant. The sample of TAA records reviewed was 279. Preparation for data validation for PY2015 will begin in fall 2016.

Results & Analysis

Due to problems related to a transition to a new case management system Washington was unable to produce a complete and accurate PY15 Q4 WIASRD. The state received permission from U.S. Department of Labor to submit the PY15 Q3 WIASRD in its place.

In addition to missing the April-June 2016 data in the Q4 9090, WIOA enrollments were also overlooked. The federal reports ESD generates were not updated to include WIOA Adult, Dislocated Worker and Youth enrollments. Unfortunately our original expectation that the data for the Q4 report would be generated through the new system was not met. That expectation, combined with WorkSourceWA implementation, prevented us from allocating the resources necessary to recode the federal reports to incorporate those new enrollments. The good news is that many of the WIOA participants were co-enrolled in a program that was included in the WIASRD. Of the 383 WIOA participants who concluded their enrollment prior to October 2015 (the last exit quarter for employment performance), 142 were (37%) co-enrolled in WIA programs included in the report.

Youth Literacy/Numeracy remains the most difficult performance measure to meet. In addition to other factors, delays in the reporting functions of a new information system resulted in reporting only some of the participants and even fewer of the outcomes for the latter part of the period covered in the Literacy/Numeracy measure for PY15.

Consequently, the state of Washington cannot provide assurance that all required elements are reported uniformly so that a state-by-state comparison can be made.

The additional state measures of performance are not affected by the data problem.

Cost Effectiveness

In a broad sense, cost-effectiveness should be evaluated in an econometric net-impact analysis. The analysis should be designed to measure the costs and long-range results of services in order to compare participant outcomes with estimates of the outcomes in the absence of the program participation. The Workforce Board periodically conducts such studies, but not on an annual basis due to the significant cost. These studies are discussed in the Evaluation Activities segment later in this section. Basic accounting of costs and outputs is covered in the table below.

Washington’s 12 Workforce Development Areas spent \$39.5 million on intensive and training services during PY2014 (July 2014-June 2015). The programs served 12,208 participants. The average cost per WIA participant was \$3,328 for PY2014. Data for PY2015 are shown in Figure 6.

Figure 6: Participants and Expenditures in PY2015

Target Population	PY2015 Participants	PY2015 Expenditures	Cost Per Participant
Adults	1,553	\$12,911,448	\$8,422
Dislocated Workers	2,571	\$12,787,962	\$4,974
Youth	1,520	\$12,712,835	\$8,364
Total	5,624	\$38,412,245	\$6,830

Results for WIA Adults

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

The annual update of these analyses is underway, and the data for participants exiting during 2014-2015 will be published shortly at: http://wtb.wa.gov/Pubs_Publications.asp.

Unemployment Insurance wage files were used to examine employment rates and earnings among participants who left programs during recent program years.² Data were collected from employment agencies in Washington, Alaska, Idaho, Montana and Oregon. Federal employment records were also included. Results are shown in Figure 7.

Figure 7 – Employment and Earnings of WIA Adult Participants in the Third Quarter after Leaving Program

Performance Measure by Exit Year	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Employment Rate* (State Records)	65%	62%	67%	69%	69%	72%
Full Time Employment**	60%	63%	61%	60%	61%	59%
Median Quarterly Hours	435	452	442	443	450	455
Median Hourly Wage***	\$14.01	\$13.78	\$13.69	\$14.37	\$14.39	\$13.91
Median Annualized Earnings***	\$22,750	\$23,906	\$22,596	\$24,540	\$24,958	\$24,532

*These figures apply to those with employment reported to the state's Employment Security Department six to nine months after leaving program. Rate does not include self-employment, employment outside the Northwest or military service and thus understates total employment by approximately 10%.

**Full-time employment is defined as averaging 30 or more hours per week– percent is of those employed.

***Earnings/wages expressed in first quarter 2014 dollars in order to account for inflation.

² Employment rates based on matches are lower than those based on survey results. Employment Security records do not contain information on self-employment. The reported rates exclude employment in states that are not included in our matching process.

Results for WIA Dislocated Workers

In Figure 8, dislocated worker results vary with economic conditions and the characteristics of participants. Change can occur quickly from year to year as industrial conditions change and different groups of employees face layoffs.

Figure 8 – Employment and Earnings of WIA Dislocated Worker Participants in the Third Quarter after Leaving Program

Performance Measure by Exit Year	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Employment Rate* (State Records)	71%	69%	65%	67%	73%	75%
Full Time Employment**	68%	56%	73%	73%	72%	73%
Median Quarterly Hours	480	491	488	484	481	484
Median Hourly Wage***	\$14.01	\$13.78	\$13.69	\$14.37	\$14.39	\$13.91
Median Annualized Earnings***	\$31,620	\$35,584	\$34,809	\$35,022	\$34,097	\$34,781

*These figures apply to those with employment reported to the state's Employment Security Department six to nine months after leaving program. Rate does not include self-employment, employment outside the Northwest or military service and thus understates total employment by approximately 10%.

**Full-time employment is defined as averaging 30 or more hours per week– percent is of those employed.

***Earnings/wages expressed in first quarter 2014 dollars in order to account for inflation.

Results for WIA Youth

Figure 9 displays results for the WIA Youth programs. The WIA figures include both older and younger youth. Labor market results are presented for participants who were not enrolled in secondary education at exit.

Figure 9 – Employment and Earnings of WIA Youth Participants in the Third Quarter after Leaving Program

Performance Measure by Exit Year	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Employment or Higher Education*	58%	56%	62%	63%	58%	62%
Percentage Employed Full Time**	32%	29%	36%	35%	32%	37%
Median Quarterly Hours	281	306	306	303	296	304
Median Hourly Wage***	\$10.50	\$10.62	\$10.46	\$10.47	\$10.39	\$10.36
Median Annualized Earnings ***	\$11,354	\$12,387	\$12,485	\$12,298	\$11,997	\$12,482

*These figures apply to those with employment reported to the state's Employment Security Department six to nine months after leaving program. Rate does not include self-employment, employment outside the Northwest or military service and thus understates total employment by approximately 10%.

**Full-time employment is defined as averaging 30 or more hours per week– percent is of those employed.

***Earnings/wages expressed in first quarter 2014 dollars in order to account for inflation.

Net Impact Analysis

The state Workforce Board conducts periodic net impact and cost-benefit evaluations of key workforce programs in Washington State, including the three Title I WIA programs. These evaluations compare the outcomes of program participants to their estimated outcomes had they not participated in a workforce development program, based on analysis of similar groups of non-participants.

The next edition is currently underway, and will be completed during PY2016. For the WIA programs, the practice has been to draw comparison groups largely from Wagner-Peyser registrants on propensity-score matching (with replacement) with regression adjustment for residual differences.

The results of past studies can be found in Workforce Training Results reports at http://wtb.wa.gov/Pubs_Publications.asp under “Archived Publications”.

Table Narrative

The following data tables make up the final portion of Washington’s WIA Title I-B Annual Report. A few notes may help with interpretation. Federal deadlines and the need for prompt reporting mean that the year-long periods used for some measures are not the same year-long periods used for others. Finally, since these are outcome measures, they concentrate on participants who have left WIA programs and do not include those who are still participating.

Federally entered employment rates are calculated for participants who exited between October 2014 and September 2015. Federal retention rates and average earnings measures are calculated for participants who exited between April 2014 and March 2015.

Federal youth placement rate and attainment of degree/certificate rate measures are calculated for participants who exited between October 2014 and September 2015. The youth literacy and numeracy gains measure is a real-time measure and reflects functional gains in education during the period July 2015 to June 2016. Participant counts shown in Table M are based on the year July 2015 through June 2016.

The numerators and denominators shown to the right of each performance measure show the number of participants or dollars involved in the calculation of each measure. Denominators shown for a given population also change from measure to measure. Some of this occurs because of the different time periods covered by the measures. However, most measures also exclude at least some participants by design. Using adult program measures as an example, federally entered employment rates do not include participants who were employed at registration. Federal retention and earnings measures do not include participants unless they were employed during the quarter after exit.

Statewide performance on the state's additional performance measures is shown at the end of Table M. Results for the first two are measured for WIA participants who exited between July 2014 and June 2015. The measures are based on results in the third quarter after exit.

The state methodology for measuring credential rates for WIA programs is currently under revision.

Table O has 12 sub-tables, one for each of Washington's 12 local workforce development areas. Table O shows negotiated local targets, which sum to the state level targets negotiated with USDOL. These change relative to prior years based on the same types of factors and considerations that affect the state-level targets. State-level performance met or exceeded negotiated federal targets in all nine measures.

The USDOL collects tabular data through a web-based application. This allows the Department to compile and display results promptly. Washington submits its results electronically in cooperation with this effort.

The federal definitions for counting targets as not met, met, or exceeded are as follows:

- Standards that are not met are those where performance is below 80% of the negotiated performance level.
- Standards that are exceeded are those where performance is at or above 100% of the negotiated performance level.
- Standards that are met are those where performance is between 80 and 99.99% of the target levels.

Of the 108 Federal measures at the local level (nine measures for 12 local areas), 57 exceeded targets, 41 met targets and 10 did not meet targets. The majority of the targets which were not met were in the Youth program, 6 areas in Literacy/Numeracy, and 2 in Credential. Outside of Youth, the Dislocated Worker Entered Employment measures was least often exceeded.

Of the 72 additional state measures at the local level, performance exceeded targets in 44 cases, and met targets in all other cases.

Tables

Note: Table A is waived.

Table B - Adult Program Results

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Entered Employment Rate	76.0%	79.5%	1556 1957
Employment Retention Rate	85.5%	83.9%	1736 2070
Average Earnings	\$14,185	\$14,862	\$25,800,826 1736
Employment and Credential Rate			

Table C - Outcomes for Adult Special Populations

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals with Disabilities		Older Individuals	
	Entered Employment Rate	79.2%	966 1220	74.9%	125 167	68.3%	99 145	68.1%
Employment Retention Rate	82.2%	1041 1266	82.4%	140 170	75.3%	70 93	78.8%	130 165
Average Earnings	\$13,718	\$14,280,315 1041	\$17,372	\$2,432,127 140	\$14,602	\$1,022,160 70	\$15,180	\$1,973,398 130
Employment and Credential Rate								
		numerator denominator				numerator denominator		numerator denominator

Table D - Other Outcome Information for the Adult Program

Reported Information	Individuals Who Only Received Core Services		Individuals Who Received Only Core and Intensive		Individuals Who Received Training	
		numerator denominator		numerator denominator		numerator denominator
Entered Employment Rate	87.1%	122	75.7%	700	82.1%	713
		140		925		868
Employment Retention Rate	83.3%	145	82.5%	683	85.4%	877
		174		828		1027
Average Earnings	\$15,352	\$2,226,042	\$13,653	\$9,324,927	\$15,827	\$13,879,942
		145		683		877

Table E - Dislocated Worker Program Results

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Entered Employment Rate	82.0%	81.1%	2,090
			2,577
Employment Retention Rate	89.4%	89.8%	2,121
			2,362
Average Earnings	\$19,800	\$20,990	\$44,520,605
			2,121
Employment And Credential Rate			

Table F - Outcomes for Dislocated Worker Populations

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
		numerator denominator		numerator denominator		numerator denominator		numerator denominator
Entered Employment Rate	76.9%	229	74.4%	119	74.5%	508	86.3%	44
		298		160		682		51
Employment Retention Rate	88.0%	300	85.3%	87	86.7%	424	87.0%	40
		341		102		489		46
Average Earnings	\$22,508	\$6,752,429	\$19,467	\$1,693,593	\$21,092	\$8,942,897	\$15,891	\$635,652
		300		87		424		40
Employment and Credential Rate								

Table G - Other Outcome Information for the Dislocated Worker Program

Reported Information	Individuals Who Only Received Core Services		Individuals Who Received Only Core and Intensive		Individuals Who Received Training	
		numerator denominator		numerator denominator		numerator denominator
Entered Employment Rate	84.9%	28	80.2%	891	82.2%	1148
		33		1111		1397
Employment Retention Rate	87.8%	36	88.7%	817	90.5%	1244
		41		921		1374
Average Earnings	\$16,545	\$595,608	\$22,007	\$17,979,836	\$20,425	\$25,408,459
		36		817		1244

Table H.1 - Youth (14 - 21) Program Results

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Placement in employment or Education	66.0%	67.0%	1,049
			1,565
Attainment of Degree Or Certificate	64.5%	57.9%	731
			1,262
Literacy and Numeracy Gains	50.5%	37.0%	342
			924

Table H.1.A - Outcomes for Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
		numerator denominator		numerator denominator		numerator denominator		numerator denominator
Placement in Employment or Education Rate	70.1%	613	100.0%	1	65.8%	123	66.3%	692
		875		1		187		1044
Attainment of Degree or Certificate Rate	57.7%	396	100.0%	1	65.1%	95	51.6%	366
		686		1		146		710
Literacy and Numberacy Gains	38.6%	192	0.0%	0	27.4%	29	37.0%	342
		498		0		106		924

Table L - Other Reported Information

	12 Month Employment Retention Rate		12 Month Earnings Increase (Adults and Older Youth) or 12 Months Earning Replacement (Dislocated Workers)		Placement in Non-traditional Employment		Wages At Entry Into Employment For Those Individuals Who Entered Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
		numerator denominator		numerator denominator		numerator denominator		numerator denominator		numerator denominator
Adults	85.7%	1,931	\$6,986	\$15,747,277	0.6%	9	\$6,492	\$10,102,284	41.0%	292
		2,254		2,254		1,556		1,556		713
Dislocated Workers	89.9%	2,348	107.0%	51,803,741	0.7%	14	\$9,777	\$20,434,033	43.9%	504
		2,611		48,429,503		2,090		2,090		1,148
Older Youth										

Table M - Participation Levels

	Total Participants Served	Total Exiters
Total Adult Customers	48,922	55,218
Total Adult Self-service only	44,869	50,547
WIA Adult	46,402	52,548
WIA Dislocated Worker	2,571	2,719
Total Youth (14-21)	1,520	1,517
Younger Youth (14-18)	1,008	965
Older Youth (19-21)	512	552
Out-of-School Youth	1,140	1,041
In-School Youth	380	476

Table M+ Washington State Additional Measures of Performance

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator	
Adult Program				
Employment in Q3	75.3%	74.9%	2,071	2,766
Median Annualized Earnings	\$21,345	\$24,576		2,051
Participant Satisfaction	NA		NA	
Dislocated Worker Program				
Employment in Q3	80.9%	80.4%	2,590	3,223
Median Annualized Earnings	\$31,800	\$36,397		2,549
Participant Satisfaction	NA		NA	
Youth Program				
Employment in Q3	77.1%	79.0%	1,506	1,907
Median Annualized Earnings	\$10,572	\$12,178		1,179
Participant Satisfaction	NA	NA	NA	
Employer Satisfaction				
Percent Satisfied with Skills	NA	NA	NA	NA

Table N - Cost of Program Activities

Program Activity	Total Federal Spending
Local Adults	\$12,911,448
Local Dislocated Workers	\$12,787,962
Local Youth	\$12,712,835
Rapid Response (up to 25%) WIA Section 134(a)(2)(B)	\$4,053,617
Statewide Required Activities (up to 15%) WIA Section 134(a)(2)(B)	\$1,275,347
Total of All Federal Spending Listed Above	\$43,741,209

Table O - Olympic Consortium

Total Participants Served	Adults	91	
	Dislocated Workers	80	
	Older Youth (19-21)	14	
	Younger Youth (14-18)	24	
ETA Assigned # <u>53010</u>	Total Exiters		
	Adults	117	
	Dislocated Workers	81	
	Older Youth (19-21)	22	
	Younger Youth (14-18)	30	
Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	0	0
	Employers	0	0
Entered Employment Rates	Adults	83.2%	77.6%
	Dislocated Workers	92.4%	80.6%
	Older Youth	0.0%	70.8%
Retention Rates	Adults	86.3%	80.8%
	Dislocated Workers	86.3%	83.2%
	Older Youth	0.0%	61.1%
	Younger Youth	0.0%	62.2%
Average Earnings (Adults/DWs)	Adults	\$14,917	\$14,178
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$18,902	\$15,875
	Older Youth	\$0	\$2,471
Credential/Diploma Rates	Adults	0.0%	41.1%
	Dislocated Workers	0.0%	53.3%
	Older Youth	0.0%	31.0%
	Younger Youth	0.0%	50.0%
Skill Attainment Rate	Younger Youth	0.0%	0.0%
Placement in Employment or Education	Youth (14-21)	76.9%	75.0%
Attainment of Degree or Certificate	Youth (14-21)	67.8%	55.6%
Literacy or Numeracy Gains	Youth (14-21)	57.4%	38.5%
Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance			
Employment in Q3	Adults	74.4%	76.2%
	Dislocated Workers	80.6%	81.1%
	Youth	79.4%	77.8%
Median Annualized Earnings	Adults	\$23,151	\$22,511
	Dislocated Workers	\$32,822	\$26,653
	Youth	\$9,223	\$11,497
	Not Met		
Overall Status of Local Performance	1	11	3
Federal Performance Measures	1	8	0
State Performance Measures	0	3	3

Table O - Pacific Mountain		Total Participants Served	Adults	95
			Dislocated Workers	217
			Older Youth (19-21)	52
			Younger Youth (14-18)	61
ETA Assigned # <u>53015</u>	Total Exiters	Adults	155	
		Dislocated Workers	175	
		Older Youth (19-21)	43	
		Younger Youth (14-18)	81	
			Negotiated Performance Level	Actual Performance Level
Reported Information				
Customer Satisfaction	Program Participants	0		0
	Employers	0		0
Entered Employment Rates	Adults	84.0%		79.4%
	Dislocated Workers	76.5%		75.0%
	Older Youth	0.0%		57.1%
Retention Rates	Adults	84.4%		79.3%
	Dislocated Workers	87.2%		92.1%
	Older Youth	0.0%		77.1%
	Younger Youth	0.0%		84.1%
Average Earnings (Adults/DWs)	Adults	\$14,614		\$13,278
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$17,901		\$18,026
	Older Youth	\$0		\$5,035
Credential/Diploma Rates	Adults	0.0%		33.0%
	Dislocated Workers	0.0%		56.5%
	Older Youth	0.0%		41.3%
	Younger Youth	0.0%		81.3%
Skill Attainment Rate	Younger Youth	0.0%		0.0%
Placement in Employment or Education	Youth (14-21)	83.8%		68.4%
Attainment of Degree or Certificate	Youth (14-21)	82.5%		84.2%
Literacy or Numeracy Gains	Youth (14-21)	49.8%		63.2%
Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance				
Employment in Q3	Adults	72.7%		75.0%
	Dislocated Workers	82.4%		76.4%
	Youth	73.0%		84.4%
Median Annualized Earnings	Adults	\$21,169		\$22,050
	Dislocated Workers	\$31,305		\$35,451
	Youth	\$12,866		\$10,534
	Not Met	Met		Exceeded
Overall Status of Local Performance	0	7		8
Federal Performance Measures	0	5		4
State Performance Measures	0	2		4

Table O - Northwest		Total Participants Served	Adults	111
			Dislocated Workers	101
			Older Youth (19-21)	29
			Younger Youth (14-18)	53
ETA Assigned # <u>53020</u>	Total Exiters	Adults	94	
		Dislocated Workers	74	
		Older Youth (19-21)	27	
		Younger Youth (14-18)	49	
Reported Information		Negotiated Performance Level		Actual Performance Level
Customer Satisfaction	Program Participants	0		0
	Employers	0		0
Entered Employment Rates	Adults	82.3%		85.5%
	Dislocated Workers	89.0%		85.3%
	Older Youth	0.0%		83.3%
Retention Rates	Adults	86.6%		90.9%
	Dislocated Workers	90.9%		88.5%
	Older Youth	0.0%		100.0%
	Younger Youth	0.0%		76.3%
Average Earnings (Adults/DWs)	Adults	\$17,247		\$15,957
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$21,854		\$22,667
	Older Youth	\$0		\$8,773
Credential/Diploma Rates	Adults	0.0%		66.7%
	Dislocated Workers	0.0%		55.4%
	Older Youth	0.0%		40.0%
	Younger Youth	0.0%		68.9%
Skill Attainment Rate	Younger Youth	0.0%		0.0%
Placement in Employment or Education	Youth (14-21)	74.9%		83.3%
Attainment of Degree or Certificate	Youth (14-21)	73.5%		75.4%
Literacy or Numeracy Gains	Youth (14-21)	61.3%		36.8%
Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance				
Employment in Q3	Adults	77.7%		84.6%
	Dislocated Workers	82.1%		82.2%
	Youth	79.4%		97.5%
Median Annualized Earnings	Adults	\$25,482		\$29,624
	Dislocated Workers	\$34,605		\$41,065
	Youth	\$11,307		\$14,996
	Not Met	Met		Exceeded
Overall Status of Local Performance	1	3		11
Federal Performance Measures	1	3		5
State Performance Measures	0	0		6

Table O - Workforce Snohomish		Total Participants Served	Adults	144
			Dislocated Workers	272
			Older Youth (19-21)	33
			Younger Youth (14-18)	134
ETA Assigned # <u>53030</u>	Total Exiters	Adults	165	
		Dislocated Workers	260	
		Older Youth (19-21)	26	
		Younger Youth (14-18)	99	
Reported Information		Negotiated Performance Level		Actual Performance Level
Customer Satisfaction	Program Participants	0		0
	Employers	0		0
Entered Employment Rates	Adults	56.3%		75.7%
	Dislocated Workers	71.0%		80.6%
	Older Youth	0.0%		68.0%
Retention Rates	Adults	80.0%		78.2%
	Dislocated Workers	90.1%		92.2%
	Older Youth	0.0%		68.4%
	Younger Youth	0.0%		45.3%
Average Earnings (Adults/DWs)	Adults	\$12,023		\$13,053
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$19,523		\$23,727
	Older Youth	\$0		\$3,242
Credential/Diploma Rates	Adults	0%		37.3%
	Dislocated Workers	0%		56.6%
	Older Youth	0%		29.4%
	Younger Youth	0%		37.1%
Skill Attainment Rate	Younger Youth	0%		0.0%
Placement in Employment or Education	Youth (14-21)	49.3%		63.3%
Attainment of Degree or Certificate	Youth (14-21)	47.7%		40.0%
Literacy or Numeracy Gains	Youth (14-21)	58.6%		0.0%
Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance				
Employment in Q3	Adults	73.6%		63.8%
	Dislocated Workers	81.0%		78.6%
	Youth	65.7%		64.9%
Median Annualized Earnings	Adults	\$20,038		\$24,337
	Dislocated Workers	\$34,439		\$40,759
	Youth	\$8,776		\$9,909
	Not Met	Met		Exceeded
Overall Status of Local Performance	1	5		9
Federal Performance Measures	1	2		6
State Performance Measures	0	3		3

Table O - Seattle-King County		Total Participants Served	Adults	497
			Dislocated Workers	378
			Older Youth (19-21)	109
			Younger Youth (14-18)	333
ETA Assigned # 53025	Total Exiters	Adults	584	
		Dislocated Workers	504	
		Older Youth (19-21)	94	
		Younger Youth (14-18)	254	
			Negotiated Performance Level	Actual Performance Level
Reported Information				
Customer Satisfaction	Program Participants	0		0
	Employers	0		0
Entered Employment Rates	Adults	67.9%		74.8%
	Dislocated Workers	82.0%		78.3%
	Older Youth	0.0%		70.1%
Retention Rates	Adults	87.4%		89.1%
	Dislocated Workers	91.0%		90.4%
	Older Youth	0.0%		82.8%
	Younger Youth	0.0%		65.3%
Average Earnings (Adults/DWs)				
Six Months Earnings Increase (Older Youth)	Adults	\$14,593		\$15,682
	Dislocated Workers	\$23,137		\$24,036
	Older Youth	\$0		\$4,759
Credential/Diploma Rates	Adults	0%		62.9%
	Dislocated Workers	0%		50.2%
	Older Youth	0%		32.1%
	Younger Youth	0%		28.5%
Skill Attainment Rate	Younger Youth	0%		0.0%
Placement in Employment or Education	Youth (14-21)	59.5%		61.5%
Attainment of Degree or Certificate	Youth (14-21)	63.5%		50.2%
Literacy or Numeracy Gains	Youth (14-21)	35.2%		35.7%
Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance				
Employment in Q3	Adults	74.6%		70.8%
	Dislocated Workers	78.9%		81.6%
	Youth	81.5%		82.1%
Median Annualized Earnings	Adults	\$21,937		\$27,373
	Dislocated Workers	\$35,760		\$40,340
	Youth	\$10,232		\$12,560
	Not Met	Met		Exceeded
Overall Status of Local Performance	1	3		11
Federal Performance Measures	1	2		6
State Performance Measures	0	1		5

Table O - Tacoma – Pierce County		Total Participants Served	Adults	127
			Dislocated Workers	112
			Older Youth (19-21)	39
			Younger Youth (14-18)	44
ETA Assigned # <u>53040</u>	Total Exiters	Adults	205	
		Dislocated Workers	164	
		Older Youth (19-21)	74	
		Younger Youth (14-18)	73	
			Negotiated Performance Level	Actual Performance Level
Reported Information				
Customer Satisfaction	Program Participants	0		0
	Employers	0		0
Entered Employment Rates	Adults	75.0%		77.8%
	Dislocated Workers	81.6%		77.9%
	Older Youth	0.0%		57.0%
Retention Rates	Adults	87.0%		84.1%
	Dislocated Workers	86.0%		88.8%
	Older Youth	0.0%		76.6%
	Younger Youth	0.0%		63.4%
Average Earnings (Adults/DWs)	Adults	\$15,423		\$16,099
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$17,864		\$18,338
	Older Youth	\$0		\$4,171
Credential/Diploma Rates	Adults	0.0%		76.3%
	Dislocated Workers	0.0%		64.1%
	Older Youth	0.0%		18.4%
	Younger Youth	0.0%		21.3%
Skill Attainment Rate	Younger Youth	0.0%		0.0%
Placement in Employment or Education	Youth (14-21)	60.3%		60.4%
Attainment of Degree or Certificate	Youth (14-21)	59.1%		45.6%
Literacy or Numeracy Gains	Youth (14-21)	36.0%		44.6%
Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance				
Employment in Q3	Adults	79.0%		75.6%
	Dislocated Workers	81.6%		75.5%
	Youth	72.0%		77.7%
Median Annualized Earnings	Adults	\$21,991		\$26,230
	Dislocated Workers	\$31,696		\$32,195
	Youth	\$11,281		\$11,234
	Not Met	Met		Exceeded
Overall Status of Local Performance	1	5		9
Federal Performance Measures	1	2		6
State Performance Measures	0	3		3

Table O- Workforce Southwest Washington

		Total Participants Served	Adults	69
			Dislocated Workers	101
			Older Youth (19-21)	70
			Younger Youth (14-18)	80
ETA Assigned # <u>53005</u>		Total Exitors	Adults	119
			Dislocated Workers	119
			Older Youth (19-21)	62
			Younger Youth (14-18)	76
Reported Information			Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	0		0
	Employers	0		0
Entered Employment Rates	Adults	82.8%		82.4%
	Dislocated Workers	80.3%		87.5%
	Older Youth	0.0%		70.5%
Retention Rates	Adults	79.4%		86.0%
	Dislocated Workers	89.8%		90.1%
	Older Youth	0.0%		88.7%
	Younger Youth	0.0%		52.6%
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$14,484		\$14,275
	Dislocated Workers	\$17,660		\$19,179
	Older Youth	\$0		\$4,907
Credential/Diploma Rates	Adults	0.0%		62.1%
	Dislocated Workers	0.0%		61.3%
	Older Youth	0.0%		38.6%
	Younger Youth	0.0%		40.0%
Skill Attainment Rate	Younger Youth	0.0%		0.0%
Placement in Employment or Education	Youth (14-21)	66.2%		64.5%
Attainment of Degree or Certificate	Youth (14-21)	87.3%		71.6%
Literacy or Numeracy Gains	Youth (14-21)	61.1%		46.5%
Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance				
Employment in Q3	Adults	71.4%		84.4%
	Dislocated Workers	80.5%		85.5%
	Youth	75.6%		77.6%
Median Annualized Earnings	Adults	\$18,911		\$23,884
	Dislocated Workers	\$29,865		\$35,197
	Youth	\$9,978		\$14,669
	Not Met	Met		Exceeded
Overall Status of Local Performance	1	4		10
Federal Performance Measures	1	4		4
State Performance Measures	0	0		6

Table O - North Central		Total Participants Served	Adults	110
			Dislocated Workers	84
			Older Youth (19-21)	28
			Younger Youth (14-18)	106
ETA Assigned # <u>53045</u>	Total Exitters	Adults	118	
		Dislocated Workers	82	
		Older Youth (19-21)	18	
		Younger Youth (14-18)	63	
Reported Information		Negotiated Performance Level		Actual Performance Level
Customer Satisfaction	Program Participants	0		0
	Employers	0		0
Entered Employment Rates	Adults	77.3%		82.5%
	Dislocated Workers	85.0%		91.1%
	Older Youth	0.0%		85.0%
Retention Rates	Adults	87.0%		80.9%
	Dislocated Workers	88.4%		94.8%
	Older Youth	0.0%		74.1%
	Younger Youth	0.0%		58.5%
Average Earnings (Adults/DWs)	Adults	\$13,593		\$14,232
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$15,001		\$17,097
	Older Youth	\$0		\$3,660
Credential/Diploma Rates	Adults	0.0%		33.3%
	Dislocated Workers	0.0%		50.9%
	Older Youth	0.0%		36.4%
	Younger Youth	0.0%		49.2%
Skill Attainment Rate	Younger Youth	0.0%		0.0%
Placement in Employment or Education	Youth (14-21)	54.0%		74.1%
Attainment of Degree or Certificate	Youth (14-21)	47.5%		51.5%
Literacy or Numeracy Gains	Youth (14-21)	64.0%		48.7%
Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance				
Employment in Q3	Adults	77.8%		69.4%
	Dislocated Workers	83.9%		79.6%
	Youth	76.8%		73.4%
Median Annualized Earnings	Adults	\$23,528		\$22,921
	Dislocated Workers	\$29,678		\$28,808
	Youth	\$8,674		\$11,548
	Not Met	Met		Exceeded
Overall Status of Local Performance	1	6		8
Federal Performance Measures	1	1		7
State Performance Measures	0	5		1

Table O - South Central		Total Participants Served	Adults	87
			Dislocated Workers	100
			Older Youth (19-21)	24
			Younger Youth (14-18)	36
ETA Assigned # <u>53075</u>	Total Exiters	Adults	89	
		Dislocated Workers	104	
		Older Youth (19-21)	37	
		Younger Youth (14-18)	67	
Reported Information		Negotiated Performance Level		Actual Performance Level
Customer Satisfaction	Program Participants	0		0
	Employers	0		0
Entered Employment Rates	Adults	75.7%		81.4%
	Dislocated Workers	76.4%		85.7%
	Older Youth	0.0%		79.6%
Retention Rates	Adults	79.3%		88.4%
	Dislocated Workers	89.9%		89.8%
	Older Youth	0.0%		87.2%
	Younger Youth	0.0%		68.0%
Average Earnings (Adults/DWs)	Adults	\$12,016		\$12,287
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$16,327		\$17,192
	Older Youth	\$0		\$3,924
Credential/Diploma Rates	Adults	0.0%		58.8%
	Dislocated Workers	0.0%		57.8%
	Older Youth	0.0%		58.0%
	Younger Youth	0.0%		48.8%
Skill Attainment Rate	Younger Youth	0.0%		0.0%
Placement in Employment or Education	Youth (14-21)	54.0%		70.5%
Attainment of Degree or Certificate	Youth (14-21)	55.6%		63.3%
Literacy or Numeracy Gains	Youth (14-21)	67.8%		53.3%
Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance				
Employment in Q3	Adults	77.6%		77.2%
	Dislocated Workers	81.5%		80.6%
	Youth	76.9%		71.1%
Median Annualized Earnings	Adults	\$19,016		\$22,030
	Dislocated Workers	\$29,845		\$29,099
	Youth	\$12,799		\$10,857
	Not Met	Met		Exceeded
Overall Status of Local Performance	1	6		8
Federal Performance Measures	1	1		7
State Performance Measures	0	5		1

Table O - Eastern Washington Partnership		Total Participants Served	
		Adults	50
		Dislocated Workers	44
		Older Youth (19-21)	30
		Younger Youth (14-18)	50
ETA Assigned # <u>53070</u>	Total Exiters	Adults	85
		Dislocated Workers	49
		Older Youth (19-21)	39
		Younger Youth (14-18)	85
		Negotiated Performance Level	Actual Performance Level
Reported Information			
Customer Satisfaction	Program Participants	0	0
	Employers	0	0
Entered Employment Rates	Adults	81.2%	80.9%
	Dislocated Workers	81.0%	76.7%
	Older Youth	0.0%	63.2%
Retention Rates	Adults	80.2%	85.7%
	Dislocated Workers	92.7%	83.3%
	Older Youth	0.0%	89.2%
	Younger Youth	0.0%	58.1%
Average Earnings (Adults/DWs)	Adults	\$12,811	\$16,345
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$17,638	\$20,152
	Older Youth	\$0	\$7,264
Credential/Diploma Rates	Adults	0.0%	33.3%
	Dislocated Workers	0.0%	54.0%
	Older Youth	0.0%	23.3%
	Younger Youth	0.0%	62.7%
Skill Attainment Rate	Younger Youth	0.0%	0.0%
Placement in Employment or Education	Youth (14-21)	53.8%	61.8%
Attainment of Degree or Certificate	Youth (14-21)	57.5%	56.3%
Literacy or Numeracy Gains	Youth (14-21)	36.0%	35.1%
Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance			
Employment in Q3	Adults	72.0%	78.3%
	Dislocated Workers	77.4%	77.6%
	Youth	86.2%	74.7%
Median Annualized Earnings	Adults	\$21,129	\$27,583
	Dislocated Workers	\$30,308	\$29,560
	Youth	\$12,219	\$10,179
	Not Met	Met	Exceeded
Overall Status of Local Performance	0	8	7
Federal Performance Measures	0	5	4
State Performance Measures	0	3	3

Table O - Benton-Franklin		Total Participants Served	Adults	38
			Dislocated Workers	69
			Older Youth (19-21)	27
			Younger Youth (14-18)	20
ETA Assigned # <u>53065</u>	Total Exiters	Adults	82	
		Dislocated Workers	107	
		Older Youth (19-21)	40	
		Younger Youth (14-18)	31	
Reported Information		Negotiated Performance Level		Actual Performance Level
Customer Satisfaction	Program Participants	0		0
	Employers	0		0
Entered Employment Rates	Adults	78.9%		84.3%
	Dislocated Workers	75.0%		90.7%
	Older Youth	0.0%		82.3%
Retention Rates	Adults	79.1%		84.4%
	Dislocated Workers	87.2%		86.7%
	Older Youth	0.0%		90.5%
	Younger Youth	0.0%		67.2%
Average Earnings (Adults/DWs)	Adults	\$10,850		\$17,733
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$22,005		\$23,873
	Older Youth	\$0		\$4,055
Credential/Diploma Rates	Adults	0.0%		62.8%
	Dislocated Workers	0.0%		57.0%
	Older Youth	0.0%		46.0%
	Younger Youth	0.0%		80.8%
Skill Attainment Rate	Younger Youth	0.0%		0.0%
Placement in Employment or Education	Youth (14-21)	82.2%		81.0%
Attainment of Degree or Certificate	Youth (14-21)	68.6%		65.6%
Literacy or Numeracy Gains	Youth (14-21)	49.0%		6.2%
Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance				
Employment in Q3	Adults	74.9%		78.1%
	Dislocated Workers	79.1%		86.2%
	Youth	75.5%		74.7%
Median Annualized Earnings	Adults	\$20,100		\$22,136
	Dislocated Workers	\$31,280		\$45,048
	Youth	\$9,130		\$14,636
	Not Met	Met		Exceeded
Overall Status of Local Performance	1	4		10
Federal Performance Measures	1	3		5
State Performance Measures	0	1		5

Table O - Spokane Area		Total Participants Served	Adults	114
			Dislocated Workers	102
			Older Youth (19-21)	57
			Younger Youth (14-18)	67
ETA Assigned # <u>53035</u>	Total Exiters	Adults	188	
		Dislocated Workers	180	
		Older Youth (19-21)	70	
		Younger Youth (14-18)	57	
Reported Information		Negotiated Performance Level		Actual Performance Level
Customer Satisfaction	Program Participants	0		0
	Employers	0		0
Entered Employment Rates	Adults	80.0%		84.2%
	Dislocated Workers	86.9%		85.3%
	Older Youth	0.0%		73.7%
Retention Rates	Adults	80.3%		78.2%
	Dislocated Workers	88.1%		91.2%
	Older Youth	0.0%		84.8%
	Younger Youth	0.0%		71.1%
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$15,200		\$14,990
	Dislocated Workers	\$19,858		\$19,061
	Older Youth	\$0		\$5,471
Credential/Diploma Rates	Adults	0.0%		60.7%
	Dislocated Workers	0.0%		44.0%
	Older Youth	0.0%		36.1%
	Younger Youth	0.0%		63.9%
Skill Attainment Rate	Younger Youth	0.0%		0.0%
Placement in Employment or Education	Youth (14-21)	69.5%		69.3%
Attainment of Degree or Certificate	Youth (14-21)	51.4%		66.7%
Literacy or Numeracy Gains	Youth (14-21)	60.9%		37.4%
Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance				
Employment in Q3	Adults	76.2%		74.8%
	Dislocated Workers	82.2%		81.9%
	Youth	76.7%		81.7%
Median Annualized Earnings	Adults	\$18,847		\$24,514
	Dislocated Workers	\$30,219		\$35,915
	Youth	\$10,499		\$12,510
	Not Met	Met		Exceeded
Overall Status of Local Performance	1	7		7
Federal Performance Measures	1	5		3
State Performance Measures	0	2		4

Table P - Veteran Priority of Service

	Total	Percent Served
Covered Entrants Who Reached the End of the Entry Period	344	
Covered Entrants Who Received a Service During the Entry Period	344	100.0%
Covered Entrants Who Received a Staff-Assisted Service During the Entry Period	344	100.0%

Table Q - Veterans' Outcomes by Special Populations

Reported Information	Post 9/11 Era Veterans		Post 9/11 Era Veterans who Received at least Intensive Services		TAP Workshop	
		numerator denominator		numerator denominator		numerator denominator
Entered Employment Rate	78.0%	124 159	77.6%	118 152	75.0%	3 4
Employment Retention Rate	85.3%	180 211	85.3%	174 204	71.4%	5 7
Average Earnings	\$20,521	\$3,693,858 180	\$20,624	\$3,588,608 174	\$17,117	\$85,585 5