

WASHINGTON STATE

ANNUAL REPORT on the [Workforce Investment Act Title I-B](#)

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

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WORKFORCE INVESTMENT ACT (WIA) IN WASHINGTON STATE

Introduction

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

For Program Year 2007 (July 2007 through June 2008) the United States Department of Labor (DOL) allocated approximately \$63 million in WIA Title I-B funds to Washington. These funds continued employment and training services designed to benefit employers, dislocated workers, adults, and low income youth. This is a reduced allocation of \$9.5 million from last year's funding for these programs and reflects a significant mid-year funding rescission of \$3.2 million imposed through the Consolidated Appropriations Act of 2008.

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

Background and Summary

Workforce Development System Vision and Goals

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

VISION

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

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

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

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

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

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

GOALS

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

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

In order to achieve these four goals, our 2006-2007 plan included 18 objectives and 63 strategies that identify the names of the lead entities responsible for implementation. All the goals, objectives, and strategies are important, and we are committed to carrying them out during the next two years and beyond. Strategic opportunities included:

- Increasing high school graduation rates.
- Expanding the availability of career path ways that span secondary and postsecondary education and training.
- Increasing postsecondary capacity.
- Increasing financial aid and retention support for workforce education students.
- Increasing Adult Basic Education Skills and English-as-a-Second-Language instruction that is integrated with occupational skills training.
- Improving coordination between work force and economic development in key economic clusters.
- Expanding and sustaining skill panels.
- Expanding customized training for current workers.
- Expanding the availability of the Work Readiness Credential.
- Developing state and local agreements on service integration.

The Workforce Board is working to develop a new state plan. On May 14, 2008, the Workforce Board reviewed a draft of *High Skills, High Wages 2008-2018: Our Agenda for Action*. The draft addresses three goals to meet the workforce development needs of youth, adults and industry. The draft is based upon input obtained through eight meetings of the youth, adult and industry workgroups, the Workforce Board's Interagency Committee, legislative panels, and a review of the literature. Public forums were held in nine communities in July and August 2008. The Workforce Board met on September 25, 2008 and adopted this new state workforce development plan.

Washington Works

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

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

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

Washington Workforce Compact

On November 8, 2007, all Workforce Board members signed Washington's first Workforce Compact. *Partnering for Performance: Washington's Workforce Compact* sets forth the goals,

guiding principles, and the roles and responsibilities of the Workforce Development System partners, and state actions to better coordinate services. The Compact was motivated by the need to collaborate to close the skill gaps faced by employers and by the need to prepare all Washington residents to attain lifelong successful attachment to the workforce, especially individuals whose innate talents and abilities have not been fully developed in the past. To view the Compact go to: www.wtb.wa.gov/Documents/WAWorkforceCompact11-09.pdf

Each compact partner is directed to identify cross-program barriers that stand in the way of serving the customers of the workforce development system. The Workforce Board's Interagency Committee conducted a statewide survey requesting assistance in identifying barriers. Four primary barriers emerged from this survey:

1. The need for streamlined "co-enrollment" processes
2. The need for staff cross-training
3. The value of co-locating staff among workforce partners
4. Performance measures awareness

Four work groups were formed to develop work plans to address these cross-program/cross-agency barriers. Draft work plans were presented to the Workforce Board on March 18, 2008. More work to develop action steps is underway.

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

On May 5, 2007, the U.S. Department of Labor approved Washington State's 2007-09 State Plan for WIA Title I-B and the Wagner-Peyser Act. The plan covers the period from July 1, 2007 through June 30, 2009. Responding to questions outlined in U.S. Department of Labor's (DOL) April 12, 2005 guidelines and DOL's Training and Employment Guidance Letter (TEGL) 13-06, the plan was developed collaboratively by the

Employment Security Department and the Workforce Board in consultation with business, labor, and workforce development stakeholders. A description included in the plan reflects our state's commitment to implement WIA Title I-B and Wagner-Peyser strategies during the next two years and beyond that will:

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

This State Plan for WIA Title I-B and the Wagner-Peyser Act is available on-line at: www.wtb.wa.gov/Policy_Federal_Wagner-Peyser-Plan.asp

State Structure

The Governor and the Legislature created the Workforce Training and Education Coordinating Board (Workforce Board) in 1991 to coordinate planning, policy and accountability for the state's workforce development system. The Workforce Board also serves as the state Workforce Investment Board and manages the performance accountability for WIA. The Workforce Board develops and approves the State Strategic Workforce Development Plan and facilitates the coordination of workforce development programs including WIA Title I-B, career and technical education, adult education and family literacy, vocational rehabilitation, apprenticeship, and private career schools. The Workforce Board and Employment Security Department work collaboratively on WIA Title I-B. The Workforce Board also works with state operating agencies and local WDCs to ensure workforce and economic development strategies are linked.

Employment Security has administrative and operational responsibility for WIA Title I-B funds. These responsibilities include: stewardship of funds, oversight and monitoring of activities, management of grants and contracts, and the allocation of funds to local WDCs for the delivery of services within an integrated service delivery system. Employment Security is also responsible for the distribution and oversight of funds for WIA statewide activities. Additional information regarding WIA statewide activities is located on pages 36 and 37.

In addition to the administrative responsibility for WIA Title I-B funds, Employment Security

provides labor market information through Labor Market and Economic Analysis (LMEA), operates the Unemployment Insurance Program and is the primary Labor Exchange service provider in the WorkSource offices statewide. These services and programs are critical elements in the Washington State workforce development system.

The WorkSource Vision:



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

Local Structure

There are 12 local area Workforce Development Councils (WDCs), one for each of the state's twelve workforce development areas (see map on page 11). Each Council, in consultation with Chief Local Elected Officials, oversees WIA Title I-B activities, coordinates local area workforce development services, and provides outreach to employers. The Councils ensure a link with local economic development strategies through community partnerships. Each Council has a Governor-approved WIA Title I-B and Wagner-Peyser Plan. Each Council also has a Governor-approved strategic plan that assesses local employment opportunities and skill needs, and sets forth goals, objectives, and strategies for the local workforce development system consistent with the state strategic goals. The strategic role of WDCs makes them an important counterpart to the state Workforce Board at the local level. These state-to-local relationships remain strong.

2007-2009 Local Area Strategic Plans and WIA Operations Plans

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

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

In 2007, the 12 Workforce Development Councils developed new two-year plans to guide regional workforce development activities through June 30, 2009. The Councils developed their local area WIA Title I-B Operations Plans following guidelines issued by the Employment Security Department. On November 16, 2006, the state Workforce Board adopted planning guidelines for updating local area Strategic Plans for the Workforce Development System. The Councils followed these planning guidelines:

- To articulate a vision for the local area's workforce development system.
- To develop goals, objectives, and strategies to increase skill levels, employment, earnings, customer satisfaction and return on workforce development investments.
- To reach agreement on a blueprint to utilize the area's strategic workforce assets to meet the requirements of the changing economy.
- To create a planning process, managed by the Workforce Development Councils, that assures meaningful opportunities for business, labor, Chief Local Elected Officials, program operators, WorkSource partner agencies, and others to communicate their needs, offer their

perspectives and expertise, and participate in the process. The review and comment process for developing the local strategic plan is dynamic, with opportunities for interested parties to comment as the plan is built.

- To create/update a plan that is consistent with *High Skills, High Wages 2006: Washington's Strategic Plan for Workforce Development* and is focused on the unique needs and resources of the local area.
- To broadly share goals, objectives, and strategies that:
 - Represent the priorities of the WDC and its partners.
 - Reflect stakeholder input.
 - Offer guidance and propose approaches that will clearly benefit the customers of the workforce development system (employers, job seekers, workers, students, and out-of- school youth).
 - Are supported by current and specific economic and demographic data and needs assessment.
 - Take into account existing workforce development programs and services.
 - Are informed by program performance.

In the summer of 2007, the 12 Workforce Development Councils, in consultation with Chief Local Elected Officials, adopted their area's 2007-2009 Strategic Plans and WIA Operations Plans. The plans were reviewed by staff of the Employment Security Department and the Workforce Board. On September 26, 2007, the Board adopted a motion recommending the Governor approve the plans.

U.S. Department of Labor's Driving Transformation Forum

A 14-member statewide workforce development team and a Spokane Area partnership team participated at the U.S. Department of Labor's Driving Transformation Forum held in Seattle on November 27-29, 2007. The two teams made significant accomplishments at this three-day facilitated event and have made more progress since. The statewide transformation team established a goal: To refine the framework and resources for supporting industry clusters including the integration between economic and the workforce development system in Washington State.

The statewide team used the "Skills for the Next Washington" framework draft as a starting point for its discussion. "Skills for the Next Washington" describes how workforce and economic development can coordinate efforts around industry clusters. To view this draft document go to: www.wtb.wa.gov/SkillsfortheNextWashington.asp

The transformation team met on January 2 and February 20, 2008, to refine 19 transformation strategies. The team's discussions helped guide the Washington State Department of Community, Trade and Economic Development's work in developing the 2008 Economic Development Plan. Forum team members also participated on a work group to recommend industry strategies in the development of the 2008-2018 edition of *High Skills, High Wages: Washington's Strategic Plan for Workforce Development*.

The work of the statewide transformation team continued with the delivery of six Cluster Academies in May and June 2008. Forum team members and other invited guests met again at a U.S. Department of Labor sponsored Industry Cluster forum held in Lynnwood on September 3, 2008.

The National Business Cycle and Washington's Labor Market

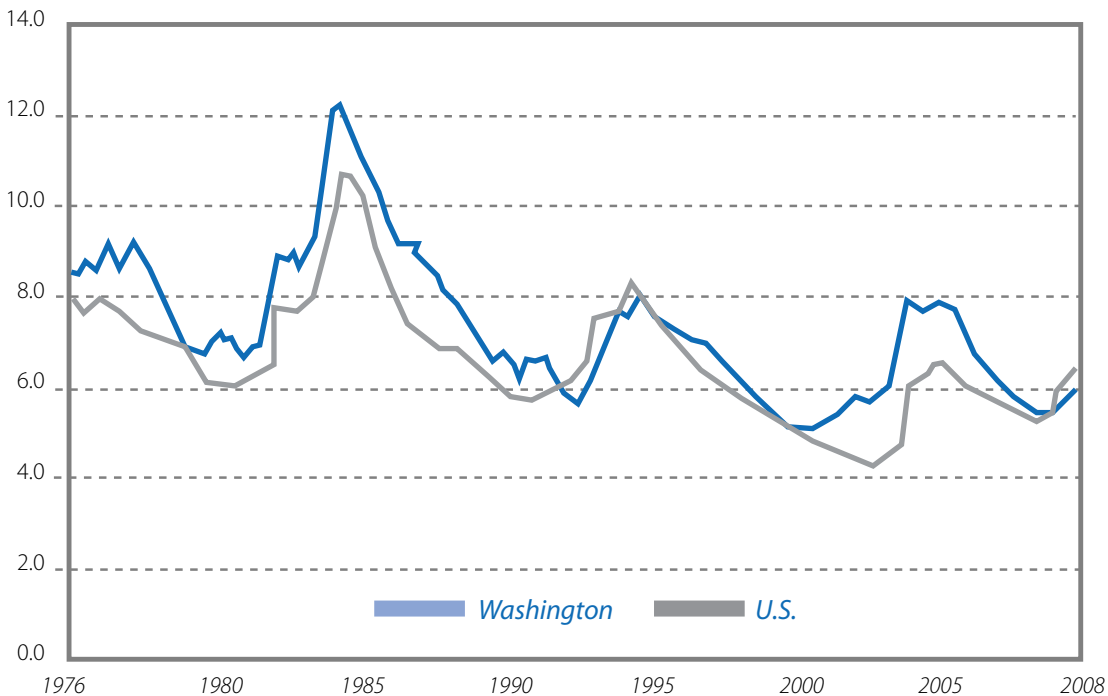
Over the past year Washington's labor market experienced steady but slow growth. Thirty-five thousand five hundred jobs were added between June 2007 and June 2008, growing at a 1.2 percent clip. While this is less than spectacular, it was much better than that experienced by the nation as a whole, which barely grew at all over the same period (15,000 jobs or 0.01 percent growth). The unemployment picture is a bit different; the ranks of unemployed in Washington rose at a 23 percent rate during the past year, quicker than the national rise of 20 percent. Similarly, the unemployment rate rose by a whole percentage point, while the national rate went up by 0.9 percentage points to reach an identical rate of 5.5 percent.

At the national level there is much speculation that the economy is already in a recession.

While we won't know for some time whether it is officially a recession or not¹, there is some evidence supporting the notion. For each of the first six months of 2008, employment payrolls have fallen, amounting to a net loss of 362,000 jobs across the country.

However this does not mean that Washington State is in a recession or will necessarily fall into one. Past history has shown that the state's experience with national recessions is varied. Going back to the "double-dip" recessions of the early 1980s (see Figure 1); one can see that employment in Washington far outpaced that of the nation. Statewide unemployment reached a high-water mark of 12.2 percent in October 1982, the month the recession officially ended. At the same time the national rate reached a high of 10.8 percent. Then between October 1982 and July 1991 (the next official recession), the state's unemployment rate dropped by 7.2 percentage points, all the way to 5 percent.

Figure 1 - Seasonally Adjusted Unemployment Rates 1976 - 2008



¹ Recessions are formally identified by the National Bureau of Economic Research (www.nber.org/cycles/recession.html)

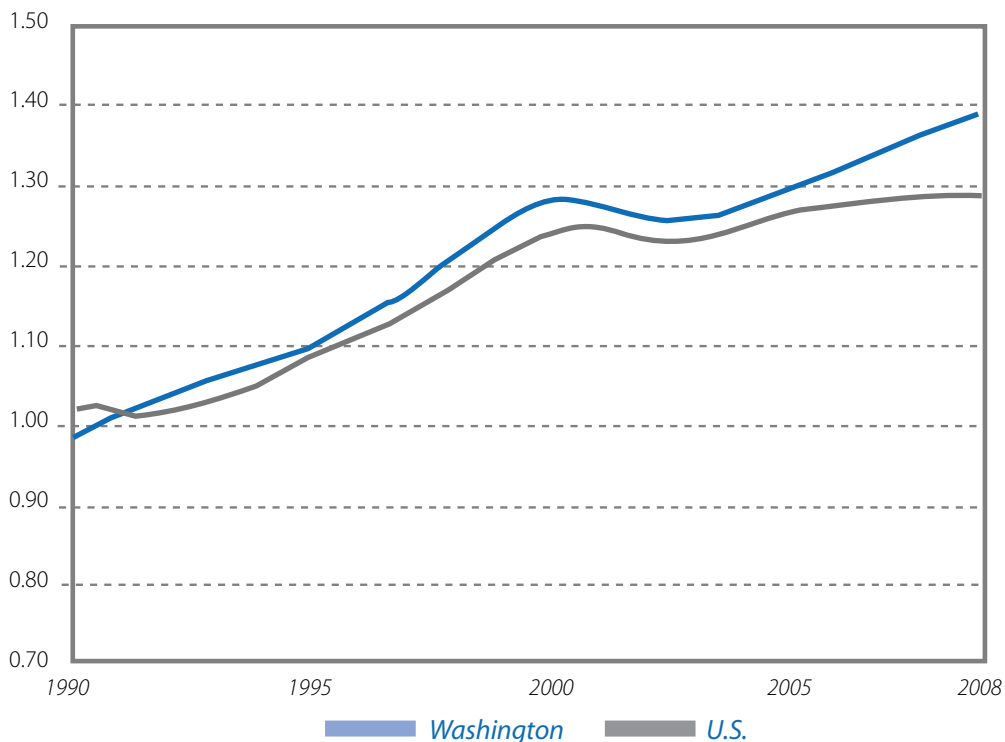
The nation also experienced a decline, but not as precipitous (down 5.3 percentage points). Washington also weathered the recession of the early 1990s better than did the nation. Unemployment grew by 1.2 percentage points, compared to 1.6 percent for the nation. However, the next growth cycle (March 1991 to March 2001) was much kinder to the nation – as was the ensuing recession. During the growth cycle, Washington’s unemployment rate dropped by a mere 0.4 points (compared to 2.5 for the nation), and during the 2001 recession the rate climbed by 1.4 points (compared to 1.2 for the nation).

For the most part changes in employment associated with variations of the national business cycle mirrored that of unemployment. The major difference is that during the growth cycle 1991 to 2001, Washington State added jobs at a faster rate (26 percent compared to 22 percent over the period) than the U.S. as a whole. This

is shown in *Figure 2*, which compares employment for the state and country indexed to March of 1991. Since coming out of the last official recession, the pace of job growth in Washington has more than doubled that of the country (11 percent compared to 5 percent).

How well Washington fares during a national recession is largely dependent on which sectors of the national economy are hit the hardest. Overall, Washington State lost jobs at a faster rate in the early 1980s. The sectors in the state that hemorrhaged the most jobs were construction, manufacturing, and timber. Nationally, job losses were concentrated in manufacturing (to an even stronger degree than in Washington), and to a lesser degree in construction. This order was reversed during the early 1990s, as construction and to a lesser extent manufacturing drove the national economy into recession.

Figure 2 - Indexed Payroll Employment (1.0 = March 1991)



The Washington economy did suffer job losses in these sectors but at a much lower rate. However, the recession of 2001 was an entirely different matter. During the downturn, the nation lost 7 percent of its manufacturing jobs and 5 percent of information jobs. As these are two pivotal industries in Washington it had a disproportional impact on the state's economy. As these two key sectors bled jobs, it had ripple effects throughout the economy, eventually leading to significant employment declines in other sectors such as construction and professional & business services. These last two sectors have led the rebound since, growing respectively by 33 and 21 percent.

As mentioned previously the nation has experienced a more difficult labor market recently than has the state. The most troubled sectors across the country between June 2007 and 2008 were construction (employment down 5.9 percent), manufacturing (-2.5 percent), and finance (-1.1 percent). With energy prices reaching historic highs, the natural resources sector has seen employment jump by 6 percent over the year. Education & health and other services were the only other growth sectors nationwide.

While Washington State has suffered through some well-documented difficulties in the construction and finance sectors (down 2.6 and 2.1 percent respectively over the year), it has not been as hard as other areas of the country. Manufacturing in Washington is dominated by the aerospace industry, as opposed to say the Midwest where the automobile industry is the predominant manufacturing sub-sector. This has played to the region's benefit this time around as aerospace remains strong in contrast to automobile production. Manufacturing added 5,300 jobs since last year, a pace of 1.8 percent. However, if aerospace is excluded from manufacturing, there would have been a net decline in employment of 1.0 percent over the year. Leisure & hospitality and government also helped prop up Washington's labor market as both grew by nearly 3 percent since June of last

year. Information, though smaller in employment than these other sectors, is important and continued to add jobs --1,800 over the year.

In terms of overall jobs, during the past year the leisure & hospitality sector led the way adding 8,200 followed by education & health with 5,800. Construction shed the most jobs since June 2007, down 5,400. Finance lost the second most with 3,200.

The outlook for the coming year is somewhat dependent on trends nationally and globally. If the United States economy continues to struggle it can't but negatively impact Washington's economy and as a relatively export-dependent state, we are strongly influenced by global demand. The former is more likely to negatively impact the state, whereas the latter will probably be a positive influence. As long as the value of the dollar remains low, it will help Washington's export-oriented industries. As of this writing, there's no apparent end in sight for declines in the housing sector. Therefore, it is likely the state will continue to lose jobs in the construction and finance sectors. Aerospace looks solid due to the number of outstanding orders. Information also looks strong, and sectors such as education & health and government should be stabilizing forces.

Though it is certainly not a foregone conclusion, if the nation enters a recessionary phase it is likely to have a lesser impact on Washington State. In historical context it may end up looking more like the recession of the early 1990s than the recessions of the early 1980s and 2001.

Summary of Results

During the eighth year of WIA (July 1, 2007 through June 30, 2008), Washington's performance continued to exceed negotiated performance levels.

Whether from home, work or at a WorkSource office, 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 over 600,000 times by job seekers who conduct over a million job searches and employers who conduct approximately 15,000 résumé searches. Over 100,000 job applications are sent to employers each month by job seekers using the site. There are currently about 24,000 job listings and over 60,000 résumés available for search on the site.

Go2WorkSource.com features a recently redesigned Résumé Builder which automatically creates a résumé by presenting job seekers with a list of questions. It provides an Internet-based translation service that allows employers and job seekers to translate documents such as résumés or job listings into six languages, including Chinese and Spanish. Version 7 allows the customer to conduct automatic searches for job openings and applicants and have the results sent to them by email. Go2WorkSource also features a “Career Events” section with an extensive calendar of job fairs and information about job search workshops and career services provided at local WorkSource offices. 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.

Go2WorkSource.com continues to increase in popularity since its launch in 1995, with monthly user visits increasing from 300,000 in July 2002 to 450,000 in January of 2005 and over 700,000 in January of 2008.

For those eligible to receive more intensive levels of employment and training related services offered by the WIA adult, dislocated workers and youth 17,442 were assisted on their road to employment by WIA Title I-B programs. This is 1,767 (9 percent) fewer than the number who received assistance in Program Year 2006. The decline stems largely from reduced funding levels. Expenditures dropped by 16 percent over the same time period.

Economic conditions continued to improve in calendar year 2006, the period during which most Program Year 2007 performance results occurred. However, Washington's performance was somewhat lower than last year's. Washington performed at an average of nearly 100 percent of our targets for 17 federal performance measures, 101 percent of our targets for 10 state measures, and 101 percent of the 27 measures overall. Washington exceeded its federal targets only one the four target areas; averaging 103 percent of targets for youth programs. Washington performance averaged 99 percent of performance on adult program targets; 98 percent of targets for dislocated worker programs; and 99 percent of targets for customer satisfaction. Performance levels were higher in PY 2007 on 12 measures and lower on 14 measures.

WHAT IS WORKING WELL

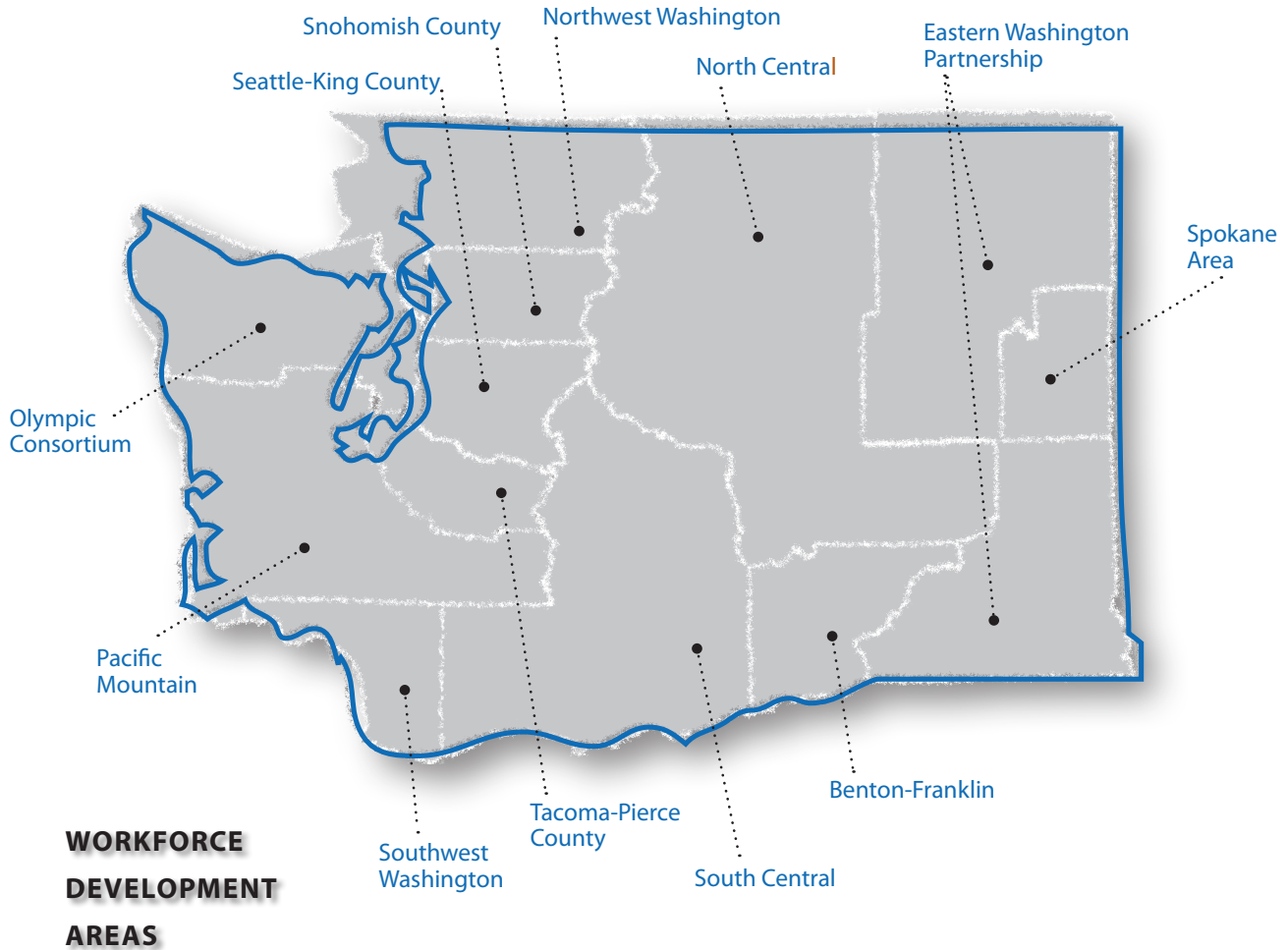
Workforce Development Council Highlights

Introduction

Washington's workforce development system's commitment is to provide the best outcome for all people who are seeking training, employment, job retention or increased earnings, and all employers looking for qualified workers. Washington's 12 Workforce Development Councils (WDCs) and Work-Source partners provide a comprehensive menu of services.

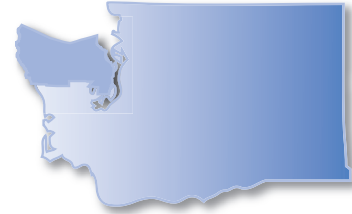
Each of the 12 Workforce Development Councils has provided a short summary of unique workforce development activities in their local communities for the last Program Year. As federal Workforce Investment dollars decline, brokering of innovative ideas among partners in the One-Stop System takes on a higher priority. Just like the makeup of our state, the following summaries represent a wide variety of services offered in local areas and innovative projects aimed at serving the needs of both rural and urban environments.

This section (pages 24 through 37) also includes highlights of state-level leadership activities and services in Program Year 2007 (July 1, 2007 through June 30, 2008).



OLYMPIC Workforce Development Council

Serving Clallam, Kitsap, and Jefferson Counties



WorkSource Enhancements

Over 1,400 job seekers voluntarily took the Employment Readiness Scale test at Olympic Consortium WorkSource offices this past year. This internet-based assessment tool was added to our job seeker resources at the request of Olympic Workforce Development Council business members. They want a better way to check a job seeker's work readiness.

Once Employment Readiness Scale test results are shared with job seekers, a plan to overcome any weaknesses is drawn up and services are scheduled. Services take the form of various WorkSource workshops that are available for free and individual study materials available in the Resource Room.

Dislocated Worker Program

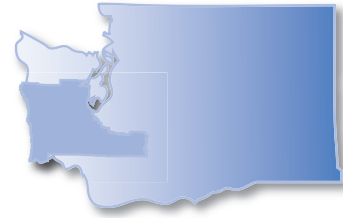
The Olympic Consortium WIA Dislocated Worker and Adult Program staff exemplified the "rapid" in rapid response when the K-Ply Mill in Port Angeles unexpectedly closed resulting in the dislocation of 132 workers. Rapid Response team members came together within a few days of the closure announcement for a meeting with workers. This meeting provided information on support, re-employment opportunities, retraining, and relocation. Special rapid response funds ensured that workers who were ready for training were enrolled right away in classes.

Youth Programs

The Olympic Consortium received a \$257,055 grant from the Office of Superintendent of Public Instruction to expand the Dropout Prevention and Intervention Program in the Bremerton, Port Angeles and Crescent School Districts. For Program Year 2007, 86 dropouts and at-risk youth enrolled in the program. Expansion included:

1. Regional training opportunities in all three school districts focused on supporting academic and behavioral success for all students.
2. Strengthening Families Program (SFP) was offered to 6th graders in Bremerton School District who are at risk of dropping out and transitioning into middle school to increase parent engagement in learning.
3. Reconnecting Youth (RY) training was conducted and RY will be offered to 9th – 12th graders who are at risk of dropping out and are in the Port Angeles School District during the 2008 – 09 school year.

In addition to this effort, the Youth Program, "Pathways to Success," provided academic assistance, career planning, and work readiness skill development to 155 eligible youth in the Clallam, Kitsap, and Jefferson counties area. Of the seventy-seven (77) that left the program, forty-eight (48) got jobs, and eleven (11) entered postsecondary education.

PACIFIC MOUNTAIN Workforce Development Council*Serving Grays Harbor, Lewis, Mason, Pacific, and Thurston Counties***The Flood of 2007**

The storms of early December 2007 were devastating to the Pacific Mountain Region. The extent of damage varied by regional topography in each impacted area. In Lewis and Thurston Counties flooding of the Chehalis River and its tributaries left widespread damage to businesses, farms and dairies. In the coastal counties, fierce, hurricane-force winds reduced forests to a maze of fallen timber. A Department of Labor (DOL) National Emergency Grant provided Temporary Disaster Employment income for workers displaced as a result of the storm and those long-term unemployed to work in the clean-up effort.

Workforce Innovation in Regional Economic Development (WIRED)

The pivotal development for this region was the award of a five million dollar DOL grant for WIRED. The Pacific Mountain Workforce Development Council (PMWDC) is extremely proud of the efforts that have been made to transform the way we do business within our five counties and beyond. Funding through this grant is providing the resources to expand and achieve the Region's goals for transformation. The PMWDC is one of 13 organizations selected for this highly competitive and prestigious grant.

The PMWDC identified the target industries of Energy Technology, Manufacturing, and Construction to form the cornerstone that will support WIRED skills training and talent development strategies to ensure the growth and expansion of the region's economy.

The WIRED Initiative is a collaborative endeavor engaging partners from industry, labor, education, workforce and economic development. Projects are designed to: 1) develop the skills needed by businesses in the targeted sectors and emphasize occupations that require science, technology, engineering and math skills; 2) result in a strong economic impact and; 3) develop innovative programs that can be replicated across the country.

The WIRED Initiative will build a regional identity for the Pacific Mountain Workforce Development Region. This will be accomplished through talent development and the building of regional assets that support global competitiveness.

Some of the activities funded by WIRED during the year include:

- Computerized Manufacturing

Responding to the needs of industry, South Puget Sound Community College (SPSCC), New Market Skills Center and WIRED collaborated to create a two-quarter program in Computerized Manufacturing Technologies. Through this partnership, twenty-four students were recruited from WorkSource programs to attend evening classes at New Market Skills Center while earning a certificate and college credit through SPSCC.

- Summer Camps

The Ocosta School District in Pacific County partnered with Westport Shipyard to expand their summer camp. Forty-seven high school seniors immersed themselves in the Grays Harbor Paper, Ocean Spray, Sierra Pacific, and Westport Shipyard world of work.

Twenty-two high school teachers from Grays Harbor and Pacific Counties visited 7 different manufacturers and viewed jobs of tomorrow today in a hands-on experience.

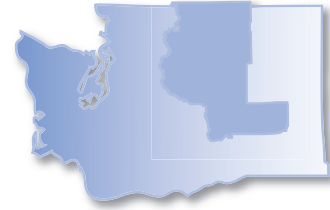
Local Partnerships

The PMWDC and Consortium in collaboration with the Employment Security Department are in the final stages of developing a Memorandum of Understanding (MOU) to create "A Working Alliance" within the Pacific Mountain Region.

The purpose of the MOU is to further align the respective organizations to achieve more effective and efficient services within WorkSource by creating integrated, inclusive leadership models, reducing duplication and clarifying roles and responsibilities. The intent of the partnership is to strengthen strategic and operational planning, performance oversight and operations of the Region's WorkSource system. The parties to the MOU will engage in joint strategic and operational planning on workforce issues that will produce plans that will best guide the priorities and services of the Region.

NORTHWEST WASHINGTON Workforce Development Council

Serving Whatcom, Skagit, Island, and San Juan Counties



Strategic Plan Driving System Outcomes

The Council is the regional advocate for efforts to identify sector-specific strategies that align education, economic and workforce development initiatives. The Council has made strategic advances in aligning the Northwest workforce development system with the region's key industries: Health and Allied Services; Advanced Manufacturing; and Construction. Strategic direction is drawn from the Council's own plan, the state's High Skills, High Wages, and the Governor's plan for economic development, The Next Washington. Regular communication with key industries about their talent and related workforce needs is a vital element of the Council's sector strategies in support of a regional economy approach. Collaborative engagements and partnerships with other councils, training institutions and industry associations, assure geographic and operational boundaries do not impede effective, industry-based problem resolution. Eighty-nine percent of the regions' WIA 1-B, Adult, Dislocated Worker, and Youth training dollars were invested in the region's key industries. The Council again produced top performance across all common measures.

Advocating for Regional Workforce Needs

Talent development, system alignments and innovation are important strategies embraced and supported by the Council. Each of these strategies is integral to the Council's work with the marine industries prevalent throughout the Intracoastal region. The last and final closure of the Georgia Pacific industries on Bellingham Bay represents a microcosm of transformation occurring throughout the Intracoastal region. The decline of legacy manufacturing is generating new mixed-use and advanced manufacturing opportunities. The Council partners with the Port of Bellingham on its Innovation Partnership Zone, which will utilize a former mill structure as an advanced marine craft research, development and manufacturing center. Close associations with the regional university, government, private industry, economic development and entrepreneurial groups will afford workers employment opportunities and new business ideas, products, and markets.

The Council's ongoing emphasis on leveraging funds helped to offset funding declines and expanded program activities that otherwise would have suffered cutbacks. For example: \$33K in cash and in-kind contributions underwrote youth career camps;

and nearly \$6M has been leveraged since 2000 to support health-care talent initiatives, including \$100K per year from the region's five hospitals to support nurse education expansion. Five years of focused effort in the marine industry has produced close to \$3M in leveraged funds.

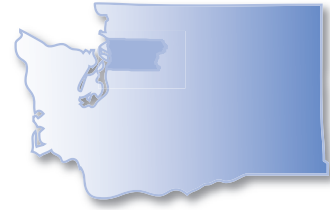
Pipeline activities remain a critical method for attracting and preparing workers. Through the coordination of K-12 and post secondary education, and WIA 1-B Adult, Dislocated Worker, and Youth programs, individuals can follow occupational pathways leading to employment and retention in high-wage, high-demand occupations.

Youth Pipeline Flowing

One youth pipeline initiative is summer career camps, which were enhanced this year through industry-designed, industry-supported, hands-on building projects. Youth became excited about career opportunities in key industries and were provided coaching on how to successfully prepare for employment and/or further training. The Council is also a key partner in a youth DVD project with another WDC and two Centers of Excellence. The DVD will broaden youths' awareness of career opportunities in marine and advanced manufacturing industries.

Over 100 Skagit High School students participated in a "WAVE Tour", a half day of hands-on activities at three apprenticeship training programs in the region. The tour received an overwhelming positive response. Plans are underway to expand the tour and offer it to all high schools in the region.

Building upon last year's collaborative success with Sedro Woolley School District on Dropout Prevention Intervention for at-risk youth (a Governor's best practice award winner), the Council worked closely with education partners this year to leverage two additional Building Bridges grants into the region to replicate the success of the original pilot.

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

Because Workforce Development Council Snohomish County (WDCSC) believes in investing in the training of its system partners, WDCSC applied for, and received, a grant from Washington Department of Community, Trade, and Economic Development to provide financial literacy training for local social and human services staff. This training complemented work already occurring in the community on financial literacy for WIA program participants by providing a sound basis for staff to increase their financial literacy in order to better assist participants. WDCSC provided four generalized financial literacy workshops across Snohomish County and three specialized 'brown bag' seminars on financing an education, financing a start up business, and purchasing a home. These trainings were well received by the community, with 65 attendees from 29 Snohomish County agencies attending the generalized sessions and 20 attendees at the brown bags.

WDCSC continues to collaborate with the Snohomish County Economic Development Council (EDC) to provide area businesses with a comprehensive array of services to meet their needs. For example, WDCSC partnered with the EDC to bring Korry Electronics, a Boeing 787 supplier, to Snohomish County. Korry Electronics was researching a number of relocation options for its new facility, but ultimately chose Snohomish County because of the partnership and range of services offered by WDCSC and the EDC. In an Everett Herald article, Dan McFeeley, Korry President and Chief Executive said, "We're proud to be a part of the growing aerospace community in Snohomish County."

WDCSC is also pleased to share the ongoing benefits it has received from participating in the National Business Learning Partnership (NBLP). NBLP uses a peer-to-peer learning approach to transform state and local workforce investment boards to work toward the development and implementation of regional economic growth strategies. WDCSC has been active in the Partnership, receiving mentorship from the Northern Rural Training and Employment Consortium (NoRTEC), located in northern California. WDCSC and NoRTEC staff have learned much from each other, and WDCSC looks forward to participating in the next round of NBLP, this time as a mentor to another workforce development agency.

WIA Adult and Dislocated Worker Activities

In 2005, WDCSC launched its Individual Development Account (IDA) initiative, providing matched savings accounts to eligible WIA participants. Funded by a grant from the U.S.

Department of Health and Human Services and by matching funds from outside partners, Individual Development Accounts (IDAs) are the centerpiece of a new Snohomish County asset-based strategy that creates hope, jobs, and enterprises; builds families, communities, and economies; and develops assets for individuals seeking to escape poverty. As part of the WDCSC IDA program, eligible participants save for either an education or entrepreneurial goal. Through Program Year 2007, 31 WIA participants were enrolled in the IDA program and collectively saved \$15,449.47. Each participant, upon successful program completion, will receive \$2 for each \$1 deposited. Through this program, these participants will invest over \$46,000 into education and entrepreneurial ventures right here in Snohomish County while finding themselves that much closer to financial independence.

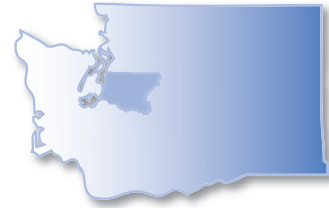
WIA Youth Activities

Utilizing proven dropout prevention/intervention strategies including lower class sizes, integrated curriculum, social and study skills training, mentorship, community service learning, education incentives, and paid work experience, WDCSC is helping students discover their career aptitudes through a range of drop-out prevention initiatives. WDCSC's two in-school youth contractors, Arlington & Lakewood School Districts and Edmonds School District have both implemented programs that help at-risk youth see the connection between what they learn in the classroom and the skills needed for employment.

In addition, WDCSC leveraged dropout prevention funding to create a successful early intervention model in partnership with the Everett School District. This model provides case management and support services to identified students in three major high schools. Students are offered tutoring, online classes, incentives, and other supports through a case management model that team up students with Success Coordinators. As a result of the success of this model, WDCSC partnered with Everett Public Schools, Marysville School District, and Stanwood Camano School District to apply for and receive a Building Bridges grant through the Office of the Superintendent of Public Instruction. The Building Bridges program expands the original best practice model authored by Everett Public Schools to serve at least 225 at-risk youth and assist at least 90 youth to earn their high school diplomas.

Workforce Development Council of SEATTLE-KING COUNTY

Serving King County



WorkSource Enhancements/ Local Partnerships

Community and Technical College Collaboration

Representatives from our 11 local CTCs, WorkSource Operators Consortium, and WIA Adult, Dislocated Worker and Youth providers meet quarterly to enhance staff knowledge on new programs, address program barriers, and streamline services to students and customers. A training called Insider's Scoop was developed to provide WorkSource and college staff with a systematic way to cross-refer customers/students.

Working with Business

WorkSource organized hiring events for The Boeing Company with over 1,700 attendees, 30 percent of whom had never used WorkSource. Several hundred hires have resulted from these events and the model is being used to serve other business customers.

WorkSource Connection Sites

Following collaborations to create a self-service alternative to bricks-and-mortar WorkSource Affiliate sites, WorkSource Seattle-King County now has four Connection Pilot sites at community colleges (Bellevue, Highline, North Seattle and Shoreline). These sites have provided 1,224 unique visitors with job search resources, college staff contact information, college training and funding opportunities, and links to WorkSource workshops and employer events.

WIA Adult and Dislocated Worker Activities

Self-Sufficiency Calculator goes Statewide and Beyond

The new statewide Self-Sufficiency Calculator was launched in October 2007. WDC staff trained 100 case managers and administrators statewide in how to use the calculator as a tool to support basic budgeting with integrated career planning. The WDC is also working with Worksystems Inc. in Portland, OR, to assist in development of a self-sufficiency calculator for their area.

Workplace Literacy Achieves Sustainability

After six years and support from multiple funders, in July 2008, the Literacy Works Workplace English program took flight as a fee-for-service project. Recent earmark funding from Senator Patty Murray provided the necessary support to not only ensure that eight new businesses and 150 customers received workplace literacy in 2007, but also "bridge" the project to fee-for-service relationships with local companies such as Children's Hospital and the Marriott Hotel.

Map Your Career

The WDC published Map Your Career, which details career pathways in five demand sectors in King County. To support the use of this product, WDC staff offered a career planning workshop to introduce case managers to resources such as the Self-Sufficiency Calculator, Map Your Career, computer-based skills assessment and labor market tools.

WIA Youth Activities

National Award for YouthSource

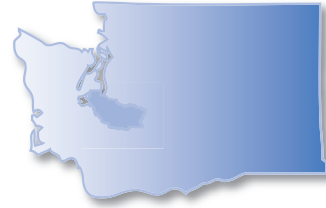
YouthSource Renton received the U.S. Department of Labor's Recognition of Excellence Award at the 2008 Workforce Innovations Conference in New Orleans in July. The award honors YouthSource for its innovative multi-agency education, employment and development center for at-risk youth. Located within WorkSource Renton, YouthSource offers a learning center; project-based learning in computers, construction and manufacturing; mental health and chemical-dependency counseling; and a strong collaboration with the juvenile justice system.

New Youth Offender Project

Thanks to a \$2 million DOL grant, youthful offenders and those at risk of criminal involvement can plan a future at two new career and education centers. Over 18 months, the Building Futures Network will serve 200 youth aged 14 to 24 who are offenders or at high risk of involvement in the juvenile justice system. The new centers in downtown Seattle and South King County, which replicate the award-winning YouthSource Renton, focus on building skills for employment and academic success and are closely connected with the juvenile justice system.

Health Careers for Youth

Eighteen WIA youth (high school juniors and seniors) completed CNA classroom and clinical training during the past year as part of this partnership with hospitals and colleges. Of the students, 15 combined earned more than 500 college credits while completing high school graduation requirements, taking such rigorous allied health pre-requisites as chemistry, biology and psychology. Four students are set to complete medical assistant training shortly after graduation.

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

In Tacoma – Pierce County, we continue to run dropout prevention, intervention and retrieval projects with our current Dropout Prevention and Intervention grant with the Bethel School District and the Puyallup School District. Approximately 200 students within these districts have been involved in our projects this past school year. The types of services they received included advocacy and intervention services, community resource connection, tutoring, WASL preparation assistance and access to a free evening online credit retrieval program to assist them in graduating on time.

We also have been partnering in depth with Tacoma Public Schools and Community In Schools of Tacoma on the Building Bridges Grant that was received for Mt Tahoma High School. Within this partnership, our local youth program has brought career counseling and exploration, job search assistance, educational and post high school planning and community resource information to the youth involved in this dropout prevention grant to enhance the Building Bridges Grant Project and Services

Serving Adults

WDC sponsored Health and Construction partnerships create many opportunities for incumbent workers, students and employers. The Career Coaching Program assists incumbent workers (adults) with obtaining required credentials by providing upfront tuition fees, support services and mentoring to help these workers advance within the healthcare industry hence helping the employer with retention.

On October 22nd, our health partnership commenced the first annual Pierce County Health Career Day. Hosted at the beautiful University of Puget Sound Campus in north Tacoma, this innovative event featured over 30 different career seminars covering an array of health care occupations. In addition, students toured the exhibit hall to see the broad range of health care training options and learn from each employer and educational institution about what they look for in candidates. Nearly 600 students attended from 19 Pierce County high schools.

The construction partnership celebrated five years of accomplishments and the many successes and collaborative efforts put forth by the partners – including the School to Apprenticeship programs (Get Electrified, Frame Your Future, and Cutting Edge) that combine on-the-job training with classroom instruction which focuses on both an introduction to a skilled trade and introduction to the development of professional skills such as work ethics and conflict resolution.

Another interesting program that our organization is operating is the Military Spouse Career Advancement Account Project funded by Department of Defense and Department of Labor. Our staff work with the local community and technical colleges to put together a “funding package” of various financial resources for our customers to enter and complete training. We co-enroll individuals into the WIA Adult program whenever possible to leverage resources and ensure the success of the participant.

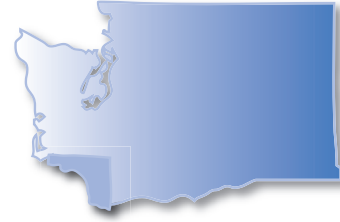
Serving Dislocated Workers

Every year, economic shifts force hundreds of Pierce County workers to find new jobs. This year, our rapid response unit worked with 373 employees from eight companies that were closing. This team provided 14 pre-layoff sessions to the affected employees assisting them in making the connection to WorkSource Pierce.

Because WorkSource maintains a network of training providers and business partners and receives early notice of impending layoffs, workers find better jobs faster. When the Dislocated Worker team receives notice of an impending layoff, they work closely with the WorkSource Business Connection to determine if there is a linkage that can be made with another local employer needing the same skill set as those being laid off to lessen the length of unemployment and be able to return workers to employment quickly. This year we have also made a strong link with the Employment Security Department’s Veterans Unit.

SOUTHWEST WASHINGTON Workforce Development Council

Serving Clark, Cowlitz and Wahkiakum Counties



System Integration and Partnerships

SW Washington became part of the Northern Willamette Valley WIRED Region in 2007, a 2.2 million person bi-state region comprising ten counties, five workforce development areas, 16 postsecondary education institutions, 64 private career schools, and seven economic development organizations. SW Washington benefits from the \$5 million federal grant through several bi-state initiatives including; value stream mapping of WorkSource centers, development of a regional manufacturing core curriculum to be used by six community colleges, and regional asset mapping.

All staff from SWWDC and its Portland, Oregon, counterpart, WorkSystems Inc. held their first joint staff meeting in April and signed a partnership agreement outlining how the two organizations will work together on regional workforce initiatives, including all industry initiatives.

SWWDC partnered with local apprenticeship programs to offer training center tours aimed at ensuring those who counsel job seekers—teachers, career counselors, workforce specialists— have accurate information regarding the trades to ensure the candidates they refer to the apprenticeship programs are well qualified and likely to succeed. Some 12 trades hosted 26 training center tours that were attended by more than 220 individuals in SW Washington and Oregon who counsel job seekers. As a result, more than 20 job seekers from WorkSource Vancouver alone were accepted into apprenticeship programs or trades occupations.

Building on the success of a similar partnership between the Southwest Washington Workforce Development Council (SWWDC) and the Columbia River Economic Development Council, SWWDC and the Cowlitz Economic Development Council combined their business outreach and expansion functions, resulting in a unified economic and workforce development face for businesses looking at expanding or relocating to Cowlitz County and increased efficiency and effectiveness of support to employers.

Working through a manufacturing model, the WorkSource Centers are “leaning out” their operations to substantially improve services to both job seekers and employer customers. Improvements include better center layout and workflow and a reduction of non-value added activities. Functional integration of the center is also planned, organizing work about services to customers rather than programs or funding streams.

Adult and Dislocated Worker

Approximately 1,715 individuals received services through the WIA adult and dislocated worker programs. Some 765 individuals were placed in employment. A total of 274 people received formal credentials following occupational training.

In a collaborative effort by SWWDC, Cowlitz Economic Development Council (CEDC), and WorkSource Cowlitz/Wahkiakum, dislocated workers from Weyerhaeuser and Longview Fibre were linked to skills training to prepare them for startup positions at the CEDC recruited company, Cameron Family Glass Packaging.

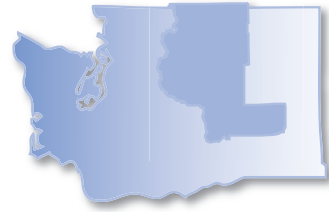
WorkSource staff worked with 512 companies, assisting with 1008 job orders and successfully filling 894.

Youth

Educational Service District 112, the region’s WIA youth provider, served 415 youth with 75 percent positive exits, helped 95 students get their diplomas, and provided work experience opportunities to 116 students. 112 students completed the award-winning Career Academies, enabling them to gain work experience and skills in a target industry occupation. Also in PY 07, 52 students were enrolled in the Dropout Prevention and Intervention (DPI) Program, earning more than 170 collective credits and 29 diplomas or GEDs.

NORTH CENTRAL Workforce Development Council

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



College at Work

Full-time employees struggle to attend college. Schedule conflicts and distance often prevents these workers from furthering their education. To overcome this barrier, SkillSource facilitated taking college to the workplace.

After traveling 70 miles round trip from Othello to the Big Bend Community College campus for a few quarters, the Othello processing plants said the cost to commute was too great. Accustomed to keeping strangers away from proprietary equipment, Emily Anderson convinced the plants to host the classes and allow competitors' employees on-site. She was not going to let this opportunity slip away.

As a result, Big Bend taught MMT 220 (Predictive and Preventative Maintenance) for three credits and MMT 295 (Work Experience) for two credits at McCain Foods in Othello where they were joined by employees from JR Simplot.

Over the past two years, 69 out of 70 food processing employees have completed at least one Maintenance Mechanic college course on campus or on-site and 65 remain employed in the industry. To date, 30 have received a Certificate of Accomplishment and 18 have been promoted.

One employee said the development of skills directly lead to a promotion, "This class helped me pass the Maintenance test. I got the job."

College at work doesn't happen on its own. It takes a special Workforce Investment 10 percent grant from the Governor, special company personnel like Becky Tallman and Varon Blackburne of McCain Foods and Shelley Ottem of JR Simplot, special instructors like Bill Autry and Dennis Finney of Big Bend Community College and special coordinators like Emily Anderson from SkillSource.

Up, Up, and Away

SkillSource received a \$152,500 Microsoft grant (\$70,000 cash and \$82,593 in-kind) to provide digital literacy workshops in Wenatchee, Moses Lake and Othello. Operating Windows and using the Internet enable workers to research the labor market, explore careers, find education opportunities, create resumes and identify job openings.

Microsoft's Unlimited Potential Program provided grants to six community-based, non-profit agencies around the State totaling over \$435,000 to reach disadvantaged populations.

"Employment in some of Washington's fastest growing industries increasingly requires an understanding of basic IT skills," said Pamela Passman, head of Microsoft Corporate Affairs. "Learning these skills can provide job seekers and workers with increased

economic opportunities, while ensuring that Washington State remains competitive in the global knowledge economy."

For Ricardo Espinoza, job prospects were limited after leaving high school without a diploma. But he found the SkillSource Learning Center and studied computer and leadership skills while preparing for his GED. Then while attending the NCW Technical Center, SkillSource placed Ricardo in an internship at Fisher Radio where he works full-time today.

Four hundred seventy-five low-skilled adults, older workers and limited English speakers completed the initial two-day workshop. Of the 277 disadvantaged youth, 171 passed the Microsoft online digital literacy tests

Project Learning: Skills & a One-Stop Center

Project Learning (PL) develops youths' employment skills such as cooperating with others and problem solving; skills employers say are in short supply among new hires.

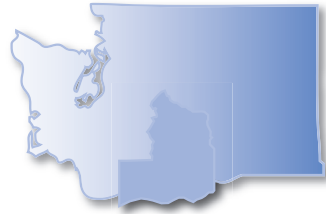
The Moses Lake Learning Center is a partnership between SkillSource and the Moses Lake School District that retrieves dropouts and retains students at risk of quitting school. Most are impoverished, defy authority, and all struggle to learn "the old fashioned way." PL gets students out of their books and off their seats. Up to half the day is hands-on, "outdoor" class. Students interested in construction were eager to landscape the new one-stop center – WorkSource Central Basin. PL improved attendance, increased achievement and transitioned youth to work.

Teenagers accustomed to arguing discovered the key to solving problems is communication and cooperation. For example, when an irrigation valve failed to open, tracing the cause required students at each end of the line to send and receive test signals, check connections and explain what they observed.

PL students' attendance in math and English class increased sixteen percent and instructors observed increased peer support and encouragement in the classroom. Skill attainment and GED pass rates also improved. Youth said connecting academics to activities was "cool and fun"! Eight of the PL students found related jobs during or after project activities. PL connects students to the work world by making learning relevant and product oriented. At-risk learners improve math and English and develop important work skills.

SOUTH-CENTRAL Workforce Development Council

Serving Yakima, Kittitas, Skamania and Klickitat Counties



The South Central Workforce Area supports four **WorkSource Centers** and three affiliate sites across the four-county region. Outside of the City of Yakima, residents reside in small rural communities. The scattered population across the vast service delivery area, coupled with a lack of public transportation, has historically posed a problem to both customers and staff in accessing workforce services. To access training opportunities at each and every WorkSource Center is inefficient and costly when only small numbers of participants attend. Further, limited staff in smaller centers has restricted the number, frequency and kinds of program services that can be offered. To address this issue, WIA 10 percent Discretionary One-Stop funds has allowed Workforce Development Area IX to install telecommunications equipment at all four full WorkSource Centers and two affiliate sites. The video conferencing equipment allows for greater efficiencies by making it possible for Centers and affiliates to “share” training and services for customers and staff; thereby eliminating duplication, reducing cost in travel, freeing up staff time, and creating greater accessibility and variety of training opportunities to customers. WorkSource staff benefit by accessing area-wide meetings and events without incurring travel costs or spending valuable time on the road.

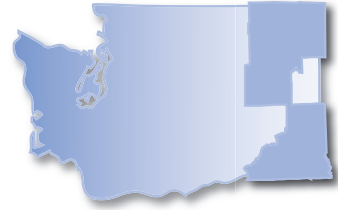
Opportunity Partnership Pilot Project is an 18 month program which matches Community College Allied Health or Nursing students with mentors from the health care field. Nurses, respiratory therapists, certified medical technologists, medical assistants, billing and coding professionals and certified nurses aids share an invaluable wealth of real life experience with their mentees. The mentors also assist students with study skills, academics, test preparation, exploring health careers further up the career progression ladder, and most importantly are positive role models who are invested in their success. The project has shown immediate and direct benefit to students like Clara who had previously dropped out of training, but after direct involvement with her

mentor returned to complete the program and become a certified nurse’s aid. With renewed confidence she now plans to continue her education to become a nurse. Health care professionals have also reported that students are reengaged and eager to learn which clearly benefits the daily and ongoing care of their patients. The project looks to provide concrete evidence to show that supporting the use of mentors will help students succeed at their training and achieve a rewarding career while positively impacting the critical shortage of healthcare workers.

In 2007 it was reported that approximately 50 percent of individuals registered in Adult Basic Education leave the program early and fail to achieve their educational goals. Using 503 Incentive funds, the South Central Workforce Council in partnership with Yakima Valley Community College, has implemented a project utilizing a case management model to help students improve attendance, increase educational gains and complete basic educational skill programs for adult learners and out-of-school dropout youth. A full-time Retention Specialist employed by the project and located on the college campus works directly with college faculty to identify students with poor attendance, behavior problems or learning issues for intervention. The Retention Specialist and the student complete an assessment that identifies barriers to participation and then develops a plan to overcome barriers for successful completion. The goals of the project are to have 75 percent of those enrolled complete ten weeks of training averaging ten hours of weekly attendance; or increasing one CASAS level; or attainment of a GED or other occupational credential. Although still in the early stages, students have experienced successes in the classroom and increased their prior weekly attendance by 40 percent.

EASTERN WASHINGTON PARTNERSHIP Workforce Development Council

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



The Eastern Washington Partnership WDC has partnered with Blue Mountain Action Council and Walla Walla School District to re-energize an alternative high school in Walla Walla. Students find a caring yet structured environment at Lincoln Alternative High School, where they receive more individualized attention than they do in the more traditional school setting. Lincoln School attracted 230 students in the past school year, up from 50 in the year prior to that. At the same time a large and diverse group of community stakeholders has been meeting regularly to improve services to the students and their families. The program components include parent conferences, visits to the homes of repeatedly truant students, provision of comprehensive support services, and a vigorous enforcement of the local truancy policy. It is clearly demonstrating the serious challenges that must be overcome for the students to be successful.

Two members of the Northeast Washington health care industry skill panel have participated in developing Rural Outreach Nursing Education (RONE). This two-year online nursing degree program, designed to fill the need for nurses in rural Washington, will accept its first cohort of students in January 2009. Lower Columbia College (LCC) in Longview will collaborate statewide with rural healthcare employers to provide online delivery of didactic instruction. Clinical instruction will be provided by local RNs who meet LCC clinical faculty qualifications and will involve use of mobile, high fidelity human patient simulators. The Washington State Nursing Care Quality Assurance Commission approved the program in June 2008.

Local employers and their employees benefited from incumbent worker funds to train workers in a variety of occupations. Nurses received core trauma care instruction and infection control certification. Staff members at a local hospital received training on cash flow management, which will help the facility to increase revenue. Another hospital allowed time for a promising employee to study, test and become certified as a human resource professional. The staff of an economic development agency received training on

grant management and business leadership development. Two individuals became certified Spanish-English interpreters in a medical setting.

Two manufacturing skills panels wrapped up the year with culminating activities that focused on getting the message out to students about careers in industry. One worked with a local high school DECA club to write a marketing plan that is designed to reach students. The other provided the opportunity for educators to tour local industries to get a first hand look at the manufacturing world that they can share with students.

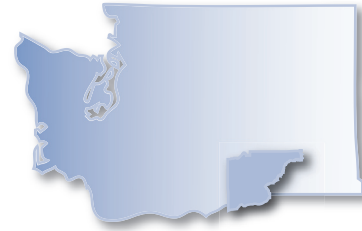
Jobs in health care remain in demand as local facilities are continuing to expand services. Another bright spot is the expansion of a gold mining operation in northern Ferry County that will directly add nearly two hundred jobs in the area. WorkSource is actively recruiting workers to fill the new positions.

WorkSource Walla Walla, Walla Walla Community College and the State Department of Corrections are collaborating, using Workforce Investment Act incentive funds, on an Introduction to Corrections IBEST training program. With the high demand for workers in the corrections field, it is necessary to tap into a potential workforce that has not been used before. This includes people whose first language is not English or whose basic skills are initially low. The IBEST model is an effective one to use in preparing students to simultaneously gain the necessary basic and technical skills to qualify them for the jobs in the industry.

The WDC continues to work diligently to better connect industry with its education and economic development partners. These partners are working together to create solutions to the challenges that come with workforce development in rural areas.

BENTON-FRANKLIN Workforce Development Council

Serving Benton and Franklin Counties



Local Partnerships

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

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

WorkSource Columbia Basin

Partner organizations of WorkSource Columbia Basin continue to deliver services via multi-agency Functional Work Teams to fully integrate our programs and services in a manner that benefits employers and job seekers. Each team is able to focus on specific services offered so that we are better serving the customers. We engage employers and job seekers in defining needs through a survey and discussion around services they have received. Customer feedback results are utilized to develop improved services and staff training opportunities. Based on employer feedback, we market our job seekers by their skills, not the program they participate in at WorkSource Columbia Basin. Approximately 16,000 customers were served this past year and approximately 69 percent of job seekers went to work as a result of our dedicated staff. We have state of the art adaptive technology in our Resource Library to accommodate all job seekers.

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

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

of the year 648 employers had posted over 2,700 job orders. "Business in the Morning" events continued to be well attended due to the popularity of the speakers.

WIA Youth, Adult, and Dislocated Worker Activities

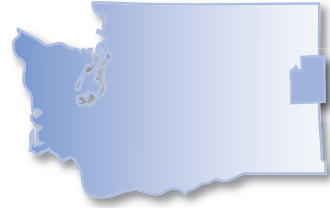
Activities and services are delivered at WorkSource Columbia Basin for all WIA enrollees. Providing career information on high demand, high wage occupations to students and job seekers in multiple venues and formats resulted in appropriate training and employment choices. We continued to support area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

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

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

SPOKANE AREA Workforce Development Council

Serving Spokane County



WorkSource Enhancements/ Local Partnerships

The Spokane Area Workforce Development Council accelerated the transformation of the regional workforce development system by consolidating operations of career, employment, and workforce education programs for adults and youth into a single location and leveraging the experience of key community partners to create an extended partnership serving our community. Workforce Investment Act (WIA) service providers include Career Path Services, Educational Services District 101, Goodwill Industries of the Inland Northwest, and the Washington State Employment Security Department.

The partnership located within the WorkSource center has also expanded again, resulting in improved services to a wider array of customers. Staff onsite now also include representatives from the Division of Vocational Rehabilitation, Department of Labor and Industries, Spokane Community College, the Institute for Extended Learning, and AARP Foundation WorkSearch.

In recognition of the successful partnership and innovative service delivery model, the International Association of Workforce Professionals selected the Spokane WorkSource center as the Best One-Stop Career Service Center in the Nation in 2007 – out of more than 1,800 centers nationwide and in 14 participating foreign countries.

Stronger linkages between the regional business community, economic development entities, and the workforce investment system have been reinforced through an enhanced Business Solutions Team. Each of the industry clusters that drive the regional economy is represented by a dedicated staff person that has an in-depth understanding of the targeted industry. This team is networked with other organizations throughout the community to conduct business needs assessments, gather and distribute workforce intelligence, and develop collaborative solutions to meet businesses' needs.

The Business Solutions Team also implemented targeted industry cluster initiatives where labor market and economic analyses are performed by staff to determine specifically which skills and occupations are most in demand by local employers. This information is then shared across the workforce development system to ensure that job seeker customers have the most current information to guide decision making.

The local Construction Industry Skill Panel meets once each month and is comprised of stakeholders from the business community, K-12 and post secondary education, regional apprenticeship programs, and WorkSource. This group has developed innovative

programming to help increase the awareness of careers in the construction trades among middle and high school students and adults.

The Pizza, Pop & Power Tools event sponsored each year to introduce middle school age girls to these careers earned a Governor's Best Practice Award in 2007. Support for pre-apprenticeship pathways in area schools has resulted in graduates from this year's senior class successfully entering apprenticeship programs.

Adult/Dislocated Worker Activities

WIA Adult and Dislocated Worker program service providers placed over 450 individuals in jobs averaging over \$13.70 per hour with an overall rate of 93 percent employment for individuals who received direct services and exited from our programs.

In the first half of 2008, the Spokane area experienced an upsurge in the number of businesses needing assistance for their laid off workers. In order to help workers make the transition back into the labor force as quickly and smoothly as possible, the local Rapid Response Team provided on-site presentations to over 400 employees at 14 businesses.

Youth Activities

The SAWDC worked with the Health Work Force Institute of the Washington State Hospital Association to develop the Allied Health Career Academy for at-risk youth. This project provides education and support services to high school students in which they learn about careers in health care, earn an industry credential, and earn college credits toward certificates and degrees. Partners include Spokane Community College, Spokane Public Schools, Havermale High School, St. Luke's Rehabilitation Institute, and St. Joseph Care Center.

The Youth Council's strategic plan includes key elements that are aligned with the goals of the Spokane Area Workforce Development Council and focus efforts upon the development of quality career events that help area youth explore career opportunities, oversight of the Next Generation Zone to ensure programs and services meet youth needs, and the creation of mechanisms to connect youth to internships, job shadows, and employment within our business community.

STATE HIGHLIGHTS

Introduction

Noted below are descriptions of some major initiatives and activities carried out in Program Year 2007. These activities support the Governor's goals for the workforce development system as described in Washington State's Strategic Plan for Workforce Development System "High Skills, High Wages 2006." In support of an integrated system of service delivery for Washington citizens, services and activities described below were supported, in part, by WIA Title I-B and Title I-B Statewide Discretionary funding.

WorkSource



Welcome to WorkSource!" is the greeting to thousands of job seekers at the sixty (60) WorkSource offices statewide. Staffed with workforce development professional staffs, WorkSource forms the backbone for coordinating access at the community level to many of the employment and training programs available in Washington. At WorkSource there's something for everyone to help move ahead on their chosen career path. Twelve local Workforce Development Councils appointed by the governor and led by a majority of business leaders and the local elected official(s) oversee their Area of the WorkSource system and its continuous improvement for job seeker and business customers.

A wealth of information on WorkSource is easily accessible online at Go2WorkSource.com. As Washington's one-stop system, WorkSource connects with employers and job seekers providing an extensive array of employment and training resources to meet many needs. More than 140 partners including state agencies, non-profit employment and training organizations, school districts and colleges are collaborating to help prepare and improve the skills of workers, raise their standard of living and strengthen the competitiveness of Washington businesses.

WorkSource Centers are community hubs enriching adults and youth with computer-equipped resource rooms, employment information and career counseling, local labor market information, short-term skill development workshops, training and education referrals, and employer resources. In WorkSource full service centers, partners representing many complementary community organizations collaborate to provide information and access to services available through federal, state and private employment and training programs. Twenty-six full-service WorkSource Centers with co-located partner organizations across the state provide employers and job seekers access to the full range of workforce services. There are also 34 WorkSource affiliate sites offering more specialized services.

WorkSource business teams help employers to fill job openings and other workforce development needs. Among the ten core services for businesses are job listings, qualified applicant referrals, access to training program resources, labor market information including comparative wage rates, use of facilities for interviewing, assistance to affected workers in the event of downsizing, access to tax credits for hiring and training targeted worker groups, assistance with unemployment taxes, general business services and business skill needs assessment. Some teams even facilitate "Lean Manufacturing" to help interested businesses to identify opportunities to increase productivity. Businesses can check out WorkSource online at Go2WorkSource.biz.

WorkSource is focused on quality service with results for job seekers and employers. Reviewing WorkSource System employment-related performance data has led to both local service delivery innovations and more consistent, timely and successful outcomes. One key measurement tool for WorkSource is Government Management, Accountability and Performance (GMAP), which measures outcomes and holds state government accountable to customers, taxpayers and citizens.

One of the important things it's done for WorkSource has been that GMAP has allowed us to focus on specific targeted populations, including Unemployment Claimants, Veterans, Offenders, WorkFirst parents and Migrant Seasonal Farm Workers. Just one example of measuring local service delivery is in Pierce County. There, WorkSource was able to provide local partners with data to better manage local practices for Veterans services. As a result, entered employment rates for Veterans in that area rose from the 45th percentile to the 60th percentile in 2007.

More needs to be done to improve resources for workers with low skills and those who may be under-employed. New approaches and tools developed in the past year include:

- Teaming with industry, education, local ports and economic development partners to build new economy skills and jobs is the \$5 million, three year Workforce Innovation in Regional Economic Development (WIRED) grant awarded by the U. S. Department of Labor to the Pacific Mountain Workforce Development Area.
- Improving services for job seekers with significant barriers to employment such as returning veterans; dislocated workers; unemployment insurance claimants who are longer-term unemployed; workers who lack experience and skills; impoverished parents on public assistance; offenders; and at-risk youth.
- Integrating service functions among co-located partner organizations at WorkSource Centers to achieve more value for the common customer pool in terms of assessment of individual needs, employment counseling, referrals to short-term skill development, and referrals for training and support services necessary to succeed.

WorkFirst within WorkSource

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

Parents in WorkFirst (Washington's Temporary Assistance for Needy Families – TANF) are benefiting from co-location and integration in WorkSource around the state through better training opportunities and employment outcomes. One key is a parent's access to the growing menu of pre-employment workshops, job retention services and the variety of partner services available in WorkSource Centers and affiliates around the state. WorkSource Centers encourage the use of well-equipped resource rooms for learning about the labor market, doing individual skills assessment and getting a referral to the right job. Fortunately a strong business outreach program is helping more parents who are participating in the WorkFirst program to find work and become self-sufficient even in a slowing economy. Another important factor in caseload reductions is the increasing integration of short-term training opportunities and placement services in WorkSource. Additionally, parents now have access to a key retention service known as "Career Services" to assist them in maintaining employment and achieving wage progress for up to six months from exiting the WorkFirst Program.

Reemployment Services for Unemployment Insurance Claimants

In Program Year 2007, emphasis on quality improvement in reemployment services continued to be a high priority for WorkSource. Last year nearly 66,000 Unemployment Insurance (UI) claimants attended Job Hunter orientations and 57,000 participated in job search review activities.

A wide range of new requirements authorized in state legislation have been implemented in recent years related to UI claimants and reemployment services. System enhancements enable WorkSource to help UI claimants return to work as quickly as possible. Improved selection and monitoring reports allow the department to schedule and review claimant work search efforts and provide job matches or referrals to suitable work. When appropriate, referrals to programs for more intensive services and retraining opportunities are made. Improvements to technology support both benefit payment and tax functions.

Job Seeker Services

A statewide, integrated management data information system tracks and accounts for customers using services, outcomes and, for case management, involving a wide range of resources and program coordination. This system continues to be refined and improved. Also, www.Go2WorkSource.com is a critical component to provide public awareness of service options. Along with other tools identifying job seeker qualifications, there are improved matches and referrals of individuals to employer posted job openings. This site's connection to the case management system also provides staff in WorkSource facilities online access to a wider range of job listings.

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

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

- The *Job Vacancy Report* reports on a survey sent to over 16,000 employers across the state to identify current job vacancies. The latest survey had a response rate of 72 percent and will be repeated every April and October.
- The *Employee Benefits Report* is based on a separate employer survey conducted every year from August to September. This study reports the proportion of employers offering paid employee benefits by industry and employer size for full-time and part-time workers. The report will be published annually. The benefits report for 2007 was based on a sample of 17,095 employers and a 48 percent response rate.

Statewide Business Services

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

work of the team has produced several policies to standardize our work that have been disseminated statewide for local implementation.

The Business Services Team also seeks to provide continued training and skill building opportunities for local representatives that result in the delivery of quality services to our business customers. By expanding the capacity of our WorkSource staff, we are able to deliver the customer value-added service and products throughout the workforce system. Multi-agency staff representatives from all 12 workforce areas ensure a dynamic team that is committed to providing relevant solutions for meeting the needs of employers in Washington State.

Improving WorkSource Services for People with Disabilities

Washington State continues to build on more than four years of coordination and planning begun by a broad-based partnership of statewide agencies and organizations focused on improving access, services and outcomes for job seekers with disabilities in the One-Stop system. Over the past year much effort has been made to continue to make WorkSource Centers into a sustainable resource that is valued in the disability community; where people who have disabilities are welcome and obtain equal benefit from the services; and where employers are assisted in being able to recognize and benefit from the skills and abilities of people who have disabilities.

The focus of this past year has been the development and implementation of a third round statewide Disability Program Navigator Project, building on the accomplishments of a previous Round IV statewide Work Incentive Grant. Disability Program Navigator teams have been established in all 12 Workforce Development Areas, consisting of an ESD Disability Placement Specialist and an AmeriCorps/VISTA Member. These 12 Disability Program Navigator Teams are supported by a network of Lead Navigators

who provide ongoing support, communication and coordination with and among these Local Navigator Teams. The Lead Navigators work very closely with the Local Teams to identify area needs and develop and deliver training curriculums, technical assistance and reference materials, model policies, and other resources as deemed appropriate. The Local Teams serve as a resource to all the partners within their respective WDA.

A key component of the Disability Program Navigator Project is the development of mechanisms for sustaining funding for these Navigator Teams through the application of Ticket-to-Work. The statewide Disability Program Navigator Project is continuing to pursue the development of the Ticket-to-Work as a potential funding source for enhanced services for job seekers who have disabilities. It has been providing training throughout the system to help partners understand the Ticket-to-Work program. It is offering technical assistance to those partners interested in becoming an Employment Network in order to obtain payments from Ticket-to-Work, and it is in the process of establishing a state-wide Employment Network, through which partners that are not Employment Networks could still obtain Ticket-to-Work payments for ticket holders they have served.

As a first step in assisting WorkSource Development Areas identify where there are needs, a uniform needs assessment questionnaire was developed to evaluate strengths and weaknesses in such areas as availability of assistive technology at local WorkSource sites, knowledge about and use of assistive technology by Disability Navigators and other WorkSource staff, training needs of Disability Navigators and other WorkSource staff, the need for the provision of technical assistance materials, and issues around reasonable accommodation for customers with disabilities utilizing WorkSource services. Upon completion of these needs assessments, Lead Disability Navigators are meeting with Area

Disability Navigators, Disability Access Teams and WDA managers to develop individual work plans based on assessment outcomes. Ongoing Local Disability Access Plans continue to focus on staff training needs, technical assistance and resource development.

The Work Incentives Planning and Assistance programs in Washington are providing support to the Disability Program Navigator Project through the provision of benefits planning for any Social Security beneficiaries receiving services through WorkSource, and through the training of the Local Disability Navigators on work incentives and benefits. Local Disability Navigator teams are partnering with Community Work Incentive Coordinators in the planning and presenting of Work Incentive Seminars and one successful Work Incentive Seminar was held in Spokane earlier this year.

The Division of Vocational Rehabilitation has provided training to approximately half of the Disability Navigators on the delivery of WorkStrides with job seekers in WorkSource. WorkStrides is a successful model curriculum DVR has developed to enable job seekers with disabilities to develop foundational skills such as self-awareness, self-confidence, critical thinking, and decision-making and incorporate them in to local job and training opportunities. As a part of this program, Disability Navigators have also been trained on the Dependable Strengths Articulation Process which teaches job seekers how to identify their own personal strengths throughout the process. It addresses goal setting, job interview strategies, salary negotiations, strategies to attract job offers, and job finding tools. These two training models work hand in hand to help prepare job seekers with disabilities to use the other resources provided by WorkSource more effectively. The remainder of the Disability Navigators will be trained on this model as opportunities become available; and two to three Workforce Development Areas are being identified as pilot sites for delivering this training model.

The Governor's Committee on Disability Issues and Employment continues to provide technical assistance through the support of a statewide toll-free hotline (866-438-3292) providing problem solving, resource identification and technical support to WorkSource staff and partners on any issue related to serving job seekers with disabilities.

SKIES

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

Work to eliminate the separate Trade Adjustment Assistance (TAA) management information system by modifying SKIES to perform the TAA program's financial obligation and deobligation functions was implemented successfully in October 2007. Moving these functions into SKIES has (1) assisted case managers of the TAA program by providing more customer information and ease of co-enrollment for clients, (2) automated business practices to reduce the amount of paperwork, and (3) decommissioned the archaic TAA management information system.

During PY08 ESD will continue to evaluate the feasibility of eliminating redundant data entry by consolidating the functions of other smaller business systems into SKIES.

Statewide Rapid Response

Washington State continues to be successful in the implementation and coordination of statewide rapid response activities to employers and workers who are facing layoffs. On notice of a layoff, the State contacts the local area to

ensure layoff services will be available. Each of the 12 local Workforce Development Areas have established effective rapid response teams comprised of local workforce development partners who come together to provide the necessary services for local employers and their employees who are facing layoffs. This comprehensive approach to quality service delivery by all partners in the workforce development system ensures the success of the local rapid response teams and demonstrates the effectiveness of collaboration between local and state resources.

The State Dislocated Worker Unit and local rapid response teams responded to 54 Worker Adjustment and Retraining Notification (WARN) Act notices impacting 5,222 workers during PY 2007. The State Dislocated Worker Unit also initiated rapid response assistance for 2,150 workers as a result of the filing of 33 Trade Adjustment Assistance (TAA) petitions. The majority of TAA petitions filed were in the lumber and technology industries. The state has integrated the planning and service delivery strategies between Rapid Response and TAA programs to be more effective. Ten transition or labor management committees were formed to design activities and services to help displaced workers make a successful transition to a satisfactory job in the shortest possible time. Additionally, eight peer workers reached out to over 700 fellow impacted co-workers to encourage their participation in available employment and training programs.

Washington received a new National Emergency Grant (NEG) on January 1, 2008 in the amount of \$738,551 that continues support of the Health Coverage Tax Credit (HCTC) Gap Filler program until December 31, 2009. The NEG provides assistance to Trade-eligible workers by paying 65 percent of their medical insurance premiums while they are seeking employment or enrolled in training. This "Gap" grant covers 65 percent of a participant's health care premiums between the time of certification and the time when the Internal Revenue Service assumes

making these payments. The state and local rapid response system disseminates information to those who are potentially eligible for the HCTC and Gap Grant assistance. As of June 30, 2008, this grant has provided assistance to approximately 45 TAA participants since January 1, 2008.

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

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

Eligible Training Provider (ETP) List

More than 2,300 training programs, offered by 370 schools, are on Washington State's Eligible Training Provider (ETP) list, approximately 20 percent in private vocational schools, colleges and universities; four percent in registered apprenticeships; and 73 percent in public institutions, schools, and colleges. The training programs identified on this statewide list qualify to receive WIA Title I-B Individual Training Accounts (training vouchers). All 34 public community and technical colleges and each of the public universities in Washington are participating in the ETP process.

Washington State's Eligible Training Provider (ETP) list website has been incorporated into a new education and training search system called Washington Career Bridge, online at: www.careerbridge.wa.gov. Career Bridge combines the comprehensive list of education and training programs from the ETP List with performance results data (including student characteristics, employment, and earnings of past students) and career planning tools, to provide users with a one-stop online source of information to help them make their training decisions. Training providers can use the Career Bridge Training Provider Portal to update their school and program information and apply for ETP eligibility for their programs.

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

Industry Skill Panels

Since 2002, the Workforce Board has provided funding to establish 47 industry skill panels. Industry skill panels are public-private partnerships of business, labor, and education working together to improve the skills of workers in key industry clusters vital to Washington. The targeted industry clusters include advanced

manufacturing, marine technology, health care, green construction, business and professional services, recreation, food processing, apprenticeship development, homeland security, information technology, energy technology, aerospace, and manufacturing. Skill panels convene around a common interest – closing the skills gap among workers and providing industry with a workforce that allows businesses to thrive. Skill panels determine an industry's future skill and training needs; enlist education providers to revise and/or develop training programs; expand the use of skill standards to meet industry needs; and support on-the-job learning strategies. Washington businesses have endorsed the skill panels approach as a success. Their participation provides leadership, innovation, skill guidance, and solutions to grow and keep a competitive workforce. To read the 2008 "Skill Panel Review Study" go to: www.wtb.wa.gov/Pubs_Publications.asp

Cluster Academies

The Workforce Board and the State Department for Community, Trade and Economic Development sponsored six regional Cluster Academies held in May and June 2008 in Anacortes, Vancouver, Tacoma, Yakima, Spokane, and Tri-Cities. A total of 200 workforce and economic development officials, industry leaders and representatives of government actively participated at the Cluster Academies. The Cluster Academies were forums for conversation about the best ways for public programs to assist the development of industry clusters.

What is an Industry Cluster? An industry cluster is a geographic concentration of interdependent and competitive firms, including suppliers, business services, and public institutions such as government agencies and education. While industry sectors are a group of similar businesses, a cluster will have a sector at its core but will also involve other types of business that work in support of the cluster. Experience shows

that economic growth and innovation most likely occurs in industry clusters.

The purpose of the Cluster Academies was to:

- Explore current thinking and best practices around sector strategies;
- Develop strategies to align national and state perspectives;
- Identify ways to build on our success and remove barriers to a cluster-based strategy;
- Frame potential new directions for workforce and economic development and other partners;
- Define the necessary public policy to support these directions; and
- Prepare for the U.S. Department of Labor sponsored Industry Cluster forum to be held in Lynnwood on September 3, 2008.

Workforce and Economic Development 2007 Leadership Conference

Washington State held its eighth statewide workforce leadership conference in Tacoma on November 13-15, 2007. The Workforce Board's *Sector Strategies: Building Washington's Workforce, Industry by Industry* was a resounding success. Drawing over 450 attendees, the conference incorporated three strands: the first focused on policies and programs that benefit both employers and employees; the second stressed the need to expand the workforce pipeline; and the third featured support for effective cluster and sector strategies. "Building Bridges: Dropout Prevention, Intervention, and Retrieval" was the theme of a pre-conference workshop. As every year, the highlight of the conference was the presentation of the 2007 Governor's Awards for Best Practices in Workforce Development. Awards went to:

- Workforce Investment Partnership of Clark County for a county-based project focusing on providing job services to persons with disabilities.
- Clover Park Technical College and partner agencies for an environmental science program.

- The Northwest Workforce Development Council and the Sedro-Woolley School District for a dropout prevention program.
- A community and Apprenticeship Training Center partnership for a middle school "Pizza, Pop and Power Tools" program that exposes female students to the construction trades.
- Centralia College and partner agencies and labor for the Center of Excellence for Energy Technology.
- Shoreline Community College for an automotive service training program.

Incumbent Worker Training

The state awarded 12 Incumbent Worker (IW) Training grants using \$600,000 in Governor's WIA Statewide Activities resources in Program Year 2007. These IW funds were used to train incumbent workers where skill shortages were prevalent. The purpose of this funding is to close the gap between the employers' need for skilled workers and the supply of prepared workers, to avert layoffs and to link workforce development with employers, education and economic development. Outcomes were skill enhancement and/or receipt of a certificate from the specific industry. Over 800 incumbent workers received training, with 555 receiving Occupational Skill Certificates or Licenses, 176 upgrading current skill levels and six obtaining AA Degrees. Employer satisfaction on these projects is high as each determines at the outset what skill sets their employees need and prioritizes the training accordingly. The provision of training is usually in collaboration with community colleges and focused on meeting local industry's most immediate demand. Worker satisfaction is also high as the employer-focused training often leads to skill enhancements that provide for job retention and wage increases.

Dropout Prevention and Intervention (DPI)

In November 2003, the Workforce Board recommended that a portion of the Government's WIA Statewide Activities funds be used to support the Dropout Prevention and Intervention (DPI) initiative.

When the initial grant solicitation was issued by Employment Security Department in 2004 all 12 Workforce Development Councils responded by partnering with targeted school districts (leveraging Basic Education Act funding was a requirement) to provide dropout prevention and intervention services to middle and high school students. Each area designed a program that worked best for their area resulting in a wide array of models and best practices.

Results from this project have been positive and was noticed during the 2007 legislative session. The Legislature passed and the Governor signed E2SHB 1573. This bill transforms DPI into the Building Bridges Program with the Office of Superintendent of Public Instruction as the lead agency. The new program was enacted with funding of \$5,000,000 for the next biennium. While the Office of Superintendent of Public Instruction is lead agency for the Building Bridges initiative, supportive roles have been designed for the Workforce Board, the Employment Security Department and other state agencies. In Program Year 2007, the Governor's WIA Statewide Activities set aside funds for DPI were used to support the Building Bridges program and/or support ongoing DPI contracts. Projects that are not formally partnering with a Building Bridges grant are addressing the continuum of services contemplated in the Building Bridges program. The DPI Program will end June 30, 2009.

The purpose of these funds is to interact with the Building Bridges Program or continue to support the current DPI efforts in each local area. The Building Bridges priority is to create a cooperative effort of targeting state resources

to provide services to youth. Both the Building Bridges and the DPI initiative target youth who have either dropped out of high school or who are at-risk of dropping out of school. The state's strategic plan for employment and training, *High Skills, High Wages 2006 and WashingtonWORKS*, (a recently completed analysis of the employment and training system), both outline dropout prevention as a high priority.

The National Shared Youth Vision calls upon youth services at all levels to work collaboratively in designing and coordinating programs focused on providing effective services to the neediest youth. The WIA Dropout Prevention and Intervention funds and the state Building Bridges Program funds will be a cooperative blending of partner resources to prevent at-risk youth from dropping out of school and to enable those young people who have dropped out of school to obtain their high school diploma.

Federal Incentive Award

In June of 2007 Washington was awarded \$1,850,192 in Workforce Investment Act Title V 503 Incentive funds as a result of meeting performance targets for WIA, the Adult Education and Family Literacy Act (AEFLA) and Carl Perkins. The Workforce Board identified two priorities for use of these Incentive Grant funds:

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

The Workforce Board asked each Workforce Development Area to prepare a project application that shows an innovative approach that is comprehensive and coordinated, targeted to the needs of those served under all three programs, and targeted to improving system performance. Project applications were reviewed by a team comprised of representatives from the Workforce Board, Employment Security Department, State Board for Community and Technical Colleges, Office of Superintendent of Public Instruction,

Office of Adult Literacy and Basic Skills Programs, Washington Workforce Association, Thurston County Chamber of Commerce, and Washington State Labor Council.

The WIA Title V 502 projects began in December 2007 and will continue through June 2009. The 12 projects reflect a variety of approaches:

- The Olympic Workforce Development Council (WDC) will construct an optimal method of supporting low income youth and adults who lack basic skills and want to improve these skills through adult basic education, GED preparation, and integrated basic and vocational skill training. With the WIA system working more closely with local community colleges, the WDC aims to make the referral and support systems more effective and efficient.
- Pacific Mountain WDC will bridge training and workplace competencies while building collaborative relationships with workforce partners, community colleges, business, and industry to build a skilled workforce. The ability to address systemic issues will emerge from different insights and a sharing of ideas that lead to a better understanding of how these regional projects interact with one another and with the existing educational system as a whole.
- Northwest WDC plans to serve adults and out-of-school youth with limited basic and English language skills who are employed in long-term care facilities, and provide training and support leading to Nursing Assistant certifications (NAC). The training will use an integrated IBEST model to develop basic and technical skills, including English language and computer skills, and allow the NAC training to occur at a pace that workers can manage at their skill levels and life circumstances.
- Workforce Development Council Snohomish County will ensure some of Snohomish County's most vulnerable residents are able to achieve optimal benefit from Adult Basic Education (ABE) and Integrated Basic Education and Skills Training (IBEST) offered in industry clusters targeted for attraction, retention, and expansion in Snohomish County.
- Seattle-King County WDC will support collaborative approaches that facilitate connections for young adults with limited basic skills to postsecondary education in King County. A variety of resources currently exist that, if better integrated, could significantly improve successful participation of the target population in post secondary education. These resources include case management, support services, financial assistance, basic skills education, employment counseling and career planning, financial literacy education, and occupational skills training.
- Tacoma-Pierce County WDC is faced with a significant skills gap across industries. The business community continues to experience difficulty finding a sufficient number of trained and qualified applicants and workers, while Pierce County residents with low literacy skills continue to seek family wage employment with growth opportunities. This skills gap or talent gap requires targeting resources to increase youth and adult student retention in existing Adult Basic Education courses where many residents seek to improve not only their literacy skills but to gain access to technical skills in high demand careers.
- Southwest Washington WDC will continue to prioritize increasing integration of assistance to people with disabilities into the region's WorkSource centers. Several strategies have been used, including the provision of an environment that effectively accommodates a wide variety of disabilities, and

provision of staff awareness training for a better understanding of both perceived and actual barriers.

- In the North-Central Workforce Development Area, more than one-fourth of adults 25 and over have not completed high school, and this percentage is similar for younger adults and teenagers. Two of this area's most important strategic objectives are to reduce the number of school dropouts and provide opportunities for low-skilled, low-income workers to gain training and enhance their skills. Beyond expanding Adult Basic Education (ABE) Outreach, this project will increase the rate at which basic education students achieve skills, complete credentials, and transition to post-secondary education.
- It is the intent of South Central WDC's project to provide case management services to basic skill deficient adults and out-of-school dropout youth (age 16 to 21) entering or attending Yakima Valley Community College Learning Centers. The Retention Specialist will work directly with students to uncover hidden or unidentified barriers that have followed the student for many years. This will be the first opportunity for students at the learning center to have access to case management support and the availability of support services on and off campus.
- Eastern Washington Partnership WDC will train individuals for the corrections industry, integrating basic skills and adult literacy curriculum with job specific training; provide individualized basic education and literacy tutoring, targeting participants that need one-on-one tutoring in order to succeed with basic education; and provide enhanced vocational training for students in northern Stevens County.

- Spokane Area WDC plans to assist students who attend the Institute for Extended Learning (IEL), an extension of Community Colleges of Spokane, in making a successful transition to one of the many Spokane Community College career and technical programs. The IEL to College Bridge Program is designed to assist students from several programs – the "Ready" Program (a career skills program designed for individuals with low basic skills), English as a Second Language, Integrated Basic Education and Skills Training, as well as other students with lower academic skills – to gain competency in fundamental mathematics. This project will also incorporate a College Success class that provides an opportunity for students to learn about services and strategies to help them become successful college students.

Employment Resource Center (ERC)

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

Accenture, a private consulting firm, was awarded a contract through June of 2006 to act as project manager for the Boeing 787 Dreamliner final assembly workforce development program. The work completed through this period was part of the state's agreement with The Boeing Company, calling for an Employment Resource Center (ERC) to meet the initial workforce needs of the Dreamliner project. Since the fall of 2006, the ERC, located in Everett, has offered a comprehensive menu of services including employee recruitment, screening and assessment, as well as employee training and certification programs.

Through June of 2008 a total of 5,726 individuals have taken the early pre-employment web-based assessment. Of those, 2,852 have gone on to receive proctored assessment. Boeing has hired almost 1,200 individuals and trained over 200 incumbent workers through this Center to build the new Boeing 787 Dreamliner.

Storm 2007 - National Grant (NEG)

Earlier in this Annual Report, the Pacific Mountain Workforce Development Council outlines the devastation experienced when a storm hit portions of western Washington in December of 2007. Washington immediately applied for a National Emergency Grant with the Pacific Mountain WDC as the Project Operator. The state and Pacific Mountain were awarded \$2.1 million to provide cleanup and humanitarian aid in Lewis, Mason, Thurston, Grays Harbor and Pacific counties. Hardest hit by flood damage was Lewis County and the surrounding area, with the Grays Harbor and Pacific counties and surrounding areas seeing major wind damage.

The project, through June 2008, has placed almost 200 temporary workers to clean up storm damage and provide much-needed assistance to people living in these devastated communities. These workers are long-term unemployed as well as workers who have been dislocated as a result of other layoffs and closures in these counties. A total of 30 people have been placed in unsubsidized employment at an average wage of \$17.00 per hour. Most of these jobs include benefits. By the time the project has ended most of the temporary workers will have received job search, job referral and job placement assistance through the WorkSource (One-Stop Centers in Washington) offices located in these counties.

Veterans Spouse Career Advancement Accounts

Through a joint effort, the U.S Department of Labor and the Department of Defense have offered military spouses opportunities to pursue portable careers in high-demand, high-growth occupations. This three-year Military Spouse Career Advancement Initiative, offered at 18 sites in eight states with large military populations, will enable military spouses to develop the skills needed to successfully start, navigate and advance their careers. Military spouses suffer an unemployment rate that is three times that of their civilian counterparts, while nearly 77 percent of them report that they want or need to work. The frequent moves required by the military often make it difficult or even cost-prohibitive for spouses to establish long-term careers or meet state credentialing and licensing requirements. Almost three-fourths of military spouses say the cost of continuing their education is more than they can afford.

The Military Spouse Career Advancement Initiative was created to help spouses overcome some of these financial barriers. The funding will make it possible for eligible candidates to receive Career Advancement Accounts in the amount of \$3,000 for one year, and renewable a second year for an additional \$3,000. This money can be used to pay for expenses directly related to postsecondary education and training, including tuition, books, necessary equipment, and credentialing and licensing fees in nationally identified high-growth, portable career fields such as education, health care, information technology, construction trades and financial services.

To date, the State of Washington has issued over 300 training accounts in excess of \$1.1 million dollars. Although it is still too early to effectively evaluate the success of this program, there

have been several job placements for military spouses who have completed training. All placements have been in excess of \$15 per hour. Two early “success stories” of the CAA program are:

- Chrissie used her CAA to complete her physical therapist assistant degree. She had previously worked at minimum wage positions and had used loans to pay for her education. Her active duty spouse is an E-4. Upon completion of her training she began employment on June 4 the as a full-time licensed PTA earning \$24.00 per hour.
- Tina used her CAA to obtain a phlebotomist certificate. Her active duty spouse is an E-5 and she previously worked at food service positions earning \$8.00 per hour. Her school externship turned into employment and she is currently earning \$16.46 per hour as a lab assistant.

Statewide Activities Summary

The Employment Security Department has management and oversight responsibility for WIA Title I-B Statewide activities. In Program Year 2007, these workforce development activities supported key initiatives including:

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

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

- **Supporting and disseminating a state Eligible Training Provider (ETP) List** (See page 29.)
- **Conducting Research and Evaluations** (See pages 42 through 47 in Section III of this Report)
- **Providing Incentive Grants to local areas for exemplary performance**
The Employment Security Department allocated funds to local Workforce Development Councils (WDCs) based on state Workforce Board policy to reward local areas that exceeded 100 percent of the average of the expected levels of performance for the state and federal core indicators. Funds were used to meet local needs through a variety of projects including training workforce system staff, expanding capacity within the delivery system, and enhancing services to customers.
- **Providing Technical Assistance to Local Areas Failing to Meet Local Performance Measures**
Employment Security and Workforce Board staff with expertise in WIA performance issues conducted an analysis of each of the workforce development area's performance patterns and provided consultations to local areas where deemed necessary.

- **Assisting in the Establishment and Operation of the One-Stop Career Development System** (See a description of WorkSource services available on pages 24 through 27).
- **Operating a Statewide Information Technology System** (See a description of SKIES activities on page 28).
- **Providing additional assistance to local areas that have high concentrations of eligible youth** (See a description of the Dropout Prevention and Intervention on page 32).
- **Providing support for training a skilled workforce and building a strong economy**
Incumbant Worker Training focusing on local industry demand (See page 31 for details).

WIA TITLE I-B RESULTS

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

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

Analysis

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

Federal and state performance measures have precise definitions. Employment and earnings measures are based on wage records collected by state Unemployment Insurance (UI) systems for use in assessing employer payroll taxes and determining UI benefit eligibility. Washington's federal and state measures use UI wage records from Washington State's Employment Security Department. Washington participates in the Wage Record Interchange System (WRIS), which provides UI wage records from 48 other states and the District of Columbia. Last year's report included data from 34 other states. Federal and military payroll records are also collected

(including records of the US Postal Service).

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

In October 2007, the Department of Labor (DOL) issued Training and Employment Guidance Letter (TEGL) 9-07 indicating that it would require states to measure 20 federal performance measures but hold them accountable for meeting performance targets on only 10 of the measures². Washington's performance targets (called "negotiated performance levels") on these 10 measures are the 4th highest in the country (out of fifty-two jurisdictions). Performance levels for this eighth year of WIA activity were based on performance baselines derived from WIA performance in year six. Washington target levels were 105.2 percent of the average targets for other states before final adjustments.³

² The measures that no longer affect incentives or sanctions include three employment and credential rates, the older youth earnings gain measure, the younger youth skill gain measure and two customer satisfaction measures. Washington State adopted similar policies for its state measures in November 2007. The Workforce Board stopped evaluation of three state credential rates for incentives and sanctions until they can be measured in a more standardized way.

³ Our performance levels for year seven were 20th highest in the country and 101.2 percent of the average targets for other states. If DOL had continued to evaluate performance on 17 targets instead of 10, we would have been 19th highest in the country in year eight, with target levels at 101.5 percent of the average for other states. The increase in Washington State's target levels relative to other states stems mainly from the unanticipated change in federal policy rather than a change in Washington's target-setting strategy.

The Workforce Investment Act provides an opportunity to revise negotiated targets in the face of changes in participant demographics or economic conditions. Washington State requested and received adjustments to its negotiated performance targets for PY 2007, based on regression analyses showing the relationship between economic and demographic conditions and performance. The Workforce Board developed regression models in the Spring of 2005 for 14 of the 17 federal performance measures based on WIA performance between 2001 and 2004.

Washington State plugged up-to-date information on participant demographics and economic conditions into these models and proposed revisions for 9 measures. Washington requested reductions to three adult targets, two dislocated worker targets, and two youth targets, based on demographic changes that increased case difficulty enough to offset improved economic conditions. Washington proposed increases to two youth targets, based on demographic changes that reduced case difficulty. The Department of Labor agreed to all 9 of the proposed changes. Washington’s revised targets for PY 2007 declined slightly to 105.0 percent of the average targets for other states. The negotiated performance levels displayed in this report for the state and for local areas shown in Table “O” are the revised targets resulting from these adjustments.

Washington fell just short of negotiated levels of performance in PY 2007. Washington

performed at an average of 99.8 percent of the 10 federal measures, 100.5 percent of the 10 state measures, and 100.2 percent of the 20 measures overall (after target adjustments). To be eligible for federal incentive funds, DOL requires that states exceed performance levels separately for the adult, dislocated worker, and youth programs. Washington exceeded federal negotiated levels of performance for its youth program only.

Cost Effectiveness

Normally, discussion of the impacts of workforce development activities would be based on a net-impact analysis designed to measure the costs and long-range results of services. Results for participants would be compared with estimates of the results in the absence of the programs. Washington State’s Workforce Training Results 2008 report presents such information based on results from WIA exiters from 2001-02 and 2003-04. Those results are presented later in this report. To supplement such studies and to meet federal reporting requirements, we also produce a rough annual estimate of possible results based on cost and service figures from the last two years of WIA.

Washington’s 12 Workforce Development Areas spent \$ 49.1 million on intensive and training services during PY 2007 (July 2007-June 2008) down from \$58.5 million in the prior year. The programs served 17,442 participants (down from 19,209 the year before) at an average cost of \$2,814 (down from \$3,044 the year before). Data for PY 2007 are shown in **Figure 1**.

Figure 1 • Participants and Expenditures in PY 2007

Target Population	PY 2007 Participants	PY 2007 Expenditures	Cost per Participant
Adults	5,782	\$ 13,924,513	\$ 2,408
Dislocated Workers	6,755	\$ 19,648,070	\$ 2,909
Youth	4,905	\$ 15,506,476	\$ 3,161
Total	17,442	\$ 49,079,059	\$ 2,814

In PY 2007, expenditures dropped faster (16 percent) than participant counts (9 percent) leading to a drop in average cost per participant. Expenditures and the count of participants with staff assisted services have declined more or less steadily since PY 2002 when \$94.0 million was spent on 31,320 participants. Dislocated Worker and Youth program participant counts have declined more or less in proportion to expenditures since PY 2002. The Dislocated Worker program in PY 2007 was only 40 percent of its original size and Youth program only about 70 percent of its original size, but cost per participant has remained roughly constant.⁴ Expenditures on the Adult program have declined faster than participation counts. In PY 2007 Washington served an Adult population 75 percent the size of the PY 2002 program with only 58 percent as much money. Cost per participant for adult services dropped from \$3,136 per participant in PY 2002 to \$2,408 in PY 2007.

Many participants have not yet finished participation in WIA services. However, it is possible to show the potential magnitude of WIA benefits by examining results for participants exiting WIA during calendar year 2006 (January-December 2006).

Services to adults and dislocated workers are geared primarily to help participants find employment or to improve their employment and earnings. During calendar year 2005, some 8,359 participants in the adult and dislocated worker populations completed participation in WIA

programs (*Figure 2*). Eighty-eight percent of the participants found employment during the four quarters following their exit.

Assuming this year's WIA adult and dislocated worker participants earn the same average amount in the year following their program exits, the \$ 33.6 million spent on this population could be followed by over \$290 million in participant earnings. Projected participant earnings are lower than in past years because there are fewer participants. Average earnings per participant increased by 2 percent for adults but declined by 3 percent for dislocated workers between calendar years 2005 and 2006.

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

Thirty-eight percent of the 2,609 youth participants in WIA programs who exited during calendar year 2006 remained in school, returned to school, or enrolled in post-secondary vocational education during the following year, down from 47 percent in 2005. Eighty-five percent of all youth who exited during 2006 worked during the following year, including 79 percent of the continuing students and 88 percent of those who did not continue their education. In

Figure 2 • Employment and Earnings for Participants who Exited in 2006

Target Population	Calendar Year 2006 WIA Exiters	Percent Employed	Average Annual Earnings	Projected First Year Earnings of PY 2006 WIA Participants
Adults	3,733	88%	\$ 17,431	\$ 100,783,753
Dislocated Workers	4,626	89%	\$ 28,149	\$ 190,088,243
Total	8,359	88%		\$290,871,996

⁴ PY 2002 costs per participant were \$2,836 for Dislocated Workers and \$3,258 for Youth. These comparisons are not adjusted for inflation.

2005, only 78 percent of youth who exited worked during the following year. Some 93 percent of WIA youth who left the program in calendar 2006 either worked or continued their schooling during the year following exit, up from 90 percent in 2005. The shift toward employment and away from further education between 2005 and 2006 may be associated with improved economic conditions.

WIA youth who left the program in calendar year 2006 earned an average of \$7,990 during the year following exit, 20 percent more than youth who left the program in 2005. Projected to PY 2007 youth participants, the earnings available during the first year after exit (\$39.2 million) exceed the annual program costs (\$15.5 million). It is worth remembering that youth work hours are reduced by their participation in further education and that participation in further vocational education should produce long-run benefits.

Evaluation Activities

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

Workforce Training Results 2008 covers participants exiting between July 2005 and June 2006 and is the third to cover Workforce Investment Act populations. Employment and earnings results from "Workforce Training Results" are excerpted below. Readers are invited to look for the full report on our website in late 2008 or early 2009. Readers can also download the 2006 report at <http://www.wtb.wa.gov/Documents/wtr06.pdf>.

Results for WIA Adults

We evaluate the labor market outcomes of program participants by examining their employment and earnings during the third quarter after leaving a program. When considering these outcomes, please note that those who left programs during the latter part of the 2005-06 program year encountered a labor market that had improved since the 2001-02 period.

We used unemployment insurance wage files to examine employment rates and earnings among participants who left programs during the, 1999-2000, 2001-02, 2003-04 and 2005-06 program years.⁵ Data were collected from Employment Security Departments in Washington, Alaska, Idaho, Montana, and Oregon. Federal and military employment records were also included. We also used surveys to gather employment rates and information about medical and pension benefits. Results are shown in **Figure 3**.

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

Labor market conditions also improved between 2003-04 and 2005-06 which probably accounts for some of the improvement seen in the most recent results.

Participants in the WIA adult program were more likely to be a member of a racial or ethnic minority group, to be female, and to have less education than the general state population. Among those leaving the program during 2005-06, 31 percent were people of color, compared with 32 percent in the last year of JTPA. Sixty-one percent of adults leaving the program in 2005-06 were women, down from 62 percent in the last year of JTPA. The typical (median) age when leaving the program was 35; 16 percent were over 50 years of age.

Fifteen percent had neither a high school diploma nor GED. Eleven percent received Temporary Assistance for Needy Families (TANF) while enrolled in the program and close to one-third received some form of needs-tested public assistance program (TANF, General Assistance, Refugee Assistance or Food Stamps).

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

	1999-00*	2001-02	2003-04	2005-06
Percentage self-reporting employment during third quarter after leaving program	83%	81%	82%	84%
Percentage with employment reported by employers to ESD the third quarter after leaving program	67%	66%	69%	74%
Median quarterly hours worked, of those working	424	430	440	452
Percentage employed full-time of those working (averaging 30 or more hours/week)	53%	57%	58%	62%
Median annualized earnings of those working	\$17,741	\$18,761	\$19,529	\$20,373
Size of household which median earnings would support at poverty level	3.2	3.5	3.7	3.9
Size of household which median earnings would support at twice poverty level	0.9	0.9	1.0	1.0
Median hourly wage of those working	\$11.11	\$11.46	\$11.63	\$11.94
Percentage self-reporting receipt of medical benefits from employer	65%	59%	61%	62%
Percentage self-reporting receipt of pension benefits from employer	31%	34%	35%	35%

Notes: Earnings and wages are expressed in first quarter 2007 dollars. Poverty levels are based on federal poverty guidelines identified by the Department of Health and Human Services for 2007.

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

⁵ Employment rates based on matches are lower than those based on survey results. Employment Security records do not contain information on self-employment. The estimates also exclude employment in states that are not included in our matching process. The full report also includes information on JTPA participants from 1995-96 and 1997-98 which is omitted here.

Results for WIA Dislocated Workers

Results for dislocated workers 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. Among the participants leaving the program during 2005-06, 30 percent of the participants were dislocated from manufacturing jobs—including 9 percent from aerospace. These figures are lower than for 1999-00 when 52 percent of dislocated workers came from manufacturing (11 percent aerospace) and for 2001-02 when 59 percent of participants were dislocated from manufacturing (13 percent aerospace). The reduced number of workers dislocated from manufacturing stems from a drop in the number of exiters dislocated from the lumber and wood products industry, primary metals (aluminum), and aerospace.

After leaving the program, only 18 percent of dislocated workers found jobs in the manufacturing sector—7 percent found employment in the aircraft industry. During the third quarter after leaving the program, 44 percent were employed in services and 9 percent in retail trade. This reflects an increase from the 31 percent who had been dislocated from the service industry and slight increase from the 8 percent who had been dislocated from retail trade. **Figure 4** displays results for the WIA dislocated worker program.

In 2005-06, 49 percent of the dislocated workers were women, up from 43 percent in 2003-04 and 37 percent in 2001-02. The median age at program exit was 44; thirty-five percent were over 50 years of age and 20 percent were under 35. Dislocated workers are somewhat older than in the past. Participants roughly mirrored the state’s racial and ethnic distribution. Twenty-two percent were people of color.

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

	1999-00*	2001-02	2003-04	2005-06
Percentage self-reporting employment during third quarter after leaving program	83%	82%	85%	78%
Percentage with employment reported by employers to ESD the third quarter after leaving program	75%	74%	76%	78%
Median quarterly hours worked, of those working	495	494	486	491
Percentage employed full-time of those working (averaging 30 or more hours/week)	70%	74%	73%	75%
Median annualized earnings of those working	\$27,516	\$29,129	\$29,721	\$29,937
Size of household which median earnings would support at poverty level	6.0	6.4	6.6	6.7
Size of household which median earnings would support at twice poverty level	2.0	2.3	2.3	2.4
Median hourly wage of those working	\$14.72	\$15.33	\$15.77	\$16.12
Percentage self-reporting receipt of medical benefits from employer	72%	75%	70%	78%
Percentage self-reporting receipt of pension benefits from employer	40%	43%	39%	43%

Notes: *Earnings and wages are expressed in first quarter 2007 dollars. Poverty levels are based on federal poverty guidelines identified by the Department of Health and Human Services for 2007.*

** Figures from 1999-00 are for the JTPA III Dislocated Worker Program*

The labor market outcomes for participants leaving the WIA Dislocated Worker Program during 2005-06 compare favorably to those for the last year of JTPA. Some of this improvement probably resulted from differences in participant characteristics. When they enrolled, 56 percent of dislocated workers who exited in 2005-06 had previously attended college, up from 43 percent in 1999-00 and 2001-02. Seventeen percent had obtained a bachelor's degree before entering the program, up from 15 percent in 1999-00 and 12 percent in 2001-02. Median pre-program wage rates among the 2005-06 cohort were \$18.00 per hour, lower than the \$20.64 per hour among exiters in the 2003-04 cohort. Both figures compare favorably, though, with the \$16.33 per hour figure recorded for 1999-00.

Results for WIA Youth

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

Especially important is the enrollment of younger youth under WIA than was the case during the last year of JTPA; the percentage of participants aged 16 or younger at registration increased from 24 percent in 1999-00 to 40 percent in 2001-02. It has dropped back to 35 percent in 2003-04 and 34 percent in 2005-06 but remains above JTPA levels. Younger youth are less likely to be employed after exit than older youth.

This shift in focus to younger youth can also be seen in the educational backgrounds of participants. Fifty-seven percent of exiters in 1999-00 were registered after they had already dropped out of school. Thirty-one percent were involved in the juvenile justice system. By contrast, only 36 percent of the 2003-04 exit cohort were high school dropouts at registration, and only 21 percent were involved in the juvenile justice system.

Figure 5 displays results for the WIA Youth programs. Figures for JTPA are taken from the

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

	1999-00* All Participants	2001-2002 All Participants	2003-04 All Participants	2005-06 All Participants	2005-06 Not in High School
Percentage self-reporting employment during third quarter after leaving program	74%	66%	67%	66%	N/A
Percentage with employment reported by employers to ESD the third quarter after leaving program	55%	47%	52%	59%	57%
Median quarterly hours worked, of those working	247	234	250	252	246
Percentage employed full-time of those working (averaging 30 or more hours/week)	28%	27%	29%	31%	30%
Median annualized earnings of those working (not in higher education)	\$8,416	\$8,362	\$9,068	\$9,276	\$8,766
Size of household which median earnings would support at poverty level	0.8	0.8	0.9	0.9	0.9
Size of household which median earnings would support at twice poverty level	0.4	0.4	0.4	0.5	0.4
Median hourly wage of those working (not in higher education)	\$8.74	\$8.75	\$8.78	\$8.90	\$8.78
Percentage self-reporting receipt of medical benefits from employer	40%	38%	33%	40%	N/A
Percentage self-reporting receipt of pension benefits from employer	18%	17%	15%	19%	N/A

Notes: Earnings and wages are expressed in first quarter 2007 dollars. Poverty levels are based on federal poverty guidelines identified by the Department of Health and Human Services for 2007.

* Figures from 1999-00 are for the JTPA II-C Youth Program

JTPA year-round program (Title II-C). The WIA figures include both older and younger youth. WIA results for 2005-06 are presented for all participants and for those who were not in secondary education at exit.

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

Net Impact and Cost-Benefit Evaluation

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

Net Impact and Cost-Benefit Evaluations were updated for the Workforce Training Results 2006⁶ publication. The estimates are for WIA program participants who exited during 2001-02. The Workforce Board contracted with the W.E. Upjohn Institute for Employment Research to conduct the last two net impact and cost-benefit evaluations.⁷ Results are summarized in Workforce Training Results 2006 and 2008.

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

For the cost-benefit analyses, Upjohn calculated the value of the net impacts on participant earnings, employee benefits, social welfare benefits, unemployment insurance benefits, and taxes.⁸ Benefits and costs were estimated for both the observed post-program period and out to the age of 65.⁹

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

Figure 7 compares lifetime participant benefits to public costs. For example, during the course of working life to age 65, the average community and technical college job preparatory student will gain about \$106,000 in net earnings (earnings minus foregone earnings while in training) and employee benefits. These are net gains compared to the earnings of similar individuals who did not receive training (discounted at 3 percent and expressed in 2005 Q1 dollars). For CTC job preparatory participants, the ratio of participant benefits to program costs, not considering impacts on social welfare benefits or taxes, is \$106,237 to \$7,560, or about 14 to 1. Lifetime participant benefits far exceed public costs for each of the programs, with the exception of Adult Basic Skills Education.

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

Figure 6 • Longer-Term Employment and Earnings Net Impacts

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

Note: Longer-term refers to impacts observed 9 to 12 quarters after leaving the program. Earnings are expressed in first quarter 2005 dollars.

* Not statistically significant at the 0.05 level.

**This is the increase in earnings (above that of the comparison group) projected to age 65 and discounted at 3 percent. Includes effects from increased employment and increased earnings among those employed.

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

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

Notes: Benefits, receipts, costs are expressed in first quarter 2005 dollars.

*Present value of the additional lifetime earnings and employee benefits less foregone earnings during program participation.

**Present value of additional social security, Medicare, federal income, and state sales taxes generated by increased participant earnings to age 65.

***Includes state and federal program costs per participant, with the exception of student financial aid programs.

⁶ Workforce Training Results 2006 contains analyses for eleven workforce development programs in Washington State. This report shows results for WIA-funded, Carl Perkins-funded, and Adult Family Education Act-funded programs only.

⁷ Dr. Kevin Hollenbeck headed the team. Upjohn's publication on 2006 results may be found at <http://www.upjohninst.org/publications/Ar/tr06-20.pdf>. Details from 2002 results may be found at <http://www.upjohninst.org/publications/wp/03-92.pdf>. Technical details of that study are supplied in <http://www.upjohninst.org/publications/tr/tr03-018.pdf>.

⁸ Upjohn estimated the impact of the net change in earnings on social security, Medicare, federal income, and state sales taxes.

⁹ In order to compare benefits and costs in terms of net present values, post-program benefits and costs are discounted by 3 percent per year and all figures are stated in 2005 Q1 dollars.

Tables

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

Federal entered employment rates and employment and credential rates are calculated for participants who exited between October 2006 and September 2007. Federal retention rates and earnings gain measures are calculated for participants who exited between April 2006 and March 2007. The 12-month retention rates and 12-month earnings change measures on Table L are for participants who exited between April 2005 and March 2006.

Federal real-time measures: customer satisfaction measures (Table A) are based on a year running between January and December 2007. Younger youth skill attainment rates and diploma attainment rates (portions of Tables J and K), and number of exits (Table M) are based on a year running from April 2007 through March 2008. Participant counts (Table M) are based on a year running from July 2007 through June 2008.

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

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

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

Washington State has 13 additional measures of performance. Statewide performance on these measures is shown in a set of tables located between Tables M and N. Results for the first three are measured for WIA participants who exited between April 2006 and March 2007. Two of the measures, employment rates and median annualized earnings are based on results in the third quarter after exit. State satisfaction results are measured for the same period as federal satisfaction, for those who exited between January and December 2007.

Credential rates are also measured. State credential rates are based on the percent of participants who receive credentials within three quarters after exit regardless of whether they received training. This provides incentives for program operators to increase the supply of occupational training in order to increase the percent of participants who obtain credentials. Federal credential rates for adults and dislocated workers are calculated only for those who receive training. Program operators have less incentive to increase the supply of training under the federal performance definitions.

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

recently completed a Workforce Development Council, WIA or Private Industry Council training program. If the employer answers yes, he or she is asked to report their satisfaction with the skills of these new employees on 12 dimensions, including basic skills like reading, writing, and math, occupation-specific skills, and skills like problem solving. Satisfaction on these measures is averaged across the dimensions. This measure is calculated at the state level only, and is not calculated separately for workforce areas or for adults, youth or dislocated workers. The results shown in this report are from our 2007 employer survey.

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

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

A panel at the bottom of each page of Table O summarizes the status of performance in the local area. We have counted the number of targets that are not met, met, or exceeded, using the following federal definitions: Standards that are "not met" are those where performance is below 90 percent of the negotiated performance level.¹⁰ 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. As indicated earlier, the local area targets in Table O are regression-adjusted versions of targets negotiated in 2007. The regression adjustments raised or lowered the negotiated targets, based on the predicted impact of changes in economic and demographic characteristics in each local area.

Performance "exceeded" 198 (62 percent) of the 320 local area targets evaluated in Table O. Another 89 local area targets were "met". Only 33 (10 percent) of local area targets were not met. This group included 12 earnings targets, 8 federal youth employment or retention targets, 2 state youth employment or further education targets, 7 federal credential rate targets, 2 customer satisfaction targets, and 2 younger youth skills targets. Another 37 local area targets for state credential rates are not included in this summary.

Since Program Year 2002, the Department of Labor has required states to validate report and participant data generated in WIA annual performance reports. Validation evaluates accuracy of the data by comparing data identified in a sample generated from DOL validation software to source documents from exited participant files. This year's validation sample was drawn from a universe of 41,047 records.

The state validation team visited eleven of the twelve Workforce Development Areas during January, February and March. The sample did not select any records from Benton-Franklin, WDA 11. A total of 1,578 files were validated, including 332 WIA Adult, 483 Youth, 342 Dislocated Worker, 271 National Emergency Grant and 150 Trade Adjustment Assistance records. Annual Data Validation will begin in November. 2008.

¹⁰ In previous years, the standard for "not met" was below 80 percent of the negotiated performance level. We have raised the level for federal reporting to 90 percent, consistent with the federal incentive and sanction policy as expressed in TEGL 9-07. However, the 80 percent threshold in Washington State's incentive and sanction policies that apply to local workforce areas has not been change.

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	78.0	76.2	2,678	9,349	3,953	67.7
Employers	69.0	69.6	2,451	20,024	3,267	75.0

Table B – Adult Program Results

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Entered Employment Rate	82.4%	80.1%	$\frac{2,387}{2,980}$
Employment Retention Rate	85.2%	85.4%	$\frac{2,630}{2,081}$
Average Earnings	\$12,220	\$12,159	$\frac{\$31,856,846}{2,620}$
Credential Rate	64.0%	68.6%	$\frac{952}{1,388}$

Table C – Outcomes for Adult Special Populations

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals with Disabilities		Older Individuals	
Entered Employment Rate	77.0%	$\frac{929}{1,206}$	78.8%	$\frac{175}{222}$	68.6%	$\frac{284}{414}$	71.5%	$\frac{203}{284}$
Employment Retention Rate	81.5%	$\frac{893}{1,096}$	86.5%	$\frac{192}{222}$	85.3%	$\frac{267}{313}$	84.1%	$\frac{191}{227}$
Average Earnings	\$10,251	$\frac{\$9,133,308}{981}$	\$14,643	$\frac{\$2,782,247}{190}$	\$11,302	$\frac{\$3,006,387}{266}$	\$11,902	$\frac{\$2,261,362}{190}$
Credential Rate	62.9%	$\frac{293}{466}$	72.8%	$\frac{75}{103}$	58.7%	$\frac{71}{121}$	50.7%	$\frac{38}{75}$
		numerator denominator		numerator denominator		numerator denominator		numerator denominator

Table D – Other Outcome Information for the Adult Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
		numerator denominator		numerator denominator
Entered Employment Rate	82.8%	$\frac{869}{1,050}$	78.7%	$\frac{1,518}{1,930}$
Employment Retention Rate	87.4%	$\frac{1,174}{1,343}$	83.8%	$\frac{1,456}{1,738}$
Average Earnings	\$13,828	$\frac{\$16,137,096}{1,167}$	\$10,819	$\frac{\$15,719,750}{1,453}$

Table E – Dislocated Worker Program Results

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Entered Employment Rate	85.9%	85.6%	$\frac{3,469}{4,052}$
Employment Retention Rate	91.3%	91.5%	$\frac{3,467}{3,788}$
Average Earnings	\$19,298	\$17,928	$\frac{\$61,690,245}{3,441}$
Credential Rate	65.0%	69.4%	$\frac{1,596}{2,300}$

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	86.0%	$\frac{484}{563}$	74.9%	$\frac{185}{247}$	80.0%	$\frac{537}{671}$	76.4%	$\frac{123}{161}$
Employment Retention Rate	90.7%	$\frac{507}{559}$	83.3%	$\frac{170}{204}$	88.6%	$\frac{467}{527}$	84.5%	$\frac{98}{116}$
Average Earnings	\$20,013	$\frac{\$10,086,452}{504}$	\$13,956	$\frac{\$2,372,444}{170}$	\$16,893	$\frac{\$7,804,337}{462}$	\$13,128	$\frac{\$1,286,573}{98}$
Credential Rate	68.4%	$\frac{223}{326}$	70.7%	$\frac{70}{99}$	58.7%	$\frac{182}{310}$	70.3%	$\frac{64}{91}$

Table G – Other Outcome Information for the Dislocated Worker Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
		numerator denominator		numerator denominator
Entered Employment Rate	85.5%	$\frac{1,966}{2,300}$	85.8%	$\frac{1,503}{1,752}$
Employment Retention Rate	91.6%	$\frac{1,944}{2,122}$	91.4%	$\frac{1,523}{1,666}$
Average Earnings	\$18,216	$\frac{\$35,064,863}{1,925}$	\$17,563	$\frac{\$26,625,382}{1,516}$

Table H1 – Youth (14-21) Program Results

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Placement in Employment or Education	N/A	72.5%	$\frac{1,332}{1,837}$
Attainment of Degree or Certificate	N/A	66.5%	$\frac{1,129}{1,698}$
Literacy and Numeracy Gains	N/A	32.8%	$\frac{270}{824}$

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

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Entered Employment Rate	77.7%	73.5%	$\frac{319}{434}$
Employment Retention Rate	83.1%	87.6%	$\frac{408}{466}$
Six Months Earnings Increase	\$4,120	\$4,900	$\frac{\$2,278,475}{465}$
Credential Rate	41.0%	49.5%	$\frac{250}{505}$

Table I – Outcomes for Older Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans *		Individuals with Disabilities		Out-of-School Youth	
Entered Employment Rate	70.3%	$\frac{116}{165}$	100.0%	$\frac{3}{3}$	53.7%	$\frac{36}{67}$	74.5%	$\frac{281}{377}$
Employment Retention Rate	87.9%	$\frac{153}{174}$	N/A*	$\frac{*}{2}$	83.9%	$\frac{47}{56}$	85.8%	$\frac{338}{394}$
Six Months Earnings Increase	\$4,341	$\frac{\$755,281}{174}$	N/A*	$\frac{*}{2}$	\$4,177	$\frac{\$233,926}{56}$	\$4,780	$\frac{\$1,878,377}{393}$
Credential Rate	45.7%	$\frac{85}{186}$	66.7%	$\frac{2}{3}$	34.2%	$\frac{25}{73}$	48.4%	$\frac{211}{436}$
		numerator denominator		numerator denominator		numerator denominator		numerator denominator

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

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Skill Attainment Rate	88.0%	83.4%	$\frac{3,327}{3,992}$
Youth Diploma or Equivalent Rate	60.7%	66.1%	$\frac{868}{1,314}$
Retention Rate	73.4%	74.5%	$\frac{1,122}{1,506}$

Table K – Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance Recipients		Individuals with Disabilities		Out-of-School Youth	
Skill Attainment Rate	83.1%	$\frac{1,000}{1,203}$	79.5%	$\frac{620}{780}$	79.9%	$\frac{1,430}{1,790}$
Youth Diploma or Equivalent	64.0%	$\frac{277}{433}$	61.6%	$\frac{172}{279}$	56.0%	$\frac{371}{662}$
Retention Rate	70.7%	$\frac{335}{474}$	68.1%	$\frac{188}{276}$	70.9%	$\frac{559}{788}$
		numerator denominator		numerator denominator		numerator denominator

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

Table L – Other Reported Information

	12 Month Employment Retention Rate		12 Month Earnings Increase (Adults & Older Youth) or 12 Month Earnings Replacement (Dislocated Workers)		Placements in Nontraditional Employment		Wages at Entry into Employment for those who Entered Unsubsidized Employment		Entry into Unsubsidized Employment Related to the Training Received of those who Completed Training Services	
Adults	86.6%	<u>2,689</u> 3,106	\$6,107	<u>\$18,919,302</u> 3,098	9.8%	<u>233</u> 2,382	\$5,450	<u>\$12,982,784</u> 2,382	63.8%	<u>554</u> 869
Dislocated Workers	91.7%	<u>3,517</u> 3,837	109.2%	<u>\$63,706,432</u> \$58,315,031	9.5%	<u>330</u> 3,469	\$8,390	<u>\$28,969,578</u> 3,453	71.0%	<u>1,395</u> 1,965
Older Youth	84.0%	<u>430</u> 512	\$4,905	<u>\$2,501,031</u> 510	6.9%	<u>22</u> 319	\$3,302	<u>\$1,050,158</u> 318		

Table M – Participation Levels

	Total Participants Served	Total Exiters
Total Adult Customers	63,539	49,966
Total Adult (Self-Service Only)	51,275	43,056
WIA Adults	57,080	46,505
WIA Dislocated Workers	6,755	3,680
Total Youth (14-21)	4,905	2,114
Younger Youth (14-18)	3,740	1,596
Older Youth (19-21)	1,165	518
Out-of-School Youth	2,693	1,311
In-School Youth	2,212	803

Washington State Additional Measures of Performance

Adult Program

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Employment Rate	77.0%	79.1%	$\frac{2,710}{3,426}$
Median Annualized Earnings	\$20,090	\$20,864	2,699 *
Credential Rate	61.0%	46.6%	$\frac{1,715}{3,680}$
Participant Satisfaction	90.0%	90.3%	$\frac{676}{748}$

Dislocated Worker Program

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Employment Rate	83.9%	84.1%	$\frac{3,531}{4,199}$
Median Annualized Earnings	\$30,391	\$31,023	3,507 *
Credential Rate	73.0%	56.9%	$\frac{2,515}{4,417}$
Participant Satisfaction	91.0%	90.5%	$\frac{1,063}{1,174}$

Youth Program

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Employment Rate or Further Education	78.2%	78.5%	$\frac{1,874}{2,388}$
Median Annualized Earnings	\$10,191	\$10,596	1,429 *
Credential Rate	75.0%	68.2%	$\frac{1,526}{2,237}$
Participant Satisfaction	95.0%	94.6%	$\frac{465}{491}$

Employer Satisfaction

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Percent Satisfied with Skills	84.5%	84.8%	$\frac{140}{165}$

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

Table N – Cost of Program Activities

Program Activity	Total Federal Spending
Local Adults	\$ 13,924,513.00
Local Dislocated Workers	\$ 17,321,453.70
Local Youth	\$ 15,506,475.75
Rapid Response (up to 25%) WIA Sec.134 (a) (2) (A)	\$ 2,326,616.65
Statewide Required Activities (up to 25%) WIA Sec.134 (a) (2) (A)	\$ 8,691,547.61
Total of all Federal Spending Listed Above	\$ 57,770,606.71 *

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

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

Local Area Name	Total Participants Served		
Southwest ETA Assigned #53005	Adults	1,102	
	Dislocated Workers	780	
	Older Youth	71	
	Younger Youth	359	
	Total Exitters		
	Adults	1,137	
	Dislocated Workers	498	
	Older Youth	19	
	Younger Youth	130	
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	78.0	67.0
	Employers	69.0	69.0
Entered Employment Rates	Adults	80.4%	75.8%
	Dislocated Workers	85.8%	80.7%
	Older Youth	76.3%	66.7%
Retention Rates	Adults	85.1%	81.6%
	Dislocated Workers	90.8%	91.2%
	Older Youth	82.0%	84.2%
	Younger Youth	71.8%	73.9%
Average Earnings (Adult/Youth)	Adults	\$12,600	\$11,263
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$19,384	\$15,324
	Older Youth	\$4,706	\$4,172
Credential/Diploma Rates	Adults	60.4%	63.1%
	Dislocated Workers	63.3%	63.8%
	Older Youth	43.3%	33.3%
	Younger Youth	59.3%	61.7%
Skill Attainment Rate	Younger Youth	88.0%	85.3%
Youth Placement Rate	Youth (ages 14-21)	N/A	70.0%
Attainment Of Certificate	Youth (ages 14-21)	N/A	68.3%
Literacy/Numeracy Gains	Youth (ages 14-21)	N/A	37.5%
Other State Indicators of Performance			
Customer Satisfaction	Adults	90.0%	81.6%
	Dislocated Workers	91.0%	80.0%
	Youth	95.0%	100.0%
Employment in Q3	Adults	76.1%	76.3%
	Dislocated Workers	83.4%	84.0%
	Youth	77.3%	76.7%
Median Annualized Earnings	Adults	\$20,379	\$18,851
	Dislocated Workers	\$28,943	\$26,875
	Youth	\$9,809	\$8,627
Credential Rate	Adults	62.4%	30.2%
	Dislocated Workers	70.9%	42.6%
	Youth	79.3%	92.5%
Overall Status of Local Performance (Excluding State Credential Rates)	Not Met - 8	Met - 8	Exceeded - 10

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

Local Area Name	Total Participants Served		
Olympic Consortium ETA Assigned #53010	Adults	266	
	Dislocated Workers	335	
	Older Youth	50	
	Younger Youth	117	
	Total Exitters		
	Adults	148	
	Dislocated Workers	201	
	Older Youth	36	
	Younger Youth	69	
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	78.0	84.7
	Employers	69.0	69.5
Entered Employment Rates	Adults	83.7%	84.7%
	Dislocated Workers	86.8%	85.0%
	Older Youth	76.5%	62.5%
Retention Rates	Adults	85.4%	86.1%
	Dislocated Workers	91.3%	92.1%
	Older Youth	80.3%	96.2%
	Younger Youth	74.7%	79.2%
Average Earnings (Adult/Youth)	Adults	\$11,882	\$11,989
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$19,994	\$17,671
	Older Youth	\$4,148	\$4,059
Credential/Diploma Rates	Adults	73.3%	69.4%
	Dislocated Workers	67.2%	59.8%
	Older Youth	42.7%	50.0%
	Younger Youth	64.3%	67.4%
Skill Attainment Rate	Younger Youth	88.0%	88.8%
Youth Placement Rate	Youth (ages 14-21)	N/A	75.0%
Attainment Of Certificate	Youth (ages 14-21)	N/A	73.9%
Literacy/Numeracy Gains	Youth (ages 14-21)	N/A	0.0%
Other State Indicators of Performance			
Customer Satisfaction	Adults	90.0%	96.3%
	Dislocated Workers	91.0%	95.4%
	Youth	95.0%	94.2%
Employment in Q3	Adults	78.0%	83.1%
	Dislocated Workers	84.5%	85.6%
	Youth	76.0%	82.5%
Median Annualized Earnings	Adults	\$21,467	\$21,828
	Dislocated Workers	\$32,583	\$32,385
	Youth	\$9,929	\$9,791
Credential Rate	Adults	62.1%	54.3%
	Dislocated Workers	71.5%	50.2%
	Youth	75.4%	82.5%
Overall Status of Local Performance (Excluding State Credential Rates)	Not Met - 3	Met - 6	Exceeded - 17

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

Local Area Name	Total Participants Served		
Pacific Mountain ETA Assigned #53015	Adults	439	
	Dislocated Workers	685	
	Older Youth	92	
	Younger Youth	229	
Total Exiters			
	Adults	251	
	Dislocated Workers	234	
	Older Youth	26	
	Younger Youth	77	
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	78.0	83.4
	Employers	69.0	70.2
Entered Employment Rates	Adults	83.0%	83.8%
	Dislocated Workers	86.3%	85.7%
	Older Youth	77.9%	70.0%
Retention Rates	Adults	85.3%	89.9%
	Dislocated Workers	91.4%	90.5%
	Older Youth	82.2%	100.0%
	Younger Youth	73.2%	89.3%
Average Earnings (Adult/Youth)	Adults	\$11,987	\$12,423
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$19,161	\$17,683
	Older Youth	\$5,205	\$11,447
Credential/Diploma Rates	Adults	66.7%	58.1%
	Dislocated Workers	67.8%	59.1%
	Older Youth	39.8%	69.2%
	Younger Youth	64.6%	92.5%
Skill Attainment Rate	Younger Youth	88.0%	95.2%
Youth Placement Rate	Youth (ages 14-21)	N/A	88.9%
Attainment Of Certificate	Youth (ages 14-21)	N/A	71.2%
Literacy/Numeracy Gains	Youth (ages 14-21)	N/A	71.4%
Other State Indicators of Performance			
Customer Satisfaction	Adults	90.0%	90.7%
	Dislocated Workers	91.0%	93.8%
	Youth	95.0%	100.0%
Employment in Q3	Adults	78.6%	85.0%
	Dislocated Workers	85.6%	84.1%
	Youth	77.7%	91.8%
Median Annualized Earnings	Adults	\$19,694	\$20,767
	Dislocated Workers	\$30,929	\$31,452
	Youth	\$9,943	\$14,338
Credential Rate	Adults	62.2%	38.4%
	Dislocated Workers	72.2%	56.4%
	Youth	76.2%	70.2%
Overall Status of Local Performance (Excluding State Credential Rates)	Not Met - 3	Met - 4	Exceeded - 19

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

Local Area Name	Total Participants Served		
Northwest ETA Assigned #53020	Adults	319	
	Dislocated Workers	209	
	Older Youth	46	
	Younger Youth	172	
	Total Exitters		
	Adults	141	
	Dislocated Workers	86	
	Older Youth	23	
	Younger Youth	69	
			Negotiated Performance Level
Customer Satisfaction	Program Participants	78.0	75.5
	Employers	69.0	70.5
Entered Employment Rates	Adults	84.1%	89.3%
	Dislocated Workers	88.4%	91.8%
	Older Youth	78.9%	81.0%
Retention Rates	Adults	86.1%	85.9%
	Dislocated Workers	92.6%	95.2%
	Older Youth	87.4%	100.0%
	Younger Youth	76.2%	82.5%
Average Earnings (Adult/Youth) Six Months Earnings Increase (Older Youth)	Adults	\$11,870	\$13,247
	Dislocated Workers	\$19,020	\$19,751
	Older Youth	\$4,232	\$6,004
Credential/Diploma Rates	Adults	69.2%	90.8%
	Dislocated Workers	62.7%	77.3%
	Older Youth	38.3%	50.0%
	Younger Youth	58.7%	80.7%
Skill Attainment Rate	Younger Youth	88.0%	87.4%
Youth Placement Rate	Youth (ages 14-21)	N/A	83.5%
Attainment Of Certificate	Youth (ages 14-21)	N/A	77.9%
Literacy/Numeracy Gains	Youth (ages 14-21)	N/A	46.7%
Other State Indicators of Performance			
Customer Satisfaction	Adults	90.0%	95.0%
	Dislocated Workers	91.0%	85.0%
	Youth	95.0%	89.3%
Employment in Q3	Adults	77.9%	79.4%
	Dislocated Workers	86.7%	88.2%
	Youth	82.0%	85.7%
Median Annualized Earnings	Adults	\$20,751	\$23,656
	Dislocated Workers	\$31,117	\$39,711
	Youth	\$11,352	\$15,662
Credential Rate	Adults	64.2%	75.2%
	Dislocated Workers	71.7%	80.2%
	Youth	75.8%	83.5%
Overall Status of Local Performance (Excluding State Credential Rates)	Not Met - 0	Met - 5	Exceeded - 21

Table O – 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	985	
	Dislocated Workers	1,270	
	Older Youth	107	
	Younger Youth	697	
	Total Exitters		
	Adults	526	
	Dislocated Workers	1,039	
	Older Youth	76	
	Younger Youth	350	
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	78.0	75.4
	Employers	69.0	64.3
Entered Employment Rates	Adults	79.1%	80.5%
	Dislocated Workers	83.8%	83.5%
	Older Youth	68.8%	75.8%
Retention Rates	Adults	85.5%	85.8%
	Dislocated Workers	90.9%	92.2%
	Older Youth	78.7%	84.9%
	Younger Youth	73.5%	77.6%
Average Earnings (Adult/Youth) Six Months Earnings Increase (Older Youth)	Adults	\$12,390	\$12,908
	Dislocated Workers	\$20,013	\$19,378
	Older Youth	\$3,599	\$4,497
Credential/Diploma Rates	Adults	69.3%	66.4%
	Dislocated Workers	68.3%	74.0%
	Older Youth	39.9%	39.0%
	Younger Youth	59.6%	69.7%
Skill Attainment Rate	Younger Youth	88.0%	84.1%
Youth Placement Rate	Youth (ages 14-21)	N/A	72.7%
Attainment Of Certificate	Youth (ages 14-21)	N/A	62.5%
Literacy/Numeracy Gains	Youth (ages 14-21)	N/A	27.7%
Other State Indicators of Performance			
Customer Satisfaction	Adults	90.0%	93.0%
	Dislocated Workers	91.0%	91.4%
	Youth	95.0%	96.3%
Employment in Q3	Adults	75.8%	75.9%
	Dislocated Workers	81.4%	81.7%
	Youth	77.6%	83.5%
Median Annualized Earnings	Adults	\$19,953	\$22,354
	Dislocated Workers	\$32,682	\$33,278
	Youth	\$9,507	\$9,319
Credential Rate	Adults	57.5%	39.0%
	Dislocated Workers	70.9%	61.3%
	Youth	72.8%	53.9%
Overall Status of Local Performance (Excluding State Credential Rates)	Not Met - 0	Met - 8	Exceeded - 18

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

Local Area Name	Total Participants Served		
Snohomish ETA Assigned #53030	Adults	338	
	Dislocated Workers	581	
	Older Youth	17	
	Younger Youth	201	
	Total Exitters		
	Adults	111	
	Dislocated Workers	234	
	Older Youth	10	
	Younger Youth	155	
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	78.0	73.2
	Employers	69.0	68.4
Entered Employment Rates	Adults	82.5%	85.6%
	Dislocated Workers	86.6%	90.0%
	Older Youth	75.6%	88.9%
Retention Rates	Adults	85.4%	91.5%
	Dislocated Workers	91.6%	95.0%
	Older Youth	82.0%	71.4%
	Younger Youth	63.9%	67.7%
Average Earnings (Adult/Youth)	Adults	\$12,481	\$16,191
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$20,130	\$19,931
	Older Youth	\$3,180	\$3,883
Credential/Diploma Rates	Adults	72.9%	73.5%
	Dislocated Workers	69.2%	75.4%
	Older Youth	39.4%	44.4%
	Younger Youth	54.3%	46.8%
Skill Attainment Rate	Younger Youth	88.0%	77.5%
Youth Placement Rate	Youth (ages 14-21)	N/A	66.0%
Attainment Of Certificate	Youth (ages 14-21)	N/A	50.7%
Literacy/Numeracy Gains	Youth (ages 14-21)	N/A	53.4%
Other State Indicators of Performance			
Customer Satisfaction	Adults	90.0%	93.8%
	Dislocated Workers	91.0%	85.4%
	Youth	95.0%	90.0%
Employment in Q3	Adults	78.0%	84.3%
	Dislocated Workers	83.3%	88.0%
	Youth	75.8%	67.6%
Median Annualized Earnings	Adults	\$20,493	\$30,610
	Dislocated Workers	\$30,322	\$35,541
	Youth	\$8,027	\$11,932
Credential Rate	Adults	61.5%	67.8%
	Dislocated Workers	80.3%	61.6%
	Youth	72.5%	57.3%
Overall Status of Local Performance <i>(Excluding State Credential Rates)</i>	Not Met - 4	Met - 5	Exceeded - 17

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

Local Area Name	Total Participants Served		
Spokane ETA Assigned #53035	Adults	840	
	Dislocated Workers	869	
	Older Youth	295	
	Younger Youth	578	
	Total Exitters		
	Adults	317	
	Dislocated Workers	262	
	Older Youth	84	
	Younger Youth	166	
Negotiated	Actual	Performance Level	Performance Level
Customer Satisfaction	Program Participants	78.0	74.2
	Employers	69.0	71.3
Entered Employment Rates	Adults	83.4%	79.2%
	Dislocated Workers	86.7%	87.6%
	Older Youth	78.6%	68.8%
Retention Rates	Adults	84.8%	82.6%
	Dislocated Workers	92.3%	90.1%
	Older Youth	84.3%	79.8%
	Younger Youth	73.5%	72.9%
Average Earnings (Adult/Youth)	Adults	\$11,879	\$9,786
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$19,761	\$16,672
	Older Youth	\$4,024	\$3,782
Credential/Diploma Rates	Adults	59.5%	47.5%
	Dislocated Workers	48.6%	58.5%
	Older Youth	43.5%	42.7%
	Younger Youth	62.3%	59.5%
Skill Attainment Rate	Younger Youth	88.0%	60.1%
Youth Placement Rate	Youth (ages 14-21)	N/A	68.9%
Attainment Of Certificate	Youth (ages 14-21)	N/A	61.0%
Literacy/Numeracy Gains	Youth (ages 14-21)	N/A	4.7%
Other State Indicators of Performance			
Customer Satisfaction	Adults	90.0%	85.0%
	Dislocated Workers	91.0%	85.1%
	Youth	95.0%	93.9%
Employment in Q3	Adults	77.4%	76.1%
	Dislocated Workers	84.9%	83.8%
	Youth	77.5%	75.8%
Median Annualized Earnings	Adults	\$20,414	\$18,648
	Dislocated Workers	\$32,090	\$29,350
	Youth	\$9,927	\$9,836
Credential Rate	Adults	62.5%	48.1%
	Dislocated Workers	70.2%	71.1%
	Youth	75.8%	66.1%
Overall Status of Local Performance (Excluding State Credential Rates)	Not Met - 5	Met - 18	Exceeded - 3

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

Local Area Name	Total Participants Served			
Pierce ETA Assigned #53040	Adults	352		
	Dislocated Workers	383		
	Older Youth	164		
	Younger Youth	401		
	Total Exitters			
	Adults	224		
	Dislocated Workers	185		
	Older Youth	82		
	Younger Youth	175		
			Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	78.0	79.6	
	Employers	69.0	70.2	
Entered Employment Rates	Adults	80.4%	81.6%	
	Dislocated Workers	88.0%	85.6%	
	Older Youth	77.8%	80.3%	
Retention Rates	Adults	85.5%	87.2%	
	Dislocated Workers	91.9%	95.0%	
	Older Youth	82.6%	85.3%	
	Younger Youth	72.5%	73.1%	
Average Earnings (Adult/Youth)	Adults	\$12,802	\$15,146	
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$20,627	\$18,897	
	Older Youth	\$4,751	\$4,085	
Credential/Diploma Rates	Adults	71.3%	82.6%	
	Dislocated Workers	68.9%	75.0%	
	Older Youth	39.3%	61.4%	
	Younger Youth	63.9%	73.3%	
Skill Attainment Rate	Younger Youth	88.0%	87.0%	
Youth Placement Rate	Youth (ages 14-21)	N/A	79.8%	
Attainment Of Certificate	Youth (ages 14-21)	N/A	76.9%	
Literacy/Numeracy Gains	Youth (ages 14-21)	N/A	22.9%	
Other State Indicators of Performance				
Customer Satisfaction	Adults	90.0%	93.1%	
	Dislocated Workers	91.0%	93.2%	
	Youth	95.0%	98.5%	
Employment in Q3	Adults	75.3%	81.2%	
	Dislocated Workers	86.1%	86.9%	
	Youth	79.6%	76.7%	
Median Annualized Earnings	Adults	\$20,113	\$25,209	
	Dislocated Workers	\$31,284	\$33,621	
	Youth	\$11,088	\$11,473	
Credential Rate	Adults	60.5%	53.5%	
	Dislocated Workers	76.4%	68.6%	
	Youth	72.8%	68.9%	
Overall Status of Local Performance <i>(Excluding State Credential Rates)</i>	Not Met - 1	Met - 4	Exceeded - 21	

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

Local Area Name	Total Participants Served		
North Central ETA Assigned #53045	Adults	494	
	Dislocated Workers	295	
	Older Youth	85	
	Younger Youth	276	
	Total Exitters		
	Adults	257	
	Dislocated Workers	155	
	Older Youth	36	
	Younger Youth	161	
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	78.0	84.9
	Employers	69.0	72.2
Entered Employment Rates	Adults	83.1%	79.4%
	Dislocated Workers	89.5%	89.4%
	Older Youth	74.6%	65.4%
Retention Rates	Adults	85.0%	87.7%
	Dislocated Workers	91.0%	89.5%
	Older Youth	84.4%	94.7%
	Younger Youth	74.1%	64.3%
Average Earnings (Adult/Youth)	Adults	\$11,611	\$11,196
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$18,380	\$14,034
	Older Youth	\$3,517	\$3,290
Credential/Diploma Rates	Adults	40.7%	58.7%
	Dislocated Workers	36.5%	79.2%
	Older Youth	32.7%	54.5%
	Younger Youth	62.1%	61.4%
Skill Attainment Rate	Younger Youth	88.0%	90.1%
Youth Placement Rate	Youth (ages 14-21)	N/A	64.3%
Attainment Of Certificate	Youth (ages 14-21)	N/A	55.9%
Literacy/Numeracy Gains	Youth (ages 14-21)	N/A	59.8%
Other State Indicators of Performance			
Customer Satisfaction	Adults	90.0%	96.4%
	Dislocated Workers	91.0%	98.3%
	Youth	95.0%	97.0%
Employment in Q3	Adults	77.8%	82.6%
	Dislocated Workers	84.9%	83.0%
	Youth	76.0%	67.4%
Median Annualized Earnings	Adults	\$19,489	\$19,082
	Dislocated Workers	\$24,263	\$26,183
	Youth	\$10,140	\$8,874
Credential Rate	Adults	61.6%	59.5%
	Dislocated Workers	69.7%	65.8%
	Youth	75.7%	67.2%
Overall Status of Local Performance	Not Met - 5	Met - 8	Exceeded - 13
<i>(Excluding State Credential Rates)</i>			

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

Local Area Name	Total Participants Served		
South Central ETA Assigned #53075	Adults	285	
	Dislocated Workers	607	
	Older Youth	81	
	Younger Youth	228	
	Total Exitters		
	Adults	104	
	Dislocated Workers	238	
	Older Youth	32	
	Younger Youth	81	
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	78.0	81.3
	Employers	69.0	71.0
Entered Employment Rates	Adults	84.1%	86.0%
	Dislocated Workers	87.8%	85.4%
	Older Youth	82.0%	87.5%
Retention Rates	Adults	84.7%	87.2%
	Dislocated Workers	90.9%	90.0%
	Older Youth	85.2%	90.0%
	Younger Youth	73.6%	74.2%
Average Earnings (Adult/Youth)	Adults	\$10,236	\$10,546
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$15,440	\$15,039
	Older Youth	\$4,507	\$9,938
Credential/Diploma Rates	Adults	63.8%	75.7%
	Dislocated Workers	66.7%	70.6%
	Older Youth	47.7%	75.0%
	Younger Youth	54.6%	77.4%
Skill Attainment Rate	Younger Youth	88.0%	79.4%
Youth Placement Rate	Youth (ages 14-21)	N/A	74.5%
Attainment Of Certificate	Youth (ages 14-21)	N/A	80.9%
Literacy/Numeracy Gains	Youth (ages 14-21)	N/A	31.2%
Other State Indicators of Performance			
Customer Satisfaction	Adults	90.0%	83.3%
	Dislocated Workers	91.0%	88.5%
	Youth	95.0%	94.0%
Employment in Q3	Adults	77.9%	80.2%
	Dislocated Workers	85.6%	86.2%
	Youth	80.8%	80.0%
Median Annualized Earnings	Adults	\$17,618	\$19,351
	Dislocated Workers	\$26,184	\$25,020
	Youth	\$10,758	\$13,689
Credential Rate	Adults	61.1%	72.0%
	Dislocated Workers	69.8%	69.8%
	Youth	74.3%	76.8%
Overall Status of Local Performance (Excluding State Credential Rates)	Not Met - 0	Met - 9	Exceeded - 17

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

Local Area Name	Total Participants Served		
Eastern Washington ETA Assigned #53070	Adults	219	
	Dislocated Workers	236	
	Older Youth	85	
	Younger Youth	307	
	Total Exitters		
	Adults	115	
	Dislocated Workers	157	
	Older Youth	58	
	Younger Youth	121	
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	78.0	84.1
	Employers	69.0	75.2
Entered Employment Rates	Adults	84.3%	83.2%
	Dislocated Workers	87.4%	88.7%
	Older Youth	78.7%	56.1%
Retention Rates	Adults	85.4%	85.3%
	Dislocated Workers	90.7%	87.2%
	Older Youth	84.3%	90.0%
	Younger Youth	76.9%	72.8%
Average Earnings (Adult/Youth)	Adults	\$11,610	\$13,267
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$17,897	\$15,037
	Older Youth	\$4,231	\$4,277
Credential/Diploma Rates	Adults	50.6%	78.7%
	Dislocated Workers	58.1%	67.4%
	Older Youth	41.3%	36.7%
	Younger Youth	65.5%	62.1%
Skill Attainment Rate	Younger Youth	88.0%	82.0%
Youth Placement Rate	Youth (ages 14-21)	N/A	65.4%
Attainment Of Certificate	Youth (ages 14-21)	N/A	63.4%
Literacy/Numeracy Gains	Youth (ages 14-21)	N/A	28.6%
Other State Indicators of Performance			
Customer Satisfaction	Adults	90.0%	94.6%
	Dislocated Workers	91.0%	98.2%
	Youth	95.0%	98.4%
Employment in Q3	Adults	77.6%	89.3%
	Dislocated Workers	84.3%	85.4%
	Youth	77.6%	73.8%
Median Annualized Earnings	Adults	\$20,256	\$20,980
	Dislocated Workers	\$25,471	\$25,624
	Youth	\$10,142	\$7,222
Credential Rate	Adults	64.1%	56.1%
	Dislocated Workers	70.5%	56.5%
	Youth	76.6%	59.4%
Overall Status of Local Performance (Excluding State Credential Rates)	Not Met - 4	Met - 7	Exceeded - 15

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

Local Area Name	Total Participants Served		
Benton-Franklin ETA Assigned #53065	Adults	146	
	Dislocated Workers	223	
	Older Youth	72	
	Younger Youth	175	
	Total Exitters		
	Adults	105	
	Dislocated Workers	176	
	Older Youth	36	
	Younger Youth	52	
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	78.0	78.9
	Employers	69.0	72.7
Entered Employment Rates	Adults	86.1%	90.5%
	Dislocated Workers	88.2%	96.1%
	Older Youth	77.5%	81.1%
Retention Rates	Adults	85.2%	87.0%
	Dislocated Workers	91.7%	90.0%
	Older Youth	87.1%	92.9%
	Younger Youth	74.5%	73.1%
Average Earnings (Adult/Youth)	Adults	\$11,397	\$12,000
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$16,373	\$17,071
	Older Youth	\$3,776	\$4,153
Credential/Diploma Rates	Adults	69.1%	87.5%
	Dislocated Workers	69.6%	66.2%
	Older Youth	44.5%	50.0%
	Younger Youth	64.4%	76.1%
Skill Attainment Rate	Younger Youth	88.0%	85.2%
Youth Placement Rate	Youth (ages 14-21)	N/A	81.7%
Attainment Of Certificate	Youth (ages 14-21)	N/A	69.3%
Literacy/Numeracy Gains	Youth (ages 14-21)	N/A	36.8%
Other State Indicators of Performance			
Customer Satisfaction	Adults	90.0%	90.9%
	Dislocated Workers	91.0%	90.7%
	Youth	95.0%	87.0%
Employment in Q3	Adults	79.9%	83.7%
	Dislocated Workers	85.7%	86.2%
	Youth	78.0%	80.9%
Median Annualized Earnings	Adults	\$19,528	\$19,988
	Dislocated Workers	\$28,946	\$29,523
	Youth	\$10,003	\$11,700
Credential Rate	Adults	61.2%	55.1%
	Dislocated Workers	68.3%	30.6%
	Youth	75.9%	73.0%
Overall Status of Local Performance (Excluding State Credential Rates)	Not Met - 0	Met - 6	Exceeded - 20

Table O – Local Performance

Local Area Name	Total Participants Served		
Statewide Programs ETA Assigned #53888	Adults	1	
	Dislocated Workers	273	
	Older Youth	N/A	
	Younger Youth	N/A	
Total Exitters			
	Adults	N/A	
	Dislocated Workers	204	
	Older Youth	N/A	
	Younger Youth	N/A	
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	78.0	80.8
	Employers	N/A	N/A
Entered Employment Rates	Adults	N/A	N/A
	Dislocated Workers	85.2%	86.1%
	Older Youth	N/A	N/A
Retention Rates	Adults	N/A	N/A
	Dislocated Workers	90.4%	92.1%
	Older Youth	N/A	N/A
	Younger Youth	N/A	N/A
Average Earnings (Adult/Youth)	Adults	N/A	N/A
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$23,729	\$25,337
	Older Youth	N/A	N/A
Credential/Diploma Rates	Adults	N/A	N/A
	Dislocated Workers	68.3%	72.4%
	Older Youth	N/A	N/A
	Younger Youth	N/A	N/A
Skill Attainment Rate	Younger Youth	N/A	N/A
Youth Placement Rate	Youth (ages 14-21)	N/A	N/A
Attainment Of Certificate	Youth (ages 14-21)	N/A	N/A
Literacy/Numeracy Gains	Youth (ages 14-21)	N/A	N/A
Other State Indicators of Performance			
Customer Satisfaction	Adults	N/A	N/A
	Dislocated Workers	91.0%	94.9%
	Youth	N/A	N/A
Employment in Q3	Adults	N/A	N/A
	Dislocated Workers	83.1%	84.1%
	Youth	N/A	N/A
Median Annualized Earnings	Adults	N/A	N/A
	Dislocated Workers	\$39,028	\$44,078
	Youth	N/A	N/A
Credential Rate	Adults	N/A	N/A
	Dislocated Workers	78.6%	37.6%
	Youth	N/A	N/A
Overall Status of Local Performance (Excluding State Credential Rates)	Not Met - 0	Met - 1	Exceeded - 7