

Eric Hahn, Chair

Scott Haas, 1st Vice-chair

Joyce Conner, 2nd Vice-chair

Robin Baker

April Gibson

Darci Gibson

Anne Goranson

Mike Johnson

Bruce Kendall

Dale King

Ron Langrell

Dave Lawson

Mark Martinez

Mary Matusiak

Wayne Nakamura

Sharon Ness

Tim Owens

Dona Ponepinto

Patty Rose

Ron Thalheimer

Blaine Wolfe

**WDC Meeting
 Agenda
 March 19, 2015
 3:00-5:00 p.m.
 WorkForce Central
 3650 S. Cedar St, Tacoma**

- 1. Welcome/Introductions**
- 2. Public Comment**
- 3. WorkForce Central Executive Board update – Eric Hahn**
- 4. Action items**
 - Approve February 19, 2015 minutes
 - Approve resolution to extend current WIA one-stop operators and service delivery operator of Adult and Dislocated Worker until June 30, 2016. (Resolution No. 803)
- 5. Open Public Meetings Act Training video**
- 6. PY15/FY16 Budget Deliberation – Program Year 2015/Fiscal Year 2016**
 - **Fundamentals of how we get our funds**
 - **Funding historical view**
 - **PY14/FY15 Quarter 2 Dashboard to review the current investments**
 - **Federal Core Measures report (unofficial)**
- 7. Investment Priority discussion continued**
- 8. WA State Employment Security recapture of local funds update**
- 9. WDC Committee update**
- 10. Manchester Bidwell National Center for Arts and Technology Replication Kick-off event March 23**
- 11. Other business**
- 12. Adjourn**

Future meetings:

NAWB 2015 Forum (National Association of Workforce Boards)	March 28-31, 2015 Washington, DC	
WDC Adult Services Committee – Robin Baker, Chair	April 1, 2015	2:30-4:30 p.m.
WDC One-Stop System Operator & Partner Committee – Ron Thalheimer, Chair	April 7, 2015	8:30-10:00 a.m.
WDC Coordinating Committee – Eric Hahn, Chair	April 14, 2015	3:00-5:00 p.m.
WDC meeting with tour held at Niagara Water	April 16, 2015	3:00-5:00 p.m.
WDC Business Services Committee – Dave Lawson, Chair	April 27, 2015	8:00-9:30 a.m.
WDC Youth & Young Adult Services Committee – April Gibson, Chair	April 28, 2015	9:30-11:30 a.m.

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**WDC Meeting
Minutes**

February 19, 2015

3:00-5:00 p.m.

**WorkForce Central
3650 S. Cedar St, Tacoma**

Attendees: Eric Hahn, Robin Baker, Joyce Conner, Anne Goranson, Mike Johnson, Dale King, Ron Langrell, Dave Lawson, Mark Martinez, Mary Matusiak, Wayne Nakamura, Sharon Ness, Tim Owens, Ron Thalheimer, Blaine Wolfe
Staff: Linda Nguyen, Deborah Howell, Cheri Loiland, Pamela Carter
Guests: Matthew House, Ryan Jarman, Jamey Walker

- 1. Welcome/Introductions** – The meeting was called to order by Eric Hahn at 3:04 p.m. – everyone introduced themselves
- 2. Public Comment** – Matthew House, Teamsters Local 117, representative of WFC staff, some history: the staff at WFC organized in 2008, secured first contract in 2010, the employees and union have worked collaboratively to stay competitive and sustainable, since 2008 the employees have saved the agency \$1.8M by not taking COLA increases, reduce healthcare to a lower plan increasing out of pocket cost, have taken furlough days, retirement and leave reductions throughout the years, currently in collective bargaining, want sustainability for the agency and the workers, the value of their pay is decreasing with no cost of living increases. Examples of collaborative relationship: lobbyist in DC and Olympia during WIA troubles, lobbying to make sure funds keep coming, work with local businesses, represent large workforce. Participated and donated \$1000 for the WFC Career day to help educate in building trades and union activities. May contact you at some point, goal is for the agency to flourish. Mr. House was asked: What do you think the council is here for, how do you think it functions? It's an advisory board to the executive board. The union has reached out to the Board 8 times. Has not attended meetings since 2010.
- 3. WorkForce Central Executive Board update – Eric Hahn** – met this morning, approved a contract with Bates to serve at-risk youth in building trades, approved a contract with Invista to help homeless in Nurse Aide Certification program, approved contract with ResCare for \$1.6M to serve 350 WIA youth.
- 4. Action items**
 - Approve November 20, 2014 and January 26, 2015 minutes – Motion made by Tim Owens, seconded by Ron Thalheimer. Approved. Abstention for Nov minutes: Wayne Nakamura, Robin Baker, Dave Lawson, Mike Johnson, Dale King, Sharon Ness, Ron Thalheimer, Blaine Wolfe.
- 5. Review WDC and Executive Board Workforce Development System Key Elements** – discussed in January, review for investment priorities, the WDC and Executive Board need to pass the budget by June 30, 2015. Pierce County population trend has grown – services cover Pierce County. JBLM formed in 2010 as one of 12 joint bases in US, 60K family members live on and off base and 30K military retirees.
 - Pierce County unemployment rate 7.2%
 - Labor force in 2005 - \$373K & in 2012 – 418K.
 - 16-24 year old youth down from 16% to 15% lowest level since mid-40's, higher for Native Americans, African Americans and Latino
 - 55+ up from 11% in 2005 to 19% in 2012 – staying in workforce longer
 - 60/40 proportion white/non-white in Pierce County – need to make a bigger impact on diversity

- Education – Pierce County has highest level with less than a high school education.
- On time high school graduation has decreased from 89% to 76%. Every districts and school within the county has varying rate, some low, some exceptionally well.
- On-time college graduation within 4 years is up from 5% to 8%.
- Colleges push at federal level to increase retention rate to finish with a degree and a job
- Labor market tied to education level.
- Businesses in Pierce County - 88% are small business with 1-19 employees that employ about 65,000; 10% are medium business with 20-99 employees that employ about 70,000; 2% are large business with over 100 employees that employ about 129,000.
- Based upon FTE, major employers are JBLM, school districts, Government, retail, is there a good diversification of sectors, we have moved from high paying blue collar to low wage service jobs.
- State Workforce Board 4 year survey of businesses for gaps in essential skills – 63% work habits, 62% problem solving, 53% communication, 45% customer service, 42% computer literacy.
- Education gaps – 36% with a high school diploma/GED, 59% with a vocational certificate, 50% with an Associate's degree, and 52% with a Bachelors degree.
 - Rescue Mission helping people with enormous barriers of abuse, trauma and neglect, top three things are character components - human develop issues in mentor and modeling, coaching to close the gaps. Committee work needs to dig deeper into these issues.

6. Workforce and Industry Demand Overview and Discussion What is workforce development – public/private investments and activities that ensure individuals are employable and have jobs while companies find the skilled workers they need. The Workforce Training Coordinating and Education Board is the state workforce board coordinates key programs: WIA/WIOA, three funding streams, Wagner-Peyser, Adult Basic Education, and Dept of Vocational Rehabilitation are the core partners, the core partners need to develop a budget to support the whole system. There are other partners in the system to bring to table to enhance and build system. Others not on chart are Job Corp, Public Library, Housing Authorities, Veteran's affairs to bring to the table to address what is important to the community.

7. Local Priority Focus Discussion – what priorities in your mind floated to the surface, in list of key elements. Sector strategies are important.

- During the youth provider RFP process that a large percentage of 16-24 year old never had a job, the contractor had to develop relationships with employers to bring on youth who do not have basic skill sets, need to expand business group.
- Go after small businesses to sign up for program with an incentive and will get you the people. You define the skills training and we'll provide it. On-the-job training. Starts with the employer.
- The Executive Board emphasized that what recommendations come from the WDC need to translate to jobs filled.
- Find a way to make entry level jobs an acceptable service we provide, that the list of county employers will hire at least one person every month so people can start somewhere, need to introduce people to the concept of going to work.
- Key industry sectors are hurting to hire people – with limited funds need to focus on sectors with living wage jobs.
- Take a look at who is eligible for work, who wants to work, what is the skill level, age group, full-time or part-time and map to jobs available, then figure out the deficit and then focus energy. Where is the gap to focus on to get the more impact with funds we have to work with. 16-24 years old are the group with the highest unemployed.
- Start with what jobs that are available and what projections are and map that back to the people. Start with an existing job. Maybe not the skill to train, but the work ethic.
- The Manufacturing Academy is a best practice/model that asked the employers what they needed to prepare prospective employees with specific training.
- Prepare core skills, customer service, specific skills needed before people start applying. Partner with vendor with human resources on how to prepare resume, customer service skills, work with community college to offer skill sets so when they interview, they will be a success.
- Focus on industry sectors, align with leads the Governor has established, identify common skill sets and partner with community college or community partners to develop short-term training that is recognized by industry that would meet a number of needs creating a pipeline of employees for more than one specific company.

- Employers need to be coached in changing their expectations as times have changed. Why do you have to hire someone off of a resume, you should hire off of a conversation and references. That can make the connections quicker; spend time and money teaching a trait or a skill that will make them successful in a job.
- WIOA mandates 20% of funds for work based training.
- Don't miss the statistics, a more diverse community and a large group of underrepresented population. Replacement workers who are not present in health and manufacturing and non-white. We can look at zip codes and see where they are by population. We need to look where the underrepresented workers are, to connect and engage underrepresented population and cross walking them with employers and their skills.
- 7.2% unemployment rate is not a real number; it's much higher because a lot of people have given up.
- Message ALL opportunities, not just college, but also apprenticeship and construction, raise status of jobs, change understanding of terms.

8. WDC Committee Formation Update and Planned work ahead – Cheri Loiland, finding the chair for each committee, there will be important task forces with experts provide input to committee, as soon as chairs are in place we will identify when groups meet. Will have the committees meet within the first two weeks after the WDC meeting, the follow week the Coordinating Committee will meet to have the information flow from the committees up to the Coordinating Committee then back to the next WDC meeting. The committees will meet every month from March – August, past August the local plan will need to be in draft form, and then the committees will probably meet every other month or quarterly. It's driven by the transition from WIA to WIOA; the law goes into effect July 1, 2015.

9. Pew Charitable Trusts Convening invitation of select group of workforce leaders/areas – Linda & Eric invited to participate in a forum around 16-24 year old with WFC to influence national policies to better serve this population.

10. Other business

- a. General Plastics hosted the US Secretary of Commerce on Feb 17 – news article, commerce not just about trade also about jobs, put forth initiatives on training and development to enhance businesses that trade overseas, sustain and grow. Attendees were Congressman Kilmer, Mayor Strickland, Eric, Linda and area employers from the port.
- b. Niagara Water started a second production line, just over 80 jobs and expects to be at 150 by next year.
- c. Construction, apprenticeship programs taking applicants.
- d. WFC sponsored JobFest will be held on April 19 – hire a youth – Julie Sandstede will send out flyer.
- e. Employer hiring 80 seasonal workers need to pass drug test.
- f. Transition fair – career and education fair on base April 29 with workshops & April 30 will be the hiring fair. Will send out flyer.

11. Adjourn – Motion made by Mark Martinez, seconded by Wayne Nakamura. Approved.
Adjourned at 4:29 p.m.

RESOLUTION NO. 803

EXTEND PIERCE COUNTY ONE STOP OPERATORS AND SERVICE DELIVERY PROVIDERS THROUGH JUNE 30, 2016 TO ENSURE AN ORDERLY AND SEAMLESS TRANSITION FROM WORKFORCE INVESTMENT ACT OF 1998 TO THE WORKFORCE INNOVATION AND OPPORTUNITY ACT OF 2014

BE IT ORDAINED BY TACOMA-PIERCE COUNTY EMPLOYMENT & TRAINING CONSORTIUM dba WORKFORCE CENTRAL

WHEREAS, the Workforce Innovation and Opportunity Act (WIOA) was signed into law on July 22, 2014 by President Obama and with broad bipartisan support from Congress, and

WHEREAS, WIOA amends the Workforce Investment Act of 1998 (WIA), and

WHEREAS, WIOA strengthens the United States workforce development system through innovation in, and alignment and improvement of, employment, training, and education programs, and

WHEREAS, WIOA is designed to be business led to ensure public, private and philanthropic investments result in an effective, coordinated, and accountable workforce service delivery system that is responsive to the local labor market demands by preparing Pierce County young adults and adults with the necessary skills to fill high demand careers, and

WHEREAS, Chief Local Elected Officials have fiduciary and administrative responsibilities under WIA AND WIOA, and

WHEREAS, WIOA must go into effect July 1, 2015, and requiring full compliance, and

WHEREAS, US Department of Labor (USDOL) has delayed their release of draft rules and guidance from January 18, 2015 to Spring of 2015, and

WHEREAS, the absence of rules and guidance from USDOL and the state WIA and WIOA administrative entity Employment Security Department creates administrative, programmatic, and fiscal uncertainties, and

WHEREAS, WorkForce Central must proceed to ensure an orderly and seamless transition from WIA to WIOA, ensure services to customers continue without undue interruption, and ensure full compliance with WIOA, to include meeting the 80% obligation rate by June 30, 2016, and

WHEREAS, the WIA designated consortium of one stop partners comprised of Division of Vocational Rehabilitation, Employment Security Department, and WorkForce Central and WIA approved service providers have met performance expectations, Now, Therefore,

BE IT RESOLVED BY THE WORKFORCE CENTRAL EXECUTIVE BOARD:

Section 1: To extend the designation of Division of Vocational Rehabilitation, Employment Security Department, and WorkForce Central as Pierce County’s One Stop Operators through no later than June 30, 2016.

Section 2: To extend all service providers through no later than June 30, 2016.

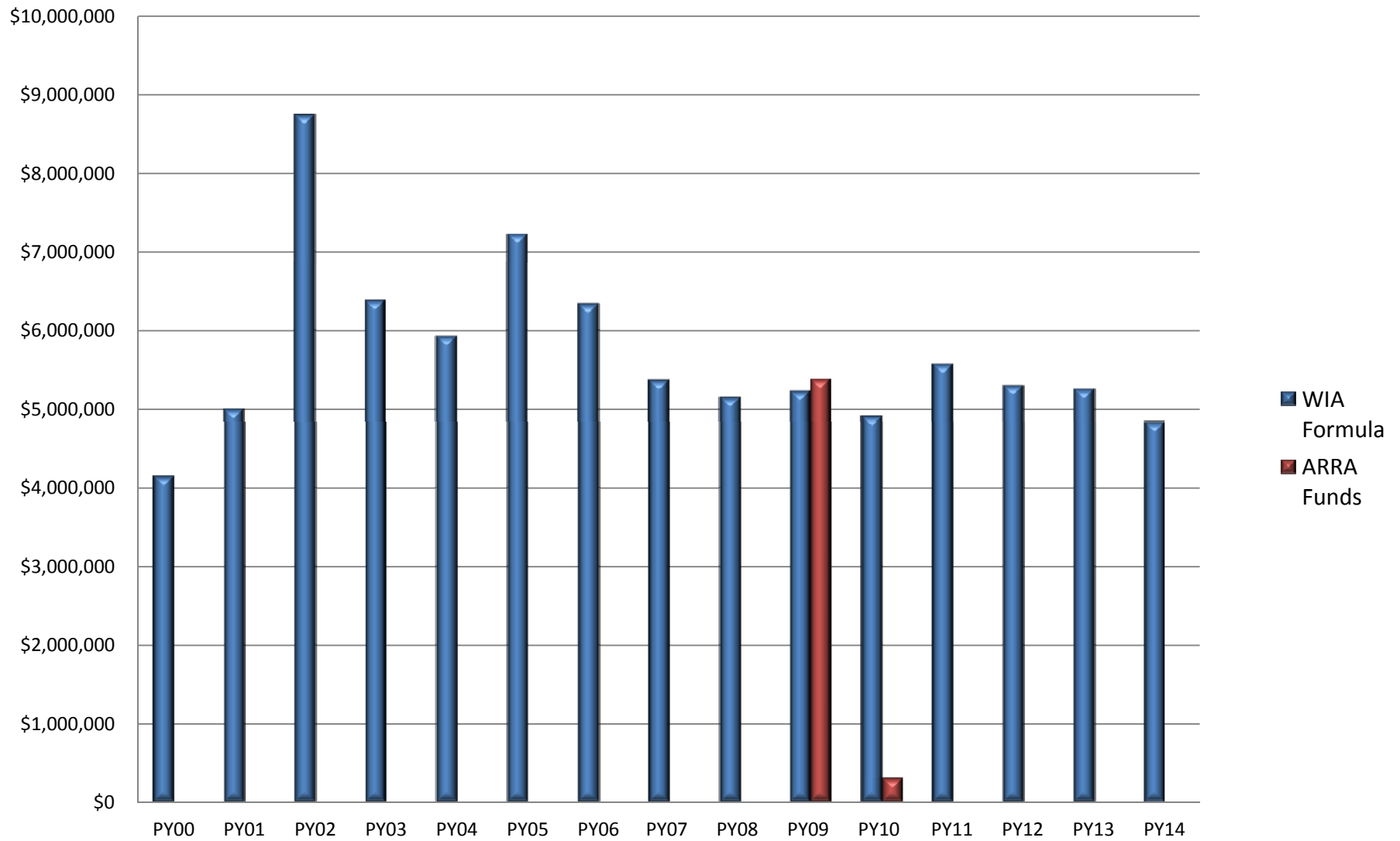
Adopted _____
Date

Chairman of Board

WorkForce Central

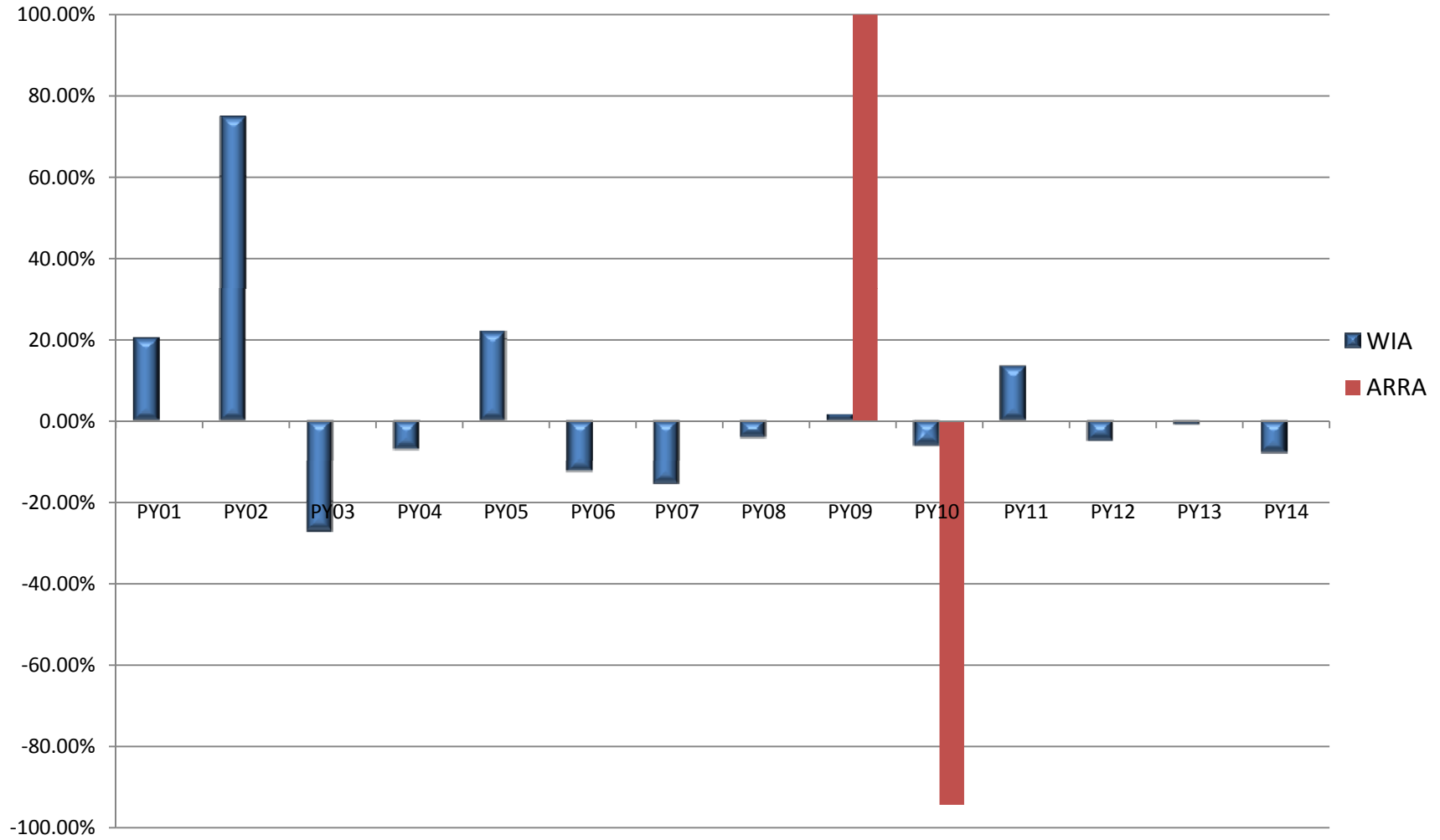
WIA Formula

Revenue History PY 2000 - 2014



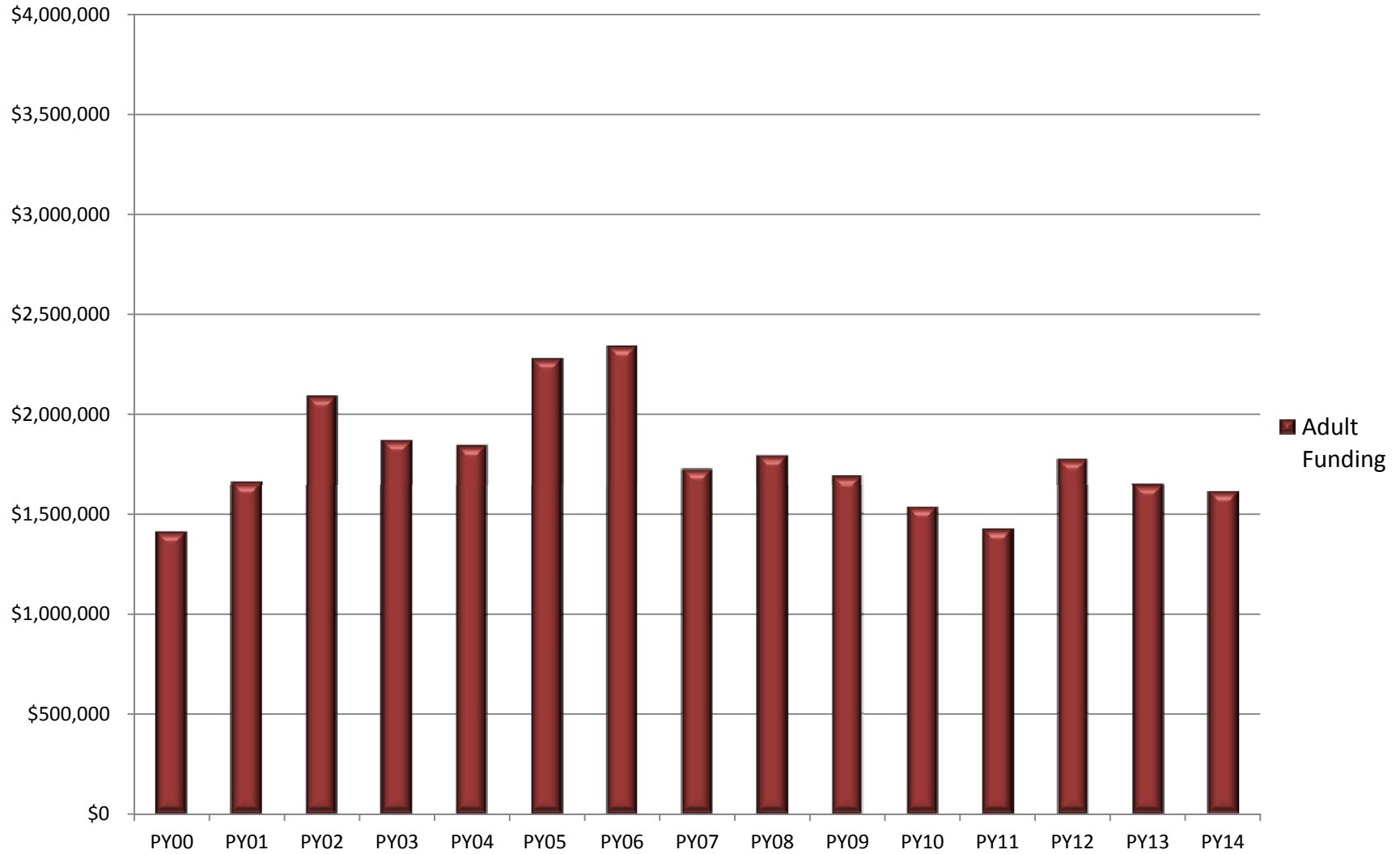
WorkForce Central

TOTAL NEW WIA FORMULA PROGRAM FUNDS



WorkForce Central

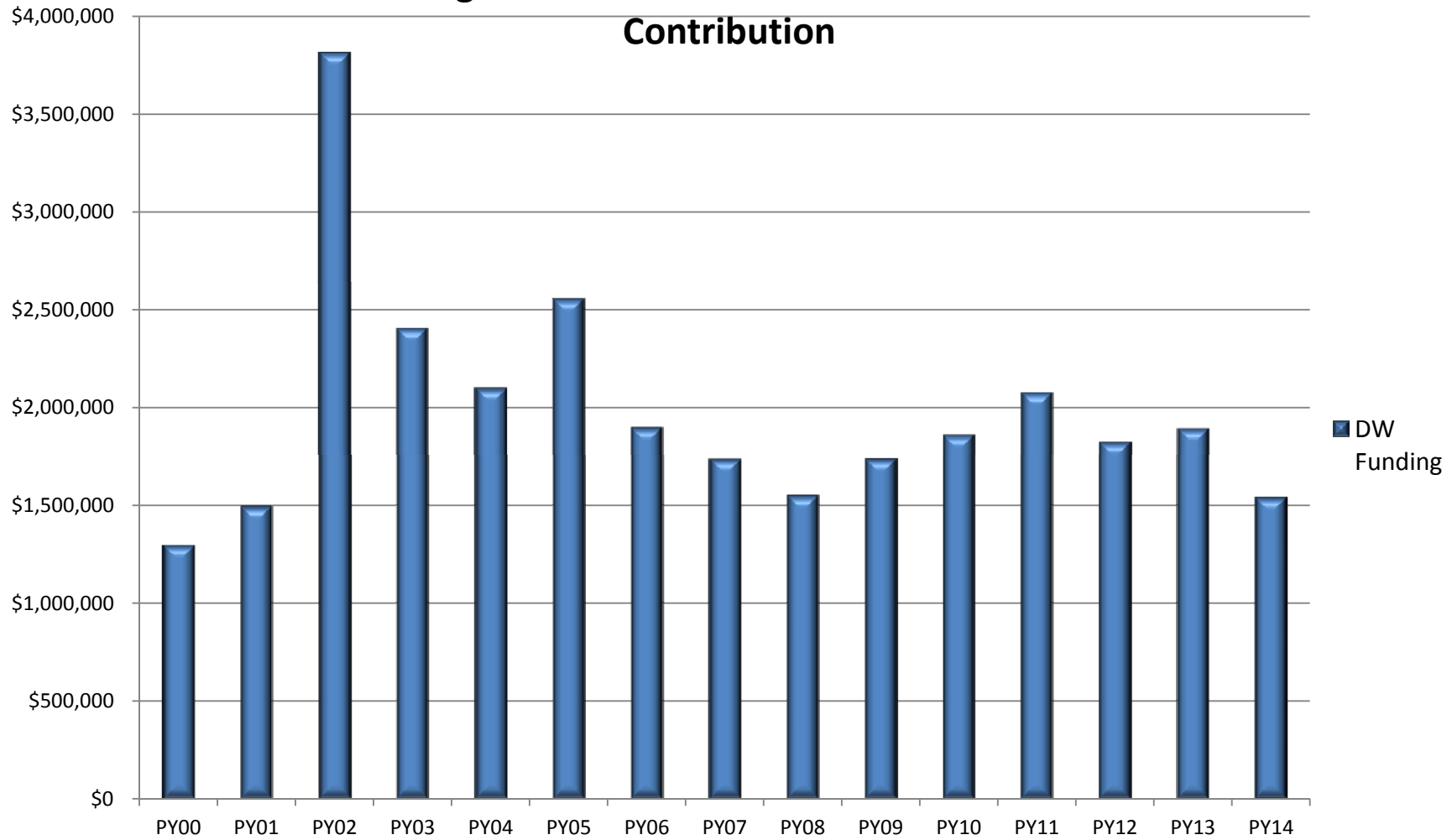
Of Total Program New Revenue - Adult WIA Contribution



WorkForce Central

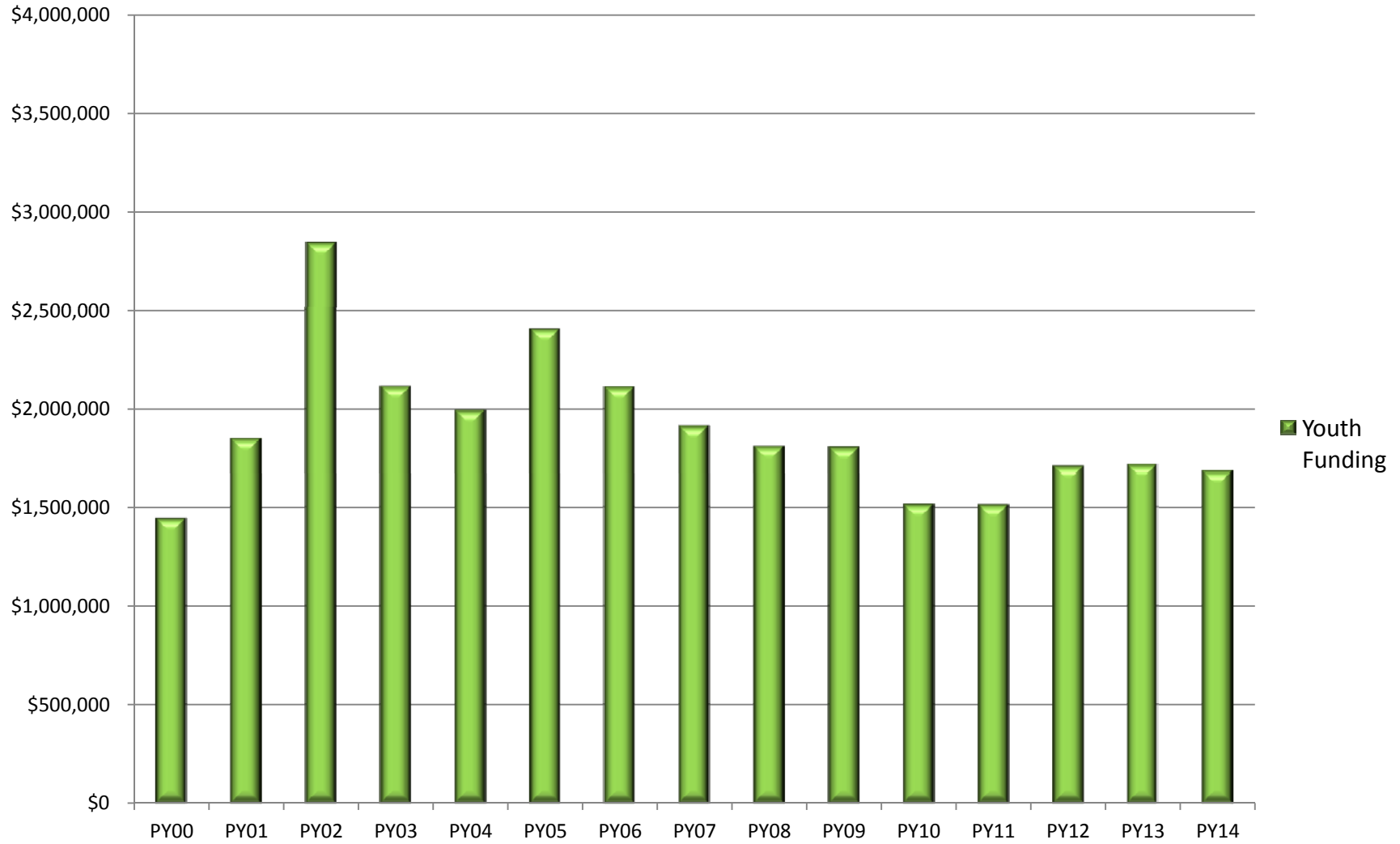
Of Total Program New Revenue – Dislocated Worker WIA Contribution

Of Total Program New Revenue - Dislocated Worker WIA Contribution



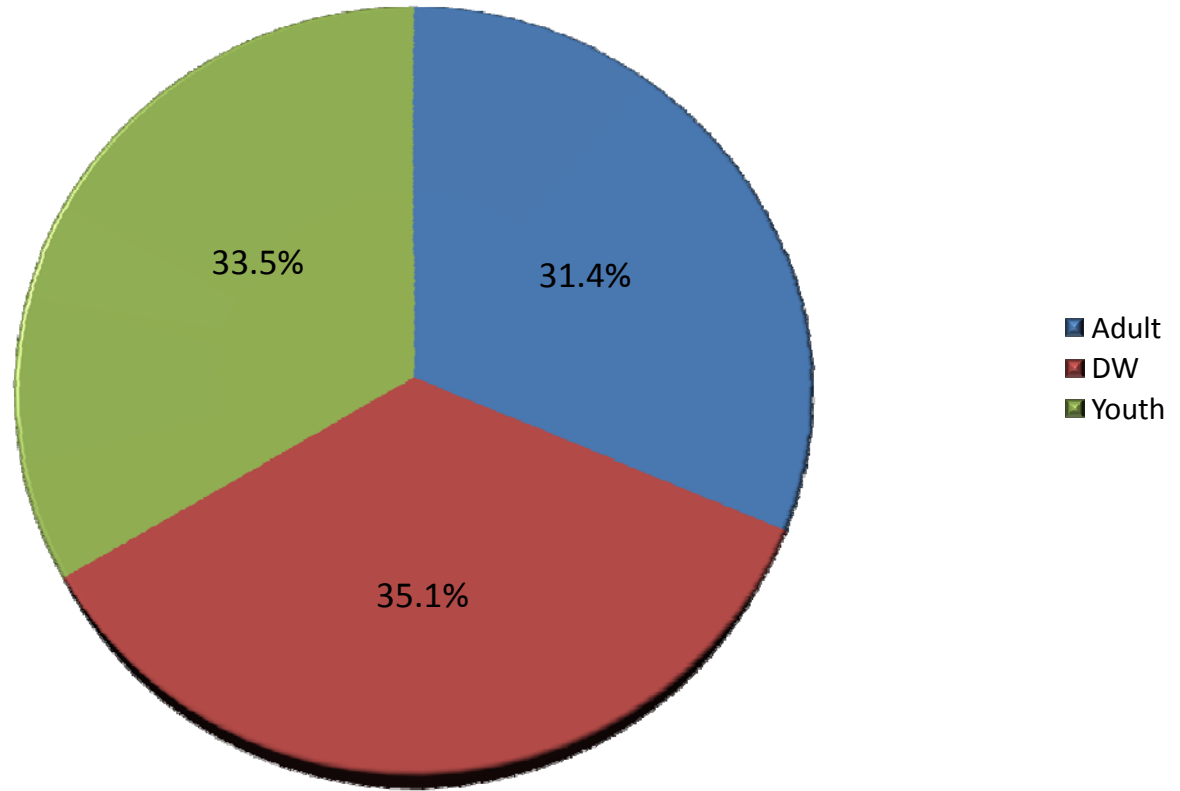
WorkForce Central

Of Total Program New Revenue - Youth Contribution



WorkForce Central

2000 - 2014 Total Program Revenue Stream



WDC Adult/DW Strategic Dashboard Report for Program Year (PY) 2014 (July 2014-2015)

Measures	Annual Goal	Quarterly Outcomes					YTD Total/%	Comments/ Action Plans		
		1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr					
No Jobs Unfilled										
Objective 1: <i>Increase employer engagement with the workforce development system.</i>	• Receive 80 business referrals from the Economic Development Board (EDB) and partners and maintain the position as the most referred source for the EDB	80	16	21			37/46.25%	More opportunity to refer coming up –		
	• Convene and facilitate 6 focus groups/roundtables for employers	6	2	1			3/50%	On Target		
	• Provide 3 engagement activities per year with each partner council (PC Construction Partnership and PC Healthcare Council), while retaining 90% of their membership, and adding strategic partners as appropriate (6 total)	6	2	1			3/50%	Regularly scheduled meetings throughout the year		
Objective 2: <i>Direct coordinated business services to support employer needs.</i>	• Provide 600 employer services to 220 businesses	600	267	152			419/69.83%	On track		
		220	139	29			168/76.36%	On track		
	• List 600 job openings for businesses and place 300 job applicants in open positions	600	623	46			669/111.5%	Amazon, REI Seasonal, TB Pennick, Pierce County Elections		
		300	347	99			446/148.6%			
• Provide \$50,000 of customized value-added services, which are not fully supported by public resources	\$50,000	\$11,513	\$14,301			\$25,814/51.62%	On track			
Objective 3: <i>Support job seekers to gain and retain employment</i>	• Place 190 WIA job seekers in employment	190	58	48			106/55.78%	The operations department is currently on track to meet employment goals.		
	• Provide up to 12 months of follow-up services following exit to 220 WIA participants	220	74	79			153/69.54%	The operations department is currently on track to meet follow-up goals.		
	• Place 71 transitioning military personnel into employment through Camo2Commerce	71	18	35			53/74.64%	250 enrolled		
	• Place 42 long term unemployed individuals into employment through Rapid Response LTU grant	42	0	5			5/12%	Action Plan- The Operations Unit is working closely with Business Services to find employers to match with our long-term unemployed population for OJT's,		

WDC Adult/DW Strategic Dashboard Report for Program Year (PY) 2014 (July 2014-2015)

Measures	Annual Goal	Quarterly Outcomes					YTD Total/%	Comments/ Action Plans		
		1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr					
								Internships, and WEX's. Recruitment team is conducting outreach in all areas of Pierce County to market services to our long-term unemployed population. ESD is providing email outreach/flyers to claimants sending information to RRLTU applicants on WFC's behalf.		
<ul style="list-style-type: none"> Increase visibility and outreach to community through electronic means such as social media, website, newsletters, etc. 	<ul style="list-style-type: none"> Send quarterly newsletter to external constituents Post to social media sites an average of 3 times per week. 		Researching best approaches to newsletter – Goal to begin in 2 nd Q Facebook: 5.8 average posts Twitter: 10.3 average posts	Newsletter – Sent 12.17 Facebook – 6per wk Twitter – 5per wk			N/A			
<ul style="list-style-type: none"> Provide education and training for 105 Youth for Summer Jobs 253 	105	105 began training 96 Completed	N/A				96/91.42%	Met goal to provide education and training to 105 students.	↑	
Targeted Sector Training										
Objective 1: <i>Develop and execute training programs within targeted industries specific to employers needs.</i>	<ul style="list-style-type: none"> Implement 2 sector training programs (academies) for in-demand industries while leveraging external funding 	2	2	1			3/150%	TOOL/MFG Academies	↑	
	<ul style="list-style-type: none"> Partner with Pacific Mountain WDC to provide training opportunities to at least 81 transitioning military personnel participants through Camo2Commerce grant funding (cohort, academy, certificate, OJT) 	81	30	16			46/56.79%	Cloud Genius, RRT Cable Splicing Solar Panel Installer	↑	
	<ul style="list-style-type: none"> Increase training capacity in 4 short-term certification programs targeting in-demand occupations 	4	0					We expect 2 trainings in 4 th qtr. More possible	↓	
	<ul style="list-style-type: none"> Provide training to 65 healthcare employees through the Career Coach Program 	65	60	5			65/100%	On Target	↑	
	<ul style="list-style-type: none"> Provide career development services to 400 healthcare employees 	400	290	112			402/100.5%	Ahead of target	↑	

WDC Adult/DW Strategic Dashboard Report for Program Year (PY) 2014 (July 2014-2015)

Measures	Annual Goal	Quarterly Outcomes					Comments/ Action Plans			
		1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	YTD Total/%				
<ul style="list-style-type: none"> Assess feasibility of offering training through the Manchester Bidwell model 	<ul style="list-style-type: none"> Finalize funding Begin feasibility study 	N/A					Met with Manchester Bidwell and are looking at start dates for feasibility study	↑		
In Demand Training										
Objective 1: <i>Enable job seekers to identify pathways to career success.</i>	<ul style="list-style-type: none"> Provide career development workshops to 1500 job seekers, and resume screening to 15,000 job seekers 	1500	464	512			976/65.06%		↑	
		15,000	18,936	4816			23,752/ 158.34%	Rolling total, all searchable for job match	↑	
	<ul style="list-style-type: none"> Conduct 2 career fairs serving 1000 adult job seekers with an emphasis on veterans 	2	1				1/50%	On track- Planning 2 nd job fair	↑	
	<ul style="list-style-type: none"> Conduct 3 career fair events serving 3,500 Pierce County youth 	1000	549				549/54.90%		↑	
		3	0	1			1/33%	PCCD 2 nd qtr, HCD 3 rd qtr, JobFest 3 rd qtr.	↑	
<ul style="list-style-type: none"> Provide funding opportunities, through the use of Individual Training Accounts (ITAs), for 150 students attending local colleges and technical schools 	3500	0	1943			1943/55.51%		↑		
	150	131	45			176/117%	Working with local community and technical colleges to communicate funding is available to students.	↑		
Compliance										
Objective 1: <i>Comply with federal, state and local regulations and policies.</i>	<ul style="list-style-type: none"> Continue designation as low risk by the State Auditor's Office (SAO) 	Low-risk designation	In compliance	In compliance				1 finding related to DOL audit - finding for not classifying sponsorship funding appropriately.	↑	
	<ul style="list-style-type: none"> Comply with all WIA regulations 	100 percent compliance	In compliance	In compliance					↑	
	<ul style="list-style-type: none"> Resolve all ESD and DOL findings by the end of the PY 	100 percent resolution		85% resolved				We have submitted our responses, provided requested back-up documentation and are awaiting communication from ESD	↑	
	<ul style="list-style-type: none"> Monitor 2 WFC contractors and subcontractors by the end of the PY 	2	0	0				Producing schedule for monitoring in 3d qtr.	↑	

WDC Adult/DW Strategic Dashboard Report for Program Year (PY) 2014 (July 2014-2015)

Measures	Annual Goal	Quarterly Outcomes					YTD Total/%	Comments/ Action Plans		
		1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr					
Strategic Partnerships										
Objective 1: Form and maintain strategic public and private partnerships to strengthen regional competitiveness, leverage resources and create jobs.	<ul style="list-style-type: none"> Convene quarterly forums with Pierce and Thurston County business leaders to oversee coordinated services offered to military personnel 	4	1	2			3/75%	WSSFL Summit, C2C Outreach events 2 per quarter,		↑
	<ul style="list-style-type: none"> Convene the Tacoma-Pierce County Growth Partnership (TPCGP) to implement strategies to maximize collaborative impact through alignment of services, messaging, and resource development 	<ul style="list-style-type: none"> Monthly updates Submit 3-5 grant proposals Identify 1 partner organization to share TPCGP responsibility 	2 grants 8 partners 1 update	4 grants 20 partners 3 initiatives				Four grant applications developing. Two initiatives being executed; one developing. Rebranding in process.		↑
	<ul style="list-style-type: none"> Identify goals, assess available options, and begin executing a three-year plan for delivering services using technology 	<ul style="list-style-type: none"> Completed plan Begin strategy execution 	IT Candidate offered position – waiting for decision	Assessment in progress				Plan is being developed		↑
	<ul style="list-style-type: none"> Partner with the Chamber of Commerce to promote the hiring of veterans and military spouses by Chamber members and other businesses 	3 Events: <ul style="list-style-type: none"> 2 Military Affairs breakfast events 1 WFC luncheon 	1	1			2/66.66%	2/45%, Military Affairs Breakfast in 2 nd Qtr, 1 monthly networking event in January		↑
	<ul style="list-style-type: none"> Connect 75 businesses and K-12 through Career Link 	75	38	0			38/50.66%	New employee in place to do outreach and expand employer interests		↑

Quarterly Common Measure Summary Report
 Statewide **Final - unofficial**
PY2014 Q1 - Ending Sept 30, 2014

Performance Indicators:
 = < 79.9%: did not meet goal
 80% - 99.9%: met goal
 100% +: exceeded goal

		ADULT			DISLOCATED WORKER			YOUTH		
WDA Name	Measure	Entered Emp Rate	Retention Rate	Average Earnings	Entered Emp Rate	Retention Rate	Average Earnings	Certificate Rate	Literacy/ Numeracy Rate	Placement Rate
Olympic	Actual	86.8%	83.5%	\$13,204	78.0%	92.8%	\$18,558	75.0%	62.5%	82.5%
	Target	81.9%	83.9%	\$14,824	89.8%	85.9%	\$18,901	69.3%	57.4%	76.4%
	Ach %	106.0%	99.5%	89.1%	86.8%	108.0%	98.2%	108.2%	108.9%	108.0%
Pacific Mountain	Actual	83.3%	82.9%	\$13,571	77.3%	84.9%	\$16,637	92.1%	77.4%	92.7%
	Target	84.8%	86.3%	\$14,571	82.8%	89.0%	\$18,519	93.1%	31.2%	82.4%
	Ach %	106.0%	96.0%	93.14%	93.4%	95.4%	89.8%	98.9%	247.9%	112.5%
Northwest	Actual	78.6%	87.8%	\$15,822	83.9%	86.8%	\$20,106	82.4%	60.0%	78.7%
	Target	81.8%	91.3%	\$20,294	86.9%	93.0%	\$20,116	82.9%	66.8%	92.4%
	Ach %	96.1%	96.1%	78.0%	96.6%	93.3%	100.0%	99.4%	89.8%	85.2%
Snohomish	Actual	61.5%	80.8%	\$12,360	73.9%	90.2%	\$21,077	59.6%	52.3%	46.4%
	Target	72.8%	90.5%	\$15,761	85.2%	90.6%	\$21,346	49.7%	36.4%	50.4%
	Ach %	84.5%	89.3%	78.4%	86.7%	99.6%	98.7%	120.0%	143.6%	92.0%
Seattle - King	Actual	69.4%	86.9%	\$15,982	82.2%	90.7%	\$23,280	79.5%	37.2%	66.6%
	Target	77.3%	89.1%	\$15,342	85.9%	90.8%	\$23,930	81.2%	40.7%	72.6%
	Ach %	89.8%	97.5%	104.2%	95.6%	99.9%	97.3%	97.8%	91.4%	91.7%
Tacoma - Pierce	Actual	75.8%	90.0%	\$17,305	82.3%	87.5%	\$18,613	70.8%	26.2%	70.7%
	Target	83.1%	88.9%	\$16,581	86.7%	90.7%	\$18,129	68.3%	47.3%	68.5%
	Ach %	91.2%	101.2%	104.4%	94.9%	96.5%	102.7%	103.7%	55.4%	103.2%
Southwest	Actual	82.1%	85.8%	\$14,510	81.7%	88.1%	\$17,562	91.0%	52.1%	77.4%
	Target	85.6%	82.7%	\$14,529	82.5%	87.1%	\$18,029	89.7%	67.2%	80.4%
	Ach %	95.9%	103.7%	99.9%	99.1%	101.1%	97.4%	101.4%	77.5%	96.3%
North Central	Actual	80.4%	89.6%	\$14,098	87.8%	91.8%	\$15,174	66.9%	73.7%	59.5%
	Target	77.3%	89.6%	\$13,882	85.5%	89.2%	\$14,059	77.0%	63.9%	58.9%
	Ach %	104.0%	100.0%	101.6%	102.7%	102.9%	107.9%	86.9%	115.4%	101.0%
South Central	Actual	84.9%	77.8%	\$13,215	82.7%	91.8%	\$15,756	69.8%	71.9%	63.2%
	Target	77.8%	83.8%	\$11,247	83.1%	87.3%	\$15,986	68.0%	67.8%	63.9%
	Ach %	109.1%	92.8%	117.5%	99.5%	105.1%	98.6%	102.6%	106.1%	98.8%
Eastern	Actual	80.8%	85.9%	\$14,075	87.7%	86.7%	\$15,751	68.1%	54.8%	62.1%
	Target	78.9%	80.2%	\$12,718	81.0%	92.3%	\$17,637	68.3%	36.0%	66.1%
	Ach %	102.4%	107.1%	110.7%	108.3%	93.9%	89.3%	99.8%	152.3%	93.9%
Benton / Franklin	Actual	83.1%	81.8%	\$11,509	79.1%	89.2%	\$22,566	72.3%	67.3%	69.6%
	Target	88.2%	84.7%	\$11,222	86.5%	85.0%	\$19,737	73.0%	45.4%	72.3%
	Ach %	94.2%	96.6%	102.6%	91.4%	105.0%	114.3%	99.1%	148.2%	96.3%
Spokane	Actual	82.1%	79.4%	\$14,486	85.9%	85.8%	\$20,052	75.2%	65.5%	66.7%
	Target	73.2%	83.6%	\$17,879	87.2%	89.7%	\$20,509	76.4%	55.7%	69.5%
	Ach %	112.1%	94.9%	81.0%	98.5%	95.7%	97.8%	98.4%	117.6%	95.9%
Statewide	Actual	76.2%	84.5%	\$14,526	80.9%	88.9%	\$19,671	74.3%	53.2%	66.8%
	Target	79.6%	86.0%	\$15,000	85.2%	89.4%	\$19,807	75.5%	50.5%	70.0%
	Ach %	95.8%	98.2%	96.8%	94.9%	99.4%	99.3%	98.4%	105.2%	95.5%