



Agency Recommendation Summary

Washington’s public-facing, career and education planning portal, Career Bridge, has been undergoing modernization with legislative investment. Procurement delays pushed some updates past the project deadline. Funds are needed now to finish Phase 1, ensuring data moves through data loaders and APIs, not manual updates. Additional site improvements will enhance how information is consumed and improve the user interface. Enhanced, ongoing site maintenance and further upgrades require that two current project positions (2 FTEs) be made permanent. Another 1.5 FTE project staff will oversee Phase II enhancement and four related pilot projects with education and industry partners.

Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
Staffing						
FTEs	3.5	3.5	3.5	2.0	2.0	2.0
Operating Expenditures						
Fund 001 - 1	\$1,747	\$1,307	\$3,054	\$339	\$339	\$678
Total Expenditures	\$1,747	\$1,307	\$3,054	\$339	\$339	\$678

Decision Package Description

Washington’s popular, public-facing, career and education planning portal, Career Bridge, has received renewed interest and investment from the Legislature and Governor in recent legislative sessions. Long-awaited enhancements—from making Career Bridge mobile friendly on phones and tablets, more tightly aligning it to high school and beyond planning, and boosting access to remote, disadvantaged, and rural populations—are all underway.

These changes are helping reshape the 15-year-old site from one with dated architecture and design to a dynamic online hub that features reliable, time-tested labor market data and comprehensive career and education information. Even before site updates began, Career Bridge was already drawing as many as 6 million annual page views—a number that is only expected to grow as the site’s technical updates and design improvements continue.

However, procurement delays have resulted in several key tech upgrades being pushed back even as a newly redesigned, more dynamic site prepares to launch at the end of June 2025. Workforce Board staff, with WaTech support, worked with the contractor to reengineer the project schedule and bring on more contractor staff to complete the project to Minimum Viable Product specifications by June 30, 2025. This proposal requests funds (\$475,000) to complete the full Phase I project within the first year of the biennium, and an additional \$500,000 per year (biennium: \$1 million) to complete Phase II modernization. Phase II also includes demonstration projects with education and industry partners. (\$250,000).

At the same time, two key positions initially funded as project roles need to be made into permanent, ongoing positions as the state’s public-facing, education and career platform moves ahead with ongoing upgrades to make it more user-friendly and detailed, spurring larger audiences, increased demand from both workers and employers, and a growing expectation that it will continue to be engaging and relevant for middle and high school students, as well as jobseekers of all types.

Retaining Career Bridge staff: mission critical

Even before this effort was underway, Career Bridge needed a dedicated manager and permanent IT lead. In fact, based on WaTech advice, these two project-based positions were initially requested to be permanent and ongoing when the Workforce Board made its initial Career Bridge modernization requests. But the legislature, although supporting these requests, tied the staff positions to the modernization project funded in 2023—making the positions temporary. With increased and broader based usage, ongoing staff support is more necessary now than ever.

Alignment with Section 701—Gated IT Funding Requirements

Retaining these positions as permanent staff also aligns with Section 701 of Engrossed Substitute Senate Bill 5187 (2023), which states that “Key project functions that are deemed ‘critical’ must be retained by state personnel and not outsourced, to ensure that knowledge is retained within state government and that the state can self-sufficiently support the system and make improvements without long-term dependence on a vendor.” This section refers to information technology projects with gated funding overseen by WaTech, including the previous and current Career Bridge upgrades, starting in 2022.

To ensure full compliance with the 701 requirement to retain critical functions by state personnel, the Workforce Board is requesting funding for these two FTEs to support this project going forward. They will ensure development knowledge is not only retained but expanded upon for future updates and improvements to the system, as well as making efficient use of funding by retaining their detailed knowledge within the Workforce Board. The additional two staff requested (1.5 FTE) will work on Phase II activities and are not expected to have continuing work once that Phase is complete.

Thus, this decision package can be viewed as **THREE interrelated modules**:

Maintenance—The FIRST module centers on the pressing need for dedicated, permanently funded staff (2 FTE). These staff are needed to support the site, including ongoing oversight, customer relevance and ease of use, monitoring of data updates, and management of continued modernization and enhancement work. Experienced staff are needed to shepherd the comprehensive improvements and credential enhancements made to Career Bridge over the past couple of years, and into the future. The Workforce Board requested these staff to be permanent and ongoing when the agency made its initial Career Bridge modernization requests. But the legislature, although supporting these requests, tied the staff positions to the modernization project funded in 2023—making the positions temporary. However, without ongoing, dedicated staff oversight, these improvements will stall out and eventually fade into disuse. It just makes sense to protect this public investment with sufficient staff, especially as Career Bridge, unlike some other state-supported websites, has stood the test of time and has continued to grow over the past 15 years.

In addition, the Workforce Board is also seeking funding for Project staff (1.5 FTE) hired to support Phase II activities to expand credential fields. These project-based positions will manage the procurement and oversight of between three and five demonstration projects, pilot evaluations, and oversee the work of the Phase II contractor.

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Finish-line work—The SECOND module centers on completing technical upgrades that will improve efficiency and accuracy, enabling real-time information to flow automatically rather than through manual updates. These tech upgrades were outlined in the previous project but were unable to be completed due to procurement issues, including a failed procurement that required the team to re-issue the RFP to ensure more competitive bids to carry out the project. That delayed the project's forward progress by about 9 to 10 weeks. With the successful bidder coming on board later than initially planned, it required increased expenditures to complete the project to minimum viable product (MVP) standards. The expectation is that the current vendor would finish these outstanding pieces of the project after the original deadline, and with a reauthorized investment of \$475,000 for Phase I project completion, as current funds expire at the end of the biennium. This includes adding and activating data loaders and using APIs to readily and efficiently exchange real-time data between and among different sites. This will provide a final, tech-ready product between six and nine months from the start of the 2025-27 biennium. The technologically improved Career Bridge can then be further leveraged for ongoing enhancements completed during the following year and a half, as part of a larger, more comprehensive credential-expansion project that ends in June of 2027.

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Enhancement—This THIRD module leverages the momentum already underway and builds on it to bring Career Bridge to a “first in class” level when it comes to credential transparency for Washington's students and families, employers, and education institutions. More specifically, for Career Bridge to fully deliver on its data rich foundation, additional investments are needed to:

- Expand how information is displayed and consumed.
- Improve the interface with data providers.
- Provide more visual engagement in displaying program details and credential information.
- Enhance the end user's ability to compare and contrast programs and make informed choices.

These improvements are natural next steps for Career Bridge, which is widely viewed as Washington's credential registry as well as serving as the state's public career and education planning platform. This work builds on both national and statewide momentum to help transform career pathways and make them more accessible, including to those from disadvantaged, marginalized, and rural communities. Note: Accomplishing these enhancements requires the completion of delayed tech updates from the earlier modernization work (see Finish-line work in Module 2). Additionally, the data enhancements—describing credentials by skills, competencies, and mastery levels, requires research and demonstration by industry and higher education partners. A small fund pool of \$250,000 is requested to support up to five pilot projects at Washington community and technical colleges and four-year institutions. Two project-level staff (1.5 FTE) are requested to oversee this work—including managing the vendor tasked with making site upgrades to expand credential fields, along with the pilot project work and report.

Data enhancement details

Data enhancement work to build out fields describing credentials includes defining a data structure through a schema design that addresses skills and includes associated metadata such as skill category, proficiency level, and relevant industry. This work also includes creating a structure to detail specific competencies or areas of expertise within a skill or job role. Additionally, work would need to be done to better define levels of mastery (beginner, intermediate, advanced) with criteria for each level. Design tables would be built to store this information using unique IDs and metadata, while API development will be part of backend integration. Data visualization will make this information more engaging and understandable to a wider range of users. Ultimately, this work will help users better understand the skills, competencies and levels of mastery that relate to individual credentials, so they can make more informed education and career choices.

Why Career Bridge matters

For our state to thrive, all Washington students, families, educators, employers, and communities should have access to a free, reliable, and publicly accessible platform that contains actionable career and education information. This information is critical for citizens to make informed decisions about which education programs lead to living-wage careers or further education and career pathways. It also helps students and jobseekers know which skills are in demand by employers, and which training programs address them.

Without Career Bridge, consumers are left to fend for themselves, on the web and social media sites, or communications materials from the institution themselves. There is no oversight of these options, which very often provide inaccurate data and inflated claims about job prospects for program graduates. Washington's Career Bridge is nationally recognized for its policies and processes that allow only Workforce Board-corroborated performance data to be displayed on the site.

Career Bridge is also the official home of the state's list of approved postsecondary programs that can receive federal workforce funding, as required by the U.S. Department of Labor. While every state must provide such a database (as directed in federal law), only Washington maintains such high levels of rigor. To evaluate performance and determine eligibility, Workforce Board research staff have access to secure, encrypted data that enables them to evaluate employment and earnings outcomes for nearly half of the 6,500 Washington postsecondary programs on the site. For those programs, site visitors can count on a professional, independent third-party evaluation of program performance, instead of self-reported data from schools and colleges. This provides Washington with objective information on whether graduates are likely to get a job, how much they can expect to earn, and which industry they will likely go to work in, along with displaying the demographics (including age, race, gender, education level) of enrolled students, among other factors. This is critical, reliable information that Washington's consumers have come to rely on.

To provide greater impact for Career Bridge customers, what's needed now is the ability to articulate skills and competencies contained within a credential in a common language that students, educators, and employers can *all* understand and agree on. Prospective students should be able to easily understand what is in various credential programs and compare and contrast them against other programs using the same metrics. Is that coding boot camp going to provide the education and training experiences to help you get that next job? How does it compare to a longer-term program? As an employer, can you verify that a degree or training has the necessary components to be successful in your organization? Bringing education and business representatives together through coordinated outreach and targeted pilot projects to unpack credentials tied to in-demand industry areas can help our state tackle industry-specific hiring and training challenges. It may also help reverse declines in postsecondary enrollment as education programs are more clearly broken down into their core learning components and display closer ties to employer needs, better connecting postsecondary credentials to the marketplace. This work also includes a significant investment in technology through a strategic effort to define data structure; implement a new database for skills, competencies, and mastery-levels; create user-friendly data visualization to better explain these details to users; and strengthen backend connections through API development. (See earlier paragraph on Data enhancement details.)

The need to provide better and more engaging access to career and education planning comes at a moment when Washington employers need more, and better skilled workers to fill vacancies and grow their businesses. Workforce is cited by the state's business community as one of its most pressing concerns—not only a need for more workers, but those with industry-specific skills and training.

Career Bridge showcases thousands of the state's postsecondary programs, including registered apprenticeships, short-term career training, associate and bachelor's degrees, master's degrees, and more. The site also provides performance results on employment and earnings outcomes for nearly half of these programs (unless the program is too new or too small and publishing performance outcomes might compromise student privacy). This offers students, workers, and their families a realistic projection of the return on investment. For the past 15 years, Career

Bridge has been the go-to site for those seeking education and training to land their first living-wage job, start a new career, or advance in their field. With over 6,500 postsecondary programs on Career Bridge, Washington students and jobseekers are able to consider the “full education spectrum” in one place. In fact, Career Bridge is known nationally for its publicly available performance data. Several states have reached out to Washington to learn more about our data structure and site architecture to create similar sites of their own.

Credential transparency—a natural next step

But there is far more that can be done to enhance the user experience and provide key data on an education program’s anticipated return on investment—for both students and employers. While consumers can find the employment and earnings results for many of Washington’s postsecondary programs thanks to Career Bridge, what they *can’t* find are the specific skills, competencies, and coursework contained within an education program or a credential. That is, a Washington student enrolled in a bookkeeping certificate program won’t know which software products they will master, which fiscal skills they’ll learn, what interpersonal and team skills the coursework will provide, how their certificate might link to a larger credential, and whether and how continued learning might lead to higher-level, more lucrative career opportunities.

Popping the hood of a credential and detailing exactly what’s inside is the first step in “credential transparency.” It builds on Career Bridge’s modernization efforts and is a logical next step in creating a more usable tool. It also builds on a national effort to encourage employers to go beyond using a degree as a proxy for skills and experience mindset into skills-based hiring, providing a more level playing field for potential employees with diverse backgrounds.

This calls for communicating in a way that both the student and employer can understand, and initiating partnerships between educators and employers to ensure in-demand skills are taught and competencies are achieved. In some cases, it also provides an opportunity for students to demonstrate that they already have certain skills from prior experience and receive credit for those skills. This empowers people to get where they’re going more easily, efficiently, and equitably.

Without transparency, education and training remains a kind of black box. This doesn’t work for students, who need to make informed decisions about where and what to study. And it doesn’t work for employers who too often spend time training new hires because they lack industry-specific skills. Finally, this black box doesn’t serve the education community well, either, as there can be a lack of understanding about what is being taught, and a lack of certainty about whether a particular program has kept pace with the changing needs of industry.

By lifting the hood on credentials and shining a light on what is inside degrees, certificates, diplomas, micro-credentials, and more, we can better align education programs with employment opportunities. But to do that, more investment is needed to create additional fields on Career Bridge to better reveal the skills, competencies, and coursework contained within a credential. This requires additional technical and design work to be done on the Career Bridge site, building on current modernization efforts. As Career Bridge becomes a more dynamic, more accessible site, its improved technological backbone will also support a greater level of detail. However, that work—which we anticipate will potentially touch on thousands of postsecondary programs—will be substantial. A clearer explanation of the pathways available—from which credentials stack together to build specific in-demand skill sets to which credentials lead to particular career specialties—is needed. Part of this work will be better defining the minimum skill set needed for a particular subset of a broader occupation—whether it’s a bookkeeper, internal auditor, budget analyst, loan officer or staff accountant, for example.

In addition to new fields, this effort calls for increased data visualization and other usability features to better explain and engage with consumers, including showing possible pathways and how they interact with different occupations. We want credential transparency to be readily understandable, with visuals that engage end users. More investment is also needed for performance accountability so we can track whether unpacking a credential and more clearly displaying skills and competencies, along with connected career and education paths, makes a difference in employment and earnings outcomes.

What is your proposal?

Maintenance—The first module centers on the pressing need for dedicated, permanently funded staff (2 FTE). These staff are needed to support the site, including ongoing oversight, customer relevance and ease of use, monitoring of data updates, and management of continued modernization and enhancement work. The Workforce Board requested these staff to be permanent and ongoing when the agency made its initial Career Bridge modernization requests. But the legislature, although supporting these requests, tied the staff positions to the modernization project funded in 2023—making the positions temporary. However, without ongoing, dedicated staff oversight, these improvements will stall out and eventually fade into disuse. It just makes sense to protect this public investment with sufficient staff, especially as Career Bridge, unlike some

other state-supported websites, has stood the test of time and has continued to grow over the past 15 years.

Finish-line work—The second module centers on completing technical upgrades that will improve efficiency and accuracy, enabling real-time information to flow automatically rather than through manual updates. These tech upgrades were outlined in the previous project but were unable to be completed due to procurement issues, including a failed procurement that required the team to re-issue the RFP to ensure more competitive bids to carry out the project. The expectation is that the current vendor would finish these outstanding pieces of the project after the original deadline, and with a reauthorized investment of \$475,000 for Phase I project completion, as current funds expire at the end of the biennium.

Enhancement—This third module leverages the momentum already underway to bring Career Bridge to a “first in class” level when it comes to credential transparency for Washington’s students and families, employers, and education institutions. This module calls for substantial technical and design development to build out credential fields, improve the database, and enhance data visualization for the end user. We will hire a project-based MA5 to oversee this vendor work, along with working with education institutions on credential transparency efforts, including overseeing grants to four or five institutions to break apart existing credentials into core components and map credential pathways in high-demand industries. The grants are meant to encourage participation and help pay for resources at participating institutions. An Administrative Assistant 4 (.5 FTE), will help with coordinating events, arranging and organizing meetings, and set up outreach opportunities.

As mentioned earlier in this request, we can successfully move forward with this next phase of credential transparency and technological buildout ONLY by first reaching the finish line on the previous modernization project (Phase I). That calls for the current vendor providing the addition and activation of data loaders and APIs to make tech transfer seamless and in real time. The build out would come in the first six to nine months of the next biennium. That piece of the project, if funded, will enable our current vendor to fully complete the originally envisioned project that was cut short on time and funds, but is currently on course to provide a new and improved Career Bridge, minus a few key technological pieces. That foundational technology is necessary to make further improvements, such as adding new fields to better display what’s inside a credential.

Permanent staff a priority

More foundational than technology, however, is the critical need to retain key staff. That’s why we started with staff maintenance in Module 1 as a critical first piece of our three-part, integrated DP. Career Bridge’s current product manager and IT lead were hired into two-year project positions, which are set to sunset in June of 2025. These positions were requested in 2023 as permanent staff as part of the Career Bridge modernization effort, but they were always meant to be permanent staff, and not tied to the project. Without these positions funded as permanent and ongoing, it will leave this robust, dynamic site without a manager or technological supervisor to ensure previous improvements are maintained and enhanced. These permanently funded positions are long overdue. Workforce Board staff have previously juggled other responsibilities and pitched in portions of their duties toward the site to keep it going. But there have been no staff strictly dedicated to overseeing, maintaining, and growing this increasingly critical education and career planning site. Career Bridge, which features over 6,500 postsecondary programs and with over 6 million annual page views, requires full-time, dedicated staff, not piece meal contributions from existing staff with already packed portfolios.

This request to permanently fund these two positions is vital to the ongoing health of Career Bridge—and the investment of public dollars. In 2022, WaTech strongly recommended that we build in adequate staffing levels and ranked our original Career Bridge modernization project lower because that staff was not already in place. Public investment goes hand in hand with public trust in what is considered the most comprehensive career and education portal in Washington. Career Bridge is relied on by middle and high school students from across the state, particularly those from disadvantaged and rural areas, where this public-facing, state-supported site is often the only online career and education exploration tool their district can afford.

Career Bridge is also central to jobseekers at our state’s WorkSource employment centers. This site showcases thousands of retraining opportunities and as noted previously, is home of the state’s Eligible Training Provider List (ETPL), a requirement of the U.S. Department of Labor to highlight and make training funding available for those who enroll in postsecondary programs with sufficiently strong employment and earnings results among recent graduates. Those who make use of those training dollars come from populations with significant employment barriers. A robust and well-maintained list of programs, as shown on Career Bridge, is vital to ensuring our most disadvantaged residents are able to train in programs that are considered likely to pay off in real jobs and living wages.

Without ongoing, dedicated staffing for Career Bridge, it’s likely that this site will begin a downward slide as pieces of its technological backbone go unmaintained and its usability slips into obsolescence as technology and tastes change. By funding two permanent, ongoing positions to head

this large and growing portal, we ensure Washingtonians get a good return on investment for their education and training dollars, and for the dollars spent in creating a truly best-in-class website that is recognized nationally for helping consumers make thoughtful career and education decisions.

This proposal leverages an already highly regarded career and education planning platform, expanding its capacity and ability to deliver results equitably across diverse populations and regions. By investing \$1 million over two years to pay for site upgrades and new features, along with \$240,000 per year for project-level staff to build systemwide agreement on how to deliver consistently described credentials that can be compared and evaluated by students and jobseekers, Career Bridge will further Washington's substantial momentum in achieving credential transparency. These site improvements and outreach efforts across the state's postsecondary system, along with a \$250,000 to fund pilot projects at select institutions, promises a huge leap forward in enabling residents to make sound career and education decisions, and employers to better connect with a fully skilled, work-ready workforce.

What is the relevant history?

Career Bridge launched in 2009, during the Great Recession, as unemployment rapidly accelerated and an increasing number of jobseekers sought out solid, independently evaluated information on career and education pathways to dig themselves out of an expanding economic crisis. Following the site's launch, however, funding levels did not keep up as Career Bridge expanded its focus to middle and high school students, along with other populations facing education and employment barriers. As the site aged, the technological architecture was largely frozen in place—making Career Bridge look and feel dated, even though the content and data were kept fresh through continuous updates and occasional site improvements.

This began to change in 2022, when the legislature provided a significant first-round injection of funding that led to a detailed feasibility study that captured the site's current state, backlog of needs, and modernization requirements to keep it relevant, engaging, and accessible. Further legislative investments over the past two years have begun to address many of the site's technological shortfalls.

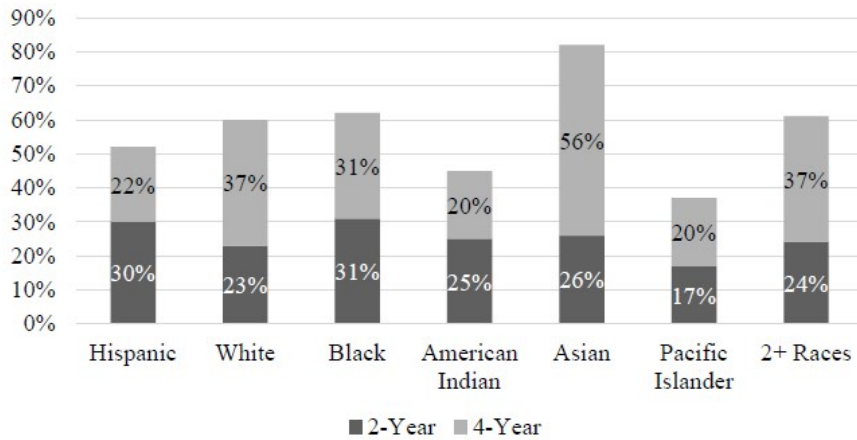
The current legislative request to enhance and expand the way credentials are described, and to unpack credentials in high-demand fields at several WA community colleges and universities, is a natural next step, as Washington continues to lead the way on credential transparency for the benefit of students, jobseekers, employers, and communities. Career Bridge is well known and respected by Washington workforce professionals and known nationally, for its scope and reach, as well as fresh and timely data. The site features over 6,500 Washington educational pathways in one place—including short-term, career-focused training programs and certificates; associate and bachelor's degrees, and even some master's degree programs. Career Bridge also partners with the state's Department of Labor and Industries to feature all registered apprenticeships in Washington—a high-skill, high-wage pathway that can be overlooked by students and jobseekers. Career Bridge also highlights state labor market information so users can get a real-time view of whether an occupation is projected to grow in Washington, and how much it pays, rather than directing users to generic national statistics.

Career Bridge serves as the state's free, online "consumer report card." The labor market performance of thousands of Washington education and training programs is evaluated annually by Workforce Board research staff, with annual wages and employment rates published on the site. This helps potential students and their families gauge whether an education program is likely to be a good investment of their time and money. Career Bridge was one of the first sites in the country that did not accept self-reported data from education institutions (student record data is matched with UI records). Because Workforce Board research staff conduct these independent, third-party evaluations, the data posted on Career Bridge is known for its accuracy and reliability. As a result, it has grown increasingly popular. It has recorded more than 6 million annual page views—and that's before modernization efforts were underway.

By modernizing Career Bridge over the next few years and ensuring more Washington residents can easily access this state-supported, public-facing web site through their phones and tablets, the state will have taken a huge leap forward in helping all populations make informed, data-driven investments in their future. In particular, a more dynamic, user-friendly Career Bridge will help Washington's 344,000 high school students and their parents, who are often worried about the cost of higher education and unsure where to get reliable information about available programs, as well as the employment and earnings results of those programs.

That financial uncertainty reduces enrollment in Washington's postsecondary programs, with too few students pursuing education and training immediately after high school. Students from low-income families and students of color are even less likely to enroll in a postsecondary education and training program. (See Figure 1.)

Figure 1: Postsecondary Enrollment by Race



Source: Office of Superintendent of Public Instruction. Washington School Report Card, four-year graduation rates by Free and Reduced Price Lunch (FRPL) status, academic year 2019-2020

Source: Office of Superintendent of Public Instruction. Washington School Report Card, four-year graduation rates by Free and Reduced Price Lunch (FRPL) status, academic year 2019-2020.

Initial steps to modernize Career Bridge, underway right now, will enable the site to align much more closely to the High School and Beyond Plan, a statewide graduation requirement, so that students can get credit for their education and career searches and upload their resumes and work experience into an easy-to-use portal. The Career Bridge upgrade targets teachers and counselors, ensuring they can readily use the tool to chart student and jobseeker progress through permission-based hierarchies that preserve user privacy. Site design will target both end users and these “helper” middle-users, so that Career Bridge is truly plug-and-play—as well as free to users.

A key piece of this current modernization effort is the creation of the site’s first-ever digital portfolio feature, where career and education searches can be easily saved and viewed. This upgrade, tightly tied to High School and Beyond Plans, will by the fall of 2025 put Career Bridge at the level of “best in class” K-12 career and education platforms, currently under contract with large and more affluent school districts by for-profit companies. Adding the portfolio feature to Career Bridge, along with the other upgrades will help ensure truly equitable access to crucial career planning tools for all Washington students and families, including diverse, disadvantaged, and rural populations.

Right now, only wealthier school districts can afford to pay for expensive, for-profit career and education platforms. Districts with fewer resources must cobble together curriculum for students and attempt to track progress, as they can. In fact, most districts have few comprehensive planning tools and little staff time to spend with students as they make pivotal life decisions. A modernized Career Bridge that provides a dynamic user experience for all students—whether high schoolers or adult jobseekers—along with and a user-friendly interface for counselors and teachers, will help level the playing field and serve as a national model for equity in career and education planning.

By providing greater credential transparency through this modernization effort, Career Bridge has the potential to positively impact career and education planning for students and jobseekers across the state—both rural and urban, native English speaker and English language learners, well-resourced and disadvantaged. This next layer of accountability and clarity will help all of our state’s populations get accurate, understandable information on what and where to study, and what the expected pay off or return on investment is likely to be in terms of employability, earnings, and career advancement. And it will help employers better understand what potential hires know and can do after they exit an education and training program. This, in turn, will lead to more collaboration between employers and educators to ensure needed skills and competencies are embedded and emphasized in both curriculum and classrooms.

What are you purchasing and how does it solve the problem?

Access to online career and education information is more important than ever as the state's economy chugs ahead and workers and students seek education and training to advance their futures in the wake of the COVID-19 pandemic. With a relatively modest investment for site upgrades and modernization, Career Bridge can help smaller or under-resourced schools across Washington and benefit thousands of Washington residents who are seeking career and education opportunities, such as those who rely on federal Workforce Innovation and Opportunity Act (WIOA) funding, military members and their families in transition, immigrants and refugees choosing to make Washington their new home, justice-involved individuals, as well as those participating in other key workforce programs.

We are proposing purchasing upgrades to the website and the ability to maintain it going forward through dedicated staff. This is the third phase of an upgrade for Career Bridge that started with the inclusion of initial funding for the tool in the 2022 Legislative Session. A modernized Career Bridge promises to reduce the need for school districts, community-based organizations, and other public agencies to purchase for-profit tools to help their customers plan for their career and education goals. Some 300,000+ students attend high school in Washington and an estimated 100,000 to 120,000 customers are provided workforce services at WorkSource in a given year, so the impact from site improvements will be substantial across a wide range of populations including diverse, disadvantaged, and rural residents.

This phase of the Career Bridge modernization project will:

- Expand how information is displayed and consumed.
- Improve the interface with data providers.
- Provide more visual engagement in displaying program details and credential information.
- Enhance the end user's ability to compare and contrast programs and make informed choices.

This project will also complete the updates being made to the legacy parts of Career Bridge. This allows an optimized internal site search, so users get the information they're seeking quickly and intuitively. The site needs finalized updates to internal data structures so that data can be interchanged over standardized automated interfaces, including the Credential Transparency Description Language (CTDL). This, along with user experience updates for training providers interacting with the site will encourage schools to keep their data updated and provide a richer set of data for end users. Completing these updates will enable agency staff to efficiently update the site over time.

Advancing Career Bridge in the short term, and ensuring continuous updates in the future, requires additional staff to keep the site fresh, engaging, and useful. The Workforce Board has stretched staff capacity to keep the site updated and forward-looking over the past dozen years, despite Career Bridge's growing scope and complexity. This request asks for continued ongoing funding to make two current project-based positions permanent to enable Career Bridge to reach its full potential as a dynamic, user-friendly, state-supported site. Two project-based positions are also requested to support the activities occurring over the biennium.

What alternatives did you explore and why was this option chosen?

Staff considered pausing after the current user experience upgrades to Career Bridge are complete, rather than continuing to invest in site upgrades, usability, and other features. This strategy made sense from a limited budget perspective but runs the risk of putting some user experience concepts out of reach due to underlying technical limitations. We were especially concerned about those site functions and upgrades that were part of the Phase I project but could not be accomplished within the project timeframe. As Career Bridge is more fully optimized over the course of this coming year (as part of the currently funded project) it will enable students and jobseekers to create sharable, savable, portable folders that can grow and change with the user's interests, accomplishments, and education and career planning. An optimized Career Bridge will also increase the ability to save "compare and contrast" information across multiple programs—a key piece of national credential transparency efforts that are within reach here in Washington.

Building on modernization efforts from the previous two years makes sound financial sense for both end users and taxpayers. There is statewide momentum to move the needle on credential transparency, which is called out as one of five priorities in the state's strategic workforce plan for 2024-28. Career Bridge is, for all intents and purposes, Washington's credential registry. Our state's employers are also desperate for qualified workers with needed skills and competencies. By adding new fields now on Career Bridge that can better describe what is inside a credential, how it links to other credentials, and how that credential can meet employer needs, we are being responsive to an ongoing economic issue in our state—too few qualified workers for a growing number of job openings. Also, at a time of falling enrollments, the enhanced Career Bridge is expected to spur renewed interest in the state's robust postsecondary sector. A modernized Career Bridge will also help unemployed jobseekers at WorkSource more quickly connect with education and training and provide stronger digital connections with job counselors. Many of these jobseekers come with existing barriers to employment and require additional assistance in developing and reaching career goals.

What resources does the agency already have that are dedicated to this purpose?

This proposal folds in a maintenance-level request to retain the agency's Career Bridge Product Manager and IT Lead, who are currently in two-year project positions that end June 30, 2025. Funding these positions as permanent and ongoing, would leverage their subject matter expertise and align with Section 701 Gated Funding requirements which calls for retaining state personnel for IT projects, instead of relying on outside vendors. Should those project positions expire, without ongoing, dedicated funding to continue those roles, Career Bridge faces the possibility of significant decline, despite recent investments and upgrades. The Workforce Board does not have sufficient staff to maintain this improved website without those positions being funded. In the past, existing staff have contributed to the site's upkeep and progress by juggling other work priorities. This is no longer possible given the improvements to the Career Bridge site and increasing site usage. The site has already attracted as many as 6 million page views in a single year, before modernization work has been completed.

The agency has funds from the 23-25 biennial appropriation to upgrade to a minimally viable product (MVP), including the redesign of the site to boost usability and accessibility and the completion of work to upgrade the site's aging architecture. Those two efforts, currently underway, are expected to boost site usage significantly, especially among younger users, including high school students completing required High School and Beyond Plans through the use of the site's soon-to-launch digital portfolio feature. However, due to procurement delays, the second phase of modernization work currently underway will not be completed within the deadline. This additional "finish line" tech work, called for in this current

proposal, will create a more automated site using data loaders and APIs, instead of manual updates.

This piece of the project will provide a more fully realized credential transparency project. This will enable the additional credential fields and their descriptions to be more frequently updated and users will be able to see and take action on fresher content on careers, education options, and labor market trends. Without completing the “finish line” tech work that extends past the original modernization’s work deadline, Module 2 of this DP, that information is likely to be out of date and not as accurate as otherwise possible.

Assumptions and Calculations

Expansion, Reduction, Elimination or Alteration of a current program or service:

This legislative request is part of an ongoing effort to modernize and enhance the state’s public-facing career and education planning portal, Career Bridge. The current request follows up on “finish line” technology upgrades from the previous funding cycle, along with expanding pathways to further credential transparency through the addition of credential fields, along with conducting and evaluating a pilot project with higher education institutions that unpacks credentials tied to in-demand industries, enabling consumers to more easily compare and contrast their value. Although much has been accomplished, and momentum continues to build, there is still more work to do to fully realize Career Bridge’s ability to provide comprehensive and sound education and career planning that’s accessible to all Washingtonians.

Here's how the Legislature and Governor have invested in modernizing and enhancing Career Bridge over the past two biennia:

2021-2023 Biennium

Fund Sources:

447-6: IT Revolving Account \$460,000

In-kind spend \$64,116

Total budget \$524,116

One-time funding

Phase 1 (2023) Description:

Conduct a feasibility study to gain understanding of the site and to document positives and negatives of site. Study resulted in the following deliverables:

- Business Analysis Report
- Relationship Diagram
- Security Analysis Report
- Written System Architecture Report and/or Diagrams
- Requirements Report and/or Table
- Discovery Report
- Conceptual Design Report
- Project Tracking Artifacts

2023-2025 Biennium

Fund Sources:

447-6: IT Revolving Account \$1,400,000

In-kind spend \$136,903

Total budget: \$1,536,903

One-time funding

Phase 2 (2024-2025) Description:

Based on the findings from the robust feasibility study conducted in Phase 1, Phase 2 will modernize Career Bridge, including:

- Making the site mobile friendly for tablets and cell phones.
- Supporting a digital portfolio feature for students and jobseekers to save education and career searches.
- Being more interactive and engaging, especially among younger users.
- Translation apps for different languages to reduce communication barriers and ensure we are reaching all Washington residents with our public-facing education and career portal.
- Update Career Bridge’s database to a new model centered on linked, open data through the use of Credential Transparency Description Language (CTDL). CTDL will enable us to create additional fields to expand credential transparency, with fields including skills, competencies, and experiences, along with links to occupation and job skills so users could learn about different kinds of jobs and the training or education needed to prepare for them.

- Update the website to meet all state agency IT and Security Policies.

The current legislative request is to finish the existing work, as shown above. We need additional funding and time as requested in this legislative request to complete technical upgrades that will improve efficiency and accuracy, enabling real-time information to flow automatically rather than through manual updates. This necessary “finish line” tech work, will provide the necessary technology platform to further improve and expand Career Bridge so that Washington’s public-facing career and education planning tool is able to meet the needs of thousands of students, as well as jobseekers searching for education and training opportunities, along with occupation information, to align their pathways toward meaningful, living-wage careers. Career Bridge already partially fills this role, especially in communities with fewer resources and less access to costly planning tools. Expanding the fields to more fully display credential information on Career Bridge will enhance the usability of this valuable information, enabling students and jobseekers in all areas of the state, and from all backgrounds, to conduct meaningful, accessible career and education planning using a free, fully functional platform.

Detailed Assumptions and Calculations:

Contracted Professional Services

Software Development Work

- **Finish line work**—Extend contract with existing 2023 modernization project vendor immediately following the project deadline. The expectation is that the current vendor will finish outstanding pieces of the project after the original deadline, and with a reauthorized investment of \$475,000 for Phase I project completion, as current funds expire at the end of the biennium. This includes adding and activating data loaders and using APIs to readily and efficiently exchange real-time data between and among different sites. This will provide a final, tech-ready product between six and nine months from the start of the 2025-27 biennium. The technologically improved Career Bridge can then be further leveraged for ongoing enhancements completed during the following year and a half, as part of a larger, more comprehensive credential-expansion project that ends in June of 2027. (\$475,000) (FY 25-26).
- **Credential fields expansion**—Contract with a software developer to optimize and expand architectural fields to enable users to view competencies, skills, and experiences within separate credentials, provide user-friendly technology through drop-down menus and desk manuals for schools, colleges, and universities to engage in “self service” uploads of detailed course descriptions and competencies, provide digital visualization to better engage and inform the user. Enable Career Bridge to implement all aspects of the improved user interface design. An MA5 hired to oversee the broader enhancement of credential transparency on Career Bridge will oversee the vendor contract. (\$1 million over two years) (FY 25-27). For more information, see **Data enhancement details** under Enhancement in the Package Description section of this request.

Mapping Credential Pathways—Up to five WA postsecondary institutions will be provided a chance to participate in a pilot project that unpacks the skills and competencies inside credentials connected to in-demand areas, coordinate with employer groups to understand the skill set needed, and map that to the institutional pathways. The grants are meant to encourage participation and help pay for resources at these institutions. Grants will total about \$50,000 each, for a total spend of \$125,000 each year. (\$250,000 over two years) (FY25-27)

Quality Assurance Provider—Contract with a qualified Quality Assurance provider to independently assess project management processes and activities from project feasibility through implementation. (\$30,000 over two years) (FY26-27)

Workforce Assumptions:

Two current project positions converted to full-time, permanent

Career Bridge Product Manager, MA5 (1 FTE)—The Career Bridge Product Manager supervises the Career Bridge website, from day-to-day operations to longer-term outreach plans. The Product Manager works to keep the site’s list of education and training programs growing, conducting outreach to Washington schools, colleges, and universities to encourage them to add new postsecondary programs, ideally with posted performance results. The Product Manager also leads outreach and usability efforts to grow site use at middle and high schools across the state, as well as colleges and universities, WorkSource employment centers, and community-based organizations.

As part of the current modernization effort, the Career Bridge Product Manager leads the team to complete projects by a set deadline, delegates

tasks, and tracks milestones to keep the modernization project on schedule. This position also plans, directs, and manages team operations, including ensuring contracts are in place for quality assurance, works with vendors on big-ticket issues including User Experience and other intensive software development activities.

The Product Manager is also expected to stay on top of change management principles, with feedback provided by end users to better understand and plan for change. Proposed changes are to be communicated with users, so that further adjustments can be made, if needed, based on their response. Throughout this current project—and subsequent planned updates—any shifts in the user experience are to be communicated clearly in a way that invests users in changes, while also preparing them for those changes. This position also works closely with internal teams collecting student-level data that inform the Career Bridge “consumer report card” feature. The Product Manager also provides presentations on how to use the site and mine its data in front of local, state, and national audiences.

Career Bridge IT Lead (IT Application Development-Journey)—Oversees daily operations of the Career Bridge website, aligns IT infrastructure with current and future business requirements and goals, assesses and purchases computing resources, as well as tests, troubleshoots, and adjusts systems to operate effectively. This position also works with stakeholders to continually improve the site, and help keep Career Bridge fresh, relevant, and engaging. In addition, the position consults with vendors on IT facets of modernization and enhancement projects, providing professional insight on a range of IT-related issues.

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Project positions needed to move credential transparency forward on Career Bridge (18-month positions—January 2026-June 30, 2027)

Management Analyst, MA5 (1 FTE)—This position will lead a two-year effort to bolster credential transparency, working with multiple partners and stakeholders to forge agreements on how to name and describe credentials. This position will also help bring on board four or five institutions (including both two-year and four-year institutions) to run a pilot phase in high-demand industry areas that breaks apart the skills and competencies inside their credentials and more fully explore how to display and convey that information. This position will also coordinate outreach and credential mapping and oversee contracts to vendors and software development centered on expanding fields and improving the interface with training providers. The Management Analyst will be responsible for coordinating meetings, doing outreach work, and making sure new features work well for students, education organizations, and business groups. The Management Analyst will also work with others to arrive at a common language to describe credentials that employers recognize, and students can understand. This uniform way of describing credentials will help ensure skills that employers need are clearly defined and included in credentials, and students are able to see and understand what’s there. This position will also run a pilot project and bring on board four for five institutions (including both two-year and four-year institutions) to unpack credentials into their component pieces in a high-demand industry area. This position will also be responsible for producing a report on project findings, and next steps.

Administrative Assistant 4 (.5 FTE) is needed to help with coordinating events and setting up outreach opportunities. This half-time position will help provide increased outreach to education institutions and employers and help ensure that project deliverables are organized and accessible, that meeting minutes are documented and retained, and that project timelines are vetted and coordinated with multiple partners.

If funded for the Enhancements portion of our request, we would hire an MA5 by the fall of 2025 and an AA4 soon after, to identify institutions and distribute mini grants by early 2026. In parallel, we would contract out to a developer to make changes to the site to collect pathways information and build out this capability for the entire site. We are allocating technical and design development at about \$1 million. Some of those dollars would also go to the developer for maintenance through that end date.

Please note that this will be an evolving project, with new programs coming on board as more schools, colleges, and universities agree to unpack their credentials and display the information in a common language. In some ways, this is as much a shift in thinking as it is a switching on of technological fields. Ongoing work, much of it through meetings, presentations, and data-informed research, will be required to bring education institutions and their programs and credentials on board.

That’s one reason we’re starting small with a pilot project where we work with early adopters and smooth out rough patches, both ideologically and technologically, before moving forward. That said, our developer will create additional fields to better showcase the contents of credentials in a systemic way. This enables Career Bridge and the credentials we “unpack” to grow at a pace that aligns with participant and stakeholder buy-in.

Historical Funding:

There is no ongoing funding for Career Bridge that will carry forward into the following biennium. However, this proposal requests funds (\$475,000) to complete the full Phase I project within the first year of the 2025-27 biennium. Procurement delays resulted in several key tech upgrades being pushed back even as a newly redesigned, more dynamic site prepares to launch at the end of June 2025. Staff, with WaTech support, worked with the contractor to reengineer the project schedule and bring on more staff to complete the project to (Minimum Viable Product) MVP specifications by June 30, 2025.

Strategic and Performance Outcomes

Strategic Framework:

- Modernizing Career Bridge aligns with the Governor’s Results Washington Goal 1: World Class Education, and Goal 2: Prosperous Economy by providing greater access to data-driven career and education exploration to Washingtonians, in every part of the state, from every background. Goal 5: Efficient, Effective and Accountable Government is reflected in the focus on completing the project first initiated in 2023 that focused on modernization and appropriate levels of staffing for Career Bridge management and IT.
- A modernized Career Bridge also supports the agency’s strategic plan that focuses on helping people reach their career goals, no matter their barriers or background, and also aligns with the agency’s vision, mission, and values, where every Washington community is thriving, inclusive, and economically resilient.
- This aligns with one of the strategic priorities highlighted in the state’s workforce plan, Talent and Prosperity for All (TAP) 2024-28. Credential transparency is called out as one of the key workforce issues to address during the next four years.

Performance Outcomes:

- Up-to-date architecture will facilitate more interactive use, dynamic user experience, increasing site traffic and session lengths.
- Permanent staff are required to ensure data is collected securely and efficiently, evaluated and communicated to participating schools and colleges, and results are fact-checked to ensure accuracy and timeliness.
- Improved site interface, including drop down menus and “self service” desk manuals, will enable WA schools, colleges, and universities to provide credential information easily and efficiently.
- Expanded fields to show credential information of the pilot program participants will enable end users to view the skills, competencies, and experiences contained within individual postsecondary credentials to make sound career and education decisions.
- Pilot project that includes grant funding to participating higher education organizations that unpack credentials tied to in-demand industries will provide a real-world test drive of key concepts and offer a solid use case for further credential transparency efforts.
- Survey of higher education institutions that participate in the credential transparency pilot will highlight areas to focus on and/or improve, with results written into a report that offers insights on next steps.

Equity Impacts

Community Outreach and Engagement:

This modernization effort has offered opportunities to better engage stakeholders through change management that includes regular outreach, usability testing, and joint planning activities that gather candid, on-the-ground feedback. This stakeholder work, in turn, is providing a truly comprehensive, multi-faceted, region-specific roadmap of how to optimize Career Bridge to best serve a broad range of audiences throughout our state. In preparation for an initial modernization effort that began in 2022, the Workforce Board began the process of change management. Early on, the agency partnered with RIPL, a nonprofit that specializes in working with state governments using data, science, and user-centered technology, through an existing state contract. An initial design thinking workshop held in the fall of 2022 drew agency and organization partners from across the state to discuss their views for how to improve the site to better serve their customers. Subsequent outreach to key partners, including secondary, postsecondary, and workforce stakeholders during 2023 and 2024, has provided further ground-floor feedback on what site improvements will make the greatest impact, particularly for our state’s diverse, disadvantaged, and rural communities.

Disproportional Impact Considerations:

To the best of our knowledge, there are no disproportionate impacts resulting from this proposed project. In fact, we believe that Career Bridge modernization and expansion efforts have been welcomed across a wide range of user groups, including populations that are diverse, disadvantaged, or in rural communities that sometimes lack access. A broad cross section of stakeholders is being consulted on a regular basis and provided opportunities for ongoing feedback as we plan for and implement further changes to Career Bridge. These stakeholders have been a part of usability testing that ensures Career Bridge upgrades make sense and are optimized for the end user, particularly disadvantaged, rural,

and diverse populations. This change management feedback loop is meant to prepare users for coming changes and help tailor desk aids and other how-to tools to best serve end users, whether they're adult jobseekers and counselors at WorkSource centers and community-based organizations, or middle and high school students, counselors, and teachers. This same change management feedback loop would be offered to postsecondary institutions that want to contribute detailed credential information to Career Bridge, should our Module 3 Enhancement credential transparency pilot project receive legislative funding.

Our current and finish-line modernization work, which promises greater accessibility across Career Bridge's wide range of customers and audiences, has the power to be particularly impactful for marginalized and disadvantaged populations, who have the least access to digital tools and the greatest need for meaningful, timely labor market and career information. The Workforce Board will work with community-based organizations and other on-the-ground entities to ensure the site is road-tested across diverse populations and is updated and upgraded, when possible, to address community-specific needs. A work group has been established to begin this effort and new members are being added to ensure a full range of backgrounds and populations are addressed.

Target Communities and Populations:

A modernized Career Bridge promises to close equity gaps for Washington residents who lack access to solid education and career information. As a free to the public, state-supported, public-facing website, Career Bridge can easily reach into every corner of the state—including to rural communities to disadvantaged populations. Right now, many Washington school districts pay tens of thousands of dollars to access for-profit career exploration platforms. These tools help students explore careers and education pathways, and easily track their progress on required High School and Beyond Plans. With a modernized Career Bridge that includes enhanced site architecture to improve the online experience, along with a digital portfolio feature to save education and career searches, students from all districts, from all backgrounds, will be able to get this same dynamic, user-friendly experience. This will help ensure all Washington students stay on track through middle and high school and point them toward meaningful education and careers after graduation. A modernized Career Bridge will also help unemployed jobseekers at WorkSource more quickly connect with education and training and provide stronger digital connections with job counselors. Many of these jobseekers come with existing barriers to employment and require additional assistance in developing and reaching career goals.

Our current legislative proposal to expand credential fields on Career Bridge will lift the hood on credentials and shine a light on what is inside. That includes everything from degrees and certificates, to diplomas, micro-credentials, and more. In this way, we can better align education programs with employment opportunities by revealing the skills, competencies, and experiences contained within a credential. It will also provide marginalized populations who have earned skills in different ways to more fully bring those talents to the table, so they can be evaluated and considered as true on-ramps to higher education certificates and degrees. That is, by spelling out the competencies, skills, and experiences contained within a credential, the expertise gained from non-traditional pathways can be better evaluated by education institutions and potentially counted and incorporated, leading more quickly to fully realized credentials and living-wage jobs.

This requires additional technical and design work to be done on the Career Bridge site, building on current modernization efforts. As Career Bridge becomes a more dynamic, more accessible site, its improved technological backbone will also support a greater level of detail. However, that work—which we anticipate will potentially touch on thousands of postsecondary programs—will be substantial. A clearer explanation of the pathways available—from which credentials stack together to build specific in-demand skill sets to which credentials lead to particular career specialties—is needed. Part of this work will be better defining the minimum skill set needed for a particular subset of a broader occupation.

In addition to new fields, this effort calls for increased data visualization and other usability features to better explain and engage with consumers, including showing possible pathways and how they interact with different occupations. We want credential transparency to be readily understandable, with visuals that engage end users. More investment is also needed for performance accountability so we can track whether unpacking a credential and more clearly displaying skills and competencies, along with connected career and education paths, makes a difference in employment and earnings outcomes.

Community Inputs and Incorporation:

In the summer of 2024, the Workforce Board worked with a vendor to conduct usability testing including one-on-one consultations with key end users, such as school counselors, students, adult workers, and training providers, including those who provide information and data about their programs to the Career Bridge site. Additional efforts have included "tree testing" to see where end users actually go when directed to find certain sections of the site. This stakeholder outreach and end user testing have resulted in further refinements to how site upgrades are tackled, the organization of key portions of Career Bridge, and a greater emphasis on providing an optimized experience to the full range of users, no matter their needs or background, to find career information, education details, labor market trends, financial aid assistance, and more.

Other Collateral Connections

HEAL Act Agencies Supplemental Questions

Not applicable.

Puget Sound Recovery:

Not applicable.

State Workforce Impacts:

Not applicable.

Intergovernmental:

Not applicable.

Stakeholder Impacts:

Career Bridge has been a key legislative priority for the Workforce Board for the past few years. The Board, which is made up of equal parts business and labor representatives, along with government officials, is passionate about providing equitable access to education and training programs throughout Washington, in addition to career and education planning tools often missing among disadvantaged, rural, and diverse populations most in need of them. If this legislative request is funded, it will help the Board achieve its mission that “every Washington community is thriving, inclusive, and economically resilient.” The Board also places an emphasis on racial equity and inclusiveness as one of its core values. Modernizing Career Bridge so that it is a more dynamic, mobile-friendly tool easily accessed on phones and tablets, and available in every corner of the state, will bring greater accessibility and usability among marginalized, minoritized populations. We don’t anticipate significant opposition to an updated, more user-friendly Career Bridge that includes adding fields that in the future could provide greater insight into the contents of a postsecondary credential—including skills, competencies, and experiences. It remains a popular, nationally recognized, public-facing tool, used by a broad range of user groups—reaching as many as 6 million annual page views. By implementing the proposed strategic upgrades, Career Bridge will be easier to use, a more dynamic experience, and (still) free to users. That’s in contrast to similar for-profit career and education platforms currently purchased at significant cost and often limited to well-resourced schools, colleges, and community-based organizations. Career Bridge promises to level the playing field to provide truly equitable access to education and career planning to ALL Washington residents.

State Facilities Impacts:

Not applicable.

Changes from Current Law:

Not applicable.

Legal or Administrative Mandates:

Not applicable.

Governor's Salmon Strategy:

Not applicable.

Reference Documents

[ITaddendumBudget2025-27_CBMPE.xlsx](#)

[WaTech202527ITAddendumSurvey_Submission_1262769960.pdf](#)

IT Addendum

Does this Decision Package include funding for any IT-related costs, including hardware, software, (including cloud-based services), contracts or IT staff?

Yes

Objects of Expenditure

Objects of Expenditure <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
Obj. A	\$335	\$335	\$670	\$206	\$206	\$412
Obj. B	\$118	\$118	\$236	\$70	\$70	\$140
Obj. C	\$1,040	\$565	\$1,605	\$0	\$0	\$0
Obj. E	\$94	\$94	\$188	\$42	\$42	\$84
Obj. G	\$11	\$11	\$22	\$0	\$0	\$0
Obj. J	\$15	\$0	\$15	\$0	\$0	\$0
Obj. N	\$100	\$150	\$250	\$0	\$0	\$0
Obj. T	\$34	\$34	\$68	\$21	\$21	\$42

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