

# 2018 Washington State Workforce Innovation and Opportunity Act Title I and Title III

WIOA Youth  
WIOA Adults  
Wagner-Peyser  
Veteran Services  
Policy Development  
Program Performance  
Programs and Services  
Workforce Development  
WIOA Dislocated Workers



**PY2018  
WIOA Annual Report  
November 2019**

*Submitted by:*

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



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# **Section I – Workforce Innovation and Opportunity Act in Washington State**

## **Introduction**

Last year, 104,654 Washington residents received help getting a job through the many services at one of the 90 WorkSource offices and affiliate sites located throughout the state. They came with a range of backgrounds and experiences: low-income youth and adults struggling to support themselves, workers displaced by a changing economy and veterans returning home from war. Most needed help connecting to unemployment insurance benefits and assistance in determining next career steps. Others needed more basic, individualized or training services to overcome barriers to meaningful employment. One of the primary funding sources for these basic, individualized or training services is the federal Workforce Innovation and Opportunity Act (WIOA) Title I program, which has funded activities in Washington since July 1, 2015. This report provides an in-depth look at the impact those funds have had in Washington in Program Year 2018 (PY2018), July 1, 2018 to June 30, 2019.

## **What is the Workforce Innovation and Opportunity Act?**

The Workforce Innovation and Opportunity Act of 2014 establishes the structure and relationship between national, state and local workforce investment activities. It came into full enactment in the summer of 2016.

In PY2018, the U.S. Department of Labor (USDOL) allocated \$70,032,904 in WIOA Title I formula funds to Washington for employment and training services designed to benefit employers, dislocated workers, disadvantaged adults and low-income youth. USDOL allocated \$15,095,953 in Wagner-Peyser funds to provide specialized attention and services to individuals with disabilities, migrant and seasonal farmworkers, ex-offenders, youth, minorities and older workers.

## **Overview of Washington's workforce development system**

Washington's workforce development system is a coordinated and collaborative network of services, programs and investments with a shared goal of improving the skills of the state's workforce to fill available jobs. This network strives to create the workforce needed by business and industry. It further helps potential job candidates, particularly low-income youth, adults and displaced workers, overcome obstacles to successful employment. These services are coordinated through WorkSource, the state's one-stop delivery system. Primary funding for WorkSource operations and many of the WorkSource basic and individualized services is provided by the Workforce Innovation and Opportunity Act Title I and the Wagner-Peyser Act of 1933, which was amended under Title III of WIOA.

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

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

At WorkSource Centers, affiliate and connection sites throughout the state, individuals can open a claim for unemployment insurance, find job openings, receive other job search assistance and attend workshops that can improve employability. Qualified individuals can find assistance with specific

training in high-demand occupations. Businesses can get help with workforce needs including recruitment, screening, employee training, layoff aversion and employee retention. Primary funding for the WorkSource service delivery system are supported by WIOA Title I and the Wagner-Peyser Act. Other formula-based and competitive federal, state and local resources and services that support WorkSource include Temporary Assistance for Needy Families (TANF), veteran services, USDOL National Dislocated Worker Grant (NDWG), Job Corps, Trade Adjustment Assistance, vocational rehabilitation services, migrant and seasonal farmworker assistance and philanthropic funds.

## **State and local roles**

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

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

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

WDCs are the local leaders, conveners and managers of the WorkSource system through which WIOA and non WIOA-funded programs are accessed. They are the strategic visionaries for local implementation of WIOA funds. There are 12 WDCs in Washington, and each is private industry led and locally focused. Council members are appointed by Chief Elected Officials (CEOs), and councils are certified by the Governor. CEOs are the local area WIOA Title I grant recipients. CEOs direct their WDC's staff to administer the funds and oversee the area's workforce development system to most effectively respond to the local economy and needs of local citizens. WDCs convene with regional partners and stakeholders to assess skill gaps, identify emerging and future employment possibilities and collaborate with economic developers and other partners to develop and implement 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.



## WIOA Title I and Title III program descriptions

### *WIOA Title I Youth Program*

**Who is served:** Youth must be between 14 and 24 years old, low income (WIOA allows for a 5 percent exclusion) and meet other criteria described in the WIOA, such as a need for additional assistance to complete an educational program or to secure and hold employment. To qualify as low income, one must be a welfare or food stamp recipient, homeless, a foster child, or have a family income below 70 percent of the lower living standard income level – \$12,140 per individual or \$33,204 for a family of four.

**Participation:** 3,871 young people were served by the Workforce Innovation and Opportunity Act Youth Program between July 1, 2018 and June 30, 2019.

**Program description:** The program prepares low-income youth ages 14 through 24 for success in school and the world of work. Eligible youth may receive counseling, tutoring, job training, mentoring or work experience. Other service options include summer employment, study skills training and instruction in obtaining a GED or equivalent.

### *WIOA Title I Adult Program*

**Who is served:** Specific eligibility guidelines are described in the WIOA. Basic services are available to all adults with minimal eligibility requirements. Basic, individualized or training services are authorized for unemployed individuals unable to find jobs. In some cases, these services are available to employed workers who need more help to reach self-sufficiency.

**Participation:** 27,899 participants received career services, and 2,061 participants received training services by the WIOA Adult Training Services Program between July 1, 2018 and June 30, 2019.

**Program description:** The program prepares individuals 18 years and older for participation in the labor force by providing basic services and access to job training and other services. Services are coordinated through the state's one-stop career center system, WorkSource. Basic services include skill assessment, labor market information, consumer reports on training programs and job search and placement assistance. Individualized and training include more intensive assessments, work experiences and occupational skills training. Priority is given to veterans and eligible spouses, low-income individuals and recipients of public assistance.

### *WIOA Title I Dislocated Worker Program*

**Who is served:** Specific eligibility guidelines are described in the Workforce Innovation and Opportunity Act (WIOA). 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 separating military service members and eligible spouses of military service members, being self-employed but not working as a result of general economic conditions or being a displaced homemaker.

**Participation:** 6,131 participants received career services, and 2,147 received training services through the WIOA Dislocated Worker Program between July 1, 2018 and June 30, 2019.

**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 basic services including skill assessment, labor market information, training program consumer reports and job search and placement assistance. Individualized and training include more intensive assessments, work experiences and occupational skills training.

### ***WIOA Title III Wagner-Peyser Program***

**Who is served:** Specific eligibility guidelines are described in the WIOA. Career services are available to anyone who is legally entitled to work in the United States no matter one's age or employment status. Through Title III, basic and individualized career services are offered. A veteran or his or her eligible spouse has a priority to receive such services.

**Participation:** 104,654 participants were served under Wagner-Peyser with 103,318 having received career services between July 1, 2018 and June 30, 2019. Furthermore, 5,446 Wagner-Peyser participants received training services funded by other programs.

**Program description:** The Wagner-Peyser Act of 1933 established a nationwide system of public employment offices, known as the Employment Service. The Employment Service seeks to improve the functioning of the nation's labor markets by bringing together individuals seeking employment with employers seeking workers. The Wagner-Peyser Act was amended in 1998 to make the Employment Service part of the one-stop delivery system under the Workforce Investment Act. In 2014, the Wagner-Peyser Act was amended again under Title III of the Workforce Innovation and Opportunity Act. The Employment Service under the Workforce Innovation and Opportunity Act builds upon the previous workforce reforms, requires colocation of the Employment Service offices into the nearly 2,500 American Job Centers nationwide, and aligns performance accountability indicators with other federal workforce programs. Basic services include skill assessment, labor market information, consumer reports on training programs, and job search and placement assistance. Individualized services include career and vocational counseling.

## Section II – WIOA and What is Working Well

### Washington's labor market

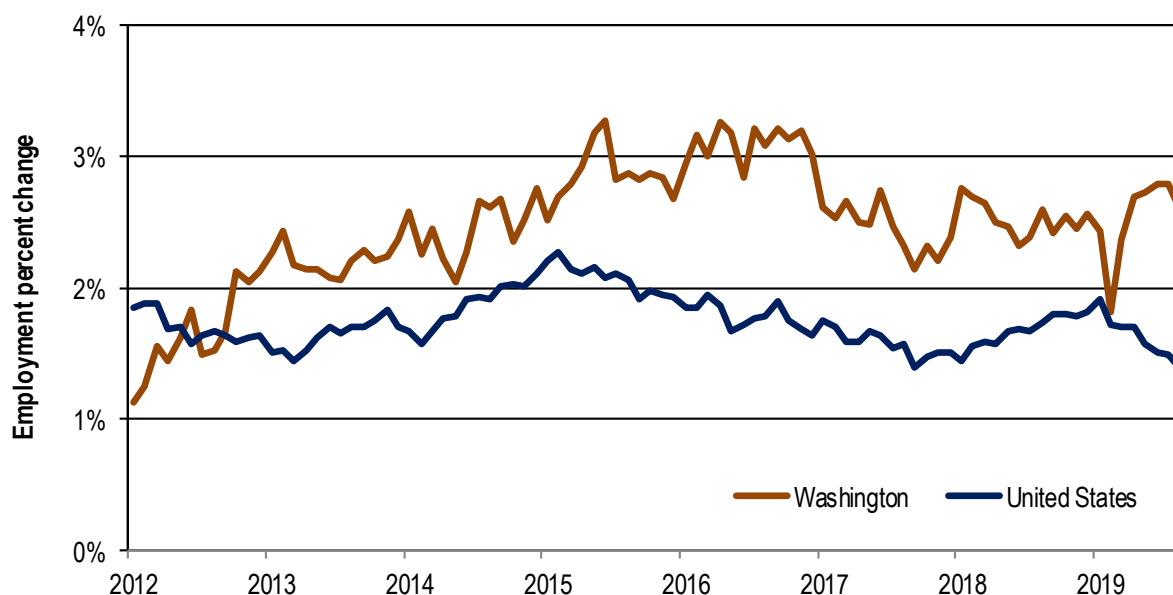
#### *Labor market stays strong but hiring slows*

The current U.S. economic expansion entered its 122<sup>nd</sup> month of uninterrupted economic expansion in August 2019, marking the longest expansion in modern American history. While that establishes a record, various factors are serving to moderate U.S. economic growth. Uncertainty regarding trade policy, including trade tensions with China, and slower global growth, for example, have weighed on U.S. exports and business fixed investment.

Amidst these concerns, the overall economy appears to be holding up relatively well. Consumer spending has remained solid as consumers, to a large extent, have avoided much of the spillover from the trade uncertainty. The Federal Reserve Board recently stated its specific intent to sustain the expansion. Consequently, it reversed course and cut interest rates in 2019 for the first time since December 2008, once in July, again in September and October.

The labor market has generally been strong, but as the expansion has matured and unemployment has fallen, fulfilling hiring plans has been made more difficult. The market had grown tighter with reports of businesses experiencing difficulties filling open positions. Job growth has shown signs of slowing, particularly during the last several months. Washington had a large drop-off in payroll employment in February 2019, but this was primarily due to weather events and seasonal adjustments. During the last three months, Washington's payroll employment followed a similar trend with the U.S. as businesses have appeared to grow more cautious. The 12-month average number of jobs added per month in Washington through August 2019 now stands at 5,590 compared to 7,470 per month during the same period one year earlier. From June 2019 through August 2019, payroll employment in Washington has grown an average of 5,300 jobs.

**Figure 1.** Percentage change in employment, total nonfarm, seasonally adjusted  
United States and Washington, January 2011 through August 2019, year over year  
Source: Employment Security Department/LMEA; U.S. Bureau of Labor Statistics

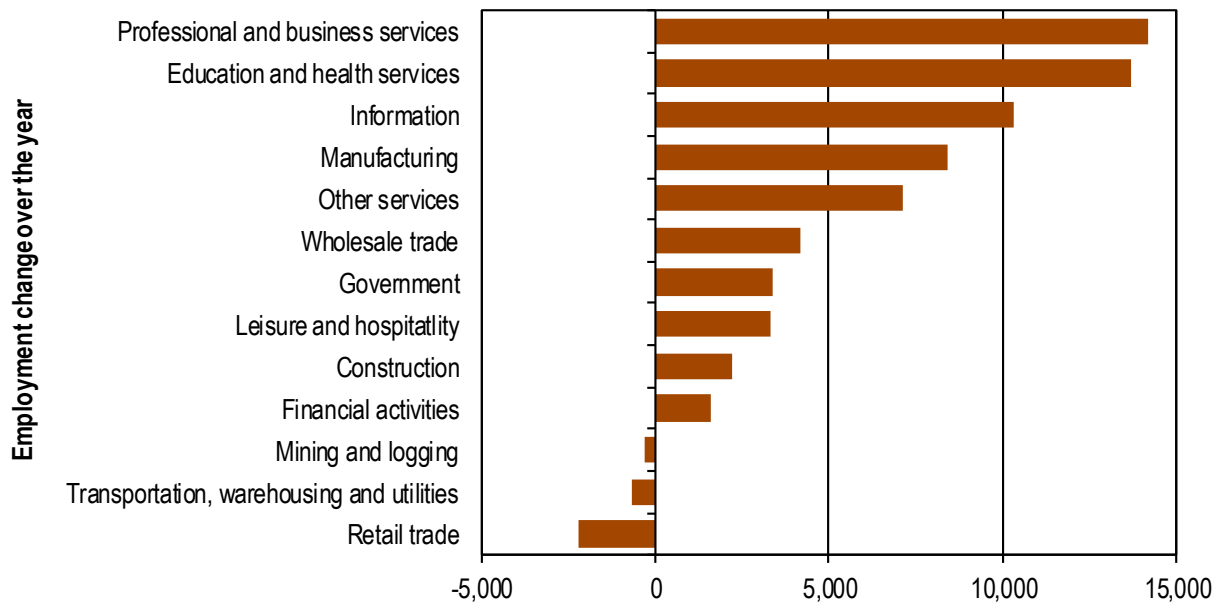


The pullback in Washington’s payroll hiring in recent months has included some of the more trade-sensitive industries like manufacturing; transportation, warehousing and utilities; and retail trade. Three of the major industrial sectors have experienced job losses, the first time this has happened since early in the expansion. The retail trade shortfall also reflects the ongoing disruption of e-commerce on brick and mortar retailers. Employment growth in leisure and hospitality has slowed in part due to the pressures of a tight labor market on restaurants and hotels.

**Figure 2.** Estimated employment change by industry over the year, not seasonally adjusted

Washington state, August 2018 to August 2019

Source: Employment Security Department/LMEA; U.S. Bureau of Labor Statistics, Current Employment Statistics



Trade tensions and their impact on global growth have helped to curtail economic growth recently. Despite this, the economy has remained resilient. Growth has remained strong enough to keep the unemployment rate from rising much, if at all. The national unemployment rate remained at 3.7 percent in August 2019, down from 3.8 percent one year earlier. Washington state saw its unemployment rate rise slightly to 4.6 percent in August 2019, after reaching a record low of 4.4 percent in August 2018.

## Talent and Prosperity for All, the strategic plan for unlocking Washington’s workforce potential (2016–2020)

Enacted in 2014, the federal Workforce Innovation and Opportunity Act (WIOA) required Washington to develop a strategic plan for workforce development as a condition of receiving federal funds. On October 27, 2014, Governor Jay Inslee designated the Workforce Training and Education Coordinating Board (“Workforce Board,” or “Board”) as Washington’s strategic board responsible for coordinating implementation of the Workforce Innovation and Opportunity Act of 2014 (WIOA) in Washington.

As WIOA’s vision and mission were defined during initial introduction to the new Act, the Board recognized the close alignment between the state’s pre-existing strategic workforce development plan, “*High Skills, High Wages*,” and the requirements under this new Act. To streamline the state and federal planning processes, the Board acted in 2015 to combine the plans and rebrand them under a new name: *Talent and Prosperity for All*, or “TAP.”



While developing the first state strategic plan for workforce development under WIOA, Governor Inslee challenged the Board and its partners to develop policy recommendations and goals that:

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

The Board responded by convening a network of workforce development stakeholders in communities across Washington, under the guidance of business and labor leaders representing the perspective of the system's customers. Over a thousand citizens from every corner of Washington participated in committees, task forces and public forums that informed the creation of the goals and strategies within *TAP*.

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

### **WIOA strategic planning and implementation committees, structure and process**

Shortly after Governor Inslee charged the Board with coordinating WIOA implementation statewide in October 2014, the Board established a Steering Committee co-chaired by Gary Chandler and Jeff Johnson (business and labor representatives) that coordinated the process of developing the state's strategic plan for workforce development, *Talent and Prosperity for All*.

The Steering Committee was seated near the end of 2014. The Steering Committee chartered three sub-committees (*Sector Strategies and Business Engagement*, *Performance Accountability*, and *Education Pathways Through Integrated Service Delivery*) co-chaired by leaders from the business community and organized labor. Each committee brought together policymakers, subject-matter experts, and service providers to develop recommendations that would transform our workforce system, resulting in *TAP*'s four strategic priorities:

- Strengthening business engagement;
- Ensuring accessibility for all;
- Streamlining the customer experience; and
- Building a next-generation performance accountability system.

Subcommittees began meeting on an almost monthly basis throughout 2015 to develop recommendations to the Board that would be integrated into the eventual state strategic plan. Beginning in October 2015, representatives from each of the core and partner programs committed to joining the *TAP* plan engaged in drafting the required operational elements required of each specific program. In March 2016, the Board submitted the plan to the relevant federal agencies. *TAP* was approved by the federal agencies during the summer of 2016. Since approval, the Board has coordinated a network of five implementation committees charged with accomplishing goals assigned from the plan.

The state took the strategic priorities out to eight public forums, seeking input from more than 400 participants. A writing team of core and strategic partners met weekly to develop the full strategic and operational plan. The plan was released for a 30-day public comment period in January 2016. It was taken to the Board for final approval in February 2016, approved by Governor Inslee, and submitted through the federal plan submission portal to federal partners in March 2016. The plan was subsequently approved in the summer of 2016, and updated and reapproved (as further described) in 2018.

## Implementation

Upon submission of the plan, the Workforce Board approved an implementation process, following the successful committee structure used within planning. The strategic decision making, performance, accountability and oversight of progress toward the goals within *TAP* remain with the Board. As of fall 2018, five implementation committees are actively working under the Board's coordination to implement elements of the *TAP* plan's goals, or to produce policy recommendations for the Board's consideration:

1. Barrier and access solutions
2. Professional development
3. Integrating service delivery
4. Common intake process
5. Performance accountability and data sharing

After initially creating a sixth committee to focus on business engagement, the Board acted in September 2017 to dissolve the *Business Engagement* committee's independent membership and assume its responsibilities at the Board level. As such, exploring innovative business engagement approaches became a key Board focus throughout 2017 and 2018.

Each committee's work is guided by a process charter with defined goals, milestones and measurable outcomes. Implementation reports are a standing agenda item for all Board meetings (implementation updates may be found hyperlinked in each Board meeting agenda, available at:

[http://wtb.wa.gov/ABOUTUS\\_MEETINGS.asp](http://wtb.wa.gov/ABOUTUS_MEETINGS.asp). The Board provides ongoing support and will address policy recommendations and issues as they arise.

## Entering a new planning cycle for *TAP* 2020

As the state embarks on a new strategic planning process at the four-year mark of WIOA, the Board has met repeatedly to assess the progress of plan implementation and prioritize staff efforts on the next version of *TAP*. Following the June 2019 Board retreat, the Board recommitted to the original goals in *TAP* and the overarching strategic priorities of the plan: integrating service delivery, improving business engagement, ensuring accessibility and empowering barrier removal, and creating a navigable performance accountability system and related tools. The Board has directed staff to focus the next iteration of *TAP* on integrating service delivery, but wishes to continue pursuing work in all four priorities. Additionally, the Board has charged staff with prioritizing equity in all aspects of the *TAP* 2020 plan, and to develop and include strategies specifically designed to improve the economic vitality of Washington's rural areas.

The Board, in early 2019, elected to pursue a combined plan as the state did in 2016. The Board also voted to integrate the state's Perkins V plan into the Combined State Plan submission.

## CareerBridge.wa.gov and the Eligible Training Provider list

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

Current minimum standards set by the Workforce Board are as follows:

- Completion rate – 20 percent
- Employment rate – 50 percent
- Earnings – \$3,943 in a calendar quarter

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

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

Career Bridge also provides occupation-specific wage and demand information directly from the state's *labor market information* website so users can view whether an occupation is growing and how much it pays before seeking training. Career Bridge averages over 28,000 monthly visits. Over the course of the program year, the website had over 6 million page views.

## State policy development

Program Year 2018 saw the development and issuance of 18 state-level WIOA WorkSource System policies and WorkSource Information Notices (WINS) (see *Figure 3*).

**Figure 3:** WIOA Title I, WorkSource System Policies and WorkSource Information Notices (WINS) issued in PY2018

No.	Title	Issue Date
<b>PY18</b>	<b>WIOA Policies</b>	
5200	Fiscal Definitions	6/25/19
5270	WIOA Title I Formula Allotment Process and Methodology	11/15/18
5401	Fund Transfers Between Adult and Dislocated Worker Grants under Title I of the Workforce Innovation and Opportunity Act (WIOA)	7/26/18
5402	Equal Opportunity and Nondiscrimination	12/12/18
5603	Rapid Response for the Workforce Innovation and Opportunity Act (WIOA) Title I and Trade Adjustment Assistance (TAA) programs	3/22/19
<b>PY18</b>	<b>WorkSource System Policies</b>	
1011	CASAS for Basic Skills Deficiency	6/12/19
1019	Eligibility Guidelines and Documentation Requirements	12/28/18
1022	Referral of Veterans and Other Populations with Significant Barriers to Employment to the Disabled Veterans' Outreach Program	4/4/19

No.	Title	Issue Date
<b>PY18</b>	<b>WorkSource Information Notices (WINs)</b>	
0042	Program Year 2019 Self-Employment Training Demand Targets	6/11/19
0056	Lower Living Standard Income Level by Family Size	6/7/19
0073	WIOA operating guidance issued to date by DOL through TEGLs, UIPLs and TENs	4/12/19
0077	WorkSource Services Catalog	2/7/19
0091	Program Year 2018 and Fiscal Year 2019 Workforce Innovation and Opportunity Act Title I and III Allotments to the State and Local Workforce Development Areas	6/25/19
0092	Requirement to Record a WIOA Title I Youth Program Element to Trigger Participation	8/3/18
0093	Dislocated Workers and Training Benefits	8/16/18
0094	Notice of Upcoming Changes to CASAS Testing Materials Used to Determine Basic Skills Deficiency for Enrollment in WIOA Title I Programs	3/19/19
0095	Recognizing WorkSource Business Partners: HIRE Vets Medallion Award	4/9/19
0096	Program Year 2019 and Fiscal Year 2020 Workforce Innovation and Opportunity Act Title I and III Allotments to the State and Local Workforce Development Areas	5/8/19

These policies and others that apply to the WIOA and WorkSource system policies can be found under the Policy tab on the Workforce Professionals Center website at <https://wpc.wa.gov/policy>.

## Governor's Statewide Activities funds

### *Career Connect Washington*

Career Connect Washington pilots launched statewide in 2018, awarding more than \$10.4 million of WIOA Statewide Activities funds to all twelve of Washington's WDCs. These pilots expand youth registered apprenticeship, comprehensive internship, and career connected learning experiences in *science, technology, engineering and math* (STEM) and other high-demand fields – with a focus on low-income, rural and youth of color.

Each local initiative is led by a team that includes business, labor, schools, WDCs, STEM networks, state agencies and service providers. A *Career Connect Washington Performance Review Team* – consisting of five state agencies, a statewide private sector nonprofit and the Governor's office – assesses performance each quarter, provides unified leadership, and makes funding decisions. The Employment Security Department manages the local contracts on behalf of the state team. State team partners also contribute leveraged funds to the local initiatives, amounting to over \$12 million statewide.

The statewide goal is to move 15,000 youth into career connected learning opportunities, including 1,500 in comprehensive internships or youth registered apprenticeships, before October 2019. As of June 30, 2019, the twelve WDCs report that these goals have been exceeded ahead of schedule: 2,270 youth have participated in comprehensive internships and apprenticeships; 205 adults have participated in apprenticeships; and local teams have provided more than 71,000 career connected learning experiences to youth.

The twelve pilots served as prototypes for the permanent *Career Connect Washington* system that was established by the Washington state Legislature in the 2019 Legislative Session. The Legislature committed state funds to the expansion of career connected learning, and the Governor allocated an additional \$4 million of PY19 Statewide Activities funds to the development and scaling of high-quality programs that will prepare participants to succeed in our state's booming economy.

### *TAP accelerator funding*

The Governor set aside PY16 WIOA statewide activity funds as “*TAP Accelerator Funds*” for three uses.

1. \$1.8 million for the development of nine competitively granted local demonstration projects funded by the Governor’s Upskill-Backfill Initiative (UBI), in which Board staff provides technical assistance to grantees while the Employment Security Department provides contract management and performance oversight;
2. \$300,000 in \$25,000 planning grants to the 12 local WDCs convening partnerships around UBI proposals and to accelerate implementation of their local plans, which was awarded in first quarter 2017; and
3. \$360,000 for the five *TAP* implementation committees previously discussed, to accelerate progress toward *TAP* goals by providing additional resources for staff support or to create pilot projects.

Notably, *TAP* accelerator funds have been used to develop and pilot the first workforce development training module available to all system partners. The *Learning Management System* developed by Department of Enterprise Services and the Professional Development Committee launched its first module in October 2018, a comprehensive overview of the workforce system and the *TAP* plan. It was road-tested with over 100 staff members at the Pacific Mountain WDC, as well as with system stakeholders at the state level.

The UBI was fueled by \$2 million in federal workforce funding provided by Governor Inslee, and leveraged additional partner dollars from business, industry and others.

The larger idea behind UBI was to accelerate the implementation of the state’s workforce plan *Talent and Prosperity for All (TAP)*. A key goal of the state’s plan is to help all Washingtonians reach their economic goals, no matter their barriers or background. Another is to strengthen business engagement to boost employer productivity and profitability. By working closely with firms to determine their talent challenges and implementing effective solutions, the workforce system could help both businesses and workers prosper.

To test this concept, the Workforce Board competitively awarded approximately \$2 million to eight projects across the state – while leveraging an additional \$1.9 million from employers, community-based organizations, and local WDCs. All together, these projects totaled over \$3.9 million. Each was 18 months long and included a wide range of occupations and industries:

- Healthcare – Thurston and Lewis counties
- Building engineers in the construction industry – King County
- Construction heavy/highway – Pierce County
- Aerospace manufacturing – Klickitat County
- Healthcare – Spokane County
- Manufacturing – King County
- Healthcare – King County
- Maritime – Pierce, Kitsap and Jefferson counties

By project’s end, in the spring of 2019, nearly 830 workers from across Washington were provided additional education and training.

- **Upskill:** 656 workers were provided additional training to advance their careers. That compares with the project goal of “upskilling” 525 workers, a net gain of 25 percent.
- **Backfill:** Another 170 workers were trained to “backfill” openings. This number was lower than the projected 225. Employers were not always ready to bring on new employees during the project’s timeframe.



Workforce Board staff organized three (in-person) “*Community of Learners*” sessions across the state and surveyed project implementers and participants. Recommendations focused on four main topics:

1. Integrating the upskill-backfill model into the workforce system.
2. Using flexible funding to scale the upskill-backfill model.
3. Investing in technical/soft skill trainings to reduce skill gaps or skill shortages.
4. Increasing participant success through navigation services/career coaching.

These recommendations and lessons learned will be incorporated into future policies that move this incumbent worker concept forward in other areas of the state.

#### *Additional information*

Further information on Washington’s approach to WIOA and the *TAP* strategic plan can be found on the Workforce Board’s planning webpage: [www.wtb.wa.gov/WAworkforceplan.asp](http://www.wtb.wa.gov/WAworkforceplan.asp), which provides committee meeting calendars, materials and other details.

### **Statewide Rapid Response activities**

#### *Dislocated worker and rapid response: increase employment*

In 2016, ESD and its WDC partners piloted a new approach for deploying Statewide Rapid Response funding founded on four shared priorities:

1. Award Rapid Response funds to WDCs early in the year, to maximize impact and cease large end-of-year restorations;
2. Provide maximum flexibility to support WDC-led innovation and continuous improvement, within federal guidelines;
3. Increase the number of dislocated worker participants who are served and who maintain employment after exit; and
4. Expand the deployment of layoff aversion activities statewide.

Ten of Washington’s 12 WDCs participated in the initial pilot, which awarded more than \$3.5 million of Statewide Rapid Response funding via contracts to WDCs. These contracts established increased targets for dislocated workers served and employed, and incorporated WDC proposals for local innovation, improvement, and layoff aversion activities. With these pilot funds, local teams:

- Developed and implemented new layoff aversion and business-facing Rapid Response services;
- Strengthened and expanded the coordination of the Rapid Response and Dislocated Worker programs in the one-stop system; and
- Implemented new targeted outreach strategies to underserved communities.

By the close of PY16, ESD’s administrative data reported that roughly 3,600 dislocated workers had been served statewide (up from 3,500 in PY15), marking the first increase in dislocated worker service levels since the Great Recession.

Seeking to build on these promising results, Washington awarded an additional \$4.4 million of PY17 Statewide Rapid Response funding to all 12 WDCs through *Increase Employment* contracts to increase dislocated worker outcomes and the impact of local Rapid Response activities. With additional funding, local innovations expanded to include:

- Enhanced layoff aversion strategies, including incumbent worker training programs;

- Outreach and bespoke services for transitioning service members and their spouses, including work-based learning opportunities;
- Targeted referral coordination with worker retraining programs to promote retention and completion outcomes; and
- Expanded access to dislocated worker services through one-stop connection sites at public libraries, local non-profits and postsecondary institutions.

At the close of PY17, ESD's administrative data reported that more than 4,587 dislocated worker participants had been served (an increase of 126 percent over PY16 levels) and more than 2,200 participants were employed two quarters after exit (an increase of 147 percent over PY16 levels).

In PY18, Washington's WDCs continued to drive innovation and increase outcomes. An additional \$5.6 million of PY18 Statewide Rapid Response funds were awarded to all 12 WDCs through the *Increase Employment* contract system. WDCs deployed new outreach and service strategies such as:

- Integrated service delivery models for dislocated workers, including RESEA-to-dislocated worker referral pipelines;
- Supplemental onsite Rapid Response events for the spouses of impacted workers;
- In-person and digital outreach campaigns to communities of color, individuals with disabilities, veterans, displaced homemakers and the LGBTQ community;
- Pop-up events and van tours in rural and remote communities to increase Dislocated Worker program access and awareness; and
- WDC-led business engagement to avert layoffs through incumbent worker training and business life-cycle services.

Preliminary data for PY18 indicate that more than 6,000 participants were served and, while full PY18 employment data is not yet available, early returns suggest that year-to-date employment outcomes may have increased by 140 percent over PY17 levels. In consultation with WDC partners, ESD established a PY19 Statewide Rapid Response budget, which awards more than \$5 million to WDCs via *Increase Employment* contracts. ESD and WDC leaders will convene regularly throughout the program year to review Rapid Response fund use and program outcomes, identify and disseminate emerging best practices, and support the continued growth of the Dislocated Worker and Rapid Response programs.

## National Dislocated Worker Grant activities

The Employment Security Department received new federal grant funds from the U.S. Department of Labor in July 2018 and March 2019 to help Washingtonians affected by the opioid epidemic.

**Figure 4: Grant activities**

Grant	Grant period	Grant amount
Opioid Demonstration NHE NDWG	07/01/2018 to 06/30/2020	\$4,892,659
Opioid Crisis Disaster Relief NHE NDWG	01/01/2019 to 12/31/2020	\$886,860

### *Opioid Demonstration NHE NDWG*

Recognizing the opioid crisis as a national health emergency, the Employment Security Department partnered with the Pacific Mountain and Snohomish WDCs to build scalable, replicable models that directly address the economic and workforce impacts associated with opioid misuse through new interventions and innovative strategies.

The projects supported by this grant target specific populations that are affected by opioid addiction such as homeless youth and adults, youth under the care of the state juvenile rehabilitation system, adults in and out of county jails, mothers addicted while pregnant, and individuals with mental health challenges.

Through building and nurturing strong community partnerships, both Pacific Mountain and Snohomish WDCs have facilitated the provision of wraparound services to affected individuals, including housing assistance, mental health and recovery services, and career and training services.

With this grant funding, the two WDCs plan to serve 580 individuals by June 2020, providing job training and other career development services to individuals who have lost employment while receiving treatment for opioid use disorder, or to those who have lost work while caring for a friend or family member with an addiction. Additionally, grant funds are supporting training for people interested in working in professions that fight the opioid epidemic.

Through June 2019, enrollments were at nearly 80 percent of the planned target, while enrollments in training and work-based training services were roughly 30 percent of target. Local teams report that implementation was delayed by negotiation and execution of subcontracts, policy and procedure, development for specialized project activities, and the recruitment and training of staff with expertise and experience serving opioid-impacted individuals. ESD performance data indicate that enrollments increased sharply in recent quarters, and local teams report new training and work-based training activities will launch in the fall of 2019. At present, ESD anticipates WDCs will close the performance gap, and will meet or exceed performance targets.

### ***Opioid Crisis Disaster Relief NHE NDWG***

In March 2019, the U.S. Department of Labor further awarded ESD more than \$880,000 to provide disaster relief jobs and employment services to eligible individuals impacted by the health and economic effects of widespread opioid use, addiction and overdose. The funds were awarded to the Pacific Mountain WDC to support activities in the five Washington counties that make up the Pacific Mountain workforce development area. Through this grant, the Pacific Mountain WDC has expanded its regional partnership between ESD, local governments, non-profit organizations, regional health networks, and higher education entities to facilitate the provision of individualized career, training, and support services to 80 selected homeless at-risk individuals.

Additionally, four individuals will be placed into disaster relief employment to serve as *peer recovery navigators*. These navigators will provide one-on-one peer navigation support to participants, scaffolding participant engagement in: career training and education programs, including apprenticeships; social services supports, including food and housing assistance; health services supports, including mental health and recovery counseling; and the full range of career services available through the one-stop system. As of June 2019, WDC subcontracts were negotiated and executed, and recruitment began for two *peer recovery navigators*. Planning is underway for the launch of the *Wraparound Instruction Navigating Gateways (WING) Academy*. The first cohort of participants are expected to start in September 2019.

### **Veteran services**

With the nationwide focus on early engagement with transitioning service members (TSMs) and veterans to help them secure employment prior to leaving the military, the state continues to refine its focus in partnering to support this population. Washington has positioned a *Disabled Veterans Outreach Program* (DVOP) specialist on each of five major military installations in the state, and the DVOPs work closely with WIOA partners to co-enroll TSMs and veterans, primarily in the Dislocated Worker Program. Additionally, a WorkSource affiliate site has been established on Joint Base Lewis-McChord (JBLM) since 2017 to provide employment services through a network of partners, to not

only TSMs, but to the entire working-aged military family. This team approach provides the TSM/veteran/military spouse the same set of services, such as retraining, that lead to living wage employment in the civilian sector.

As dislocated worker status in itself doesn't qualify a veteran for services in the state veterans program, WIOA often provides services to those TSMs, veterans and their spouses. To support this effort, the state and local WDCs positioned WIOA specialists at JBLM and Fairchild Air Force Base near Spokane to augment the DVOP specialist at that location. At our three Navy bases, we have established a strong referral network between the DVOPs and WIOA staff. These positions and procedures not only provide additional services for TSMs, spouses and veterans working with the DVOP, but also ensure services to those who don't qualify under the veterans' program.

Across the board, our DVOPs continue to advocate WIOA enrollment for veterans within their offices. Where our WIOA partnerships have changed multiple times this year, those enrollments have understandably decreased as we work on new processes with them. Where the partnerships have remained stable, our enrollments have increased substantially with the increased intention and attention the veteran staff have provided to this process, with offices reporting co-enrollment percentages from 44 percent to 58 percent. In Spokane and Everett, we tasked DVOPs with WIOA Title I screening and enrollment to increase co-enrollments for veterans in both programs. The DVOPs in Spokane are integrated as members of the *Continuous Engagement Team*, where they strive to provide 100 percent co-enrollment of eligible veterans in WIOA. The *Local Veterans Employment Representative* is included as a member of the *Talent Solutions Team*, where support for employers is provided including help to assess veteran candidates for eligibility to receive WIOA-funded training, writing and posting job announcements statewide and nationally, translating military skills and identifying qualified veterans for employers. Spokane has an increased focus on early engagement with TSMs and veterans to help them secure employment through our WorkSource location on Fairchild Air Force Base leading to over 200 TSMs and their families being served. Spokane WIOA-enrolled customers return to work on average after 2.7 weeks of WIOA services at a pay rate of \$15.67 per hour.

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

Additional partnerships include the *Washington Serves* referral network for veterans in need of other barrier removal services and the *VETCORP* navigator program to help veterans in transition from formal education into the civilian employment sector. Other partners in the network include veterans' service centers, community colleges, private and nonprofit organizations, coalitions, committees and administrators of county veterans' relief funds. All partners, including WIOA, are critical to the safety net of wraparound services provided to those who served.

Significantly, this year we staffed two *Tribal Consolidated Veterans Service Representative* (TCVSR) positions, one on each side of the state, to build connections and provide wraparound services, including WIOA co-enrollment to the underserved rural native veteran job seekers in our state. We will continue to monitor and define best practices as we build our understanding of their unique needs and resources within their communities, and have early indicators that we should expect high percentages of our Tribal veterans to qualify for WIOA services.

### Title III: Wagner Peyser Act Program (Employment Services)

The versatility of Wagner-Peyser Act program funding allows for an opportunity to bridge resources and leverage valuable services in a way that truly expands the quality and quantity of choices customers have as they engage in the WorkSource system. Having staff who have a full grasp and understanding of those choices affords the greatest opportunity to tailor an employment and training service strategy that best fits the unique needs customers require. Employment Security Department's significant investment into staff development this past year via *Professional Pathways* has grown Wagner-Peyser's effectiveness to partner and coach customers, leverage resources, as well as provide WorkSource offices increased staffing versatility and preparedness.

#### *New pathways for staff creates new opportunities for customers*

Professional Pathways was born in response to our previous Commissioner's important ask: to develop a formal apprenticeship. While more of a fully dedicated incumbent training program than a formal apprenticeship, with help from both leadership and front line staff, Professional Pathways is designed to support growth and development of current and future employees. WorkForce professional development courses like *Crucial Conversations*, *Human Centered Design Training*, *Lean Yellow Belt* and more, offers all staff the goal to invest in our talent and prepare for the future as an agency and as professionals.

We learned a lot during that first year! We learned the importance of change management and diversifying our communication platforms and about developing a strong 360 perspective of knowledge experts and supporters. Probably the best lesson learned was how incredibly resilient and committed our employees are. We launched under an aggressive timeline and with a heavy post launch lift. We had champions in ESD Contracts, Human Resources, Budget and IT offices; in fact, we had champions all across ESD. As a result, the program has earned both national and international awards. As of today, we have over 90 WorkSource Specialists who have completed formal training plans attached to Professional Pathways, tracked over 14K learning events, and have over 400 people engaging in some aspect of the program.

#### *The power of partnership and the trap of trying to do it alone*

One of the greatest traps when serving justice-involved customers, is believing one organization can provide all things for all customers. True and sustainable impact comes from partnerships, each leveraging their strengths, resources and expertise collectively to fully serve the transitioning customers. This is a story of partnership between WorkSource Snohomish County and Correctional Industries (CI) at the Monroe Correctional Complex.

Correctional Industries does an incredible job preparing inmates for their transition out of the prisons and back into our communities. At the Monroe Correctional Complex, CI offers a wide range job skill training, each designed to provide marketable skills for the inmates once they are released from prison. The challenge CI faces lies within that vital next step; having the resources and expertise to provide successful job search coaching upon release from prison. Thankfully, CI's *employment navigator* realized that she lacked the resources to be the sole provider of reemployment services for all exiting inmates. She had the heart and hope to want to impact the situation, but simply didn't have the time or expertise to do so, therefore, she reached out to her local WorkSource for help and support.

WorkSource Snohomish County quickly decided to leverage in their *Veterans Services Team* to the situation. Their career coaches began to attend the prison's regular community resource fairs to establish trust and begin to develop individual employment plans prior to release. One positive example of this early engagement strategy was inmate, Edward Bloodshaw. As a result of the trust he gained from his interaction with John Cruz while at a resource fair, Edward decided the first person he was to visit upon his release was John at WorkSource Everett.





Edward Bloodshaw, standing proud with newfound hope and a new job.

At that first visit to WorkSource, John was able to help Edward polish up his résumé and apply for a few different positions. In addition, realizing Edward was also homeless and had little resources, John was able to leverage in additional help from Shannon Gaule and enrolled him in their *Homeless Veterans Program*, which allowed Edward to receive even more job coaching, as well as some new clothes, and a path toward sustainable housing and successful reemployment. In no time, Edward was proudly working full time for Harbor Freight Tools. All of this was realized through the true power of partnership.

### ***BFET and reentry: a partnership that changes lives***

The collaboration that is taking place between the Basic Food Employment and Training Program (BFET) and Reentry at WorkSource Okanogan is life changing. WorkSource Okanogan recognized an underserved population experiencing a life of hopelessness. WorkSource felt a deep desire to meet their employment needs by building up hope while breaking down one barrier at a time.

BFET Counselor Brenda Jones made and continues to make regular onsite visits to the *Okanogan County Department of Corrections* (OCDOC) to develop a partnership and referral process and to meet with individuals that have been previously incarcerated. These one-on-one coaching sessions allow her to make referrals not only to WorkSource, but more specifically to the BFET Program. This is due, in part, because individuals experiencing reentry are often without homes, income and family support, and most are receiving *Supplemental Nutrition Assistance Program* (SNAP) benefits. The BFET Program allows justice involved customers to come as they are and receive the support that all customers deserve.

One such example is a gentleman referred to Brenda by a corrections officer from the OCDOC. He walked into the office and would barely make eye contact. He was quiet and very cautious about sharing any of his personal information. By offering a safe environment without judgement, trust was developed and his mind was set at ease. He was referred by his counselor to attend *Strategies for Success* classes where he continues to gain confidence as he learns about the importance of soft skills in the workplace. “He really has more confidence in himself now.” reports BFET Counselor Becky Day, “I have noticed a change in him.” SFS Instructor, Tom Carlton says, “He is a great contributor, is open to learning and has a wonderful sense of humor. His confidence is growing along with his growth mindset.”

### ***Partnering for success creates a jump start to employment***

WorkSource Spokane is making the best of its resources to provide job seeking skills training for justice involved job seekers and *Partnership for Re-Employment* (PREP Program) enrollees. The highly successful *Jump Start to Employment* workshop is an emerging best practice that supports the partnership between ESD and the Department of Social and Health Services (DSHS) Division of Child Support.

Justice involved PREP participants can benefit by having holds on their state driver licenses lifted and by having modifications made to child support payments. Additionally, the workshop has a significant impact on gaining meaningful employment. This intended outcome is to enable and increase the ability of low wage earning people to contribute financial support for their children. This effort will hopefully result in strengthening families and encouraging economic self-sufficiency.

### ***Financial capabilities – building financial literacy during job transitions***

*Financial Capabilities* (Fin Cap) is a six-week series of classes, four hours per week, provided by ESD under contract with DSHS. Individuals receiving *Temporary Assistance for Needy Families* (TANF) is the target audience for these classes, but any job seeker wanting to improve their financial literacy is welcome to attend. Launched in December 2018, classes are currently offered at seven WorkSource locations throughout Washington state and expansion is under review.

At the core of Fin Cap workshops is the belief that financial behaviors stem from individual values shaped by experiences and environments. Students from diverse populations engage in discussions and activities to explore their financial identities and aspirations. Students discover they are not alone in their vulnerability to social and cultural influences impacting behaviors. The class brings balance, values and goals into focus as students grapple with internal or external forces towards a desired financial reality.

Data collected from class assessments indicates that students perceive their greatest learning growth is in goal setting, using tools like a bill calendar, accessing resources at banks and credit unions, ways to earn additional income, and understanding credit reports and how to protect themselves from identity theft.

### *Training video on federal and state requirements for employers and workers in the H-2A Program*

The Employment Security Department, in partnership with the Department of Labor and Industries (L&I), and the Department of Health (DOH) have developed a multiagency training video (phase one) detailing employer, staff and farmworker responsibilities when working under the H-2A program in Washington state. It covers workers' pay, required safety and health training, hazardous chemicals, personal protective equipment (PPE), farmworker rights, wage requirements under the H-2A program, filing multiple types of complaints to include the Wagner-Peyser complaint system, housing health and safety standards, and what to do in the event you become injured on the job. We are now making plans for phase two, implementation of a statewide strategy to utilize the video to conduct onsite training for employers, mid-level staff and farmworkers engaged in the H-2A program.



Gherid Smick, Lyla Dinguss,  
Steven Buegler, and Marie Picard.



Tracy Larson, ESD WorkSource  
Reentry Specialist.

### *WIOA Title I referral leads to dream job*

After serving a prison term of 38.5 years, Steven Buegler entered the *Longview Work Release Center*. He worked closely with the front-end staff at the local WorkSource on building a résumé, filling out job applications online and other job search strategies. After working in a number of dissatisfying jobs, he returned to WorkSource and was referred to WIOA Title I where he was awarded funds for CDL training. He has since obtained his license and new employment. Steven expresses his gratitude for the guidance and support from WorkSource and believes he would not be where he is today were it not for their support.

### *Pierce County District Court Reentry Project*

The *Pierce County District Court Reentry Project* is facilitated by Tracy Larson, ESD WorkSource Reentry Specialist. Tracy receives direct referrals from the courts, community corrections and WorkSource partners. His workspace is provided by the Pierce County courts where his focus is on providing employability skills development through one-to-one customer engagement, workshops, and facilitating employer hiring events. Over the past several months, he has helped around 50 people find employment.

## Section III – WIOA Title I and Title III Results

This section includes the following about Washington’s WIOA Title I and Title III programs:

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

### Background

WIOA Title I and Title III performance measures focus on the results for the portion of WorkSource customers who are registered for basic, individualized or training (only Title I) services funded under Title I and Title III. Separate Title I programs are operated for disadvantaged adults, dislocated workers and disadvantaged youth. Each program has its own measures for employment, education and training progress.

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

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

WIOA implemented a pilot performance measure to determine the effectiveness in serving employers. States were requested to select two of the three DOL pilot measures and could include additional state-defined employer measures. The state of Washington has chosen for the pilot period to report on the following for the *Effectiveness in Serving Employer* performance indicator:

- Measure the repeated use rate for employers’ use of the core programs.
- Measure the percent of employers that are using the core program services out of all employers represented in an area or state served by the system.

### Customer satisfaction

Under its statutory mandate, the Workforce Board is tasked with using surveys of employers to assess both their workforce needs and their satisfaction with workforce program participants they have hired. Periodic surveys conducted obtain information about hiring practices and incumbent worker training. The follow-up *Employer Satisfaction Survey* concerns employer satisfaction with hiring of workforce program participants, as well as overall satisfaction with engaging with the state’s workforce development system.

The *2019 Employer Needs and Practices and Satisfaction Survey* randomly sampled 30,000 employers in Washington from an estimated universe of approximately 200,000. The response sample contained 1,765 completions of the survey, which was calibrated using an iterative proportional fitting algorithm

i.e., ranking, to achieve a geographic representation across the state. The margin of error (based on n1765) is +/- 2.33 percent at the 95 percent confidence level, assuming worst case scenario (50/50 percent proportions). Survey findings are assumed to be generalizable given a degree of bias.

An estimated 3.7 percent (1.7 percent unweighted) of Washington employers recruiting new hires within the last 12 months of taking the survey, reported hiring workers exiting WIOA-funded programs. Satisfaction of these new hires were generally positive (refer to *Figures 5* and *6* for employer satisfaction of new hires exiting WIOA programs).

*Figure 5* shows satisfaction (1 being the lowest satisfaction and 5 being the highest level of satisfaction) with **overall productivity** of the new employees who had recently completed a program facilitated through a WorkSource Office or a Workforce Investment and Opportunity Act training program.

**Figure 5: Level of satisfaction with overall productivity (1-5)**

Level	1	2	3	4	5
Percent of employers	8.0%	2.8%	3.3%	34.7%	51.1%
Median level of satisfaction	4.5%				

*Figure 6* shows satisfaction with **overall quality** of the work performed by the new employees who had recently completed a program facilitated through a WorkSource Office or a Workforce Investment and Opportunity Act training program.

**Figure 6: Level of satisfaction with overall quality (1-5)**

Level	1	2	3	4	5
Percent of employers	0.0%	0.0%	6.1%	43.2%	50.7%
Median level of satisfaction	5%				

**Note:** Results for the 2019 Employer Needs and Practices and the Satisfaction Survey have not yet been published as of the writing of this report. All findings are subject to revision.

## Additional assessments

Local WDCs use a variety of customer feedback mechanisms and processes. These are a major source of ongoing program refinement and adjustment, which are not only more timely and reflective of larger samples than the state-level surveys, but also tailored to local economies and issues. Comment cards, exit surveys, online and paper satisfaction surveys, and job fair and workshop feedback forms are all used in one or more local areas. The local processes for incorporating feedback into procedures and processes also vary by area.

## Evaluation activities, including net impact and cost benefit

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

1. **Talent and Prosperity for All (TAP)** is one of Washington's operational and program-specific workforce plan components, which incorporates research results from a variety of sources.
2. **Workforce training results:** An evaluation of Washington state's workforce development system, an annual study of the outcomes of participants from 12 workforce development programs, using a standard set of performance measures.

3. **Workforce training supply, demand and gaps:** a biennial analysis of the supply of and demand for skilled workers in Washington. Some of these results are now updated in alternate years. For the most recent, see:  
<https://wsac.wa.gov/sites/default/files/2017.ASkilledAndEducatedWorkforce.pdf>
4. **A net impact study:** conducted every four or five years, with results incorporated into *Workforce Training Results* reports. Initiation of the next study is anticipated during 2019.

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

#### *Workforce Training Results reports for the following three groups of programs:*

1. Programs for adults including community and technical college, job preparatory training, private career schools, apprenticeship, a state-funded worker retraining program at community and technical colleges and WIOA dislocated worker services.
2. Programs serving adults with barriers to employment including Adult Basic Education, WIOA adult services, Division of Vocational Rehabilitation, Department of Services for the Blind and TANF/WorkFirst.
3. Programs serving youth, including secondary career and technical education and WIOA youth services.

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

Washington currently uses standardized state core measures across its workforce programs, which focus on outcomes in the third quarter after program exit. The *Workforce Training Results* report also includes additional measures, such as hourly wage and hours worked (both Washington and Oregon UI systems record hours worked per quarter). Most recent, as well as older results for exiting cohorts, can be found at: <http://wtb.wa.gov/WorkforceTrainingResults.asp>

## **Data validation**

The ESD Monitoring Unit is the agency's principal WIOA, Disability Employment Initiative (DEI), and Trade Adjustment Assistance Act (TAA) program monitor and performs annual onsite monitoring of each Local Workforce Development Board (LWDB) and other direct sub-recipients. The ESD Monitoring Unit incorporated data validation into annual PY18 onsite monitoring visits. Data validation activities were based on guidance in TEGL 22-15 as this TEGL is still active on DOL ETA's website and DOL ETA has not yet released WIOA-specific data validation guidance to replace TEGL 22-15.

## **Results and analysis**

Washington state continues to address shortcomings in their case management system. While progress has been made, issues remain. Progress has been made to incorporate measurable skills gain data for program year 2018.

System configuration weaknesses continue to compromise the accuracy of federal reporting. Consequently, Washington state cannot provide assurance that all required elements are reported uniformly so that a state-by-state comparison can be made.

## **Cost effectiveness**

In a broad sense, cost-effectiveness should be evaluated in an econometric net impact analysis. The analysis should be designed to measure the costs and long-range results of services in order to compare participant outcomes with estimates of the outcomes in the absence of the program



participation. The Workforce Board periodically conducts such studies, but not on an annual basis due to the significant cost. These studies are discussed in the net impact analysis segment later in this section. Basic accounting of costs and outputs is covered in *Figure 7*.

Washington's 12 WDAs spent \$70.2 million on basic, individualized and training services during PY2018 (July 2018 to June 2019). The programs served 142,872 participants. The average cost per WIOA participant was \$491 for PY2018. Data for PY2018 are shown in *Figure 7*.

**Figure 7: Participants and expenditures in PY2018**

Target Population	Participants	Expenditures	Cost Per Participant <sup>1</sup>
Adults	27,909	\$14,814,710	\$531
Dislocated Workers	6,438	\$21,075,388	\$3,274
Youth	3,871	\$19,805,914	\$5,116
Wagner-Peyser	104,654	\$14,486,796	\$138
<b>Total</b>	<b>142,872</b>	<b>\$70,182,808</b>	<b>\$491<sup>2</sup></b>

<sup>1</sup> This total is expenditures divided by participants to show cost per participant for that program.

<sup>2</sup> This total is total expenditures divided by total participants to show cost per participant for all programs combined.

## Results for WIOA Adults

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

The annual update of these analyses is underway, and the data for participants exiting for the most recently available year is published at: <http://wtb.wa.gov/WIOAAdult2019dashboard.asp>

Unemployment insurance wage files were used to examine employment rates and earnings among participants who left programs during recent program years.<sup>1</sup> Data were collected from the unemployment insurance agencies in Washington and Oregon. Results are shown in *Figure 8*.

**Figure 8: Employment and earnings of WIOA/WIA<sup>1</sup> adult participants in the third quarter after leaving program**

Performance measure by exit year	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Employment rate <sup>2</sup>	69%	69%	72%	70%	70%	67%
Employees in full-time job <sup>3</sup>	60%	61%	59%	58%	62%	62%
Median quarterly hours <sup>3</sup>	443	450	455	448	449	456
Median hourly wage <sup>4</sup>	\$15.13	\$15.15	\$14.64	\$14.64	\$15.47	\$19.03
Median annualized earnings <sup>4</sup>	\$25,800	\$26,300	\$25,800	\$25,900	\$27,600	\$32,900

<sup>1</sup> The table includes data on both WIOA and WIA cohorts.

<sup>2</sup> These figures apply to those with employment reported to the state's ESD six to nine months after leaving program. Rate does not include self-employment, employment outside the Northwest or military service and thus understates total employment by approximately 10 percent.

<sup>3</sup> Full-time employment is defined as averaging 30 or more hours per week – percent is of those employed.

<sup>4</sup> Earnings/wages expressed in first quarter 2018 dollars in order to account for inflation.

<sup>1</sup> Employment rates based on matches are lower than those based on survey results. Employment Security records do not contain information on self-employment. The reported rates exclude employment in states that are not included in our matching process.

## Results for WIOA Dislocated Workers

In *Figure 9*, dislocated worker results vary with economic conditions and the characteristics of participants. Change can occur quickly from year to year as industrial conditions change and different groups of employees face layoffs. The most recently available data appears at:

<http://wtb.wa.gov/WIOADW2019dashboard.asp>

**Figure 9:** Employment and earnings of WIOA/WIA<sup>1</sup> dislocated worker participants in the third quarter after leaving program

Performance measure by exit year	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Employment rate <sup>2</sup>	67%	73%	75%	74%	70%	74%
Employees in full-time job <sup>3</sup>	73%	72%	73%	70%	68%	71%
Median quarterly hours <sup>3</sup>	484	481	484	483	480	484
Median hourly wage <sup>4</sup>	\$19.28	\$19.48	\$19.33	\$19.70	\$19.46	\$20.25
Median annualized earnings <sup>4</sup>	\$36,900	\$35,900	\$36,600	\$37,200	\$35,600	\$38,200

<sup>1</sup> The table includes data on both WIOA and WIA cohorts.

<sup>2</sup> These figures apply to those with employment reported to the state's ESD six to nine months after leaving program. Rate does not include self-employment, employment outside the Northwest or military service and thus understates total employment by approximately 10 percent.

<sup>3</sup> Full-time employment is defined as averaging 30 or more hours per week – percent is of those employed.

<sup>4</sup> Earnings/wages expressed in first quarter 2018 dollars in order to account for inflation.

## Results for WIOA Youth

*Figure 10* displays results for the WIOA youth programs. The WIA figures include both older and younger youth. Labor market results are presented for participants who were not enrolled in secondary education at exit. The most recently available data appears at:

<http://wtb.wa.gov/WIOAYouth2019dashboard.asp>

**Figure 10:** Employment and earnings of WIOA/WIA<sup>1</sup> youth participants in the third quarter after leaving program

Performance measure by exit year	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Employment rate <sup>2</sup>	63%	58%	62%	65%	63%	63%
Employees in full-time job <sup>3</sup>	35%	32%	37%	33%	38%	38%
Median quarterly hours <sup>3</sup>	303	296	310	307	314	319
Median hourly wage <sup>4</sup>	\$10.86	\$10.93	\$10.92	\$11.41	\$11.82	\$12.89
Median annualized earnings <sup>4</sup>	\$12,900	\$12,600	\$13,200	\$13,900	\$14,300	\$15,800

<sup>1</sup> The table includes data on both WIOA and WIA cohorts.

<sup>2</sup> These figures apply to those with employment reported to the state's ESD six to nine months after leaving program. Rate does not include self-employment, employment outside the Northwest or military service and thus understates total employment by approximately 10 percent.

<sup>3</sup> Full-time employment is defined as averaging 30 or more hours per week – percent is of those employed.

<sup>4</sup> Earnings/wages expressed in first quarter 2018 dollars in order to account for inflation.

## Net impact analysis

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

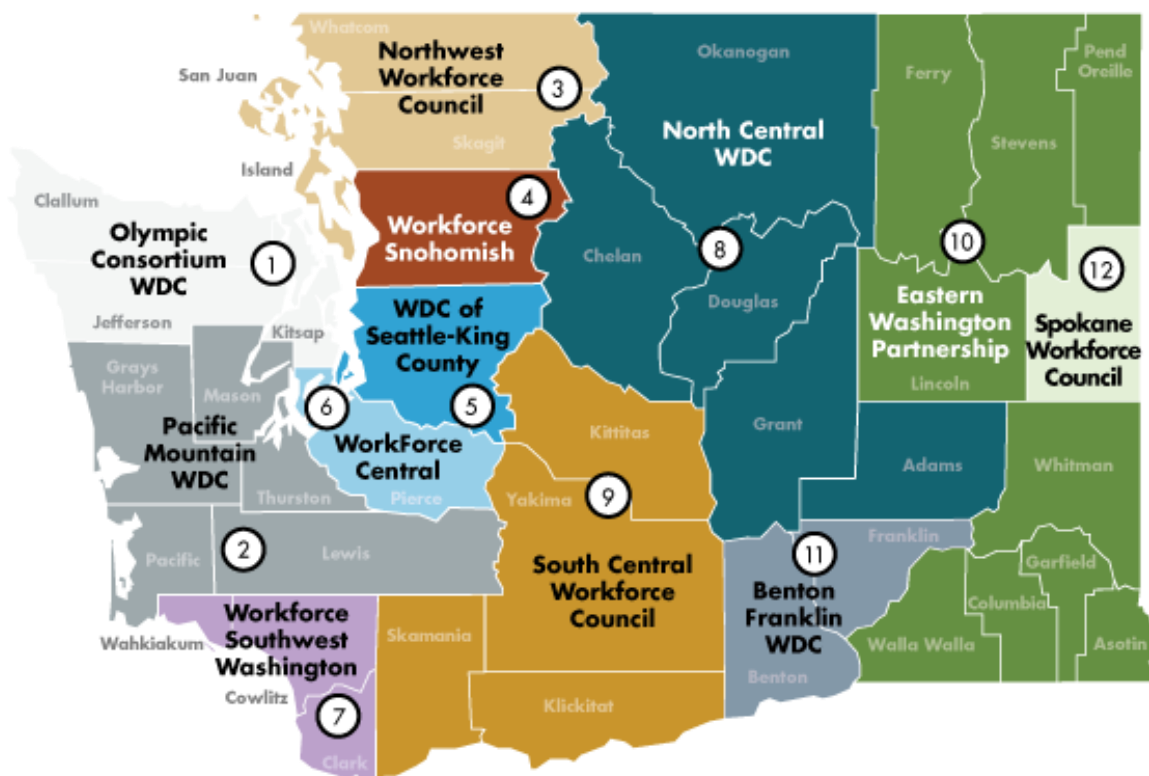
The next edition is currently underway, and will be published in 2020. For the WIOA programs, the methodology has been to draw comparison groups largely from Wagner-Peyser registrants on propensity-score matching (with replacement) with regression adjustment for residual differences.

The results of past studies can be found in Workforce Training Results reports at

[http://wtb.wa.gov/Pubs\\_Publications.asp](http://wtb.wa.gov/Pubs_Publications.asp) under "Archived Publications." The most recently completed Net Impact Report can be found at: <http://wtb.wa.gov/Documents/FinalUpjohnReportDec2016.pdf>

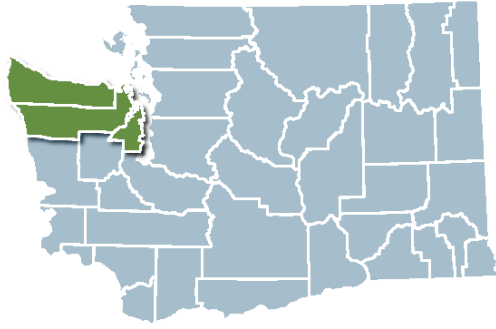
## Appendices

### Appendix 1: Washington's Workforce Development Councils (WDCs) – A summary overview showing highlights for each individual WDC



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

WDCs are comprised of a business majority and are business led. WDC membership is comprised of business leaders from key sectors appointed by Chief Elected Officials (CEOs). CEOs are the local area WIOA Title I grant recipients. They partner with WDCs to administer WIOA programs and funds, as well as oversee the local WorkSource system. WDCs are the system's portal into the business community and are responsible for leading, coordinating and facilitating multiple interagency initiatives, projects and programs.



## Olympic Consortium Workforce Development Council

*Serving Clallam, Jefferson and Kitsap counties*

### New partnerships and programs

The Olympic Workforce Development Council (OWDC) is excited about many new partnerships and programs established this year. The OWDC and their service-provider partners, including Olympic Educational Service District 114 (OESD 114), Kitsap Community Resources (KCR), and the Washington State Employment Security Department, continue to provide excellent customer service to job seekers, businesses and other employers alike. The OWDC continues to have solid relationships with the Department of Social and Health Services, the Department of Veterans Affairs and the Department of Vocational Rehabilitation and others.

### Military spouse career challenges

The OWDC is also working to build professional relationships in the community with other service providers and entities. One example of the partnership with the Department of Veterans' Affairs was the *Military Spouse Listening Tour*.

The OWDC Director participated in a meeting with military spouses from Naval Base Kitsap to learn about their challenges in job seeking when they go to a new location. The spouses provided insights on how difficult it can be to work in a career with the demands of frequent moves required by the serving spouse. A particularly key issue was the need for more flexibility with transferring professional credentials from one state to another. For example, teaching certification can be very

challenging to transfer. An example of this would be the requirement of "student teaching." In some states, the requirement is two years after which a person could be awarded a teaching certificate (along with other requirements). In some states, however, the requirement for student teaching is three years. So one can see that this would create a barrier. In addition, certifications ranging from barber, to nursing, to dentistry-related jobs may all have differing requirements depending upon the state. Finally, even if things do transfer relatively easily, there is typically a cost involved (and time up to 6 months) in simply applying for the credential from the different state.

### Employer engagement

The OWDC has also made a concerted effort to increase employer engagement. The staff at the local level has taken a number of approaches to this beyond the traditional advisory board activities. First, the OWDC is now a member of most Chambers of Commerce in their three-county area.

There are ten Chambers in the area:

- Forks
- Port Angeles
- Sequim
- Jefferson County (Port Townsend)
- Kingston
- Bainbridge Island
- Poulsbo
- Silverdale
- Bremerton
- Port Orchard

Membership with the Chambers provides concrete opportunities to work directly with businesses who are hiring and in need of employees. The goal is to also reach out to tourist and hospitality associations in the near future, although staff did participate in a *Washington Hospitality Association* event during the past year.

Another type of organization that the OWDC is teaming up with are the ADOs, or Economic Development Councils. There is one in each county. At this time, the executive directors of the Clallam Economic Development Council, Team Jefferson, and Kitsap Economic Development Alliance are all members of the OWDC. Staff and partners also attend their events as a way to keep up to date with the needs of businesses and other employers in the area.

### Industry sector focus

The OWDC continues to focus on five key sectors:

1. Healthcare
2. Maritime
3. Advanced manufacturing
4. Public sector
5. Construction

The methods of outreach for these groups relies mainly on industry associations. For example, for the healthcare sector, staff participate in *Olympic Communities of Health* conversations. For the maritime sector, the OWDC is pursuing an in-kind membership with *Maritime Blue*, a key organization that includes the following members:

- Port of Seattle
- VIGOR
- SSA Marine
- Northwest Maritime Trade Association.

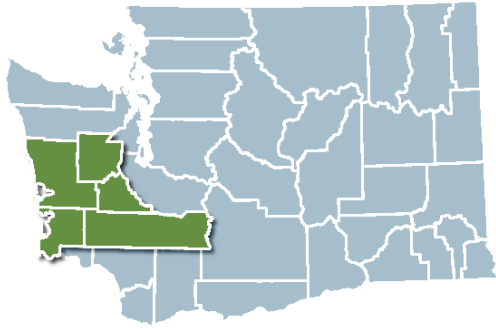
*Maritime Blue* is also supported by the Governor of Washington state. Regarding the advanced manufacturing sector, the OWDC is a member of, and participates in, the *Kitsap Aerospace and Defense Alliance* (KADA). Recently, staff participated on the panel of the KADA annual meeting regarding efforts in workforce development. Finally, staff of the OWDC sit on the Board of the *Construction Center of Excellence*. This is a great privilege as the *Construction Center of Excellence* (based at Renton Technical College) is a nationally recognized organization.

### Embracing the value of technology

Finally, it is important to recognize that while the OWDC is the second smallest WDA in Washington state (by population); it is the second largest geographic area. Therefore, leadership and staff continue to embrace the value of technology to do the work and tell the story in an efficient manner. Recently, one staff used a free training service from the local library to learn Power BI (Business Intelligence). This program analyst went on to redesign all the required WIOA performance reports to make them more easily readable to all electeds, council members and partners.

Other staff at the OWDC are embracing the power and efficiency of technology in other ways. Staff have started to participate on leading analytics testing platforms and also tapping in to new tools provided by the United States Census Bureau, the United States Bureau of Labor Statistics, and the United States Department of Education. Staff are also involved with the National Association of Workforce Boards and will be more involved with the National Association of State Workforce Agencies in the coming months.





## Pacific Mountain (PacMtn) Workforce Development Council

*Serving Grays Harbor, Lewis, Mason, Pacific and Thurston counties*

### Helping all customers navigate the workforce system

In PY18, PacMtn WDC began implementing a region-wide functional navigation framework to expand the scope and progress of integrated service delivery in the PacMtn WorkSource system. This framework built upon a customer-centered service philosophy, ensuring that any job seeker or business customer interfacing with the WorkSource System is warmly welcomed, seamlessly connected to all relevant resources across the system partnership, and served in ways that meet their employment needs.

To implement this framework, PacMtn appointed two *system navigation specialists* to assist in redesign and standardization of PacMtn WorkSource System processes and procedures. This system-wide, customer lens extended beyond program or partner silos. Navigator contribution to WorkSource quality improvement initiatives regarding customer registration, assessment of customer need, customer flow, internal and external partner communication strategies, have been instrumental in progress toward integrated service delivery. System navigators have also increased outreach to formerly under-engaged internal and external partners to improve and increase customer referrals, especially for people experiencing significant barriers to employment. In addition to system navigators, PacMtn also deployed a functional team of *work-ready navigators* representing multiple system partners to serve as

a connection point between work-ready job seekers and ready-to-hire businesses. The *work ready navigators* have served the unique function of bi-directionally informing the WorkSource System of the needs of both business and job seeking customers to influence system strategies to make the most meaningful and mutually beneficial job placement.

### Reducing poverty: those impacted by the opioid epidemic

The *Opioid Use Reduction and Recovery* (OURR) *Alliance Program* is a new program PacMtn has developed in response to the economic and workforce effects of the opioid crisis. Running from July 2018 through June 2020, the OURR Alliance Program is federally funded and focused on serving at least 300 participants. Focusing on populations that have been hardest hit by the opioid crisis, OURR Alliance provides poverty alleviation to a wide variety of people through a holistic approach to support a return or initial entry into employment. Two program areas of note under the OURR Alliance Program include the *Gainful And Dependable Goal-oriented Employment Training* (GADGET) Program serving young adults ages 16 to 24 who experience high barriers to employment, and the expanded *Preparation for Reentry Employment Program* (PREP) serving justice involved individuals inside Thurston and Lewis County Jails. Through employment readiness training and support, both programs assist highly impacted individuals in entering the workforce on a pathway for self-sufficiency by not only attaining employment, but also providing the connections and skills needed to retain employment.

### Youth focus: Gainful And Dependable Goal-Oriented Employment Training (GADGET)

In April 2019, six young adults received 40 hours of PacMtn's signature Uplift! employment readiness training, followed by a three-month paid internship with the City of Olympia, with wraparound employment case management and peer support throughout the program. The young adults and city staff provided glowing reviews of the program. One participant said, "My personal experience has been wonderful. I never would

have had the opportunity to work with the city any other way, let alone all of the training and skill building I received. More than anything, this opportunity has made me understand that when you work for the city, it is more than just having a job; it is having a family. I wouldn't have traded this experience for the world."

### **Military transition – Next Gen aircraft mechanics**

The *Airframe & Power Plant (A&P) Seminar Program*, partnering with South Seattle College is a top performer at a 76 percent placement rate into the airline industry. Since 2015, eight cohorts have completed, for a total of 115 students. This one-of-a-kind program attracts service members from Joint Base Lewis McChord (JBLM), those serving at other installations or with other military branches.

The program prepares students to take the nine FAA oral, written and practical examinations required to become a FAA certified A&P mechanic. The hands-on lab experiences during the rigorous eight-week master course are combined with classes in résumé writing, interview prep, and LinkedIn, to prepare candidates for the program's culminating event, the private networking and hiring event. At this exclusive event, A&P graduates participate in a "speed-dating" style series of job interviews with representatives and hiring managers from the aviation industry. Employer partners include: The Boeing Company, Alaska Airlines, Aviation Technical Services, Aero Controls, Columbia Helicopters, Croman Corp., Rolls-Royce North America, Delta Airlines and Panasonic Aeronautics. The most recent cohort, concluded in June and within one week, 10 of 18 candidates received job offers.

"This program is phenomenal because it helps prepare service members on their way out the door, all while they are still earning their wage and benefits," says William S. Noland, JBLM Career Skills Coordinator. "It allows them time to train and get ready to make that big step into civilian life, without wondering how they can pay the bills or who's going to look after the kids."

Employer partner Aviation Technical Services says, "Our team is in desperate need of certified aviation mechanics, and this program produces high-quality graduates. The expertise and professionalism...they have all of the skills that we are looking for. There is a lot of need in every company right now because we are seeing many Baby Boomers retiring. Almost all of our leadership team is retiring within the next ten years. What we need are folks that are young and willing to stay with our company and grow."

### **Justice involved youth – "Their 1st chance at success"**

PacMtn provides career services for justice involved youth and people impacted by the opioid crisis in our region. All of these youth are within the care of Juvenile Rehabilitation, and living in one of their state facilities. By collaborating extensively with partners, such as AJAC and ANEW, to provide pre-apprenticeship and apprenticeship readiness training cohorts for incarcerated youth in basic carpentry, and in manufacturing, the partnership is preparing youth for a career post release.

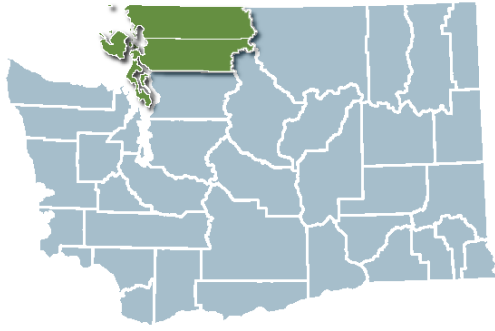
#### ***Basic carpentry – ANEW Pre-Apprenticeship***

The collaboration between Juvenile Rehabilitation, PacMtn's OURR Alliance, MyJOB programs, and ANEW Pre-Apprenticeship Program, launched with eight youth in a summer basic carpentry pre-apprenticeship with ANEW. All students receive comprehensive career planning and support services, adult mentorship, résumé building, and overview of the requirements for Carpentry Trade Apprenticeship programs.

#### ***Manufacturing Academy – Aerospace Joint Apprenticeship Council (AJAC)***

PacMtn has joined Juvenile Rehabilitation, AJAC and Bates Technical College partnership, to offer a 12-week manufacturing academy. All graduating students receive the following certifications: Manufacturing Basics, Flagger, Forklift, OSHA 10, CPR and First Aid, and a PacMtn WDC branded Uplift! Course – Work Place Excellence Series offering 40 hours of job readiness instruction. Students are co-enrolled into multiple programs, allowing for additional mentorship, extended re-entry support services,

a professional portfolio, support with literacy and communication, and other tools further preparing the youth for transition. In addition to the training, the most recent cohort completed 240 hours of paid work experience and adult mentoring at Berry Plastics International and Creative Casting of Pierce County.



## Northwest Northwest Workforce Council

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

### Career pathways

The Northwest Workforce Council (NWC) has a longstanding commitment to promoting pre-apprenticeship and apprenticeship opportunities as an excellent career pathway, particularly to support young adults, women, minorities and low-income individuals to enter economic self-sufficiency. This year, labor market conditions required accelerating that focus.

Showcasing careers – and career pathways – in multiple trades is one strategy used to create a pipeline of young adults interested in postsecondary careers that don't involve college and student loans. As part of a cross-regional strategy, NWC partners with eight registered apprenticeship programs and employers to conduct the *Washington Apprenticeship Vocational Education (WAVE) Tour*, an annual event that exposes high school students and WIOA young adults to careers in construction and manufacturing trades. Over this three-day program, 346 students from two Workforce Development Areas (WDAs) learned about starting salaries, benefits, and career path opportunities in the construction trades, while participating in hands-on trade activities in each of the eight apprenticeship programs.

Career exploration activities in the skill trades introduce the emerging workforce to the wide variety of career opportunities. Accelerated career path strategies that include pre-apprenticeship programs providing direct entry or preferred entry



Hands-on training for pre-apprentices.

into apprenticeships, have resulted in excellent outcomes. These programs, with well-articulated and progressive levels of education and work-based training, credential attainment connected to industry, and wraparound services and supports, prove to be an example of excellence in a career pathway workforce development strategy.

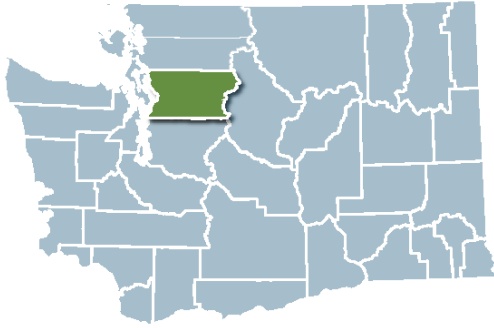
NWC's 2018 career pathway initiatives expanded to promote the apprenticeship model for three different pre-apprenticeship programs: carpenter, ironworker and construction trades. Utilizing a mix of WIOA Title I funding streams, four new class-sized cohorts were funded. Access to these new opportunities served 36 percent individuals of color, including Native Americans, 18 percent females, 20 percent young adults, and 70 percent low income.

For all cohorts, classroom training included work readiness and basic skills training. Occupational skill instruction resulted in credentials aligned to high-demand occupations. Participants engaged in project-based learning, tours of employers' worksites, and had access to professional mentors.

WIOA Title 1 program staff provided case management and navigation to the supportive services needed to be successful in these full-time, short-term training programs. Sustained case management ensured individuals success in their employment.

### Results

Of fifty (50) participants, 68 percent have already entered registered apprenticeship programs with average starting hourly wages over \$25 and full benefits. A clear path to economic self-sufficiency and the middle class.



## Workforce Snohomish

### Workforce Development Council

*Serving Snohomish County*

#### Business sector engagement

Workforce Snohomish (WFS) and the *Business Solutions Team* focuses on understanding the hiring needs of businesses across sectors and facilitating connections with current and future job seekers. This engagement is reflected through job fairs and hiring events, as well as customized outreach to individual businesses.

The *Business Solutions Consortium*, a team of partners from across the system, including postsecondary education, community-based organizations, direct service providers, Employment Security Department, and ResCare Youth Services, continued its third year of collaboration to discuss strategies related to business outreach, employment trends, and address gaps within the workforce system.

In PY18, the consortium was selected as one of eight participants in the U.S. Department of Labor Employment and Training Administration's National Business Engagement Cohort, tasked with refining business services integration best practices while building assessment tools for use on a national scale. One of the key objectives was to plan for sustainability and an enduring shared leadership model that will take them through the years ahead.

The Workforce Snohomish *Incumbent Worker Training* (IWT) Program increases the competitiveness of local businesses by upskilling their existing workforce and backfilling open positions with WIOA-enrolled customers. Since its launch in early 2019, the Workforce

Snohomish IWT Program has been applauded by local business leaders and training providers. Dozens of local small businesses have inquired and shown interest in taking part in the program. To date, eight businesses have applied for IWT, and in the coming program year, we anticipate the first two companies will complete trainings: Monroe-based Toolcraft Inc. and LMI Aerospace in Everett.

#### Community connections

Connection sites consist of community service organizations, educational institutions, libraries, and housing organizations that also provide some specific element of job search assistance related to their area of expertise. Twenty-five connection site locations are now located throughout the county to assist in the delivery of employment services. Connection site staff are provided service delivery training that includes the utilization of WorkSource online tools, resources and documents. These partnerships are crucial to the accessibility of services, specifically in the rural areas where transportation services are limited.

Connection site partnerships are also valuable to the business community. The *Business Solutions Team* often works with connection site staff to coordinate employment-focused events and foster economic growth opportunities in these communities.

To address an identified community need, WFS, in partnership with the Employment Security Department (ESD) and the Department of Social and Health Services (DSHS), located a new self-service computer kiosk at a DSHS office in Monroe. DSHS clients can now connect with WorkSource using the kiosk installed onsite, to help fulfill their weekly job search requirements. Members of the community can also use the kiosk. The kiosk is maintained by WFS and hours of utilization tracked.

A WorkSource system *Mobile Career Specialist* continued service delivery outside of the WorkSource Centers, meeting people where they are to increase access to information and services across the county. Expanding upon this work, WFS launched a pilot program in PY18 targeting individuals currently experiencing



homelessness. Approximately fifty individuals were served, and although few moved to full WIOA enrollment, a great deal of knowledge was acquired to inform improvements of the program for PY19.

As a result of these ongoing investments, information and services are available at more convenient, remote and accessible locations across the county, reaching a higher number of prospective enrollees, clients and businesses.

### Rapid Response Team

In PY18, the *Rapid Response Team* began including onsite enrollment at Rapid Response events, enabling participants to establish their Secure Access Washington (SAW) accounts and when possible, enroll into WIOA services. This work helps customers with timely engagement to the WorkSource system, often resulting in the proactive identification of beneficial services during a time of uncertainty for the workers.

### Serving target populations

To better support WorkSource staff and the clients they serve, *Trauma Informed Care* training was provided to all system staff, mandatory partners, and voluntary partners within the Snohomish County WorkSource system in PY18. Utilizing the many tools embedded into the model allows for participants, business partners, staff and partners to be better equipped to create safe spaces of dialogue. Staff have learned methods of preventing burnout, boundary setting techniques, coaching, long-term growth and many other tools that help sustain our vision and business models. This training also assists staff in their professional growth.

WorkSource Snohomish County has specialized services available to veterans and youth. The veteran-focused *Serve Center* located at WorkSource Everett is staffed by former military members who are trained to help veterans and their families with their unique needs, including resource connection and job search assistance. The *Serve Center* also houses the WFS Homeless Veterans Reintegration Program (HVRP); local veteran employment representatives, and disabled veterans case managers.



WorkSource Snohomish County, Youth Center Everett, Washington.

The *WorkSource Youth Center* assists individuals ages 14 to 24 with programs to complete their GED, take part in Career Connected Learning opportunities and gain life skills. The youth center's clients often come from disadvantaged backgrounds with high barriers to success, including a lack of housing, domestic issues, legal concerns, physical/mental health problems and substance abuse. The center has dedicated staff skilled in building relationships and connecting clients with services necessary to enhance their likelihood of success.

In order to support and align community resources to help disadvantaged youth and young adults find and retain gainful employment, WFS partnered with youth-focused organizations to host youth employment roundtables. These roundtable events engaged youth and young adults to discuss the skills and services they feel they require to be successful in the workforce. This information has assisted service providers in identifying gaps in services, opportunities to streamline service delivery, and identifying best practices for supporting this population as they enter the workforce.

### Serving individuals with barriers

WFS is a partner on Innovations in Creating Access to Careers in Healthcare (I-CATCH), a program focused on providing access to healthcare careers for people receiving Temporary Assistance for Needy Families (TANF) benefits. WFS *employment and education*

*navigators* provide assistance to individuals who are interested, pursuing or have graduated from the I-CATCH program. Quarterly employer panels and hiring events are held for students and those interested in healthcare careers.

In PY18, WFS joined efforts to combat the opioid crisis through increased cross-agency and organization coordination in Snohomish County. The county-led *Carnegie Resource Center* acts as a single point of entry to a wide range of services for individuals who have been highly impacted by the opioid crisis. Supported by a National Health Emergency grant, WFS provides center clients with wraparound services, training opportunities, transitional jobs and job placement, building on the idea that the dignity of work is an important part of stability and recovery.

The highly successful Disability Employment Initiative (DEI), a program focused on helping individuals with disabilities secure and retain employment, transitioned at the end of PY18 to the *Ticket to Work Program*. This self-sustaining program is staffed by a full-time *education and employment navigator* who will continue to assist individuals with disabilities with their career aspirations.

### Career connected learning

*SnoCoYouthWorks.org* is a resource to facilitate connection opportunities that support both employers recruiting talent and youth searching for career connected learning opportunities in Snohomish County. Led by Workforce Snohomish, *SnoCoYouthWorks.org* was created in partnership with the *WorkSource Youth Center* and a variety of community partners. Initially built through grant funds, *SnoCoYouthWorks* is a sustainable and scalable, countywide solution to increase work-based experiences and career pathway exploration opportunities for Snohomish County youth.

WFS continued to host Workforce Snohomish internship development workshops and apprenticeship employer roundtable events in PY18. The internship development workshops guide local businesses on the development and implementation of internship programs.

In apprenticeship employer roundtables, participants are able to learn from panels of employers who currently utilize the

apprenticeship model in their business, hear about the employers' experiences with apprenticeships, understand how to effectively implement the model, and discuss any concerns they might have in becoming a registered training site. Each of these events support local employers in the cultivation of workforce talent.

In partnership with Snohomish County's *Denney Juvenile Justice Center*, the *WorkSource Youth Center* enrolled justice involved young adults into internship opportunities.

Workforce Snohomish expanded apprenticeships in Snohomish County, dispatching 60 new apprentices into the sheet metal program. Apprentices are provided ongoing support and basic skill training throughout their apprenticeship, aimed at increasing retention rates and alleviating trainee barriers to success. The Tulalip Tribes' *Tribal Employment Rights Office's* (TERO) pre-apprenticeship program for youth enrolled 12 participants, with plans to continue enrollments in PY19.

Supporting youth career awareness, WFS continues to actively engage in signature events that promote youth exposure to work-based learning opportunities, such as the student-focused *TradeUp* events. *TradeUp* is a one-day, hands-on introduction to skilled trade careers for high school students. Over 200 students from the Everett and Marysville school districts were able to meet trade workers and learn about over 15 apprenticeship options that can lead to high-paying, stable careers.

WFS is also proud to support the annual National Apprenticeship Week celebration, hosted by the Washington State National Apprenticeship Week Committee. Participants learn about the different types of apprenticeships, enjoy panel discussions, meet employers, and try hands-on demonstrations. Traditionally held at the *Sno-Isle Tech Skills Center* in Everett, the event continues to be a huge success, attracting over 300 individuals, students and families each year.



## Seattle-King County Workforce Development Council of Seattle-King County

*Serving King County*

### Overview

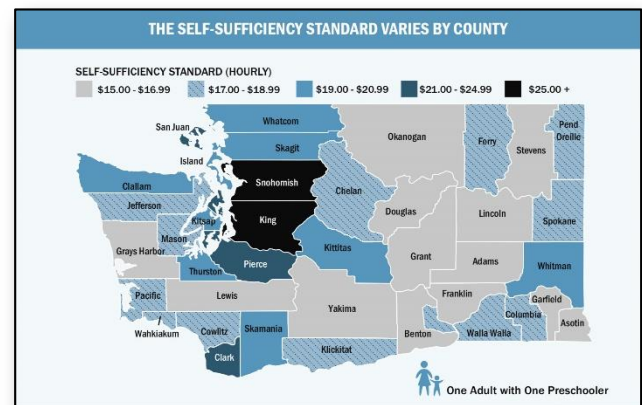
Program Year 2018 (PY18) was another successful year for the Seattle-King County region. Across the system, including the local WorkSource network of 45 locations (two centers, five affiliates, and 38 connection sites), the Workforce Development Council (WDC) of Seattle-King County served 41,610 community members – including 2,973 youth – delivered 71,182 staff-assisted services, and engaged 1,203 businesses.

Beyond those numbers, the WDC of Seattle-King County has been building a new organizational framework to identify and address inequities in the workforce system, including by race, gender, age and ability. This also incorporates a new strategy for serving the needs of local businesses, and for capturing more data. Look forward to results of this transformation in the coming year.

### Beyond poverty – helping individuals achieve self-sufficiency across Washington

The most common metric for assessing an individual's basic economic needs is the federal poverty level. Unfortunately, this metric has severe limitations in its singular reliance on food costs, an outdated formula that assumes food costs are roughly one-third of any given family's overall expenses, and a lack of variation by geography or family composition. This is

especially problematic in King County, where the cost of living is significantly higher than the surrounding region and the country.



The Self-Sufficiency Standard takes geographic location and family composition into account. Measures of self-sufficiency vary significantly across Washington state.

By contrast, the Self-Sufficiency Standard ([selfsufficiencystandard.org](https://selfsufficiencystandard.org)), incorporates validated national, state and local data to determine individual cost of living, and accounts for variations in those costs by geographic location and family composition. The Self-Sufficiency Calculator ([thecalculator.org](https://thecalculator.org)) takes that information and integrates it with basic budgeting, career and vocational planning, and embedded information about work supports such as food stamps or subsidized healthcare. This comprehensive compilation of factors allows career counselors to help individuals calculate next steps needed to achieve long-term financial self-sufficiency.

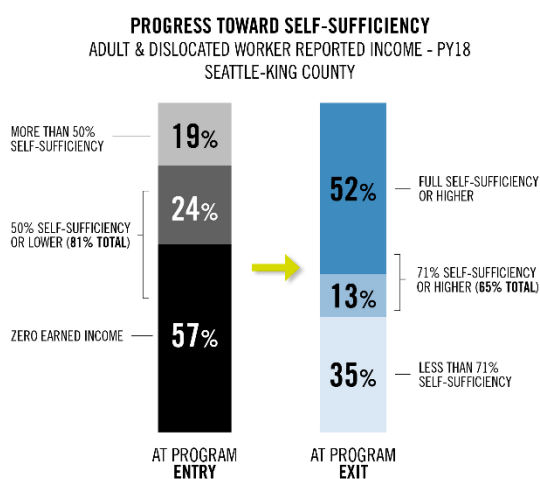
From Covington to Kennewick, with self-sufficiency data of over 700 family types based on family size and where they live, the WDC of Seattle-King County is supporting workforce colleagues across our state with this multi-lingual career planning and budgeting resource as they uplift residents on their pathway toward self-sufficiency.

In King County, career counselors use the calculator with individuals enrolled in WIOA Adult and Dislocated Worker programs and WIOA Youth participants over the age of 18. The calculator functions as a counseling tool, logging individual income and expense data at program entrance and exit. By benchmarking



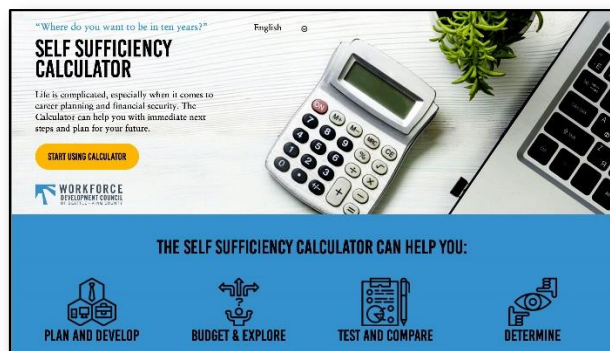
this data against the standard, it becomes possible to measure whether individuals move closer to economic self-sufficiency over the course of the time they participate in the WDC of Seattle-King County's WIOA programs.

In the last program year, 57 percent of WIOA Adult and Dislocated Worker program participants reported zero earned income at program enrollment, and 81 percent were at or below 50 percent self-sufficiency. Upon program exit, 65 percent were at 71 percent self-sufficiency, and 52 percent had achieved full self-sufficiency.



Reported income relative to self-sufficiency at program entry and exit gives us one way to measure the positive impact of workforce programs.

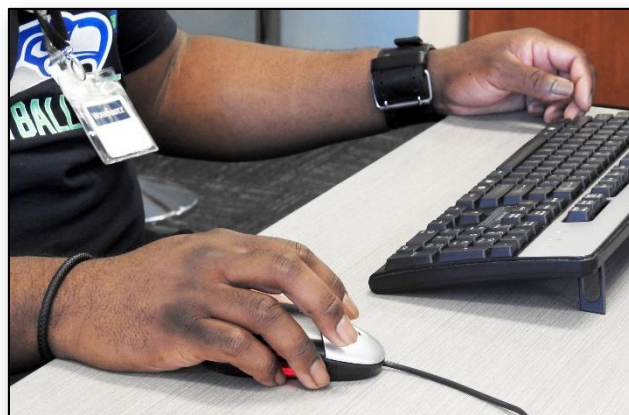
### Refreshed Resource – Self-Sufficiency Calculator



The redesigned Self-Sufficiency Calculator invites users to plan, budget, explore, test and determine their next steps towards self-sufficiency.

In PY18, the Self-Sufficiency Calculator ([thecalculator.org](http://thecalculator.org)) was updated with an easier-to-use interface, incorporating additional tips and context to improve the user experience while retaining familiarity for users.

### Portrait of Success – Ahmad



WorkSource provides a variety of resources — including computers and resource rooms — to job seekers.

Ahmad was released from prison in early summer of 2018. For several months, he was unable to find work and experiencing homelessness. Wherever Ahmad looked for work, he was told by potential employers they would not hire him due to his felony record.

In December 2018, Ahmad was enrolled as a WIOA Adult participant and began meeting with a career counselor once or twice a week, in addition to regular phone calls. After a few months of active, supported job searching, Ahmad was hired to a part-time position in February 2019, and began attending school full-time at South Seattle College with a goal of a Bachelor's in Business Administration.

Between two part-time jobs, Ahmad now exceeds 150 percent self-sufficiency with a combined income of \$35 an hour. He was positively exited from WIOA programs in late March 2019. Ahmad is striving to pay off as much college tuition as possible by the time he graduates.

## Serving business and harnessing industry leadership

### *Business Services Team*

The WDC of Seattle-King County maintains strong, communicative relationships with local businesses. The Seattle-King County *Business Services Team* provides a suite of services to business partners, including recruitment assistance, planning hiring events, and providing worker training resources, layoff aversion and assistance, labor market data and forecasts, and tax incentive assistance.

In PY18, the *Business Services Team* served 968 businesses, including 380 new business customers. A total of 129 events were held (including job fairs, hiring events and recruitment events).

One of those events was the annual Youth Employment, Education, and Career Fair with Goodwill, where more than 300 youth and dozens of employers spent the day interviewing, tabling, and getting oriented to career pathway planning.



Flyer from the annual Youth Employment, Education, and Career Fair hosted by Goodwill.

### *Healthcare Industry Leadership Table*

As the WDC of Seattle-King County looks ahead to building a coordinated workforce system that addresses racial inequity, industry leadership plays an essential role in prioritizing programmatic development that breaks down system barriers from education and training programs to hiring, retention and career advancement.

In PY18, over two dozen healthcare organizations convened more than 40 leaders in Seattle-King County to focus discussion on the changing landscape of the healthcare workforce in the region, and to align on the most critical shared priorities.

This was based on *Next Generation Sector Partnerships*, a national model that puts competing industry leadership at the same table to advance solutions that benefit the entire industry.

Community partners – including workforce agencies – are ready to jump in when their expertise is required.

Together, healthcare industry leadership accomplished the following goals:

- Design and sponsorship of a Career Fair focused on a broad array of healthcare occupations
- Piloted Map Your Career (career mapping resource) internally to aid with entry-level career planning

The successes and lessons learned – a common understanding of industry organizations, network of industry human resources and workforce leadership, effective communications strategies, and clarification of the table's role – will be used to advance new industry leadership tables in the coming year.



The Healthcare Industry Leadership Table meeting to discuss shared priorities.

## Map your career – career maps in key industries in Seattle-King County

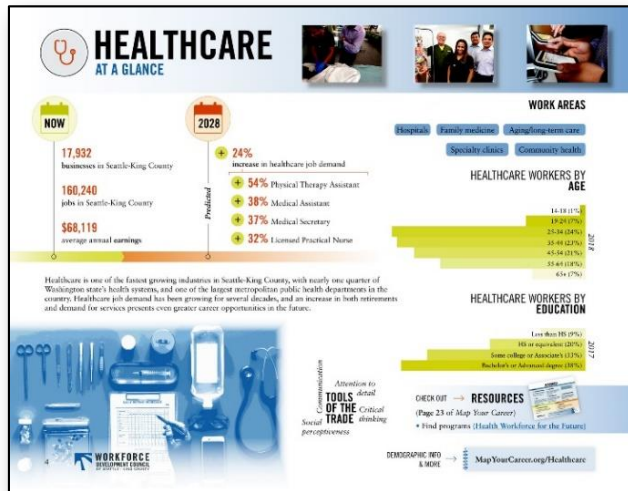
Map Your Career brings together labor market data with research around career pathways – both in the education system and within industries – in order to represent job opportunities and career pathways in Seattle-King County in a visual, engaging format. In addition to a printed booklet for job seekers,



education, workforce, and community partners, [MapYourCareer.org](http://MapYourCareer.org) is easily accessible on both desktop and mobile devices.

### Get an overview of industries

Industries were identified by their potential for career opportunity over the next 10 years. Job data is placed in the context of population demographics to provide an overview of regional opportunity.

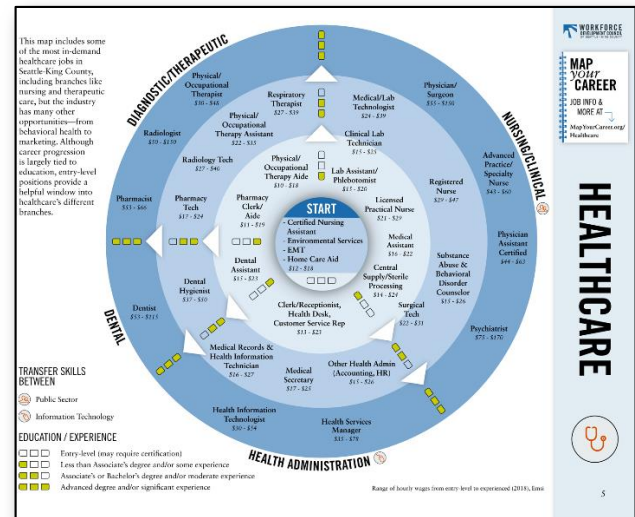


Map Your Career provides an overview of in-demand industries in King County.

### Explore career maps

The career maps in Map Your Career are designed to show a layered approach to career pathways driven by education and experience, but without creating an impression of strict, linear progression.

The WDC of Seattle-King County works with education partners, both in school and out of school, and workforce entities to distribute Map Your Career to job seekers throughout the region. Feedback and industry intelligence from a diverse range of business, people and partners informed the redesign and outreach strategy. The WDC of Seattle-King County looks forward to continuing to expand access to Map Your Career in the year ahead, supporting community members on their pathway towards self-sufficiency.



Career maps incorporate principles of board game design to represent non-linear career pathways.



## WorkForce Central Workforce Development Council

*Serving Pierce County*

### Poverty reduction

*Power Up Pierce/Bold Goals*



WorkForce Central launched the *Power Up Pierce* initiative, the outreach campaign for the Pierce County Workforce Development Council's *Bold Goals*. We launched a website ([www.poweruppierce.org](http://www.poweruppierce.org)) as well as a Facebook and Instagram page, and bought a cell phone for Power Up Pierce so our case managers can field calls and texts within 24 hours from potential customers. Power Up Pierce has been designed to address our two *Bold Goals*: To reduce by half the number of

young adults (16-24) in Pierce County who aren't in school or working by 2025 (from 15,300 to 7,650), and to reduce by half the number of adults (25-64) in Pierce County without a high school diploma or equivalent by 2025 as well (from 38,475 to 19,237). We have created promotional materials such as flyers, business cards and rack cards, are actively engaging in hiring and career events including *JobFest*, hiring expos, and resource fairs across Pierce County. We are using Facebook, Instagram and Google to reach and appeal to these two populations with the goal of connecting them to jobs, training and education. Our Power Up Pierce website has been visited more than 1,700 times, the Facebook page has reached more than 245,000 users (through paid and organic posts) and our Power Up Pierce Instagram has reached more than 2,500 users.

**Power Up PIERCE**  
Learn. Earn. Energize Your Future.

**Want to get your high school diploma or GED? Not sure where to start?**

Low cost and free classes are available to student of all ages in Pierce County.

- No previous high school credit is required
- Find a program and schedule that works best for you

For more information, call Natalie Archer: **253.433.0781** or email [narcher@tacomacc.edu](mailto:narcher@tacomacc.edu)

TACOMA COMMUNITY HOUSE

The *Bold Goals Implementation Team*, consisting of multiple partners within WorkSource Pierce, has initiated strategies to engage disconnected young adults as well as adults without a high school diploma or equivalent living in Pierce County. The partners' work has focused on reaching out to communities that we previously



haven't served or haven't served well, including geographical areas such as Spanaway, Parkland, Lakewood, Eastside Tacoma and parts of South and Central Tacoma. We're also targeting outreach to communities of color that we haven't served well in the past, as well as individuals experiencing homelessness and mental health issues, and those involved in the justice system. In the first year of this six-year plan, we expect to engage 3,061 young adults and 3,441 adults without a high school diploma or equivalent.

#### *Adult Basic Education (ABE) navigator*

When our partners who provide adult basic education saw the need for a *system navigator*, WorkForce Central stepped up to fund this role for the first time in 2019. Working with the five local adult basic education partners, this new position was hired to ensure adults without a high school diploma or equivalent are given information and referred to a network of local community colleges, community-based organizations, as well as other resources. The *system navigator* convenes regularly with partners to ensure Pierce County residents are given information and have access to the appropriate program and/or service.

This summer, our WorkSource Pierce Center offered GED prep classes for the first time ever, thanks to our partnership with Clover Park Technical College. Due to its success, they anticipate offering this class again in fall.

#### *Community engagement task force*



WorkForce Central hired a *Director of Community Engagement* dedicated to changing the way we conduct program outreach and recruitment with a focus on reaching populations that underutilize our traditional services. Focusing on our *Bold Goal* data, we intentionally target specific communities in our county to inform and engage participants in a meaningful way. Individuals from across Pierce County were invited to participate in the task force, including staff from local government agencies, community-based organizations, for- and non-profit organizations, as well as community members. The mission is to bring together like-minded individuals and create and align engagement strategies in order to involve and support all communities in a meaningful way. The first meeting was held July 2019.

Three subcommittees have been formed: *Customer/People Focus and Voice*, *Organizational Structure*, and *Engagement Strategies*. All are creating individual strategies of focus.



## Cross-regional collaboration among WDCs

### *West Sound STEM*

Within Career Connect Washington's focus for Pierce County, we connected with *West Sound STEM* to carry out opportunities for apprenticeship engagement within the business community. *West Sound STEM* serves Kitsap County, which borders Pierce.

### *Cross-regional tours*

WorkForce Central toured Southwest Washington as well as Spokane's WDAs to learn about best practices related to serving young adults. We also hosted a tour for Southwest and gave information regarding our services to young adults and partnerships in the community serving disconnected young adults.

## Career pathways for young adults and adults

### *Pierce County Career Day*

Each year, *Career Day* draws more than 2,000 high school students from Western Washington to learn about careers in the trades, including construction, utilities, manufacturing, engineering and aerospace. It includes the "Girls Zone" just for girls where they can get hands-on learning experience and talk to women in the trades about career opportunities. In November, we expanded this long-standing event to include added opportunities for strengths and interest assessments through *Traitify*, a career assessment tool. Students attending were provided hands-on support in using this tool and received career and labor market information based on the results.

In 2018, 2,137 students attended from six counties in Western Washington, and 90 employers and unions exhibited.

### *Young Adult Development Internship*

The Young Adult Development Internship (YADI) is a 16-week paid internship cohort-style program in which host sites throughout the county take on participants part time to learn skills on the job. The YADI included a weekly "classroom" in which all participants across the county check in with the program coordinator to work on



additional professional development, in-depth career exposure, and advocacy and advisory work. This program is meant to place a participant in an employment opportunity, education, training, or enrollment in a postsecondary setting – all while harnessing youth voice. Youth voice is used in various platforms for those who have or are experiencing barriers to employment/education in hopes that young adults professionally grow and are able to participate in planning and decision-making processes that affect them as participants in workforce development, social services, and local civic engagement opportunities. Through a rigorous interview process, seven young adults were chosen for internships in August.

### *JobFest*



*JobFest* is the largest young adult job fair in Washington state, and draws hundreds of young adults each year to the Tacoma Dome.

Applications are filled out, interviews are conducted, and in some cases, hiring happens on the spot. In 2018, 1,157 people pre-registered for the event and 234 got job interviews that day. More than 100 employers showed up to share job opportunities with the young adults, and participating employers reported that 44 people were hired as a result of the event.

### *Certified sites across Pierce County*

The Pierce County WDC recently certified 18 Pierce County Library locations to become WorkSource satellite connection sites as part of our effort to reach into the rural parts of our county where public transit and services are scarce. This will allow more Pierce County residents to access job seeker services and trainings without spending hours traveling to Tacoma.

### *Community engagement*

Local high schools are reaching out to WorkForce Central to collaborate with our programs, services and system with their young adults. We have also found that many of the parents of these young adults could benefit from programs and services offered by the workforce development system, so we have worked with school districts to put together resource and employment fairs that reach both students and their parents. Schools will allow the parents to use their library computers to build a current résumé to have ready at the employment fair. Before the 2018 school year ended, we held the *Central Pierce Career EXPO* with Washington High School, Chief Leschi and others. We have also formed partnerships with extended foster care, various youth homeless services, juvenile rehabilitation through DSHS, priority area high schools, diversion programs, local business associations, and more.

### *Postsecondary Education and Mentorship Program*

WorkForce Central contracted with Palmer Scholars to deliver its proven program for supporting young adults of color and first-generation college students. This program starts working with students in the 11th and 12th grades and provides training and pairing with a mentor throughout their college experience. First generation students' graduation rates nationally hover around 11 percent, but

Palmer participants graduate at 76 percent. Working with WorkForce Central, Palmer Scholars has redesigned its program to reach out-of-school youth and enroll them in apprenticeship, technical and community college, and industry-recognized accredited training programs. Through this program, young adults benefit from support services, adult mentorship, training and instructional opportunities, community building through their cohort, and college navigation and funding to help retain college participants. We expect to provide 15 students with scholarship and mentorship in the first year.

### *Pre-Apprenticeship Program*

WorkForce Central has secured funding from federal and local government as well as philanthropic and private sources to finance a pre-apprenticeship program in the construction trades. We have organized an *Advisory Committee* for oversight made up of the trades, *Joint Apprenticeship and Training Committee*, employers, and educators. We will be training two cohorts of 20, with one class taking place during the day and the second during evenings and weekends. We will be using the *Multi-Craft Core Curriculum* (MC3) from *North America's Building Trades Unions* (NABTU) with additional enhancements, including physical strengthening and essential skills.

We expect to serve 70 young adults and 200 adults who lack a high school diploma or equivalent in the first year of this pre-apprenticeship program.

### *Military initiatives*

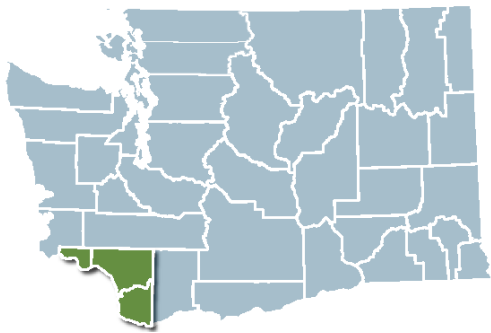
As the national emergency grant *Camo2Commerce* sunsets, our Workforce Development Council is committed to ensuring our military community – particularly military spouses – receive the highest level of workforce services. Special programs being developed in partnership with system education partners and businesses are a (six-week) *Military Spouse Work Experience Fellowship Program*, *Microsoft Software Technology Academy Certification Program* and our continued efforts to provide access to non-traditional employment opportunities in trades and apprenticeships. All these programs represent a continuation of support and service to create economic growth and stability for our military community.



## Business solutions

WorkForce Central is leading the planning and implementation of an *Integrated Business Solutions Team* model that requires the workforce development system to prioritize businesses as our primary customer. A strong relationship with businesses will result in an increased number of job opportunities for Pierce County residents, thereby serving the needs of both supply and demand. It is our goal to form a partnership network that delivers business solutions in an integrated and coordinated way. The *Integrated Business Solutions Team* model is one key strategy that can move our workforce development system toward one that is more demand driven. The *Integrated Business Solutions Team* model has three key features:

1. A focus on business as the driver and primary customer.
2. A team of workforce development professionals committed to long-term relationship development with businesses.
3. Strategic collaboration with stakeholders from regional economic development organizations, secondary and postsecondary education, community-based organizations, faith-based organizations and government that provide business solutions to businesses.



## Southwest Washington Workforce Southwest Washington

*Serving Clark, Cowlitz and Wahkiakum counties*

### Business and sector engagement

Workforce Southwest Washington (WSW) works as part of a bi-state collaborative effort with our workforce board partners in neighboring Oregon communities. Together we have formed the *Columbia-Willamette Workforce Collaborative* (CWWC) and it is our mission to align workforce supply with industry demand. We are committed to collaboration across program and jurisdictional boundaries to build employer partnerships and address the skill shortages facing the regional workforce. The CWWC focuses on our region's most critical industries including healthcare, manufacturing, technology and construction. WSW's *business engagement team* and funding for employer initiatives (on-the-job training, incumbent worker training and internships) is also in alignment with these sectors.

Throughout the 2018-2019 program year, the CWWC's *business engagement teams* worked together to provide industry-based professional development opportunities to WorkSource and other community-based organizations' career coaches throughout the bi-state region. Industry professionals from the region's target industries came together at locations throughout the region to discuss their workforce opportunities and challenges with career coaches.

The CWWC plans to repeat this professional development opportunity annually to keep coaches current on industry trends, hiring needs, skill (technical and professional) requirements, application processes and other critical recruiting tactics.

WSW has elevated the need and priority to have a business-driven talent delivery system (IE – WorkSource) in the region. To accomplish this, business engagement now resides with WSW and a strategic focus has been placed on the WorkSource system to deliver on business needs by investing in targeted training opportunities and vetting talent so that candidates can be delivered more quickly to industry. In addition, this alleviates the challenge of program performance driving business engagement and truly allows business needs to drive program performance in our WorkSource Centers. In addition to this shift in business engagement, WSW is working with the one-stop on Integrated Service Delivery (ISD). A key component of the local ISD effort is organizing staff into functional teams based on industry sectors. The sector teams will be charged with driving the specific needs of employers and ensuring business has the talent they need, when they need it.

WSW implemented *Launchpad*, a cloud-based workforce development Customer Relationship Management (CRM) developed on the salesforce platform, at the beginning of the 2018-2019 program year. *Launchpad* is now home to over 1,000 business contacts and data on services, placements and relevant business conversations. *Launchpad* is a communication tool utilized by both the adult and youth systems to understand business needs and streamline system communication to businesses. WSW's business engagement leaders are using live dashboards to monitor progress towards goals and to track business engagement in real time.



Manufacturing apprentices share their experiences with high school students during Manufacturing Day.

## Recruit Train Place (RTP)

WSW worked with employers in high-growth, in-demand sectors to develop curriculum for a new essential skills workshop. The *Recruit Train Place* (RTP) initiative focuses on training individuals on the non-technical aspects of the workplace such as collaboration, being punctual, professional communication and skills to maintain employment. This pilot for a unified recruitment, training and placement strategy aims to leverage WorkSource and community resources in order to increase awareness of in-demand, sustainable jobs, while also providing robust essential skills training and social capital development.

As part of the effort, an *essential skills coordinator* was hired and charged with developing curriculum for the workshop based on industry feedback from employers in healthcare, technology, manufacturing and construction. In addition to the essential skills workshop, a new *Workshops Team* formed through ISD efforts. The *Workshops Team*, led by the *essential skills coordinator* is evaluating all the workshops offered at the local one-stop to ensure consistency, relevance, and to avoid duplication. RTP includes a thorough evaluation process to measure outcomes.

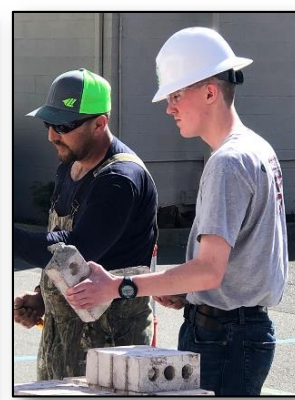
## Thrive (EcSA)

Earlier this year, Governor Inslee announced \$5.8M in grant funding to pilot four locally developed models that build system-level change to measurably reduce poverty. This initiative is referred to as *Economic Security for All* (EcSA) at the state level and WSW is referring to it as *Thrive* for the Southwest Washington local area. *Thrive* is intended to be a long-term, systemic approach at permanently moving people above 200 percent of the federal poverty line.

In Southwest Washington, *Thrive* focuses on two key neighborhoods in Cowlitz County that show the greatest need based on a number of different factors including, but not limited to, poverty rate, education attainment and employment rate. *Thrive* utilizes a “system of change” approach, which focuses on the microsystem – individuals and families, the mezzo system – communities, and the macro system – societies. Through this approach, *Thrive* will reduce poverty, support

retention and upskilling of the workforce, and support a system of partners to increase opportunities for those most in need.

In addition to system partners who provide services to community members, *Thrive* places high emphasis on engaging employers on the front end and displaying a business-case return on investment for companies to collaborate on this initiative. This place-based approach will ensure that both people and business get what they need from their own communities.



Students participated in a variety of hands-on activities during the Youth Employment Summit.

## Opportunity youth: what's Next?

Making the transition from traditional education, to either the workforce or an alternative education pathway, presents great opportunities and challenges for strengthening our local workforce and community. Many young adults are not fully prepared to make a seamless transition into the workforce and are struggling to identify their next steps. These individuals represent an important focus and priority for local workforce development efforts.

In partnership with more than 20 private and public community stakeholders, *Next* officially opened its doors on August 27, 2018. *Next* is the only resource in Clark County that allows for the depth of career-related learning, employment training and preparation, as well as access to a multitude of co-located partners and employers. By providing the holistic support and training that young adults aged 16-24 need to get set for success, those that walk through *Next*'s doors will be able to create the future they want – all in one place. In the 2018-2019 program year,

*Next* served 1,072 youth through multiple programs. During the last quarter alone, over 200 youth attended GED completion courses. In the last six months, 29 new internship worksites were developed, and youth are regularly placed at worksites immediately following the Workforce class. On average, 50 percent of these placements result in permanent employment.

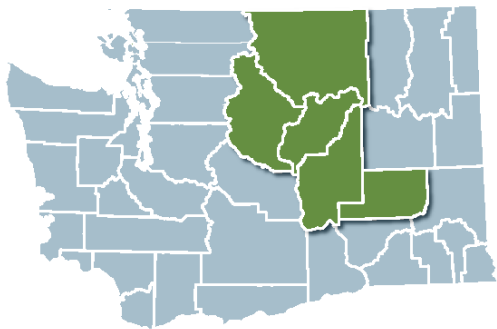
Currently, *Next* allows for community partners and employers to align and integrate offering the following four buckets of services for Opportunity Youth in Clark County:

1. **Academic development:** The curriculum and instructional practices that support students to master high school diploma/general equivalency standards and prepare for future education. This piece of programming is provided by Clark College and Educational Service District 112.
2. **Career preparation:** Services that provide career exposure, paid work experience with local high-growth and in-demand employers, job-readiness training and job placement support. This piece of programming is provided by WorkSource, ResCare Workforce Services, Partners in Careers, Department of Vocational Rehabilitation and Job Corps.
3. **Postsecondary transitions:** Supports that prepare young adults for postsecondary learning environments, support them in applying and enrolling, and help them persist to a degree or certificate. This piece of programming is provided by Clark College and Washington State University Vancouver.
4. **Wraparound supports.** *Next* partners define this as an array of services that help students address basic needs and achieve a level of social and emotional well-being that makes learning possible. There is food available and shower access for each young adult who walks through the doors of *Next*. In addition, there is the provision of mental health services onsite to allow for true trauma-informed care, and support for young adults needing further stability to move forward with their career and education goals.



*Next* provides a safe space where young adults can connect and get help with their education and career goals.





## North Central Workforce Development Council

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

### SkillSource

SkillSource is governed by the regional workforce development board and serves as the area's fiscal agent and service provider in Grant/Adams and Chelan/Douglas counties. SkillSource contracts with the Employment Security Department (ESD) to deliver Title I services in Okanogan County.

SkillSource provided basic or individual career services, or training to over 1,600 people in the North Central region during program year 2018. Besides federal adult, dislocated worker, and youth services, SkillSource implemented *Career Connect Washington* services, the Governor's statewide initiative to expand career pathway preparation for youth and young adults. Two hundred companies and agencies from throughout the area cooperated in various ways – from hosting career exploration activities, to supporting local career fairs and hiring events, to participating on advisory committees and serving on the local workforce board.

The following success stories, one from each of North Central's three labor markets, illustrate how *Career Connect Washington* and poverty reduction partnerships enable career seekers to prepare for, and advance into, middle-class paying jobs. Behind every story is a web of carefully connected services provided in concert with engaged local employers.

### Achieving self-sufficiency

When individuals achieve self-sufficiency both economically and in terms of personal resiliency, it creates stronger communities, more competitive businesses and mitigates poverty. A network of partners within North Central's service area provide interweaving, complementary resources and support to motivated job seekers, giving them the foothold they need to reach their career goals. Along the way, they develop the resiliency needed to be successful at work as well as in all areas of life.



Angelica moved to the United States from Mexico 15 years ago with her young son, working in the packing sheds and housekeeping to pay the bills. She had medical lab training in Mexico and wanted to pursue a career in the healthcare field when she relocated to the U.S. She earned her GED at Wenatchee Valley College (WVC) in 2004, and through partnering with WVC and SkillSource, took classes to improve her English and computer skills to find better employment.

Angelica began working as a medical secretary/receptionist at the end of 2006, and continued this for 10 years until stopping to attend WVC full time to pursue her dream of becoming a nurse. She completed prerequisites while working full time for six years, and in the fall of 2015, was accepted into the Associate of Science in Nursing (ASN) Program. The first



quarter working full time, attending college full time and parenting full time nearly crushed her dream. She dropped out second quarter but soon realized she had come too far to give up now.

Angelica dialed back work and returned to full-time school spring quarter 2016. With the support of a Pell and Opportunity Grant and College Foundation scholarships, she completed the rest of the first year of the nursing program. SkillSource issued an Individual Training Account (ITA) for tuition and fees for the final year, and Angelica earned her ASN June 2018.

Angelica was hired full time by *Confluence Health* in September of 2018 as a registered nurse at Central Washington Hospital, resuming her healthcare career in her dream job. Because quitting was not an option for her, she is now where she has always wanted to be!

### Business engagement

SkillSource responds to local employers' needs with a variety of business services and training programs. *Career Connect Washington* has widened this approach to include new opportunities for businesses and for job seekers. In partnership with the *Aerospace Joint Apprenticeship Committee* (AJAC), an initial cohort of four high-school-age youth were recruited into a newly expanded registered apprenticeship for youth. This new program directly answers local manufacturing businesses' stated need for skilled production and maintenance workers. These apprentices will receive workplace-specific training on the job and classroom-based skills training as they complete their secondary education. SkillSource's involvement meant that youth outside of the K-12 system have the opportunity to enter this program with guidance and support from caring, competent training consultants. The end result is a wider talent pool from which employers can draw.

In March 2018, Ckathleen enrolled in the *Open Doors Re-engagement Program* at SkillSource Moses Lake with the goal of completing her education and acquiring work experience. Traditional high school had not worked for her, and she had never held a paying job.

She accepted a summer work experience on the painting crew at the Othello Learning Center. After painting, she took the *Career Connect Washington* funded "Introduction to Advanced Manufacturing" summer class at Columbia Basin Vocational Skills Center (CBTech). Ckathleen learned about different types of welding and used the welding simulator. This sparked interest in manufacturing and she became a star student – attentive, focused and asking questions.



In late August, Ckathleen started the advanced year-long, half-day manufacturing class at CBTech. SkillSource supported this education with transportation, housing and school clothing. Her trainer, Alicia Wallace, coached her to make wise choices and stay on task. From the start, Ckathleen was a star pupil and her teachers took notice. She was selected to apply for the New Youth Apprenticeship at SGL Carbon, sponsored by AJAC. With the help of her trainer and classroom instructor, she submitted her application. She was the only female applicant. Alicia coached her for the interview and provided her with an appropriate interview outfit. Ckathleen's interview, application documents, and CBTech instructors' letters of recommendations impressed the selection panel. Just a few days later, she was invited to participate in the first

SGL youth apprenticeship cohort. She and three other CBTech students from local high schools became the newest automation technician youth apprentices in Washington.

Ckathleen and 96 other youth apprentices from throughout Washington were recognized at the *Youth Apprenticeship Signing Day* in Kent, WA on June 28th. She is currently in her first six months on the job and is about to start *Related Supplemental Instruction* (RSI), which involves college-level courses.

SkillSource, AJAC and SGL have all had a hand in building Ckathleen's confidence and ability to manufacture her own success.

### Career Pathways

A wide range of individuals seek out career guidance and training; they may have no clear path charted towards their success, or they may simply need additional resources to achieve their goals. Career training services are designed to meet job seekers wherever they are, and step them up to increasing levels of awareness, exploration, and preparation for meaningful employment at a sustaining wage. From determining individuals' strengths and talents, to helping to increase their employability, to connecting these aspiring workers with employers, Employment Security Department, SkillSource's contractor for Title I services in Okanogan County, provides a comprehensive set of services that propels adults, youth and dislocated workers onto well-defined career pathways.

Leona started her career development journey at WorkSource Okanogan a year ago. She was homeschooled most of her life. After the ACE assessment and planning workshop, she started the high school completion classes. She took the *Job Hunter and Strategies for Success* workshops, learning goal setting, interviewing, résumé writing and job search skills. Leona's work history consisted of six months ranch and orchard work.

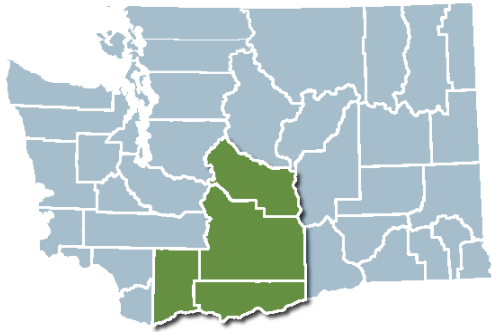
Soon after starting class, Leona was placed at the WorkSource Center as a clerical aide. The workforce investment-funded experience taught her new skills applicable to other jobs too. Leona excelled at work, staying busy, showing excellent attention to detail, demonstrating effective communication skills and great attendance.

She also benefitted from the *Basic Food Employment and Training* (BFET) program, where staff practiced mock interviews. She attended the *TANF Strategies for Success*, a six-week series of four-day workshops. *Strategies for Success* teaches the life skills and soft skills necessary to get ahead.



Leona eagerly attended Rotary Club luncheons where youth are matched with employer mentors. This led to an interest in law enforcement and an all-day, ride-along experience with the Washington State Patrol.

Leona passed the GED tests in April 2019 and started looking for employment. Armed with a portfolio of new skills and abilities, she applied for a position with the Okanogan County Juvenile Corrections Department. She researched the agency and practiced interviewing with staff. She interviewed for a Juvenile Corrections Officer position, was hired, and started work in June of 2019. High school equivalency diploma in hand, a positive work record, and a new job, Leona has certainly completed chapter one of her career development journey.



## South Central Workforce Development Council

*Serving Kittitas, Klickitat, Skamania and  
Yakima counties*

### South Central pre-apprenticeship update

#### *Manufacturing Academy/warehouse logistics training*

In an effort to prepare individuals in our area for the upcoming *Registered Apprenticeship* programs, we have partnered with the *Aerospace Joint Apprenticeship Committee* (AJAC) and *Goodwill Tacoma* to provide *Manufacturing Academy* to interested job seekers.

*Manufacturing Academy* is a 12-week, workforce recruitment and pre-apprenticeship training program taught by industry professionals that prepares workers for entry-level advanced manufacturing careers. The South Central Workforce Development Council (SCWDC) will be helping recruit and place individuals in training, as well as helping AJAC connect with local employers to help those who complete the training enter our local workforce, or continue their training through full apprenticeship in their many programs. The first cohort began training on May 3, 2019 and will continue to be offered throughout the year.

#### *Northwest Carpenter's Institute pre-apprenticeship training*

Through our Career Connect Grant and in partnership with the *Northwest Carpenter's Institute* (NWCI), we offered a second training opportunity for a *Carpentry Skills Development Program* in July 2019 to 12 WIOA-eligible participants. The training is a three-week pre-apprenticeship training that will give students

interested in the construction industry the necessary construction focused workforce skills, math, trade-specific, hands-on training, as well as industry-recognized credentials. Upon successful completion, the students would have preferred entry into the apprenticeship program with case management support through our WIOA E&T programs. We had 10 participants successfully complete the training and test for entry into the full *Carpentry Apprenticeship Program* through NWCI. To date, seven of the 10 completers have either obtained employment or are currently in the hiring process with local construction companies.

### South Central apprenticeship update

#### *Youth programs*

As part of our continued work with AJAC and our local school districts, including Yakima, Toppenish and our *Yakima Valley Skills Center* (YV-Tech), we are happy to announce the launch of our *Registered Youth Apprenticeship in Automation Technician* for high school juniors and seniors. In the past quarter, we have worked diligently in recruiting both employers and students to participate in our first cohort beginning this summer. We have successfully placed four students with local companies such as *Yakima Chief Hops*, *Magic Metals*, and *Pexco Aerospace*. Students participating in the program will have the opportunity to earn a paycheck and learn hands-on skills with local employers while also completing their graduation requirements and earning college credit. With more companies becoming aware of the opportunity, we are hoping to expand this program in late fall/early winter after our busy harvest season.

#### *Adult programs*

Building on the success of the youth apprenticeship programs that have been launched in partnership with the AJAC, we have begun introducing adult apprenticeship programs that are brand new to our area. The first of these is through AJAC's *Industrial Maintenance Program*, which would provide an opportunity for individuals who are no longer in the traditional school setting. As with the youth program, we have been recruiting employers and potential participants to launch our program



in the fall of 2019. So far, we have received interest from local companies such as *Washington Fruit*, *Tree-Top*, *Washington Beef*, and *Triumph Actuation Systems* as they look to replenish their aging workforce with local talent. Classes will be held at our local Skills Center (YV-TECH) and receive college credit through Yakima Valley College. To date we have placed 16 individuals in our first cohort beginning late September. Of the 16 participants, two are from Triumph Actuation Systems, 13 from Washington Beef, and one from Tree Top. We look forward to working with these employers and hope to provide additional training opportunities into family-wage jobs for local job seekers. We hope to expand the number of participants and employers involved in the coming year, and to replicate the training opportunity in other areas of North and South Central Washington.

### **Future work with the Aerospace Joint Apprenticeship Council**

As a result of current partnership and work being carried out by both the SCWDC and AJAC, we have continued conversations on how we could potentially bring more pre-apprenticeship and registered apprenticeship programs to our area. These conversations and work have led to a successful application for “program intermediary” funding through CCWA to expand and replicate our work in other areas of the state. Through this funding, the SCWDC and AJAC will work collaboratively to bring the same apprenticeship opportunities that have been created in Yakima County to communities in North and South Central Washington for both youth and adults. Our work will also focus on identifying additional industry sectors and occupational skill needs to develop new apprenticeship programs to meet employer demand.

### **South Central business engagement activities**

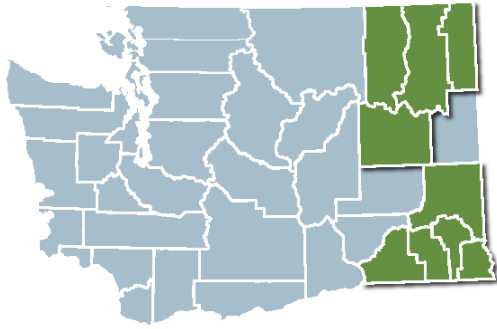
Business engagement activities continue to pick up steam in the South Central Region of Washington. After conducting the *Business Engagement Boot Camp* through *BusinessU, Inc.* in October of 2018, the South Central *business engagement team* has continued to apply their lessons learned to developing quality employer-focused outreach.

The *outreach committee* of the South Central *business engagement team* have been applying LEAN and human-centered design concepts to developing standard work for engaging employers. This team has developed and is using leading questions to converse with the employer in a way that makes the employer comfortable in talking about workforce issues that keep them awake at night. This model places employer outreach staff into a position of consulting with the employer. This then helps the employer identify resources in the workforce system or community that helps them resolve some of their workforce issues.

In support of the outreach/consulting work, the SCWDC is drafting up an RFP for a customer relationship management (CRM) software system to be released in early 2020. This software will allow business engagement staff from across the four-county area to communicate what specific employers’ needs are, and then work with the team to develop a solution for the employer. In addition, a good CRM will allow employer engagement staff to document all the work that goes into developing a relationship with an employer and be able to tell the “whole” story of their work, which the current data information system does not allow.

To enhance the skillset and knowledge of the *employer outreach team*, a one-day business summit was held. Many topics were discussed during the summit, and they all apply to questions outreach staff receive regularly from employers. Presentations included; UI tax rating and how standby works, SharedWork and Paid Family Medical Leave, standard work for consistency in hiring events, developing 60-second commercials and ongoing work with leading questions. All that was covered during the summit is intended to better equip our outreach staff with the tools to better assist employers with answers to their questions, or to know where to refer the employer to get the answers they seek.

The ongoing theme of the South Central *employer engagement team* is “how can the workforce system be of value to the employer to help them resolve issues that keep them awake at night?”



## Eastern Washington

### Eastern Washington Partnership

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

#### Highlights for Program Year 2018

The Eastern Washington Partnership (EWP) Workforce Development Area (WDA) is comprised of nine counties in Washington. These counties are located on the extreme eastern border of the state, reaching from Canada to Oregon along the Idaho border. The area is over 14,000 square miles in size, approximately 21 percent of the state, yet only 3 percent of the state's population resides there. The economy is improving although some counties were hit by major closures. In examining and exploring economic conditions in the EWP, three sectors rise to prominence in all nine counties. Healthcare, warehousing and transportation, and manufacturing are the sectors that present a persistent need for trained workers.

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

Manufacturing of all types takes place within the area, including electrical power control systems, aluminum boats, ammunition, food products and lumber. A variety of occupations related to and supportive of this sector require workers to learn

new skills that involve technology. Precision machining, electrical technology, specialty diesel technology, metal fabrication, production equipment maintenance and repair are among the emerging occupations in this field.

#### Efforts to meet workforce needs of the region

##### *Business and sector engagement*

The EWP Workforce Development Council (WDC) and service-provider staff have participated in local and regional skill panels for manufacturing, forest products and health occupations. Participating on the skill panels allows staff to hear directly from employers of all sizes describe challenges and successes they have experienced in recruiting and retaining a qualified workforce. Employers get an opportunity to share with each other and hear from industry peers regarding innovative ways to address workforce needs. One emergent need identified is replacing an aging population in the trades sector. Electricians, plumbers, HVAC technicians and others are retiring without an adequate supply of replacement workers available. Pre-apprenticeship and apprenticeship opportunities are being identified, and solutions to issues for rural training delivery are being developed with K-12, community college and other relevant system partners.

##### *Business engagement teams*

EWP's large geographic area makes delivering business engagement services from one central location impractical. Three *business engagement teams* continue to operate, comprised of partner staff from each sub-region of the area. Teams were established in Walla Walla, Colville and Clarkston, each serving a multi-county area. Members represent the active system partnership in each sub-region and represent staff from economic development councils, community colleges, Employment Security, community-based organizations, Division of Vocational Rehabilitation, and others working together to address local business challenges and improve service coordination amongst partners.

The WorkSource Walla Walla one-stop *business services committee*, with representation from local businesses, public sector organizations,



Walla Walla Community College, economic development, and workforce development members, remain as a key partner in shaping business engagement in the area. The purpose of the committee is to function as an advisory group to provide input regarding the needs of the business community and the relevance, value and effectiveness of the business services delivered at the one-stop center. The committee was invited to participate in the recent one-stop certification process for the Walla Walla Center, and provided valuable input and support.

### *Rapid Response activities*

The EWP has recently experienced layoffs and closures across multiple sectors including manufacturing, mining, retail and healthcare. WorkSource partner staff have engaged in numerous Rapid Response efforts to support businesses and job seekers impacted by downsizings and closures. In each instance, contacts were made with management, and onsite meetings were arranged to offer employees information regarding WorkSource services and unemployment insurance (UI) claim filing processes. When applicable, businesses were also introduced to the SharedWork program and other services to help mitigate staffing reductions and help retain skilled employees. Many of the activities required a regional response across multiple workforce areas and state lines. Staff have continued to monitor the events and work to ensure that impacted employees are successful in establishing UI claims and engaging in needed reemployment services. Worker eligibility for possible dislocated worker services is considered on a case-by-case basis.

Information and assistance in filing a petition for federal Trade Adjustment Assistance is offered in any situation where layoffs or business closures may have been attributed to increased imports or shifts in production to foreign countries.

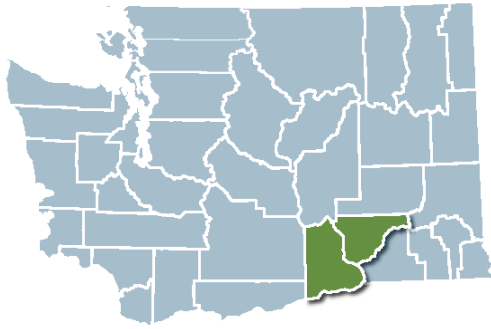
### *Serving youth*

Eastern Washington's commitment to provide youth with opportunities to gain the skills necessary to advance along a career pathway have led to the development of a variety of innovative services. The *Three Rivers Youth Conservation Corps* project is a partnership between the *Colville National Forest* and *Rural*

*Resources Community Action* (RRCA), a WIOA youth provider. This project began in 2017, and provided funding, supervision and relevant work experience for local high school students. The training focused on exposing youth to a variety of aspects pertaining to land and resource management of the National Forest. Crews participated in work that included fisheries and aquatics monitoring, soil condition surveys, recreation enhancement, rangeland improvement and monitoring, and timber sale preparation and layout. The project was replicated in 2018 and 2019 for more students.

The funding associated with this project paid the salary of the students (240 hours), and helped with expenditures associated with payroll and hiring activities. Along with on-the-ground experience gained through actual project work and accomplishment, *RRCA* and the *Forest Service* conducted a short workshop to help the students with valuable workplace skills including résumé writing, application skills and general workplace conduct. Funding for the project is a combination of Secure Rural Schools Title II and WIOA Title I Youth funds.

*Blue Mt. Action Council* (BMAC), which is a WIOA youth program service provider, and *RRCA*, in partnership with the Division of Vocational Rehabilitation (DVR) provide pre-employment transition services to disabled youth transitioning from the secondary education system. The project offers a combination of pre-employment training, work experience placements and career readiness training in an effort to prepare youth for the next steps on a career pathway.



## Benton-Franklin Workforce Development Council

*Serving Benton and Franklin counties*

Overall, program year 2018 was a success for the Benton-Franklin Workforce Development Council (BFWDC). Several workforce development events highlight that success as we continue to collaborate and provide services and opportunities.

### Specialty youth and young adult center

The BFWDC created a chartered partnership with Educational Service District 123 (ESD123) to explore what could be done to re-engage career-minded youth and young adults between the ages of 16-24 in Benton and Franklin counties. These youth and young adults seek a personalized system of support for education and workforce training, as well as community and employment connections.

The Office of Superintendent of Public Instruction (OSPI) showed statistics for the graduating class of 2017 where 574 students dropped out from the three largest school districts in the community between their 9<sup>th</sup> and 12<sup>th</sup> grade years. The BFWDC is pleased to share that a lease was signed in May of 2019 to open the doors of *TC (Tri-Cities) Futures* on July 1, 2019. *TC Futures* is in a centralized location close to the public transit depot and easily accessible from all three cities (Pasco, Kennewick and Richland) as well as outlining areas. *TC Futures* will help youth and young adults with comprehensive services and connections that lead to viable education and employment opportunities.

### Established goals for TC Futures

- Reduce year-over-year dropout rates.
- Improve youth and young adult unemployment rates.
- Increase participation and completion of meaningful credentials.
- Cultivate increased access to community resources.
- Establish a plan with each youth and young adult that leads them out of poverty and into self-sufficiency.

### Hanford future workforce needs

Together with the United States Department of Energy and members of the Benton-Franklin Workforce Consortium (Employment Security Department and Career Path Services); the BFWDC co-hosted *The Hanford Future Workforce Needs Symposium* in mid-April at WorkSource Columbia Basin (WSCB).

Attendees examined the current Hanford demographics and employment needs, developed a common perspective on the projected needs over the next 10 years, and identified potential opportunities to work together to ensure that the workforce needs at Hanford are successfully met.

### Key employers/stakeholders participated:

- Pacific Northwest National Laboratory (PNNL)
- Bechtel National
- Washington River Protection Solutions
- Mission Support Alliance
- CH2M HILL Plateau Remediation Co.
- Washington State Dept. of Ecology
- Washington State University
- Columbia Basin College

### Community engagement

The BFWDC fully engaged in *MyTRI 2030* this year. *MyTRI 2030* is a regional visioning initiative led by the Tri-Cities Regional Chamber (TCRC) based on the belief that the collective future of the Tri-Cities is enhanced through

collaboration. The BFWDC was one of 28 big vision stakeholders that participated in a two-day workshop to establish opportunity areas for the community. The workshop resulted in six established areas: agriculture, education, energy, inclusion, life and prosperity. Following a community-wide survey with over 4,500 respondents, the BFWDC was identified as experts in prosperity and education based on citizen feedback.

The BFWDC is proud to have worked on mission development for these areas, and will continue in the years to come to fuel our local economy through supporting entrepreneurial and business opportunities, as well as support transformative educational experiences for all Tri-Citians.

### Poverty reduction

Through the *Economic Security for All* (EcSA) planning process in the spring of 2019, the BFWDC focused on one rural community in North Franklin County. Of the residents in Connell, Washington, 54 percent are below the federal poverty level. In late PY18, the BFWDC was notified of their successful bid and was awarded \$856,775 in grant funds. With the systemic approach of EcSA in Connell, 138 families will move out of poverty. Established service delivery for the project includes, but is not limited to the following:

- Transportation for Connell residents to opportunities and resources in the Tri-Cities.
- Access to physical and mental healthcare.
- Support access to affordable, reliable and quality childcare.
- Focused employment and training efforts for high-demand occupations in Connell and the Tri-Cities.

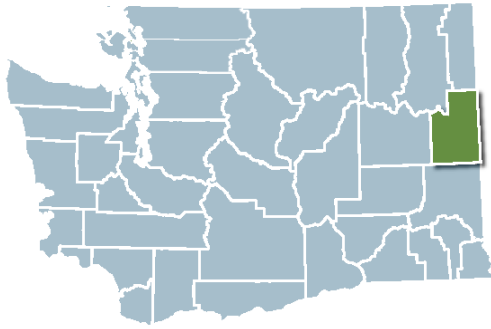
### Outreach development

In mid PY18, the BFWDC launched *The Handshake Initiative*, a communication tool for workforce development professionals and BFWDC board members to use while at community events to promote services available to employers and job seekers. Due to the size, functionality and

information conveyed, *The Handshake Initiative* has received positive feedback from businesses throughout the Tri-Cities.

### Teamwork

The strength of the Washington Workforce Association (WWA) is in both the similarities and differences of each of the twelve local WDCs. During the winter of PY18, three WDCs located in Eastern Washington decided to meet and explore their cross-regional needs. The BFWDC, Spokane Workforce Council and the Eastern Washington Partnership executives agreed that collaboration would be at the forefront when it comes to addressing and resolving challenges facing Washingtonians living on the eastside of the state, regardless of Workforce Development Area (WDA) borders. Annual meetings will continue at a minimum moving forward. Ongoing support of this endeavor is evident in many ways. A recent example is when the BFWDC assisted the Eastern Washington Partnership with management of information support during a staffing transition period.



## Spokane

### Spokane Workforce Council

*Serving Spokane County*

#### Poverty reduction

This year, the Spokane Workforce Council (SWC) launched the *Spokane Resource Center* (SRC), a Housing and Urban Development (HUD) recognized *EnVision Center*, a collaborative social services site located on the WorkSource Spokane campus.<sup>1</sup> The SWC worked closely with the City of Spokane, Spokane Housing Authority, and over 15 Spokane area service providers to design and operationalize a site that provides wraparound pre-employment support including housing, benefits and basic needs, justice and re-entry services, peer mentoring, health and wellness, employment and training, financial stability and multicultural services. This brand new site started seeing customers by appointment in January 2019 and celebrated its grand opening April 15, 2019, which was attended by HUD representatives, local elected officials, media representatives, and over 100 guests, including customers. Governor Jay Inslee visited the center in June, HUD Secretary Ben Carson visited in August, and both praised the center as a nationwide model.

The SWC was selected as one of the four *Economic Security for All* (EcSA) grantees and was awarded \$1.7 million to serve families in the three ZIP codes surrounding the SRC. Our EcSA project will serve families in the following Spokane neighborhoods: West Central,

<sup>1</sup> The WorkSource Spokane campus consists of WorkSource Spokane, the Talent Solutions Center, the Next Generation Zone, and the Spokane Resource Center.

Downtown, East Central, and parts of Northeast Spokane who are accessing services at the Spokane Resource Center and WorkSource Spokane campus. The initiative will provide additional *career navigators* at the SRC to support coordinated holistic assessments and personalized career services to assist the Asset Limited, Income Constrained, Employed (ALICE) populations in our community to attain the skills and training necessary to transition into careers with a family-sustaining wage.

#### Business engagement

In July, the SWC opened the doors to its new *Talent Solutions Center* and staffed the *Talent Solutions Team* (TST) with partners from the WorkSource Spokane campus. The team, formerly known as the *Business Engagement Team*, focuses on transformational relationships with businesses and provides tailored talent acquisition services. Each team member provides a consultation with the business representative about the services provided and learns about the workplace culture of the business in order to develop the appropriate candidate pool. The TST matches businesses to job seekers from WorkSource Spokane, the Next Generation Zone, the Spokane Resource Center, and its many connection sites, expanding on their reach of talent.

In addition to the customization of talent acquisition services, the TST also hosts a monthly hiring event at WorkSource Spokane called *Meet the Employers*. The unique event is set up with a panel of employers collaborating on responses from live questions presented by job seekers. Immediately following the panel discussion, the event transitions into a job fair-like environment where job seekers approach the employers to discuss employment opportunities. In PY18, the TST hosted 10 *Meet the Employers* events with approximately 137 businesses and 500 job seekers in total attendance. The event has grown significantly in the last program year, and the TST is learning how to incorporate technology to meet the demand for job seeker participation. In addition to *Meet the Employers*, the TST has hosted 80 employer showcase events and six specialized hiring events at the completion of training cohorts for WorkSource customers.



The SWC also leads the local WorkSource Spokane campus in putting on three large-scale, community-wide job fairs each year. *Access Spokane* is offered each October in celebration of National Disability Employment Awareness Month. The *Next Gen Job Fair* is offered in late February and is aimed at connecting local businesses with their next generation of talent. The *KHQ/WorkSource Job Fair*, held each May, is our largest event, held at the Spokane Convention Center in partnership with a local news agency. Combined, these public events saw 221 businesses and 1,902 job seekers participate in PY18.

The SWC's *Apprenticeship Development Specialist* is working with local business and L&I to create new registered apprenticeship programs in Spokane County and expand existing programs to the east side of Washington state. Focus areas are cyber security, glazier, fabrication technician, and fleet truck repair and finishing.

### **Cross-regional collaboration among WDCs**

The SWC works directly with the Community Colleges of Spokane in several ways, including providing labor market information to numerous *Career and Technical Education* (CTE) program advisory boards, as well as an SWC staff member who sits on the Spokane Falls Community College *program review team*. The Community Colleges of Spokane have a service area that includes: Spokane, Ferry, Lincoln, Pend Oreille, Stevens and Whitman counties in Washington state. All the data and analysis provided to both advisory boards and program review include a broader regional focus to assure college CTE programs are providing regional employers with the talent and skills that are in demand locally, as well as right-sizing enrollment to meet the regional demand.

The SWC also worked with the Spokane Tribe of Indians for the 2019 *Summer Skilled Trades Academy* (referenced in the next section) to provide three slots in the training program to youth tribal members. The tribal members came from Wellpinit, WA, which is an unincorporated community in Stevens County.

The SWC continues to participate on the statewide *Brand and Media Group*, a committee authorized by Washington Workforce Association and focused on maintaining the integrity of the WorkSource brand as a shared asset. In PY18, the SWC participated on sub-committees to establish new rules about using localized identifiers with the WorkSource logo and to create a library of Rapid Response materials to use in the state. Additionally, the SWC shared two items that had been developed in Spokane, an appointment card and a password keeper card. These were seen to be valuable for other WorkSource Centers in the state and were made available for statewide use.

### **Career Pathways for young adults and adults**

The SWC partnered with *Providence Health Care* to offer medical assistant (MA) apprenticeship opportunities to *Next Generation Zone* youth utilizing *Career Connect Washington* funding. The career specialists at the *Next Generation Zone* supported the students during the competitive hiring process with résumé assistance, interview preparation and more. The collaboration between the *Next Generation Zone* and *Providence Health Care* staff has ensured that all of the apprentices have been successful on the job. The first cohort will be graduating in January 2020 and will receive a substantial wage increase with hire.

The SWC, in partnership with the *Aerospace Joint Apprenticeship Committee* (AJAC), held a manufacturing roundtable to discuss apprenticeship opportunities for both youth and adults, as well as expansion opportunities for businesses to become training agents of AJAC. The SWC and AJAC convened 11 manufacturing companies to discuss what apprenticeship means, how the laws work when hiring youth ages 16 to 17 into a shop environment, and what steps are needed to create a clear pathway from K-12 into a registered apprenticeship opportunity.

Our *Summer Skilled Trades Academy*, in partnership with *Career Connect Washington*, gave 30 youth participants the opportunity to immerse themselves in the exciting world of skilled trades. This was a three-week paid

training program for youth ages 16 to 24 to learn construction trade skills while also earning workplace certificates. The students received .5 high school credit and earned a weekly stipend while building a tiny home and connecting with industry professionals and attending in-class training. The program offered safety instruction (First Aid/CPR), industry tours, and certification training (forklift and flagging). The program was a big success and some of the students have already landed jobs based on their new skills.

The *Career Quest* tool, offered at [www.worksourcespokane.com](http://www.worksourcespokane.com), was created to help job seekers navigate the job search process. The tool includes a planning guide, links to useful resources, job log trackers, information on WorkSource Spokane workshops, interviewing techniques, and tips for creating an effective résumé. SWC staff trained WorkSource system partners<sup>2</sup> to use the tool, encourage continuity across the system, and make it easier for job seekers to get consistent support regardless of their location. WorkSource Spokane utilizes the tool in their workshops, and the tool will be used to help EcSA initiative participants in the initial stages of program enrollment as they develop their career plans with a career coach.

The SWC created the *Internship Guide* to help employers create capacity to offer internships for local youth. The SWC surveyed local businesses and learned that there was vast interest in offering internships, but a gap in platforms to help start programs from the ground up. The SWC worked closely with employers to create a product that fit that local need. The convenience of the web-based platform guides employers through the onboarding process and includes surveys to measure intern satisfaction, the ability to manage special projects and track timesheets, and best practices on how to create a high-quality program that can be improved over time. The *Internship Guide* was launched as part of the SWC's *Summer Youth Initiative* in 2019. During the summer, nearly 40 users created accounts. The interns were encouraged to complete an online survey after the completion of their internship to qualify their employer for the SWC's \$10,000 business award prize package

that is being awarded in the fall of 2019. The *Internship Guide* can be accessed at <https://spokane-internshipguide.com>

## Military related

The SWC provides a comprehensive array of career services to transitioning service members and their spouses at *Fairchild Air Force Base* (FAFB) in Spokane. WorkSource staff located at the *Airman and Family Readiness Center* work directly with service members who are retiring from active duty to help crosswalk their military skills and training into civilian occupations in the regional labor market, and inform them of current employer demand to facilitate their entrance into jobs in our area. Staff assist in crafting résumés and provide career coaching to ensure they are competitive on paper and ready to successfully interview and start the next phase of their career journey.

The SWC is also host to a *Military Spouse Economic Empowerment Zone (MSEEZ)* designed to connect spouses to employment opportunities while stationed at Fairchild AFB. WorkSource staff at FAFB conduct outreach to spouses via targeted social media and base events, and then evaluate individual spouse's interests, skills and credentials to align them with available jobs. Staff also work with employers to understand the value of hiring military spouses, as well as veterans, and the vital role that they play in our region's economic advancement.

<sup>2</sup> The WorkSource system partners consists of the WorkSource Spokane campus and the many connection sites around Spokane County.

## Appendix 2: Statewide performance reports

### *Table narrative*

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

Federal employment rates second quarter after exit and median earnings measures are calculated for participants who exited between July 2017 and June 2018. Federal employment rates four quarters after exit are calculated for participants who exited between January 2017 and December 2017.

Federal youth employment, education and training rates second quarter after exit and median earnings measures are calculated for participants who exited between July 2017 and June 2018. Federal youth employment, education and training rates fourth quarter after exit are calculated for participants who exited between January 2017 and December 2017.

Not all individuals who exited are included in performance measures for a variety of reasons. For example, a member of a reserve military unit was called to active duty and so prematurely exited from the WorkSource system.

OMB Control Number 1205-0526  
Expiration Date: 06-30-2019

ETA-9169

## Statewide Performance Report

Certified in WIPS: 10/1/2019 9:17 PM EDT

<b>PROGRAM</b> WIOA Adult		<b>TITLE (select one):</b>			
<b>STATE:</b> Washington	<b>Title I Local Area:</b>	Title I Adult	<input checked="" type="checkbox"/>	Title II Adult Education	<input type="checkbox"/>
<b>REPORTING PERIOD COVERED</b> (Required for current and three preceding years.)		Title I Dislocated Worker	<input type="checkbox"/>	Title III Wagner-Peyser	<input type="checkbox"/>
<b>From</b> ( mm/dd/yyyy ): 7/1/2018	<b>To</b> ( mm/dd/yyyy ): 6/30/2019	Title I Youth	<input type="checkbox"/>	Title IV Vocational Rehabilitation	<input type="checkbox"/>
		Title I and Title III combined	<input type="checkbox"/>		

## SUMMARY INFORMATION

Service	Participants Served Cohort Period: 4/1/2018-3/31/2019	Participants Exited Cohort Period: 4/1/2018-3/31/2019	Funds Expended Cohort Period: 7/1/2018-6/30/2019	Cost Per Participant Served Cohort Period: 7/1/2018-6/30/2019
Career Services	27,899	23,714	\$10,748,538	\$385
Training Services	2,061	1,183	\$4,066,172	\$1,973
Percent training-related employment <sup>1</sup> : 4.7%		Percent enrolled in more than one core program: 100.0%		Percent admin expended: 57.6%

### BY PARTICIPANT CHARACTERISTICS

[illegible]



BY EMPLOYMENT BARRIER <sup>2</sup>												
	Total Participants Served	Total Participants Exited		Employment Rate (Q2) <sup>2</sup>		Employment Rate (Q4) <sup>2</sup>		Median Earnings <sup>4</sup>	Credential Rate <sup>3</sup>		Measurable Skill Gains <sup>3</sup>	
				Num	Rate	Num	Rate	Earnings	Num	Rate	Num	Rate
Total Statewide	27,909	23,715	Negotiated Targets		73.0%		72.2%	\$6,200		61.4%		Baseline
			Actual	14,878	69.0%	11,104	70.2%	\$8,564	503	67.7%	193	9.4%
Displaced Homemakers	65	41		14	51.9%	31	67.4%	\$6,163	1	50.0%	1	16.7%
English Language Learners, Low Levels of Literacy, Cultural Barriers	2,449	1,959		1,212	70.5%	925	70.6%	\$7,754	75	59.1%	25	9.2%
Exhausting TANF within 2 years (Part A Title IV of the Social Security Act)	0	0		0		0		\$0	0		0	
Ex-offenders	2,208	1,768		836	67.7%	529	65.2%	\$6,367	46	62.2%	38	17.4%
Homeless Individuals / runaway youth	1,344	1,028		539	62.2%	395	64.9%	\$4,762	35	61.4%	10	8.8%
Long-term Unemployed (27 or more consecutive weeks)	93	64		26	78.8%	9	60.0%	\$11,843	3	60.0%	4	9.1%
Low-Income Individuals	5,331	4,221		2,254	67.6%	1,563	69.3%	\$6,115	160	68.4%	71	10.3%
Migrant and Seasonal Farmworkers	84	68		64	84.2%	61	80.3%	\$8,108	19	86.4%	1	5.6%
Individuals with Disabilities (incl. youth)	2,262	1,819		856	50.8%	569	58.4%	\$6,469	26	60.5%	14	8.0%
Single Parents (incl. single pregnant women)	1,092	757		443	71.6%	343	69.2%	\$5,598	63	67.0%	36	12.9%
Youth in foster care or aged out of system	4	1		1	100.0%	1	100.0%	\$8,286	0		1	33.3%

#### ADDITIONAL COMMENTS:

In order to pass edit checks, the state of Washington had to remove 241 records from the full PIRL. In addition, approximately 2,800 Wagner-Peyser-only records were hardcoded with a value of zero for data element 407 because job seekers didn't indicate their highest school grade completed. Training Occupational Skills Codes were modified to 99-9999.99 where the code was unavailable for 98 records. The removal of the records and modifications may have impacted the results for this APR.

<sup>2</sup>Applies to Title I only.

<sup>3</sup>This indicator also includes those who entered into a training or education program for the Youth program.

<sup>4</sup>Credential Rate and Measurable Skill Gains do not apply to the Wagner-Peyser program.

<sup>5</sup>Barriers to Employment are determined at the point of entry into the program.

Numbers entered into cells in this template are the same as the corresponding "report item number" on the report specification document. Clicking on each hyperlink will take the user to the plain text language.

#### Public Burden Statement (1205-ONEW)

Persons are not required to respond to this collection of information unless it displays a currently valid OMB control number. Respondent's reply to these reporting requirements is mandatory (Workforce Innovation and Opportunity Act, Section 116). Public reporting burden for this collection of information is estimated to average 30 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate to the Office of Policy Development and Research • U.S. Department of Labor • Room N-5641 • 200 Constitution Ave., NW, • Washington, DC • 20210. Do NOT send the completed application to this address.

# WIOA Youth

OMB Control Number 1205-0526  
Expiration Date: 06-30-2019

ETA-9169

Statewide Performance Report												Certified in WIPS: 10/1/2019 9:22 PM EDT			
PROGRAM: WIOA Youth						TITLE (select one):									
STATE: Washington Title I Local Area:						<input type="checkbox"/> Title I Adult <input type="checkbox"/> Title I Dislocated Worker <input checked="" type="checkbox"/> Title I Youth <input type="checkbox"/> Title I and Title III combined						<input type="checkbox"/> Title II Adult Education <input type="checkbox"/> Title III Wagner-Peyser <input type="checkbox"/> Title IV Vocational Rehabilitation			
REPORTING PERIOD COVERED (Required for current and three preceding years.) From (mm/dd/yyyy): 7/1/2018 To (mm/dd/yyyy): 6/30/2019															
SUMMARY INFORMATION															
Service		Participants Served Cohort Period:		Participants Exited Cohort Period: 4/1/2018-3/31/2019		Funds Expended Cohort Period: 7/1/2018-6/30/2019		Cost Per Participant Served Cohort Period: 7/1/2018-6/30/2019							
Career Services		3,580		1,707		\$13,581,876		\$3,794							
Training Services		715		388		\$6,224,038		\$8,705							
Percent training-related employment <sup>1</sup> :				Percent enrolled in more than one core program:				Percent admin expended:							
6.5%				100.0%				37.6%							
BY PARTICIPANT CHARACTERISTICS															
		Total Participants Served Cohort Period: 7/1/2018-6/30/2019	Total Participants Exited Cohort Period: 4/1/2018-3/31/2019		Youth Employment/Education/ Training Rate (Q2) <sup>2</sup> Cohort Period: 7/1/2017-6/30/2018		Youth Employment/Education/ Training Rate (Q4) <sup>2</sup> Cohort Period: 10/2017-12/31/2017		Median Earnings Cohort Period: 7/1/2017-6/30/2018	Credential Rate <sup>3</sup> Cohort Period: 1/1/2017-12/31/2017		Measurable Skill Gains <sup>3</sup> Cohort Period: 7/1/2018-6/30/2019			
					Num	Rate	Num	Rate	Earnings	Num	Rate	Num	Rate		
Total Statewide		3,871	1,817	Negotiated Targets		63.0%		59.4%	Baseline		51.7%		Baseline		
				Actual	1,150	62.7%	1,135	66.2%	\$3,786	435	70.3%	450	17.7%		
Sex	Female	1,784	883		576	65.4%	547	66.1%	\$3,683	234	72.2%	216	17.4%		
	Male	2,025	907		555	60.6%	562	66.0%	\$3,879	189	67.0%	230	18.0%		
Age	< 16	13	4		2	22.2%	5	41.7%	\$2,657	2	22.2%	0	0.0%		
	16 - 18	1,936	848		487	59.2%	480	62.4%	\$3,043	163	61.7%	301	19.8%		
	19 - 24	1,918	963		661	66.1%	649	69.6%	\$4,310	270	78.0%	149	14.7%		
	25 - 44	4	2		0	0.0%	1	100.0%	\$0	0		0			
	45 - 54	0	0		0		0		\$0	0		0			
	55 - 59	0	0		0		0		\$0	0		0			
	60+	0	0		0		0		\$0	0		0			
Ethnicity/Race	American Indian / Alaska Native	296	118		59	54.6%	68	56.7%	\$2,913	29	69.0%	27	13.8%		
	Asian	254	129		77	61.1%	66	70.2%	\$3,758	24	61.5%	37	20.1%		
	Black / African American	508	269		180	63.8%	163	63.9%	\$2,673	93	70.5%	49	14.5%		
	Hispanic / Latino	884	444		307	68.7%	320	70.2%	\$4,279	117	72.2%	100	16.2%		
	Native Hawaiian / Pacific Islander	138	73		43	60.6%	33	61.1%	\$4,504	19	59.4%	16	16.7%		
	White	2,469	1,118		702	62.5%	697	66.8%	\$3,787	226	69.1%	297	18.4%		
	More Than One Race	313	139		83	63.4%	76	66.1%	\$2,875	35	60.3%	33	15.1%		

BY EMPLOYMENT BARRIER <sup>1</sup>												
	Total Participants Served	Total Participants Exited		Youth Employment/Education/ Training Rate (Q2) <sup>2</sup>		Youth Employment/Education/ Training Rate (Q4) <sup>2</sup>		Median Earnings	Credential Rate <sup>3</sup>		Measurable Skill Gains <sup>3</sup>	
				Num	Rate	Num	Rate	Earnings	Num	Rate	Num	Rate
Total Statewide	3,871	1,817	Negotiated Targets		63.0%		59.4%	Baseline		51.7%		Baseline
			Actual	1,150	62.7%	1,135	66.2%	\$3,786	435	70.3%	450	17.7%
Displaced Homemakers	0	0		0		0		\$0	0		0	
English Language Learners, Low Levels of Literacy, Cultural Barriers	1,518	806		454	62.7%	486	68.1%	\$3,818	199	71.6%	184	18.2%
Exhausting TANF within 2 years (Part A Title IV of the Social Security Act)	0	0		0		0		\$0	0		0	
Ex-offenders	465	235		125	57.9%	123	58.0%	\$2,875	58	73.4%	25	10.5%
Homeless Individuals / runaway youth	516	243		162	66.7%	146	61.9%	\$3,442	73	71.6%	30	10.9%
Long-term Unemployed (27 or more consecutive weeks)	0	0		0		0		\$0	0		0	
Low-Income Individuals	1,182	625		346	64.0%	339	65.7%	\$3,875	125	72.7%	122	17.4%
Migrant and Seasonal Farmworkers	21	8		14	77.8%	20	80.0%	\$3,352	5	100.0%	2	14.3%
Individuals with Disabilities (incl. youth)	679	266		131	58.7%	117	62.9%	\$3,202	45	72.6%	46	12.6%
Single Parents (incl. single pregnant women)	267	151		119	66.9%	115	72.3%	\$4,425	59	74.7%	27	16.3%
Youth in foster care or aged out of system	133	58		31	50.0%	38	63.3%	\$4,250	9	69.2%	10	15.2%

#### ADDITIONAL COMMENTS:

In order to pass edit checks, the state of Washington had to remove 241 records from the full PIRL. In addition, approximately 2,800 Wagner-Peyser-only records were hardcoded with a value of zero for data element 407 because job seekers didn't indicate their highest school grade completed. Training Occupational Skills Codes were modified to 99-9999.99 where the code was unavailable for 98 records. School Status at Exit was modified to report the School Status at Program Entry for 1,227 youth participant records. The removal of the records and modifications may have impacted the results for this APR.

<sup>1</sup>Applies to Title I only.

<sup>2</sup>This indicator also includes those who entered into a training or education program for the Youth program.

<sup>3</sup>Credential Rate and Measurable Skill Gains do not apply to the Wagner-Peyser program.

<sup>4</sup>Barriers to Employment are determined at the point of entry into the program.

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#### Public Burden Statement (1205-ONEW)

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# WIOA Dislocated Worker

OMB Control Number 1205-0526  
Expiration Date: 06-30-2019

ETA-9169

Statewide Performance Report										Certified in WIPS: 10/1/2019 9:10 PM EDT				
<b>PROGRAM</b> WIOA Dislocated Worker					<b>TITLE (select one):</b>									
<b>STATE:</b> Washington      Title I Local Area: <b>REPORTING PERIOD COVERED</b> (Required for current and three preceding years.) From ( mm/dd/yyyy ): 7/1/2018      To ( mm/dd/yyyy ): 6/30/2019					Title I Adult <input checked="" type="checkbox"/> Title I Dislocated Worker <input type="checkbox"/> Title I Youth <input type="checkbox"/> Title I and Title III combined		<input type="checkbox"/> Title II Adult Education <input checked="" type="checkbox"/> Title III Wagner-Peyser <input type="checkbox"/> Title IV Vocational Rehabilitation							
<b>SUMMARY INFORMATION</b>														
<b>Service</b>		<b>Participants Served Cohort Period:</b>		<b>Participants Exited Cohort Period:</b>		<b>Funds Expended Cohort Period:</b>		<b>Cost Per Participant Served Cohort Period:</b>						
		4/1/2018-3/31/2019		7/1/2018-6/30/2019		7/1/2018-6/30/2019		7/1/2018-6/30/2019						
Career Services		6,131		3,822		\$14,423,190		\$2,353						
Training Services		2,147		1,252		\$6,652,198		\$3,098						
<b>Percent training-related employment<sup>1</sup>:</b>				<b>Percent enrolled in more than one core program:</b>				<b>Percent admin expended:</b>						
5.8%				100.0%				65.0%						
<b>BY PARTICIPANT CHARACTERISTICS</b>														
		Total Participants Served Cohort Period: 7/1/2018-6/30/2019	Total Participants Exited Cohort Period: 4/1/2018-3/31/2019		Employment Rate (Q2) <sup>2</sup>		Employment Rate (Q4) <sup>2</sup>		Median Earnings Cohort Period: 7/1/2017-6/30/2018	Credential Rate <sup>3</sup> Cohort Period: 1/1/2017-12/31/2017		Measurable Skill Gains <sup>3</sup> Cohort Period: 7/1/2018-6/30/2019		
					Num	Rate	Num	Rate	Earnings	Num	Rate	Num	Rate	
<b>Total Statewide</b>		6,438	4,122	Negotiated Targets		78.4%		75.1%	\$6,200		64.8%		Baseline	
				Actual	2,345	78.5%	1,940	77.7%	\$10,496	650	71.4%	125	6.1%	
<b>Sex</b>	Female	2,968	1,776		944	77.7%	792	77.0%	\$8,515	196	60.3%	56	6.3%	
	Male	3,352	2,267		1,338	78.8%	1,113	78.1%	\$11,750	442	77.4%	67	5.9%	
<b>Age</b>	< 16	0	0		1	100.0%	0		\$28,718	0		0		
	16 - 18	4	1		0		0		\$0	0		0	0.0%	
	19 - 24	345	223		117	86.0%	94	85.5%	\$9,914	33	68.8%	6	5.3%	
	25 - 44	2,823	1,854		1,061	81.9%	876	81.4%	\$10,837	331	76.1%	65	6.6%	
	45 - 54	1,586	1,006		637	78.3%	523	78.6%	\$11,200	152	66.4%	30	5.5%	
	55 - 59	863	533		314	76.2%	283	75.3%	\$10,038	87	69.6%	18	7.3%	
	60+	817	505		215	65.5%	164	61.0%	\$9,302	47	63.5%	6	3.7%	
<b>Ethnicity/Race</b>	American Indian / Alaska Native	191	118		52	75.4%	43	82.7%	\$10,652	10	55.6%	7	10.3%	
	Asian	602	386		217	81.0%	190	79.2%	\$12,081	59	73.8%	17	7.5%	
	Black / African American	367	226		129	82.2%	124	81.6%	\$8,512	42	65.6%	3	2.2%	
	Hispanic / Latino	618	363		228	82.9%	202	80.5%	\$9,784	84	73.0%	17	6.6%	
	Native Hawaiian / Pacific Islander	108	68		40	87.0%	27	84.4%	\$9,307	8	72.7%	4	9.3%	
	White	4,628	2,990		1,683	78.1%	1,380	77.0%	\$10,507	469	72.5%	89	6.4%	
	More Than One Race	211	128		62	81.6%	59	80.8%	\$8,819	20	69.0%	6	7.8%	



BY EMPLOYMENT BARRIER <sup>4</sup>												
	Total Participants Served	Total Participants Exited		Employment Rate (Q2) <sup>2</sup>		Employment Rate (Q4) <sup>2</sup>		Median Earnings	Credential Rate <sup>3</sup>		Measurable Skill Gains <sup>5</sup>	
				Num	Rate	Num	Rate	Earnings	Num	Rate	Num	Rate
Total Statewide	6,438	4,122	Negotiated Targets		78.4%		75.1%	\$6,200		64.8%		Baseline
			Actual	2,345	78.5%	1,940	77.7%	\$10,496	650	71.4%	125	6.1%
Displaced Homemakers	71	30		4	30.8%	10	50.0%	\$4,433	4	57.1%	2	11.8%
English Language Learners, Low Levels of Literacy, Cultural Barriers	437	262		165	77.1%	154	82.8%	\$9,885	43	76.8%	7	5.4%
Exhausting TANF within 2 years (Part A Title IV of the Social Security Act)	0	0		0		0		\$0	0		0	
Ex-offenders	286	185		84	74.3%	90	76.3%	\$9,336	37	84.1%	7	8.0%
Homeless Individuals / runaway youth	153	91		39	72.2%	46	69.7%	\$9,614	7	46.7%	4	8.7%
Long-term Unemployed (27 or more consecutive weeks)	640	401		252	72.6%	245	71.2%	\$8,607	108	71.1%	20	5.4%
Low-Income Individuals	938	576		299	74.9%	239	74.9%	\$7,283	81	76.4%	26	8.6%
Migrant and Seasonal Farmworkers	30	24		15	83.3%	26	86.7%	\$9,091	13	100.0%	3	16.7%
Individuals with Disabilities (incl. youth)	509	326		172	66.9%	108	58.4%	\$8,738	40	61.5%	10	7.5%
Single Parents (Incl. single pregnant women)	241	172		99	79.8%	91	79.1%	\$8,477	24	66.7%	9	9.1%
Youth in foster care or aged out of system	0	0		0		0		\$0	0		0	

#### ADDITIONAL COMMENTS:

In order to pass edit checks, the state of Washington had to remove 241 records from the full PIRL. In addition, approximately 2,800 Wagner-Peyser-only records were hardcoded with a value of zero for data element 407 because job seekers didn't indicate their highest school grade completed. Training Occupational Skills Codes were modified to 99-9999.99 where the code was unavailable for 98 records. The removal of the records and modifications may have impacted the results for this APR.

<sup>1</sup>Applies to Title I only.

<sup>2</sup>This indicator also includes those who entered into a training or education program for the Youth program.

<sup>3</sup>Credential Rate and Measurable Skill Gains do not apply to the Wagner-Peyser program.

<sup>4</sup>Barriers to Employment are determined at the point of entry into the program.

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#### Public Burden Statement (1205-ONEW)

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# Wagner-Peyser

OMB Control Number 1205-0526  
Expiration Date: 06-30-2019

ETA-9169

Statewide Performance Report										Certified in WIPS: 10/1/2019 9:07 PM EDT				
<b>PROGRAM</b> Wagner-Peyser					<b>TITLE (select one):</b>									
<b>STATE:</b> Washington      Title I Local Area: <b>REPORTING PERIOD COVERED</b> (Required for current and three preceding years.) From ( mm/dd/yyyy ): 7/1/2018      To ( mm/dd/yyyy ): 6/30/2019					Title I Adult <input type="checkbox"/> Title I Dislocated Worker <input type="checkbox"/> Title I Youth <input type="checkbox"/> Title I and Title III combined <input type="checkbox"/>					Title II Adult Education <input type="checkbox"/> Title III Wagner-Peyser <input checked="" type="checkbox"/> Title IV Vocational Rehabilitation <input type="checkbox"/>				
<b>SUMMARY INFORMATION</b>														
<b>Service</b>		<b>Participants Served Cohort Period:</b>		<b>Participants Exited Cohort Period:</b>		<b>Funds Expended Cohort Period:</b>		<b>Cost Per Participant Served Cohort Period:</b>						
		7/1/2018-6/30/2019		4/1/2018-3/31/2019		7/1/2018-6/30/2019		7/1/2018-6/30/2019						
Career Services		103,318		91,057		\$14,486,796		\$140						
Training Services		5,446		2,963		\$0		\$0						
<b>Percent training-related employment<sup>1</sup>:</b>				<b>Percent enrolled in more than one core program:</b>				<b>Percent admin expended:</b>						
4.8%				33.8%				N/A						
<b>BY PARTICIPANT CHARACTERISTICS</b>														
		Total Participants Served Cohort Period: 7/1/2018-6/30/2019	Total Participants Exited Cohort Period: 4/1/2018-3/31/2019		Employment Rate (Q2) <sup>2</sup>		Employment Rate (Q4) <sup>2</sup>		Median Earnings Cohort Period: 7/1/2017-6/30/2018	Credential Rate <sup>3</sup>		Measurable Skill Gains <sup>3</sup>		
					Cohort Period: 7/1/2017-6/30/2018		Cohort Period: 10/1/2017-12/31/2017			Cohort Period: 1/1/2017-12/31/2017		Cohort Period: 7/1/2018-6/30/2019		
					Num	Rate	Num	Rate	Earnings	Num	Rate	Num	Rate	
<b>Total Statewide</b>		104,654	91,804	Negotiated										
				Targets										
				Actual	63,576	70.0%	65,754	69.6%	\$7,233					
<b>Sex</b>	Female	46,879	40,969		28,393	69.0%	28,568	68.7%	\$6,238					
	Male	55,284	48,728		33,741	70.9%	35,656	70.4%	\$8,295					
<b>Age</b>	< 16	43	33		10	33.3%	8	50.0%	\$1,748					
	16 - 18	3,235	1,848		1,039	60.5%	912	63.7%	\$3,031					
	19 - 24	10,692	8,627		6,337	73.2%	6,201	72.4%	\$5,048					
	25 - 44	45,336	40,511		28,441	71.9%	29,995	72.5%	\$7,366					
	45 - 54	21,940	19,869		14,460	72.2%	15,519	72.7%	\$8,369					
	55 - 59	11,000	9,849		6,914	69.4%	7,085	67.7%	\$7,946					
	60+	12,408	11,067		6,375	58.4%	6,034	53.5%	\$6,961					
<b>Ethnicity/Race</b>	American Indian / Alaska Native	3,612	3,108		1,947	65.1%	1,883	65.1%	\$6,293					
	Asian	8,343	7,214		5,106	70.2%	5,284	70.6%	\$8,071					
	Black / African American	8,140	6,799		4,635	69.7%	4,789	70.7%	\$6,117					
	Hispanic / Latino	17,514	15,575		12,212	80.0%	11,804	75.7%	\$6,723					
	Native Hawaiian / Pacific Islander	2,187	1,894		1,300	70.8%	1,279	70.2%	\$6,207					
	White	66,560	58,514		39,953	68.7%	41,478	68.6%	\$7,368					
	More Than One Race	3,389	2,842		1,776	66.6%	1,700	66.9%	\$6,229					

BY EMPLOYMENT BARRIER <sup>4</sup>												
	Total Participants Served	Total Participants Exited		Employment Rate (Q2) <sup>2</sup>		Employment Rate (Q4) <sup>2</sup>		Median Earnings	Credential Rate <sup>3</sup>		Measurable Skill Gains <sup>3</sup>	
				Num	Rate	Num	Rate	Earnings	Num	Rate	Num	Rate
Total Statewide	104,654	91,804	Negotiated Targets		68.0%		67.0%	\$6,900				
			Actual	63,576	70.0%	65,754	69.6%	\$7,233				
Displaced Homemakers	99	51		16	51.6%	38	65.5%	\$6,163				
English Language Learners, Low Levels of Literacy, Cultural Barriers	13,270	11,339		8,256	76.1%	7,790	72.2%	\$6,838				
Exhausting TANF within 2 years (Part A Title IV of the Social Security Act)	0	0		0		0		\$0				
Ex-offenders	7,619	6,536		3,435	61.9%	2,956	60.4%	\$5,479				
Homeless Individuals / runaway youth	5,251	4,346		2,462	58.5%	2,275	58.2%	\$4,344				
Long-term Unemployed (27 or more consecutive weeks)	640	401		252	72.6%	245	71.2%	\$8,607				
Low-Income Individuals	18,489	15,573		9,361	64.2%	8,437	64.1%	\$5,367				
Migrant and Seasonal Farmworkers	4,138	4,014		3,660	88.4%	3,947	77.3%	\$6,807				
Individuals with Disabilities (incl. youth)	9,128	7,462		3,895	55.1%	3,561	54.8%	\$5,619				
Single Parents (Incl. single pregnant women)	3,452	2,884		1,955	69.4%	1,932	68.9%	\$5,303				
Youth in foster care or aged out of system	134	58		32	50.8%	39	62.9%	\$3,991				

#### ADDITIONAL COMMENTS:

In order to pass edit checks, the state of Washington had to remove 241 records from the full PIRL. In addition, approximately 2,800 Wagner-Peyser-only records were hardcoded with a value of zero for data element 407 because job seekers didn't indicate their highest school grade completed. Training Occupational Skills Codes were modified to 99-9999.99 where the code was unavailable for 98 records. The removal of the records and modifications may have impacted the results for this APR.

<sup>1</sup>Applies to Title I only.

<sup>2</sup>This indicator also includes those who entered into a training or education program for the Youth program.

<sup>3</sup>Credential Rate and Measurable Skill Gains do not apply to the Wagner-Peyser program.

<sup>4</sup>Barriers to Employment are determined at the point of entry into the program.

Numbers entered into cells in this template are the same as the corresponding "report item number" on the report specification document. Clicking on each hyperlink will take the user to the plain text language

#### Public Burden Statement (1205-ONEW)

Persons are not required to respond to this collection of information unless it displays a currently valid OMB control number. Respondent's reply to these reporting requirements is mandatory (Workforce Innovation and Opportunity Act, Section 116). Public reporting burden for this collection of information is estimated to average 30 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate to the Office of Policy Development and Research • U.S. Department of Labor • Room N-5641 • 200 Constitution Ave., NW, • Washington, DC • 20210. Do NOT send the completed application to this address.