

WASHINGTON STATE

ANNUAL REPORT on the Workforce Investment Act Title I-B

Program Year 2010

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

September 2011



CHRISTINE O.
GREGOIRE
Governor



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Washington State is on its way to economic recovery, but it continues to be a long, difficult road. As we face new challenges, it is clear that providing a good education for all of our citizens is the single greatest contribution we can make to our state's future.

Many businesses in our state, such as Boeing and Microsoft, are hiring thousands of workers to continue the tradition of making Washington an innovative and economically diverse state. However, these businesses can't do it alone. To keep their competitive edge in the ever-changing global economy, companies like these need skilled workers. This is why investing in employment and education is vital. Legislation I signed into law prioritizes training programs for the jobs of tomorrow in industries such as aerospace, health care, advanced manufacturing and renewable energy.

Our state's training services are geared to meet the demands of employers as well as unemployed workers who seek a better future. The federal Workforce Investment Act is the foundation of our success. The following report shows the innovative use of Workforce Investment Act Title I-B funds to create jobs and fill them with an educated workforce in Washington State.

The long road to recovery is a little smoother through the efforts of our workforce development system and the positive spirit of the great state of Washington!

Sincerely,

A handwritten signature in cursive script that reads "Christine O. Gregoire".

Christine O. Gregoire
Governor

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Workforce Investment Act (WIA) in Washington State

Introduction

Last year, more than 364,000 Washington residents received help getting a job at one of the 65 WorkSource Centers 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 because of the longest economic decline since the Great Depression. Most needed help with connecting to Unemployment Insurance Benefits and assistance determining next career steps. Others needed more intensive services to help them 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 made in Washington in Program Year 2010 (July 1, 2010 to June 30, 2011).

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 Program Year 2010, the U.S. Department of Labor allocated a total of \$58,839,131 in WIA Title I-B funds to Washington state for employment and training services designed to benefit employers, dislocated workers, disadvantaged adults, and low income youth.

Overview of Washington’s Workforce Development System

Put simply, Washington’s workforce development system is an integrated network of services, programs and investments with a shared goal of improving the skills of the state workforce. This network strives to create the workforce needed by business and industry. It further helps potential job candidates, particularly low-income youth and adults and displaced workers, overcome obstacles to successful employment. These services are delivered through the WorkSource Centers, the state’s one-stop delivery system. Primary funding for WorkSource Center operations and many of the core and intensive services provided at WorkSource are underwritten by the Workforce Investment Act Title 1-B and Wagner-Peyser Act.

At a WorkSource center, an individual 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 and employers can get help with their workforce

needs including job listing, recruitment, screening and training for employees. Other services available through these centers include: veteran services, WorkFirst, Trade Act programs, access training programs, offender employment assistance, disability services, and farm worker assistance, among others.

State and local roles

The core operational role of the Employment Security Department (ESD) within the WorkSource system is to fill employer job openings with well qualified job seekers and to mitigate the negative consequences of unemployment. The core administrative role of ESD is to serve 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 for the delivery of services within an integrated service delivery system.

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

Workforce Development Councils are the local conveners and managers of WorkSource through which WIA programs are accessed. They are the strategic visionaries for local implementation of WIA funds. There are 12 Workforce Development Councils (WDCs) in Washington. Workforce Development Councils are private industry led and locally focused. Members of the councils are appointed by Chief Local Elected Officials (CLEOs) and the councils are certified by the Governor. The CLEOs are the local area WIA Title I-B grant recipients. The CLEOs direct their WDC's staff to administer the funds and manage the area's WorkSource centers to most effectively respond to the local economy and needs of local citizens. Workforce Development Councils convene regional partners and stakeholders to assess skill gaps, identify emerging and future employment possibilities and to collaborate with economic development 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 Youth Program

Participation: More than 4,000 young people were served by the Workforce Investment Act Youth Program between July 1, 2010 and June 30, 2011.

Who is served: Youth must be 14 through 21 years old, low income, and meet other criteria described in the Workforce Investment Act (WIA) such as a need for additional assistance to complete an educational program or to secure and hold employment. To be low income, one must be a welfare or food stamp recipient, homeless, a foster child, or have a family income below 70 percent of the lower living standard income level—\$10,722 per individual, or \$29,759 for a family of four.

Program description: The program prepares low-income youth ages 14 to 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, or instruction in obtaining a GED or equivalent.

WIA Title I-B Adult Program

Participation: Nearly 5,800 participants were served by the Workforce Investment Act, Adult Program between July 1, 2010 and June 30, 2011.

Who is served: Specific eligibility guidelines are described in the Workforce Investment Act (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: Nearly 8,200 participants were served by the Workforce Investment Act, Dislocated Worker Program between July 1, 2010 and June 30, 2011.

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.

New Dollars for 2009-2010

The American Recovery and Reinvestment Act (ARRA) of 2009 provided the first real infusion of additional funding into the Workforce Investment Act program in many years. This one-time only enhancement to WIA programmatic funding sought to jumpstart a floundering economy and provides new opportunities for training when demand during the recession was at its height. For more information on ARRA funds expended in PY 10, see the chart on page 10.

Economic challenges, the overall impact on Washington

The recent recession lasted from December 2007 until June 2009, meaning that more than two years have passed since the recession officially ended. However, in Washington State, employment didn't begin to fall consistently until February 2008 and it continued to do so until February 2010. During this period, Washington lost 206,000 jobs, a loss of 6.2 percent. This was only slightly better than the 6.3 percent decline that occurred at the national level. Since February 2010, the state has added 59,200 jobs, recouping more than one quarter of the employment losses. June 2011 marks the tenth consecutive month that Washington has added jobs.

Figure 1 ▷ Percentage change in employment, 2001 - 2011, USA and Washington State, Seasonally adjusted

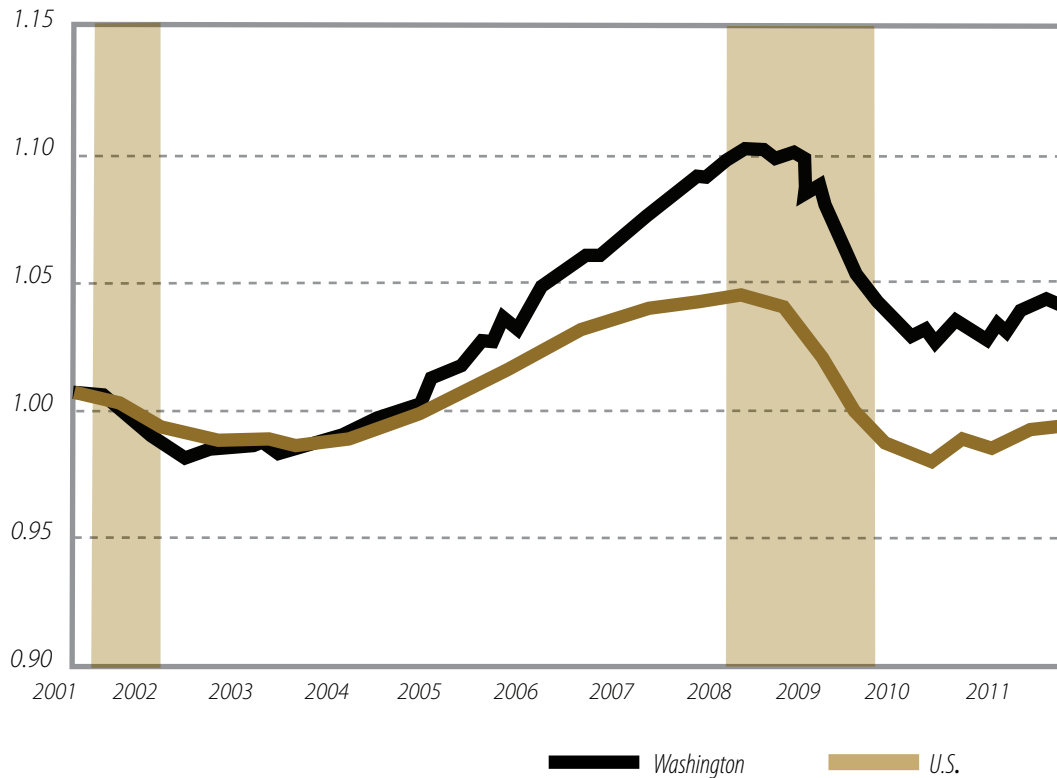
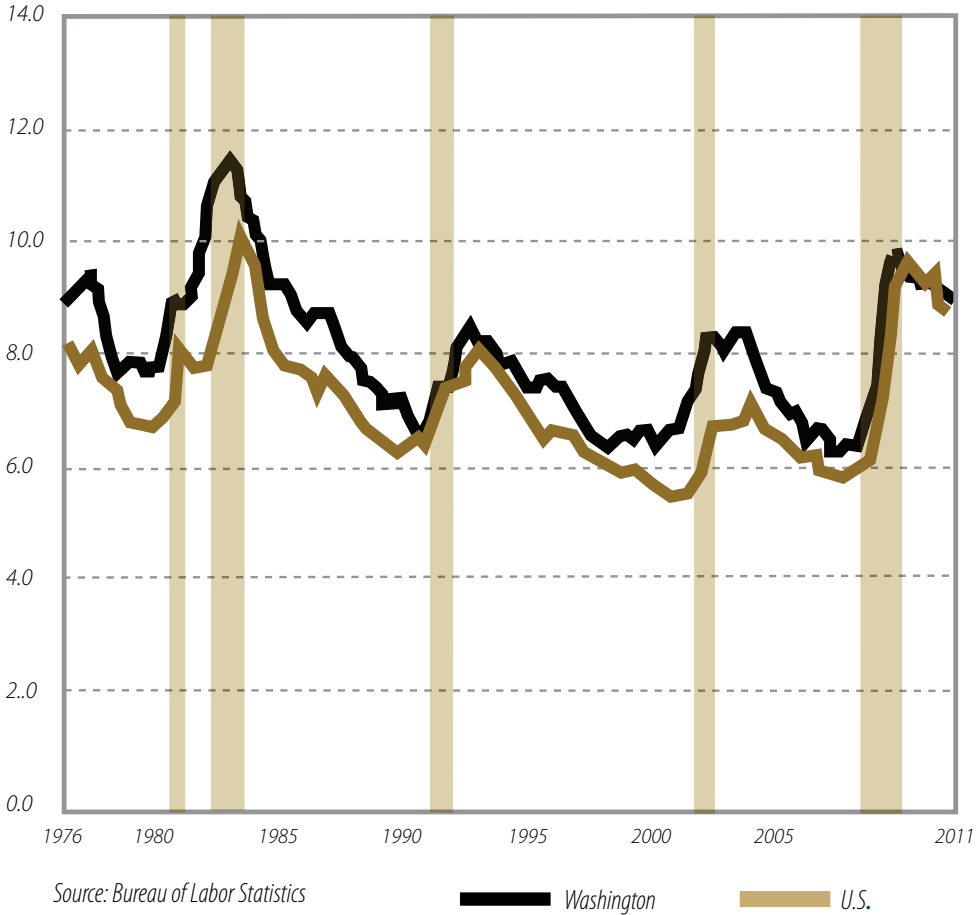


Figure 2 ▷ Historical Unemployment Rates 1976-2011, USA and Washington State, Seasonally adjusted



During the recent recession, Washington’s unemployment rate was high, but not quite to the levels reached in the early 1980s. From December 2009 to February 2010, the state jobless rate peaked at 10.0 percent, whereas the nation peaked at 10.1 percent in October 2009. From those peaks, both the state and nation saw falling unemployment rates until the first quarter of 2011. Throughout the second and third quarters of this year, both unemployment rates have trended up slightly to converge at 9.2 percent in June 2011.

WIA & ARRA Youth/Adults/Dislocated Workers Expenditures - PY 2010 July 1, 2010 - June 30, 2011

Workforce Development Area	Counties Included	Youth		Adult		Dislocated Workers	
		Formula	ARRA	Formula	ARRA	Formula	ARRA
Olympic	Expenditures	\$696,560	\$18,077	\$551,552	\$127,780	\$639,178	\$145,575
<i>Clallam, Jefferson, Kitsap</i>							
Pacific Mountain	Expenditures	\$1,200,100	\$32,104	\$1,229,794	\$34,666	\$1,410,417	\$248,488
<i>Grays Harbor, Lewis, Mason, Pacific, Thurston</i>							
Northwest	Expenditures	\$753,116	*	\$588,778	\$39,654	\$902,676	\$129,407
<i>Island, San Juan, Skagit Whatcom</i>							
Snohomish	Expenditures	\$1,141,146	\$45,817	\$1,353,142	\$49,034	\$2,017,577	\$239,688
<i>Snohomish</i>							
Seattle-King	Expenditures	\$2,680,363	\$36,582	\$2,800,017	\$147,277	\$4,626,378	\$789,609
<i>King</i>							
Tacoma-Pierce	Expenditures	\$1,665,234	*	\$1,334,920	\$244,698	\$1,373,533	\$554,714
<i>Pierce</i>							
Southwest	Expenditures	\$1,315,821	*	\$1,362,819	\$293,262	\$1,353,123	\$174,119
<i>Clark, Cowlitz, Wahkiakum</i>							
North Central	Expenditures	\$854,250	*	\$717,807	\$142,061	\$582,733	\$119,385
<i>Adams, Chelan, Douglas, Grant, Okanogan</i>							
South Central	Expenditures	\$1,085,620	\$36,582	\$970,854	\$98,139	\$755,084	\$190,982
<i>Kittitas, Klickitat, Skamania, Yakima</i>							
Eastern	Expenditures	\$689,075	*	\$455,028	\$123,899	\$350,679	\$53,056
<i>Asotin, Columbia, Ferry, Garfield, Lincoln, Pend Oreille, Stevens, Walla Walla, Whitman</i>							
Benton-Franklin	Expenditures	\$586,678	\$27,701	\$516,030	\$66,644	\$513,476	\$383,553
<i>Benton, Franklin</i>							
Spokane	Expenditures	\$1,035,494	\$60,268	\$775,421	\$196,613	\$1,049,731	\$517,179
<i>Spokane</i>							
State Total	Expenditures	\$13,703,457	\$257,131	\$12,656,162	\$1,563,727	\$15,574,585	\$3,545,755

* All funds expended in PY 2009

What is working well

Program Year 2010 State and Workforce Development Council Highlights

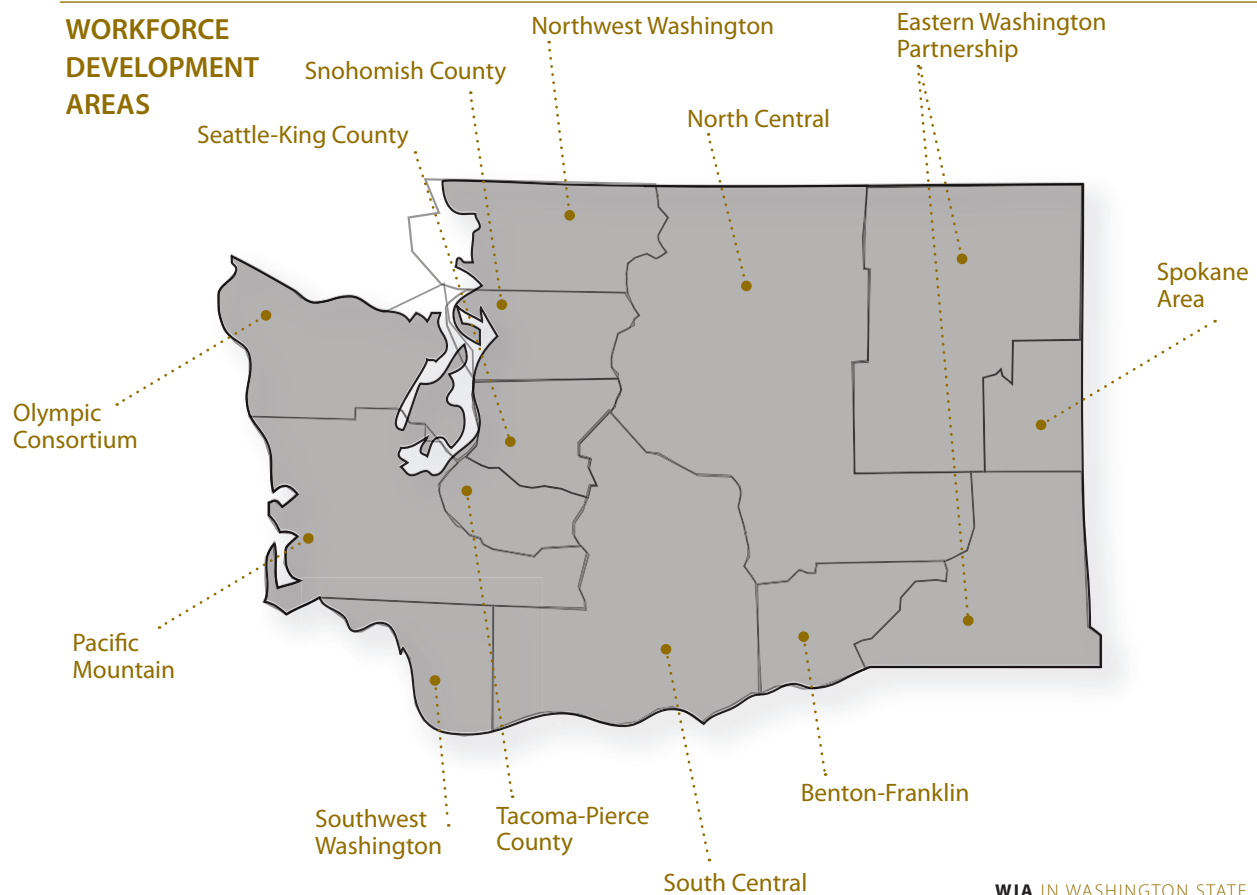
Introduction

Washington's workforce development system goals:

1. Youth: Ensure all youth receive the education, training and support they need for success in postsecondary education and/or work.
2. Adults: Provide Washington adults (including those with barriers to education and employment) with access to lifelong education, training, and employment services.
3. Industry: Meet the workforce needs of industry by preparing students, current workers, and dislocated workers with the skills employers need.

Workforce Investment Act Title I-B Youth, Adult, and Dislocated Worker Programs contribute toward meeting our workforce development system goals.

This section includes highlights of state-level leadership activities and services in Program Year 2010 (July 1, 2010 through June 30, 2011). This section also includes activity summaries by the 12 Workforce Development Councils.



State Highlights

Retooling Washington's Workforce

Responding to the severe recession, Washington's workforce system partners came together in a series of intense meetings in the last half of 2010 to identify ways to make a difference (within 12 to 18 months) in the economic well-being of employers and unemployed workers. Driven by the immediacy of over 300,000 unemployed Washington workers and a slow recovery, hundreds of local and state workforce professionals and businesses participated in a series of meetings hosted and largely underwritten by WDCs.


These meetings included representatives from key state agencies involved in education, workforce training and economic development and as well as board chairs and staff from workforce development councils and economic development councils, chambers of commerce, labor organizations, community colleges, local governments and non-profit organizations. The stakeholder process also used an online questionnaire and a virtual forum with business leaders. The result was consensus support for pursuing three fast-track strategies:

- 1 Improve outreach to unemployment insurance exhaustees. (There were 53,649 individuals in April through June 2011 who exhausted their UI benefits).
- 2 Increase on-the-job training and direct-connect training (training that is directly connected to a job).
- 3 Coordinate employer outreach and improve job referrals and skill matching between employers and job seekers.

The Workforce Board was responsible for initiating and leading this Retooling Washington's Workforce effort and a state steering committee staffed by the Board oversees the entire project.

For each strategy, a workgroup was formed with state and local representation across a broad range of agencies and organizations. Workgroups are providing planning and research support as well as tracking performance to measure results. Each workgroup regularly reports state and local progress to a state steering committee and the Workforce Board. Throughout the Retooling Washington's Workforce initiative, WDCs are serving in a critical role as the conveners of regional implementation teams. The extensive regional work in implementing the initiative is featured in the *WDC Highlights* section of this report on pages 22-33.

More on the Retooling Washington's Workforce projects –

-  **Coordinated outreach to Unemployment Insurance (UI) exhaustees**—This Retooling project focuses on how to communicate information and streamline employment and training assistance to those who are exhausting their UI benefits. This project created a detailed demographic analysis of who is losing benefits, conducted a market analysis of workers' skills and work history and developed a toolkit of services to help those with dwindling resources find housing, food assistance, and other services, while continuing to look for work. Results through June 30, 2011: Over 260,000 claimants received a resource guide in the mail and approximately 90 percent of those surveyed found the guide helpful. Over 44,000 UI exhaustees received a telephone message via the state auto-dialer that encouraged them to access WorkSource services. Training for frontline staff in WorkSource offices has increased to include de-escalating angry customers as well as a partnership between ESD and the Division of Vocational

Rehabilitation to offer free Motivational Interviewing training to approximately 240 frontline staff and partners across the state. To help local, state and federal decision makers have a better understanding of the size and makeup of the UI exhaustees in our state's population, ESD now publishes exhaustee benefit information by county, legislative and congressional district in addition to demographic data that includes age, education, gender, occupation, industry, veteran's status and disability status.

- ✎ **On-the-Job and Direct Connect Training**—This Retooling project is improving and expanding On-the-Job Training (OJT) and Direct Connect Training options that increase business output and job creation through subsidized training. Workgroup members shared information on OJT best practices and how to connect OJT to credit in postsecondary training. Governor Gregoire directed \$1.5 million in WIA Statewide Activities funds to expand OJT opportunities. A \$1.9 million DOL National Emergency Grant made more OJTs available in seven regions of the state. The workgroup promoted the maximum use of Microsoft's online e-learning courses free to WorkSource customers. As of June 2011, over 10,000 individuals started one or more courses. Each course contains individual topics which on their own may meet that person's unique needs or interests. Over 3,700 people completed 75 percent of a course or more.
- ✎ **Coordinated employer outreach combined with improved job referral/skills matching** — This Retooling project seeks to foster greater information sharing about employer outreach in an effort to improve efficiency and service delivery to employers through local partnerships between multiple government programs. Workgroup members collected baseline data on business outreach integration and plan to disseminate information on best practices in business outreach. Local teams are assessing the needs for improving business outreach and defining the roles, responsibilities, and primary deliverables of each partner providing business outreach and job referral services. The local teams are also identifying how business outreach staff will share relevant and appropriate information obtained from employers with other programs. ESD is expanding its business services training to staff of partner programs to improve the matching of job seekers with employers by identifying, recommending procedures and training to better identify job openings, understand employer skill needs, and match employer skill needs with jobseeker skills.

WDC Directors, WDC Chairs and other state and local workforce development partners will join the Workforce Board at a Retooling Washington's Workforce forum on October 6, 2011. The purposes of the forum are to story-board project progress, examine the learning from the initiative and agree on "next steps." More information on the Retooling effort can be found at: www.wtb.wa.gov/retoolingwashington.asp

ARRA Governor's 10 percent discretionary funds

The Governor designated \$5.53 million in ARRA-related WIA 10 percent funds as an incentive to encourage WDCs to invest their WIA and ARRA formula funds or other funds to build training capacity at the state's public community and technical colleges. The funds were available in a 1:1 match; that is, for every WIA or ARRA formula dollar invested, WDCs received a dollar in ARRA Governor's 10 percent funds. The funds purchased class-size training cohorts in programs of study specifically related to alternative energy, energy efficiency, aerospace, and health care. WDCs could also use the funds to support the participant's training goals, such as case management and support services. The incentive funds were available through June 30, 2011, when ARRA

expired. Over the course of the grant, WDCs invested \$5.53 million in WIA and ARRA funds to purchase more than 50 class-size training cohorts serving nearly 1,000 students.

Engrossed Second Substitute Senate Bill 5809

Passed by the Washington State Legislature and signed into law by the Governor on May 19, 2009, E2SSB 5809 provided ESD with \$7 million in state funds. The funds were used to incent WDCs to expand occupational training capacity for WIA-eligible dislocated workers and low-income adults in high-demand programs of study at public community and technical colleges. WDCs earned a 75 percent incentive on every dollar of WIA or ARRA formula funds used to purchase class-size training cohorts at those colleges. They also received a 25 percent incentive on every dollar of WIA or ARRA formula funds used to provide training assistance through Individual Training Accounts in high demand programs of study. The priority sectors were healthcare, aerospace, forest products, and energy efficiency. The program allowed earned incentive funds to be used to purchase more high demand occupational training (either as a class-size cohorts or Individual Training Accounts) as well as wrap-around support services necessary to help participants succeed in their training. The incentive funds had to be earned and obligated by June 30, 2011. By that date, WDCs had invested more than \$7.54 million in WIA and ARRA funds to purchase more than 100 class-size training cohorts serving more than 1,500 students. Having earned virtually all of the \$7 million in available incentives, WDCs spent \$5.99 million to assist more than 1,000 participants through the allowable activities outlined above.

Waivers Granted

Washington has been granted three WIA waivers for this program year:

- 1 The competitive procurement requirement has been amended to allow use of seven of the ten youth program elements. This streamlines the program procurement procedures for service providers.
- 2 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.
- 3 The 17 WIA mandated program performance measures are modified and reported using the federal common measures. This allows the state to report outcomes against one set of federal measures instead of two.

WorkSource System Policy Implementation

Building on the WorkSource Initiative Framework, seven WorkSource system policies went into effect on July 1, 2010, complementing three existing WorkSource system policies.

The overall intent of the WorkSource system policies is to encourage WorkSource system partners to achieve the following outcomes in the one-stop environment:

- shared ownership amongst partners of WIA Adult and Dislocated Worker, labor-exchange, Trade Adjustment Assistance (TAA) and ESD employment-program customers when it is efficient to do so and results in improved services to job seekers.
- one-stop staff members working mutually to serve customers and achieve shared performance standards with the goal of getting customers connected with as many services as they need for success in as seamless a manner as possible.
- a functionally integrated one-stop environment in which WIA, TAA, ESD labor-exchange and other employment-services staff work together, regardless of the program, to address customers needs with as many services as possible.

Between July 1, 2010 and June 30, 2011, local areas developed policies, agreements, plans and procedures to achieve these objectives. ESD is using its risk-based monitoring model to identify potential risks related to the policies and evaluate whether we are achieving the above outcomes in the one-stop environment. As of July 1, 2011, ESD is using this approach in partnership with local areas to identify barriers to implementation, opportunities for policy improvements, implementation gaps and opportunities for technical assistance.

Risk-based monitoring

In November 2010, the state adopted a risk-based monitoring model to monitor and provide valuable information for WIA programs. Unlike compliance monitoring, risk-based monitoring incorporates risks and seeks to identify potential compliance issues before they occur rather than after a problem emerges. By focusing on risks and evaluating the processes management has in place to manage the more significant risks the monitors are able to provide assurance on how well management's processes are able to manage the more significant risks. Another advantage of the risk-based monitoring model is that it helps to increase program efficiency and effectiveness. The model works to identify both risks that are not properly controlled and risks that are over-controlled and consuming unnecessary resources. With this new approach, monitoring is able to recommend opportunities to streamline processes resulting in savings to the state and local areas and improved program outcomes.

Rapid Response

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

During Program Year 2010, the state DWU, WSLC and the local rapid response teams responded to 31 Worker Adjustment and Retraining Notification (WARN) Act notices impacting 3,527 workers. The state DWU, along

with the WSLC and the local rapid response teams, also initiated rapid response services for nearly 1,560 workers as a result of the filing of 45 Trade Adjustment Assistance (TAA) petitions.

Rapid response teams worked with various employers (large and small) and their employee representatives to provide informational layoff sessions. More than 240 of these layoff sessions were conducted across the state. Additionally, in coordination with the Washington State Department of Personnel (DOP), 34 layoff sessions held across the state served approximately 650 state employees who were facing layoffs.

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

One of the largest layoffs this year is occurring at the U.S. Department of Energy's Hanford nuclear waste cleanup site located in southeastern Washington. In January, 2011 CH2M Hill and Mission Support Alliance announced that 1,650 to 1,985 employees at Hanford would be laid off by the end of September 2011. Employees for both companies, as well as from other sub-contractors are impacted. ESD, in cooperation with the Benton-Franklin Workforce Development Council and WorkSource Columbia Basin, have been assessing the situation and planning rapid response activities, which will include requesting funding through a National Emergency Grant (NEG). Local and state labor representatives as well as human resource management from the impacted companies have been involved with the planning. Rapid Response activities were on-going and continued through September.

The state DWU continues to initiate rapid response services for workers certified for Trade Act assistance. The state's overall approach is to continue to integrate services to trade-certified dislocated workers within the rapid response delivery system. A Trade Act coordination team meets twice monthly to discuss Trade Act and related rapid response activity. Integrated Trade Act staff training is held for internal and partner staff and is conducted on a quarterly basis.

This year, in an effort to enhance technical assistance to the Trade Adjustment Assistance program, ESD partnered with the Washington State Labor Council, AFL-CIO WIA Labor Liaisons on a grant received through the U.S. Department of Labor. Through the grant, 19 TAA Partnership meetings have been held statewide to foster cross-departmental discussions with WorkSource, WDCs, community and technical colleges, and other community partners. Additionally, grant funds were used to establish a website and for outreach to help workers and employers access potential services.



SKIES

The Services, Knowledge and Information Exchange System (SKIES) is the primary web-based case management and reporting system for WorkSource. SKIES provides secure data sharing between partners so they can provide seamless services to customers, and it aids in referral of customers between programs or different locations. Individuals who need assistance finding employment or training can access any WorkSource office across the state and receive higher level service because their records (name, address, work history, services previously received, etc.) are readily available to all staff.

The job-matching technology in SKIES also directly benefits Washington employers. When employers hire through WorkSource, staff use SKIES to screen workers for the right skills and experience. SKIES is also linked to

Go2WorkSource.com, which allows business to recruit workers online, and can connect them to their laid-off workers when business picks back up.

From July 1, 2010 through June 30, 2011, the following improvements were made to ensure that SKIES continues to add value for job seekers and employers:

-  Enhanced features of identifying, scheduling and providing the ability to record information on serving UI customers claiming Extended Benefits.
-  Ramping up the SKIES Technology Upgrade Project, which will change SKIES technology from an Oracle platform to a platform that will provide more efficient and effective maintenance, sustainable technology, cost effective infrastructure and a more responsive application to growing business needs.

Go2WorkSource.com




Whether from home, work or at a WorkSource center, the state's Internet based self-service job match system, Go2WorkSource.com, provides self-service access to WorkSource services that help businesses thrive and job seekers achieve successful careers. Every month, the Go2WorkSource web site is visited more than a million times by job seekers who conduct 1.6 million job searches and employers who conduct approximately 10,000 resume searches. More than 120,000 job applications are sent to employers each month by job seekers using the site. There are, on an average, about 20,000 job listings and more than 115,000 resumes available for search on the site.

Go2WorkSource.com features a "Resume Builder" tool that automatically creates a resume by presenting job seekers with a list of questions. It provides an internet-based translation service that allows employers and job seekers to translate documents such as resumes or job listings into six languages, including Chinese and Spanish. Customers are able to conduct automatic searches for job openings and applicants have the results sent to them by e-mail.

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

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

The Workforce Board manages the state's Eligible Training Provider (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 in November of 2010 are:

-  Completion rate—20 percent.
-  Employment—50 percent.
-  Earnings—\$3,643 per calendar quarter, or \$9.85 per hour.

ETP-eligible programs are listed on the Workforce Board's CareerBridge.wa.gov website, which launched in 2009. This website provides detailed information on more than 5,000 Washington education and training programs, including apprenticeships. This includes both ETP-eligible and non-ETP eligible programs.

Career Bridge clearly displays the employment and earnings outcomes of graduates of each training program, where data is available. It also displays the industries where program graduates found jobs and provides a demographic snapshot of program participants—including age, ethnicity and education level. This statewide educational “consumer reports” is 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 explore careers and occupations before seeking training that meets their needs.

The site averages over 13,600 visits per month and is expected to grow further after new features and navigation pathways are added to the site in early 2012.

Employer Connections

Coordinating Workforce and Economic Development around Strategic Industry Clusters

In 2009, state Substitute House Bill 1323, requested by the Workforce Board, defined and established industry clusters as a central organizing framework to coordinate planning and service delivery among workforce and economic entities. Cluster strategy is a particular type of economic strategy that focuses on growing concentrations of interconnected businesses within regional areas. Using detailed industry data, the Workforce Board identified and ranked industry clusters in each area of the state according to how strategic they are in providing family-wage jobs. At the regional level, WDCs and Associate Development Organizations (local economic development partners) used state and local economic data and on-the-ground information to develop their own lists of strategic clusters. The Workforce Board and the WDCs then worked to reconcile their lists so they were more closely aligned. Five state agencies also worked together to report to the Legislature on state and regional progress in improving the coordination between workforce and economic development. See, <http://go.usa.gov/ZdC>.

In a continuing effort to highlight the critical partnership and success that occurs when workforce and economic development align, the Washington Economic Development Association (WEDA) devoted its Spring/Summer Conference to innovative and successful approaches to workforce development. In that two day session WDCs from around the Northwest offered a variety of “how to” projects that were presented for discussion as possible best practices. Those presentations were filmed and presented as a collaborative model for the nation. When complete, that collective will be available at www.wedaonline.org

Governor’s WIA 10 Percent Aerospace Initiative





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

For 2011, the Governor is investing \$3 million in WIA funds to help individuals to develop skills needed by aerospace employers so that the industry can thrive and expand. “I want to make sure that Washington jobs are filled by Washington workers,” Gregoire said. “This investment is a double win for Washington State. It helps

those individuals negatively impacted by the national recession receive training to move toward a stable and good-paying career. And it ensures our aerospace workers have the cutting-edge skills needed to design, build and maintain the aircraft of tomorrow – helping our 650 aerospace companies grow and create new jobs.”

Under the Governor’s direction, ESD and local WorkSource partners are reaching out to thousands of job seekers to help them apply for aerospace jobs and assist with necessary training for jobs.

Of the \$3 million allocated for aerospace programs:







-  \$1.6 million will increase training opportunities, ensuring those seeking an aerospace career receive industry-specified training, including pre-screening and post-training placement services.
-  \$1 million will buy equipment, classroom space, and program development materials to train as many as 180 students in key areas like machine maintenance, precision machining, quality assurance and inspection, and fiber optics.
-  \$300,000 will purchase equipment for the Everett Washington Aerospace Training and Research (WATR) Center and the Inland Northwest Aerospace Technology Center (INATC) in Spokane to support short-term aerospace manufacturing and general assembly training.
-  \$100,000 will be used K-12 programs designed to encourage student interest and pursuit of careers in aerospace (Washington Aerospace Scholars)

In the Puget Sound area, the need is for aircraft assemblers, precision machinists, composites technicians, engineers and inspectors. In Eastern Washington, where hundreds of suppliers build components for and service aircraft, the need is for airframe and power plant mechanics, machine maintenance and precision machining programs. While funds will firstly train those who are unemployed, low income or are veterans, they can also be used by others who need training to land these well-paying jobs. Working together, Washington will continue to supply the skilled labor necessary to lead the nation and the world in the vital aerospace industry.

Technical Assistance

ESD has fiduciary responsibility for federal funds provided through WIA. The majority of these funds are expended by partners in the WorkSource system. One of the primary areas of focus, in 2011, is the development of a technical assistance infrastructure that supports our partners, opens lines of communication, and encourages information sharing.

This technical assistance infrastructure helps guide external partners to:

-  Ensure federal WIA dollars are spent wisely in service to Washington job seekers and employers;
-  Ensure federal compliance with federal, state and local laws, policies and procedures;
-  Strengthen and further the Governor’s and ESD’s initiatives to improve partner integration of services and enhance/strengthen local WIB oversight;
-  Direct and influence the culture of workforce service delivery system statewide;
-  Aid in the development of consistent services for all customers; and
-  Guide local areas so that their performance meets federal common measures and state performance measures.

Outreach. To these ends, ESD undertook a Listening Tour that included area visits across the state. The intent of these visits was to better understand each area's unique characteristics and resource needs while also gathering best practices. During this difficult economy, it is critical to have lines of communication open so that ESD is able to advocate on behalf of the system and leverage resources strategically.

Resources & Tools. ESD is using feedback from these area visits to build tools and resources for the local areas—in the form of templates, best practices, or other materials that best meet state-wide needs. To begin, ESD teams made follow-up visits to assist with systems performance and contracts management questions. Additionally, ESD purchased software and webcams to facilitate virtual meetings and encourage continued information sharing. WDCs are connecting across the state to share ideas and discuss shared challenges. ESD will also be facilitating virtual forums around a range of topics, including upcoming layoffs and strategic approaches to working with partners.

To develop better systems of communication, ESD is reorganizing its WorkSource website to continue to respond to system needs. This website will provide useful information for WDCs in the areas of federal regulations, systems performance, contracts management, monitoring, state policy, and technical assistance resources. In addition, ESD now publishes a monthly technical assistance bulletin and monitoring newsletter that links to its expanding website and alerts areas to new information and resources. ESD has also established points of contact for field inquiries while implementing streamlined templates for formal written communication.

Data Dashboard. ESD worked with stakeholders to develop a System Performance Dashboard. This dashboard includes visual representations of data tailored for each area throughout the state. It is designed to promote focused discussions and support critical decision-making around resource allocation and strategic planning. ESD gathered feedback on customer service goals and local performance strategies to create a comprehensive final product. The overall goal of this new System Performance Dashboard is to provide meaningful data to system leaders. Once services are better defined and multiple conflicting management indicators are eliminated, the system will spend less time discussing what numbers might mean and increased time using information to develop better customer service strategies.

ESD believes that every consumer of this information, from DOL and the Governor to WDC board members and contractors, will benefit. The system will be encouraged to speak the same performance language. Together, these common conversations will lead toward improved service delivery for all WorkSource customers. The final Dashboard, reflective of the feedback from the system, launched in September 2011.

Wagner-Peyser/Labor Exchange Activities

Employment Services

In 2010, Washington WorkSource Labor Exchange staff and partner programs served 364,096 job seekers -- down 6 percent from 2009, reflecting a slight improvement in the labor market as more workers returned to work and fewer job seekers were requesting services. Washington continued to post private sector job gains mainly in education and health services, retail trade, and professional and business services.

Job skill development

It was recognized that some, and possibly many, job seekers could benefit from emerging online, informal skill development options. WorkSource has utilized two e-learning programs to assist customers with job skill development. More than 14,000 customers have used KeyTrain to increase their reading, applied mathematics and locating information skills. More than 12,000 customers have taken advantage of free Office Suite and IT professional online courses to increase their software skills on Microsoft products.




Veteran Services

Veteran Services provided job search assistance to the general veteran job seeker with focused support provided to the recently exited veteran; disconnected veteran residing in rural areas; and on the long-term unemployed veteran. Linkages were made between Unemployment Insurance claims identified veterans who had recently exited military service and the long-term unemployed veteran. Partnerships with Veteran Support Organizations allowed a combined outreach effort into 22 rural counties identify veterans who had become disconnected with employment services and the one-stop career centers.

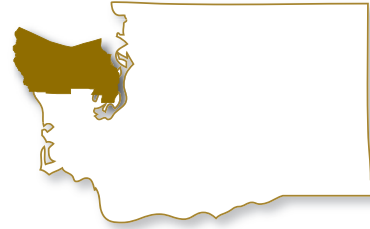
Statewide Business Services

In PY 2010, ESD continued to provide enhanced business services with a business services manager and team in each workforce development area. The focus of these teams is to connect with employers to increase job orders that match the skills of the job seekers who come to WorkSource for assistance.

With ARRA as seed funding, ESD strategically invested to create a new Business Services Unit. Besides a dedicated manager and program coordinator, twelve business services managers were hired and assigned to each workforce development area to improve coordinated outreach to employers and increase job listings benefitting job seekers. Partnering with Workforce Development Councils and regional stakeholders, the Business Services Unit began building stronger relationships with local businesses, industry sectors and industry clusters across the state despite challenging economic conditions. In PY 2010, job orders increased 28 percent, job openings 23 percent and new employers 13 percent. The Business Services team:

-  Assisted more than 8,100 businesses to post staff-assisted job orders through WorkSource.
-  Recruited and screened applicants for nearly 6,000 jobs per month for employers.
-  Promoted employer self-assisted job posting, tax credits and other services. Each month approximately 17,200 job openings are posted by employers on the self-service electronic labor exchange, Go2WorkSource.com.

An equally important indicator of performance to be tracked in PY 2011 is the correspondence between job openings and the job seeker skills inventory, which will be measured as the fill rate.

OLYMPIC**Workforce Development Council***Serving Clallam, Kitsap, and Jefferson counties***Business Services**

Service to business remains vital to workforce development operations as fewer and fewer job seekers are finding employment. The Olympic Consortium has two Business Services teams. One covers the principally rural area of Clallam and Jefferson counties and the other team works with employers in the largely urban Kitsap County. These outreach and service efforts resulted in a 215 percent increase in placements into jobs listed through the WorkSource system. Services include: job recruitment events at the WorkSource offices, Key Train assessments, quality job orders with referrals through specially trained employment services staff. The Key Train assessment is a popular means checking the job skills of applicants before referring them to an employer. By using this assessment tool, the companies see a reduction in the number of applications they review before they hire. In addition, several companies have decided to use the assessment system to greatly reduce their workload of job applications and resumes.

Sound Energy Efficiency Development (SEED)

The Olympic Consortium is working with several partners through the Sound Energy Efficiency Development (SEED) project. The U.S. Department of Labor awarded a grant to the Northwest Energy Efficiency Council (NEEC) to train workers for green energy efficiency jobs. This is being done in cooperation with Seattle-King County Workforce Development Council, Pierce County Workforce Development Council, Snohomish County Workforce Development Council, the Martin Luther King Jr. Labor Council, and the AFL/CIO.

In the Olympic Consortium more than 110 people are trained as building energy auditors, weatherization technicians, sustainable building advisors, or 'green' construction workers. Many of the trainees are veterans, unemployment insurance recipients or unemployment insurance exhaustees. All successful class graduates receive industry recognized certification.

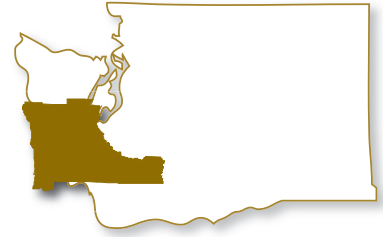
Local Company Success: Profile Composites

Once again a very successful partnership brought a Governor's WIA grant award to the OWDC. The partnership included the OWDC, the Kitsap Economic Development Alliance, Olympic College, Employment Security, Veteran's Services, Department of Defense, Kitsap County, Kitsap Community Resources and other State and local community based organizations. Profile Composites is a new company that will be moving into the Kitsap area. On the Job Training positions in conjunction with customized classroom training will prepare new workers for jobs in the composites field.

The company manufactures composite health related products such as wheel chairs and walking sticks. Their desired workforce will be veterans, people with disabilities and the unemployed that have skills that can be used in the manufacturing sector. With this in mind, training through Olympic College is a major part of the grant. In addition, the grant will also have On the Job Training for the new employee to help in training and increasing the skills that the job requires. It plans to open for operation in the fall of 2011.

Opportunities Internship Program

The Consortium continued to partner this year with the Olympic Educational Service District 114 (OESD 114) to administer the Olympic Opportunity Internship Program, focused on providing internships in high demand occupations. The OWDC targeted industries in the region that provide a wage of at least \$30,000 including health care; marine ship repair, boat building and advanced manufacturing; and green occupations. The OESD 114 provides coordination to develop paid and unpaid internships and pre-apprenticeships of at least 90 hours in length for at least 75 low-income students in Kitsap, Jefferson and Clallam Counties.

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

Pacific Mountain's workforce system continues to evolve into a cross-regional, demand driven system. Building on strategic alliances and innovative workforce solutions, Pacific Mountain has created a pipeline of skilled and talented workers who are prepared to meet the needs of local employers. In 2010, a significant amount of focus was on two key industry sectors- Energy and Manufacturing-and the development of partnerships.

Computerized Manufacturing

The Computerized Manufacturing program was the design of a business led project based on unmet needs of local manufacturing companies. Classrooms acted as workshops with state of the art manufacturing machines and computer aided software allowing students to learn and practice the skills used in the manufacturing industry. Graduating students entered their manufacturing career as Computer Numerical Control Technicians with the foundational skills required to advance to CAD/CAM Computer Programmers.

Applied Science in Energy Technology Power

Working with Grays Harbor College and the Center of Excellence for Energy Technology at Centralia College, a one year course was designed for dislocated workers to up skill in a demand occupation. At the end of the one year course, students earned a Certificate in Energy Technology. This program offered positive career changing opportunities that allowed dislocated workers to enter into a high wage demand occupation.

Customized Incumbent Worker Training

Pacific Mountain's multi-regional partnership with the Northwest and Olympic WDC's contributed significantly to the expansion of our incumbent worker training. The long-term partnership allowed for shared resources and created the opportunity for employers to train more than 250 incumbent workers. Employers seized the opportunity to create working environments that focused on the knowledge of products, costs and outcomes. Customized training reflected the specifics of the manufacturer's equipment and configuration designed for their individual proprietary processes. Employers were able to create custom multi-disciplinary training approaches focused on the culture and values of their company while building a momentum for increased learning from their employees.

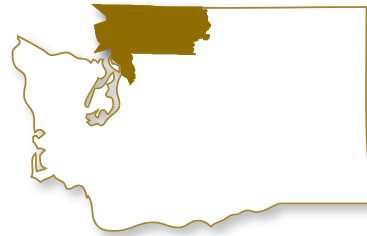
National Emergency Grant

Pacific Mountain Workforce in collaboration with Workforce Central received a \$4.8 million Department of Labor, National Emergency Grant to assist military spouses and civilian defense workers impacted by the 2005 Base Realignment and Closure (BRAC) closing military bases nationwide and locally impacting McChord and Fort Lewis bases by merging the two. This grant will create the organizational infrastructure and training capacity in both Pierce and Thurston counties to form a Joint Base Reemployment Center. More than 825 individuals will receive direct services over the life of the grant with the emphasis on the spouses of military personnel.

NORTHWEST WASHINGTON

Workforce Development Council

Serving Whatcom, Skagit, Island, and San Juan counties



The Northwest Workforce Council's (NWC) 2010 Program Year was a year of continued commitment to growing the region's economy. Key industries' job creation and retention was encouraged through NWC strategic training investments. With the state Workforce Board's *Retooling Washington's Workforce* initiative providing one framework for getting the economy back on track, NWC ensured its efforts were aligned with the initiative's focus. The Council continued to develop solutions through partner collaborations to meet the unique needs of the region.

NWC investments elevate the skill and capacity of the local workforce to meet current and future skill requirements. For example, the 12 county Intracoastal Marine and Advanced Manufacturing sector partnership (skill panel) continues to work across geographic boundaries in support of companies in marine and advanced manufacturing sectors, encouraging both innovation and growth.

The local workforce system's capacity for agility and responsiveness was repeatedly tested, and subsequently demonstrated. In one project, a highly effective public-private collaboration delivered a successful pre-employment training program to a local aerospace manufacturing company, Heath Tecna. Outcomes include supporting the creation of 400 new aerospace industry jobs, an 85% pass rate in pre-employment training, and a 67% employee retention rate. These combined results enabled Heath Tecna to increase its production volume, implement LEAN manufacturing processes, and achieve a robust expansion of global sales and exports. WIA Governor's 10 percent funds provided the public job creation investment.

Strategies that stimulate job creation are key to the Council's On the Job Training (OJT) initiative, providing opportunity for local businesses to train new employees while owners focus on growing their business. Within the past six months, NWC aided 38 unemployed workers get back to work at nine different businesses using OJT. One such company, Specified Fittings, is a major manufacturer of plastic pipe fittings. A recent facilities expansion opened new avenues of business resulting in orders increasing faster than their workforce could manage. NWC's OJT program enabled the company to hire new employees and expand production to three shifts. The WorkSource system screening process provided quality job applicants

to help get unemployed people back to work while OJT taught the job skills needed by the employer.

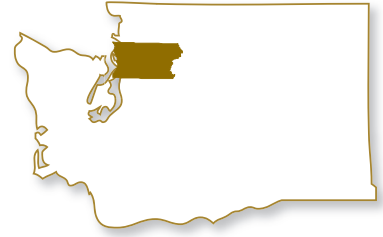
Youth unemployment presents a pressing need to find new approaches in assisting young people in finding their way into employment and career pathways. NWC, in collaboration with the Mount Vernon Chamber of Commerce and Skagit Valley College (SVC), connected 50 Allied Health students with Chamber business members for job shadow and internship opportunities. Matching students with area employers helped increase students' success in entering employment, credential attainment and access to additional technical training.

In another project, NWC utilized WIA and Opportunity Internship funds to connect 70 youth to pathways for high demand occupations. This endeavor enhanced secondary school students and staff awareness of high skill/high wage occupations, industries and post-secondary training options.

Like most industries, health care is retooling its workforce in response to economic challenges and changes in business models. A coalition of public and private partners including hospitals, labor organizations, colleges and the NWC, responded quickly to connect 173 hospital workers with skill training. Workers were primarily low-earner, multicultural employees and first-generation college students. Additionally, in response to area hospitals moving away from LPNs in patient care models, two LPN to RN training classes, serving 39 working LPNs, were funded through a leveraged mix of private, state and federal monies which included WIA, ARRA and DOL grants. The LPNs completed the RN training, increasing their productivity and quality and averting the loss of their jobs.

To ensure unemployed workers have the essential computer skills necessary in today's workforce, the NWC manages an innovative program of volunteer instructors in basic computer classes in the region's WorkSource Career Centers. The NW Computer Literacy Instruction Corps (CLIC) delivered more than 2000 hours of instruction in 100 classes covering basic computer skills, e-mail, and Microsoft Office applications. To date, 900 class seats have been filled and about 450 individuals improved their computer skills via the program staffed by 14 CLIC volunteers.

SNOHOMISH COUNTY
Workforce Development Council
Serving Snohomish County



Project RISE

Reconnecting Individuals to Sustainable Employment (Project RISE) provided a mix of group workshops and individual, personalized employment-counseling sessions for WorkSource clients nearing or exhausting their UI benefits. Enrolled in the WIA Adult and Dislocated Worker programs, RISE participants were provided with:

- A two-day intensive job search workshop,
- The internationally recognized SuperHost front-line customer service training,
- The RISE Job Club, a semi-monthly group featuring a range of guest speakers,
- One-on-one sessions with an Employment Specialist, and
- A Business Services staff member to create connections to the local job market.

From June 2010 to June 2011, RISE served 39 Adults and 139 Dislocated Workers. As of June 2011, 11 Adults and 25 Dislocated Workers found employment and exited the program. While outcomes are early, many enrolled in the program have found transitional employment, and they all increased their skills and developed a new networking community.

Cohort-based Courses

With ARRA funds, WDCSC trained 220 students in the following cohort-based in-demand programs and certifications: Aerospace Core, Applied Technology, Basic Electronics, EKG Monitor Tech, Industrial Design/Manufacturing, ISO Quality Management, Lean Six Sigma Black Belt, Nursing Assistant, Nursing Assistant ESL, Residential Energy Audit, Restorative Aide, Safety Inspection, Solid Works, and SQL Server 2008.

Additionally, in partnership with Housing Hope and Everett Community College (EvCC), WDCSC invested in the Property Works program. Property Works provides 20-hour per week internships in property management (for a total of 400 hours) with 19 college credits at EvCC, culminating in a Certificate in Property Management. A pilot program in 2010 resulted in 22 graduates, with ten participants securing employment prior to the end of the program! Currently, 32 students are enrolled in the second program cohort.

While purchasing cohorts is not possible with WIA formula grant funds, WDCSC is bundling ITAs to provide cohort-like opportunities. In fact, WDCSC is pleased to have \$600,000 in Governor’s 10 percent funds to train 12 people in Edmonds Community College’s Electrical Assembly program, 24 people in EvCC’s Basic Electronics program, and an additional 140 participants at the Washington Aerospace Training & Research Center (WATR) in Assembly Mechanic Certification. It is trainings like these—that leverage funds from federal, state, and local sources—that provide the high-quality, highly skilled employees that our local businesses require to stay competitive.

At WATR, classes are taught in a hybrid format both online and in the classroom, and once job candidates are certificated in both courses of study, The Boeing Company guarantees them an interview. Two hundred fifty participants have completed WATR training, 213 have received job offers, and 173 are now working. An additional 25 graduates are active in the Boeing hiring process.

Passport to Aerospace Employment

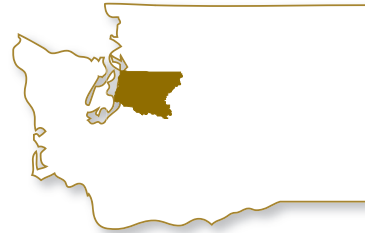
In April of 2011, Boeing was hiring 100 employees a week. WorkSource Snohomish County saw an opportunity to connect job candidates to this in-demand business.

Further, WorkSource staff noticed that job candidates were struggling to complete the Boeing online application process. To provide assistance, WorkSource invited Boeing HR professionals to provide workshops and train staff to host future workshops.

The response to “Passport to Aerospace Employment” was unparalleled. With standing room only, job candidates learned how to complete the online application process, to get noticed by Boeing recruiters, and to ace a panel interview.

Seeing such an overwhelming need, WorkSource Snohomish County rapidly regrouped to host 30 Passport to Aerospace Employment workshops during the months of April to July 2011.

From April to July 2011, 2,400 unique customers were served by the Passport to Aerospace Employment program, including 180 veterans, and 1,568 people receiving unemployment insurance.

SEATTLE-KING COUNTY**Workforce Development Council***Serving King County***Serving Customers: A Quick Snapshot**

This was a busy year as the WDC sought to respond to the severe economic downturn and its job casualties. Nearly 120,000 citizens visited King County WorkSource centers. The WDC's green jobs training served 1,000 customers and an additional 3,000 were served with WIA and ARRA training dollars. More than 900 youth participated in WIA sponsored programs and 700 participated in programs aimed at serving older workers, homeless, and those with limited English proficiency.

Retooling Washington's Workforce Successes

A new pilot in 2010 called Back2Work Now reached out to 200 jobseekers who were about to exhaust their unemployment benefits—especially those who had not yet engaged with WorkSource—and connected them with intensive job-placement services. This successful pilot featured an intensive job-club structure with six modules available at multiple locations and a LinkedIn group that connects customers to a wider network of both jobseekers and employers. A critical piece was the group of engaged employers who offered the participants mock interviews and advice—as well as jobs.

Through a WDC partnership with Burlington Northern Santa Fe Railway, up to 80 currently unemployed people will be trained and placed in new jobs at BNSF—helping them start on careers in transportation and logistics and helping the state stay competitive. Rails to Careers will identify, screen and refer qualified long-term UI candidates for consideration for the specific hiring needs of BNSF. Successful hires in the occupations of conducting, mechanical, trucking, welding and laborer/ maintenance will then go through 10 weeks of training.

Other Achievements and Highlights

MapYourCareer website: In 2010, the WDC launched MapYourCareer.org, a new website showcasing our career maps in seven key local industries: health care, manufacturing, construction, life sciences, information

technology, green, and maritime. Two of these, green and maritime, have enriched content including in-depth analysis of occupations and skills required. The maritime section meets the need expressed by the WDC's Maritime Sector Panel of employers, labor unions and training providers for clear and accessible information for jobseekers and youth who are considering a career in maritime.

Workplace Literacy: 103 low-skilled and limited-English-speaking workers learned English, computer and other basic skills at their workplaces through a 15-month Governor's 10 percent grant. Lake Washington Technical College provided basic and language skills to the workers at six companies ranging from manufacturers to fast food to Evergreen Hospital. Employers contributed \$96,224 as a match for the \$120,000 grant. All of the workers retained their jobs, with 78 percent getting a wage increase. In addition to the impact that these classes had in the workplace, the program had many personal impacts as well. 74 percent of participants acquired new computer skills and all can better use English in their daily lives. Four participants passed the US citizenship test and ten participants registered to go to college.

Building Futures: The WDC's \$4 million Building Futures grant, which ended in March 2011, showed the tremendous value of cross-system collaboration involving the courts. Over two years, 462 young offenders gained education, job training and placement. The project replicated and sustained the award-winning one-stop youth program YouthSource (winner of DOL's 2008 Recognition of Excellence award) in two additional locations in King County, and included a Juvenile Justice Liaison to connect court-involved youth with program case managers. Also, thanks to a large network of employer partners, youth were placed in internships and other work experiences that gave them hands-on experience, career exploration and mentoring from adult role models. These young people had the incredibly low rate of 11 percent recidivism—greatly exceeding the project's goal of reducing recidivism to 35 percent. Only nine individuals reoffended after six months. Almost half of the participants achieved an educational milestone in the program, including 118 who earned a high-school diploma or GED, and 108 earned a certificate in some kind of job training.

TACOMA-PIERCE COUNTY**Workforce Development Council***Serving Pierce County***Public and Private Partnerships and Maximizing Service to Business**

In 2010 WorkForce Central partnered with 40 employers to invest \$450K to mitigate layoffs, spur company growth, and create jobs in the region. This program trained 665 workers in industries such as healthcare, manufacturing, warehouse, transportation, aerospace and engineering. Thirty-three of the 40 businesses were small employers, trained their employees in areas including Health Informatics, Project Management, Leadership, Lean Manufacturing and Information Technology.

Last year, the WorkForce Central Business Connection worked with 369 employers, matching applicants to their job openings, providing screening assistance, conducting pre-employment testing and assessments, and developing training strategies for new and incumbent workers. Throughout the year, 21 individual employer hiring events resulted in over 200 individuals becoming employed. Over 12,000 applicants were screened for 837 job openings, 306 of those positions have been filled. Through coordination with the Tacoma-Pierce County Economic Development Board (EDB) 20 new employers were served equaling 120 new jobs for the Pierce County Region.

In December of 2010, the WorkSource Partnership developed a Hiring Academy designed to quickly and efficiently train individuals in Employer Expectations, Resume Development, Skills Articulation, and On-line Applications. Individuals that graduate from the Hiring Academy earn a "V.I.P." pass which grants them exclusive access to a job fair the following week. To date, 36 participants have obtained employment.

Developing a Qualified Pipeline

In anticipation of the demand for skilled manufacturing and aerospace workers, Workforce Central collaborated with Pierce County employers to develop a customized training program that prepares workers for careers in the manufacturing industry. The *Pierce County Manufacturing Academy* is a partnership of business, apprenticeship, and community and technical colleges that certifies graduates with a "General Manufacturing" education. During the Academy, the students are exposed to various work environments and career ladders through company tours and visits from employers. After nine weeks of rigorous manufacturing training - including

blueprint reading, math for manufacturing, welding, basic electrical, OSHA and Lean manufacturing - the graduates fill out applications and take a test with their employers of choice.

Fifteen students will graduate in August 2011; four already have job offers waiting for them.

More than 1,100 students and educators from 32 schools and 20 districts attended Construction Career Day. Eighty-seven exhibitors were featured, presenting on various occupations and career paths within the construction industry. Over 800 students and teachers from 19 Pierce County high schools registered for Health Career Day 2010. Ninety career workshop sessions from 34 presenters featuring health professionals from a vast range of health care fields shared their expertise and presented first-hand experience. Students had the opportunity to visit 30 exhibitors in the Exhibitors' Hall and learn more about their career choices - major health education providers attended, including community and technical colleges and universities.

Healthcare Workforce Strategies

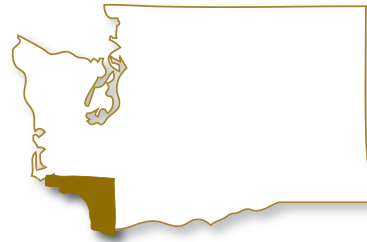
In 2011, WorkForce Central partnered with two of the area's largest medical clinics to develop an employment and training program to address the workforce shortage in healthcare. Seventy-two incumbent workers and 10 new workers received certification and college credits in Leadership Skills, Personal Accountability, Customer Service, Teamwork, Time Management and MS Office Applications. Some of the incumbent workers have already received a promotion, and all of the 10 potential workers are being interviewed for various job openings at the clinics.

Jobs and Homes

Building Changes and the Washington Families Fund formed a new partnership with WorkForce Central to provide employment services for families who have recently experienced homelessness. Getting on a path to employment is critical to preventing families from slipping back into homelessness - this program is unique in that it addresses both the need for a home, and the need for a job to provide for the home. WorkForce Central partners include Pierce County Housing Authority and Lakewood Area Shelter, YWCA, Exodus Housing and Catholic Community Services Phoenix House.

SOUTHWEST WASHINGTON Workforce Development Council

Serving Clark, Cowlitz and Wahkiakum counties



Training Innovation

Southwest Washington has developed connections between two successful training programs, the Individualized Certificate Program (ICP) at Lower Columbia College (LCC), and On-the-Job Training (OJT) offered by WorkSource, that serves to both up-skill job seekers and provide employers with a qualified workforce. ICP is a customized training program designed to meet local employer demand. The curriculum for each ICP certificate is created in conjunction with specific employer needs and emphasizes work-based learning. OJT training allows the employers to train on-the-job to the specific skills and abilities necessary for the workforce.

This project has helped strengthen the relationship between the community college and WorkSource, enabling a continued open and innovative discussions partnership between the organizations. The partnership led to an increased understanding of how each organization is assessing appropriate candidates for services and training, as well as enhanced coordination in business outreach activities among WorkSource Business Services and LCC employer outreach staff.

STEM Promotion

Supporting science, technology, engineering, and math (STEM) professions continues to be an emphasis for Southwest Washington. The STEM initiative, funded by a Department of Labor grant, coordinates efforts to expand the gateways to STEM-related careers, enhance the capacity to produce more workers with STEM skills, and support innovation and economic growth. SWWDC utilized the Opportunity Internship Program to leverage STEM funding, providing low-income high school students with paid 90 hour internships in a STEM field, along with a STEM mentor. More than 75 students have participated in the internships, with an additional 50 planned in the coming year.

Youth Skills

SWWDC partnered with Clark College and ESD 112 to provide training for low-income, out-of-school youth in a concentrated Welding Program at Clark College. Participants took part in a five week welding program that began with an introduction to welding principles and led to American Welding Society (AWS) certification. The training primarily focused on wire core welding, which is in high demand in the welding industry, as well as vertical (3G) and overhead (4G) welding positions, qualifying students to weld five certifiable positions. With these industry-recognized certifications in hand participants had marketable skills and were on the road to employment. After training completion, 80 percent of the students went on to full-time employment or post-secondary education.

Entrepreneurship Events

SWWDC partnered with the Columbia River Economic Development Council (CREDC), local SW WA businesses, and the Oregon Entrepreneurs Network (OEN) to assist entrepreneurship efforts in Southwest WA through the creation of PubTalk. PubTalk regularly brings together entrepreneurs, investors, service providers and members of the community interested in fostering business innovation and growth. The model leverages the network and expertise of our residents to support innovation and entrepreneurship in our region.

SWWDC recognized the importance to entrepreneurs of access to capital, business professionals, and a network of other entrepreneurs and business leaders; especially in the current economic climate, as well as the need to support self-employment opportunities when traditional employment opportunities are changing.

NORTH CENTRAL Workforce Development Council

Serving Chelan, Okanogan, Grant, Douglas, and Adams counties



Hands on Learning, Hands Down Success

On-the-Job Training is a valued tool in the North Central WDA. OJT affords businesses that are short on resources or without a structured plan the financial and technical assistance to train new hires the right way. OJT is a top training method and Retooling bolstered that commitment. OJT helps businesses hire sooner and helps workers learn the skills employers want.

As Workforce Investment formula grants declined 70 percent over the past eight years, so have the number of businesses and workers benefiting from structured work-based learning. But the Recovery Act, Governor discretionary grants, and SB5809 increased OJT enrollments 280 percent compared to three years ago. In fiscal year 2010, 138 OJT contracts were written utilizing 10 funding sources. This diversity in funding allowed for training a variety of workers (long term UI recipients/ exhaustees, dislocated workers, low skilled adults and older youth) and targeted growing industries such as chemical manufacturing.

Expanded OJT has also strengthened the local workforce system. Since it is combined with coordinated outreach and targeted at UI exhaustees, partners are more knowledgeable about OJT and how they can participate in the development and referral process. With the OJT resurgence, momentum is gained with employers. Heightened awareness of these resources, especially in a suffering economy, has increased consumption and improved service delivery effectiveness.

Workforce investment staff led the OJT initiative, but WorkSource partners were essential to enhancing its success. IB Business services staff convened partners and shared information about OJT and the initiative, specifically with regards to the NEG and ARRA 5% project.

Chambers of Commerce, radio stations and trade associations got the word out to employers. These strengthened partnerships will continue as long as there is work to be done and funding to get it done.

Better Together

North Central's primary industries are agriculture, food processing, manufacturing and power generation. Lumber and wood products slumped in 2009 with the closing of the region's last sawmill. Twenty-five years ago, the region had six mills employing 1,000 workers. The lending bust has also crippled the Construction industry as the median home price dropped 21 percent since 2008. Fortunately Puget Sounders still seek recreation and leisure in North Central's eastern Cascade slopes boosting the accommodations and trade industries.

Between July and December, 2008, unemployment jumped from 5 to 10 percent where it persists. Demand on workforce agencies doubled. Workshops that typically had 15 participants now had 25 to 30. College classes filled up.

In response, WorkSource partners ramped up business outreach activities reaching 300 more companies than two years ago. Business outreach leads to employment opportunities, and employment opportunities lead to training opportunities. In the past, Workforce Investment and Wagner-Peyser outreach efforts were typically performed independently. There was no intent to work separately but there was no serious plan to work collaboratively.

Coordinated business outreach became intentional as the WorkSource Business Teams were revved up to assist companies recruit candidates, including the Columbia Basin Jobs Consortium. The impact is a more accurate matching of skills and job requirements.

Now the WorkSource Business Teams meet weekly to share information and resources. Partners communicate daily by phone, email or in person and have doubled the number of employer tours to expand staff knowledge and understanding of company job requirements.

Business Team leadership updates the outreach strategy quarterly targeting and contacting firms to discover employment related business problems and present solutions which may include training services, providing qualified candidates, financial resources and technical assistance.

SOUTH-CENTRAL Workforce Development Council

Serving Yakima, Kittitas, Skamania and Klickitat counties



South Central WDC – YVCC Joint Placement Project

A unique partnership between the South Central Workforce Council and Yakima Valley Community College (YVCC) that targets low income adults enrolled in the Integrated Basic Skills Training (IBEST) programs continues to provide returns for a third consecutive year. The project which started in the spring of 2009 has served more than 110 IBEST students enrolled in Allied Health, Business Technology and Early Childhood Education programs.

People for People, South Central's WIA I-B adult provider, plays a key role by providing services to students during the last quarter of their respective programs with an emphasis on obtaining training related employment. Trained case management staff plays a central role working with students individually to assess their skills and abilities, barriers to employment and identify any additional training and educational needs that may stand in their way to employment. Once the assessment is complete, a plan of action is put in place that can include seminars on appropriate work behaviors; financial literacy, resume writing, and interviewing techniques; and may include job shadow or mentoring experience for those needing to develop real experience in the work place. Project activities are rounded off with employer presentations and round-table discussions to allow students the opportunity to hear firsthand what expectations employers have in the workplace.

Project staff are co-located at the college's campuses in Yakima and Grandview; and are cross trained in multiple programs' eligibility requirements (Public Assistance, Commerce WorkFirst Programs, Clinical Placement Project, Public Housing, Basic Food, Opportunities Pilot Project, WIA, Financial Aid and various other funding streams) in an effort to leverage resources in the local area. The staff are also members of the South Central's Business Services Team which gives them direct access to employment opportunities in the local job market. The partnership has been highly successful with a total of 86 percent of participating students entering unsubsidized employment or continuing a post secondary education program in their chosen career pathway. Of those students served 60 percent were on public assistance and wage at placement ranged from \$9.00 to \$12.00 an hour.

Using On-the Job Training as a Retooling Strategy

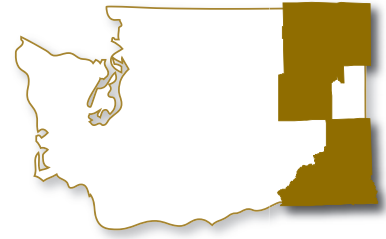
Consistent with the State of Washington Workforce Board's lead, the South Central Workforce Council (WDA IX) has aggressively embraced the Retooling effort to address the needs of the high numbers of unemployed and long-term unemployed. The Retooling initiative is the adoption of a broad set of strategies to help local jobless residents move to unsubsidized employment, either directly or through a wide array of training programs. The most potent tool in South Central's arsenal is the use of On-the-Job Training programs -- the traditional "learn while you work" training activity with a commitment from employers to hire when the program has been completed successfully.

Funding for the activity has come from a local priority shift of formula funds combined with the State's National Emergency Grant which was initiated in early 2011. Latest reports reveal that the program is building momentum with South Central now at 67 percent of its goal for the year. On-the-Job Training placements cross varied industries such as automotive repair, health care, marine services, heating and air conditioning and span a range of occupations such as project managers/managerial, electricians and health care technicians, accounting, automotive mechanics and other types of industry repair technicians.

With the new emphasis on OJT, the South Central Workforce Council's providers have adopted new strategies to rollout the programs through its local WorkSource Business Services Team. These activities include personal contacts with business, group presentations to employer organizations such as Chambers of Commerce and working directly with local economic development organizations to target new and expanding businesses. The efforts are working, as many businesses are taking advantage of the traditional "learn while you work" model that eases the cost and burden of training with wage reimbursements to the employer. Currently On-the-Job Training wages average \$12.42 an hour with current completers earning \$12.80 at completion.

EASTERN WASHINGTON PARTNERSHIP Workforce Development Council

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



The lagging economy continues to provide challenges to rural eastern Washington.

In response to *Retooling Washington's Workforce*, a state-wide effort to increase employment opportunities, the Eastern Washington Partnership (EWP) Workforce Development Council (WDC) has developed strategies to address *Retooling's* three priorities.

Coordinated Outreach to Long-term unemployment recipients and exhaustees: With manufacturing, construction and forest products industries comprising a significant share of the local economy, the area experienced a significant loss of jobs since 2008. WorkSource offices increased outreach efforts by identifying and personally contacting claimants who had exhausted or were at risk of exhausting benefits. Sixty-five percent of those contacted took advantage of WorkSource services by attending workshops, engaging in skill development activities, becoming informed of new training opportunities, accessing job referral assistance, or linking to other community resources. WorkSource Walla Walla organized human services provider forums to alert community partners of the increasing numbers of people that would possibly seek services.

On the Job Training: OJT has been a traditional training strategy in Eastern's rural communities, where formal educational opportunities are minimal. The WDC partnered in a statewide National Emergency Grant, and also received funding from the Governor's WIA discretionary fund, to expand OJT for long-term unemployed individuals. Increased funding made it possible for WorkSource staff to intensify efforts to reach employers and potential trainees informing them of OJT as a training option. Service providers collaborated with economic development agencies to broaden the marketing of OJT. OJT placements continue to increase.

Business Services: The Business Services Team (BST), which includes staff from all programs, met weekly. OJT grant funds enabled the BST to increase outreach to employers, promoting all WorkSource programs. Services for employers include job order listings, recruitment and screening of applicants, skill assessments, provision of office interview space, tax credit information and incumbent worker training. The BST listed 1,800 job orders. Improved client assessment made for an increased percentage of good job matches.

Youth activities were diminished due to reduced funding; however Work Experience and Summer Employment programs continue to be of great value to the youth who participate and to the rural communities where they live. The need for youth programs is great, and providers have not been able to meet the demand. The Opportunity Internship program placed high school students with employers, and service providers assisted students in applying for financial aid and college admission early in the year.

The Incumbent worker program has been welcomed by the employer community in all nine counties. Contracts were awarded to multiple businesses for training in a wide variety of occupations so that current employees were able to upgrade skills and earn certifications.

Another important activity for the adult population is occupational skills training, particularly in the entry level health occupations and nursing. Blue Mountain Action Council and Rural Resources partner with Walla Walla Community College (WWCC) to provide assistance to students who are on the nursing track.

The WDC helped to fund The Wind Energy Technology course at WWCC during the year. Students can earn either a certificate or a two year AAAS degree, preparing them for successful placement in the wind energy industry. This is a growth industry in southeastern Washington.

The Integrated Basic Education and Skills Training (IBEST) and a new offering, Skill-Up, are college programs that are designed to assist participants who wish to learn job skills while they are earning a GED or becoming proficient in English. WIA service providers help with training funds and counseling.

BENTON-FRANKLIN Workforce Development Council

Serving Benton and Franklin counties



Universal Access Services

With more than 500 job seekers coming through the doors at WorkSource Columbia Basin (WSCB) daily, the work of the front-end staff remains a central component of WSCB's service delivery strategy. The quality of this initial interaction, i.e., needs triage, is not only crucial for setting the initial tone for staff-to-job seeker interactions, but for maximizing the use of staff time, while meeting the needs of the job seeker.

In addition to having a working knowledge of all programs offered by WSCB, including basic eligibility requirements, all Guest Resource Specialists are required to stay abreast of the broad menu of support services available throughout the community

Business Services

Essential to carrying out the mission and vision of the One Stop system is having strong and effective links with the local business community. Approximately 19,283 customers were served this past year and approximately 66 percent job seekers went to work as a result of our dedicated staff. To serve the needs of employers that were downsizing or in some cases, expanding their businesses, WSCB sponsored 54 hiring events and hosted 5 job fairs. By the end of the year, 623 employers had posted more than 3,450 job orders.

Our "Business in the Morning" events, which focus on real-world issues facing businesses, continued to be well attended.

Service Integration

Recognizing the frustration that is inherent in attempting to access services through a maze of stove-piped service providers, WSCB's service delivery system strips away all organizational identifiers. Specifically, in the eyes of the job seeker, all staff is WorkSource staff; all staff is responsible for facilitating access to services. Partner/organizational integration is deployed using functional teams assigned to specific areas of responsibility. However, these functional teams work across organizational lines to meet job seeker needs.

Services to Persons with Disabilities

WSCB continued to elevate its services to persons with disabilities. An extensive assortment of some of the latest assistive technologies, including larger alternative keyboards, electronic pointing devices, along with a host of devices to aid the visually impaired and persons with dexterity challenges are available to assist persons with disabilities. Working in collaboration with the Southeastern Washington Center for the Deaf and Hard of Hearing, WSCB remains a service leader in providing job search assistance to the Deaf and Hard of Hearing community. WSCB is unique in that it has front-end staff fluent in American Sign Language.

WIA Adult/Dislocated Worker Activities

The training of program participants for in demand, high wage occupations continued to be a program emphasis. In spite of declining resources, 336 individuals received WIA services with an average unsubsidized placement wage of more than \$14 per hour, this in the tightest job market in more than 30 years.

In preparation for layoffs that will be triggered by the expiration of American Recovery and Reinvestment Act funding at Hanford, partnerships with the relevant parties were established, as Rapid Response will be a key program component in the upcoming year.

Youth Activities

We continued to emphasize training and education as part of our youth service delivery model, with 67 youth earning a diploma or credential attainment. One hundred seventy younger and older youth received services.

Because online tools are used heavily by younger job seekers to establish professional networks, program participants were coached on the responsible use of social media like Facebook. The 7th Annual Summer Youth Vocational Challenge was a great success, culminating in a Career Fair offering participants the opportunity to apply the skills obtained during the event.

SPOKANE AREA Workforce Development Council

Serving Spokane County



Retooling Washington's Workforce

In the past 12 months, the Spokane Area Workforce Development Council (SAWDC) has helped to meet the challenges of today's economy and help workers and businesses to lay the foundation for economic recovery by addressing the three critical elements of the Retooling Washington's Workforce initiative – connect with employers to learn their needs and translate that back to the workforce system for action; link training to jobs in our state; and learn who UI claimants and exhaustees are in order to serve them effectively.

Stakeholders from across the region worked together to coordinate efforts and develop and implement a strategy at the local level. These efforts are aligned with the SAWDC's targeted sectors for workforce development, taking advantage of synergies to leverage resources and support our area's economic development.

Business Outreach

To create more connectivity to area businesses, the SAWDC redesigned the Business Solutions Team (BST). This new model includes having all WorkSource staff conduct outreach activities through a coordinated system led by designated industry specialists, called Market Managers. Each market manager is responsible for creating a marketing strategy for their industry, including how the entire WorkSource System operates in support of those businesses. This system will facilitate a more streamlined and consistent approach as well as increased business contacts.

Focus on quality and improvement including identifying value-added and non-value-added process steps. The WorkSource Center has learned to apply Lean continuous improvement principles to the processes utilized while working with regional businesses. Basic Lean training has been provided to the Business Services Team, and performance expectations have been redesigned to support the Lean-principles model. Included in this redesign are daily Visual Management meetings, where performance is discussed daily to aid in reaching individual and team goals.

Improving performance measures to match the value-added work employers expect of the workforce system. This has engendered moving to measures which track new employer engagement, numbers of OJTs completed, quality of business assessments, and market share. These new measures will assure that the focus is upon services employers are seeking while also measuring the impact the workforce system has upon our community.

Other activities in the new year will focus upon further analysis of industry

sectors and subsectors in the economy where activity is occurring and develop information to use in both creating responsive education programming as well as guiding individuals into careers where growth is predicted.

OJT

The SAWDC launched two new OJT programs funded by a National Emergency Grant and a Governor's 10 percent Discretionary Grant. Activities under these grants included creating an OJT workshop for employers. Employers, especially small to medium-sized businesses, were having a difficult time screening applicants for OJTs. They were primarily asking skill-based questions, while the intent of the OJT is to provide skill-based training to quality employees. In the last eight months an OJT Specialist position was created to assist employers with understanding how to screen applicants for quality – rather than specific skills. We now offer workshops as well as one-on-one assistance sessions to train hiring managers/business owners on how to interview for fit rather than specific skills. Employers have reported this “new” way of looking at hiring is very effective. A workshop is also underway to assist employers in developing more comprehensive and effective training plans which reflect the full requirements to meet their workforce skill deficiencies. It is anticipated that the implementation of this program and process will have the effect of improving both the quality and effectiveness of the training offered by participating employers.

Outreach to UI Exhaustees

A strategy was created for serving long-term UI claimants which included outreach, reengagement, assessment, and training. Recognizing the many diverse needs of this population, WorkSource Spokane created a variety of strategies to reengage long-term claimants, including specialized workshops, OJT opportunities, and vocational education options. Additionally, two staff members have been dedicated as Long-Term Claimant Specialists, providing services to those likely to become long-term claimants, as well as those who have already exhausted their benefits, with specific services to include long-term engagement (case management).

As we move into the next year, the Council will continue to coordinate, leverage resources, and integrate the delivery of services at the state and local levels, ensure the board has the information it needs to make good decisions for the workforce system, and provide the community with information and resources that effectively meet the workforce needs of job seekers and businesses.

WIA Title I-B Results

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

- Adjustments made to WIA performance measures in response to changes in economic conditions and participant characteristics.
- Narrative discussion of the costs of workforce investment activities relative to the effect of activities on the performance of participants.
- State evaluations including net-impact research and the biennial Workforce Training Results.
- A table section that includes negotiated performance levels and actual performance on measures of program performance.

Analysis

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

Federal 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 and determinations of UI eligibility. Washington's federal measures use UI wage records from the state's Employment Security Department. In addition, Washington participates in the Wage Record Interchange System (WRIS), which provides UI wage records from 49 other states and the District of Columbia. Federal payroll records are also accessed.

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

States are statutorily required to measure 20 federal performance measures, unless a state has a waiver to report only the nine common measures. Washington has such a waiver and is required to report only the common measures. Performance achievements on these nine measures are used to determine awards of federal incentive funds. Performance targets are based on baselines derived from performance in prior years.

The Workforce Investment Act provides that states may negotiate revisions of targets based on changes in participant demographics or economic conditions. Washington requested and received adjustments to its adult and dislocated worker performance targets for PY 2010 based on regression analyses showing the relationship between economic and demographic conditions and performance. Washington's request for a Common

Measures waiver was approved for PY 2010. The negotiated performance levels shown in the Tables for the state and local areas are the revised targets resulting from these adjustments.

Across the nine federal participant measures included in the incentive calculation, Washington averaged 116.2 percent of target, and met or exceeded all nine of its targets¹. Adult measures averaged 114 percent of target; Dislocated Worker measures averaged 116.9 percent of target, and Youth measures averaged 117.6 percent of target.

Cost Effectiveness

In a broad sense, cost-effectiveness should be evaluated in an econometric net-impact analysis designed to measure the costs and long-range results of services in order to compare participant outcomes with estimates of the outcomes in the absence of the program participation. Washington’s Workforce Training and Education Coordinating Board periodically conducts such studies, but does not update them annually due to the significant cost. These studies are discussed in the “Evaluation Activities” segment that follows. Basic accounting of costs and outputs is covered in the table below.

Washington’s 12 Workforce Development Areas spent \$41.9 million on intensive and training services during PY 2010 (July 2010-June 2011). The programs served 18,011 participants. WIA cost per participant averaged \$2,328 for PY 2010. Data for PY 2010 are shown in **Figure 4**.

Of the youth participants: 899 earned a HS diploma; 735 attained a GED; and 360 received an occupational skills certificate or post secondary degree.

3,818 Adults received training: 3,428 received occupational skills training and 277 received on-the-job training. 6,349 dislocated workers received training: 5,992 received occupational skills training and 250 received on-the-job training.





Figure 4 ▷ Participants and Expenditures in PY 2010

Target Population	PY 2010 Participants	PY 2010 Expenditures	Cost per Participant
Adults	5,781	\$ 12,656,162	\$ 2,189
Dislocated Workers	8,156	\$ 15,574,585	\$ 1,910
Youth	4,074	\$ 13,703,457	\$ 3,364
Total	18,011	\$ 41,934,204	\$ 2,328

¹ “Not met” is below 90 percent of negotiated target. “Met” is performance between 90 – 99.9 percent of negotiated target. “Exceeded” is performance at or above 100 percent of target.




Evaluation activities, including net impact and cost-benefit

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

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

Publications resulting from the most recent round of research can be found at www.wtb.wa.gov/Pubs_Publications.asp

Workforce Training Results reports on programs from three groups:

-  Programs for adults including community and technical college Job Preparatory Training, private career schools, apprenticeship, a state funded Worker Retraining program at community and technical colleges, and Workforce Investment Act dislocated workers services.
-  Programs serving adults with barriers to employment including Adult Basic Education, Workforce Investment Act adult services, Division of Vocational Rehabilitation, Department of Services for the Blind and WorkFirst.
-  Programs serving youth, including secondary career and technical education and Workforce Investment Act youth services.

The report describes the demographics of each population, services received, competencies gained, participant satisfaction, and the satisfaction of employers who have hired participants. Employment results are measured using both surveys and Employment Security Department wage records.

An updated version of **Workforce Training Results** is being prepared and some of the results of that study appear in this document. It is the fourth **Workforce Training Results** report to cover Workforce Investment Act populations. These reports can be downloaded at www.wtb.wa.gov/Pubs_Publications.asp as they become available while copies of older reports can be found at www.wtb.wa.gov/Pubs_PublicationsArchives.asp.

The data in this report on the exiting cohorts of 2007-08 show their outcomes as affected by the economic climate in 2008-09, when most of the measurement occurred. This was during the onset of the recession and appears largely as decreased employment rates. Wages and hours for those employed had not yet begun to decline markedly. The results for the 2008-09 cohort are being prepared and are expected to show a more marked effect from declining labor markets.

Results for WIA Adults

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

Unemployment insurance wage files were used to examine employment rates and earnings among participants who left programs during the 1999-2000, 2001-02, 2003-04, 2005-06 and 2007-08 program years. Data were collected from Employment Security agencies in Washington, Idaho, Montana, and Oregon. Federal employment records were also included. Results are shown in *Figure 5*.

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

	1995- 96	1997-98	1999-2000	2001-02	2003-04	2005-06	2007-08
Percentage with employment reported by employers to ESD the third quarter after leaving program	61%	71%	67%	66%	69%	74%	66%
Median quarterly hours worked of those working	397	429	424	430	440	452	439
Percentage employed full-time of those working (averaging 30 or more hours/week)	51%	54%	53%	57%	58%	62%	59%
Median annualized earnings of those working	\$14,999	\$18,238	\$18,456	\$19,517	\$20,316	\$21,194	\$21,284
Size of household in which median earnings would support at poverty level	2.1	3.0	3.0	3.3	3.5	3.8	3.8
Size of household in which median earnings would support at twice poverty level *	0.7	0.8	0.9	0.9	0.9	1.0	1.0
Median hourly wage of those working	\$9.82	\$11.00	\$11.56	\$11.93	\$12.10	\$12.42	\$12.59

Notes: Earnings and wages are expressed in first quarter 2009 dollars. Poverty levels are based on federal poverty guidelines identified by the U.S. Department of Health and Human Services for 2009.

Results for WIA Dislocated Workers

The outcomes of Dislocated Workers, shown in **Figure 6**, can vary with economic conditions and the characteristics of participants. Change can occur quickly from year to year as industrial conditions change and different groups of employees face layoffs.

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

	1997- 98*	1999-2000*	2001-02	2003-04	2005-06	2007-08
Percentage with employment reported by employers to ESD the third quarter after leaving program	74%	75%	74%	76%	78%	77%
Median quarterly hours worked of those working	484	495	494	486	491	484
Percentage employed full-time of those working (averaging 30 or more hours/week)	67%	70%	74%	73%	75%	73%
Median annualized earnings of those working	\$28,269	\$28,624	\$30,302	\$30,918	\$31,143	\$30,537
Size of household in which median earnings would support at poverty level	5.7	5.8	6.2	6.4	6.4	6.3
Size of household in which median earnings would support at twice poverty level	1.9	1.9	2.2	2.2	2.3	2.2
Median hourly wage of those working	\$15.11	\$15.31	\$15.95	\$16.41	\$16.77	\$16.21

Notes: Earnings and wages are expressed in first quarter 2009 dollars. Poverty levels are based on federal poverty guidelines identified by the U.S. Department of Health and Human Services for 2009.

* Figures for 1997 through 2000 are for JTPA III Dislocated Worker Program.

Results for WIA Youth

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

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

	2001-02		2003-04		2005-06		2007-08	
	All	Not in high school	All	Not in high school	All	Not in high school	All	Not in high school
Percentage with employment reported by employers to ESD the third quarter after leaving program	47%	52%	52%	56%	59%	62%	49%	50%
Median quarterly hours worked of those working	234	253	250	281	252	281	270	270
Percentage employed full-time of those working (averaging 30 or more hours/week)	27%	29%	29%	32%	31%	35%	28%	28%
Median annualized earnings of those working	\$8,699	\$9,464	\$9,433	\$10,821	\$9,648	\$10,933	\$10,097	\$10,224
Size of household in which median earnings would support at poverty level	0.8	0.9	0.9	1.0	0.9	1.0	0.9	0.9
Size of household in which median earnings would support at twice poverty level *	0.4	0.4	0.4	0.5	0.4	0.5	0.5	0.5
Median hourly wage of those working	\$ 8.75	\$8.83	\$8.78	\$8.95	\$8.90	\$9.06	\$9.56	\$9.59

Notes: Earnings and wages are expressed in first quarter 2009 dollars. Poverty levels are based on federal poverty guidelines identified by the U.S. Department of Health and Human Services for 2009..

Net Impact Analysis

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

The most recent net impact evaluations are those for the exiters from 2005-06 and 2007-08. The longer-term effect estimates are for WIA program participants who exited during 2005-06. The Workforce Board contracted with the W.E. Upjohn Institute for Employment Research to conduct the current and two previous net impact and cost-benefit evaluations.

The net impact analysis compares the outcomes of individuals who participated in workforce development programs with the outcomes of similar individuals who did not. For most of the programs, including Workforce Investment Act programs, comparison groups were selected from registrants with the state’s Employment Service, selecting individuals with similar employment history, age and educational background. The cost-benefit analyses for these same cohorts have not yet been completed. They are being calculated from the value of the net impacts on participant earnings, employee benefits, social welfare benefits, unemployment insurance benefits, and taxes².

Results from the most recent analysis are presented in **Figure 8** for WIA programs plus seven other workforce programs. These analyses indicated that during the third year after program participation, the payoffs to education and training are strong and pervasive. The employment impacts for all programs are positive. All programs had a statistically significant net effect of increasing the average earnings of participants and all but Adult Basic Education showed a net increase in employment rates. The combined effects on average earnings and employment rates constitute a sizable impact on lifetime earnings. The extent to which the costs of the programs are offset by reduced welfare benefits and taxes on those increased earnings will be assessed in the forthcoming cost benefit analysis.

Figure 8  Longer-Term Employment and Earnings Net Impacts

	Employment	Quarterly Earnings
<i>Workforce Investment Act Programs</i>		
WIA Title I-B Adults	10.8%	\$952
WIA Title I-B Dislocated Workers	4.3%	\$756
WIA Title I-B Youth	4.3%	\$429
<i>Carl Perkins Vocational Education Act</i>		
Community & Technical College (CTC) Job Preparatory Training	10.1%	\$1,976
Community & Technical College (CTC) Worker Retraining	7.5%	\$689
Secondary Career and Technical Education	8.4%	\$450
<i>Adult Literacy and Family Education Act</i>		
Adult Basic Skill Education	*	\$189
<i>Other Workforce Programs</i>		
Vocational Rehabilitation	12.4%	\$335
Apprenticeship	9.8%	\$4,414
Private Career Schools	3.4%	\$516

Note: Longer-term refers to impacts observed 9 to 12 quarters after leaving the program. Earnings are expressed in 2009 Q1 dollars.

* No statistically significant positive effect.

² Upjohn estimated the impact of the net change in earnings on Social Security, Medicare, federal income, and state sales taxes

Tables

The following data tables make up the final portion of Washington's Title I-B Annual Report. A few notes may help with interpretation. Table cells that are shaded are no longer reportable for waiver states. 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 at the end of the 12-month performance period.

Washington reports nine federal common measures: Adults – Entered Employment Rate, Employment Retention Rate, and Average Earnings; Dislocated Workers – Entered Employment Rate, Employment Retention Rate, Average Earnings; Youth – Placement Rate, Attainment of Certificate Rate, and Literacy/Numeracy Gains Rate.

Federal entered employment rates are calculated for participants who exited between October 2009 and September 2010. Federal retention rates and average earnings measures are calculated for participants who exited between April 2009 and March 2010.

Federal youth placement rate and attainment of degree/certificate rate measures are calculated for participants who exited between October 2009 and September 2010. Youth literacy and numeracy gains measure is a real-time measure and reflects functional gains in education during the period July 2010 to June 2011. Participant counts shown in Table M are based on a year that runs from July 2010 through June 2011.

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

Under the Common Measures waiver, Washington no longer conducts the standardized federal Customer Satisfaction survey. The most recent results for a similar survey with smaller samples show participant satisfaction at 74.4 percent in a sample of 620, and Employer Satisfaction at 68.3 percent in a sample of 982, for the year May 2010 through April 2011.

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

The U.S. Department of Labor 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 90 percent of the negotiated performance level.
-  Standards that are "exceeded" are those where performance is at or above 100 percent of the negotiated performance level.
-  Standards that are "met" are those where performance ranges from 90 to 99.99 percent of the levels.

Table O shows regression-adjusted local targets, which were raised or lowered relative to prior years based on the estimated impact of changes in both the economic conditions and the demographic characteristics of exiting participants in each local area.

At the state level, performance exceeded negotiated federal targets in all nine measures.

Of the 108 Federal measures at the local level (nine measures for 12 local areas), 93 exceeded targets, eight met targets, and seven did not meet targets. Performance was strongest in Dislocated Worker programs, where only one target was not exceeded. The targets that were not met were scattered, and not concentrated in particular Adult and Youth program measures.

In accordance with federal regulations, the state conducted a data and reporting validation annual review with all 12 Workforce Development Areas during November, December 2010 and January 2011. A sample of 1,387 WIA records was reviewed: 320 Adult, 319 Dislocated Worker, 505 Youth and 243 National Emergency Grant. Data validation for Trade Adjustment Assistance was waived by DOL because the reporting software is in the process of being updated. Preparation for Data Validation for PY 2010 will begin in fall 2011.

Shading within Tables A through O indicates Washington has a waiver to only report common measures and therefore entries are not required in these portions of the tables.

Table A • Workforce Investment Act Customer Satisfaction Results

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level	# of Completed Surveys	# of Customers Eligible for the Survey	# of Customers Included in the Sample	Response Rate
		American Customer Satisfaction Index				
Participants						
Employers						

Table B • Adult Program Results

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Entered Employment Rate		76.1%	$\frac{2,004}{2,635}$
Employment Retention Rate		84.3%	$\frac{1,754}{2,080}$
Average Earnings		\$12,918	$\frac{\$22,476,992}{1,740}$
Employment and Credential Rate			

Table C • Outcomes for Adult Special Populations

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans Disabilities		Individuals with Disabilities		Older	
Entered Employment Rate	73.9%	$\frac{897}{1,214}$	71.7%	$\frac{172}{240}$	63.2%	$\frac{110}{174}$	66.8%	$\frac{135}{202}$
Employment Retention Rate	79.9%	$\frac{645}{807}$	81.3%	$\frac{161}{198}$	75.6%	$\frac{93}{123}$	82.1%	$\frac{115}{140}$
Average Earnings	\$11,294	$\frac{\$7,205,665}{638}$	\$15,629	$\frac{\$2,422,432}{155}$	\$11,786	$\frac{\$1,084,295}{92}$	\$12,434	$\frac{\$1,405,091}{113}$
Employment and Credential Rate								
		numerator denominator			numerator denominator			numerator denominator

Table D • Other Outcome Information for the Adult Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
		numerator denominator		numerator denominator
Entered Employment Rate	78.5%	$\frac{1,080}{1,375}$	73.3%	$\frac{924}{1,260}$
Employment Retention Rate	88.0%	$\frac{920}{1,045}$	80.6%	$\frac{834}{1,035}$
Average Earnings	\$14,159	$\frac{\$12,870,589}{909}$	\$11,560	$\frac{\$9,606,403}{831}$

Table E • Dislocated Worker Program Results

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Entered Employment Rate	73.6%	82.2%	$\frac{2,722}{3,311}$
Employment Retention Rate	83.9%	88.7%	$\frac{2,094}{2,360}$
Average Earnings	\$14,043	\$18,725	$\frac{\$38,759,976}{2,070}$
Employment and Credential Rate			

Table F • Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
		numerator denominator		numerator denominator		numerator denominator		numerator denominator
Entered Employment Rate	80.5%	$\frac{334}{415}$	78.4%	$\frac{116}{148}$	73.9%	$\frac{402}{544}$	76.7%	$\frac{66}{86}$
Employment Retention Rate	86.0%	$\frac{270}{314}$	86.3%	$\frac{88}{102}$	86.8%	$\frac{296}{341}$	84.5%	$\frac{60}{71}$
Average Earnings	\$19,574	$\frac{\$5,187,107}{265}$	\$17,448	$\frac{\$1,517,986}{87}$	\$18,018	$\frac{\$5,189,214}{288}$	\$14,056	$\frac{\$829,331}{59}$
Employment and Credential Rate								
		numerator denominator		numerator denominator		numerator denominator		numerator denominator

Table G • Other Outcome Information for the Dislocated Worker Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
		numerator denominator		numerator denominator
Entered Employment Rate	83.0%	$\frac{1,885}{2,271}$	80.5%	$\frac{837}{1,040}$
Employment Retention Rate	89.4%	$\frac{1,253}{1,401}$	87.7%	$\frac{841}{959}$
Average Earnings	\$18,389	$\frac{\$22,691,862}{1,234}$	\$19,220	$\frac{\$16,068,114}{836}$

Table H1 • Youth (14-21) Program Results

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Placement in Employment or Education	53.9%	66.1%	$\frac{1,302}{1,971}$
Attainment of Degree or Certificate	75.3%	76.6%	$\frac{1,319}{1,723}$
Literacy and Numeracy Gains	44.0%	56.6%	$\frac{425}{751}$

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

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Entered Employment Rate			
Employment Retention Rate			
Six Months Earnings Increase			
Credential Rate			

Table I • Outcomes for Older Youth Special Populations

Reported Information	Public Assistance Recipients	Veterans *	Individuals with Disabilities	Out-of-School Youth
Entered Employment Rate				
Employment Retention Rate				
Six Months Earnings Increase				
Credential Rate				
	numerator denominator	numerator denominator	numerator denominator	numerator denominator

Table J • Younger Youth (14-18) Program Results

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Skill Attainment Rate			
Youth Diploma or Equivalent Rate			
Retention Rate			

Table K • Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance Recipients	Individuals with Disabilities	Out-of-School Youth
Skill Attainment Rate			
Youth Diploma or Equivalent			
Retention Rate			
	numerator denominator	numerator denominator	numerator denominator

Table L • Other Reported Information

	12 Month Employment Retention Rate		12 Month Earnings Increase (Adults & Older Youth) or 12 Month Earnings Replacement (Dislocated Workers)		Placements in Nontraditional Employment		Wages at Entry into Employment for those who Entered Unsubsidized Employment		Entry into Unsubsidized Employment Related to the Training Received of those who Completed Training Services	
Adults	83.8%	1,654 1,974	\$4,071	\$7,978,821 1,960	1.4%	28 2,004	\$5,996	\$11,938,890 1,991	65.0%	702 1,080
Dislocated Workers	88.0%	1,930 2,192	90.2%	\$35,250,171 \$39,066,808	1.9%	51 2,722	\$9,158	\$24,709,079 2,698	66.3%	1,249 1,885
Older Youth										

Table M * Participation Levels

	Total Participants Served	Total Exiters
Total Adult Customers	229,886	195,316
Total Adult (Self-Service Only)	216,178	188,441
WIA Adults	221,958	191,759
WIA Dislocated Workers	8,198	3,719
Total Youth (14-21)	4,074	2,031
Younger Youth (14-18)	2,985	1,406
Older Youth (19-21)	1,089	625
Out-of-School Youth	2,047	1,126
In-School Youth	2,027	905

Table N • Cost of Program Activities

Program Activity	Total Federal Spending
Local Adults	\$ 12,656,162.00
Local Dislocated Workers	\$ 15,574,585.00
Local Youth	\$ 13,703,457.00
Rapid Response (up to 25%) WIA Sec.134 (a) (2) (A)	\$ 2,238,801.00
Statewide Required Activities (up to 25%) WIA Sec.134 (a) (2) (A)	\$ 4,626,202.00
Total of all Federal Spending Listed Above	\$ 48,799,207.00

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

Local Area Name	Total Participants Served				
Southwest ETA Assigned #53005	Adults	1,104			
	Dislocated Workers	944			
	Older Youth	112			
	Younger Youth	307			
	Total Exiters				
	Adults	857			
	Dislocated Workers	637			
	Older Youth	49			
	Younger Youth	127			
			Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants				
	Employers				
Entered Employment Rates	Adults	67.9%	67.3%		
	Dislocated Workers	70.3%	77.3%		
	Older Youth				
Retention Rates	Adults	75.5%	79.4%		
	Dislocated Workers	82.1%	85.5%		
	Older Youth				
	Younger Youth				
Average Earnings (Adult/DW)	Adults	\$6,336	\$12,600		
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$8,730	\$16,385		
	Older Youth				
Credential/Diploma Rates	Adults				
	Dislocated Workers				
	Older Youth				
	Younger Youth				
Skill Attainment Rate	Younger Youth				
Youth Placement Rate	Youth (ages 14-21)	42.6%	80.6%		
Attainment Of Certificate	Youth (ages 14-21)	80.6%	90.0%		
Literacy/Numeracy Gains	Youth (ages 14-21)	59.2%	66.7%		

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

Local Area Name	Total Participants Served		
Olympic Consortium ETA Assigned #53010	Adults	318	
	Dislocated Workers	442	
	Older Youth	54	
	Younger Youth	104	
	Total Exiters		
	Adults	204	
	Dislocated Workers	258	
	Older Youth	30	
	Younger Youth	55	
			Negotiated Performance Level
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	77.5%	80.5%
	Dislocated Workers	77.4%	83.9%
	Older Youth		
Retention Rates	Adults	82.0%	86.8%
	Dislocated Workers	84.2%	85.0%
	Older Youth		
	Younger Youth		
Average Earnings (Adult/DW)	Adults	\$9,721	\$14,012
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$14,926	\$19,724
	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment Rate	Younger Youth		
Youth Placement Rate	Youth (ages 14-21)	58.8%	75.4%
Attainment Of Certificate	Youth (ages 14-21)	66.5%	86.0%
Literacy/Numeracy Gains	Youth (ages 14-21)	34.6%	59.1%

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

Local Area Name	Total Participants Served			
Pacific Mountain ETA Assigned #53015	Adults	602		
	Dislocated Workers	1168		
	Older Youth	103		
	Younger Youth	206		
	Total Exited			
	Adults	388		
	Dislocated Workers	312		
	Older Youth	38		
	Younger Youth	99		
			Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants			
	Employers			
Entered Employment Rates	Adults	75.4%	84.2%	
	Dislocated Workers	72.2%	83.3%	
	Older Youth			
Retention Rates	Adults	81.3%	87.5%	
	Dislocated Workers	81.9%	90.1%	
	Older Youth			
	Younger Youth			
Average Earnings (Adult/DW)	Adults	\$9,735	\$12,572	
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$13,165	\$18,037	
	Older Youth			
Credential/Diploma Rates	Adults			
	Dislocated Workers			
	Older Youth			
	Younger Youth			
Skill Attainment Rate	Younger Youth			
Youth Placement Rate	Youth (ages 14-21)	51.5%	84.7%	
Attainment Of Certificate	Youth (ages 14-21)	72.1%	74.5%	
Literacy/Numeracy Gains	Youth (ages 14-21)	49.3%	70.3%	

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

Local Area Name	Total Participants Served		
Northwest ETA Assigned #53020	Adults	245	
	Dislocated Workers	370	
	Older Youth	61	
	Younger Youth	165	
	Total Exited		
	Adults	140	
	Dislocated Workers	196	
	Older Youth	28	
	Younger Youth	69	
			Negotiated Performance Level
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	73.7%	82.2%
	Dislocated Workers	72.0%	85.6%
	Older Youth		
Retention Rates	Adults	83.7%	87.0%
	Dislocated Workers	84.2%	88.4%
	Older Youth		
	Younger Youth		
Average Earnings (Adult/DW)	Adults	\$10,267	\$15,386
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$16,298	\$17,968
	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment Rate	Younger Youth		
Youth Placement Rate	Youth (ages 14-21)	55.0%	82.3%
Attainment Of Certificate	Youth (ages 14-21)	75.6%	77.0%
Literacy/Numeracy Gains	Youth (ages 14-21)	33.4%	54.5%

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

Local Area Name	Total Participants Served		
Seattle-King County ETA Assigned #53025	Adults	974	
	Dislocated Workers	1,786	
	Older Youth	195	
	Younger Youth	567	
	Total Exited		
	Adults	517	
	Dislocated Workers	796	
	Older Youth	76	
	Younger Youth	228	
			Negotiated Performance Level
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	71.4%	77.2%
	Dislocated Workers	67.6%	81.1%
	Older Youth		
Retention Rates	Adults	81.9%	88.1%
	Dislocated Workers	83.7%	90.1%
	Older Youth		
	Younger Youth		
Average Earnings (Adult/DW)	Adults	\$10,744	\$14,068
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$16,234	\$24,219
	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment Rate	Younger Youth		
Youth Placement Rate	Youth (ages 14-21)	55.0%	76.1%
Attainment Of Certificate	Youth (ages 14-21)	75.8%	80.4%
Literacy/Numeracy Gains	Youth (ages 14-21)	40.2%	39.3%

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

Local Area Name	Total Participants Served		
Snohomish ETA Assigned #53030	Adults	609	
	Dislocated Workers	997	
	Older Youth	17	
	Younger Youth	411	
	Total Exiters		
	Adults	153	
	Dislocated Workers	355	
	Older Youth	40	
	Younger Youth	157	
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	70.7%	74.4%
	Dislocated Workers	71.1%	89.6%
	Older Youth		
Retention Rates	Adults	80.9%	88.5%
	Dislocated Workers	83.5%	93.2%
	Older Youth		
	Younger Youth		
Average Earnings (Adult/DW)	Adults	\$9,616	\$14,024
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$15,913	\$19,864
	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment Rate	Younger Youth		
Youth Placement Rate	Youth (ages 14-21)	47.1%	44.3%
Attainment Of Certificate	Youth (ages 14-21)	77.7%	59.6%
Literacy/Numeracy Gains	Youth (ages 14-21)	47.6%	71.1%

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

Local Area Name	Total Participants Served		
Spokane ETA Assigned #53035	Adults	513	
	Dislocated Workers	570	
	Older Youth	140	
	Younger Youth	200	
	Total Exiters		
	Adults	245	
	Dislocated Workers	285	
	Older Youth	107	
	Younger Youth	127	
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	77.8%	81.4%
	Dislocated Workers	73.5%	85.5%
	Older Youth		
Retention Rates	Adults	81.6%	82.0%
	Dislocated Workers	84.1%	87.9%
	Older Youth		
	Younger Youth		
Average Earnings (Adult/DW)	Adults	\$8,943	\$11,546
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$10,916	\$16,820
	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment Rate	Younger Youth		
Youth Placement Rate	Youth (ages 14-21)	59.1%	65.2%
Attainment Of Certificate	Youth (ages 14-21)	73.5%	75.4%
Literacy/Numeracy Gains	Youth (ages 14-21)	37.6%	71.1%

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

Local Area Name	Total Participants Served			
Pierce ETA Assigned #53040	Adults	355		
	Dislocated Workers	527		
	Older Youth	133		
	Younger Youth	222		
	Total Exited			
	Adults	158		
	Dislocated Workers	211		
	Older Youth	79		
	Younger Youth	127		
			Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants			
	Employers			
Entered Employment Rates	Adults	73.2%	84.0%	
	Dislocated Workers	74.4%	87.1%	
	Older Youth			
Retention Rates	Adults	80.9%	84.5%	
	Dislocated Workers	84.1%	90.5%	
	Older Youth			
	Younger Youth			
Average Earnings (Adult/DW)	Adults	\$9,461	\$12,819	
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$13,763	\$17,674	
	Older Youth			
Credential/Diploma Rates	Adults			
	Dislocated Workers			
	Older Youth			
	Younger Youth			
Skill Attainment Rate	Younger Youth			
Youth Placement Rate	Youth (ages 14-21)	55.9%	60.4%	
Attainment Of Certificate	Youth (ages 14-21)	75.5%	69.3%	
Literacy/Numeracy Gains	Youth (ages 14-21)	43.8%	38.9%	

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

Local Area Name	Total Participants Served				
North Central ETA Assigned #53045	Adults	375			
	Dislocated Workers	363			
	Older Youth	73			
	Younger Youth	244			
	Total Exitters				
	Adults	228			
	Dislocated Workers	182			
	Older Youth	52			
	Younger Youth	129			
			Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants				
	Employers				
Entered Employment Rates	Adults	78.6%	68.8%		
	Dislocated Workers	76.9%	83.9%		
	Older Youth				
Retention Rates	Adults	85.8%	87.8%		
	Dislocated Workers	83.5%	91.8%		
	Older Youth				
	Younger Youth				
Average Earnings (Adult/DW)	Adults	\$9,976	\$12,184		
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$12,502	\$15,778		
	Older Youth				
Credential/Diploma Rates	Adults				
	Dislocated Workers				
	Older Youth				
	Younger Youth				
Skill Attainment Rate	Younger Youth				
Youth Placement Rate	Youth (ages 14-21)	53.2%	52.1%		
Attainment Of Certificate	Youth (ages 14-21)	73.6%	83.1%		
Literacy/Numeracy Gains	Youth (ages 14-21)	46.1%	59.1%		

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

Local Area Name	Total Participants Served		
South Central ETA Assigned #53050	Adults	232	
	Dislocated Workers	617	
	Older Youth	55	
	Younger Youth	187	
	Total Exiters		
	Adults	147	
	Dislocated Workers	236	
	Older Youth	32	
	Younger Youth	81	
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants Employers		
Entered Employment Rates	Adults	82.9%	86.4%
	Dislocated Workers	76.2%	78.7%
	Older Youth		
Retention Rates	Adults	82.6%	92.0%
	Dislocated Workers	85.8%	88.6%
	Older Youth		
	Younger Youth		
Average Earnings (Adult/DW)	Adults	\$8,973	\$10,546
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$13,044	\$14,616
	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment Rate	Younger Youth		
Youth Placement Rate	Youth (ages 14-21)	52.0%	63.4%
Attainment Of Certificate	Youth (ages 14-21)	72.6%	85.0%
Literacy/Numeracy Gains	Youth (ages 14-21)	51.8%	63.8%

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

Local Area Name	Total Participants Served		
Eastern Washington ETA Assigned #53070	Adults	275	
	Dislocated Workers	206	
	Older Youth	77	
	Younger Youth	271	
<hr/>			
Total Exiters			
	Adults	163	
	Dislocated Workers	138	
	Older Youth	61	
	Younger Youth	132	
<hr/>			
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rates	Adults	79.5%	81.6%
	Dislocated Workers	75.4%	88.4%
	Older Youth		
Retention Rates	Adults	85.2%	84.2%
	Dislocated Workers	86.0%	87.8%
	Older Youth		
	Younger Youth		
Average Earnings (Adult/DW) Six Months Earnings Increase (Older Youth)	Adults	\$8,102	\$13,683
	Dislocated Workers	\$15,535	\$20,312
	Older Youth		
Credential/Diploma Rates	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment Rate	Younger Youth		
Youth Placement Rate	Youth (ages 14-21)	53.9%	57.7%
Attainment Of Certificate	Youth (ages 14-21)	77.7%	74.5%
Literacy/Numeracy Gains	Youth (ages 14-21)	49.8%	42.9%

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

Local Area Name	Total Participants Served		
Benton-Franklin ETA Assigned #53065	Adults	179	
	Dislocated Workers	166	
	Older Youth	69	
	Younger Youth	101	
	Total Exiters		
	Adults	119	
	Dislocated Workers	81	
	Older Youth	33	
	Younger Youth	75	
			Negotiated Performance Level
Customer Satisfaction	Program Participants Employers		
Entered Employment Rates	Adults	84.2%	72.5%
	Dislocated Workers	85.9%	82.3%
	Older Youth		
Retention Rates	Adults	84.6%	74.3%
	Dislocated Workers	90.0%	90.9%
	Older Youth		
	Younger Youth		
Average Earnings (Adult/DW)	Adults	\$13,115	\$11,267
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$18,698	\$22,603
	Older Youth		
Credential/Diploma Rates	Adults Dislocated Workers Older Youth Younger Youth		
Skill Attainment Rate	Younger Youth		
Youth Placement Rate	Youth (ages 14-21)	61.9%	74.0%
Attainment Of Certificate	Youth (ages 14-21)	73.7%	76.6%
Literacy/Numeracy Gains	Youth (ages 14-21)	43.1%	67.5%

Table 0 - Local Performance

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

