

# WASHINGTON STATE

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

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**Program Year 2011**

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

*September 2012*





CHRISTINE O.  
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Our state has a fine tradition of innovation and working as a team to build a better future for our children and our grandchildren. Although our economy suffered greatly in the recent recession, it is rebuilding – and history suggests that we will be strong again.

Washington has long been able to attract and grow capital and provide greater returns on business investment than many other states. We've done this by focusing our investments in biotechnology, health care, clean technology, software development, renewable energy, aerospace and other sectors that have a strong future. My jobs plan calls for action in three areas: stimulating hiring, speeding up investment in Washington and setting a foundation for growth.

Our fastest-growing industries require highly skilled workers with a strong basic education coupled with technical, trade and advanced degrees. Through our "Washington Learns" initiative, we're creating a world-class, learner-focused education system to develop workers that meet our businesses' needs. We've also invested in research to boost innovation in our critical fields of employment.

The accompanying report highlights Washington's innovative use of Workforce Investment Act Title 1-B funding at the state and regional levels. It also provides details on the number of workers served and trained, their employment and earning outcomes, and an evaluation of the cost-benefit and net effects on the system.

Going forward, our workforce development system will continue to serve a pivotal role in making shrewd training investments, expanding our workforce and rebuilding Washington's economy.

Sincerely,

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

Christine O. Gregoire  
Governor



# Contents

## Section One > Workforce Investment Act in Washington State

Introduction	5
What is the Workforce Investment Act?	5
Overview of Washington's Workforce Development System	5
State and Local Roles	6
Recession Impact	9

## Section Two > What is working well

Program Year 2011 State and Workforce Development Council Highlights	11
Workforce Development Areas	11
State Highlights	12
Retooling Washington's Workforce	13
Washington's Regional Strategic Industry Clusters	
Governor's Best Practice Awards for Workforce and Economic Development	13
Career Bridge.wa.gov and the Eligible Training Provider List	14
WorkSource Policy Improvements	14
Governor's 10% Discretionary Investments	15
National Emergency Grants	17
WIA 5% Administration	17
Federal WIA Waivers	18
Wagner-Peyser/Labor Exchange Activities	20
WDC Highlights	22-33

## Section Three > WIA Title I-B results

Analysis	35
Cost Effectiveness	36
Evaluation activities, including net impact and cost-benefit	37
Results for WIA Adults	38
Results for WIA Dislocated Workers	39
Results for WIA Youth	40
Net Impact Analysis	41
Tables	42-60



# Workforce Investment Act (WIA) in Washington State

## Introduction

Last year, 336,508 Washington residents received help getting a job at one of the 65 WorkSource Centers and affiliate sites located throughout the state. They came with a range of backgrounds and experiences: low-income youth and adults struggling to support themselves, workers displaced by a changing economy and veterans returning home from war. Many of them lost their jobs because of the longest economic decline since the Great Depression. Most needed help with connecting to unemployment insurance benefits and assistance determining next career steps. Others needed more intensive services to help them overcome barriers to meaningful employment. One of the primary funding sources for these more intensive services is the federal Workforce Investment Act (WIA) Title I-B program, which has funded activities in Washington since July 1, 2000. This report provides an in-depth look at the impact those funds had in Washington in Program Year 2011 (July 1, 2011 to June 30, 2012).

## What is the Workforce Investment Act?

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

In Program Year 2011, the U.S. Department of Labor allocated \$49,723,36 in WIA Title I-B funds to Washington for employment and training services designed to benefit employers, dislocated workers, disadvantaged adults, and low income youth.

## Overview of Washington’s Workforce Development System

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

At a WorkSource center, an individual can open a claim for unemployment insurance, find job openings, receive other job search assistance, and attend workshops that improve employability. Qualified individuals find assistance with specific training in high demand occupations and employers get help with their workforce needs including job listing, recruitment, screening and training for employees. Other services linked through these centers include veteran services, WorkFirst, Trade Act programs, access to training programs, vocational rehabilitation services, and farm worker assistance, among others.

## State and Local Roles

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

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

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

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

**Participation:** 3,972 young people were served by the WIA Youth Program between July 1, 2011 and June 30, 2012.

**Who is served:** Youth must be 14 through 21 years old, low income, and meet other criteria described in the Workforce Investment Act such as a need for additional assistance to complete an educational program or to secure and hold employment. To be low income, one must be a welfare or food stamp recipient, homeless, a foster child, or have a family income below 70 percent of the lower living standard income level—\$10,708 per individual, or \$29,759 for a family of four.

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

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

**Participation:** 4,983 participants were served by the WIA Adult Program between July 1, 2011 and June 30, 2012.

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

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

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

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

**Participation:** 6,780 participants were served by the WIA Dislocated Worker Program between July 1, 2011 and June 30, 2012.

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

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

### *Rapid Response*

The state Dislocated Worker Unit (DWU), in coordination with each of the state's 12 local WDCs and the Washington State Labor Council (WSLC), continues to deliver an effective and responsive rapid response system. In keeping with past successful practices, once a layoff notice is received by the state DWU, the state contacts the impacted local area(s) to ensure rapid response services are provided.

During Program Year 2011 the state DWU, WSLC, and the local rapid response teams responded to 36 Worker Adjustment and Retraining Notification (WARN) Act notices impacting 6,511 workers. The state DWU, along with the WSLC and the local rapid response teams, also initiated rapid response services for nearly 7,690 workers as a result of the filing of 47 Trade Adjustment Assistance (TAA) petitions.

Rapid response teams worked with various employers (large and small) and their employee representatives to provide informational layoff sessions. 160 of these layoff sessions were conducted across the state for approximately 6,800 workers. Additionally, in coordination with the Washington State Department of Enterprise

Services (DES), 43 layoff sessions held across the state served 941 (of approximately 1,400 state employees) who were facing layoffs. Nineteen of those sessions were held for the 1,000 impacted State Liquor Control Board employees who were laid off in May 2012.

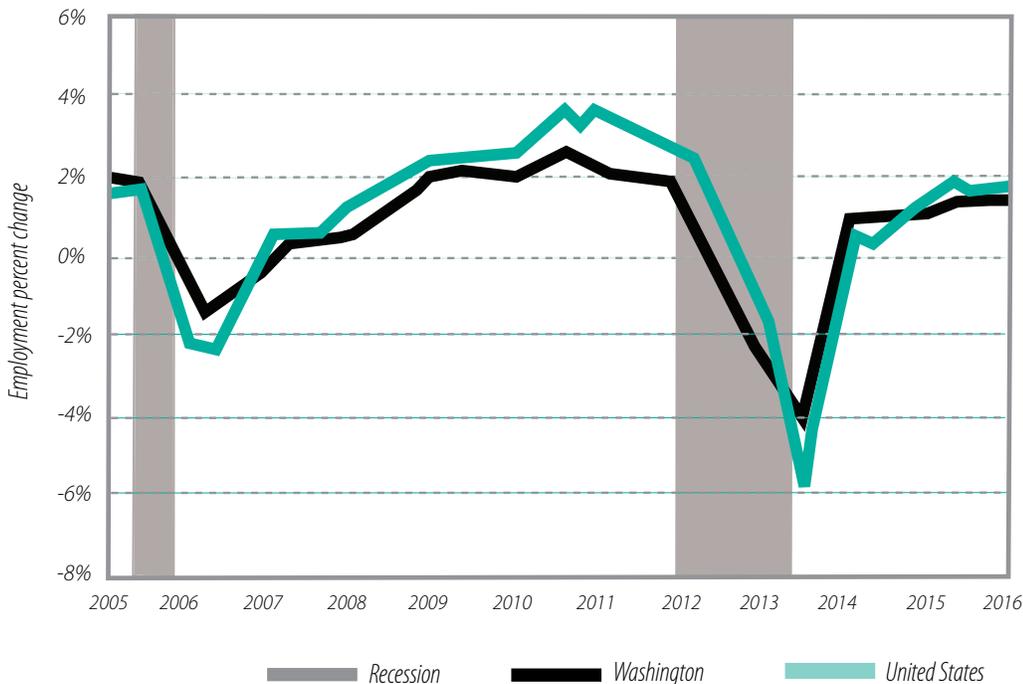
One of the largest layoffs this year occurred at the Kimberly-Clark mill in Everett. Kimberly-Clark Corporation announced on December 8, 2011 that it would close its Everett plant and lay off 760 employees. The majority of the layoffs occurred at the end of December; the remaining workers were laid off in mid-March. The Snohomish County, Northwest, and Seattle-King County WDCs, state and local labor representatives, company management, local partners, and ESD collaborated to assist the impacted workers. Multiple rapid response pre-layoff orientations and other worker support sessions were held for the workers. Additionally, ESD partnered with the three local WDCs on a NEG application to the U.S. Department of Labor. On April 12, the U.S. Department of Labor announced the award of \$1.79 million to serve these workers.

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

## Recession Impact

After plunging by 6.9 percent in the wake of the “Great Recession,” progress in recouping lost jobs has been slow in Washington. As of May 2012, more than two years after the official end of the recession, Washington has added a net 102,000 jobs, slightly less than half of the 206,000 lost during the downturn.

**Figure 1** ▷ **Percentage change in employment, total nonfarm, seasonally adjusted**  
United States and Washington, 2001-2012, year-over-year  
*Source:* Employment Security Department/LMEA; U.S. Bureau of Labor Statistics;  
Haver Analytics



Slow employment growth during the recovery period has meant lingering high unemployment. Though unemployment has declined since peaking at 10.2 percent in early 2010, it has shown little downward momentum in recent months.

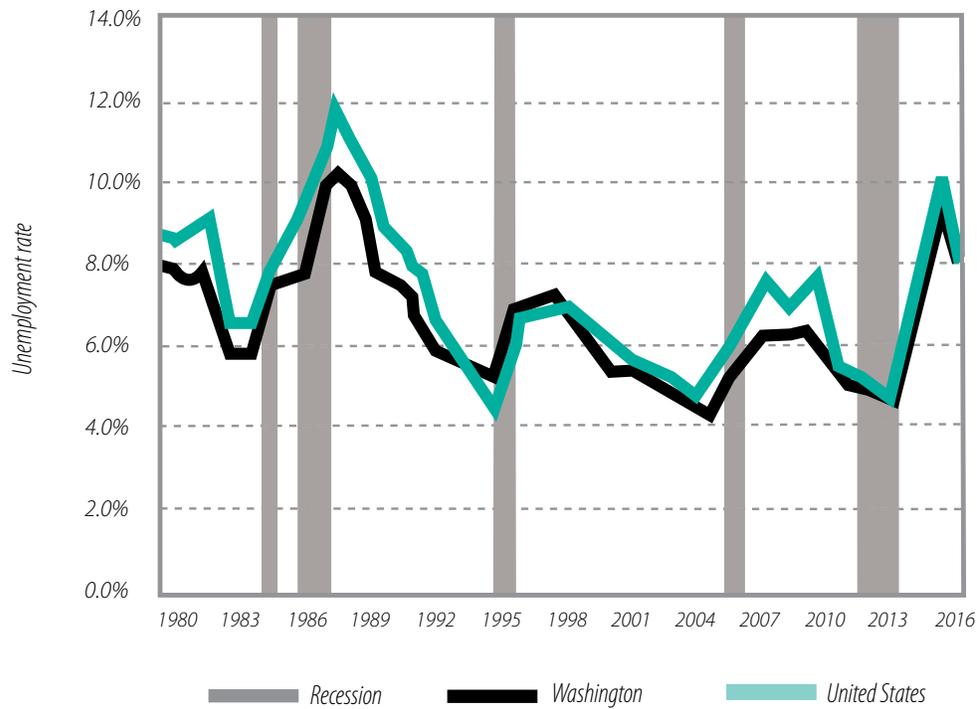
A broader, but less commonly used, measure of unemployment includes discouraged workers and others who have recently dropped out of the labor market, along with part-time workers who want, but cannot find, full-time work. This measure, known as “U-6,” was 8.8 percent before the recession, peaked at just under 19 percent, and as of May 2012 was over 17 percent. U-6 for Washington state is annualized and based on the 12-month rolling Current Population Survey.

**Figure 2** ► **Historical unemployment rates, seasonally adjusted**

United States and Washington state, 1976-2012

Source: Employment Security Department/LMEA;

U.S. Bureau of Labor Statistics Haver Analytics



# What is working well

## Program Year 2011 State and Workforce Development Council Highlights

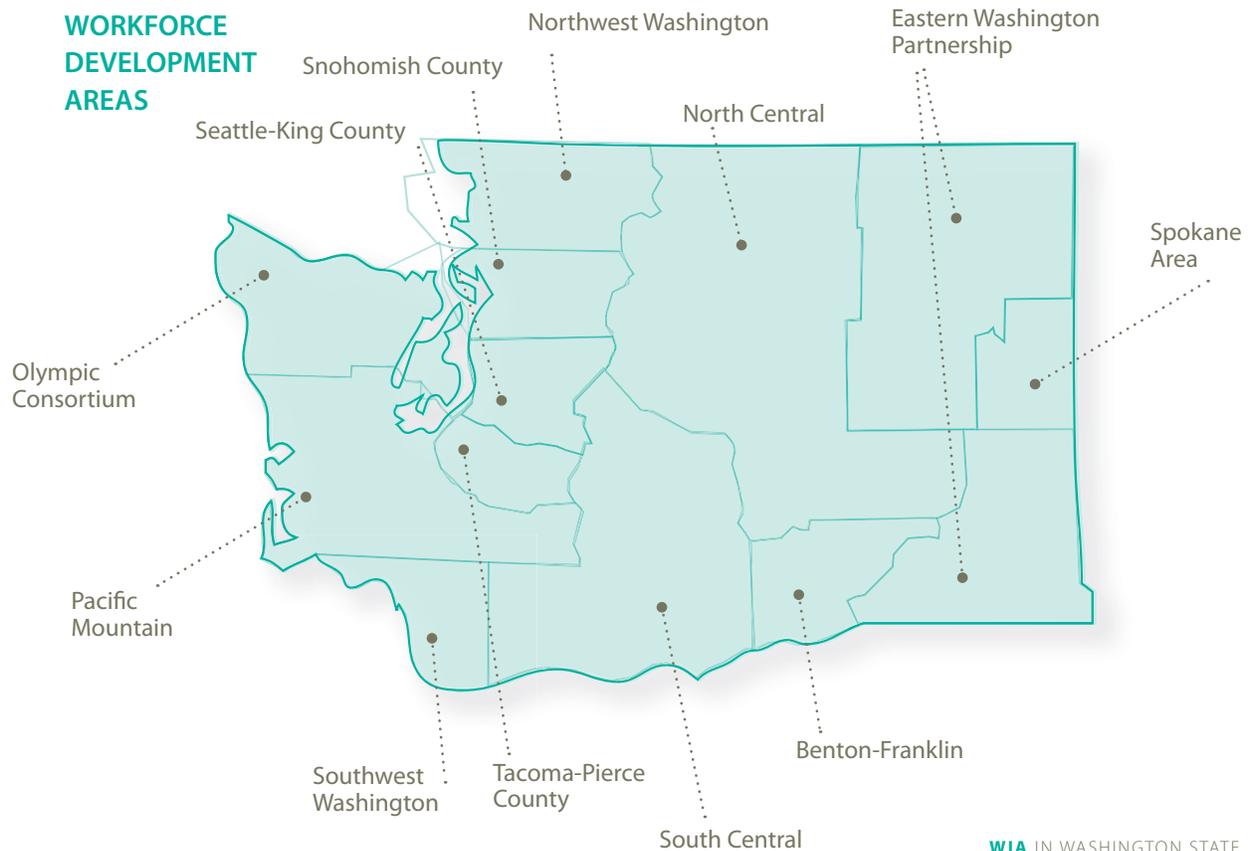
### Introduction

Washington's workforce development system goals:

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

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

This section includes highlights of state-level leadership activities and services in Program Year 2011 (July 1, 2011 through June 30, 2012). This section also includes activity summaries by the 12 WDCs.



## State Highlights

### Retooling Washington's Workforce

At the August 2010 Workforce Board retreat, the Board and its partners established the framework for an initiative to identify opportunities and ideas that could be quickly implemented to help unemployed workers and employers in the midst of the Great Recession. The initiative started with two questions:

- ❶ How do we work together to help the unemployed who need to have their skills retooled for jobs now and in the future?
- ❷ How do we work together to respond to needs of employers when they come to us to help them have the workforce they need now and in the future?

To help answer these questions, the Workforce Board and its partners convened regional forums in Des Moines and Spokane, solicited ideas via an online questionnaire, and conducted a virtual forum with business leaders. On October 5, 2010, the Board held a final statewide forum in Everett. At that forum, participants fleshed out the ideas and identified the opportunities that seem to hold the most promise for quickly helping unemployed workers, and employers. Based on this input, the Workforce Board and its partners formed three work groups to create plans to address the following issues:

- ▶ **Coordinated outreach to Unemployment Insurance exhaustees:** This work group developed data, strategies, and tools to respond to the dramatic increase in the number of unemployed Washington residents who had exhausted, or were about to exhaust their unemployment benefits.
- ▶ **On-the-Job Training and Direct Connection to Work:** This work group focused on ways to expand the use of On-the-Job Training and other direct connections to work to increase permanent job hires by combining paid work and training.
- ▶ **Coordinated employer outreach combined with improved job referrals and skill matching:** These two issues were combined because they involved two sides of the same operation. This work group concentrated on methods to improve the quality of job matching and referrals and ways to coordinate system outreach to employers.

The three work groups developed work plans to quickly implement improvements in each of these areas. Workgroup participants included staff from the Workforce Board, ESD, State Board for Community and Technical Colleges (SBCTC), Division of Vocational Rehabilitation, Economic Services Division, Department of Commerce, Labor and Industries, WDCs, Economic Development Councils, local government, and others.

To share ideas and success stories of the initiative, a Retooling Washington's Workforce Forum was held on October 6, 2011. The forum was sponsored in part by the U.S. Department of Labor. A total of 144 workforce development leaders and stakeholders attended the forum. A progress report on the initiative was published in December 2011 ([www.wtb.wa.gov/Documents/RetoolingReport2011.pdf](http://www.wtb.wa.gov/Documents/RetoolingReport2011.pdf)). In 2012, state and local retooling work groups continued to deliver products, coordinate targeted services, provide data, and offer consultation. Retooling Washington's Workforce work group plans, reports, and performance dashboards may be accessed on-line at <http://www.wtb.wa.gov/retoolingwashington.asp>.

## Washington's Regional Strategic Industry Clusters

On November 17, 2011, the Workforce Board, in coordination with the 12 local WDCs, adopted a list of the Strategic Industry Clusters in each of the 12 Workforce Development Areas (WDAs). Pages 3-5 of the document at <http://www.wtb.wa.gov/Documents/Tab8-IndustryClusters.pdf> describe the background, methodology, phases, and guiding principles used in determining the regional strategic industry clusters. Pages 6-8 chart the reconciled lists of strategic clusters for workforce development for Washington's 12 WDAs.

Strategic industry clusters were identified for the purpose of guiding and informing policy and investment decisions for workforce education and training, such as the awarding of discretionary funds for cluster-based workforce development initiatives. Rankings of strategic clusters are used to steer investments toward those clusters that are most strategic for workforce development. The Workforce Board will guide investments toward clusters that are at the higher rather than the lower end of the strategic rankings.

## Governor's Best Practice Awards for Workforce and Economic Development

On November 15, 2011, Gov. Chris Gregoire announced the winners of the 2011 Governor's Best Practice Awards, which recognize programs and projects that create additional jobs and economic activity throughout the state while at the same time helping Washington workers get the training they need to land a job and earn a living-wage.

This year's recipients highlighted four initiatives that demonstrate the benefit of public-private partnerships in connecting jobseekers to good paying work, and employers to a skilled workforce.

"By introducing our unemployed to our companies seeking additional talent, we're helping our economic recovery two-fold," Gregoire said. "We're putting our unemployed back to work, while ensuring our companies have the workforce needed to succeed and expand."

Two of the winning programs help assess a worker's job readiness and, through targeted training, prepare them for aerospace and other manufacturing jobs. Two other programs are providing work experience and targeted training to low-income workers that lead to high-wage, high-demand careers.

The 2011 winners were:

- ▶ A public-private pre-screening, pre-training partnership in Bellingham that helps grow aerospace exports at aerospace supplier Heath Tecna. The partnership has resulted in 400 workers hired mostly from the ranks of the unemployed;
- ▶ A training program at Big Bend Community College in Moses Lake that has had a high success rate moving low-wage farm workers into commercial truck driving – an essential occupation for the success of the region's agribusinesses;
- ▶ Seeking Opportunities Developing Occupation (SODO) in Seattle that provides manufacturing internships to help low-skilled, disadvantaged youth get valuable job experience and the chance to move ahead in the high-wage manufacturing sector; and
- ▶ A partnership in Spokane with local employers to assess the work readiness of the region's unemployed, helping them get manufacturing jobs they wouldn't otherwise have acquired.

To learn more about this year's winners, visit: [www.wtb.wa.gov/GovernorsBestPracticesAwards2011.asp](http://www.wtb.wa.gov/GovernorsBestPracticesAwards2011.asp).

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

The Workforce Board manages the state's Eligible Training Provider (ETP) List and annually reviews the minimum performance standards used to evaluate each training program and determine eligibility from one year to the next. Current minimum standards set by the Workforce Board on January 27, 2012 are:

- ▶ Completion rate—20 percent.
- ▶ Employment—50 percent.
- ▶ Earnings—\$3,678 per calendar quarter, or \$10.06 per hour.

ETP-eligible programs are listed on the Workforce Board's CareerBridge.wa.gov website, which launched in 2009. This website provides detailed information on more than 5,000 Washington education and training programs, including apprenticeships. This includes both ETP-eligible and non-ETP eligible programs. Career Bridge was upgraded in May of 2012 to allow for easier access to state labor market data and to career exploration tools. The improved site also now allows users to sign in and register and save their searches to a personal dashboard.

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

Career Bridge also provides occupation-specific wage and demand information directly from the state's labor market information website so users can view whether an occupation is growing and how much it pays before seeking training that meets their needs.

Career Bridge averages over 13,500 monthly visits. Over the course of the program year, the website had over 90,000 unique visitors and almost 1.4 million page views.

### WorkSource Policy Improvements

Over the past year, ESD has used its risk-based monitoring model to identify barriers to implementation, opportunities for WorkSource policy improvements, and opportunities for technical assistance.

To supplement the risk-based monitoring approach and to strive for continuous improvement, policy analysis began in January 2011. Data sources reviewed included PY 09 and PY10 state monitoring reports, monitoring work papers, internal subject matter (SME) input, local operations plans, and direct input from WDAs. Additional research occurred for several policies, and this included baseline reviews for compliance with federal laws, federal regulations, and the state plan. In addition, a comparative analysis of the nine "high priority" system policies was conducted.

The review identified gaps, inconsistencies and overlaps among existing policies that warranted further evaluation. As a result of the information obtained, ESD focused efforts on a plan to streamline and consolidate these policies in to a simplified suite of WorkSource policy documents organized into four basic categories: governance, operations, program-specific and administrative. ESD developed a prioritized plan to update WorkSource policies based on the research that was conducted and a policy advisory committee (PAC) was

formed to begin policy modifications and updates that will occur over the next few years. The PAC is comprised of WDC Directors, Area Directors, and ESD staff and began convening in May of 2012.

Over the past year, ESD has identified several areas within the WorkSource policy infrastructure that need to be improved, in addition to the actual policy updates that are currently underway. This continuous improvement effort included the establishment of WorkSource Information Notices (WINs) to communicate updates, technical assistance, best practices, requests, and clarification to existing policy. As a result of WIN implementation, ESD has standardized formal correspondence and reduced the number of policies that are distributed. In the last year, ESD has successfully standardized publication development processes, established communication templates and established WINs, which eliminate the need to continue developing “low-impact” policies.

## Governor’s 10% Discretionary Investments

### *Aerospace Training*

In 2011, Governor Gregoire directed nearly \$4 million in WIA discretionary funds to help eligible individuals develop skills needed by aerospace employers to help the sector thrive and expand. “I want to make sure that Washington jobs are filled by Washington workers,” said Gregoire. “This investment is a double win for Washington State. It helps those individuals negatively impacted by the national recession receive training to move toward a stable and good-paying career. And it ensures our aerospace workers have the cutting-edge skills needed to design, build and maintain the aircraft of tomorrow – helping our 650 aerospace companies grow and create new jobs.”

In the Puget Sound region, the need is for aircraft assemblers, precision machinists, composites technicians, engineers and inspectors. In Eastern Washington, where hundreds of suppliers build components for and service aircraft, the need is for airframe and power plant mechanics, machine maintenance and precision machining programs. Working together, Washington will continue to supply the skilled labor necessary to lead the nation and the world in the critical commercial aerospace sector.

In response, ESD collaborated with the SBCTC and local WDCs to execute a state interagency agreement and local contracts to carry out the Governor’s directive. Of the nearly \$4 million in WIA discretionary funds for aerospace training:

- ▶ \$1.6 million increased training opportunities, ensuring that those seeking an aerospace career received industry-specified training, including pre-screening and post-training placement services.
- ▶ \$1 million bought equipment, classroom space, and program development materials to train as many as 180 students in key areas like machine maintenance, precision machining, quality assurance and inspection, and fiber optics.
- ▶ \$300,000 purchased equipment for the Everett-based Washington Aerospace Training and Research (WATR) Center and Spokane-based Inland Northwest Aerospace Technology Center (INATC) to support aerospace manufacturing and general assembly training.
- ▶ \$100,000 funded the Washington Aerospace Scholars program to encourage middle and high school student interest and pursuit of careers in aerospace.
- ▶ \$900,000 increased Individual Training Accounts (ITAs) available to local WDCs to support participants in high-demand aerospace occupations at community and technical colleges in their regions.

### *On-the-Job Training (OJT)*

**Long-Term Unemployed:** Governor Gregoire directed ESD to deploy \$1.5 million in WIA discretionary funds to support on-the-job (OJT) training opportunities for a minimum of 230 of Washington's long-term unemployed to help get them back on the path to permanent employment in the wake of the Great Recession. The focus on the state's long-term unemployed was aligned with the ARRA-funded OJT National Emergency Grant (NEG) received by Washington, a grant that also focused on the long-term unemployed. By time the WIA program ended on June 30, 2012, it had exceeded the OJT goal by 13 percent (262 participants) and posted a placement rate of 84 percent.

**Veterans and Older Youth:** Governor Gregoire instructed ESD to direct \$325,000 in WIA discretionary funds to support on-the-job (OJT) training opportunities for a minimum of 60 veterans and older youth. Citing high unemployment for youth and returning veterans, the Governor made services to these populations one of the priority uses of discretionary WIA dollars. She directed ESD to use these funds to achieve the following outcomes: (1) create a minimum of 60 jobs for our unemployed veterans and youth; (2) establish a goal of a minimum of 80 percent of the individuals served will obtain employment following the completion of the training; and (3) ensure that the funds are used efficiently and effectively pursuant to all applicable WIA rules and regulations. To distribute the funds as efficiently as possible, eleven of the state's 12 WDCs (one opted out) were initially awarded \$15,000 for a total of \$165,000. The remaining \$160,000 will be released on a first come, first served basis subject to verification of full obligation of the first round of funding and documentation of participant activity.

### *Job Creation and Retention*

Governor Gregoire directed \$1.8 million in WIA discretionary funds to ESD and the Department of Commerce to work in close collaboration and consultation with the state's WDCs. Funding supports job creation and retention initiatives involving Washington employers in key sectors whose incumbent workforces required training to retain their jobs. It also supports businesses in key sectors seeking to locate in Washington if their trained workforce needs could be met. Examples of companies, to date, whose workforces have and will benefit from these investments include SGL Auto Carbon Fiber, Interconnection, Pyrotek, Academy of Interactive Entertainment, Heath Techna, DeLavel, Green Mountain Coffee, GE Aviation, Caterpillar, Frito Lay, SunOpta, HCL Global America, Railex, Renaissance Marine, and GE Aviation.

These funds also assist programs that serve targeted populations by placing them in work experience opportunities such as the Center for Advanced Manufacturing Puget Sound (CAMPS) and Year UP Puget Sound. CAMPS is a non-profit membership organization that works with small and mid-sized manufacturing firms to provide job training and placement for veterans. Its Military to Manufacturing (M2M) Career Pathways Program is an industry-driven effort to recruit, pre-qualify, train, and provide long-term career opportunities to veterans. The benefits to Washington are properly staffed manufacturers that support aerospace, marine, transportation, energy, and other sectors supply chain partners, many of which export their products. CAMPS is also developing a Skills Translation Process to identify core competencies and skills developed in military jobs and cross reference them to manufacturing jobs. Year UP Puget Sound is a pilot program in King County that serves low-income, mainly urban, youth ages 18-24 that are neither working nor in school and provide them with a combination of skill development and corporate internship opportunities in order to close the opportunity divide between those who have access to support, education, and resources and those who do not. Year Up students earn college credits in a six month training curriculum in Information Technology, and then apply these skills during a six month internship with leading local area employers.

### National Emergency Grants

On-the-Job Training NEG: Washington received nearly \$1.9 million in American Recovery and Reinvestment Act funds to help long-term unemployed individuals in seven WDAs reattach to the workforce through on-the-job training opportunities with employers. From the beginning of the grant through the end of PY 2011 (June 30, 2012), Washington enrolled 309 participants in the program against a goal of 255 (121 percent of goal). The program had a 90 percent job placement rate and an 85 percent wage replacement rate. Because of its strong performance and expenditure rate, Washington received a 90-day extension to the grant, which should enable the state to reach the 100 percent expenditure mark and 125 percent of its enrollment target. Washington was also awarded an additional \$1.9 million in two-year, supplemental OJT NEG funds for the July 1, 2012 to June 30, 2014 period.

Base Realignment and Closure (BRAC) NEG: Pacific Mountain Workforce, in collaboration with Workforce Central, received a \$4.8 million NEG from the Department of Labor. It will assist military spouses and civilian defense workers impacted by the 2005 Base Realignment and Closure (BRAC) decision that locally impacted McChord Air Force Base and Fort Lewis by merging the two. This grant helped create the organizational infrastructure and training capacity in both Pierce and Thurston counties to form a Joint Base Reemployment Center. To date, 856 individuals have received direct services provided by funds from this grant, with the emphasis on spouses of military personnel. Of those, 70 individuals have exited the program. Of those 70 individuals, 53 have entered unsubsidized employment.

### WIA 5% Administration

In PY 2011, when carry-forward WIA 10% discretionary funds remained available for innovative investments and there was less burden on WIA 5% administration funds, ESD invested over \$1 million of its WIA 5% funds to help support implementation of the WorkSource System policies. These policies were created to provide a framework within which WorkSource Centers and affiliate sites could better support jobseeker customers and employer customers by providing a more effective, consistent and efficient approach to delivering employer and job-seeker services and serving customers jointly through the integration of services delivered by WDCs, ESD Labor Exchange, and other one-stop partners.

Through these policies, the state required WDCs to develop procedural elements to drive local implementation of the state strategies by June 30, 2012. The State recognized that many of these policy updates imposed costs and, at the same time, were delayed or impaired by local resource constraints. In an effort to advance the performance of the One-Stop System, Washington invested over \$1 million of its WIA 5% administrative funds in policy development and implementation assistance, assessment of business practices for consistency with policy, and implementation assistance for innovative strategies to surpass minimum policy compliance levels.

A wide range of proposals were considered and accepted to meet the specific needs of WDAs in implementing these state strategies. As part of ongoing technical assistance, the state provided two major seminars and several webinars to familiarize and help WDCs with development and implementation. The state also provides ongoing feedback and direction through monitoring.

In order to evaluate and ensure continuous improvement, policy analysis began in January 2011 through monitoring reports, internal subject matter (SME) input, local operations plans, and direct input from WDAs. In addition, a comparative analysis of the nine priority system policies was conducted to determine if they were

clear and supported the initiative framework and to identify implementation risks. The review identified gaps, inconsistencies and overlaps among the newly released policies and existing policies that warranted further evaluation. As a result of the information obtained, Washington is focusing efforts on refining, streamlining and consolidating these policies into a simplified suite of policy documents organized into three categories: Governance, Operations and Administrative.

Using the research and approach described above, a matrix was created to prioritize policy modifications and development over the next few years. The considerations and criteria used for prioritization include the level of risk posed to the system by the current policy status, opportunity to create efficiencies or new/enhanced funding streams, type of policy requiring action (i.e., foundational policies such as the MOU versus program-specific policies), external drivers and factors, and frequency and severity of monitoring findings relative to the policy.

### Federal WIA Waivers

Washington was granted approval for three WIA waivers for PY 2011:

- 1 The 17 WIA mandated program performance measures are modified and reported using the federal common measures. This allows the state to report outcomes against one set of federal measures instead of two.
- 2 The competitive procurement requirement has been amended to allow use of seven of the ten youth program elements. This streamlines the program procurement procedures for service providers.
- 3 The prohibition against youth access to individual training accounts has been modified to allow older and out-of-school youth participants access to an account. As a result an additional avenue for accessing training services is offered to those who qualify.

The seventeen (17) WIA mandated program performance measures are modified and reported using the federal common measures:

- ▶ **A statutory and/or regulatory requirement for which waiver is requested** – Waiver of WIA Section 136(b) permits implementation of, and reporting only for, the common measures in lieu of the current WIA statutory measures. This allows the state to report outcomes against only one set of federal performance measures instead of two.
- ▶ **Actions the state has undertaken to remove state or local statutory or regulatory barriers** – The state has previously requested and has received approval to report only the common measures. This has simplified reporting and provides easier analysis between and among the programs.
- ▶ **Description of the goals of the waiver** – The goal of this waiver is to simplify and streamline reporting with a singular reporting system for Workforce Investment Act, Wagner-Peyser Act and Trade Adjustment Assistance programs and provide a common basis for performance analysis across all of these programs.
- ▶ **Description of individuals impacted by the waiver** – This waiver will have no adverse impact on individuals or systems.

The competitive procurement requirement is to be amended to allow use of seven of the ten youth program elements. This streamlines the procurement procedures for youth service providers.

- ▶ **A statutory and/or regulatory requirement for which waiver is requested** – WIA Section 123. Approval of this request allowed local WDCs to designate their One-Stop operators or youth service providers to perform three of the ten essential youth elements rather than procuring and contracting these functions out to other entities. The three elements in question are (1) supportive services for youth, (2) follow-up services for youth, and (3) work experiences for youth. Approval of this request allows local WDCs to include these elements in the design framework of the local youth program. The requirements in WIA Section 123 that eligible providers of youth services be selected by awarding a grant or contract on a competitive basis does not apply to these components of the design framework of the local youth program (20 CFR 664.400 (a)(4)).
- ▶ **Actions the state has undertaken to remove state or local statutory or regulatory barriers** – There are no additional state or local barriers to remove. Washington has implemented WIA under federal law and has not included any additional requirements or limitations on the design of WIA Youth activities. Local WDCs have adopted state policies without any additional requirements or limitations.
- ▶ **Description of the goals of the waiver** – In High Skills-High Wages, which is Washington’s strategic plan for workforce development, Youth Objective 4 is to reduce unemployment rates among older youth, and improve their career prospects. Youth find that getting a job is harder without an employment history and it is the paid and unpaid work experience component of the youth program that is designed specifically to overcome this obstacle. Allowing the work experience component to be fully integrated into the work of the WDCs helps bring a solution to the youth who are most in need. The goals for the youth program under the waiver will be greater effectiveness, efficiency and continuity of services. Keeping supportive services, follow-up and paid/unpaid work experience together with other functions of the design framework, such as intake, assessment, and the development of employment plans; One-Stop case management is facilitated. Youth are better served, because resources that would otherwise go to extra coordination and administration can now be directly used for their benefit. This has contributed to better youth retention.
- ▶ **Description of individuals impacted by the waiver** – Individuals impacted by this waiver are older and younger youth customers. They benefit by receiving a streamlined array of services allowing greater coordination and implementation of individualized service strategies. With greater continuity and consistency, youth receive complementary services enabling them to better address barriers and work toward fulfilling their education and training plans. The waiver allows greater flexibility in the design of local youth programs. Local areas under the waiver will have a choice as to whether to contract out these youth elements or to do them in-house.
- ▶ **The processes used to monitor implementation** – This waiver was previously approved and implemented within the state. Several local WDAs have elected to implement the waiver and others indicated full support for the flexibility afforded. On-site monitoring of all WIA activities will continue and anyone utilizing the waiver will submit a formal notification to the state. As part of the public comment period for the State Integrated Workforce Plan, this waiver was thoroughly vetted by all stakeholders.

The prohibition against youth access to individual training accounts has been modified to allow older and out-of-school youth participants access to an account. As a result an additional avenue for accessing training services is offered to those who qualify.

- ▶ **A statutory and/or regulatory requirement for which waiver is requested** – The request to waive the prohibition (20 CFR 664.510) against using ITAs for youth. Approval of the waiver is restricted to older and out-of-school youth program participants. However, for older and out-of-school youth program participants, ITAs can be used.
- ▶ **Actions the state has undertaken to remove state or local statutory or regulatory barriers** – There is no additional state or local barriers to remove. Washington has implemented the WIA Youth program under federal law and has not included any additional requirements or limitations on the design of WIA Youth activities. Also, local WDCs have adopted state policies without any additional requirements or limitations on program design.
- ▶ **Description of the goals of the waiver** – Youth ITAs provide additional flexibility to service providers. As a result of approval of this waiver, an additional option for accessing training services is available to participants who are determined eligible.
- ▶ **Description of individuals impacted by the waiver** – This waiver will have no adverse impact on individuals or systems.
- ▶ **The processes used to monitor implementation** – As part of the WIA/W-P Integrated State Plan, all local workforce investment boards, business and organized labor affected by the waiver have an opportunity to comment on the waiver request during the public comment period.

## Wagner-Peyser/Labor Exchange Activities

### *Employment Services*

In 2011, Washington WorkSource Labor Exchange staff and partner programs served more than 389,000 job seekers, nearly 25,000 more than in 2010. More workers exhausted UI benefits and others perhaps gained a new appreciation for the value of the employment services provided. Washington continued to post private sector job gains mainly in education and health services, retail trade, and professional and business services.

### *Job Skill Development*

WorkSource has utilized two e-learning programs to assist customers with job skill development. Over 38,000 customers have used Key Train to increase their reading, applied mathematics and locating information skills. Over 20,000 customers have taken advantage of free Office Suite and IT professional online courses to increase their software skills on Microsoft products.

### *Employer Services*

ESD's strategies for serving employers are primarily determined at the local level in order to provide customized, local solutions to employer needs. These strategies include targeting and providing more intensive business services to employers whose recruitment needs match our job seeker inventory and using a consultative approach when matching their other needs to our capacities and abilities.

The key business services performance metric is Fill Rate. Fill Rate is computed by dividing the amount of job placements to staff assisted job openings by the volume of staff assisted job openings. In Q1 PY 2011 (the only mature quarter thus far) Washington exceeded its Fill Rate target by 6.7% while increasing the volume of placements on staff-assisted job orders by more than 1200.

As part of an ongoing transformational process, during PY 2011, a business services team explored three additional initiatives to enhance services to businesses. These include the technology sub-team which is looking at ways job matching and candidate searching capabilities can be improved, the levels of service sub-team which is exploring creating a clearer delineation among the job listing services we provide businesses. This transformation process will continue in PY 2012 when a research sub-team will make recommendations that include using best practices from other states that can be applied in Washington.

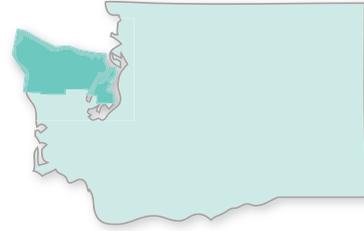
We continue to listen and respond to our business customers and industry specific groups who suggest improvements to our face-to-face and online services. We have recently made enhancements, based on employer customer feedback, to our agricultural services web link on our website. They will provide these employers the up to date agricultural information they requested.

#### *Veteran Services*

Veterans played a key role in aiding Washington's business community to recover from the recent recession. The skills, training, and experience today's veterans bring to the workplace have been recognized by the State Legislature with the passing of H. R. 1432, "Permitting private employers to exercise a voluntary veterans preference in employment." It allows for private businesses to offer preferences to veterans and certain spouses during their hiring considerations. WorkSource Washington's online self-service system, [Go2WorkSource](#), has been modified to allow for both businesses seeking veterans and veteran job seekers to identify themselves and be subject to search tools offering match capabilities.

Priority of Service is offered for all DOL funded programs. Veterans and eligible spouses are informed by front desk staff and via electronic media during self-registration in resource rooms and on the self-service web site, [Go2WorkSource](#).

Outreach to veterans is enhanced by contacting veterans with military claims (UCX.) Information about recently exited veterans with UCX claims is provided to local staff who contact the veterans to provide orientation and information services to include Post 9/11 Gold Card Program opportunities. Gold Card enrollees were tracked via local veteran case management reports that indicate the number of enrollees, frequency of services and activities relating to the veterans individual employment plan.

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

The Olympic Workforce Development Council (OWDC) continues to emphasize services to local business customers as vital to workforce development operations. The Olympic Consortium has two Business Teams. One team serves the principally rural area of Clallam and Jefferson counties and the other serves the largely urban Kitsap County. Outreach to business in the three-county area resulted in a 29% increase in job placements with employers who listed jobs through the WorkSource system. The services employers find most helpful at the WorkSource Centers are:

- **Job recruitment events hosted by WorkSource:** The OWDC had over 50 job recruitment events in the past year, resulting in over 450 hires. Employers included major Navy contractors, aerospace companies, marine industry companies, manufacturing companies, healthcare companies and more.
- **Veterans Job Fair:** The OWDC's third annual job fair included 39 employers. Major industries in attendance were Navy contractors, aerospace companies, marine boat building and repair, manufacturing companies, composites companies, healthcare and more. The event was attended by many job seekers and 116 individuals were hired directly due to the job fair.
- **Assessments:** Applicant skills assessments and job placement assessments helped match the skills needed by employer to job applicants' abilities. Key Train was used to assess 12 key skills needed in today's job market. Principle skills levels looked at by employers were applied math, reading for comprehension and critical thinking.
- **Staff to assist with job ordering, job descriptions and applicant prescreening:** Employers found WorkSource staff were able to accurately assist them in hiring new employees by providing quality applicants.

Employers stated that these services greatly improved the quality of applicants referred to them by WorkSource, resulting in a reduction of their job applicant screening workload and hiring qualified workers.

**Job Creation Efforts**

On-the-Job Training (OJT) opportunities became a valuable tool for job creation in the OWDC. The business teams were charged with developing OJT opportunities to assist businesses in expanding their labor force and to provide unemployed workers with employer based training. The teams developed 58 OJT positions with 31 different employers. Ninety-seven percent of the employees maintained their jobs after completion of their OJTs. Among the industries that benefitted from these efforts were

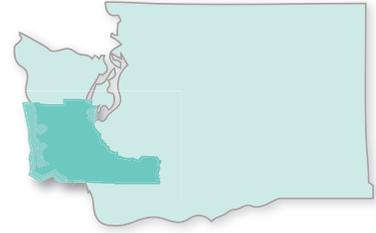
aerospace, composites, energy, construction, healthcare, and marine manufacturing.

**Needs of Business for Employee Talent**

Many employers within the OWDC area state they are facing two major employment challenges. First is the anticipated increase in jobs over the next 3-5 years while labor market estimates show a decrease in the working population. The second issue facing some employers is that 25%-30% of their existing workforce is eligible to retire during the same period. One company estimates they will need to add or replace from 400-500 employees. The OWDC and other workforce development partners have started to address these concerns. To help with employers' immediate needs, business teams effectively used OJTs to address current placement issues. Recruitment events were increased and UI claimants' skills were matched with employer needs. The OWDC continues to work with partners to obtain grant funds for training, job placement and other services. The OWDC received a portion of the state's \$20,000,000 Air Washington grant, which will provide industry specific training for the aerospace, composites and manufacturing industry job seekers through September 2014. The OWDC's role is to coordinate and supply a navigator for the students and to assist with the employment and placement process. The navigator position will be located within WorkSource Centers and will work closely with colleges and employers in the area. Employer forums and focus groups will help to develop connections between employers and students who have the needed job skills. In addition, close connections with the employers will help to close the skills gaps currently facing job seekers. Trainings have started in composites, electronics, manufacturing and other relevant fields.

**Opportunities Internship Program**

The OWDC continued partnering with youth providers to administer the Olympic Opportunity Internship Program, focused on providing internships in high demand occupations. The OWDC targeted high demand occupations that provide a wage of at least \$30,000 in industries including healthcare, marine ship repair, and advanced manufacturing including boat building and green occupations. Efforts were made to develop internships and pre-apprenticeships for 75 low-income students in Clallam, Jefferson and Kitsap counties. At the end of the project, 88 students acquired valuable work experience with local employers. Partnerships were developed with local technical skill development centers and local high schools to provide internships and pre-apprenticeships for participating youth in a variety of career fields, including advanced athlete medicine, nursing, welding, engineering and design, advanced mechanics and horticulture. Financial aid workshops and work readiness seminars were also conducted.

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

Pacific Mountain Workforce Development Council's (PMWDC) workforce system continues to evolve into a cross-regional, business-driven system. PY 2011 was the first full year of operation as a 501(c)3 with the Council now having full fiscal and administrative responsibility. Enhanced involvement of the Council and Local Elected Officials has given PMWDC an even greater profile in the region. With diminishing resources, the need for strategic and regional alliances is crucial to becoming a conduit for skilled and talented workers. While middle-skilled, family-wage jobs is an important goal, PMWDC recognizes the demoralizing effect of unemployment and the urgency to increase employment opportunities. Doing so means developing an ecosystem for business success. Helping businesses create jobs and career options for citizens enables the possibility of an economic recovery.

**Serving Business**

Two of PMWDC's five counties have the highest unemployment in the state. While slow economic recovery is being seen in other parts of the state, PMWDC continues to see high unemployment and the decline of major regional industries. This is cumulative on a region devastated by years of wood products decline. Helping existing businesses to weather the recession has been critical. Business services staff focus on finding personnel for local business needs, adding value to businesses and the community.

**Working with Economic Development Partners to Support Job Creation**

In an unprecedented commitment to work together, the five Economic Development Councils of this region have established a regional consortium, Pac5. The consortium seeks grants and information that benefits all five counties. The WDC is integral to that work and funded a cluster study to identify strategic industries that can provide a focus for job development.

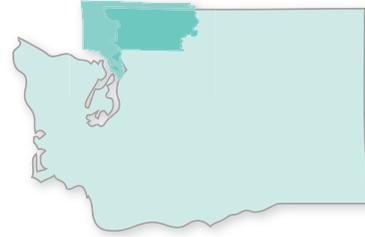
**National Emergency Grants Create Opportunities with the Military and Local Employers**

PMWDC Workforce continues its collaboration with Workforce Central in assisting military spouses and civilian defense workers through a \$4.8 million Department of Labor National Emergency Grant originally awarded in 2010. In partnership with local businesses, and with the support of the Economic Development Council and regional Chamber of Commerce, the success of the program has captured local military attention and sparked even more interest in serving veterans who are leaving the military to establish civilian careers.

With a strong focus on programs that provide on-the-job training (OJT), PMWDC's work with the military and local employers in the Grays Harbor area have helped hundreds of citizens gain valuable work experience and understanding of local career possibilities.

**NORTHWEST****Workforce Council (NWC)**

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

**Serving Business Needs**

NWC placed substantial focus in building strategic alliances and finding responsive workforce solutions to meet the needs of local employers. NWC investments in key industry sectors elevate the skill and capacity of the local workforce to meet current and future skill requirements of local employers.

A Governor's Best Practice Award for Workforce and Economic Development recognized NWC's collaborative effort by a broad partner coalition, which helped an advanced manufacturing company grow its employee rolls 240%. Increased global sales and exports sustain this highly productive workforce, while the workforce make possible the company's continuous growth.

NWC invested WIA discretionary funds to align the workforce with a surging aerospace industry. Local employers need skilled workers in CNC operations, precision machining and diagnosis and repair of electronic manufacturing equipment. Twelve students were sponsored in Precision Machining and Electronics programs at Bellingham Technical College. Co-enrollment in WIA provided career navigation services and additional support. The blended funding particularly benefited veterans.

**Healthcare Leadership Summit**

NWC, with private and public partners, convened a Healthcare Leadership Summit centered on the workforce implications of the industry's future. The summit brought together eighty health care, workforce, economic, collegiate and labor leaders, who worked together throughout the day to bring into focus the skill sets healthcare and allied service workers will need to succeed as the industry retools.

**Helping Stimulate Job Growth**

NWC's on-the-job training (OJT), bolstered by the state's retooling initiative, provides opportunity for local business to train new employees while owners focus on growing their business. All size businesses and communities can benefit from training on-the-job specifics skills. Orcas

Island is home to 4,500 individuals with little opportunity for work, outside of scant seasonal employment. When the owners of Frontline Call Center approached NWC for assistance in starting and staffing a new business, the OJT program proved a valuable tool in helping to expand employees by 1,100% and call volumes by 5,900% over seven years.

**Serving Youth in a Challenging Economy**

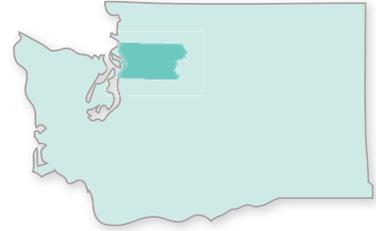
This year's highlights of innovative projects and targeted strategies include:

- "Hands-on Tour" of apprenticeship programs, which increased in size and scope this year by bringing potential careers in the trades into focus for 200 inquisitive Northwest youth;
- Implementing YES2Jobs! workshops with focus of helping young adults navigate the dynamics of job search and equipped them with techniques to get and keep employment;
- Varsity in Volunteerism program encourages and rewards youth with a varsity letter who achieve 100 hours of volunteerism while building their workplace skills; and
- Partnering with the Island Co. Drug Court for services which redirects non-violent youth to workforce skill building, resulting in employment for 100% of those referred.

**Enhancing Integration**

As the workforce system undergoes its own systemic change, the need to harness the knowledge of its experienced workforce and manage key processes for consistency, quality and efficiency becomes increasingly essential. Through a commitment to develop solutions through partner collaborations, NWC led in the development of a region-wide knowledge management system. Known as "DAWN", the system provides a shared platform for the system's key processes, workflows, forms, standards and policies, training, compliance and accountability, as well as an interactive, interagency, communication vehicle.

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



### Rapid Response a Team Effort

In response to the closure of the Everett Kimberly-Clark Corporation paper plant in late 2011, Workforce Development Council Snohomish County (WDCSC) and WorkSource Snohomish County rapidly put in place a robust labor partnership and a set of tailored services for the 760 dislocated workers. The labor-management transition committee, collaborating for the success of these workers, included the Association of Western Pulp and Paper Workers; three WDCs, the State Labor council, Kimberly-Clark management, Employment Security Department (ESD), Edmonds and Everett Community Colleges, TRAC Associates, ResCare Workforce Services, and United Way Snohomish County. Immediately, the team worked in tandem with Kimberly-Clark human resource professionals to understand workers' job descriptions and how their skills would best transfer to other industries, including aerospace. Staff searched open jobs for those that would match the skills sets of these high-skilled workers. ESD provided a rapid response additional assistance grant to begin providing workers in-plant WorkSource orientations and additional services prior to actual dislocation.

WDCSC, with funding from Kimberly-Clark, hired four peer workers to provide peer-to-peer dislocation and reemployment services, acting as advocates for their peers. United Way of Snohomish County donated temporary space in their building for three of the peer workers (one served both Skagit and Whatcom Counties) until U. S. Department of Labor National Emergency Grant funding was awarded, allowing workers to move near WorkSource Everett.

The WorkSource rapid response team hosted thirteen pre-layoff workshops to over 600 employees. Acting on information gathered through the surveys, WorkSource staff held an on-site job fair attended by 335 employees and featured 14 area employers. An education fair attended by 130 employees featured over ten colleges. WorkSource staff also hosted eight unemployment insurance sign-up sessions and Trade Act program orientations in Snohomish and Skagit counties.

WDCSC staff created a Kimberly Clark information portal that provided up-to-date information about unemployment insurance, Trade Act benefits, and other WorkSource services. Workshops designed for and geared to those dislocated in closure were posted on the portal, along with online registration capability. As of June 20, 2012, 241 former Kimberly Clark workers had found employment; 28 had retired; 363 had enrolled in Trade Act Assistance; 118 had enrolled in school; and 18 had relocated for employment using Trade Act funds.

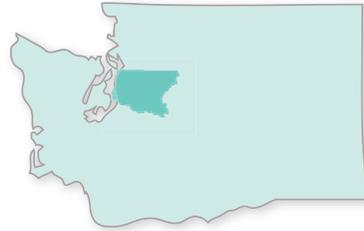
### Youth GED Rate Up

The WorkSource Youth Center, located in the same building as the comprehensive one-stop, WorkSource Everett, has seen an increase in traffic and outcomes. In PY 2011, the youth center served 149 youth and young adults, 101 of whom received their GEDs. Additionally, the youth center provides young adults with training in financial literacy and life skills, as well as access to physical and mental health support and education, job clubs, job fairs, and ResCare Academy, an on-line program that polishes job readiness skills, replete with 1500 courses.

### Expanding Services to East County

Early last year, St. Vincent de Paul invited WDCSC to co-locate a WorkSource center in their Monroe thrift store building for a rental fee of \$5 per year. WDCSC had previously run, in consortium with the Department of Social and Health Services (DSHS), a small WorkSource affiliate site in Monroe. It was a great opportunity to leverage private resources and increase the WorkSource footprint and service menu in a larger location, so WDCSC agreed. In October 2011, WorkSource Monroe held its grand opening. To date it has served 239 unique clients during 979 visits and features partnerships with ESD, Catholic Community Services, ResCare Workforce Services, Opportunities Industrialization Center, and DSHS. The building also houses the WDCSC's YouthBuild program and serves as a coordinated entry site for Snohomish County's Investing in Families Initiative to end family homelessness in this decade.

## SEATTLE-KING COUNTY

**Workforce Development Council***Serving King County*

### Four focus areas guide the work of the Seattle-King County Workforce Development Council

#### Sector

- **Aerospace:** Thanks to the expansion of Boeing Company production, a workforce with the skills to fill thousands of aerospace jobs has become a critical need in King County. The WDC stepped up to meet this need by joining the County Executive's King County Aerospace Alliance as a founding member, investing almost \$1 million to train 500 workers in aerospace and advanced manufacturing, engaging K-12 superintendents to support STEM and CTE in schools, investing in career awareness in several districts, and expanding WorkSource services to connect customers with aerospace job and training opportunities.
- **Health Care:** The WDC is in its second year of an \$11 million, five-year project called Health Careers for All. The project will train up to 920 adults and youth in high-demand health-care careers using best practices from the WDC's public-private partnerships in health care over the past decade. These practices were highlighted in a February 2011 report by the GAO. The CEO of the Workforce Development Council of Seattle-King County was also invited to testify before Senator Patty Murray's Employment and Workplace Safety subcommittee.
- **Green:** The WDC's ARRA-funded GreenLight Project provided training and certifications in green construction, manufacturing, and weatherization to almost 500 low-income individuals in the poorest areas of Seattle. 87% of GreenLight participants completed training and job placements are continuing.

#### Think Tank

The WDC's policy and innovations work in PY11 included:

- A new report on the effectiveness of navigators in helping customers complete training and gain employment.
- 2012 update to the Self-Sufficiency Calculator—plus new automatic translation into hundreds of languages.
- 2012 update to the WDC seven career maps, and three new maps in the industries of fashion/apparel, financial services, and aerospace.

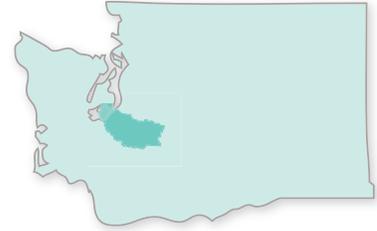
- Two talent pipeline reports with cutting-edge research into future skills gaps.
- Convening a five-city national advisory group of WIBs and homeless housing experts on how to better connect homeless jobseekers to one-stop services. The findings have been shared throughout the country and work is continuing.

#### Youth

- **Pre-apprenticeship:** SODO, Inc., a WDC-funded program connecting young people to apprenticeships and jobs in the trades through college classes and paid internships, received a Governor's Best Practice award in 2011.
- **Internships:** The WDC funded the City of Seattle in a successful effort to streamline and coordinate its youth internships. Strongly supported by Mayor Mike McGinn, the project resulted in new, uniform hiring standards and process across all 17 city departments, greater coordination with Seattle Youth Employment Program and an additional 100 internships for WIA-eligible youth.
- **CyberCamp:** 50 youth learned to create video games and explored careers through the Academy of Interactive Entertainment and the WDC in 2011-12. The Seattle Public Schools Skill Center will offer Interactive Media in fall 2012, thanks in part to the WDC's seed money.

#### WorkSource

- **Veterans:** In the newest joint initiative between Microsoft and the WDC, 1,000 military veterans and their spouses can access free online computer courses and earn IT certifications through WorkSource Seattle-King County. Microsoft is also funding a WorkSource technology trainer to work with veterans at WorkSource sites in Renton and Auburn.
- **Older Workers:** The WDC's three-year Reinvesting in Older Workers program ended in August 2012, with preliminary results showing great success. Of the 144 workers over age 55 who completed the program, 75% had become employed. The \$1 million grant served low-income older workers in King and Snohomish counties with barriers such as limited English, disabilities and previous convictions, providing training in high-demand careers, entrepreneurship and computer skills.

**TACOMA-PIERCE COUNTY****Workforce Development Council***Serving Pierce County***Career Coaching Program (CCP)**

Workforce Central's CCP remains a relevant and sustainable solution for Pierce County healthcare employers and Employees. The program started in 2001 and continues to provide comprehensive services to assist incumbent healthcare employees in gaining the education and skills needed to fill high-skilled, high-wage jobs that are in-demand by their employers. Career coaches are co-located at six different healthcare hospitals/clinics throughout Pierce and South King County, providing career coaching and planning, interest and aptitude assessment, financial aid, and training information to incumbent healthcare employees and their employers.

The CCP is a vital tool for both workforce and economic development, providing focused attention on business' needs while comprehensively supporting incumbents. Business's workforce needs are served not only for today, but also for the future as their incumbents work to progress up through a career pathway, prepared for company growth, and the ever changing dynamics of the work they perform. In addition, as these employers create more jobs, these employees are prepared to fill them, decreasing the likelihood of demand jobs going unfilled. And lastly, the program creates support for the middle class. Many of the workers who enter into the program enter at below a family wage job, at completion, they are at or above a family wage job, and are armed with the tools to continue their education, resulting in an even higher earnings for them and their families.

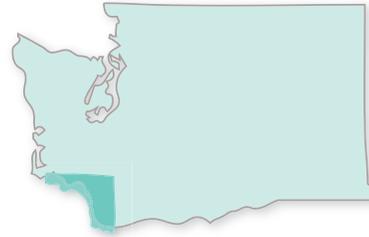
Program year 2011-2012 provided comprehensive career coaching to over 300 healthcare employees, and industry recognized credential training to 30 employees. Of the 30, 21 completed their training programs, 4 received certifications and received a promotion as a result, and 17 are in the process of completing their certifications. Since 2001, well over 5,000 healthcare incumbents have received services. Of these, 454 incumbents have received industry recognized credentials and moved up the career ladder. To date, industry partners have leveraged over \$1.1 million in support of the CCP.

**The Manufacturing Academy**

The Manufacturing Academy is in its second year in Pierce County, and is going strong. This program was developed by and for manufacturing employers that need access to a pipeline of qualified workers. This public/private partnership integrates business, apprenticeship, and technical college education to certify graduates with a "general manufacturing" education and professional skills that the employers identified as essential to their workplace.

After candidates are screened as a good fit for the program, participants complete an intense one week professional development course in leadership, communication, time management and career readiness. Employers then interview the potential students and select those to enter into manufacturing training. During training, students are exposed to various work environments and career ladders through company tours and work-site learning. After nine weeks of rigorous manufacturing training such as blueprint reading, math for manufacturing, welding, composites, basic electrical, OSHA and Lean, graduates fill out applications and test with their employers of choice. Employers hire graduates into regular and apprenticeship positions.

This year the Manufacturing Academy certified 95% of its students, and has placed over 85% of them into careers. The Consortium of Employers, WorkForce Central, Aerospace Joint Apprenticeship Committee, and Bates Technical College will continue to work hard to provide a relevant and sustainable program for Pierce County and beyond.

**SOUTHWEST WASHINGTON****Workforce Development Council***Serving Clark, Cowlitz and Wahkiakum counties***Columbia Willamette Regional Workforce Collaborative**

Over the past year, the Southwest Washington Workforce Development Council (SWWDC) has begun working in greater concert with their partners across the river in Oregon. This relationship has been formalized into the Columbia Willamette Regional Workforce Collaborative (CWRWC), which encompasses the Workforce Investment Boards of Clackamas County, OR and Washington and Multnomah Counties, OR. The collaborative was built to enable the sharing/leveraging of resources as well as to ensure that training for residents align with businesses on both sides of the Columbia River. Southwest Washington grew to its current size as a result of its proximity to Portland. Although Southwest Washington is a mighty presence in business and industry, approximately 60,000 people still cross the Columbia every morning to go to work, making it essential to work regionally to provide training. In addition to aligning training across state lines, the CWRWC is performing workforce analysis in the healthcare and manufacturing industries, which will be used to guide future investments.

**Business Services/Job Retention**

Increased alignment with industry has resulted from increased work with local companies by both WorkSource and SWWDC staff. Over the past year, WorkSource staff has worked with 674 companies, assisting with 2,162 job orders representing over 2,609 openings. WorkSource staff placed 1,051 job seekers, filling 45.2% of these openings.

SWWDC and shared economic development staff have also been meeting with numerous companies over the past year, visiting approximately 150 different businesses. Visits with these companies allow SWWDC to garner

workforce intelligence as well as support the expansion and retention of local industry. One of SWWDC's most notable cases this year was the retention of over 500 jobs at Frito Lay in Vancouver, WA. The SWWDC, through WIA funds, supported the training of 400 employees on equipment and procedures, giving Frito Lay North America the incentive they needed to install new equipment and keep their Vancouver plant open.

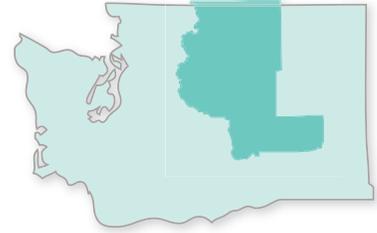
**WorkSource Services/Training**

In addition to WIA funded training, SWWDC and Regional Workforce Collaborative have applied for and received approximately 10 million dollars in workforce training grants over the past year. This funding will support training new workers in the advanced manufacturing and information technology industries as well as fund incumbent worker skill upgrades to bridge the skill gaps left by retiring workers and changes in technology. .

**Youth**

SWWDC, in partnership with Educational Service District 112 and Longview Goodwill, served 415 WIA youth participants over the past year.

The Opportunity Internship Program (OIP) gave 148 students career experience in science, technology, engineering and math (STEM), enabling them to make informed decisions about their future careers while providing them with workplace experience. Students were placed in a variety of different companies and organizations, such as Camas Technology Specialists, City of Longview Water Department, Empower Up, Happy Kids Dentistry and SEH America

**NORTH CENTRAL****Workforce Development Council***Serving Chelan, Okanogan, Grant, Douglas, and Adams counties*

North Central's primary industries are agriculture, food processing, manufacturing and power generation. Puget Sound residents still seek recreation and leisure in North Central's eastern Cascade slopes boosting the accommodations and trade industries.

**Youth**

Serving youth has been a focus for North Central. During an average week, about ten youth who are school dropouts come to the Wenatchee Youth orientation. Word of mouth brings most of them to the building. In Chelan County, the paths of youth usually begin off the main road. Before these school dropouts can choose a career path, they must first get to a trailhead. Getting to a trailhead may mean attending the Academic Career Training (ACT) workshop, a weeklong class where youth assess their interests, academic preparedness, job aptitudes, and personality and learning styles. There youth develop an understanding of who they are and what they want from life. By the end of the week, their motivation has generally improved.

Trainers facilitate activities and discussions about barriers and challenges that teens and young adults face academically and personally. By the end of the workshop, each student identifies an initial career goal to give direction to their education. Throughout the next weeks and months, they'll learn more about the paths leading to their career choice by using electronic tools such as Navigation 101 and WOIS (The Career Information System). They come bi-weekly from their individualized academic instruction to regroup and reconfirm the purpose for obtaining a Learning Center education — employment. During this process they discover they're already in a college course and earning college credit via articulation. They hear from successful professionals and they also visit workplaces. Eventually they may consider college.

Some youth will move to work-based learning. Another segment will take go to the Wenatchee Valley Tech, a public secondary school specializing in vocational education programs such as culinary arts, collision repair,

cosmetology, videogame programming, construction trades, or fire science and criminal justice. Finally, some will take the post secondary path to college. After completing a quarter at Wenatchee Valley Community College, these youth will add keyboarding and professional work relations to their transcript, articulated credits earned at the Learning Center. The path toward a technical or transfer degree starts with preparing for the COMPASS placement test, applying for FAFSA and completing admission requirements. For most, the Learning Center education provides the foundational skills for a successful future.

**Going Green**

New manufacturing jobs, construction work and a more diversified economy are among the benefits of the new SGL Automotive Carbon Fiber plant in Moses Lake. The 21st century carbon material is the key strength component for lightweight car parts. The plant will virtually have a zero CO<sub>2</sub> footprint and will boost fuel efficiency for next generation vehicles.

The facility "is an example of many agencies working together," said Moses Lake Mayor Jon Lane. SkillSource was one of those agencies managing Governor's 10% funds for new hire training. The plant created 80 new jobs and Workforce Investment resources offset some of the cost to train 24 of the new hires. The company faced a big challenge. No one in the local labor market had the skills and there was no local operating factory where new hires could get hands-on experience. The closest factory was Evanston, Wyoming where many would travel to train on-the-job.

As construction of the plant got underway, SkillSource met with company leadership to review training options including OJT and customized training. One-stop partners were invited to attend. Meetings with plant management produced a joint plan to coordinate recruitment, assessment and screening of potential candidates for customized training and OJT. The first group of Production Operators was hired February 22, 2011. Most were unemployed workers from the local area.

**SOUTH-CENTRAL****Workforce Development Council (SCWDC)***Serving Yakima, Kittitas, Skamania and Klickitat counties***Direct Connect Training**

The South Central Workforce Council (SCWDC) is one of seven Workforce Councils selected to provide National Emergency Grant (NEG) on-the-job (OJT) training services for dislocated workers experiencing prolonged unemployment (UI - 22 plus weeks). With training institutions at capacity, rural areas such as South Central Washington have relied on the creation of OJT opportunities as a value added training tool to jump-start hiring. OJT allows employers to hire individuals who would not otherwise qualify for an occupation and teach them the skills needed to perform the job. Employers are happy with the quality of OJT participants as indicated by the 81% OJT placement rate achieved in this challenging economy.

The SCWDC is teaching participants how to survive the behavioral interview questions that are so prevalent in today's hiring practices through an activity called "employment roundtables" (ER). The ERs produce results while preparing OJT candidates for placement in the job market.

**Partnership Brings Aerospace Manufacturing Course to Yakima**

The SCWDC, in partnership with Yakima Valley Community College, Yakima Valley Technical Skills Center and Washington Aerospace Training and Research Center (WATR) Everett, WA, delivered an aerospace manufacturing assembly course (online and onsite) to Yakima area dislocated workers, low income residents, and veterans. Successful training completers attained industry recognized certification and opportunity for employment in

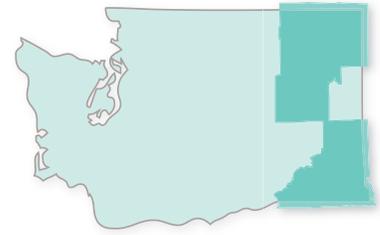
aerospace related industry jobs. Final training candidates were pre-screened with the assistance of local industry to better insure that training funds be targeted to individuals most likely to be hired by the industry upon training completion. Twelve participants completed the process of referral, screening, testing, and interviewing for courses. The twelve participants successfully completed the program and obtained industry credentials in aerospace manufacturing core and aerospace manufacturing assembly mechanic.

Employment roundtables provide a venue where the aerospace manufacturing course graduates and counselors meet on a regular basis to discuss resumes, job search strategies, job leads and to practice behavioral interviewing techniques. The SCWDC invited aerospace company representatives to attend and relay tips on how to access their jobs. The companies have included Boeing, GE Aviation, and Aerotek. The SCWDC has strengthened its relationship with other local aerospace companies by reminding them of the availability of skilled workers.

This initiative reaffirms the SCWDC's commitment to provide sector driven workforce development services in key industries.

**EASTERN WASHINGTON PARTNERSHIP****Workforce Development Council**

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



During the past year, the economy throughout most of the workforce development area (WDA) continued to be fairly flat, however there were some bright spots. The WDC's investment in the Wind Technology program has proven to be effective. Walla Walla Community College is providing this program, and students that have been trained there are highly sought after by employers in the industry. One hundred students participated in the program during the past year. Many have been successfully placed in internships with wind generation companies, and students continue to be hired in the wind energy field at a very high rate. Over sixty-five students attained either a one-year certificate or a two-year AAAS degree. All students who completed the degree program obtained employment in a training related job.

Construction and installation of new wind turbines throughout the southern counties has been ongoing, offering much needed opportunities for construction workers in those counties.

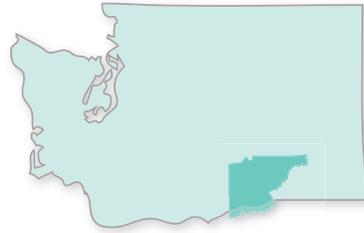
There continues to be a large number of long-term unemployed individuals in the area. Because of a Retooling Washington's Workforce initiative, service providers made a focused effort to identify and engage the long-term unemployed through WorkSource reemployment services. Particular attention was paid to those who were likely to exhaust their unemployment insurance benefits prior to finding work. Letters were written and phone calls were made to these individuals to ensure they were aware of the various services WorkSource provides to help them to successfully re-enter the job market. One resource that was obtained to assist these individuals was a National Emergency Grant for on-the-job training (OJT). This grant has been effectively used to develop OJT opportunities with several new employers in the workforce development area. Outreach to employers has also led to more job listings from employers who did not choose/need to use the OJT program.

The WDC received aerospace training funding that is being used to fund fifteen students in the Institute for Extended Learning's Rural Aerospace Training Certificate program. The program consists of Precision Machining and Quality Assurance (one quarter each) and prepares students for careers in the aerospace industry. A third quarter focused on welding and fabrication provides skills useful in manufacturing and timber-related employment in rural communities.

The WDC partnered with Blue Mt. Action Council, Walla Walla Community College, and Skill-Up Washington to offer a program that serves young adult students with career and academic goals but who lack basic skills needed to enter directly into IBEST, vocational programs, or precollege reading, writing, or math classes. Students receive additional assistance from support staff who can offer counseling, support services, work readiness information, etc. The program is very well received by students who have previously had little success in traditional school settings

Eastern Washington Partnership's current challenges include employers' cautiousness about expanding the workforce, limited WIA funding in the face of increased demand for services, additional workers who are exhausting unemployment insurance benefits and the state of the economy in general.

**Business Services:** In addition to the expansion of OJT funding, an Incumbent Worker training program has provided several training opportunities for employees who benefited from shorter-term specific skill upgrades. Employers welcomed these opportunities throughout the WDA. The program helped fund training in a wide variety of occupations so that current employees were able to upgrade skills and earn certifications.

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

In spite of substantial external impediments that included funding declines and the inevitable staff cuts, a poor economy, political uncertainties, and managerial changes, the Benton-Franklin Workforce Development Council's program outcomes were exceptional, and in one instance, record setting over the past year.

**Serving the Needs of Business**

At the beginning of the program year, WIA staff revamped the approach to identifying employers whose business needs could be met with an OJT program participant. They realigned organizational responsibilities, redefined the protocol governing employer contacts; and established clear, quantifiable placement goals. The results were impressive, increasing OJTs from zero in PY2009 to 33 in PY2011.

One lesson learned is that small businesses had the biggest need for OJTs, and were the most receptive to OJT placements, which concurs with economists' reports that small businesses are the primary job creators, especially coming out of a recession.

**Service Delivery**

Service delivery is constructed around WorkSource Columbia Basin's (WSB) guest resource services (GRS) team, which serves as a central hub through which all other services are connected and integrated. The GRS team performs an initial assessment of a visitor's needs and ensures that they are connected with the appropriate service expert. Nearly 500 guests walk through WorkSource Columbia Basin's doors each day who are not current program participants, i.e., they are not assigned a case manager. The GRS team becomes their primary service provider; assisting with everything from résumé preparation to navigating the internet. Over the year, guests submitted more than 800 customer comment cards, with over 97% rating their service as good to excellent

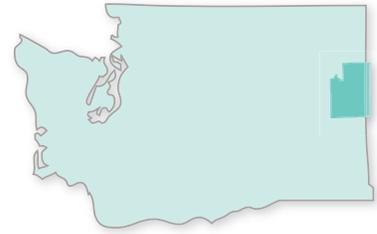
**Program Impact on the Middle-Class**

In the WIA Adult program, the entered employment rate was 86%, with an average placement wage of \$12.15/hour. The Dislocated Worker Program (DWP) entered employment rate was 89%, with an average placement wage of nearly \$21/hour, a \$3.50 per hour increase over last year. These are remarkable outcomes in view of a soft economy and the fact that, according to studies conducted by the Workforce Training and Education Board, most of these participants would have remained unemployed for longer periods of time, and when they went back to work, would have done so at lower rates of pay, when compared to non-program participants.

**Youth**

The Out of School Youth (OSY)/In School Youth (ISY) programs continued, with seventy youth from throughout the community attending the eighth annual Summer Youth Vocational Challenge. The three-day event was filled with useful information and real-world exercises pertinent to long-term employment success. Thirty two ISY program participants earned their diplomas and had a placement wage of \$10.59/hour, whereas, 29 OSY program participants either earned their diploma or obtained a credential. The OSY placement wage was \$9.80/hour; this in an economic climate where unemployment rates among youth topped 30%.

Across the board, program performance had the affect of tempering the impacts of an economy that continues to be characterized by slow job growth.

**SPOKANE AREA****Workforce Development Council***Serving Spokane County***Growing Local Business**

The SAWDC received two Governor's WIA grants totaling \$175,000 to assist expanding local employers Pyrotek and Caterpillar to train new workers. Pyrotek relocated its production line to the United States from Mexico and has hired 25 new employees and created a production line in a newly leased facility. Workers trained both hands-on by experienced Pyrotek employees and in the classroom. Caterpillar is hiring and training more than 100 new employees with the assistance of the SAWDC grant to work in its recently completed 585,000 square foot Spokane warehouse. New employees will be trained in a variety of areas including Six Sigma (quality/process improvement), safety, vehicle operation, warehouse systems and on-the-job training specific to the positions.

**Pathway to Employment**

WorkSource Spokane, the local one-stop center, implemented a new strategy to better serve job seekers and empower them to take charge of their job search. The Pathway to Employment model works with individuals seeking employment to focus their job search, assemble high-quality marketing materials, effectively promote themselves to employers and interview successfully. Individuals customize their pathway through a variety of workshops and trainings, focusing in on areas where they need the most support.

**Work Ready Spokane**

*Work Ready* Spokane is designed to advance the region's competitive position by providing workplace skill assessments that can be used by individual job seekers, employers, education, economic development, and workforce development. *Work Ready* Spokane was launched last year using ACT WorkKeys assessments. More than 600 job seekers have earned a National Career Readiness Certificate that documents foundational workplace skills in reading, math and locating information. Regional industries including aerospace, manufacturing, financial services and construction have found the program to be useful. *Work Ready* Spokane received a 2011 Governor's Best Practice Award, which recognizes programs and projects that create additional jobs and economic activity throughout the state.

**Connecting Youth to Internships**

The Opportunity Internship Program (OIP) focuses on providing internships or pre-apprenticeship experiences in high-demand fields. In the last year, the SAWDC provided 73 internships of at least 90 hours to low-income students and 125 additional students participated in internships through WIA funding. The SAWDC also received funding to connect low-income college students to mentors in their fields of study.

Internships, mentorships, job shadows and other work-related experiences are vital to the preparation of the future workforce. The SAWDC's new initiative, Inspire Washington creates an online platform for career exploration and connection to local employers. Businesses have a central location to offer work-based learning activities accessible to local schools, students and job seekers.

**Pre-Apprenticeship Opportunities**

The SAWDC in its commitment to promoting multiple pathways is piloting the Get Into Energy Careers Project funded by the Pacific Northwest Center of Excellence for Clean Energy and the Center for Energy Workforce Development. Outreach and assessments are underway to align young adults 16-26 with the Avista/Spokane Community College Pre-Apprenticeship Lineschool and will test the pathway into energy careers. Increasing awareness of apprenticeship opportunities in young Spokane County adults is a current goal of the SAWDC and the Next Generation Zone.

# WIA Title I-B Results

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

- ▶ Adjustments made to WIA performance measures in response to changes in economic conditions and participant characteristics.
- ▶ Narrative discussion of the costs of workforce investment activities relative to the effect of activities on the performance of participants.
- ▶ State evaluations of workforce investment activities, including net-impact research and the biennial Workforce Training Results.
- ▶ A table section that includes negotiated performance levels and actual performance on measures of program performance. The tables also include performance levels on three federal youth common measures which replaced separate measures for Older and Younger youth, effective in PY 2010.

### Analysis

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

Federal and state performance measures have precise definitions. Employment and earnings measures are based on wage records collected by state Unemployment Insurance (UI) systems for employer payroll taxes and determinations of UI eligibility. Washington's federal and state measures use UI wage records from the state's Employment Security Department. In addition, Washington participates in the Wage Record Interchange System (WRIS), which provides UI wage records from 49 other states and the District of Columbia. Federal payroll records are also accessed.

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

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

The Workforce Investment Act provides that states may negotiate revisions of targets based on changes in participant demographics or economic conditions. The negotiated performance levels shown in **Table O** for the state and local areas are the revised targets resulting from these adjustments.

Across the nine federal participant measures included in the incentive calculation, Washington averaged 116.7 percent of target, and met or exceeded all nine of its targets. Adult measures averaged 118.7 percent of target; Dislocated Worker measures averaged 119.9 percent of target, and Youth measures averaged 111.6 percent of target.

### Cost Effectiveness

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

Washington’s 12 Workforce Development Areas spent \$42.7 million on intensive and training services during PY 2011 (July 2011-June 2012). The programs served 15, 741 participants. WIA cost per participant averaged \$2,710 for PY 2011. Data for PY 2011 are shown in *Figure 3*.

Of the youth participants, 967 earned a HS diploma, 757 earned a GED, and 382 received an occupational skills certificate or post secondary degree.

3,062 Adults received training: 2,681 received occupational skills training and 298 received on-the-job training. 5,084 Dislocated Workers received training: 4,703 received occupational skills training and 354 received on-the-job-training.

**Figure 3 • Participants and Expenditures in PY 2011**

Target Population	PY 2011 Participants	PY 2011 Expenditures	Cost per Participant
Adults	4,983	\$ 12,348,154	\$ 2,478
Dislocated Workers	6,786	\$ 16,863,581	\$ 2,485
Youth	3,972	\$ 13,448,674	\$ 3,386
<b>Total</b>	<b>15,741</b>	<b>\$ 42,660,409</b>	<b>\$ 2,710</b>

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

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

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

Publications resulting from the most recent round of research can be found at [www.wtb.wa.gov/Pubs\\_Publications.asp](http://www.wtb.wa.gov/Pubs_Publications.asp)

*Workforce Training Results* reports on the following programs:

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

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

An updated version of the WIA participant results sections of *Workforce Training Results* is presented in this document. It describes the result during 2009-2010 for the 2008-2009 cohorts of exiting participants. These reports can be downloaded at [http://www.wtb.wa.gov/Pubs\\_Publications.asp](http://www.wtb.wa.gov/Pubs_Publications.asp), while copies of older reports can be found at [http://www.wtb.wa.gov/Pubs\\_PublicationsArchives.asp](http://www.wtb.wa.gov/Pubs_PublicationsArchives.asp).

The data in this report on the exiting cohorts of 2008-09 show their outcomes as affected by the economic climate in 2009-10, when most of the measurement occurred. Therefore, these results are significantly influenced by the long recession.

### Results for WIA Adults

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

Unemployment insurance wage files were used to examine employment rates and earnings among participants who left programs during recent program years.. Data were collected from Employment Security agencies in Washington, Alaska, Idaho, Montana, and Oregon. Federal employment records were also included. Results are shown in *Figure 4*.

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

Exiting Cohort Years (PY)	2001-02	2003-04	2005-06	2007-08*	2008-09
Impacts observed in	2002-03	2004-05	2006-07	2008-09	2009-10
Percentage with self-reporting employment during third quarter after leaving program	81%	82%	84%	*	74%
Percentage with employment reported by employers to ESD the third quarter after leaving program	66%	69%	74%	66%	65%
Median quarterly hours worked of those working	430	440	452	439	435
Percentage employed full-time of those working (averaging 30 or more hrs/wk)	57%	58%	62%	59%	60%
Median annualized earnings of those working	\$19,517	\$20,316	\$21,194	\$21,284	\$21,025
Size of household in which median earnings would support at poverty level	3.3	3.5	3.8	3.8	3.7
Size of household in which median earnings would support at twice poverty level *	0.9	0.9	1.0	1.0	1.0
Median hourly wage of those working	\$11.93	\$12.10	\$12.42	\$12.59	\$12.80
Percentage self-reporting receipt of medical benefits from employer	59%	61%	62%	*	63%
Percentage self-reporting receipt of pension benefits from employer	34%	35%	35%	*	32%

\*Due to budget concerns, the Workforce Board's Participant Survey was not conducted for the cohort exiting in 2007-08.

Note: The earning and wage amounts are adjusted for inflation to 2009 values.

## Results for WIA Dislocated Workers

In *Figure 5*, dislocated workers results vary with economic conditions and the characteristics of participants. Change can occur quickly from year to year as industrial conditions change and different groups of employees face layoffs.

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

Exiting Cohort Years (PY) Impacts observed in	2001-02 2002-03	2003-04 2004-05	2005-06 2006-07	2007-08* 2008-09	2008-09 2009-10
Percentage with self-reporting employment during third quarter after leaving program	82%	85%	78%	N/A	74%
Percentage with employment reported by employers to ESD the third quarter after leaving program	74%	76%	78%	78%	70.67%
Median quarterly hours worked of those working	494	486	491	484	480
Percentage employed full-time of those working (averaging 30 or more hrs/wk)	74%	73%	75%	73%	67.71%
Median annualized earnings of those working	\$30,302	\$30,918	\$31,143	\$30,537	\$28,882
Size of household in which median earnings would support at poverty level	6.2	6.4	6.4	6.3	5.8
Size of household in which median earnings would support at twice poverty level *	2.2	2.2	2.3	2.2	2.0
Median hourly wage of those working	\$15.95	\$16.41	\$16.77	\$16.21	\$15.91
Percentage self-reporting receipt of medical benefits from employer	75%	70%	78%	N/A	68%
Percentage self-reporting receipt of pension benefits from employer	43%	39%	43%	N/A	42%

\*Due to budget concerns, the Workforce Board's Participant Survey was not conducted for the cohort exiting in 2007-08.

Note: The earning and wage amounts are adjusted for inflation to 2009 values.

### Results for WIA Youth

Figure 6 displays results for the WIA Youth programs. The data include both older and younger youth. Labor market results are also presented separately for participants who were not in secondary education at exit.

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

Exiting Cohort Years (PY)	2001-02		2003-04		2005-06		2007-08*		2008-09	
Impacts observed in	2002-03		2004-05		2006-07		2008-09		2009-10	
	All	Not in high school	All	Not in high school	All	Not in high school	All	Not in high school	All	Not in high school
Percentage with self-reporting employment during third quarter after leaving program	66%		67%		66%		N/A		63%	
Percentage with employment reported by employers to ESD the third quarter after leaving program	47%	52%	52%	56%	59%	62%	49%	50%	45%	47%
Median quarterly hours worked of those working	234	253	250	281	252	281	270	270	256	281
Percentage employed full-time of those working (averaging 30 or more hrs/wk)	27%	29%	29%	32%	31%	35%	28%	28%	28%	32%
Median annualized earnings of those working (not in higher education)	\$8,699	\$9,464	\$9,433	\$10,821	\$9,648	\$10,933	\$10,097	\$10,895	\$10,481	\$10,365
Size of household in which median earnings would support at poverty level	0.8	0.9	0.9	1.0	0.9	1.0	0.9	1.0	1.0	1.0
Size of household in which median earnings would support at twice poverty level *	0.4	0.4	0.4	0.5	0.4	0.5	0.5	0.5	0.5	0.5
Median hourly wage of those working (not in higher education)	\$8.75	\$8.83	\$8.78	\$8.95	\$8.90	\$9.06	\$9.59	\$9.58	\$9.67	\$9.69
Percentage self-reporting receipt of medical benefits from employer	38%		33%		40%		N/A		42%	
Percentage self-reporting receipt of pension benefits from employer	17%		15%		19%		N/A		21%	

\*Due to budget concerns, the Workforce Board's Participant Survey was not conducted for the cohort exiting in 2007-08.

Note: The earning and wage amounts are adjusted for inflation to 2009 values.

## Net Impact Analysis

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

The most recent net impact evaluations are those for the exiting cohorts from 2005-06 and 2007-08 from ten workforce programs, including the three WIA Title 1 funding streams. The Workforce Board contracted with the W.E. Upjohn Institute for Employment Research to conduct the net impact and cost-benefit evaluations.

The net impact analysis compares the outcomes of individuals who participated in workforce development programs with the outcomes of similar individuals who did not in order to estimate how much program participation changed a participant's employment and earnings. For most of the programs, including Workforce Investment Act programs, comparison groups were selected from registrants with the state's Employment Service, selecting individuals with similar employment history, age and educational background.

These analyses indicated that during the third year after program participation, the payoffs to education and training are generally strong and pervasive. All programs had a net effect of increasing the average earnings of participants and all but Adult Basic Education showed a net increase in employment rates. The combined effects on average wage and employment rates constitute a sizable impact on earnings.

**Figure 7 • Longer-Term Employment and Earnings Net Impacts, Measured in Third Quarter after Leaving Program, Earnings & Wages in 2009 dollars**

	Net Employment Impact	Net Hourly Wage Impact	Net Quarterly Hours Impact	Net Quarterly Earnings Impact
<i>Workforce Investment Act Programs</i>				
Adults	10.8%	\$1.60	43.6	\$1,046
Dislocated Workers	4.7%	\$1.41	28.4	\$830
Youth	4.3%	*	30.8	\$471
<i>Community &amp; Technical College</i>				
Professional/Technical Education	10.1%	\$3.20	59.5	\$2,170
<i>Adult Literacy and Family Education Act</i>				
Adult Basic Skill Education	*	*	15.1	\$208

\* No statistically significant positive impact

## Tables

The following data tables make up the final portion of Washington's Title I-B Annual Report. A few notes may help with interpretation. Table cells that are shaded are no longer reportable for waiver states. Federal deadlines and the need for prompt reporting mean that the year-long periods used for some measures are not the same year-long periods used for others. Finally, since these are outcome measures, with the exception of Youth Literacy/Numeracy gains, they concentrate on participants who have left WIA programs and do not include those who are still participating at the end of the 12-month performance period.

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

Federal entered employment rates are calculated for participants who exited between October 2010 and September 2011. Federal retention rates and average earnings measures are calculated for participants who exited between April 2010 and March 2011.

Federal youth placement rate and attainment of degree/certificate rate measures are calculated for participants who exited between October 2010 and September 2011. Youth literacy and numeracy gains measure is a real-time measure and reflects functional gains in education during the period July 2011 to June 2012. Participant counts shown in **Table M** are based on a year that runs from July 2011 through June 2012.

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

Under the Common Measures waiver, Washington no longer conducts the standardized federal Customer Satisfaction survey. The most recent results for very similar survey questions and scoring with a smaller sample show participant satisfaction at 74.4% and Employer Satisfaction at 68.3%. These results are only very slightly lower than those reported for the previous year (-1% point and -0.3% point respectively).

Washington has additional measures of performance. Statewide performance on these measures is shown in a set of tables located between **Tables M and N**. Results are measured for WIA participants who exited between April 2010 and March 2011, during the third quarter after exit.

Credential rates are also measured. However, the State methodology for measuring Credential rates and setting performance levels is currently under revision.

The 13th additional state measure, employer satisfaction, is measured only once every two years. It is based on a biennial employer survey that measures employers' workforce training needs and practices. Employers are asked if they hired new employees in the last 12 months who had recently completed a WIA training program. If employers answer yes, they are asked to report their satisfaction with the skills of their

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 table shows the results of the 2010 survey. A new survey is in progress.

**Table O**, attached to this report, has 12 sub-tables, one for each of Washington's 12 local workforce investment areas.

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

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

- ▶ Standards that are "not met" are those where performance is below 80 percent of the negotiated performance level.
- ▶ Standards that are "exceeded" are those where performance is at or above 100 percent of the negotiated performance level.
- ▶ Standards that are "met" are those where performance ranges from 80 to 99.99 percent of the levels

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

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

Of the 108 Federal measures at the local level (nine measures for 12 local areas), 88 exceeded targets, 17 met targets, and 3 did not meet targets. Performance was strongest in Dislocated Worker programs, where only two targets were not exceeded. In the both the Adult and Youth programs, 75% of targets were exceeded. No Adult target was not met. Three Youth targets were not met: one Certificate and two Literacy/Numeracy.

Of the 72 additional state measures applied at the local level, performance exceeded targets in 53 cases, and met target in an additional 16 cases. Only three targets, all Youth Employment rate targets, were not met. Youth Employment targets, and to lesser extent Employment targets for Adult and Dislocated worker programs, were the least frequently exceeded.

In accordance with federal regulations, the state conducted a data validation annual review with all 12 Workforce Development Areas during October, November, December 2011 and January 2012. A sample of 1,248 WIA records were reviewed: 325 Adult, 325 Dislocated Worker, 518 Youth, and 81 National Emergency Grant. Data validation for Trade Adjustment Assistance was waived by DOL because the reporting software is in the process of being updated. Preparation for Data Validation for PY 2011 will begin in fall 2012.

Note: Table A is waived.

**Table B • Adult Program Results**

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Entered Employment Rate	75.2%	75.1%	$\frac{1,841}{2,450}$
Employment Retention Rate	81.0%	86.2%	$\frac{2,170}{2,516}$
Average Earnings	\$9,456	\$14,152	$\frac{\$30,567,298}{2,160}$
Employment and Credential Rate	0.0%	53.0%	$\frac{953}{1,799}$

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

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals with Disabilities		Older Individuals	
		numerator denominator		numerator denominator		numerator denominator		numerator denominator
Entered Employment Rate	74%	$\frac{871}{1,177}$	75.4%	$\frac{178}{236}$	63.4%	$\frac{92}{145}$	64.0%	$\frac{146}{228}$
Employment Retention Rate	84.3%	$\frac{897}{1,064}$	82.5%	$\frac{170}{206}$	86.4%	$\frac{127}{147}$	85.3%	$\frac{133}{156}$
Average Earnings	\$11,960	$\frac{\$10,679,936}{893}$	\$15,185	$\frac{\$2,551,111}{168}$	\$14,472	$\frac{\$1,837,967}{127}$	\$12,549	$\frac{\$1,631,376}{130}$
Employment and Credential Rate	49.5%	$\frac{425}{859}$	49.3%	$\frac{75}{152}$	41.6%	$\frac{32}{77}$	41.4%	$\frac{46}{111}$

**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	76.1%	$\frac{1,097}{1,441}$	73.7%	$\frac{744}{1,009}$
Employment Retention Rate	87.5%	$\frac{1,314}{1,501}$	84.3%	$\frac{856}{1,015}$
Average Earnings	\$15,442	$\frac{\$20,167,232}{1,306}$	\$12,178	$\frac{\$10,400,066}{854}$

**Table E • Dislocated Worker Program Results**

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Entered Employment Rate	73.6%	81.9%	$\frac{3,037}{3,709}$
Employment Retention Rate	83.9%	88.8%	$\frac{2,656}{2,992}$
Average Earnings	\$14,043	\$20,045	$\frac{\$52,719,035}{2,630}$
Employment and Credential Rate	0.0%	57.5%	$\frac{1,659}{2,886}$

**Table F • Outcomes for Dislocated Worker Special Populations**

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	82.0%	$\frac{346}{422}$	70.6%	$\frac{89}{126}$	69.0%	$\frac{427}{619}$	73.1%	$\frac{49}{67}$
Employment Retention Rate	87.3%	$\frac{295}{338}$	87.9%	$\frac{94}{107}$	86.4%	$\frac{382}{442}$	97.0%	$\frac{65}{67}$
Average Earnings	\$20,640	$\frac{\$5,985,536}{290}$	\$19,041	$\frac{\$1,770,834}{93}$	\$19,772	$\frac{\$7,434,346}{376}$	\$14,303	$\frac{\$886,755}{62}$
Employment and Credential Rate	59.8%	$\frac{202}{338}$	56.1%	$\frac{46}{82}$	46.5%	$\frac{203}{437}$	47.6%	$\frac{30}{63}$
		numerator denominator		numerator denominator		numerator denominator		numerator denominator

**Table G • Other Outcome Information for the Dislocated Worker Program**

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
		numerator denominator		numerator denominator
Entered Employment Rate	82.0%	$\frac{2,256}{2,751}$	81.5%	$\frac{781}{958}$
Employment Retention Rate	89.3%	$\frac{2,011}{2,252}$	87.2%	$\frac{645}{740}$
Average Earnings	\$19,981	$\frac{\$39,782,979}{1,991}$	\$20,244	$\frac{\$12,936,056}{639}$

**Table H-1 • Youth (14-21) Program Results**

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Placement in Employment or Education	53.9%	67.2%	$\frac{1,123}{1,671}$
Attainment of Degree or Certificate	75.3%	74.2%	$\frac{1,040}{1,401}$
Literacy and Numeracy Gains	44.0%	49.1%	$\frac{370}{753}$

**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	85.2%	$\frac{2,189}{2,569}$	\$6,167	$\frac{\$15,732,036}{2,551}$	0.6%	$\frac{11}{1,841}$	\$5,922	$\frac{\$10,842,359}{1,831}$	63.4%	$\frac{696}{1,097}$
Dislocated Workers	89.8%	$\frac{2,619}{2,918}$	106.4%	$\frac{\$53,667,218}{\$50,438,989}$	1.1%	$\frac{32}{3,037}$	\$9,118	$\frac{\$27,436,360}{3,009}$	63.2%	$\frac{1,426}{2,256}$
Older Youth	75.6%	$\frac{294}{389}$	\$3,511	$\frac{\$1,365,667}{389}$	0.3%	$\frac{1}{323}$	\$3,259	$\frac{\$1,052,725}{323}$		

**Table M • Participation Levels**

	Total Participants Served	Total Exiters
Total Adult Customers	213,517	186,137
Total Adult (Self-Service Only)	201,909	179,569
WIA Adults	206,897	182,413
WIA Dislocated Workers	6,786	3,861
Total Youth (14-21)	3,972	1,772
Younger Youth (14-18)	2,787	1,227
Older Youth (19-21)	1,185	545
Out-of-School Youth	2,126	990
In-School Youth	1,846	782

**Washington State Additional Measures of Performance**

**Adult Program**

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Employment Rate	73.7%	74.9%	$\frac{2,222}{2,967}$
Median Annualized Earnings	\$17,545	\$21,113	2,216
Credential Rate	Credential Rate methodology and performance levels are under revision		

**Dislocated Worker Program**

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Employment Rate	80.4%	80.7%	$\frac{2,871}{3,557}$
Median Annualized Earnings	\$23,277	\$31,728	2,847
Credential Rate	Credential Rate methodology and performance levels are under revision		

**Youth Program**

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Employment Rate or Further Education	68.6%	78.4%	$\frac{1,210}{1,543}$
Median Annualized Earnings	\$11,781	\$10,537	881
Credential Rate	Credential Rate methodology and performance levels are under revision		

**Employer Satisfaction**

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Percent Satisfied with Skills	N/A	93.2%	$\frac{129}{139}$

**Table N • Cost of Program Activities**

Program Activity	Total Federal Spending
Local Adults	\$ 12,348,154
Local Dislocated Workers	\$ 16,863,581
Local Youth	\$ 13,448,674
Rapid Response (up to 25%) WIA Sec.134 (a) (2) (A)	\$ 2,069,123
Statewide Required Activities (up to 25%) WIA Sec.134 (a) (2) (A)	\$ 4,993,834
<b>Total of all Federal Spending Listed Above</b>	<b>\$ 49,723,366</b>

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

Local Area Name	Total Participants Served			
<b>Southwest</b> ETA Assigned #53005	Adults	770		
	Dislocated Workers	688		
	Older Youth	113		
	Younger Youth	303		
	<b>Total Exiters</b>			
	Adults	601		
	Dislocated Workers	513		
	Older Youth	66		
	Younger Youth	136		
			Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	0.0%	0.0%	
	Employers	0.0%	0.0%	
Entered Employment Rates	Adults	67.9%	69.0%	
	Dislocated Workers	70.3%	78.1%	
	Older Youth	N/A	70.2%	
Retention Rates	Adults	75.5%	85.5%	
	Dislocated Workers	82.1%	87.8%	
	Older Youth	N/A	85.2%	
	Younger Youth	N/A	66.7%	
Average Earnings (Adult/DW)	Adults	\$6,336	\$13,057	
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$8,730	\$17,937	
	Older Youth	N/A	\$5,740	
Credential/Diploma Rates	Adults	N/A	40.2%	
	Dislocated Workers	N/A	54.7%	
	Older Youth	N/A	53.4%	
	Younger Youth	N/A	76.3%	
Skill Attainment Rate	Younger Youth	N/A	82.6%	
Youth Placement Rate	Youth (ages 14-21)	42.6%	73.4%	
Attainment Of Certificate	Youth (ages 14-21)	80.6%	83.1%	
Literacy/Numeracy Gains	Youth (ages 14-21)	59.2%	56.1%	
<b>Other State Indicators of Performance</b>				
Customer Satisfaction	Adults	Discontinued		
	Dislocated Workers			
	Youth			
Employment in Q3	Adults	69.8%	69.4%	
	Dislocated Workers	81.6%	76.7%	
	Youth	56.2%	86.5%	
Median Annualized Earnings	Adults	\$14,316	\$19,226	
	Dislocated Workers	\$18,689	\$28,234	
	Youth	\$7,333	\$10,120	
Credential Rate	Adults	Measure under revision		
	Dislocated Workers			
	Youth			
Overall Status of Local Performance		Not Met - 0	Met - 3	Exceeded - 12

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

Local Area Name	Total Participants Served		
<b>Olympic Consortium</b> ETA Assigned #53010	Adults	295	
	Dislocated Workers	364	
	Older Youth	53	
	Younger Youth	71	
	<b>Total Exitters</b>		
	Adults	184	
	Dislocated Workers	200	
	Older Youth	34	
	Younger Youth	56	
			Negotiated Performance Level
Customer Satisfaction	Program Participants	0.0%	0.0%
	Employers	0.0%	0.0%
Entered Employment Rates	Adults	77.5%	75.6%
	Dislocated Workers	77.4%	80.3%
	Older Youth	N/A	70.0%
Retention Rates	Adults	82.0%	79.5%
	Dislocated Workers	84.2%	85.2%
	Older Youth	N/A	75.0%
	Younger Youth	N/A	51.9%
Average Earnings (Adult/DW)	Adults	\$9,721	\$14,306
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$14,926	\$16,904
	Older Youth	N/A	\$3,120
Credential/Diploma Rates	Adults	N/A	60.2%
	Dislocated Workers	N/A	51.1%
	Older Youth	N/A	36.0%
	Younger Youth	N/A	75.0%
Skill Attainment Rate	Younger Youth	N/A	74.4%
Youth Placement Rate	Youth (ages 14-21)	58.8%	72.0%
Attainment Of Certificate	Youth (ages 14-21)	66.5%	69.7%
Literacy/Numeracy Gains	Youth (ages 14-21)	34.6%	40.0%
<b>Other State Indicators of Performance</b>			
Customer Satisfaction	Adults		
	Dislocated Workers		Discontinued
	Youth		
Employment in Q3	Adults	74.9%	73.4%
	Dislocated Workers	81.9%	77.6%
	Youth	68.8%	74.1%
Median Annualized Earnings	Adults	\$20,914	\$19,828
	Dislocated Workers	\$26,409	\$30,801
	Youth	\$12,501	\$6.882
Credential Rate	Adults		
	Dislocated Workers		Measure under revision
	Youth		
<b>Overall Status of Local Performance</b>		Not Met - 1	Met - 5
			Exceeded - 9

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

Local Area Name	Total Participants Served			
<b>Pacific Mountain</b> ETA Assigned #53015	Adults	371		
	Dislocated Workers	997		
	Older Youth	87		
	Younger Youth	146		
	<b>Total Exitters</b>			
	Adults	265		
	Dislocated Workers	504		
	Older Youth	30		
	Younger Youth	58		
			Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	0.0%	0.0%	
	Employers	0.0%	0.0%	
Entered Employment Rates	Adults	75.4%	76.6%	
	Dislocated Workers	72.2%	82.2%	
	Older Youth	N/A	75.9%	
Retention Rates	Adults	81.3%	83.6%	
	Dislocated Workers	81.9%	90.8%	
	Older Youth	N/A	88.0%	
	Younger Youth	N/A	67.0%	
Average Earnings (Adult/DW)	Adults	\$9,735	\$12,622	
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$13,165	\$17,267	
	Older Youth	N/A	\$3,850	
Credential/Diploma Rates	Adults	N/A	49.1%	
	Dislocated Workers	N/A	56.1%	
	Older Youth	N/A	48.6%	
	Younger Youth	N/A	82.6%	
Skill Attainment Rate	Younger Youth	N/A	79.7%	
Youth Placement Rate	Youth (ages 14-21)	51.5%	83.7%	
Attainment Of Certificate	Youth (ages 14-21)	72.1%	89.4%	
Literacy/Numeracy Gains	Youth (ages 14-21)	49.6%	55.2%	
<b>Other State Indicators of Performance</b>				
Customer Satisfaction	Adults			
	Dislocated Workers		Discontinued	
	Youth			
Employment in Q3	Adults	71.7%	73.4%	
	Dislocated Workers	81.1%	82.5%	
	Youth	64.1%	90.8%	
Median Annualized Earnings	Adults	\$17,330	\$18,091	
	Dislocated Workers	\$26,409	\$30,801	
	Youth	\$10,872	\$13,009	
Credential Rate	Adults			
	Dislocated Workers		Measure under revision	
	Youth			
<b>Overall Status of Local Performance</b>		Not Met - 0	Met - 0	
			Exceeded - 15	

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

Local Area Name	Total Participants Served			
<b>Northwest</b> ETA Assigned #53020	Adults	218		
	Dislocated Workers	285		
	Older Youth	67		
	Younger Youth	197		
	<b>Total Exitters</b>			
	Adults	91		
	Dislocated Workers	159		
	Older Youth	27		
	Younger Youth	62		
			Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	0.0%	0.0%	
	Employers	0.0%	0.0%	
Entered Employment Rates	Adults	73.7%	79.5%	
	Dislocated Workers	72.0%	79.0%	
	Older Youth	N/A	81.8%	
Retention Rates	Adults	83.7%	85.7%	
	Dislocated Workers	84.2%	89.1%	
	Older Youth	N/A	75.0%	
	Younger Youth	N/A	76.5%	
Average Earnings (Adult/DW) Six Months Earnings Increase (Older Youth)	Adults	\$10,267	\$17,050	
	Dislocated Workers	\$16,298	\$18,190	
	Older Youth	N/A	\$5,446	
Credential/Diploma Rates	Adults	N/A	69.7%	
	Dislocated Workers	N/A	62.2%	
	Older Youth	N/A	42.9%	
	Younger Youth	N/A	92.9%	
Skill Attainment Rate	Younger Youth	N/A	100%	
Youth Placement Rate	Youth (ages 14-21)	55.0%	83.8%	
Attainment Of Certificate	Youth (ages 14-21)	75.6%	93.2%	
Literacy/Numeracy Gains	Youth (ages 14-21)	33.4%	64.3%	
<b>Other State Indicators of Performance</b>				
Customer Satisfaction	Adults Dislocated Workers Youth	Discontinued		
Employment in Q3	Adults	75.4%	79.8%	
	Dislocated Workers	80.7%	80.7%	
	Youth	81.8%	91.1%	
Median Annualized Earnings	Adults	\$20,807	\$30,471	
	Dislocated Workers	\$25,926	\$28,573	
	Youth	\$13,695	\$10,605	
Credential Rate	Adults Dislocated Workers Youth	Measure under revision		
<b>Overall Status of Local Performance</b>		Not Met - 1	Met - 0	Exceeded - 14

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

Local Area Name	Total Participants Served			
Seattle-King County ETA Assigned #53025	Adults	1,055		
	Dislocated Workers	1,537		
	Older Youth	225		
	Younger Youth	606		
	<b>Total Exitters</b>			
	Adults	519		
	Dislocated Workers	869		
	Older Youth	81		
	Younger Youth	219		
			Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	0.0%	0.0%	
	Employers	0.0%	0.0%	
Entered Employment Rates	Adults	71.4%	71.3%	
	Dislocated Workers	67.6%	78.2%	
	Older Youth	N/A	67.3%	
Retention Rates	Adults	81.9%	91.4%	
	Dislocated Workers	83.7%	88.3%	
	Older Youth	N/A	92.3%	
	Younger Youth	N/A	72.7%	
Average Earnings (Adult/DW) Six Months Earnings Increase (Older Youth)	Adults	\$10,744	\$16,111	
	Dislocated Workers	\$16,234	\$24,243	
	Older Youth	N/A	\$3,909	
Credential/Diploma Rates	Adults	N/A	58.6%	
	Dislocated Workers	N/A	58.7%	
	Older Youth	N/A	52.7%	
	Younger Youth	N/A	78.5%	
Skill Attainment Rate	Younger Youth	N/A	89.2%	
Youth Placement Rate	Youth (ages 14-21)	55.0%	73.4%	
Attainment Of Certificate	Youth (ages 14-21)	75.8%	81.7%	
Literacy/Numeracy Gains	Youth (ages 14-21)	40.2%	38.7%	
<b>Other State Indicators of Performance</b>				
Customer Satisfaction	Adults Dislocated Workers Youth	Discontinued		
Employment in Q3	Adults	70.7%	77.9%	
	Dislocated Workers	78.4%	79.2%	
	Youth	72.5%	83.3%	
Median Annualized Earnings	Adults	\$20,112	\$25,214	
	Dislocated Workers	\$26,632	\$39,376	
	Youth	\$10,051	\$9,340	
Credential Rate	Adults Dislocated Workers Youth	Measure under revision		
<b>Overall Status of Local Performance</b>		Not Met - 0	Met - 3	Exceeded - 12

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

Local Area Name	Total Participants Served		
Snohomish ETA Assigned #53030	Adults	652	
	Dislocated Workers	865	
	Older Youth	47	
	Younger Youth	338	
	<b>Total Exitters</b>		
	Adults	272	
	Dislocated Workers	448	
	Older Youth	11	
	Younger Youth	115	
			Negotiated Performance Level
Customer Satisfaction	Program Participants	0.0%	0.0%
	Employers	0.0%	0.0%
Entered Employment Rates	Adults	70.7%	70.6%
	Dislocated Workers	71.1%	85.5%
	Older Youth	N/A	54.5%
Retention Rates	Adults	80.9%	88.7%
	Dislocated Workers	83.5%	93.3%
	Older Youth	N/A	64.7%
	Younger Youth	N/A	33.8%
Average Earnings (Adult/DW) Six Months Earnings Increase (Older Youth)	Adults	\$9,616	\$16,321
	Dislocated Workers	\$15,913	\$25,752
	Older Youth	N/A	\$4,074
Credential/Diploma Rates	Adults	N/A	48.7%
	Dislocated Workers	N/A	49.6%
	Older Youth	N/A	23.1%
	Younger Youth	N/A	25.2%
Skill Attainment Rate	Younger Youth	N/A	50.0%
Youth Placement Rate	Youth (ages 14-21)	47.1%	39.1%
Attainment Of Certificate	Youth (ages 14-21)	77.7%	26.2%
Literacy/Numeracy Gains	Youth (ages 14-21)	47.6%	63.6%
<b>Other State Indicators of Performance</b>			
Customer Satisfaction	Adults Dislocated Workers Youth	Discontinued	
Employment in Q3	Adults	70.0%	71.7%
	Dislocated Workers	78.6%	87.1%
	Youth	61.6%	64.9%
Median Annualized Earnings	Adults	\$17,142	\$27,880
	Dislocated Workers	\$21,912	\$43,294
	Youth	\$7,845	\$10,920
Credential Rate	Adults Dislocated Workers Youth	Measure under revision	
<b>Overall Status of Local Performance</b>		Not Met - 1	Met -2
			Exceeded - 12

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

Local Area Name	Total Participants Served			
Spokane ETA Assigned #53035	Adults	466		
	Dislocated Workers	463		
	Older Youth	143		
	Younger Youth	217		
	<b>Total Exitters</b>			
	Adults	234		
	Dislocated Workers	285		
	Older Youth	84		
	Younger Youth	102		
			Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	0.0%	0.0%	
	Employers	0.0%	0.0%	
Entered Employment Rates	Adults	77.8%	85.9%	
	Dislocated Workers	73.5%	91.1%	
	Older Youth	N/A	70.9%	
Retention Rates	Adults	81.6%	88.7%	
	Dislocated Workers	84.1%	89.2%	
	Older Youth	N/A	87.3%	
	Younger Youth	N/A	55.1%	
Average Earnings (Adult/DW)	Adults	\$8,943	\$17,503	
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$10,916	\$19,451	
	Older Youth	N/A	\$3,817	
Credential/Diploma Rates	Adults	N/A	58.2%	
	Dislocated Workers	N/A	54.3%	
	Older Youth	N/A	32.1%	
	Younger Youth	N/A	80.3%	
Skill Attainment Rate	Younger Youth	N/A	77.3%	
Youth Placement Rate	Youth (ages 14-21)	59.1%	67.6%	
Attainment Of Certificate	Youth (ages 14-21)	73.5%	77.7%	
Literacy/Numeracy Gains	Youth (ages 14-21)	37.6%	59.1%	
<b>Other State Indicators of Performance</b>				
Customer Satisfaction	Adults Dislocated Workers Youth	Discontinued		
Employment in Q3	Adults	72.9%	79.0%	
	Dislocated Workers	80.3%	83.5%	
	Youth	69.4%	71.1%	
Median Annualized Earnings	Adults	\$16,324	\$22,455	
	Dislocated Workers	\$21,005	\$31,785	
	Youth	\$13,760	\$11,939	
Credential Rate	Adults Dislocated Workers Youth	Measure under revision		
Overall Status of Local Performance		Not Met - 0	Met - 1	Exceeded - 14

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

Local Area Name	Total Participants Served		
Pierce ETA Assigned #53040	Adults	275	
	Dislocated Workers	423	
	Older Youth	160	
	Younger Youth	173	
	<b>Total Exitters</b>		
	Adults	111	
	Dislocated Workers	201	
	Older Youth	69	
	Younger Youth	94	
			Negotiated Performance Level
Customer Satisfaction	Program Participants	0.0%	0.0%
	Employers	0.0%	0.0%
Entered Employment Rates	Adults	73.2%	80.6%
	Dislocated Workers	74.4%	88.5%
	Older Youth	N/A	62.5%
Retention Rates	Adults	80.9%	87.9%
	Dislocated Workers	84.1%	88.4%
	Older Youth	N/A	80.0%
	Younger Youth	N/A	60.7%
Average Earnings (Adult/DW) Six Months Earnings Increase (Older Youth)	Adults	\$9,461	\$15,197
	Dislocated Workers	\$13,763	\$17,469
	Older Youth	N/A	\$2,343
Credential/Diploma Rates	Adults	N/A	62.3%
	Dislocated Workers	N/A	68.0%
	Older Youth	N/A	22.0%
	Younger Youth	N/A	68.6%
Skill Attainment Rate	Younger Youth	N/A	59.6%
Youth Placement Rate	Youth (ages 14-21)	55.9%	62.6%
Attainment Of Certificate	Youth (ages 14-21)	75.5%	62.9%
Literacy/Numeracy Gains	Youth (ages 14-21)	43.8%	31.5%
<b>Other State Indicators of Performance</b>			
Customer Satisfaction	Adults Dislocated Workers Youth	Discontinued	
Employment in Q3	Adults	75.8%	79.6%
	Dislocated Workers	81.7%	84.3%
	Youth	68.9%	82.8%
Median Annualized Earnings	Adults	\$18,735	\$23,201
	Dislocated Workers	\$20,305	\$30,473
	Youth	\$12,515	\$11,078
Credential Rate	Adults Dislocated Workers Youth	Measure under revision	
<b>Overall Status of Local Performance</b>		Not Met - 1	Met -2
			Exceeded - 12

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

Local Area Name		Total Participants Served		
<b>North Central</b> ETA Assigned #53045	Adults	291		
	Dislocated Workers	339		
	Older Youth	63		
	Younger Youth	204		
	<b>Total Exiters</b>			
	Adults	207		
	Dislocated Workers	179		
	Older Youth	30		
	Younger Youth	96		
			Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	0.0%	0.0%	
	Employers	0.0%	0.0%	
Entered Employment Rates	Adults	78.6%	77.3%	
	Dislocated Workers	76.9%	76.3%	
	Older Youth	N/A	58.6%	
Retention Rates	Adults	85.8%	83.2%	
	Dislocated Workers	83.5%	83.9%	
	Older Youth	N/A	75.9%	
	Younger Youth	N/A	52.5%	
Average Earnings (Adult/DW) Six Months Earnings Increase (Older Youth)	Adults	\$9,976	\$11,812	
	Dislocated Workers	\$12,502	\$16,402	
	Older Youth	N/A	\$2,727	
Credential/Diploma Rates	Adults	N/A	37.4%	
	Dislocated Workers	N/A	48.2%	
	Older Youth	N/A	27.5%	
	Younger Youth	N/A	80.9%	
Skill Attainment Rate	Younger Youth	N/A	58.3%	
Youth Placement Rate	Youth (ages 14-21)	53.2%	65.4%	
Attainment Of Certificate	Youth (ages 14-21)	73.6%	82.8%	
Literacy/Numeracy Gains	Youth (ages 14-21)	46.1%	60.4%	
<b>Other State Indicators of Performance</b>				
Customer Satisfaction	Adults	Discontinued		
	Dislocated Workers			
	Youth			
Employment in Q3	Adults	76.6%	74.5%	
	Dislocated Workers	83.7%	76.8%	
	Youth	50.9%	61.3%	
Median Annualized Earnings	Adults	\$17,441	\$18,092	
	Dislocated Workers	\$20,210	\$27,786	
	Youth	\$12,400	\$9,884	
Credential Rate	Adults	Measure under revision		
	Dislocated Workers			
	Youth			
<b>Overall Status of Local Performance</b>		Not Met - 1	Met - 5	Exceeded - 9

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

Local Area Name	Total Participants Served			
South Central ETA Assigned #53075	Adults	160		
	Dislocated Workers	424		
	Older Youth	75		
	Younger Youth	172		
	<b>Total Exitors</b>			
	Adults	93		
	Dislocated Workers	294		
	Older Youth	39		
	Younger Youth	110		
			Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	0.0%	0.0%	
	Employers	0.0%	0.0%	
Entered Employment Rates	Adults	82.9%	79.0%	
	Dislocated Workers	76.2%	85.1%	
	Older Youth	N/A	46.4%	
Retention Rates	Adults	82.6%	86.4%	
	Dislocated Workers	85.8%	87.8%	
	Older Youth	N/A	87.5%	
	Younger Youth	N/A	59.5%	
Average Earnings (Adult/DW)	Adults	\$8,973	\$10,596	
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$13,044	\$16,910	
	Older Youth	N/A	\$4,210	
Credential/Diploma Rates	Adults	N/A	48.8%	
	Dislocated Workers	N/A	60.9%	
	Older Youth	N/A	22.6%	
	Younger Youth	N/A	67.8%	
Skill Attainment Rate	Younger Youth	N/A	37.5%	
Youth Placement Rate	Youth (ages 14-21)	52.0%	51.3%	
Attainment Of Certificate	Youth (ages 14-21)	72.6%	76.9%	
Literacy/Numeracy Gains	Youth (ages 14-21)	51.8%	62.5%	
<b>Other State Indicators of Performance</b>				
Customer Satisfaction	Adults			
	Dislocated Workers		Discontinued	
	Youth			
Employment in Q3	Adults	73.0%	76.6%	
	Dislocated Workers	82.0%	79.8%	
	Youth	71.5%	83.7%	
Median Annualized Earnings	Adults	\$14,398	\$18,474	
	Dislocated Workers	\$24,964	\$28,574	
	Youth	\$13,303	\$12,742	
Credential Rate	Adults			
	Dislocated Workers		Measure under revision	
	Youth			
Overall Status of Local Performance		Not Met - 0	Met - 4 Exceeded - 11	

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

Local Area Name	Total Participants Served			
Eastern Washington ETA Assigned #53070	Adults	247		
	Dislocated Workers	177		
	Older Youth	69		
	Younger Youth	260		
	<b>Total Exitters</b>			
	Adults	154		
	Dislocated Workers	105		
	Older Youth	29		
	Younger Youth	114		
			Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	0.0%	0.0%	
	Employers	0.0%	0.0%	
Entered Employment Rates	Adults	79.5%	84.2%	
	Dislocated Workers	75.4%	80.6%	
	Older Youth	N/A	68.4%	
Retention Rates	Adults	85.2%	83.2%	
	Dislocated Workers	86.0%	89.3%	
	Older Youth	N/A	71.1%	
	Younger Youth	N/A	49.2%	
Average Earnings (Adult/DW) Six Months Earnings Increase (Older Youth)	Adults	\$8,102	\$13,245	
	Dislocated Workers	\$15,535	\$19,177	
	Older Youth	N/A	\$5,790	
Credential/Diploma Rates	Adults	N/A	60.2%	
	Dislocated Workers	N/A	68.5%	
	Older Youth	N/A	39.5%	
	Younger Youth	N/A	81.6%	
Skill Attainment Rate	Younger Youth	N/A	83.2%	
Youth Placement Rate	Youth (ages 14-21)	53.9%	66.9%	
Attainment Of Certificate	Youth (ages 14-21)	77.7%	75.9%	
Literacy/Numeracy Gains	Youth (ages 14-21)	49.8%	37.3%	
<b>Other State Indicators of Performance</b>				
Customer Satisfaction	Adults Dislocated Workers Youth	Discontinued		
Employment in Q3	Adults	73.1%	78.8%	
	Dislocated Workers	67.2%	84.5%	
	Youth	69.9%	79.0%	
Median Annualized Earnings	Adults	\$17,720	\$20,372	
	Dislocated Workers	\$28,640	\$31,691	
	Youth	\$10,669	\$9,589	
Credential Rate	Adults Dislocated Workers Youth	Measure under revision		
<b>Overall Status of Local Performance</b>		Not Met - 1	Met - 3	Exceeded - 11

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

Local Area Name	Total Participants Served			
<b>Benton-Franklin</b> ETA Assigned #53065	Adults	183		
	Dislocated Workers	202		
	Older Youth	83		
	Younger Youth	100		
	<b>Total Exitters</b>			
	Adults	113		
	Dislocated Workers	93		
	Older Youth	45		
	Younger Youth	65		
			Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	0.0%	0.0%	
	Employers	0.0%	0.0%	
Entered Employment Rates	Adults	84.2%	85.7%	
	Dislocated Workers	85.9%	90.4%	
	Older Youth	N/A	83.7%	
Retention Rates	Adults	84.6%	88.4%	
	Dislocated Workers	90.0%	91.4%	
	Older Youth	N/A	80.8%	
	Younger Youth	N/A	60.0%	
Average Earnings (Adult/DW) Six Months Earnings Increase (Older Youth)	Adults	\$13,115	\$11,195	
	Dislocated Workers	\$18,698	\$17,199	
	Older Youth	N/A	\$4,984	
Credential/Diploma Rates	Adults	N/A	61.8%	
	Dislocated Workers	N/A	69.9%	
	Older Youth	N/A	50.0%	
	Younger Youth	N/A	85.2%	
Skill Attainment Rate	Younger Youth	N/A	82.6%	
Youth Placement Rate	Youth (ages 14-21)	61.9%	73.5%	
Attainment Of Certificate	Youth (ages 14-21)	73.7%	82.0%	
Literacy/Numeracy Gains	Youth (ages 14-21)	43.1%	53.3%	
<b>Other State Indicators of Performance</b>				
Customer Satisfaction	Adults Dislocated Workers Youth	Discontinued		
Employment in Q3	Adults	77.1%	80.2%	
	Dislocated Workers	81.4%	85.7%	
	Youth	74.4%	81.0%	
Median Annualized Earnings	Adults	\$19,949	\$17,296	
	Dislocated Workers	\$31,632	\$29,007	
	Youth	\$10,880	\$10,478	
Credential Rate	Adults Dislocated Workers Youth	Measure under revision		
<b>Overall Status of Local Performance</b>		Not Met - 0	Met - 5	Exceeded - 10