



Workforce Development Council Seattle-King County

Local Integrated Workforce Plan
Program Years 2013 – 2017

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Workforce Development Council of Seattle-King County

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TABLE OF CONTENTS

| | |
|--|-----------|
| EXECUTIVE SUMMARY | 4 |
| SECTION I | 6 |
| Strategic Plan | |
| <ul style="list-style-type: none">○ Workforce Development Strategic Plan○ Seattle-King County Economy○ Changing Workforce in Seattle-King County○ Workforce Development System Today○ Performance Accountability | |
| SECTION II | 56 |
| Seattle-King County Profile | |
| WIA Service Providers | |
| SECTION III | 60 |
| WIA and Wagner-Peyser Operations Plan | |
| SECTION IV | 76 |
| 2013-2017 WIA Title I-B and WorkSource System Assurances | |
| SECTION V | 80 |
| Local Certification | |
| APPENDICES | 82 |
| A - Performance Targets for the Workforce Development Area | |
| B - Core Measure Results for the Workforce Development Area | |
| C - Plan Development and Public Comment Process | |

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EXECUTIVE SUMMARY

The Workforce Development Council of Seattle-King County (WDC) leads a dynamic workforce system which serves local job seekers and employers and supports the state's broader workforce development vision for Washington as described in the *High Skills, High Wages – Washington's 10-Year Strategic Plan for Workforce Development* and the *2012-2016 State Integrated Workforce Plan*. The WDC's goals, strategies, and performance are overseen by an engaged, results-oriented board led by business and inclusive of representatives from labor, government, education, community organizations, and economic development.

The WDC has implemented a strategic framework which focuses its planning and performance in four key areas: the WorkSource One-Stop System, Youth Education and Employment, Industry Sectors, and Think Tank. Each area is guided by a broad goal and supported by targeted objectives and strategies which advance the organization towards its five-year performance goals and long-term vision.

Within its strategic framework, the WDC is positioned to nimbly meet the challenges of a changing economy and a diverse customer base. The formula for success is delivering quality, demand-driven services for job seekers and employers as required by the Workforce Investment Act (WIA) while also actively seeking opportunities to build new partnerships and innovative programs that address emerging needs. The WDC invests its resources to assure that Seattle-King County develops the skilled workforce needed as the foundation for business growth and individual self-sufficiency.

The local WorkSource system has seven brick and mortar offices to directly serve job seekers and employers as well as 13 connection sites offering online access. On average, 12,000 customers visit WorkSource offices monthly and in the last completed program year, close to 3000 businesses received services to help them find qualified candidates and address a variety of human resource needs. 75% of customers who completed WIA services during the period became employed, a strong result in a challenging market.

The WDC, working with its highly experienced service providers, has developed a detailed operations plan to guide service delivery. At the core of the plan is a continuous quality improvement (CQI) approach to assure service quality and efficiency and a performance reporting system which provides a feedback loop for management and staff and empowers data-driven decision making. A final feature of the operations plan is regular performance monitoring to assure compliance with WIA regulations and applicable state and federal policies.

Recognizing the WDC's role in developing a pipeline of skilled workers for the future, an array of services and special initiatives help prepare youth for continuing education and entering a career path leading towards self-sufficiency. One example is the partnership with business, the City of Seattle, and the King County Executive's office to launch a summer employment program for youth incorporating work experience as well as career exploration opportunities.

The WDC is a leader in connecting industry needs with training and education to highlight which workforce skill gaps to be filled. The WDC is currently convening industry-led panels in two high demand sectors, healthcare and maritime, and will continue to bring industry, labor, education, and economic development to the table in additional sectors to identify actionable solutions to workforce issues.

In its role as a think tank and thought leader, the WDC pioneers new research and pilots programs and approaches which can be brought to scale. There are a number of such programs underway and achieving successful outcomes, including the Self-Sufficiency Calculator for financial and career planning and a Clinton Global Initiative project called Schools to Careers Plus which connects high-school students with industry through career-awareness curricula, a career navigator, and industry mentors.

While the economy continues to flux and change, some current challenges will continue and new ones will emerge, each of which will be met as the WDC board, management, staff and partners strategically respond through the four-pronged focus on WorkSource, Youth, Industry, and Think Tank efforts. As unemployment decreases, we know that much of our attention will turn to expanded employer services, more connections sites, and more efficient job seeker service models including group-based job clubs and training. Our work evolves to meet the needs of the marketplace and all efforts continue to target the advancement of individual and economic prosperity in Seattle-King County.

SECTION I: STRATEGIC PLAN

Workforce Development Strategic Plan

The Workforce Development Council Seattle-King County is a nonprofit workforce “think tank” and grant-making organization whose mission is to support a strong economy and the ability of each person to achieve self-sufficiency. The WDC works with workforce development partners and stakeholders throughout the community – local elected officials, employers, workers, job seekers, youth, educators, labor groups, and other workforce and economic development organizations - to find and fund solutions to workforce gaps.

Workforce development partnerships are the foundation of success for matching workforce skills with employer needs while supporting self-sufficiency. These efforts have a profound impact on the Seattle-King County community by:

- Providing industry with skilled workers needed;
- Increasing family self-sufficiency through skill development and employment;
- Preparing young people for lifelong learning and employment success;
- Aligning education, employers and the workforce system for efficient and effective use of resources; and
- Bringing millions of federal dollars for economic and workforce development to the area.

Vision

Leadership toward an inclusive dynamic regional economy.

Mission

To champion a workforce and learning system that enables the Seattle-King County region to be a world leader in producing a vibrant economy and lifelong employment and training opportunities for all residents.

Strategic Action Areas

The WDC, a 501c (3) nonprofit organization governed by a volunteer board appointed by the King County Executive and the Mayor of the City of Seattle, is at the forefront of efforts to define and respond to workforce issues in Seattle-King County. Deep experience in the field, extensive partnerships locally and nationally, and creative thought leadership all come together to positively impact the development of the region's workforce and position the WDC as a community leader.

Foundational to the WDC's success in connecting industry with education to address workforce issues are strong partnerships with two and four-year colleges. For instance, the WDC's CEO, Marléna Sessions, serves on the Chancellor's Advisory Council for the Seattle Community College District, the largest district in the state which educates more than 50,000 students each year in 135 academic and career-technical programs. Ms. Sessions is also a member of the visiting committee for the University of Washington Educational Outreach, the continuing education branch of the university, which partners with corporations, government, and other organizations to meet a wide range of workforce development needs.

The WDC's role as a convener and leader is reflected by its support of "cutting edge" workforce initiatives, ranging from programs which address special needs of a diverse population to recognizing the demand for more graduates trained in technical disciplines. Current examples of WDC-supported efforts include work with:

- Building Changes, a Seattle-based nonprofit focusing on ending homelessness, to improve homeless customer access to the one-stop system through navigators;
- South King County STEM, a project of the Puget Sound Educational Service District and Washington STEM, to help prepare students to be STEM literate and increase the number of students interested in and prepared for further education in STEM fields;
- Race-to-the-Top, a Department of Education initiative, to promote education reforms and embrace innovative teaching models; and
- Yesler Terrace, a Seattle Housing Authority project, to create access to employment services in the new mixed-income community.

The WDC advances its mission and works towards its long-term vision through strategic efforts in four action areas: WorkSource System, Youth Education and Employment, Sectors, and Think Tank. A multi-year Action Plan is developed to reflect goals and objectives in each performance area. The plan serves as a guiding document, providing strategic direction for the WDC Board, its committees, and the organization's staff. Board committees develop work plans on an annual basis and identify steps that enable the WDC to make progress toward organizational goals articulated in the Action Plan.

WorkSource System: The Seattle-King County WorkSource system provides highly effective education, training, and employment services to a wide variety of youth and adult populations. The system is based on interagency partnerships, leveraged resources, and the delivery of services through both a network of brick and mortar sites and virtual environments. Guiding the system are four core principles of universal access, customer choice, accountability, and integration.

Youth Education and Employment: Youth programs focus on the development of Seattle-King County's future workforce by ensuring that young adults both understand and are prepared for career options in growth industries that provide paths to self-sufficiency.

Sectors: Meeting industry demands for a skilled workforce serves as the foundation of both regional economic growth and individual prosperity. Sector work includes cultivating employer engagement in workforce development, assessing employment needs through business intelligence, and communicating industry demand to the education system and other pipeline sources.

Think Tank: The WDC provides a research and development center for workforce issues, serving as a thought leader in the larger workforce development community. Within the scope of its think tank work, the WDC shares labor market trend analyses, develops and evaluates innovative programs and policies to better meet the needs of employers and job seekers, and advocates for the sustained support of workforce development as an integral part of economic vitality in the region.

Board Structure

In 2011-2012 the WDC combined two of its board committees to enhance the alignment of labor supply and demand strategies. The WDC full board is supported by four committees:

Industry and Employment Committee (formerly the Employment Connections and Industry Demand Committees): This committee develops strategies that help align the region's workforce supply with industry demand, and it oversees operations that connect adult job seekers with education and employment opportunities leading toward economic self-sufficiency. In the sector arena, the committee's work includes identifying the workforce needs of industries which contribute significantly to regional growth and offer middle-to-high wage jobs with accessible career ladders. In the area of job seeker services, committee efforts include addressing gaps in services to target populations and directing "lean," continuous quality improvements in the workforce system.

Youth Committee: The Youth Committee continues to develop strategies and oversee operations that prepare in-school and out-of-school youth for the world of work through education, career exploration, skill development and work experience. It aligns career development activities for youth with identified industry needs and trends, and engages both K-12 and post-secondary education in efforts to expand access to career education and labor market information to interested students and their parents.

Finance Committee: This committee oversees the financial health of the organization including investments, financial statements and audit. It manages board membership, the election of officers, bylaws and other compliance functions. In addition, the Finance Committee develops and leads fundraising efforts.

Executive Committee: This committee acts on behalf of the full board in all areas except those specified in the bylaws as exclusive to the full board. Membership is based on representation of constituencies mandatory to the full board and is either conveyed through selection by constituent group, committee chairmanship, elected office holder or invitation.

Business Services

In 2011-2012 the WDC developed an innovative, new Business Services structure to broaden the scope of services available to area employers and help them more effectively address their workforce needs. This increased commitment to business was achieved through the strategic investment of WIA funds to underwrite service delivery and to coordinate the efforts of business services providers throughout the workforce system. These efforts will continue as part of the WDC's strategic response to the marketplace.

A Plan for Coordinated Services: The plan identifies the partner agencies that provide business services to employers, the business services activities undertaken by each participating partner agency, and other coordinated services provided by partner agencies that are offered to employers and businesses through the WorkSource System.

The plan is made possible through the collaborative effort between partner agencies and is formalized by Memorandum of Understandings between the WDC and the partner agencies involved.

The WDC, in its role as convener, organizes regular partnership meetings. The Business Services Partnership held three meetings in 2012.

Overview of the Current Local Labor Market: According to the Washington State Employment Security Department's Labor Market and Economic Analysis – online *King County Profile*

(updated January 2012), the King County and Seattle area is the largest labor market in the Washington State. King County averaged approximately 1.13 million nonfarm jobs in 2010 and preliminary November 2011 nonfarm employment was 1.17 million jobs. Preliminary November 2011 data shows that goods-producing employment averaged 155,500 jobs (an increase of 4.6 percent since November 2010); service-producing employment averaged more than 1 million jobs (an increase of 1.6 percent since November 2010); and government-employment averaged 165,200 jobs (a decline of 1 percent since November 2010). Goods-producing jobs, service-producing jobs, and government employment jobs are the first indication of current growth and non-growth sectors in the local economy.

The State Workforce Training and Education Coordinating Board, along with the Washington State Department of Commerce, adopted “cluster strategy” to focus on the interconnection of businesses and industries within regional areas as an approach to economic and workforce development. The agency’s *Coordinating Workforce and Economic Development around Strategic Industry Clusters* report (Published in December 2010) identified current strategic clusters for the Seattle-King County workforce development area as:

- Software/Computer Services (including programming)
- Aerospace
- Health Care
- Water Transportation (of passengers and cargo)
- Scientific Research and Development
- Specialty Construction (such as utility, street/bridge)

The Workforce Development Council of Seattle-King County (WDC) also identifies key industry sectors as growth sectors that can best serve the area’s job seekers. The primary criteria for identifying these key sectors include the number of firms and number of jobs and the short- and mid-term growth projections of these jobs based on retirements and added jobs. For program year 2012, the WDC identified the following focus sectors to focus our workforce development efforts:

- Information Technology
- Health Care
- Trade, Transportation and Logistics, including Maritime
- Manufacturing, including Aerospace
- Construction, including Energy Efficiency

In addition to understanding and aligning cluster strategies and growth sectors, the WDC works closely with the Washington State Employment Security Department’s labor market and economic analysis branch (LMEA) to be informed of the demand/decline occupations for the local King County area.

Plan Contents: The *Plan for Coordinated Services to Employer/Business Services in the WorkSource System* represents a starting point of collaboration and coordination for the local Business Services Partnership. The document identifies the partner agencies that provide business services to employers, the business services activities undertaken by each participating partner agency, and other coordinated services provided by partner agencies that are provided to employers and businesses through the WorkSource System. This plan has five sections which are available upon request:

- Section A – Signed Memorandum of Understanding between the WDC and partner agencies that provide businesses services within the WorkSource System.
- Section B – Business Service Plans from partner agencies that provide business services to employers within the WorkSource System. This section describes various aspects of the agency’s scope of services, its job orders management system, employer contact records, documentation of services to employers (whether in SKIES or otherwise), and the agency’s outreach strategies to employers. Section B helps the Business Services Partnership understand each other’s business services model.
- Section C – Basic Business Services (as defined by Policy No. 1014) in WDA 5. This section provides an overview of the basic business services that are available via the Business Services Partnership. In addition, it includes a brief description of the target sectors, target employers, and job seekers served by each of the agency partners; as well as other services provided by the partner agencies that are not considered part of *Basic Business Services*, as defined by Policy No. 1014.
- Section D – Business Services Partnership Chart outlines the structural organization of the business service team for each partner agency and where the team members are located within the WorkSource system.
- Section E – Planned Training Schedule describes the information and training resources each agency brings to the partnership. As part of Partnership’s effort to ensure that all WorkSource business services staff is knowledgeable and trained in basic business services, agency partners plan to collaborate on training opportunities, share informational resources, and identify new training opportunities, if needed, in the upcoming program year.

2013-2017 Action Plan

With the thoughtful contributions of partners and stakeholders and based on the workforce needs of the local area, the WDC Board has developed an Action Plan for the 2013-2017 period comprised of the goals and objectives below. The goals and objectives entail collaboration across the full span of the workforce development system and utilize the breadth of the system’s assets and expertise.

Recognizing the many factors that impact the economy and the supply of and demand for labor, the WDC Board will continue to evaluate and update its plans to strategically respond to market changes. On-going strategic planning efforts will continue to face the challenge of addressing a broad range of workforce needs within the limits of available resources.

WorkSource System Goal: Deliver effective training and employment services to meet the needs of employers and adult job seekers.

Objectives:

- Provide services that align with industry skill demands and promote individual self-sufficiency
- Utilize principles of continuous quality improvement and sound fiscal and performance management to ensure service compliance, quality and efficiency
- Assess and address varied needs of a diverse regional population
- Identify best practices to improve customer outcomes and increase customer satisfaction
- Identify and lead opportunities to align efforts with partners and stakeholders in the broader workforce development community

Youth Education and Employment Goal: Develop a future skilled workforce prepared to enter the region's high demand career paths and advance to self-sufficiency.

Objectives:

- Increase multiple opportunities for career exploration and planning
- Engage employers to increase work-integrated learning and employment opportunities
- Develop programs that will enable youth, including those at risk or disconnected, to successfully enter and remain in the workforce
- Support retention in and completion of high school and other education programs

Sectors Goal: Advance sector-based workforce development to support regional economic development and industry-responsive education.

Objectives:

- Promote employer involvement in workforce planning and the development of workforce solutions
- Integrate workforce development with regional economic development efforts to enhance business retention and growth
- Lead efforts to respond to industry needs with sector-based solutions

Think Tank Goal: Educate workforce development policy makers and stakeholders on regional workforce needs and initiate programs and policies to meet those needs.

Objectives:

- Conduct research and analysis that identifies regional workforce needs and recommends best practices to address the needs
- Inform public officials, business and community leaders of industry demand and labor supply issues and trends
- Bring the region's perspective on workforce issues to the national policy level
- Innovate and evaluate pilot workforce solutions to meet emerging needs, publish results and take to scale as appropriate

Alignment with State Strategies

The state's workforce development strategies are reflected in two documents prepared in 2012: "*High Skills, High Wages - Washington's 10-Year Strategic Plan for Workforce Development*" and the "*Integrated Workforce Plan for the Workforce Investment Act Title I and the Wagner-Peyser Act.*" These documents offer a range of activities aimed at helping more Washington residents move ahead into high-skill, high-wage jobs, while helping employers find the skilled workers they need. The WDC'S strategies and initiatives promote the advancement of the state's priorities.

The High Skills/High Wages (HS/HW) plan focuses on three main goals, each with a series of supportive objectives and strategies. In the following paragraphs, the state objectives are paired with WDC objectives that align with them as well as the strategic initiatives currently underway and moving ahead.

HS/HW Goal 1: Multiple Pathways for First Careers

Objective 1: Improve the availability and quality of career and education guidance for students in middle school, high school, and postsecondary institutions.

WDC objectives in alignment:

- Create and support multiple opportunities for career exploration and planning
- Engage employers to increase work-integrated learning and employment opportunities

WDC initiatives in progress include:

- **Clinton Global Initiative:** As a participant in the Clinton Global Initiative (CGI), the WDC is taking a regional leadership role to disseminate career-related information to all 19 K-12 public school districts in King County. WDC materials include career pathways maps and links to the WDC's Career Coach software and the state's Career Bridge program. The WDC is also providing funding to selected districts to help implement an enhanced career awareness approach for students, linking them to educational programming in the district.
- **Summer Jobs:** Under its Youth at Work banner, the WDC is implementing an enhanced Summer Jobs 2013 program. In partnership with the City of Seattle, King County, employers and organized labor, the WDC's campaign seeks to increase the number of summer internships available for youth throughout King County. These internships offer

students work experience and an increased understanding of career options and pathways.

- Self-Sufficiency Calculator: Another tool used in WDC youth programs is the Self-Sufficiency Calculator. It provides students with information about potential wages, the actual cost of living in their communities and the benefits of financial planning.
- Healthcare Grant: The WDC is a recipient of a Health Profession Opportunity Grant which serves TANF participants, other low income individuals, and youth. Locally the grant is known as Health Careers for All (HCA). Under the grant, WDC staff presents train-the-trainer workshops to middle and high school career counselors at events like the Expanding Your Horizons annual conference. The Health Exploration for Youth (HEY) curriculum that the WDC developed with Highline Community College is utilized. The curriculum offers a model for providing career exploration that includes exposure to college and other training programs and includes employer visits to the classroom to talk about working in the field.

Objective 2: *Identify, assess, and certify skills for successful careers.*

WDC objectives in alignment:

- ➔ Promote industry involvement in workforce solutions
- ➔ Provide services that align with industry skill demand
- ➔ Develop programming that enable youth to successfully enter and remain in the workforce

WDC initiatives in progress include:

- Industry Panels: The WDC is a leader in convening industry-led panels to develop skill standards and curricula that are industry-based and can lead to industry-recognized credentials. Two panels are currently underway: one in Healthcare and the other in Maritime. Both of these industries are key to the King County economy and offer well-documented career paths and job opportunities.
- Youth and Adult Programs: The WDC's youth programs conduct assessments for workplace and life skill development for 14-21 year old youth in King County. Youth case managers work on a year around basis to ensure that enrolled youth are placed and supported in good-fitting work experiences that align with the primary educational programming.

Adult programs include skill and aptitude assessments to aid in career planning for the individual and matching to industry demand occupations. Currently included are such

tools as CASAS for language and numeric skills and QWIZ for technology skills. The WDC is preparing to incorporate a Learning Resources tool in partnership with the Association of Washington Businesses to assess in-demand occupation soft skills. Another new assessment and planning tool launched by the WDC throughout the local system is Career Coach. The web-based tool provides extensive occupation information and links job seekers to job openings in occupations of interest.

- Health Careers for Youth: Industry-based skill standards are an integrated part of a number of training initiatives. The WDC's Health Careers for Youth (HCY) program has been providing hands-on career exploration for WIA youth since 2004. The program links youth to healthcare occupations and utilizes industry-based skill standards, assessments and credentials. Youth are enrolled in community college Nursing Assistant-Certified programs during the summer and then test for the NA-C credential. Once certified, Youth are placed in an externship or directly into employment. Youth then have the option of enrolling in more advanced training, certification, and/or licensure through the WDC's more advanced healthcare training programs.
- Elevate America for Veterans: Another example of training opportunities based on high demand skills across industries and leading to industry-recognized certifications is the Elevate America's Veterans program. With funding and access provided by Microsoft, veterans and their spouses have access to free online training in computer skills. Participants can build skills in selected Microsoft technologies and earn industry-recognized certifications.

Objective 3: *Expand Programs of Study that bring together a sequence of career-focused courses that start in high school and extend through college.*

WDC objectives in alignment:

- ➔ Support retention in and completion of high school and other education programs
- ➔ Develop programs that prepare youth to successfully enter and remain in the workforce

WDC initiatives in progress include:

- Health Careers for Youth: Health Careers for Youth (HCY) strategy links young people with a sequenced healthcare program of study that both helps retain them in high school while preparing them to enter a high-demand career field. The HCY model allows students to access college-level programming while in high school, facilitates connection to Running Start and other opportunities for earning dual credit, provides exposure to healthcare career pathways, builds familiarity with the post-secondary system, and enables students to access an entry point to a career ladder and better understand and articulate an educational pathway including the transition from secondary to post-

secondary learning. This is a model that has strong potential for replication in other industry sectors.

Objective 4: *Increase work-integrated learning.*

WDC objectives in alignment:

- Engage employers to increase work-integrated learning and employment opportunities

WDC initiatives in progress include:

- Healthcare Careers for All: Several programs successfully integrate training with the work environment, benefiting both the worker and the employer. The first of these is funded by the HCA grant. It has an incumbent worker training component directed by major Seattle area healthcare providers including Virginia Mason, Group Health, and the County Doctor. Under this program, lower level incumbent workers are supported in a multi-quarter nursing credential program at North Seattle Community College.
- Workplace Literacy: The WDC has developed and implemented several workplace literacy programs in partnership with large-scale, local employers in targeted industries. Incumbent workers on paid release time participate in a multi-week ESL training program which is uniquely customized for their industry and occupations. Employers and employees gain the immediate benefit of improved on-the-job communication and performance, and the training helps prepare workers for future advancements in job and wages. The program's success is evidenced by employer requests for training sequences for additional groups of employees.
- IMAC Model: A third example of work-integrated training is the Incumbent Medical Assistant Certification (IMAC) model developed using competitive healthcare ARRA funds with Virginia Mason Hospital and North Seattle Community College. Training is delivered at the workplace to prepare incumbent medical assistants lacking national certification to sit for and successfully pass the credentialing exam. The model also used video-conferencing to allow less centrally located employees to access the training remotely.

Objective 5: *Improve student access and retention.*

WDC objectives in alignment:

- Support retention in and completion of high school and other education programs

WDC initiatives in progress include:

- **Youth Initiatives:** The WDC works with the Puget Sound Educational Service District (PSESD) and WIA youth programs to support dropout prevention and retrieval programs, especially those now implemented through 1418 legislation. The WDC also works with the Seattle Public Schools Interagency Academy, a series of alternative high schools in Seattle, to ensure prevention and or retrieval of drop out youth in the greater Seattle area.

The WDC partners with SkillUP Washington to implement the SkillLink program, an innovative model to help students with low basic skills enroll in and maintain education at three community colleges in King County. Youth enter in a cohort and are team-taught vocational and basic education. By design, youth will then transfer in to additional credit bearing courses at community colleges.

Goal II: Multiple Pathways for Employers and Workers

Objective 1: *Increase employer engagement with the workforce development system. Improve outreach to employers.*

WDC objectives in alignment:

- ➔ Provide services that align with industry skill demand and promote individual self-sufficiency
- ➔ Engage employers to increase work-integrated learning and employment opportunities
- ➔ Promote employer involvement in workforce planning and the development of workforce solutions
- ➔ Lead efforts to respond to industry needs with sector-based solutions

WDC initiatives in progress include:

- **Business Services:** The WDC staff and the Business Services team have increased outreach to employers, engaging them with the system through networking events with job seekers and forums to focus attention on industry qualification requirements and hiring trends. These events help job seekers learn how to match their skills and experience to current industry demands and connect with job opportunities.
- **Industry Panels:** Employers have joined industry panels convened by the WDC in many of its targeted sectors. Current panels underway are addressing skill standards and other industry workforce needs in Healthcare and in the Maritime sector. The panels are led by business leaders so that the industry's voice at the table is strong and results

in the development of industry-responsive curricula and other industry-driven workforce development strategies and programs.

- Career Pathways: The WDC's Career Pathways program is a prime example of employer investment in workforce development. Participating hospitals fund a portion of on-site career specialists who link hospital employees to training opportunities and funding that enable them to advance in their current jobs or prepare for a position farther up the career ladder.
- Healthcare Careers for All: Several programs that promote work-integrated learning are mentioned under Goal 1, Objective 4 above. A current and continuing example is under the HCA grant. The WDC is supporting an incumbent worker nursing cohort that was designed in partnership with local employers. It was created to integrate online learning and other strategies that better allow individuals to combine work with more advanced training, and to build in supports (tutoring/facilitated review, peer support, support services, navigation/case management) that allow the entry-level employee to be more successful in their training.
- Youth Programs: Another key strategy for employer engagement is involving them in developing the youth pipeline for our future workforce. Employers participate in a number of ways including hosting workplace visits, attending networking events, and providing internships. A continuing focus is a summer jobs program, connecting employers and youth so that the youth can gain valuable work experience and an increased understanding of career options and the important job skills demanded by employers in today's marketplace.

Objective2: *Promote economic development by connecting workforce development with job creation and growth.*

WDC objectives in alignment:

- ➞ Integrate workforce development with regional economic development efforts to enhance business retention and growth
- ➞ Lead efforts to respond to industry needs with sector-based solutions
- ➞ Conduct research and analysis that identifies regional workforce needs and recommends best practices to address the needs
- ➞ Inform public officials, business and community leaders of industry demand and labor supply issues and trends

WDC initiatives in progress include:

- **Business Services Links to Economic Development:** As outlined in the WDC Business Services plan, the Business Services team leads the way in integrating workforce development with the larger economy in a number of ways. A recent example which will be a continuing partnership is the WDC's work with the local EDC to participate in their efforts to retain and grow existing business and attract new ones to Seattle-King County. This effort entails providing a profile of the local workforce supplemented with labor market details for specific occupations. This enables the employer to evaluate the pipeline of skilled workers to meet their needs.
- **Entrepreneurial Training:** The promotion of entrepreneurial training is being supported through the investment of WIA Dislocated Worker funding in entrepreneurial training programs for enrolled individuals interested in starting a business. Another resource supported in the local area is a link to the local Small Business Administration's business start-up training which includes periodic workshops at a WorkSource site.

Objective 3: *Expand and support learning opportunities for workers at all stages of their education or career paths.*

WDC objectives in alignment:

- Increase multiple opportunities for career exploration and planning
- Assess and address varied needs of a diverse regional population
- Identify best practices to improve customer outcomes and increase customer satisfaction

WDC initiatives in progress include:

- **Career Planning:** The WDC has developed career guidance tools, such as the Self-Sufficiency Calculator and the Map Your Career website, which offer job seekers assistance in determining financial needs, career options and pathways, and links to training. In addition, the WDC recently launched a new career exploration tool, Career Coach, and ensured job seeker access by building in Career Coach Workshops as a mandatory piece of the WIA core services contract. Another step ahead for career assessment is making the CASAS tool available online.
- **Training Cohorts:** The WDC is demonstrating the success of a new training approach, funding a cohort of participants in short-term, industry-specific training programs. To meet the high demand needs of the locally targeted aerospace industry, the WDC funds training cohorts in aerospace maintenance and manufacturing occupations that provided short-term training and almost guaranteed job placement. Education and career navigators funded by the Air Washington grant are available throughout the

WorkSource system to connect potential students to the training cohorts at area community and technical colleges.

A cohort approach was also part of the Re-investing in Older Worker grant's success in preparing them for jobs in such sectors as IT and healthcare. Additional placement assistance provided under the grant were age-tailored job search workshops and job clubs to help mitigate some of the unique barriers faced by older workers. These features of the program are being maintained in the workforce system on an on-going basis.

- Addressing Barriers: WIA services effectively assist job seekers with a number of barriers to employment. One of the most challenging is homelessness and the WDC and its partners are expanding activities to support this population and better connect homeless job seekers to the WorkSource system. The Homeless Intervention Project, primarily for single adults, has been effective in overcoming the barriers related to homelessness and achieving employment outcomes for over 20 years.

In addition, the WDC is in the second year of a grant from the Butler Family Foundation. The grant supports convening WDC Directors and homelessness service leaders from seven cities around the country to share best practices and challenges. Ongoing communications have been supported via a best practices website and conference calls. Additionally, group participants have presented best practice strategies at numerous national conferences.

In the healthcare sector, the WDC and its grant partners are testing strategies that improve access to and successful completion of healthcare training for low-income adults. This has included development of "foundational" or bridge curriculum in partnership with colleges to help individuals get ready for occupational training (contextualized basic skills to accelerate development of academic skills), customized occupational training cohorts to test different instructional strategies and wrap around supports that allow low-income adults, including working adults, with limited academic history, low basic education or literacy, to access and succeed in training that allows them to achieve wage and career advancement, use of online instruction to complement classroom-based instruction and decrease time and transportation barriers to participating in training. Successful strategies can be replicated in other sectors.

Objective 4: *Improve job search and placement services for unemployed and underemployed workers.*

WDC objectives in alignment:

- Utilize principles of continuous quality improvement to ensure service quality and efficiency
- Identify and lead opportunities to align efforts with partners and stakeholders in the broader workforce development community

WDC initiatives in progress include:

- CQI and System Access Measures: The WDC, through an emphasis on continuous quality improvement and innovation, has initiated a number of measures to promote the availability of job search and placement assistance and facilitate access to those services. Key examples are the 13 WorkSource connection sites to increase customer remote access to WorkSource services. Most activity at connection sites takes place through staff-guided online connection to services and several sites offer in-person assistance which includes job search coaching and a variety of workshops. Each connection site is provided promotional materials and receives access to tools, such as Career Coach and the Self-Sufficiency Calculator. Connection site staff must participate in and complete mandatory WorkSource training modules.

Career development and job search tools have been made available on-line. After purchasing the tool, the WDC is marketing the new Career Coach package to stakeholders. It is available at no charge to anyone with web access.

The Operator Integration Manager, working with WorkSource site managers and WDC staff, standardized a customer welcome kit and launched it online. The kit describes services and access points.

New LinkedIn workshops are available at WorkSource sites to give customers an additional job search tool and expanded networking opportunities.

- Rapid Response and Community Outreach: Through its Rapid Response team, the WDC continues to outreach to a large number of employees facing lay-off and give them an in-depth understanding of the services available to them, including access information and facilitation. In addition, strong connections with the community college system and with local community organizations enable the WDC and its service providers to broadcast the availability of adult services.

Goal III: WA Workforce Development Systems is a Model of Accountability and Efficient Co-Investment

Objective 1: *Strengthen performance accountability across all workforce development partners by focusing on employment and earnings outcomes.*

WDC objectives in alignment:

- ☞ Utilize principles of continuous quality improvement, performance monitoring, and fiscal management to ensure service quality and efficiency

WDC initiatives in progress include:

- WIA Contract Management: The WDC continues to strengthen performance accountability across service providers. In 2012 quarterly meetings with WIA program managers were established to review outcomes achieved and any corrective actions planned for areas of underperformance. The reviews encompass enrollment, training, exit, and employment outcomes as well as budget expenditures. The quarterly process also includes the submission and review of a written progress report. A new feature added to the report which strengthens the focus on earnings is section on the number of customers exiting and either demonstrating progress towards or achieving a self-sufficiency wage.

Quarterly program manager reports and reviews supplement the annual monitoring of all WIA contracts. These visits are a comprehensive review of performance measures and case records and include interviews with direct service staff and customers.

- WorkSource Performance Monitoring: A performance focus is maintained throughout the WorkSource system. As described in the Performance Accountability section, a system dashboard of key performance indicators has been implemented system-wide to monitor progress and identify any areas that need improvement. The Operator Policy and Performance Manager monitors performance achievement and policy compliance and serves as a resource to assist site managers with improvement strategies.

Another significant aid in resolving problem areas and enhancing services is the use of real-time customer satisfaction data. This information results from online surveys and in-person comments that are reviewed for issues and trends and used to develop an overall satisfaction rate that can be compared to a benchmark.

Finally, to assure the level and consistency of professional skills in the system, a system orientation and core competency training program is being refined and expanded for WorkSource staff under the direction of the Operator.

Washington's vision is a workforce development system that offers every resident access to high quality academic and occupation skills education throughout his or her lifetime. This includes providing effective help to find work or training when an individual is unemployed, and for employers, providing them the ability to access a skilled workforce. Washington's current

workforce plan is presented in a document titled “*Integrated Workforce Plan for Workforce Investment Act Title I and Wagner Peyser Act.*”

This document contains goals to serve Youth and Adults as they seek education and employment services that lead to meaningful and self-sufficient employment. A third goal targets Industry, enabling employers to find qualified workers. Eight strategies support the advancement of these goals in the period from 2012 through 2016.

The WDC is actively pursuing strategies and initiatives that tie to state strategies as indicated in the following paragraphs.

State Strategy: . . . *ensure youth are prepared for further education and/or work.*

WDC objectives in alignment:

- Increase multiple opportunities for career exploration and planning
- Engage employers to increase work-integrated learning and employment opportunities
- Develop programs that will enable youth, including those at risk or disconnected, to successfully enter and remain in the workforce
- Support retention in and completion of high school and other education programs

WDC supporting initiatives include:

- Youth Summer Employment: The WDC’s youth programs focus on job readiness training, high school retention and completion as well as providing alternatives to meeting educational needs through tutoring programs, alternative schools, and learning centers. These latter programs serve youth who have dropped out and want to re-engage in education.

Skills learned can be applied and enhanced by summer work experiences with local employers which lead some participants to immediate employment or solidify interest in an education path that prepares the participant for a more advanced credential and occupation.

Youth Career Exploration: Career exploration for local youth has been greatly enhanced by the dissemination of WDC planning tools, including the Map Your Career brochure and website, the Career Coach website, and the Self-Sufficiency Calculator. These tools enable youth to see the career pathways available in key local industries and how the occupations tie to educational requirements and wage levels. In addition, increasing emphasis is being placed on employer involvement in work-integrated training and opportunities to see careers in action at employer sites.

State Strategy: *Increase programs that pair adult basic skills and English language instruction with occupation skills training.*

WDC objectives in alignment:

- ➔ Assess and address varied needs of a diverse regional population

WDC initiatives in progress include:

IBEST Curriculum: A number of WDC funded training cohorts incorporate the IBEST model which integrates basic education with occupation training and enables the classes to serve a broader spectrum of job seekers.

Workplace Literacy: The WDC's innovative Literacy Works program continues to provide local employers with customized English Language training which integrates occupation-specific terminology and concepts. This has proven an effective model for realizing immediate gains in on the-job performance and communication.

State Strategy: *Improve coordination between workforce and economic development in strategic industry clusters through initiatives such as Industry Skill Panels and Centers of Excellence.*

WDC objectives in alignment:

- ➔ Promote employer involvement in workforce planning and the development of workforce solutions
- ➔ Integrate workforce development with regional economic development efforts to enhance business retention and growth
- ➔ Lead efforts to respond to industry needs with sector-based solutions

WDC initiatives in progress include:

- Industry Panels: As indicated in earlier sections, the WDC has long been a leader in convening employer forums and industry skill panels to define skill standards and other workforce issues and solutions. The results of these efforts have ranged from increasing school capacities and developing new courses to increasing connections with qualified job seekers.

The panels and forums are industry-led and include representatives from labor, education, Centers of Excellence, and economic development.

- Economic Development: The WDC has strong connections in place with economic development organizations locally. Collaborative efforts have ranged from cluster research studies to reveal workforce needs in target industry clusters to the development of a small business recognition event hosted by King County.

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SECTION I Continued

Seattle-King County Economy

King County’s workforce accounts for about a third of the state’s total labor force and represents the largest labor market in Washington State. This workforce powers a regional economy that has the 12th highest gross metropolitan product in the nation and is ranked 49th in the world¹, and is a significant driver of the state’s economic health. Although both King County’s industries and its workforce have grown much more diverse and more educated since the late 1990s, two recessions, one in the early 2000s and the most recent which began in 2008, have been heavy hits to the local economy. These combined to wreak devastating effects on the local workforce and the region is really just beginning to recover.

King County’s economic recovery is slow-paced after the devastating effects of that recession. Some industries were hit harder than others and are still struggling to get back on their feet. Construction dropped to a low point of 46,978 jobs for the fourth quarter of 2011, a 35.3% decline from 72,581 for the third quarter of 2008. The administrative support and waste management sector showed an 11.8% decline, dropping from 71,862 jobs in Q3 2008 to 63,364 jobs for Q4 2013. In contrast, there have been positive signs of the recovery. The retail sector, which posted a decline in jobs of 8.9% between Q3 2008 and Q1 2010, closed Q4 2011 at 112,093 jobs. This is within 1% of the Q3 2008 mark of 112,175 jobs. The region’s unemployment rate has dropped from a high of 9.6% for January 2010, down to 6.1% for December 2012 (not seasonally adjusted).

The chart below shows the most recently compiled estimates (May 2012) of employment by industry with projections for 2015 and 2020. The projected employment levels for an industry may still be below the highs reached in 2008.

**Annual Average Nonagricultural Wage and Salary Employment Estimates
2010 and Projected 2015 and 2020 - Seattle-King County as of May 2012**

| Industry | Est. Emp.2010 | Est. Emp.2015 | Est. Emp.2020 | Avg. Annual Growth Rate 2010-2015 | Avg. Annual Growth Rate 2015-2020 |
|----------------------|---------------|---------------|---------------|-----------------------------------|-----------------------------------|
| TOTAL NONFARM | 1,133,000 | 1,234,800 | 1,316,800 | 1.7% | 1.3% |

¹ U.S. Conference of Mayors, *U.S. Metro Economies*, June 2011.

| | | | | | |
|---|---------|---------|---------|-------|-------|
| NATURAL RESOURCES and MINING | 500 | 500 | 500 | 0.0% | 0.0% |
| Logging | 100 | 100 | 100 | 0.0% | 0.0% |
| Mining | 400 | 400 | 400 | 0.0% | 0.0% |
| CONSTRUCTION | 49,500 | 55,100 | 58,400 | 2.2% | 1.2% |
| MANUFACTURING | 98,000 | 106,300 | 107,800 | 1.6% | 0.3% |
| Durable Goods | 75,200 | 83,800 | 85,700 | 2.2% | 0.4% |
| Wood Product Manufacturing | 900 | 1,000 | 1,000 | 2.1% | 0.0% |
| Nonmetallic Mineral Product Manufacturing | 2,800 | 2,900 | 3,000 | 0.7% | 0.7% |
| Primary Metal Manufacturing | 700 | 800 | 800 | 2.7% | 0.0% |
| Fabricated Metal Product Manufacturing | 5,500 | 6,800 | 7,400 | 4.3% | 1.7% |
| Machinery Manufacturing | 4,300 | 5,600 | 6,000 | 5.4% | 1.4% |
| Computer and Electronic Product Manufacturing | 7,800 | 8,900 | 9,800 | 2.7% | 1.9% |
| Electrical Equipment and Appliance Mfg | 1,300 | 1,700 | 2,000 | 5.5% | 3.3% |
| Aerospace Product and Parts Manufacturing | 41,700 | 45,000 | 44,700 | 1.5% | -0.1% |
| Other Transportation Equipment | 3,300 | 3,900 | 3,700 | 3.4% | -1.0% |
| Other Durable Manufacturing | 6,900 | 7,200 | 7,300 | 0.9% | 0.3% |
| Non Durable Goods | 22,800 | 22,500 | 22,100 | -0.3% | -0.4% |
| Food Manufacturing | 12,200 | 12,400 | 12,400 | 0.3% | 0.0% |
| Paper Manufacturing | 1,400 | 1,300 | 1,300 | -1.5% | 0.0% |
| Printing and Related Support Activities | 3,500 | 2,900 | 2,300 | -3.7% | -4.5% |
| Other Non Durable | 5,700 | 5,900 | 6,100 | 0.7% | 0.7% |
| WHOLESALE TRADE | 58,500 | 63,200 | 67,400 | 1.6% | 1.3% |
| RETAIL TRADE | 106,100 | 112,700 | 115,900 | 1.2% | 0.6% |
| Food and Beverage Stores | 20,900 | 21,200 | 21,400 | 0.3% | 0.2% |
| Motor Vehicle and Parts Dealers | 10,100 | 10,900 | 10,200 | 1.5% | -1.3% |
| Other Retail Trade | 75,100 | 80,600 | 84,300 | 1.4% | 0.9% |
| TRANSPORTATION, WAREHOUSING, UTILITIES | 42,400 | 47,000 | 49,100 | 2.1% | 0.9% |
| Utilities | 1,200 | 1,300 | 1,300 | 1.6% | 0.0% |
| Transportation and Warehousing | 41,200 | 45,700 | 47,800 | 2.1% | 0.9% |
| INFORMATION | 79,200 | 88,600 | 98,500 | 2.3% | 2.1% |
| Software Publishers | 49,600 | 56,200 | 63,600 | 2.5% | 2.5% |
| Other Publishing Industries | 2,800 | 2,900 | 2,900 | 0.7% | 0.0% |
| Other Information | 26,800 | 29,500 | 32,000 | 1.9% | 1.6% |
| FINANCIAL ACTIVITIES | 66,900 | 68,000 | 68,400 | 0.3% | 0.1% |
| Finance and Insurance | 43,700 | 44,200 | 44,300 | 0.2% | 0.0% |
| Real Estate, Rental and Leasing | 23,200 | 23,800 | 24,100 | 0.5% | 0.3% |
| PROFESSIONAL and BUSINESS SERVICES | 177,500 | 208,300 | 237,500 | 3.3% | 2.7% |
| Professional, Scientific and Technical Services | 94,000 | 108,800 | 124,300 | 3.0% | 2.7% |
| Management of Companies and Enterprises | 22,300 | 24,300 | 25,200 | 1.7% | 0.7% |
| Other Professional Services | 38,500 | 43,500 | 49,700 | 2.5% | 2.7% |
| Employment Services | 22,700 | 31,700 | 38,300 | 6.9% | 3.9% |
| EDUCATION and HEALTH SERVICES | 138,400 | 154,000 | 168,500 | 2.2% | 1.8% |
| Education Services | 23,000 | 25,900 | 27,200 | 2.4% | 1.0% |
| Health Services and Social Assistance | 115,400 | 128,100 | 141,300 | 2.1% | 2.0% |
| LEISURE and HOSPITALITY | 108,100 | 117,500 | 122,700 | 1.7% | 0.9% |

| | | | | | |
|------------------------------------|---------|---------|---------|-------|------|
| Arts, Entertainment and Recreation | 21,500 | 23,100 | 23,900 | 1.4% | 0.7% |
| Accommodation and Food Services | 86,600 | 94,400 | 98,800 | 1.7% | 0.9% |
| OTHER SERVICES | 40,700 | 42,700 | 43,500 | 1.0% | 0.4% |
| GOVERNMENT | 167,200 | 170,900 | 178,600 | 0.4% | 0.9% |
| Federal Government | 21,900 | 21,700 | 22,000 | -0.2% | 0.3% |
| State and Local Government Other | 67,500 | 67,600 | 71,000 | 0.0% | 1.0% |
| Government Educational Services | 77,800 | 81,600 | 85,600 | 1.0% | 1.0% |

Source: LMEA, Washington State Employment Security Department

The following chart offers additional perspectives on the economic scope of each industry within King County by reflecting the industry's size in terms of the number of firms and the percent of total employment. It also includes the percent of workers in the industry over age 55 as an indicator of the impact of future retirements.

| NAICS Code | Industry | Average | | % of Total Employment | Average Annual Wage | Percentage Aged | | |
|---|--|---------------|------------------|-----------------------|---------------------|-----------------|-------|-------|
| | | Firms | Employment | | | 55-64 | 65-99 | 55+ |
| TOTAL All nonfarm industries (Including those not listed below) | | 74,461 | 1,137,311 | | \$63,268 | 14.9% | 3.6% | 18.5% |
| 22 | Utilities | * | * | | * | 24.1% | 3.8% | 27.9% |
| 23 | Construction | 5,455 | 46,069 | 4.1% | \$60,962 | 12.1% | 2.7% | 14.8% |
| 31-33 | Manufacturing | 2,201 | 99,547 | 8.8% | \$78,272 | 19.5% | 3.0% | 22.5% |
| 42 | Wholesale trade | 6,824 | 58,207 | 5.1% | \$76,745 | 15.6% | 3.0% | 18.6% |
| 44-45 | Retail trade | 4,464 | 107,787 | 9.5% | \$38,205 | 11.3% | 3.3% | 14.6% |
| 48-49 | Transportation and warehousing | 1,294 | 41,373 | 3.6% | \$56,649 | 19.8% | 3.6% | 23.4% |
| 51 | Information | 1,460 | 79,862 | 7.0% | \$139,724 | 6.2% | 1.0% | 7.2% |
| 52 | Finance and insurance | 2,411 | 42,134 | 3.7% | \$90,918 | 15.9% | 2.6% | 18.6% |
| 53 | Real estate and rental and leasing | 2,282 | 22,311 | 2.0% | \$49,754 | 15.3% | 6.1% | 21.4% |
| 54 | Professional and technical services | 9,564 | 96,405 | 8.5% | \$86,648 | 12.3% | 2.8% | 15.1% |
| 55 | Management of companies and enterprises | 304 | 23,426 | 2.1% | \$109,034 | 14.2% | 2.5% | 16.6% |
| 56 | Administrative and waste services | 3,591 | 62,177 | 5.5% | \$47,313 | 13.1% | 3.9% | 17.0% |
| 61 | Educational services | 1,178 | 17,948 | 1.6% | \$36,372 | 23.7% | 5.3% | 29.0% |
| 62 | Health care and social assistance | 5,187 | 117,345 | 10.3% | \$51,358 | 18.0% | 4.0% | 22.0% |
| 71 | Arts, entertainment, and recreation | 861 | 21,642 | 1.9% | \$33,294 | 11.3% | 4.1% | 15.5% |
| 72 | Accommodation and food services | 4,464 | 88,430 | 7.8% | \$21,352 | 7.4% | 3.8% | 11.3% |
| 81 | Other services, except public administration | 22,260 | 52,592 | 4.6% | \$30,627 | 17.2% | 6.8% | 24.0% |
| 92 | GOVERNMENT | 292 | 156,047 | 13.7% | \$59,391 | 21.9% | 3.5% | 25.4% |

*Data not available

Job Vacancies and What Employers are Seeking

Job vacancies are an indication of immediate demand for workers by employers. In the spring 2011 Job Vacancy Survey, the top three industries in King County representing the highest number of job openings were retail, health care, and professional and technical services. The responses by occupational group show that the jobs with the greatest number of vacancies are computer and mathematical, food preparation and serving, and sales.

Industries with Job Vacancies

| Industry | Estimated Job Vacancies | Newly Created Positions | Reporting Education Beyond HS/GED | Requiring License or Certificate | Requiring Previous Experience |
|--|-------------------------|-------------------------|-----------------------------------|----------------------------------|-------------------------------|
| Retail trade | 4,990 | 5.7% | 53.3% | 8.3% | 72.2% |
| Health care and social assistance | 3,972 | 12.0% | 32.7% | 61.6% | 74.3% |
| Professional and technical services | 2,995 | 26.5% | 70.7% | 18.5% | 89.6% |
| Accommodation and food services | 2,953 | 7.8% | 1.2% | 43.6% | 46.6% |
| Information | 1,595 | 11.0% | 66.3% | 4.6% | 90.5% |
| Manufacturing | 1,581 | 14.3% | 38.0% | 9.2% | 83.1% |
| Educational services | 1,480 | 3.1% | 58.5% | 60.8% | 78.3% |
| Administrative and waste services | 1,412 | 10.6% | 38.0% | 16.3% | 68.8% |
| Finance and insurance | 1,127 | 4.9% | 50.2% | 25.0% | 91.0% |
| Other services, except public administration | 1,098 | 31.5% | 15.5% | 51.5% | 81.9% |
| Transportation and warehousing | 898 | 17.6% | 7.1% | 47.8% | 72.1% |
| Wholesale trade | 845 | 33.0% | 39.9% | 11.2% | 80.7% |
| Real estate and rental and leasing | 702 | 11.2% | 11.4% | 49.6% | 60.9% |
| Construction | 694 | 42.7% | 17.7% | 18.8% | 86.1% |
| Arts, entertainment and recreation | 675 | 12.4% | 2.8% | 41.9% | 66.0% |
| Management of companies and enterprises | 548 | 4.2% | 55.7% | 15.1% | 84.6% |
| Agriculture, forestry, fishing and hunting | 158 | 56.0% | 0.0% | 12.5% | 32.9% |
| Utilities | 13 | 0.0% | 87.5% | 37.5% | 87.5% |
| Total in King County | 27,735 | 13.7% | 38.9% | 30.0% | 74.9% |

Source: Washington State Employment Security Department, Spring 2011 Job Vacancy Survey

Occupations with Job Vacancies

| Major Occupation Group | Estimated Job Vacancies | Newly Created Positions | Reporting Education Beyond HS/GED | Requiring License or Certificate | Requiring Previous Experience |
|---|-------------------------|-------------------------|-----------------------------------|----------------------------------|-------------------------------|
| Computer and mathematical | 3,906 | 11.2% | 83.6% | 5.2% | 94.4% |
| Food preparation and serving related | 3,072 | 7.3% | 0.3% | 48.3% | 47.2% |
| Sales and related | 2,668 | 13.4% | 15.0% | 17.1% | 59.4% |
| Office and administrative support | 2,533 | 16.4% | 9.4% | 14.3% | 66.3% |
| Business and financial operations | 2,339 | 6.8% | 81.6% | 14.4% | 93.5% |
| Healthcare practitioners and technical | 1,705 | 8.7% | 50.9% | 82.8% | 79.9% |
| Management | 1,693 | 9.8% | 87.0% | 14.4% | 96.9% |
| Education, training and library | 1,126 | 7.2% | 61.1% | 66.0% | 84.0% |
| Production | 1,065 | 17.5% | 4.8% | 12.5% | 58.6% |
| Transportation and material moving | 1,020 | 23.2% | 3.7% | 50.0% | 57.6% |
| Healthcare support | 961 | 26.9% | 4.1% | 72.7% | 51.7% |
| Architecture and engineering | 941 | 19.7% | 81.0% | 23.1% | 85.9% |
| Personal care and service | 903 | 32.6% | 4.8% | 65.2% | 72.1% |
| Arts, design, entertainment, sports and media | 863 | 14.1% | 34.9% | 15.1% | 87.3% |
| Installation, maintenance and repair | 854 | 18.4% | 2.3% | 24.2% | 88.6% |
| Community and social service | 528 | 6.6% | 46.5% | 32.5% | 83.1% |
| Building and grounds cleaning and maintenance | 497 | 20.5% | 0.8% | 15.3% | 50.7% |
| Protective service | 295 | 15.9% | 8.1% | 55.9% | 33.7% |
| Life, physical and social science | 284 | 2.8% | 86.3% | 7.5% | 86.6% |
| Legal | 236 | 33.6% | 62.3% | 40.7% | 91.9% |
| Construction and extraction | 211 | 40.7% | 0.0% | 24.4% | 97.9% |
| Farming, fishing and forestry | 33 | 0.0% | 0.0% | 0.0% | 100.0% |
| Total | 27,735 | 13.7% | 38.9% | 30.0% | 74.9% |

Source: Washington State Employment Security Department, Spring 2011 Job Vacancy Survey

Employers' Difficulty in Finding Qualified Job Applicants

According to the most recent data available, employers continue to have difficulty finding and hiring qualified personnel. Even with the economic downturn, this gap shows that there are opportunities to more closely match the skills of the workforce with the skills employers need.

As in the prior planning period, employers report gaps in technical skills as well as soft skills, such as critical thinking and communication.

Many of the unfilled jobs are estimated to be in the category called STEM; short for Science, Technology, Engineering, and Math occupations. In a March 2013 report released by The Boston Consulting Group, it was estimated that the current number of unfilled high skill, high wage jobs in Washington state could grow to 50,000 by 2017. This gap reflects both a lack of interest in STEM subjects and occupations on the part of students and a shortage of slots in STEM-oriented training and education programs.

Linkages Between Economic and Workforce Development

The WDC is working to keep workforce development and economic development entities informed and educated about each other's strategies. Coordination is complex because 39 cities are represented within King County – with more than half the cities having their own economic development plans. The WDC collaborates with the local economic development council (EDC), and Puget Sound Regional Council's (PSRC) Prosperity Partnership – both of which also coordinate with many of King County's city economic development efforts. The WDC connects one-on-one with a large number of King County's economic development offices, including the City of Seattle's Office of Economic Development, on business outreach and support issues.

The WDC's CEO is a member of the Economic Development Council's (EDC) board and the EDC's CEO serves on the WDC board. WDC staff participates in PSRC's Prosperity Partnership meetings as they relate to local workforce development strategies (e.g. Information Technology cluster meetings). In addition, staff participates in a wide variety of local sector-based partnerships, many of which include economic development partners and initiatives.

The WDC has been especially involved in the development of targeted clusters. Because of its sector analysis work, the WDC has contributed a workforce focus to the process with the Prosperity Partnership and the City of Seattle's Office of Economic Development and sought to align sector priorities with these when workforce development needs overlapped. The working relationships with the King County Office of Business Relations and the EDC have led to results such as joint grant applications for local sector work (including a current grant to offer incumbent worker training) and skills panels, particularly the WDC's Healthcare and Maritime Sector panels re-launched this year.

New collaborations include:

- In 2013, the WDC is convening two sector panels in the Maritime industry and the Health Care industry, respectively.
- The WDC is working with the EDC in providing workforce information to prospective new companies being targeted for location to Seattle-King. The close partnership allows the EDC to have a touch point on the pulse of actual workforce data to provide to companies as they evaluate the pipeline for skilled workers, and the pipeline of training that is underway. This provides extremely valuable information that can make or break the decision of a company to locate, expand, or even stay in our region.

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SECTION I Continued

Changing Workforce in Seattle-King County

King County's population (as of 2011) is estimated at 1,969,722 according to the American Community Survey. In the past year, the population has increased by an estimated 2.0%. When compared with the 2000 Census, total King County population has grown by 10% percent. Seattle, the state's largest city, represents 31% of King County's total population.

The county's age breakdown as of 2010 is: 30% are under 18 years old; 12% are 65 and older; 27% are between 45 and 64; and 31% of the population is between 25 and 44 years old.

King County's population diversity has greatly increased in the past 20 years. As of 2011, 50 percent is female. Sixty-four percent of the population is white, non-Hispanic. Twenty percent of King County residents are foreign-born, as compared to 15 percent of the population in 2000 and just 9 percent in 1990. Twenty-six percent of King County residents over the age of five speak a language other than English at home (as compared to 18 percent in 2000). Approximately 10% of residents (total civilian non-institutionalized population) reported disabilities.²

King County median household income in 2011 was \$70,567, up from \$67,010 in 2007. However, 10% of King County residents and nearly 50,000 children are below the federal poverty level—up from 9 percent overall and 10 percent of children in 2005.³ The 2013 US Department of Health and Human Services Poverty Guidelines establish the poverty level at \$23,550 for a family of four. This low amount would not be generally be considered a living wage for such a family in King County.

Educational attainment is a critical characteristic of our workforce. Of the population over 25, 46% of King County residents hold a bachelor's degree or higher and 92% are high school graduates. Seattle-King County's highly educated workforce ranks above both state and national education attainment.⁴

² American Community Survey, 2011, US Census Bureau

³ *Changing Demographics in King County*, October 2011, King County Department of Community and Human Services

⁴ American Community Survey, 2011, US Census Bureau

Immigrants and Refugees

King County ranks fifth among all areas with respect to the number of refugees resettled in the U.S. since 1984. King County received 1,894 new refugees in 2010 alone, leading all other Washington counties for residence for new arrivals.² The percentage of foreign-born residents of King County grew from 9 percent in 1990 to 20% in 2011. Fifty-one percent of these residents are from countries in Asia.⁵

About 26% of King County residents (over age five) speak a language other than English at home; 59% of these—more than 286,583 people—say they speak English “very well” and 41% (more than 199,772 people) say they speak English “less than very well.” Non-English languages at home are fairly evenly distributed among Spanish, other Indo-European and Asian languages—again, King County is uniquely diverse among areas of the state.⁶

Youth

King County school districts, along with others across the state, are pursuing aggressive education reform measures to better prepare students for lives of continuing education and long-term employment.

In the 2010 to 2011 school year, OSPI data showed that 11.0% of high school students in King County became dropouts. Another measurement of school progress is the on-time graduation rate, which calculates the number of students who have graduated in four years since starting in grade 9. In 2005-06 the on-time graduation rate (OTGR) for all students in King County was 71%; this improved to 79.8% for 2010-2011. Low-income students had an OTGR of 65.2%, while Limited English students had a 51% rate. Four school districts had OTGR of 75% or under. They include Federal Way 73.3%, Highline 62.3%, Kent 69.5%, and Tukwila 63.3%.⁷

The consequences of not graduating from high school are serious for both students and our society as a whole. Students who leave school without graduating face a struggle throughout their lifetimes to secure self sufficiency in the global economy. Education is clearly the key to long-term success in employment.

Many youth also face other risk factors in addition to dropping out which can make finding a job even more difficult – teen pregnancy, mental and physical disabilities, poverty, language

⁵ American Community Survey, 2011, US Census Bureau

⁶ American Community Survey, 2011, US Census Bureau

⁷ Graduation and Dropout Statistics, 2011, Office of Superintendent of Public Instruction

and culture. Many concerns remain regarding the preparedness of King County youth—particularly those from economically disadvantaged families—to successfully enter the workplace with the skills to earn progressively higher wages.

Preparing young people for careers and productive adulthood requires more than the short-term job search and placement services typically offered to adult jobseekers. In order to succeed, youth employment programs must adopt a more developmental approach. They must offer young people ongoing contact with caring adults, frequent opportunities to apply on the job what they learn in the classroom, academic support services, and positive peer connections.

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SECTION I Continued

Workforce Development System Today

Seattle-King County's workforce development system includes programs that use private and/or public (local, state, and federal) funds to prepare workers for employment, upgrade worker skills, increase earnings, and provide employment and/or retention services for workers and employers.

The local workforce development system includes, but is not limited to, these types of programs:

- Secondary career and technical education, including activities funded under the federal Carl D. Perkins Career and Technical Education Improvement Act of 2006
- Community and technical college workforce education programs, including activities funded under the federal Carl D. Perkins Career and Technical Education Improvement Act of 2006
- Private career programs
- Employer-sponsored training
- Youth, Adult, and Dislocated Worker programs funded by Title I-B of the Workforce Investment Act (WIA) of 1998
- Work-related adult basic education and literacy programs, including programs funded under the federal Adult Education and Family Literacy Act (WIA Title II)
- Activities funded under the federal Wagner-Peyser Act (WIA Title III)
- Apprenticeships
- One-Stop System [as described in WIA Section 121(b)]
- State Job Skills Program
- Training Benefits Program
- Vocational rehabilitation programs administered by the Department of Social and Health Services (DSHS) Division of Vocational Rehabilitation and the Department of Services for the Blind (WIA Title IV)
- Private and public nonprofit organization programs that provide job training or work-related adult literacy services
- Other state, federally, locally or privately funded workforce development programs

Only a small percentage of the system's funding is found in WIA programs for youth, adults, and dislocated workers. Following are brief descriptions of other key contributors to the overall workforce development system in the local area, many of which, such as adult education and

basic skills and secondary vocational-technical education, operate with a larger fiscal base within the system.

Secondary Vocational-Technical Education

Career and Technical Education is a planned program of courses and learning experiences that begins with exploration of career options, supports basic academic and life skills, and enables achievement of high academic standards, leadership, preparation for industry-defined work, and advanced and continuing education. CTE programs meet the academic and career preparation needs of secondary students that will assist them in achieving higher standards of education, including the state's Essential Academic Learning Requirements and Certificate of Mastery. Other workforce education and training programs offered by the K–12 system include school-to-work and tech prep programs.

School-to-work programs pair school-based learning with work-based opportunities to assist students in making the connection between high academic achievement and long-term workplace success. Tech prep programs allow students to earn college credit while still in high school by pursuing community and technical college vocational programs in conjunction with their high school course of work.

Occupational skill centers are another vocational education resource. The focus of skill center programs is to provide entry-level job skill training to high school juniors and seniors. Instructional strategies promote the mastery of competencies in an applied contextual manner, emphasizing instruction in advancing technologies and striving to connect all learning to a workforce context.

King County currently has a skill center, the Puget Sound Skills Center (PSSC) in Burien. PSSC is a collaborative effort among Federal Way, Fife, Highline, Tahoma and Tukwila school districts and was the first such center in Washington when it opened in 1966. PSSC courses include 19 different programs ranging from auto-body technology and culinary arts to digital media production, medical careers and an off-campus Marine Technology program that operates at Seahurst Park in Burien. In addition to vocational training, the skill center provides opportunity for students to earn a high school diploma that is issued by their sending high school.

Community & Technical College Vocational-Technical Education

Seattle-King County is home to 11 community and technical colleges. The current system includes:

- Seattle Central Community College
- North Seattle Community College
- South Seattle Community College
- Seattle Vocational Institute
- Cascadia Community College
- Shoreline Community College
- Bellevue Community College
- Highline Community College
- Green River Community College
- Lake Washington Technical College
- Renton Technical College

Vocational-technical programs include job preparatory training leading to certificates of completion, programs that lead to associate degrees, related classroom instruction for apprenticeship programs, retraining for dislocated workers, and upgrade training for those already employed.

Private Career Schools

The Seattle-King County area has 70 private career schools on the Eligible Training Provider List, offering courses in business, healthcare, IT, transportation and a wide variety of other fields.

WIA Youth, Adult & Dislocated Worker Programs

Many youth and adults in King County are provided educational support as well as employment and training services funded by the federal Workforce Investment Act (WIA). The WDC administers WIA in Seattle-King County and most services are delivered through contracts with local government agencies and community-based organizations.

Youth: WIA Title I-B offers a comprehensive year-round program to low-income youth ages 14-21. The WDC currently contracts with the King County Employment and Education Resources program and the City of Seattle Youth Employment Program. Youth services begin with a full assessment and include ongoing case management. Career exploration activities include exposure to high growth industry sectors. Participants receive work readiness training and many participate in paid internships. Basic Academic Skills and tutoring services are incorporated as needed and additional services may include summer employment, academic tutoring, and leadership development programs.

Adults: WIA Title I-B Adult funds contract services which are delivered through the WorkSource system and include core, intensive, training, and support services and job retention follow-up.

Dislocated Workers: WIA Title I-B Dislocated Worker services are delivered through the WorkSource system and include core, intensive, training, and support services and job retention follow-up. Dislocated worker funds also provide a participant in the King County Rapid Response team.

Adult Basic Education and Literacy Programs

Through Renton Technical College programs, integrated ABE/ESL services are available at the Renton One-Stop Center and the Downtown WorkSource affiliate site. In addition, customers at all sites can be connected with college programs that integrate ABE/ESL instruction.

With Microsoft as an important partner, the WDC assists job seekers increase their skills in ITC – Information and Communication Technology. As technology skills are increasingly required for our lives, these skills have become a component of basic education as well.

Workplace literacy is another proven mechanism for delivering literacy and basic education skills to adults. The WDC's work-based literacy pilot programs have successfully provided working adults English classes delivered at the workplace and customized to their workplace language needs.

State-Approved, Joint Apprenticeship Programs

State-approved, joint apprenticeship programs combine on-the-job training—supervised by a journey-level crafts person or trades professional—with classroom instruction. Apprenticeships lengths range, depending on the program, from three to five years. The programs and their standards are approved by the Washington State Apprenticeship and Training Council. At the local level, Joint Apprenticeship Training Committees (JATCs)—made up of equal numbers of employer and labor organization representatives—administer the programs. Employers and workers provide financial contributions to apprenticeship programs.

Of the state-approved, joint apprenticeship programs in the Seattle-King County region, most are in the building and construction trades. Apprentices earn while they learn, starting out at a set percentage of the journey level wage and then increasing as they progress through their apprenticeship. Apprenticeship programs receive the majority of their funding through training trust funds. State FTE funds are a secondary source. In most cases, these funds go to community and technical colleges to cover the costs associated with classroom and off-site instruction.

While the availability of apprenticeship slots were impacted as the economy declined, most recently the county is seeing a slight increase in slots for new apprentices.

Pre-apprenticeship programs provide individuals with basic skills, job readiness, and trade-specific training. Graduates are prepared to be more competitive for opportunities, particularly for openings in apprenticeships. Several pre-apprenticeship programs target women, people of color, youth and the economically disadvantaged.

One example of a pre-apprenticeship program in King County is the Pre-Apprenticeship Construction Training (PACT) program at Seattle Vocational Institute, providing training in basic construction skills. The WDC has had the opportunity to fund the PACT program as well as a similar program at Renton Technical College. Most recently, program cohorts were funded through the WDC's green job training grants received from the Department of Labor (DOL).

Another innovative, local pre-apprenticeship program funded through green job training grants was the VICE program, sponsored by the Puget Sound Electrical Joint Apprenticeship Training Committee. The program is designed for training returning veterans for electrical construction work, and participants achieve first year apprentice status upon completion of the program.

Apprenticeship and Non-Traditional Employment for Women (ANEW) is another example of a pre-apprenticeship program in King County. ANEW serves both women and men and provides classroom instruction and hands-on skill building to prepare graduates for work in the trades.

WorkSource/One-Stop System

WorkSource, the state’s one-stop delivery system, provides job seekers, workers, and employers access to a range of employment and training services, including:

- Core Services—eligibility determination; outreach, intake, and orientation; initial assessment; job search and placement assistance; labor market information; consumer information on employment and training programs; information and referral to support services; information on filing for unemployment; assistance in establishing eligibility for student financial aid; and follow up services for up to one year.
- Intensive Services—comprehensive and specialized assessment, development of individual employment plans; group counseling; individual counseling and career planning; case management for participants seeking training; and short-term pre-vocational services (e.g., “soft skills” training).
- Training—occupational skills training, on- the-job training; skill upgrading and retraining; job readiness training; entrepreneurial training; adult education and workplace literacy; computer skills training; and customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of training or continue to employ an incumbent worker.

In Seattle-King County, the One-Stop delivery system has three key entry points:

- 1 WorkSource one-stop center
- 6 WorkSource affiliate sites
- 13 WorkSource connection sites (staff-assisted, self-service)

WorkSource on-site partners represent a variety of government, non-profit, and private organizations. Each partner contributes a unique and valuable service, which, when combined under one roof, results in a dynamic, “one stop” resource for businesses and job seekers to access employment and training services. Each site must undergo a rigorous process of evaluation to be certified as a WorkSource site every two years.

WorkSource Center and Affiliate partners sign a Partnership Agreement, a Site Contribution Agreement, and/or a Data Sharing Agreement (DSA), which outline the roles and responsibilities of each organization, both fiscally and in the day-to-day operations of serving the public through local WorkSource sites.

Following are brief descriptions of WorkSource Seattle-King County partners:

- AARP
Offer career counseling and case management to jobseekers 55 and over, including an orientation to their online WorkSearch program.
- Asian Counseling & Referral Service
Serves diverse communities of people with limited resources, including low-income families, refugees, and seniors living in King County; provides access to WDC's workplace literacy program.
- Bellevue College
Provides educational programs and services; self-service Connection site.
- CARES of Washington
Promotes employment opportunities for individuals with disabilities.
- Division of Vocational Rehabilitation (DVR)
Provides vocational services for customers with disabilities that result in a significant impediment to employment.
- Employment Security Department (ESD)
Washington State agency that has federal responsibility for the administration of the Workforce Investment Act and providing Labor Market Information, Unemployment Insurance and Employment Services (WorkFirst, Veterans and WorkSource) for businesses and job seekers; administers some WorkSource sites.
- Goodwill Industries
Serves as a customer self-service Connection site to WorkSource.
- Highline Community College
Provides educational programs and services; self-service Connection site.
- Job Corps
Live-in program that provides at-risk youth, ages 16-24, access to education and job experience.
- King County Employment and Education Resource Program
Assists youth and young adults to finish high school (GED) and acquire workplace literacy and job skills; also one of three providers of WIA dislocated worker services; administers a Veterans program.
- King County Housing Authority
Serves as a customer self-service Connection site to WorkSource.
- King County Library System
Serves as a customer self-service Connection Site to WorkSource.
- Multi-Service Center
Serves as a customer self-service Connection Site to WorkSource.
- Neighborhood House
Serves diverse communities of people with limited resources, including low-income families, refugees, and seniors living in King County; also a subcontracted provider of WIA dislocated worker services.

- Pacific Associates
Provides a range of core, intensive and training services to adults, older youth, dislocated workers and provides businesses services.
- Port Jobs
Airport Jobs serves as a customer self-service Connection Site to WorkSource.
- Refugee Women’s Alliance
Serves as a customer self-service Connection Site to WorkSource.
- Renton Technical College
Provides educational programs and services and serves as a customer self-service Connection Site to WorkSource.
- Seattle Central Community College
Provides educational programs and services and serves as a customer self-service Connection Site to WorkSource.
- Seattle Public Library
Serves as a customer self-service Connection Site to WorkSource.
- Shoreline Community College
Provides educational programs and services; self-service Connection site.
- South Seattle Community College
Provides educational programs and services; WorkSource Affiliate site.
- TRAC Associates
Provides a range of core, intensive and training services to adults, older youth, dislocated workers and businesses.
- U.S. Small Business Administration
Provides access to business start-up and other workshops.
- Washington State Labor & Industries
- YWCA
Provides job training, placement, and other support services to women and families, including the homeless; serves as the system Operator; hosts a WorkSource affiliate site.
- YWCA/Greenbridge
Serves as a customer self-service Connection Site to WorkSource.

WorkFirst

WorkFirst is the state’s Welfare to Work strategy. WorkFirst requires Temporary Assistance to Needy Families (TANF) participants to prepare for, find, and maintain employment. Workforce development-related components of WorkFirst are primarily administered by the Employment Security Department (ESD), and include job search workshops, subsidized employment, skills training, and pre-employment training. WorkFirst staff are now located at WorkSource sites.

The Department of Social and Health Services (DSHS) is the entry point and ongoing contact point for WorkFirst. DSHS staff provides eligibility determination (for TANF and related programs such as child care, medical, and food assistance), case management, and support services to WorkFirst participants. The WDC and its WorkSource partners continue to look for opportunities to integrate services and create partnerships.

Vocational Rehabilitation

The Division of Vocational Rehabilitation (DVR) provides employment-related services to individuals with disabilities who want to work but need assistance. These individuals might experience difficulty getting or keeping a job due to a physical, sensory and/or mental disability. A DVR counselor works with each individual to develop a customized plan of services designed to help the individual achieve his or her job goal. DVR services include, but are not limited to the following: Counseling and guidance; Medical and psychological services; Vocational and technical training services; Rehabilitation technology services and devices; and Job placement and retention services.

The King County Area Manager of DVR sits on the WDC Board of Directors and Vocational Rehabilitation counselors are located at WorkSource sites. The effective partnership between DVR and WorkSource has resulted in helping identify and recommend solutions for any gaps in service delivery to people with disabilities. The WDC is also actively working with DVR staff to increase WorkSource staff skills and expertise through additional staff training around assistive technology and employing persons with disabilities.

Job Corps

At four residential campuses in the state of Washington, Job Corps prepares young people for jobs in rigorous, college like programs that work. Through classroom and work-based training, young people master academic basics, develop positive work habits and learn job-specific skills.

In an effort to better serve King County Job Corps participants, a Career Transition Specialist is located at a WorkSource site. In addition, the King County Job Corps Outreach Coordinator/Business Community Liaison sits on the WDC Youth Committee.

Juvenile Justice

The WDC sustains a strong partnership with the Juvenile Justice system through its Youth programs, and a representative from the King County Superior Court/Juvenile Justice system sits on the WDC Youth Committee. In addition, WDC staff participates in the King County PathNet partnership, an affiliation of youth-serving organizations working to provide increase systems integration and career and education options for youth involved in the juvenile justice system.

Seattle Housing Authority

Established in 1939, Seattle Housing Authority (SHA) provides long-term rental housing and rental assistance to more than 26,000 people in the city of Seattle. The agency owns and operates buildings of all shapes and sizes on more than 400 sites throughout the city. It is governed by a seven-member Board of Commissioners.

The WDC partners with SHA in several significant ways: a number of SHA customers are enrolled in the WDC's Health Careers for All training program; services for SHA's Yesler Employment Pathway Initiative are helping residents obtain training and jobs with neighborhood employers; and the WDC is supporting a SHA grant application which include job placement assistance for more residents.

Public and Private Workforce Initiatives

Career Pathways: Career Pathways is a public-private partnership which stations WorkSource career counselors part time at area hospitals to offer career options to hospital employees, not just to nurses and allied health workers who want to move up, but also low-skilled employees in housekeeping and food service who are interested in starting health-care careers. The career specialists offer a connection to training subsidies and other services, such as English language learning.

The hospitals ensure the sustainability of Career Pathways by funding a significant portion of the cost of the on-site staff. Hospitals have also contributed generous in-kind support, such as paid release time for employees, use of equipment for clinical training, and office space and equipment.

Elevate America's Veterans: The WDC, WorkSource, and the Microsoft Corporation partner to bring Microsoft's Elevate America to veterans and their spouses via the WorkSource system. Under this program, Microsoft provides free vouchers for intermediate, online IT certification courses. The program is more fully described in a later section.

SECTION I Continued

Performance Accountability

WIA Adult

Results for Seattle-King County’s WIA Adult program, based on data provided via the online Service, Knowledge, & Information Exchange System (SKIES) for July 2011–June 2012, show that 78.13% of exited participants left with unsubsidized employment. This compares to a statewide rate of 81.47%, as shown in the table below. Average wages for those employed in King County was \$15.80 per hour.

| WIA Adult Program Results | | | |
|--|-------------|---------|----------------------------------|
| | King County | State | # of Exiting Participants (King) |
| Percent of Participants Exiting with Unsubsidized Employment | 78.13% | 81.47% | 407 |
| Average Wage per hour for Exited Participants in Unsubsidized Employment | \$15.80 | \$14.58 | 407 |

In terms of demographics, nearly 55% of all WIA Adult participants served in Seattle-King County are women, as shown in the table below. More than two thirds, 71.94%, are participants of color. Only 5.5% of participants declared to be disabled. The percentage of participants who have limited English skills in King County is nearly 34%, compared to only 8% statewide.

| WIA Adult Program Demographic Data | | |
|------------------------------------|-------------|--------|
| | King County | State |
| Served | | |
| Total Participants | 909 | 4,686 |
| Gender | | |
| Percent Female | 54.68% | 57.02% |
| Ethnic/Racial Background | | |
| Percent African American | 37.84% | 22.97% |
| Percent Asian | 23.76% | 7.28% |
| Percent Hispanic | 6.27% | 10.39% |
| Percent Native American | 2.53% | 2.69% |
| Percent Pacific Islander | 1.54% | 1.17% |

| | | |
|-----------------------|--------|--------|
| Percent Caucasian | 32.89% | 70.08% |
| Disabilities | | |
| Percent Disabled | 5.5% | 5.19% |
| Targeted Group | | |
| Limited English | 33.88% | 8.34% |

WIA Dislocated Worker

Eighty-three percent of dislocated workers in Seattle-King County exited with unsubsidized employment, as shown in the table below. The average wage per hour for dislocated worker participants who exited in Seattle/King County was \$23.73, compared to \$19.08 statewide.

| WIA Dislocated Worker Program Results | | | |
|--|-------------|---------|----------------------------------|
| | King County | State | # of Exiting Participants (King) |
| Percent of Participants Exiting with Unsubsidized Employment | 83.77% | 85.46% | 647 |
| Average Wage per hour for Exited Participants in Unsubsidized Employment | \$23.73 | \$19.08 | 647 |

In terms of demographics, 50% of dislocated workers are women, as shown in the table below. About 37% of the participants served are people of color. Almost 5% have limited English skills, compared to 2.31% statewide.

| WIA Dislocated Worker Program Demographic Data | | |
|--|-------------|-----------|
| | King County | Statewide |
| Served | | |
| Total Participants | 1,469 | 6,546 |
| Gender | | |
| Percent Female | 50.24% | 43.86% |
| Ethnic Background | | |
| Percent Asian | 16.34% | 6.2% |
| Percent African American | 12.53% | 5.33% |
| Percent Hispanic | 5.38% | 6.72% |
| Percent Native American | 1.57% | 1.97% |
| Percent Pacific Islander | 1.43% | 0.78% |
| Percent Caucasian | 67.19% | 80.98% |
| Disabilities | | |
| Percent Disabled | 5.7% | 4.19% |
| Targeted Group | | |
| Limited English | 4.9% | 2.31% |

WIA In-School Youth

Over 27% of in-school youth participants exited the program into post-secondary school, and more than 50% exited the program into unsubsidized employment. Participants served spent an average of 92 weeks in the program.

| WIA In-School Youth Program Results | | | |
|--|-------------|--------|----------------------------------|
| | King County | State | # of Exiting Participants (King) |
| Percent of Participants Attending Secondary School | 0% | 1.5% | 120 |
| Percent of Participants Attending Post-Secondary School | 27.5% | 31.41% | 120 |
| Percent of Participants Exiting with Unsubsidized Employment | 50.83% | 33.38% | 120 |
| Average Weeks Spent In The Program Before Exit | 92 | 75 | 120 |

In terms of demographics, 63% percent are women, as shown in the table below. Over 95% are youth of color, with almost 61% African American, 19.06% Asian, 8.84% Hispanic, 2.76% Native American, and 5.59% Pacific Islander. About 3% of youth participants served are homeless/runaway. This compares to nearly 8% statewide. Additionally, nearly 21% have limited English skills, compared to a statewide percentage of 8.9%.

| WIA In-School Youth Program Demographic Data | | |
|--|-------------|-----------|
| | King County | Statewide |
| Served | | |
| Total Participants | 362 | 1,821 |
| Gender | | |
| Percent Female | 63.26% | 58.37% |
| Ethnic Background | | |
| Percent African American | 61.05% | 18.78% |
| Percent Asian | 19.06% | 7.25% |
| Percent Hispanic | 8.84% | 18.12% |
| Percent Native American | 2.76% | 6.0% |
| Percent Pacific Islander | 3.59% | 2.03% |
| Percent Caucasian | 13.26% | 65.0% |
| Disabilities | | |
| Percent Disabled | 11.6% | 15.43% |
| Targeted Group | | |
| Homeless Runaway | 2.76% | 7.96% |

| | | |
|-----------------|--------|------|
| Limited English | 20.99% | 8.9% |
|-----------------|--------|------|

WIA Out-of-School Youth

More than 18% of youth in Seattle/King County who participated in the Out of School Youth Program entered a post-secondary education at exit, as shown in the table below. This compares to a statewide rate of 13.99%. On average, participants spent 61 weeks in the program. Statewide, 61 weeks was the average length of stay.

| WIA Out-of-School Youth Program Results | | | |
|--|-------------|--------|----------------------------------|
| | King County | State | # of Exiting Participants (King) |
| Percent of Participants Attaining a Recognized Credential | 68.37% | 61.98% | 215 |
| Percent of Participants Attending Post-Secondary School | 18.6% | 13.99% | 215 |
| Percent of Participants Exiting with Unsubsidized Employment | 38.6% | 50.05% | 215 |
| Average Weeks Spent In The Program Before Exit | 61 | 61 | 215 |

In terms of demographics, more than 76% are youth of color, with 44.16% African American, 4.31% Asian, 15.07% Hispanic, 8.92% Native American, and 3.82% Pacific Islander. Over 94% were High School dropouts and were not attending school at enrollment. This compares to 71.75% statewide. Additionally, 13.38% were homeless runaways compared to 16.49% statewide and 26.33% were offenders compared to 25.69% statewide.

| WIA Out-of-School Youth Program Demographic Data | | |
|--|-------------|-----------|
| | King County | Statewide |
| Served | | |
| Total Participants | 471 | 2,110 |
| Gender | | |
| Percent Female | 54.35% | 50% |
| Ethnic Background | | |
| Percent African American | 44.16% | 19.34% |
| Percent Hispanic | 15.07% | 22.37% |
| Percent Native American | 8.92% | 7.96% |
| Percent Asian | 4.31% | 2.75% |
| Percent Pacific Islander | 3.82% | 2.23% |
| Percent Caucasian | 45.44% | 68.10% |
| Disabilities | | |

| | | |
|---|--------|--------|
| Percent Disabled | 4.73% | 9.48% |
| Targeted Group | | |
| Not Attending School, High School Dropout | 94.48% | 71.75% |
| Homeless Runaway | 13.38% | 16.49% |
| Offender | 26.33% | 25.69% |

Use of Performance Information

Performance information is reviewed during the WDC’s strategic planning cycle to help inform the selection of areas for strategic attention. It continues to be reviewed throughout the period between planning cycles as mechanism for identifying needed updates to the plans and initiate more or different actions at a particular point in time.

Performance information plays a significant role during the procurement process which selects WIA service providers as well as during the formation of each provider’s performance contract. Throughout the contract period, performance data is reviewed quarterly and establishes a performance feedback loop and management tool which is used by WDC staff and providers to identify areas of underperformance and implement corrective steps.

The WDC has worked with its WorkSource and WIA partners to develop a dashboard for the system which includes performance indicators in key outcome areas. The dashboard is reviewed by the WorkSource Operator, WorkSource site managers, and WDC management and staff to recognize areas of strength and identify areas of concerns. This review results in actionable steps which include:

- Identifying best practices and sharing them at site manager and partner meetings.
- Deploying operator staff to work with site management and staff to address areas of concern by planning and implementing new strategies or corrective steps.
- Guiding continuous quality improvement (CQI) strategies.

CQI is a mandatory part of the WorkSource certification process and a continuing effort at each WorkSource site. Performance data is used, not only to first highlight areas of concern, but to track progress on the improvement steps taken.

The performance dashboard is reviewed by the WDC board to continually evaluate system investments. This allows them to both manage current resource allocations and plan future investments that are responsive to community needs. For example, changing workforce demographics may drive the types and location of services offered.

The WDC staff includes two highly skilled data analysts trained to access and mine data from the WorkSource system, the local budget system, and the state's labor market data sources in order to generate the dashboard and other targeted performance reports. The reports are generated and verified on a regular schedule established by the WDC board and organization management. The analysts periodically perform the industry research and environmental scans used by the board during its strategic planning cycle.

The board, through its Industry and Employment Committee, reviews performance reports quarterly and annual core measure data is reviewed with the full board annually.

SECTION II: PROFILE

Local Area Profile: WDA 5

Workforce Development Area: Seattle-King County

County or Counties Served: King County

Fiscal Agent/Entity Responsible for the disbursement of grant funds: WDC Seattle-King County

I. Local One-stop System

I. One-stop(s) and affiliate site(s):

One-Stop:

Renton WorkSource

Affiliate Sites:

Auburn

Downtown Seattle

North Seattle

Rainier

Redmond

South Seattle Community College

Connection Sites:

Bellevue College

Highline Community College

King County Housing Authority

King County Library System

Multi-Service Center

Office of Port Jobs

Refugee Women's Alliance (ReWa)

Renton Technical College

Seattle Central Community College
Seattle Goodwill
Seattle Public Library
Shoreline Community College
YWCA/Greenbridge

II. Operator(s) for each One-stop.

YWCA Seattle | King | Snohomish

SECTION II Continued

WIA Service Providers: WDA 5

| Dislocated Worker Program | Service(s) Provided | | |
|--|-------------------------------------|-------------------------------------|-------------------------------------|
| Service Provider | Core | Intensive | Training |
| Asian Counseling and Referral Service (ACRS) | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| King County Employment and Education Resources | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Pacific Associates | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| TRAC Associates | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

| Adult Program | Service(s) Provided | | |
|-------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Service Provider | Core | Intensive | Training |
| ACRS | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Multi-Service Center | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Neighborhood House | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Pacific Associates | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| TRAC Associates | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

| Youth Program | Service(s) Provided | | |
|--|----------------------------|-------------------------------------|-------------------------------------|
| Service Provider | Core | Intensive | Training |
| City of Seattle | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| King County Employment and Education Resources | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Auburn School District | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Renton School District | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

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SECTION III: OPERATIONS PLAN

YOUTH SERVICES

- 1. Describe your local area's design framework (including the 10 program elements outlined in 20 CFR 664.410 and WIA Sec.129(c)(2)) for WIA Youth activities. Please also describe local initiatives to better serve WIA Youth participants and to align with local multiple pathway strategies around first careers through outreach and integrated service delivery. Please further describe how you will engage employers to create work-integrated learning opportunities.***

Program Design: Youth service providers make the full range of WIA youth services available for all enrolled youth. Each WIA youth participant undergoes a comprehensive assessment that reviews his/her basic skill levels, occupational skill levels and interests, and the support service/developmental needs of the participant. Included is a baseline appraisal in five skill areas directly related to successful employment: academics, career planning, employment preparation and work readiness, technology and financial planning. Each individual works with a qualified case manager or other professional to develop an Individual Service Strategy (ISS) that identifies a career goal, service plan and reasonable outcomes related to education and employment. The participant and case manager revisit the ISS periodically to revise service strategies, as appropriate. These service strategies prepare participants for post-secondary educational opportunities, implement linkages between academic and occupational learning, support preparation for employment, and make connections to the job market and employers.

The variety of community partners and entry points available for youth ensures that they have access to WIA services. All providers deliver the 10 required WIA youth elements. Educational needs can be met through tutoring programs, alternative schools, and learning centers that are located throughout the County. These programs serve youth who have dropped out and want to re-engage in education. Youth can earn high school credit or work towards a GED and master competencies key to academic and workplace success. They receive intensive support in addressing personal barriers and move on to college and/or work.

WIA funds are leveraged through our local partnerships. Services are provided through consortia of interconnected partners. School districts, community based-organizations, Community and Technical Colleges and government agencies collaborate to reach out and serve economically disadvantaged youth. Our partnerships touch every corner of King

County. The Consortium model builds on the unique strengths, service delivery strategies, and communities served by each partner agency. This approach allows for the leveraging of community resources and makes services available in wide geographic area.

In-School Youth: Seattle-King County WIA-funded programs for in-school youth target youth between the ages of 16 and 18. In-school programs typically include a summer component that integrates employment or work readiness training, career exploration, and in some cases academic credit through a partner high school or community college. WIA funding is an important piece of the school-to-career system, as it offers increased work-based learning opportunities to those youth that are WIA eligible. The WIA in-school program functions as a dropout prevention strategy by quickly intervening with at-risk youth as they begin to falter in school. Current emphasis includes exploration of careers and post secondary training and credit retrieval activities.

WIA In-school-youth (ISY) services are provided through two consortia. The City of Seattle's Human Services Department leads a consortium that includes the Seattle Youth Employment Program, Metrocenter YMCA, SeaMar Community Health Center and Seattle Public Schools. King County Employment and Education Resources leads a consortium that includes Federal Way, Highline, Renton and Kent School Districts and Renton Technical College.

Out-of-School Youth: Out-of-school youth programs are designed to lead youth to self-sufficiency through attainment of full-time, long-term employment and/or a post-secondary credential.

Service strategies for younger OSY, ages 16-18, focus on returning youth to a school setting to complete their secondary education and prepare them for post-secondary education and/or employment leading to self-sufficiency. Service strategies for older out-of-school youth, ages 19-21, connect youth to advanced training and post-secondary education, and include strategies that help interested participants to not only earn a credential, but to find stable employment with opportunities for advancement. Strong community partnerships are instrumental to the sustainability of "second chance" programs for out-of-school youth. WIA OSY programs integrate comprehensive collaboration, including shared financing, among local school districts, the juvenile justice system, community colleges, and community-based organizations.

WIA Out-of-school youth (OSY) Services are delivered primarily through 2 consortia of public agencies, community based organizations, community colleges and school districts. King County Employment and Education Resources leads a consortium that includes Shoreline and Bellevue Community Colleges, Renton Technical College, the Metrocenter YMCA and Neighborhood House. The City of Seattle's HSD OSY services are provided by YouthCare, a community-based organization that targets homeless and economically

disadvantaged youth ages 16-21. Their onsite occupational skills training programs provide skills training and certifications for work in the food services and IT sectors. The training programs are paired with educational services and a continuum of supportive services that address the needs of this unique population.

Employer Engagement: Service providers work with a number of public and private sector employers to develop internship/training opportunities for participants. Employers also participate in mock interviews and career exploration activities.

Both the ISY and OSY networks have also developed extensive relationships with schools, community colleges, community based organizations and the Juvenile justice system that facilitate referrals to WIA services. Youth can get access to the services at schools, community centers and the offices and service delivery locations operated by the partners.

Referrals: WIA Youth services information is available at 7 WorkSource locations in King County. YouthSource is collocated at the WorkSource Renton facility. During participation WIA youth are given an overview of what services and resources are available at WorkSource. In many cases the youth tour a WorkSource office to have the opportunity to see how to utilize those resources.

Connections between WorkSource Seattle-King County and WIA youth service providers enhances connections between local youth and the services available through WIA, WorkSource and programs to serve youth operated by schools, community colleges and community based organizations. WIA Youth providers refer eligible applicants who do not meet the enrollment requirements for a particular program or who cannot be served to a network of agencies for further assessments and specific services. Examples are referrals to organizations that serve homeless, immigrant and foster youth. Non eligible or non participant youth can receive services at the WorkSource offices that include job referrals, resume preparation, career exploration, the use of career center resources and basic computer skills training.

Planning Partners: The WDC's Youth Committee is responsible for overseeing and setting the strategic direction of the WDC's youth initiatives. The Youth Committee chooses its strategic priorities for the year, drawing on its analysis of local needs and gaps in the existing youth services network. These priorities are reflected in the council's funding decisions, particularly in procurements. The Youth Committee hears from participants, parents and community partners on a regular basis concerning the program design. One example of response to this input is the decision to focus additional resources to serve out of school youth and an emphasis on work based training. In addition, WIA Youth service providers have activities that involve student and parents in the review, design and planning process of service delivery.

Multiple Pathways: The youth programs are designed to offer multiple options for accessing career information, career preparation activities, and work experiences.

- **Career exploration:** The WDC reviews industry sectors in King County to determine which are most likely to provide opportunities for self sufficiency employment. The WDC published “Map Your Career” as a guide to career pathways in 10 key industries in King County. Over 5,000 copies of this publication have been widely distributed throughout the county to provide students, out of school youth, parents and school and community organization staff with extensive information about career pathways, education and career opportunities and sample wages. The information is also available through the Map Your Career.org website. Schools use this resource in career planning activities through classroom activities and for one to one counseling. WIA Youth programs use this tool along with the Self Sufficiency Calculator to provide participants with real time information about training and potential wages, the actual cost of living in their communities and the benefits of financial planning. The programs also include employer visits to see careers in action.
- **Workplace experience:** Youth are exposed to careers thorough field trips and by hearing from employers who come to talk to the program participants. Internships are developed for WIA youth through the relationships developed by the Youth system partner agencies with private and public sector employers. The WDC has also initiated Business Outreach activities to help increase the opportunities for youth to connect with businesses for job shadowing, workplace visits and internships.
- **Job readiness training:** WIA youth participants complete a comprehensive, objective assessment at the beginning of their participation. Job readiness training is integrated into all WIA youth activities. Assessment of and instruction to improve workplace skills such as positive work habits, team work and problem solving are important parts of each youth’s service strategy. Work readiness skill attainment goals are set for each service provider contract and attainments are entered into SKIES when they are completed.

Required Program Elements: The Youth programs effectively address all 10 of the required elements.

- **Tutoring, study skills training and instruction leading to secondary school completion including dropout prevention strategies:** These services are provided through individual and group activities. Seattle’s Youth Employment Program (SYEP) has a large Academic Support Program that includes free tutoring, credit retrieval and basic skills classes. Similar activities are offered at Learning Centers in Renton

and Shoreline as well as at high schools throughout the county. Metrocenter YMCA and YouthCare also offer tutoring and credit retrieval services.

- Alternative secondary school offerings: WIA youth services are linked to alternative schools at SYEP, YMCA Metrocenter, and YouthCare. Additional linkages exist with the alternative school offerings in Renton, Shoreline, Highline, and Auburn School Districts.
- Summer employment opportunities directly linked to academic and occupational learning: Both ISY and OSY programs coordinate paid summer employment opportunities with the opportunities to earn academic credit and refresh/gain basic skills while learning occupational skills. Summer projects are provided in partnership with school districts so youth can gain credit while working.
- Paid and unpaid work experiences, including internships and job shadowing: Work experiences are an important component of WIA youth programs. Low income youth can earn wages and learn work maturity and occupational skills through these activities. These activities are organized around the “education first” rule - worksites agree to reduce or eliminate work hours if a youth fails to maintain academic expectations. Work experiences and internships take place in a variety of private sector workplaces including healthcare, information technology, and customer service focused businesses. In the public sector schools, community organizations, and public agencies provide work experience opportunities. Internships are coordinated to match the career interests of participants whenever possible. The placements occur after the youth has demonstrated progress and success in academic and job readiness training activities.
- Occupational skill training: Seattle-King County WIA youth programs have developed specific occupational skills training programs that are focused on high growth/high wage industries. Students gain exposure to these industries along with job specific skills training. In School Youth are encouraged to pursue Programs of Study made available by their schools.

In the construction sector, WIA OSY can participate in the YouthBuild Program which combines classroom training with work experience helping to build a house for Habitat for Humanity. WIA ISY youth can also get construction sector training through the CWest program at Seattle Public Schools. In School Youth are encouraged to pursue Programs of Study made available by their schools.

Healthcare focused programs for WIA Youth are offered that combine CNA training with health care internships. Health Careers for Youth (HCY) is the King County project of the Governor’s statewide Healthcare Career Academy initiative. HCY seeks to make education and employment in health care careers more accessible to

underrepresented youth, including bilingual youth of color. The model meets industry needs by attracting more youth and a greater diversity of candidates to nursing and other health professions.

HCY provides high school students with career exploration, CNA training, pre-requisite coursework in nursing and allied health occupations, and work-based learning. CNA training and certification serves as a gateway to both employment and additional training in a broad array of health care careers, such as nursing, phlebotomy, medical assisting, medical reception, pharmacy technician, radiologic technologist, etc. Many students earn college credits through the Running Start program.

YouthCare offers onsite occupational skills training programs for homeless youth that provide skills training and certifications for work in the food services and IT sectors. The training programs are paired with educational services and a continuum of supportive services that address the needs of this unique population.

Youth also participate in occupational skills training programs at Community and Technical Colleges. Several youth are enrolled in IBEST training programs like the General Services Technician (GST) training program at Shoreline Community College.

- Leadership development opportunities: These are offered at all WIA sites through a variety of approaches including workshops, teambuilding activities, service learning projects and youth involvement in program planning. One example is the Puget Sound Off project operated by the MetroCenter YMCA. Youth are provided skills training in communication, the use of social media and web tools for leading discussions about local issues and public speaking.
- Support services: Support services are provided at all sites. Case managers assist youth with access to non-WIA funded support services such as federal financial aid for tuition and linkages to community organizations. WIA supportive services are used when other resources are not available for help with emergency costs such as food, transportation, and housing
- Adult mentoring: Mentoring is provided through the long term relationships between program staff and youth. Staff and worksite supervisors understand that they are constant role models for youth.
- Follow-up services: Follow up services are provided for at least one year after exit. Case managers maintain regular contact and assist youth with educational plans,

job search needs and other issues. Supportive services are available to youth during this time.

- Comprehensive guidance and counseling: These services are provided by program staff and teachers. When necessary, youth are referred to community resources such as Ruth Dykeman Children’s Center, Central Area Youth and Family Services, Seattle Mental Health and YouthCare’s Orion Center.

ADULT SERVICES

- 2. Describe your local area’s WIA Adult activities (20 CFR 661.350(a)(5) and WIA Sec.118(b)(4)), including efforts to align with local multiple pathway strategies around first careers and transitioning workers through outreach and integrated service delivery (i.e., coordination with Wagner-Peyser, and other partner programs). Please also address the following sub-populations in your response: Unemployment Insurance claimants, older workers, individuals with disabilities and, as applicable, migrant seasonal farm workers (WDA 3, 8, 9, 10, and 11 only).**

Wagner Peyser: Wagner-Peyser services are universally available to all customers who engage in the system from any entry point.

Worksource Seattle-King County has a dedicated website (www.worksourceskc.org) which serves as an online entry point to the system and provides information on all of the services available. A workshop search feature allows customers to see the varied offerings of topics available including:

- common job search topics, mock interviews and resume clinics
- specialized job clubs
- social media
- computer classes
- college navigation and career planning
- targeted resources for a range of sub-populations: mature workers, individuals with disabilities, veterans, ex-offenders, homeless individuals and UI claimants
- self-employment
- targeted career pathways including supply chain management, transportation & logistics and aerospace

A network of thirteen “connection sites” hosted by community organizations also provides online access to WorkSource services as well as additional value-added services such as computer classes, job search clinics and English language training.

In addition to the above, general core services include one-on-one desk side services, job referrals, connection to hiring events, resource room services/tools, referral to training and/or intensive services, connection to UI services and job clubs. Since all partners in WorkSource offices contribute to core services, multiple staff is involved in identifying potentially eligible and appropriate WIA participants who are referred to WIA Adult and Dislocated Worker services.

WIA Adult Services: WIA Adult Services are available through the seven WorkSource locations in King County. As noted above, services are accessed directly at the brick and mortar sites or can be virtually accessed from one of the thirteen remote connection sites. The connection sites have strong, local community ties which are an important component of customer outreach. This outreach is augmented through other frequently used channels, including community resource fairs, community college presentations, integrations with embedded career services at colleges, and online access to WorkSource websites.

Core Services: All service delivery partners who enter into RSAs at the local WorkSource offices contribute to core services with the exception of WIA Adult and DW staff. WIA contributions to core services are now provided through a contract with one WIA service provider. The provider supervises a staff of 7, one at each of the WorkSource locations.

While the WIA core staff provides a variety of services, there are also contractual service requirements. The WIA core staff facilitates a job club for a specialized population based on the community needs of each WorkSource site. Some of the customer groups being served through job clubs are Spanish-speakers, mature workers, customers using LinkedIn and customers with multiple barriers to employment.

The core team conducts sessions utilizing the new Career Coach tool. Career Coach provides occupational and labor market information on wages, hiring trends, and job descriptions and crosswalks the information with post-secondary training options and local job postings. Another important feature of the tool is an integrated resume builder.

Finally, the WIA core team plays an integral role in referrals to WIA services, including providing overviews of intensive and training services in both group and individual sessions and conducting an initial screening. Referrals are made on a neutral broker basis to WIA case managers. The remainder of core contributions provided by WIA core staff is determined by the staff person, his or her supervisor and the site manager.

In addition to the WS internal referral process identified directly above, referrals for customers who may be eligible for WIA-Adult services come from an array of community sources, including community and technical colleges, service agencies and self-referrals. Different referral sources ensure a diverse approach to identify customers for program enrollment.

Intensive Services: Adult intensive employment and training services are available at all WorkSource centers and affiliates. Customers requesting Adult services first complete an intake form to determine eligibility. A variety of tools, most online, are available to help customers assess skill levels and career interests and identify any barriers to employment. Once enrolled, Adult services include:

- comprehensive and specialized assessment
- development of individual employment plans
- group counseling
- individual counseling and career planning, inclusive of determining self-sufficiency wage goals and developing a budget
- case management for participants seeking training
- referral to services not provided by WIA if needed
- short-term pre-vocational services (e.g. “soft skills” training)
- follow-up services including counseling and supports after entering employment

Assessment results become action plans, integrated into an Individual Employment Plan (IEP). WIA staff and registered customers work together to develop specific services needed for sustained employment leading to economic self sufficiency. The WDC’s Map Your Career tool is utilized during this process, when applicable, as a career planning tool that enables customer to visually see career tracks in high-demand sectors. Additionally, the WDC has integrated a financial planning tool called the Self-Sufficiency Calculator. The Calculator shows the wage level needed for the customer to become self-sufficient given his or her family composition and area of residence and provides for the development of a budget plan.

Training Services: Services include funds for occupational skills training, skill upgrading and retraining, ABE/GED, on-the-job training, entrepreneurial and job readiness training. Funds for Individual Training Accounts (ITAs) are aligned with the Demand/Decline list per the WDC’s Qualifying Occupations List. ITA funds are leveraged with resources such as PELL grants and WIA funds will continue to be coordinated with other financial aid sources through our 13 local Community Colleges, universities, and numerous private vocational educational institutions.

Customers with Disabilities: The WDC’s Accommodations Policy the efforts to ensure that universal access is available for all persons interested in participating in programs, projects

and activities contracted through the WDC, including persons with disabilities. The WorkSource system in Seattle-King County has a wide variety of tools and accommodations designed to make all its features accessible to those with disabilities. WorkSource makes every effort to provide reasonable accommodations to all programs, policies, and procedures in order to accommodate any known physical, mental, or sensory disability.

The WDC is a sub-grantee for the Disability Employment Initiative grant. Under the grant, a contractor staffs Disability Resource Coordinator (DRC) positions at selected WorkSource offices. The DRCs provide assistance to:

- increase employment and self-sufficiency for persons with disabilities by linking them to employers and facilitating access to supports and services that will enable successful transition to employment;
- address the needs of people with disabilities seeking training and employment throughout the WorkSource system;
- provide expertise and serve as a resource to the WIA system and persons with disabilities, including Social Security Disability Insurance and Supplemental Security Income disability and blindness beneficiaries; and
- train WorkSource staff in more effectively working with persons with disabilities.

UI Claimants: Unemployment Insurance (UI) claimants are called in to WorkSource by ESD to receive an orientation to the WorkSource system. Customers receive detailed information about the services and resources available at WorkSource. All WorkSource customers, including UI claimants, are offered core services based on their employment needs. Additionally, UI claimants may be referred for intensive and/or training services. ESD has designed and delivered special re-employment services for long-term UI claimants.

Older Workers: A recent three-year, Department of Labor funded grant providing older worker services heightened awareness county-wide of the training and employment needs for this important population. Age-tailored workshops and job clubs are now available at most WorkSource sites to provide employment tips for individuals 55+ years. In addition, the WDC has developed a website oriented towards the needs of older workers and their employers, offering tools and resources to encourage employment and retention.

DISLOCATED WORKER SERVICES

- 3. Describe your local area's Dislocated Worker activities (20 CFR 661.350(a)(5)), including efforts to align with multiple pathways strategies around transitioning workers through outreach and integrated service delivery (i.e., coordination with Wagner-Peyser, Trade Adjustment Assistance, and other partner programs).**

In the Seattle-King County area WIA funded Dislocated Worker staff is located at each of the seven WorkSource and Affiliate Sites where they provide access to training and intensive job search assistance to customers determined eligible for this funding source. Generally customers are referred to Dislocated Worker Program staff through a Core Service referral team (see Adult Services section above), customer self-referral, or college referral.

Unemployment Insurance Claimants, WorkFirst participants, Veterans and non-program attached customers receive information on Dislocated Worker program training and intensive individualized re-employment services through presentations and information provided during Wagner-Peyser funded activities such as orientations, workshops and front end triage. Customers are also identified as potential referrals during desk side interviews. All WorkSource staff and partners have knowledge of the Dislocated Worker services and the basic eligibility criteria. Self-service customers may receive information on the Dislocated Worker program through the menu of services directory.

Partners work closely with WIA staff to achieve seamless service delivery and support to the customer. Coordination with Worker Retraining fund sources is achieved through quarterly meetings with the Community Colleges' workforce staff. WIA staff establishes working relationships with Community College staff at each local campus. WorkSource staff members are also active members of the local Rapid Response Team and well versed in WIA funded program eligibility as well as Trade Act program eligibility and can effectively deliver Rapid Response services to either group. Another key partnership is through the King County Veteran and Human Services Levy that has developed a Veterans Aerospace initiative being housed in our full American Job Center site, WorkSource Renton. Veterans are able to access basic math and computer skills as well as train in aerospace manufacturing at a local community college.

Trade Act program components include reemployment services that consist of WorkSource services such as assessment tools, resource rooms, veteran services, labor market information, and career exploration tools, and access to WIA dislocated worker services. Where ever feasible, co-enrollment is used as a tool to integrate and expand services.

Prior to enrollment, customers complete an Intake and Assessment process to determine eligibility for intensive job search and/or training services. Assessment tools customarily used are the CASAS Employability Competency System to assess basic literacy level; ONET or TORQ to reveal occupational interests and aptitudes; the Employment Readiness Scale to identify employment barriers and develop an action plan. The most recently added tool, Career Coach, is an aid for in-depth occupation exploration and career planning.

RAPID RESPONSE

4. Describe your local area's Rapid Response strategy (20 CFR 661.350(a)(6)) and WIA Sec.118(a)(5)), including the coordination of state and local resources and activities.

Overview: The Rapid Response team is composed of staff from the Worker Center, ESD, and a WIA service provider. The WIA-contracted service provider, under the direction of the WDC, provides leadership and management for the Rapid Response team. The majority of Rapid Response activity is conducted at employer sites and includes partner information, WorkSource information, including WIA services, and job search workshops.

Process: The Rapid Response Coordinator with ESD in Olympia, notifies the Seattle-King County Rapid Response team Lead upon receipt of a WARN or other relevant request for Rapid Response services. The team lead then contacts the employer to offer services. Depending on the size of the layoff, a "pitch" meeting is conducted with company management to recommend that the Rapid Response team work with the company to assess needs, review available services, and obtain any relevant employee information. "Pre-layoff presentations" are scheduled at this meeting. For companies with fewer layoffs, or, who are not interested in on-site presentations, the team lead provides an "employee packet" with relevant information that can be distributed by the company to impacted employees. Companies who have not filed a WARN notice, or, who have questions prior to filing their WARN, can also be directed to the Seattle-King County Rapid Response team, for assistance.

Integration: The local Rapid Response team regularly coordinates its activities with statewide efforts/resources with the assistance of the state's Rapid Response team. If a company issues a WARN notice for a lay-off impacting multiple counties, initial meetings and/or conference calls include Rapid Response representation from all of the counties. In the absence of a WARN notice and where the Seattle-King County Rapid Response Team is contacted directly by a multi-county employer, the local team lead contacts the appropriate Rapid Response contact in other parts of the state.

BUSINESS SERVICES

5. Describe how your local area meets the needs of employers (20 CFR 661.350(a)(1)), including approaches and tactics to connect employers to WorkSource resources and to help employers strengthen and grow their businesses, and how those efforts align with local multiple pathway strategies designed to benefit employers.

The WDC has an established a Business Services team addressing employer needs in target industry clusters. The plan governing their activities is presented in Section I of the Business Services Plan and outlines team organization and the employer services that team members and partner agencies provide. Team members all have industry experience and are deployed by industry at WorkSource sites. One focal point for team members is connecting employers to WorkSource job seekers who have been recently completed industry-relevant training. The team also hosts a variety of networking events for employers and job seekers. These include industry employer panels at which employers describe industry occupations and hiring practices and meet qualified job seekers. Job seekers are targeted for attendance based on their experience, training, and employment goals.

Along with the WDC Business Services efforts, ESD and other WorkSource partners actively contribute to connecting job seekers and employers in order to meet employer needs for qualified workers and place job seekers on paths to self-sufficiency. Their work helps employers grow and strengthen their businesses by assisting with recruitment, providing them with candidates, and increasing an employer's exposure to unemployed or underemployed job seekers.

ESD focuses on preparing and connecting UI Claimants, WorkFirst participants, and Veterans with local employers. Partners such as the Division of Vocational Rehabilitation assist job seekers with disabilities with returning to work. By having diversity in the organizations, this ensures that there are multiple pathways and strategies in which employers can be connected with job seekers.

In addition to having various pathways that foster connectivity between employers and job seekers, there are also various levels of services that employers receive. ESD provides consultative services on how to utilize go2worksource.com, assists in recruitment efforts by creating, and managing WA job orders (a method for recruiting specific types of candidates), and coordinates hiring events for recruiting and hiring multiple candidates for an industry. ESD also conducts targeted outreach to small and medium sized employers who appear to have positions that align with the various seeker populations that are available in the WorkSource system.

VETERAN SERVICES

- 6. Describe your local area's efforts to provide targeted outreach to veterans and eligible spouses, including a description of any special initiatives to serve the veteran population.***

Special Initiatives: The WDC is working with Microsoft to provide Veterans and their spouses free online training in computer skills through a program called Elevate America's Veterans program. Customers are given the opportunity to build skills in selected Microsoft technologies and earn an industry-recognized certification that demonstrates their skills to employers. Vouchers to save money on taking the test prep and certification exams are sometime available. A technology trainer is available to help veterans and their spouses make technology training decisions, work through the voucher process, assist in developing technology skills and support the completion of courses and getting Microsoft certifications.

King County funds a specialized veteran's services team at the WorkSource Renton One-Stop that supports a strong aerospace pathway. Staff is available to identify potential participants, provide in-depth assessments, make referrals to training programs, monitor progress and assist with job search and placement.

The Employment Security Department recently developed and assigned a Regional Veterans Outreach Representative (RVER) position to its staff in King County. The RVER is charged with targeting veteran-friendly employers and federal contractors to increase job opportunities for veterans and eligible spouses. The RVER also facilitates communications among WorkSource partners as part of an overall strategy to maximize shared resources for veteran training and employment.

The WDC is also developing a training session for veteran's staff to use on-line tools to assist customers with performing cross-walk functions to develop accurate and relevant resumes.

Finally, the WDC is participating in the Gold Card program for veterans. The program provides unemployed post-9/11 era veterans with the intensive and follow-up services they need to succeed in today's job market. The Gold Card initiative is a joint effort of the Department of Labor's Employment and Training Administration (ETA) and the Veterans' Employment and Training Service (VETS).

An eligible veteran can present the Gold Card at a local WorkSource office to receive enhanced intensive services including up to six months of follow-up. The enhanced in-person services available include:

- Job readiness assessment, including interviews and testing;
- Development of an Individual education and employment plan;
- Career guidance through group or individual counseling that helps veterans in making training and career decisions;
- Provision of labor market, occupational, and skills transferability information that inform educational, training, and occupational decisions;

- Referral to job banks, job portals, and job openings;
- Referral to employers and registered apprenticeship sponsors;
- Referral to training by WIA-funded or third party service providers; and
- Monthly follow-up by an assigned case manager for up to six months.

Outreach: The Elevate America’s Veterans service provider performs outreach to ensure that as many veterans as possible are aware of the free on-line training voucher program. In addition to service organizations and colleges in King County, the provider has also connected with veterans staff in Pierce County to facilitate access to the program from there.

Veteran service staff is regularly involved in an array of events scheduled to assist veterans. Participation at hiring events and conferences are some examples of where staff attend events to market WorkSource services and make connections with staff who may be potential customers. When the Elevate America’s Veterans service provider contacts customers about the Microsoft program, information about other WorkSource services is also shared.

Veterans Served: For PY11, a total of 4,036 veterans received services in the Seattle-King County WorkSource system. Of those customers, 2,959 received job preparation services, 630 intensive services, 90 training, 1,597 job ready services and 1,335 general services. During that time period, 3,385 veterans exited, 1,615 with employment which represents a 47.7% exit to employment rate.

Integration: All staff in the WorkSource system is equipped and available to serve veterans through “Priority of Service” guidelines. Each office has staff designated to provide services under the Gold Card initiative, including follow up. For customers who need specialized services, staff is aware of what staff and services are available and the associated referral process. Additional dedicated staff is assigned to many of the offices. ESD LVERs and DVOPs have a presence at all offices, a team of 7 from the King County Veteran’s unit is collocated at the Renton One-Stop Center and 1 from that group is located at the WS Downtown Affiliate. The Elevate America’s Veterans contractor is available to connect with customers at all sites.

BRANDING

7. Describe your local area's plans for American Job Center Network (AJC) branding as informed by WIN 0025.

AJC branding has been incorporated in all WDC communications and publications since July 2012. An ESD effort is in progress to update all WorkSource promotional materials to include AJC branding.

SECTION IV: ASSURANCES

2013-2017 WIA Title I-B and WorkSource System Assurances

| Planning Process and Public Comment | | References |
|--|---|---|
| <input checked="" type="checkbox"/> | 1. The local board has processes and timelines, consistent with WIA Section 118(c)(2) to obtain input into the development of the Local Plan and to give opportunity for comment by representatives of local elected officials, local workforce investment boards, businesses, labor organizations, other primary stakeholders, and the general public for a 30-day period. | WIA Sections 118(b)(7), 118(c)(1), 118(c)(2); 20 CFR 661.345(b) |
| <input checked="" type="checkbox"/> | 2. The local board afforded entities responsible for planning or administering programs and activities covered in the Local Plan opportunities to review and comment on the draft plan. | WIA Sections 118(b)(7), 118(c)(1), 118(c)(2); 20 CFR 661.345(b) |
| <input checked="" type="checkbox"/> | 3. The final local plan is available and accessible to the general public. | 20 CFR 661.345(b)(1) |
| <input checked="" type="checkbox"/> | 4. The local board has established procedures to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes. | WIA Section 117(e); 20 CFR 661.307 |
| Required Policies and Procedures | | References |
| <input checked="" type="checkbox"/> | 5. The local board makes publicly-available any local requirements for the public workforce system, such as policies, including policies for the use of WIA Title I funds. | WIA Section 118(b)(10); 20 CFR 665.350(a)(13) |
| <input checked="" type="checkbox"/> | 6. The local board has established a written policy or procedure that identifies circumstances that might present conflict of interest for any local workforce investment board or entity that they represent, and provides for the resolution of conflicts. | WIA Sections 112(b)(13), 111(f), 117(g); WIA Policy 3420 Revision 1 |
| <input checked="" type="checkbox"/> | 7. The local board has copies of memoranda of understanding between the local board and each one-stop partner concerning the operation of the one-stop delivery system in the local area, and has provided the State with the latest versions of its memoranda of understanding. | WIA Section 121(c), 134(d)(2); 20 CFR 661.120(b), 661.350, 662.310(b)(c), WorkSource System Policy 1013 |
| <input checked="" type="checkbox"/> | 8. The local board has written policy or procedures that ensure one-stop operator agreements are reviewed and updated at least every two years. | WIA Section 118(b)(10); WorkSource System Policy 1008 Revision 1 |
| <input checked="" type="checkbox"/> | 9. The local board has negotiated and reached agreement on local performance measures with the chief elected official and the governor. | WIA Sections 117(d)(5), 118(b)(3); 20 CFR 665.301(5) |
| <input checked="" type="checkbox"/> | 10. The local board has procurement policies and procedures for selecting one-stop operators, awarding contracts under WIA Title I-B Adult and Dislocated Worker funding provisions, and awarding contracts for Youth service provision under Title I-B in accordance with applicable state and local laws, rules, and regulations, provided | WIA Sections 121(d)(2) (A), 123; 20 CFR 662.410; 20 CFR 663.430; 20.CFR 661.310; WIA Policy 3405 |

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| | no conflict exists with WIA. | |
| <input checked="" type="checkbox"/> | 11. The local board has procedures for identifying and determining the eligibility of training providers and their programs to receive WIA Title I-B individual training accounts and to train dislocated workers receiving additional unemployment insurance benefits via the state's Training Benefits Program. | WIA Sections 117(d)(2)(c), 118(b)(2)(A), 122; 20 CFR 663.350(a)(3)(i), 663.500-590; WIA Policy 3635 |
| <input checked="" type="checkbox"/> | 12. The local board has written procedures for resolving grievances and complaints alleging violations of WIA Title I regulations, grants, or other agreements under WIA and written policies or procedures for assisting customers who express interest in filing complaints at any point of service, including, at a minimum, a requirement that all partners can identify appropriate staff contacts and refer customers to those contacts. | WIA Section 188; 20 CFR 667.600; WIA Policy 3440, Revision 1; WIA Policy 3445; WIA Policy 3450 Revision 1; WorkSource System Policy 1012 |
| <input checked="" type="checkbox"/> | 13. The local board has assurances from its one-stop operator that all one-stop centers and, as applicable, affiliate sites have front-end services consistent with the state's integrated front-end service policy and their local plan. | WorkSource System Policy 1010 Revision 1 |
| <input checked="" type="checkbox"/> | 14. The local board has established at least one comprehensive, full-service one-stop center and has a written process for the Chief Local Elected Official and local board to determine that the center conforms to the definition therein. | WIA Section 134(a)(2); 20 CFR 662.100 |
| <input checked="" type="checkbox"/> | 15. The local board provides to employers the basic business services outlined in WorkSource System Policy 1014. | WorkSource System Policy 1014 |
| <input checked="" type="checkbox"/> | 16. The local board has written processes or procedures and has identified standard assessment objectives and resources to be used to support service delivery strategies at one-stop centers and, as applicable, affiliate sites. | WorkSource System Policies 1016 and 1011; WIA Policy 3685; WIA Title II, SBCTC State Assessment Policy |
| <input checked="" type="checkbox"/> | 17. The local board ensures that outreach is provided to populations and sub-populations who can benefit from one-stop services. | WIA Section 188; 29 CFR 37.42 |
| <input checked="" type="checkbox"/> | 18. The local board implements universal access to programs and activities to individuals through reasonable recruitment targeting, outreach efforts, assessments, service delivery, partnership development, and numeric goals. | WIA Section 188; 29 CFR 37.42 |
| <input checked="" type="checkbox"/> | 19. The local board complies with the nondiscrimination provisions of Section 188, and assures that Methods of Administration were developed and implemented. | WIA Section 188; 29 CFR 37.54(a)(1); WIA Policy 3445 and 3450 Revision 1 |
| <input checked="" type="checkbox"/> | 20. The local board collects and maintains data necessary to show compliance with nondiscrimination provisions of Section 188. | WIA Section 185; 29 CFR 37.37; WIA Policy 3445 and 3450 Revision 1 |
| <input checked="" type="checkbox"/> | 21. The local board complies with restrictions governing the use of federal funds for political activities, the use of the one-stop environment for political activities, and the local board complies with the applicable certification and disclosure requirements. | WorkSource System Policy 1018; 2 CFR Part 225 Appendix B; 2 CFR Part 230 Appendix B; 48 CFR 31.205-22; RCW 42.52.180; TEGL 2-12; 29 CFR Part 93.100 |
| <input type="checkbox"/> | 22. The local boards in WDAs 3, 8, 9, & 11 negotiate an MOU with the WIA 167 grantee which sets forth their respective responsibilities for making the full range of services available through the One-Stop system available to farm workers. N/A | WIA Section 167 20 CFR 669.220(a) |

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| ☒ | 23. The local board follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIA, and applicable Departmental regulations. | WIA Sections 136(f)(2), (f)(3), 122, 85(a)(4)(B); 20 USC 1232g; 20 CFR 666.150; 20 CFR part 603 |
| Administration of Funds | | References |
| ☒ | 24. The local board has a written policy and procedures to competitively award grants and contracts for WIA Title I activities (or applicable federal waiver), including a process to be used to procure training services made as exceptions to the Individual Training Account process. | WIA Section 118(b)(9); 20 CFR 661.350(a)(10); WIA Policy 3405; WIA Section 134(d)(4)(G); 20 CFR 663.430(a) |
| ☒ | 25. The local board has accounting systems that follow current Generally Accepted Accounting Principles (GAAP) and written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to ensure proper disbursement and accounting of fund allotments made for WIA adult, dislocated worker, and youth programs. | WIA Section 118(b)(8) WIA Policy 3230 Revision 1; WIA Policy 3250 |
| ☒ | 26. The local board ensures compliance with the uniform administrative requirements in WIA through annual, on-site monitoring of each local sub-recipient. | WIA Section 184(a)(3); 20 CFR 667.200; 20 CFR 667.400; 20 CFR 667.410; WIA Policy 3230 Revision 1 |
| ☒ | 27. The local board has a local allowable cost and prior approval policy that includes a process for the approval of expenditures of \$5,000 or more for equipment requested by subcontractors. | WIA Policy 3260, Revision 2 |
| ☒ | 28. The local board has a written debt collection policy and procedures that conforms with state and federal requirements and a process for maintaining a permanent record of all debt collection cases that supports the decisions made and documents the actions taken with respect to debt collection, restoration, or other debt resolution activities. | WIA Section 184; 20 CFR Part 652; 20 CFR 667.410(a), 667.500(a)(2), 667.740; WIA Policy 3265 Revision 1 |
| ☒ | 29. The local board has a written policy and procedures for ensuring management and inventory of all properties obtained using WIA funds, including property purchased with JTPA funds and transferred to WIA, and that comply with WIA, Washington State Office of Financial Management (OFM) and, in the cases of local government, Local Government Property Acquisition policies. | WIA Section 184(a)(2)(A); 20 CFR Part 652; 29 CFR Part 95; 29 CFR Part 97; OMB Circular A-21; OMB Circular A-87; OMB Circular A-110; OMB Circular A-122; OMB Circular A-133; OMB Circular A-133; Federal Register Vol. 65, No. 124; Generally Accepted Accounting Procedures (GAAP); WIA Policy 3452 |
| ☒ | 30. The local board will not use funds received under WIA to assist, promote, or deter union organizing. | WIA Section 181(b)(7); 20 CFR 663.730 |
| Eligibility | | References |
| ☒ | 31. The local board has a written policy and procedures that ensure adequate and correct determinations of eligibility for WIA-funded core and intensive services and qualifications for enrollment of adults, dislocated workers, and youth in WIA-funded intensive and training services, consistent with state policy on eligibility and priority for service. | WIA Section 134(d)(4)(E); 20 CFR Part 663 Subpart A, B, and C; WIA Policies 3636 Revision 1, 3638, 3920 Revision 1, and 3640 Revision 2 |

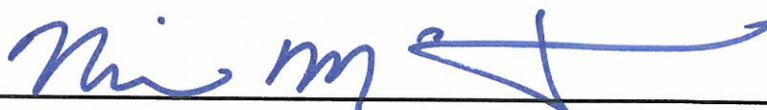
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| <input checked="" type="checkbox"/> 32. The local board has a written policy and procedures for awarding Individual Training Accounts to eligible adults, dislocated workers, and youth receiving WIA Title I-B training services, including dollar and/or duration limit(s), limits on the number of times an individual may modify an ITA, and how ITAs will be obligated and authorized. | WIA Section 134(d)(4)(G); 20 CFR 663.400, 663.410, 663.420, 663.430, 663.440; WIA Policy 3655 |
| <input checked="" type="checkbox"/> 33. The local board has a written policy and procedures that establish internal controls, documentation requirements, and leveraging and coordination of other community resources when providing supportive services and, as applicable, needs-related payments to eligible adult, dislocated workers, and youth enrolled in WIA Title I-B programs. | WIA Sections 129(c)(2)(G), 134(e)(2); 20 CFR Subpart H, 663.800-840; 20 CFR 664.440; WIA Policy 3695 Revision 1 |
| <input checked="" type="checkbox"/> 34. The local board has a written policy for priority of service in its WorkSource centers and, as applicable, affiliate sites and for local workforce providers that ensures veterans and eligible spouses are identified at the point of entry so they can take advantage of priority of service, are made aware of their entitlement to priority of service, and provided information on the array of employment, training and placement services and eligibility requirements for those programs or services. | Jobs for Veterans Act; Veterans' Benefits, Health Care, and Information Technology Act; 20 CFR 1010; TEGL 10-09; Veterans Program Letter 07-09; WorkSource System Policy 1009 Revision 1 |
| Performance | References |
| <input checked="" type="checkbox"/> 35. The local board has a process to annually review the results of the State Core Measures for programs in the workforce development system and a process for considering the State Core Measures results in local planning efforts. | WorkSource System Policy 1017 |

SECTION V: CERTIFICATION

Local Certification: WDA 5

This 2013-2017 Local Integrated Workforce Plan is submitted in accordance with the provisions of the Workforce Investment Act Title I-B and plan development guidelines adopted by the state Workforce Board on November 15, 2012.

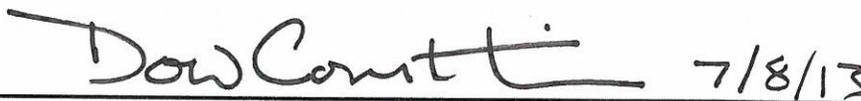
The Seattle-King County Workforce Development Council certifies that it complies with all required components of the Workforce Investment Act Title I-B its regulations, written U.S. Department of Labor guidance implementing the laws, and all other applicable federal and state laws, regulations, policies and guidance. The Council also assures that it will exercise oversight over Wagner-Peyser Act activities delivered as part of the one-stop system.



Chief Local Elected Official, Mayor, City of Seattle

7-22-13

Date



Chief Local Elected Official, King County Executive

Jan 28, 2013

Date



Workforce Development Council Seattle-King County, Chair

Date

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APPENDIX A

Performance Targets

The Workforce Board will issue PY12 performance targets once consultations are complete. PY11 performance targets and actual results are shown in the following table:

| PY11 Federal Performance Targets | Target | Actual |
|----------------------------------|--------|--------|
| Adult | | |
| Entered Employment Rate | 71.4 | 71.3 |
| Worker Retention Rate | 81.9 | 91.4 |
| Average Earnings | 10,744 | 16,111 |
| Dislocated Worker | | |
| Entered Employment Rate | 67.6 | 78.2 |
| Worker Retention Rate | 83.7 | 88.3 |
| Average Earnings | 16,234 | 24,243 |
| Youth | | |
| Certificate Rate | 75.8 | 81.7 |
| Literacy Numeracy Rate | 40.2 | 38.7 |
| Placement Rate | 55.0 | 73.4 |

APPENDIX B

Core Measures

The Workforce Board will provide PY12 core measures to the WDC. PY11 core measures and performance are shown in the following table:

| PY11 State Core Measures | Target | Actual |
|----------------------------|----------|----------|
| Adult | | |
| Employment in Q3 | 70.7% | 77.9% |
| Median Annualized Earnings | \$20,112 | \$25,214 |
| Dislocated Worker | | |
| Employment in Q3 | 78.4% | 79.2% |
| Median Annualized Earnings | \$26,632 | \$39,376 |
| Youth | | |
| Placement | 72.5% | 83.3% |
| Median Annualized Earnings | \$10,051 | \$9,340 |

APPENDIX C

Plan Development and Public Comment Process

The WDC initiated and led a planning process that provided meaningful opportunities for business, labor, Chief Local Elected Officials, program operators, WorkSource and other partners to offer their perspectives and participate in the process. Additional stakeholders and interested parties had a continuing opportunity to comment and contribute during the public comment period. The full review process included the following action steps:

- Research by WDC management, WDC staff, and the regional labor economist regarding local economic trends, workforce needs, the workforce system structure, and system performance;
- Gathering strategic and operations input from the WDC's Board, management, and staff, Chief Elected Local Officials' staff, the Employment Security Department's Area Director, the WorkSource Operator, WorkSource site managers, and service providers;
- Posting the plan on the WDC's website for public review;
- Inviting public comment for a period of 30 days;
- Convening discussion forums with community college representatives and other system stakeholders; and
- Obtaining approval by the WDC's Board prior to submission of the final plan.