

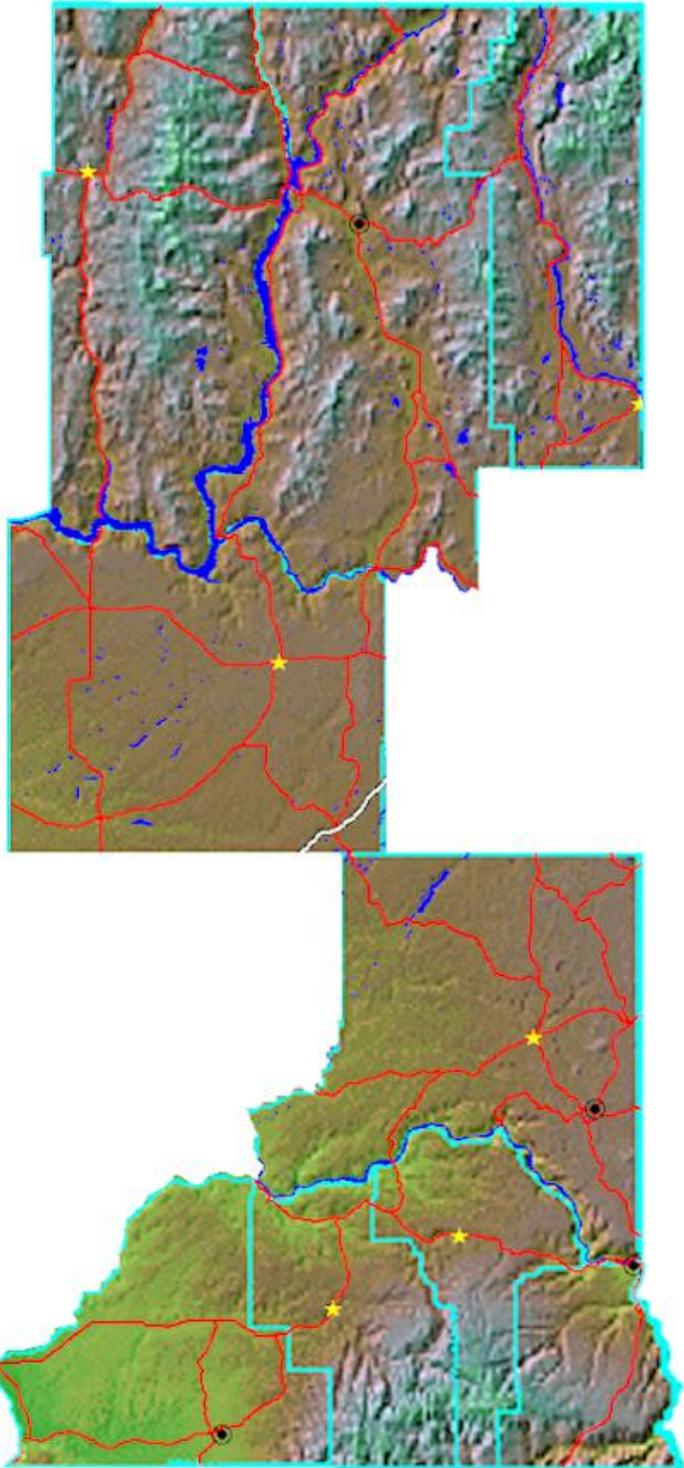
Eastern Washington Partnership

Local Integrated Workforce Plan

For the implementation of
The Workforce Investment Act of 1998

Adopted May 23, 2013

**EASTERN WASHINGTON PARTNERSHIP
WORKFORCE DEVELOPMENT COUNCIL**
Workforce Development Council



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PROLOGUE

The Workforce Investment Act (WIA) of 1998 was implemented in July, 2000. The purpose of the act is to improve the quality of the workforce across the nation. The act stipulates that activities within the workforce development system be guided by and responsive to local economic and employment needs. To that end, an increased amount of authority was given to local workforce development councils to provide direction to service providers and partners that assist customers in obtaining employment. WIA requires that each local workforce development council develops a local strategic plan.

The purpose of this plan is to provide a roadmap for the Eastern Washington Partnership Workforce Development Council to craft policies and inform funding decisions around its workforce development activities. The counties that comprise this workforce development area include Asotin, Columbia, Ferry, Garfield, Lincoln, Pend Oreille, Stevens, Walla Walla and Whitman.

Research for the plan has included collecting information about the area's key industries, growing and declining occupations, government and economic development initiatives, and the characteristics of the workforce. Considerable input was sought from leaders throughout the nine counties that comprise the Eastern Washington Partnership. Sources included representatives from business, labor, education, community-based organizations, economic development, social service organizations, Employment Security, elected officials and the general public. This strategic plan is a product of that research. It is in alignment with both *High Skills, High Wages 2012-2022: Washington's Strategic Plan for Workforce Development* and the 2012-2016 State Integrated Workforce Plan. These two plans provide the State's overall framework to which this local WDC plan aligns. The WDC's vision, mission, goals, objectives and strategies will guide workforce development efforts in the Eastern Washington Partnership in the coming years.

INTRODUCTORY STATEMENT

The Eastern Washington Partnership Workforce Development Area (WDA) is comprised of nine rural counties that extend from Canada to the Oregon border, surround Spokane County, and include three that are adjacent to the Idaho border. It is a vast geographical area that encompasses over 14,000 square miles. Yet only 3.1% of the state's population resides in the area. Four of the nine counties have fewer than five people per square mile.

The WDA is very diverse in terms of its topography, its resources, and its demographics. However, its counties share many of the advantages and disadvantages that are inherent with many rural counties in the nation. The purpose of this plan is to develop a blueprint for workforce development that will serve to exploit the advantages and reduce the disadvantages by implementing the strategies that will help to achieve the particular objectives that support each of the four goals that have been developed.

As Washington State and its various regions become more involved in the global marketplace, rural counties must have a workforce that is prepared to meet that challenge. An important first step is for youth to receive a good primary and secondary education. The next is for all people to have access to post-secondary training opportunities that can give them the knowledge and skills that are required to be successful in an ever-changing economic environment. Investment in education and training will ensure that people can adapt to changing demands, improved technologies, and evolving businesses. This will enable citizens to secure family-wage jobs with promising futures.

Youth must have the basic education and soft skills to successfully enter the workforce. Adult job seekers must be well prepared to secure and retain employment in the competitive job market that exists. Incumbent workers need opportunities to increase their skills and move up the career ladder. Employers need a skilled workforce that is trainable in order to thrive.

The workforce development partners in this WDA will collaborate to offer a wide range of useful and effective services for job seekers and employers. They will seek customer feedback to evaluate the relevance and effectiveness of the services in contributing to a better and more skilled workforce. They will use data to measure the success of their work that will help them to make changes to improve their outcomes. More than ever, workforce development and economic development entities must identify ways to support the critical industries in the region and to promote the development of the necessary infrastructure that will help to retain and expand businesses.

The WDC has developed the goals, objectives and strategies in this plan to address the workforce development needs of youth, job seekers, current workers and employers in the region. Rural areas face particular challenges in meeting these needs. This plan is intended to identify such challenges as well as strategies that can be employed to address them.

The WDC's strategic plan is developed with input from business and labor, local elected officials, schools, colleges, vocational training institutions, service providers, public agencies, economic development representatives, and interested citizens. They all share a common goal of developing a skilled workforce. This plan will describe the economic and demographic conditions of the WDA. It will define the goals, objectives and strategies that will guide the work of the WorkSource partners. As the plan is implemented, it will continue to evolve with input from the stakeholders.

The WDC's vision, mission, goals, objectives and strategies are as follows:

EASTERN WASHINGTON PARTNERSHIP WORKFORCE DEVELOPMENT COUNCIL

VISION STATEMENT

The Eastern Washington Partnership workforce development system is widely recognized as a rural model for the delivery of high quality, customer-focused workforce training, education, and employment services.

MISSION STATEMENT

The mission of the Eastern Washington Partnership Workforce Development Council is to design and oversee a system which effectively meets the workforce development needs of employers, workers, job seekers, and youth.

GOALS, OBJECTIVES AND STRATEGIES

Goal 1. The WDC brings together representatives of private business, education, economic development organizations, organized labor and the WorkSource partners to set policy, establish the framework, support initiatives and implement programs that improve the workforce development system.

Objective 1a: Effective communication occurs among business, education, labor, economic development organizations, the public sector, and elected officials.

Strategies:

- Private sector employer input is sought to determine training needs and the level of satisfaction with service delivery.
- An interactive relationship with organized labor in the region is maintained.
- The WDC maintains effective communication between the local board, the state workforce board and area legislators.
- Staff from economic development organizations, WorkSource partner leadership, community colleges, Labor Market and Economic Analysis (LMEA) and the WDC meets to identify the highest priorities for regional workforce development.

- **Objective 1b:** WorkSource partners maximize the use of available resources.

Strategies:

- WorkSource staff is well-trained in providing effective assessments for job seekers and helping them to understand their career pathway options and the resources required to pursue them
- WorkSource sites improve the access to and quality of job search/job matching services for job seekers
- Staff directs job seekers to no-cost websites that provide information about career pathways (i.e. education/skill requirements, wage ranges, training providers, financial aid, job progression potential, etc.)
- Staff is knowledgeable on how to access the various funding sources (including co-enrollment) for training and support services in order to best serve the customers.
- New funding proposals are developed with input from local WorkSource partners.

- WorkSource staff assesses employer needs and develops system-wide solutions to address them.

Objective 1c: Further the integration of employment services for WorkFirst participants and people with disabilities in the WorkSource system.

Strategies:

- WorkFirst and disability employment services are co-located with WorkSource partners wherever feasible.
- Business assistance team marketing plans include strategies that will assist the full spectrum of job seekers.
- Grant opportunities or other financial resources are explored to maximize the services/resources available to people with disabilities.
- WorkSource system services are reviewed regularly to ensure access for all customers.

Goal 2: Youths will have the basic educational and workplace skills and career pathways knowledge that is necessary for them to succeed in education, post-secondary training and employment.

Objective 2a: At-risk students remain in school and achieve high school diplomas.

Strategies:

- Increase utilization of available tutoring and study skills programs to assist students who are experiencing difficulties with their classes and assessment tests.
- Increase partnerships and collaboration with local school districts.
- Refer at-risk students to established mentoring programs.
- Direct students to on-line learning sites that offer no-cost coursework tutorials.

Objective 2b: Youths that are placed in work experience components will have work-based learning opportunities.

Strategies:

- Coordinate with school district personnel to develop work opportunities that relate to a student's course work and interests.
- Select work sites for youths on the basis of their willingness to incorporate work-based learning and SCANS skills training into a job.
- Include work-based learning and SCANS skills training as an integral part of the summer youth employment program.

Objective 2c: Youth will learn about the multiple pathways they can pursue to achieve economic self-sufficiency.

Strategies:

- Coordinate WIA youth services with career and technical education services available at school districts throughout the workforce development area.
- Provide comprehensive career guidance to youth participants.
- Train youths to use the Internet to research labor market information (including openings in demand occupations), success rates of vocational training providers, and the availability of local, state and national employment opportunities.
- Provide youth-oriented workshops that focus on job-seeking, interviewing, job retention, and financial literacy skills.

Objective 2d: Increase opportunities for school-age dropouts to obtain a high school diploma or GED and progress to post-secondary education/training or employment.

Strategies:

- Partner with school districts, community-based organizations, community colleges, WorkSource partners and the Job Corps to identify high school dropouts.
- Inform youth dropouts about available options for continuing their education such as alternative schools, Job Corps and high school completion programs.
- Provide the comprehensive support services that are necessary for youths to return to and remain in school.
- Include an educational component in the Individual Employability Plan for all youth participants that are dropouts.

Objective 2e: Youth with high school diplomas or GEDs have access to training and employment opportunities that offer good earnings potential.

Strategies:

- WorkSource partners will offer targeted services for older out-of-school youths that are unemployed or underemployed.
- Youth service providers will assist out-of-school youths in securing vocational training through community colleges, Job Corps Centers, private training programs or apprenticeship-like programs that can lead to high skill jobs.
- Train youth on how to research information about training providers and the availability of grants, scholarships and other financial aid opportunities.
- Inform youth about high demand/higher skill occupations with an emphasis on such opportunities that are available within the region.

Goal 3: Close the gap between the needs of employers for skilled workers and the supply of Washington residents prepared to meet those needs.

Objective 3a: Economic development organizations, local and regional business leaders, WorkSource partners, community colleges, labor representatives and economic analysts work together to identify and address the workforce issues for emerging demand occupations with high and mid-skill requirements.

Strategies:

- Ensure that input is actively sought from all of these entities throughout the nine counties during planning processes.
- Convene workgroups or skill panels as necessary, to address workforce issues in high demand industries that are experiencing skill gaps in their workforce or that find it difficult to recruit sufficient numbers of qualified applicants.
- Work closely with economic development entities throughout the WDA to meet the workforce needs of new or expanding businesses.
- Work with Employment Security regional economists to provide labor market projections on a regular basis that are specific to WDA 10 and sub-regions within the workforce development area.

Objective 3b: Representatives from business, labor and education develop skill standards for demand occupations that require mid to high level skill sets.

Strategies:

- Involve industry representatives on local skills panels and training program advisory boards and ensure that they can participate in the development and review of the proposed standards and curricula as they are drafted.
- OJT counselors work closely with employers to develop effective training plans for OJT participants to acquire the skills that are required for the particular occupations.
- Develop opportunities for vocational training classes that can complement on-the-job training

Objective 3c: Support training providers' efforts to expand the vocational skills programs for high demand, high skill occupations.

Strategies:

- Target WIA training funds for programs that train people for more highly skilled jobs in demand occupations.
- Support the expansion of distance-learning opportunities as well as self-paced multi-media certificate programs for high skill-high demand occupations.
- Support the continuation and expansion of the Tech Prep, Running Start, Skill Centers and apprenticeship programs.
- Secure training funds to upgrade the skills of incumbent workers for high demand occupations.
- Support shorter-term, intensive training programs that enable people to acquire technical skills quickly.

Objective 3d: Assist dislocated workers in making smooth transitions to new jobs.

Strategies:

- Procedures are in place to quickly coordinate the various entities that can assist dislocated workers in transitioning to other jobs or occupations. This includes the formation of labor-management committees as necessary.
- Secure additional dislocated worker funds from the state if local funds are insufficient to serve the affected workers.
- Assist dislocated workers to quickly transition into new jobs or training programs if new skills are needed.
- Improve the skill assessments of dislocated workers that can help them to cross-walk their skills to other occupations.
- Provide the support services that are essential for the dislocated workers to transition to new jobs. This can include relocation assistance when job openings are available in a different location.

Objective 3e: Funds are available to assist incumbent workers to upgrade their skills in order to remain competitive in the workplace.

Strategies:

- Identify businesses in need of incumbent worker training and support the acquisition of customized/incumbent worker training funds.
- Support economic development efforts to promote business retention, revolving loan programs, microenterprise training, and other training programs that will provide incentive for local business endeavors.
- Coordinate local training opportunities for groups of employers that need short-term specialized training for employees.

Goal 4: WorkSource partners provide job seekers and low-wage workers with opportunities to increase their skills and earning power.

Objective 4a: Job seekers and low-wage workers understand how to increase their earning potential.

Strategies: WorkSource staff :

- Will effectively assess the skills of its WorkSource customers.
- Will provide the job seekers with the information necessary to understand the career pathways opportunities that are available (i.e.; training, apprenticeships, vocational education, etc.) for them to advance in a career path.
- Will inform WorkSource customers about non-traditional employment opportunities in demand occupations that pay well.

Objective 4b: Low-wage workers have financial means to participate in training.

Strategies:

- Provide access to tuition waivers, individual training accounts, scholarships, PELL grants and on-the-job training.
- Pursue external funding opportunities to leverage existing resources for customers to engage in training.
- Provide access to support services (e.g., uniforms, transportation, tools) to people who need them to engage in training.

Objective 4c: Literacy, English as a Second Language (ESL) and “soft skills” training are accessible to job seekers and working people in need of them.

Strategies:

- Services are offered at locations and times when working people are able to access them.
- Training is provided in an accelerated format with open entry/open exit options when feasible.
- Reasonable accommodations are available for people with disabilities.
- WorkSource services are available throughout the nine counties.
- Increase the use of I-BEST programs

Regional Economy

The Eastern Washington Partnership (EWP) economy survived “The Great Recession” and is emerging more diversified. Steady growth is forecast for the future, but the recovery will continue to be uneven. Industries will recover at varying rates. Construction is an example of one that was hard hit in the down cycle and will not likely rebound to peak levels until well into the future.

This section will analyze two main components of workforce development: key industries and the regional workforce. The first part will highlight key industries that are leading the region’s recovery. Although the region is in a period of high unemployment, it also has a high number of job vacancies. In the fall 2012 Job Vacancy Report by state department of Labor Market and Economic Analysis, 9,796 vacancies were reported in the region. Most of the vacancies were in five growth industries. Matching skilled labor and vacancies is vital to insure that employers have a pool of skilled labor.

The second part will be devoted to issues in the EWP workforce. The issues include out-migration, wages, age of workforce and educational capacity.

In general, the future employment forecast for the region is as follows:

- There will be a steady increase in new jobs across five industries.
- Replacement employment opportunities will accelerate due to retirements.
- Clean energy and green jobs will continue to emerge and become an important part of the economy.
- Structural layoffs in construction, retail trade and leisure and hospitality will probably not come back to pre-recession levels for a long time.
- Employment in manufacturing (including food processing), transportation (distribution chain), health services, financial services, forest services and mining will continue to dominate employment both in number and percentage of the labor force.
- Although the government is the largest employment sector in most of the nine counties, it is anticipated that there will be reductions in many of the various entities.
- Opportunities for existing and new businesses will increase due to major broadband enhancement projects that are occurring in several counties.
- Exports will continue to grow in both the manufacturing and agricultural sectors helping to increase jobs in the WDA.¹

Eastern Washington Industry Clusters

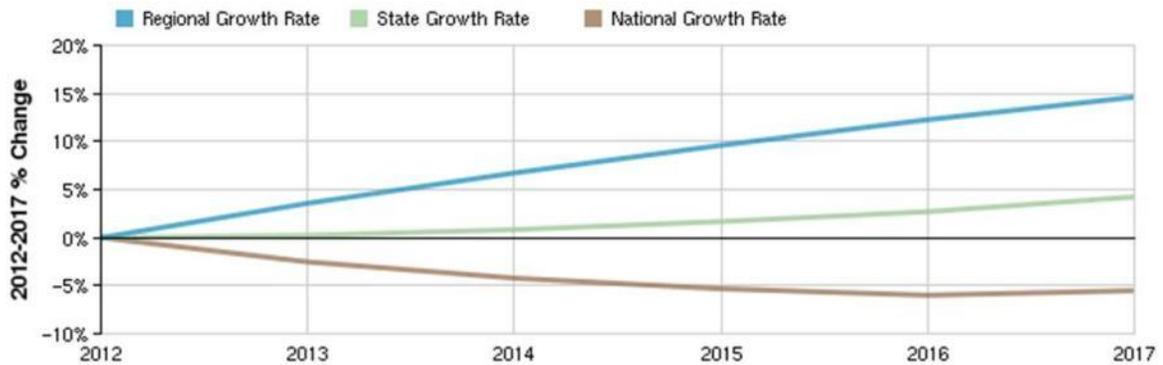
The Eastern Washington Partnership has five vital industry clusters. To analyze tomorrow’s workforce economists look first at the region’s foundation industries and the expectations of their markets. Then the attention is turned to what the anticipated future job market will look like. This is a challenging task because of recent structural economic changes nationally. Five vital industry clusters were identified which contribute significantly to Eastern Washington’s economic growth and development. The five clusters include Manufacturing (including food processing), Transportation (distribution chain), Health Services, Financial Services, Forest Services and Mining. The next five pages illustrate trends in each of the five vital clusters, including current employment and expectations for the future.

¹ Doug Tweedy, Regional Labor Economist, dtweedy@esd.wa.gov

Manufacturing

Basic Information	
2012 Industry Jobs	7,705
2017 Industry Jobs	8,832
Total Change	1,127
Total % Change	14.63%
2012 Average Earnings per Worker	\$62,388
2012 Establishments	252

Industry Change Summary



Top Occupations:

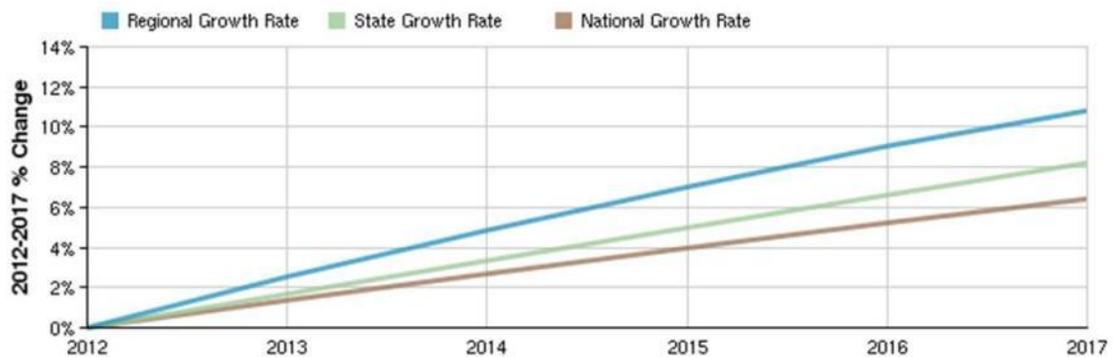
- Team Assemblers
- Production Workers
- Computer-Controlled Machine Operators,
- First-Line Supervisors
- Sales Representatives, Manufacturing
- Bookkeeping, Accounting, and Auditing
- Clerks
- Shipping, Receiving, and Traffic Clerks
- Machinists

Transportation, Warehousing and Distribution

Basic Information

2012 Industry Jobs	1,577
2017 Industry Jobs	1,748
Total Change	171
Total % Change	10.84%
2012 Average Earnings per Worker	\$43,736
2012 Establishments	117

Industry Change Summary



Top Occupations:

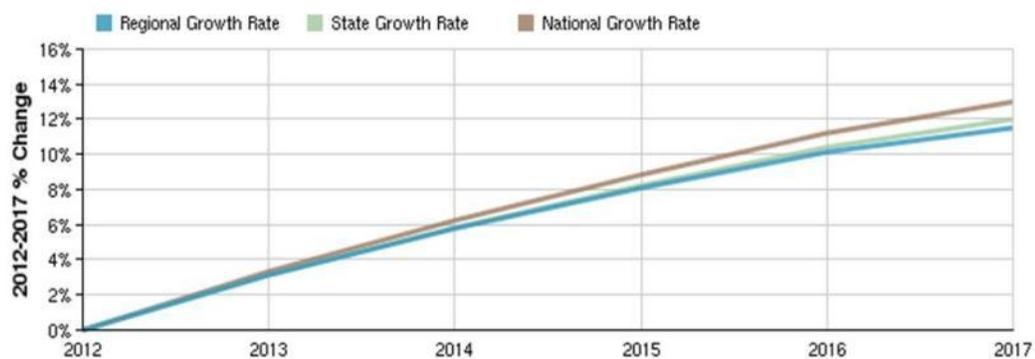
- Truck Drivers, Heavy and Tractor-Trailer
- Laborers and Freight, Stock, and Material Movers
- Bookkeeping, Accounting, and Auditing Clerks
- First-Line Supervisors/ Managers of Transportation
- Bus, Truck Mechanics and Diesel Engine Specialists
- Production, Planning, and Expediting Clerks

Healthcare

Basic Information

2012 Industry Jobs	9,461
2017 Industry Jobs	10,550
Total Change	1,089
Total % Change	11.51%
2012 Average Earnings per Worker	\$44,934
2012 Establishments	417

Industry Change Summary



Top Occupations:

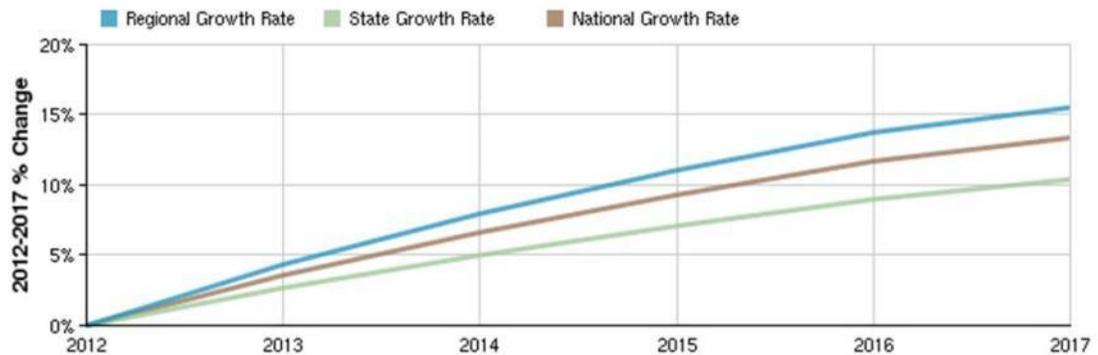
- Registered Nurses
- Nursing Aides, Orderlies, and Attendants
- Personal and Home Care Aides
- Medical Secretaries
- Child Care Workers
- Home Health Aides
- Receptionists and Information Clerks
- Dental Assistants
- Medical Assistants
- Social and Human Service Assistants

Finance and Insurance

Basic Information

2012 Industry Jobs	3,018
2017 Industry Jobs	3,487
Total Change	469
Total % Change	15.54%
2012 Average Earnings per Worker	\$38,878
2012 Establishments	212

Industry Change Summary



Top Occupations:

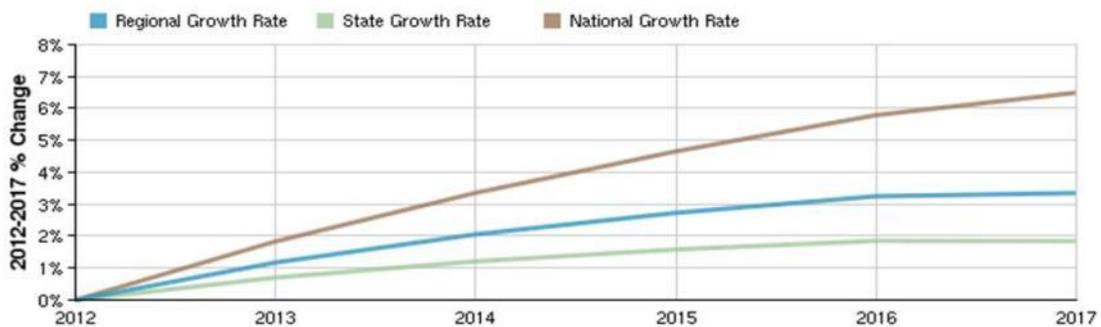
- Insurance Claims Clerks
- Tellers
- Loan Officers
- Customer Service Representatives
- Insurance Sales Agents
- Securities/ Commodities Clerks
- Loan Interviewers
- Claims Adjusters
- Investigators

Forestry and Mining

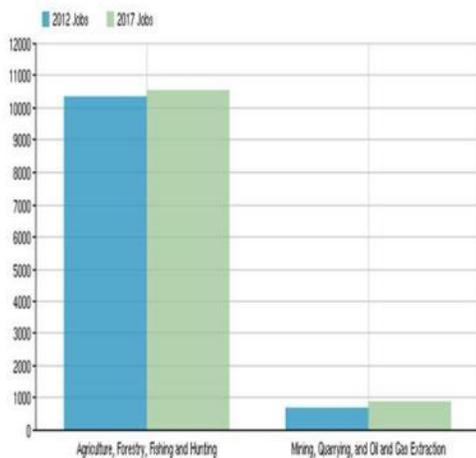
Basic Information

2012 Industry Jobs	11,037
2017 Industry Jobs	11,407
Total Change	370
Total % Change	3.36%
2012 Average Earnings per Worker	\$26,494
2012 Establishments	985

Industry Change Summary



Industry Breakdown



Top Occupations:

- Graders and Sorters, Agricultural Products
- Bookkeeping, Accounting and Auditing Clerks
- Sales Representatives, Manufacturing
- Laborers and Freight, Stock, and Material Movers
- Operating Engineers
- Food Scientists and Technologists
- Pesticide Handlers, Sprayers, and Applicators
- Packaging and Filling Machine Operators and Tenders
- Heavy Equipment Mechanics

Wages and Income

The average annual wage in the nine-county EWP was \$35,700 in 2011, which is well below the state average of \$50,250. There are differences within the region. Whitman and Pend Oreille Counties had the same average annual wage in 2011 of \$38,260. Columbia (\$35,730), Walla Walla (\$36,770) and Garfield (\$37,240) were above the average for the area. Asotin and Lincoln Counties were well below the area average at \$29,690 and \$30,697 respectively. Stevens (\$32,416) and Ferry (\$35,280) Counties fared better, but were still below the area average. Average annual wages usually are reflective of each county's economic industry make up.

In 2011 EWP per capita personal income was \$33,009. The range was from \$26,353 in Ferry County to \$39,259 in Columbia County. This measure was also significantly less than the state average per capita personal income of \$43,878.

The next chart illustrates each county's average annual wage and median hourly wage in comparison to the state and overall EWP averages. Figures in highlighted cells show the county in each column with the highest and lowest average in that category.

Area	Average annual wage	Median hourly wage
Washington State	\$50,258	\$21.59
Eastern Washington	\$35,703	\$17.60
Asotin	\$29,695	\$16.11
Columbia	\$35,732	\$17.86
Ferry	\$35,289	\$18.02
Garfield	\$37,246	\$16.84
Lincoln	\$30,697	\$16.91
Pend Oreille	\$38,262	\$19.30
Stevens	\$32,416	\$17.68
Walla Walla	\$36,775	\$16.44
Whitman	\$38,266	\$19.20

Source: Bureau of Labor Statistics, Bureau of Economic Analysis, U.S. Census Bureau

Above data: US Census Quickfacts

Labor force and poverty rate summary chart

Information for this chart was compiled from LMEA County profiles.²

County	Total Labor Force 2010	Average Annual income 2010	Percent Unemployment			Percent Poverty 2010 census
			2012	2011	Peak	
Asotin	10,450	\$25,052	7.4	9.1	N/A	13.5
Columbia	1,500	\$34,013	10.6	11.2	11.6	16.4
Ferry	2,840	\$33,364	13.5	14.2	N/A	20.8
Garfield	990	\$37,250	7.4	6.7	8.1	15.7
Lincoln	4,770	\$30,862	8.5	8.9	N/A	12.1
Pend Oreille	5,140	\$37,157	12.4	13.1	18.6	18.3
Stevens	17,990	\$32,399	11.7	11.7	16.3	15.1
Walla Walla	29,460	\$35,812	7.4	7.4	7.4	17.5
Whitman	22,420	\$37,976	5.7	5.9	6.8	27.6
Total	95,560					
WDA Average		\$33,765				

Whitman, Asotin and Pend Oreille Counties are affected by their proximity to the Idaho border. Residents in Pullman, Clarkston and Newport shop and do business in Idaho. Washington's minimum wage is \$2.00 more than Idaho which can impact the competition from Idaho job seekers for entry-level jobs in the counties that border Idaho (Asotin, Whitman and Pend Oreille Counties).

Details for each county, including information on industry sectors, top companies, representative occupations, labor force and universities and colleges are linked to the Office of Financial Management.³

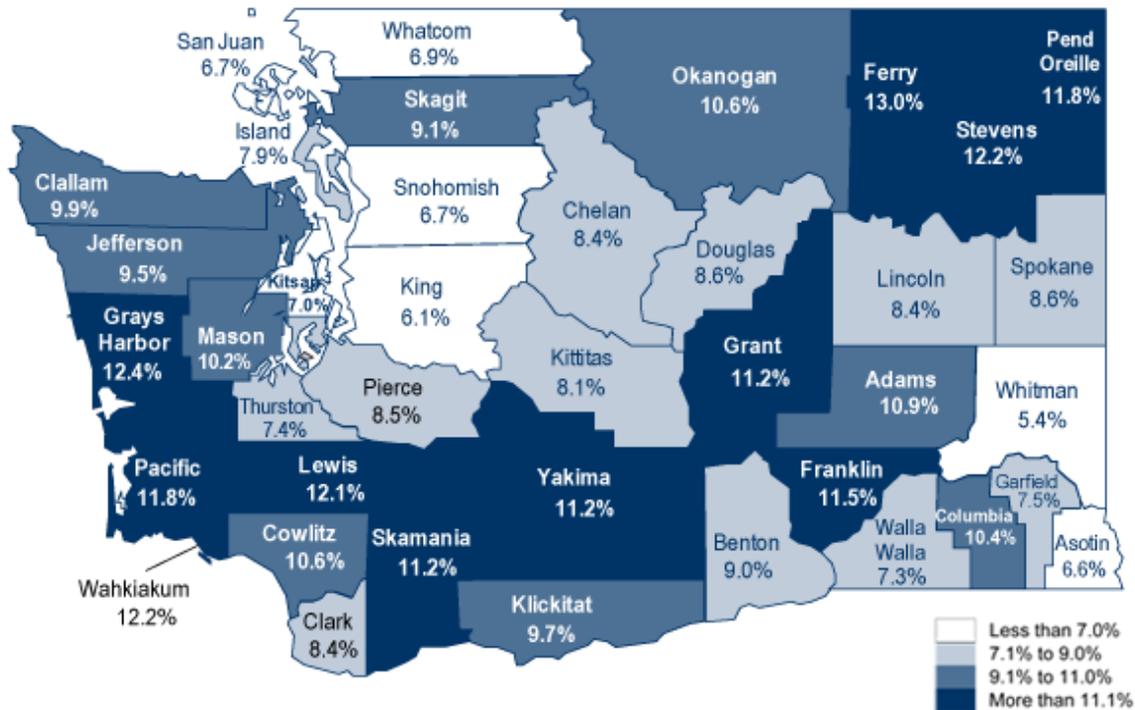
Unemployment

Unemployment is historically high in several counties in WDA 10. Unemployment rates give an idea of what percentage of workers are available and actively searching for employment. A low unemployment rate indicates a stronger economy with available positions filled and in some cases, a worker shortage. Since the recent recession when unemployment rates reached high levels nationally, unemployment rates have been trending downward once more.

² <https://fortress.wa.gov/esd/employmentdata/reports-publications/regional-reports/county-profiles>

³ <http://www.ofm.wa.gov/localdata/default.asp>

December 2012 unemployment rates
Preliminary statewide rate 7.6%, seasonally adjusted
Preliminary statewide rate 7.7%, not seasonally adjusted
County rates not seasonally adjusted

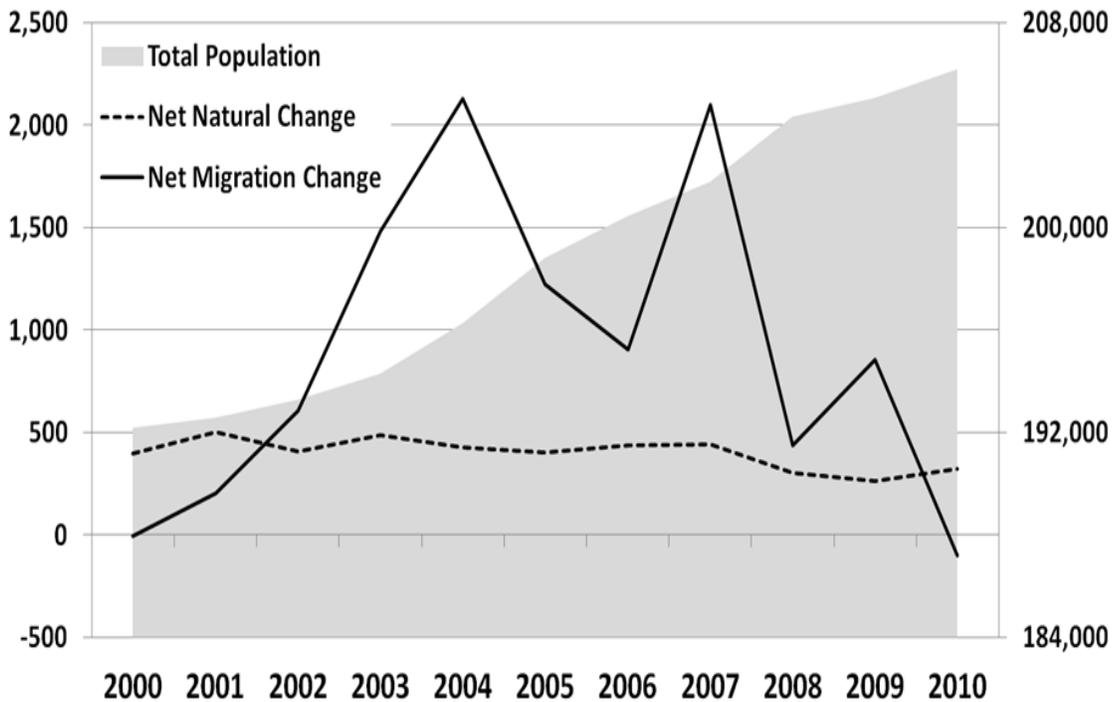


The seasonal nature of employment in WDA 10 impacts unemployment rates. Agricultural and timber-related activities are seasonal in some counties. Seasonal jobs provide work for residents, but they might not promote career growth, nor do they provide an abundance of living-wage opportunities. In many cases people make a lifestyle choice to remain in the county and work seasonally, and they might work more than one seasonal job, but formal data has no way of recording this phenomenon. Whitman County consistently has the lowest unemployment rates in the state and remains stable. Ferry County has the highest rate.

Population

The entire population of the nine-county WDA is estimated to be nearly 207,000 people according to 2011 census estimates. Population growth over the past ten years has been uneven. Five of the nine counties actually lost population between July 2010 and July 2011, some from net out-migration (more moving out than moving in) and some from natural decrease (more deaths than births). The following graph illustrates migration patterns against the backdrop of general population growth. Average growth shows increase, however within the past few years out-migration has been an issue in the area. It could be assumed that the recession has been a factor in this out-migration as people cannot find work locally and move to more urban centers for employment.

Population Change in Eastern Washington Region (2000-2010)



Source: U.S. Census and WA State OFM 2011

Counties that gained population through both migration and natural change were Walla Walla and Whitman with 11.2 and 5.9% growth, respectively. Counties that gained population through migration only were Ferry and Asotin, with 17.4% and 10.5% growth respectively. Stevens County population expanded through net natural increase, but this was balanced out with out-migration, showing a net population loss of 0.2%. Columbia, Garfield, Lincoln and Pend Oreille populations decreased due to both out-migration and natural decreases. Out-migration from the Eastern Washington counties is mainly within the state of Washington, primarily to Spokane, King and Benton Counties. This is followed by migration to Idaho and Oregon.⁴

Overall, population growth for Eastern Washington was around 2,000 from 2010 to 2011, with natural increase adding two times more than in-migration. As a result of uneven population growth among Eastern Washington Counties, the percentage of growth is slowing down. Over 26,000 people were added to the area between 1991 and 2001, while only around 14,000 people were added between 2001 and 2011. Part of this reflects a decline in the rate of growth for the U.S. population as a whole, due to lower birth and in-migration rates. The other factor contributing to slower growth is the increasing concentration of people in metropolitan areas, and a movement away from rural areas.

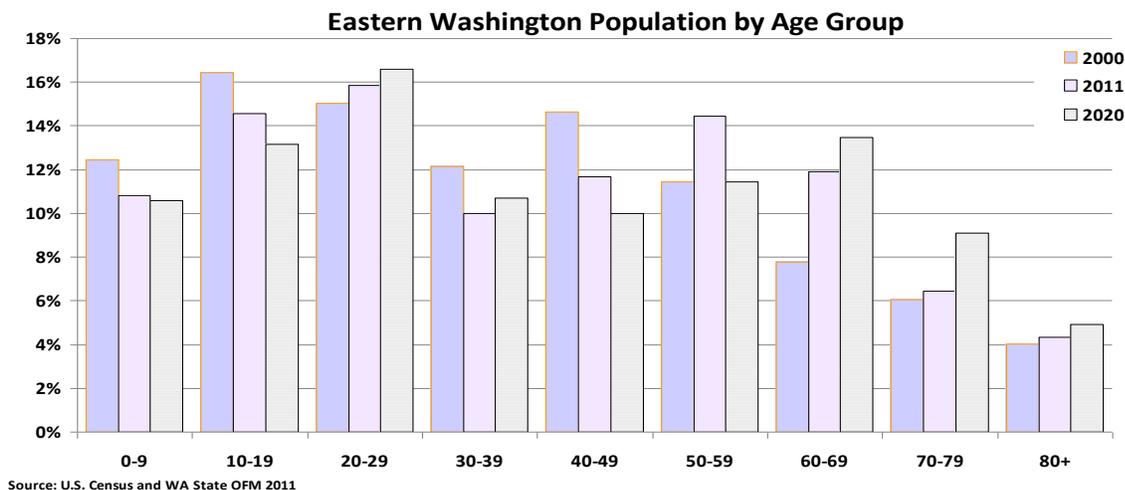
⁴ Ajša Suljić, Regional Labor Economist, ASuljic@esd.wa.gov

A declining population implies that there are fewer people who will be part of the workforce in the rural counties. A shortage of potential workers causes companies to be cautious about expansion, relocation or startup of business. Businesses seek areas that can provide the potential workforce to meet the needs of production or services.

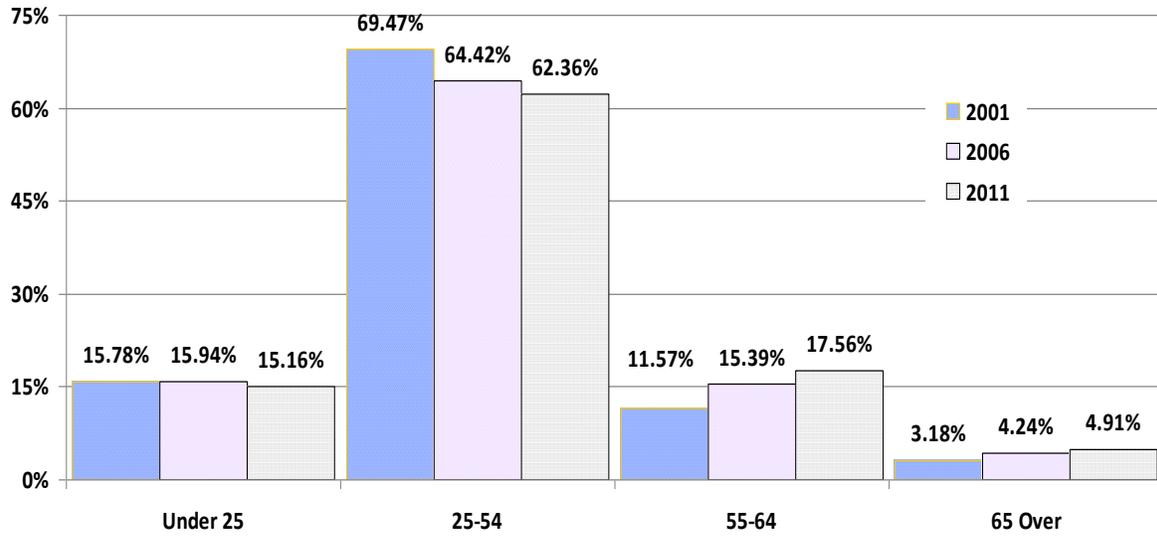
The age structure, coupled with general population growth or decline, is also an important consideration in analyzing the potential workforce. Both contribute to the assessment of the region’s capacity to attract and maintain current businesses. One of the most critical challenges for the region is the impending retirements of the baby boom generation, who in 2011 were between 48 and 66 years of age. In the Eastern Washington region an estimated 6,600 moved into retirement age in the past ten years, and more than 10,000 will be retiring in the next decade. The area will have a shortage of younger workers who would naturally move into vacant positions left by retiring workers. The estimated gap between baby boomers and the next generation is 12,000 by 2021.

An estimated 15.2% of the total 2011 jobs were held by workers under the age of 25. When comparing 2001 and 2011, that age group of actively working individuals showed a decrease of 0.6%. At the same time the proportion of the workforce between the ages of 55 to 64 rose to 17.6% from 11.6% in 2001 and 15.4% in 2007. This marks a substantial increase in the pre-retirement demographic. The trending of this gap to increase is expected to continue because young adults have not been readily entering the labor force due the job shortages since the start of the recession. Older workers have tended to stay in the workforce for financial reasons, and in general the population of younger people is not increasing at the same rate as earlier generations. The following two charts illustrate the age structure of the Eastern Washington Area workforce.

The page after that draws a picture of the age of workers by industry.

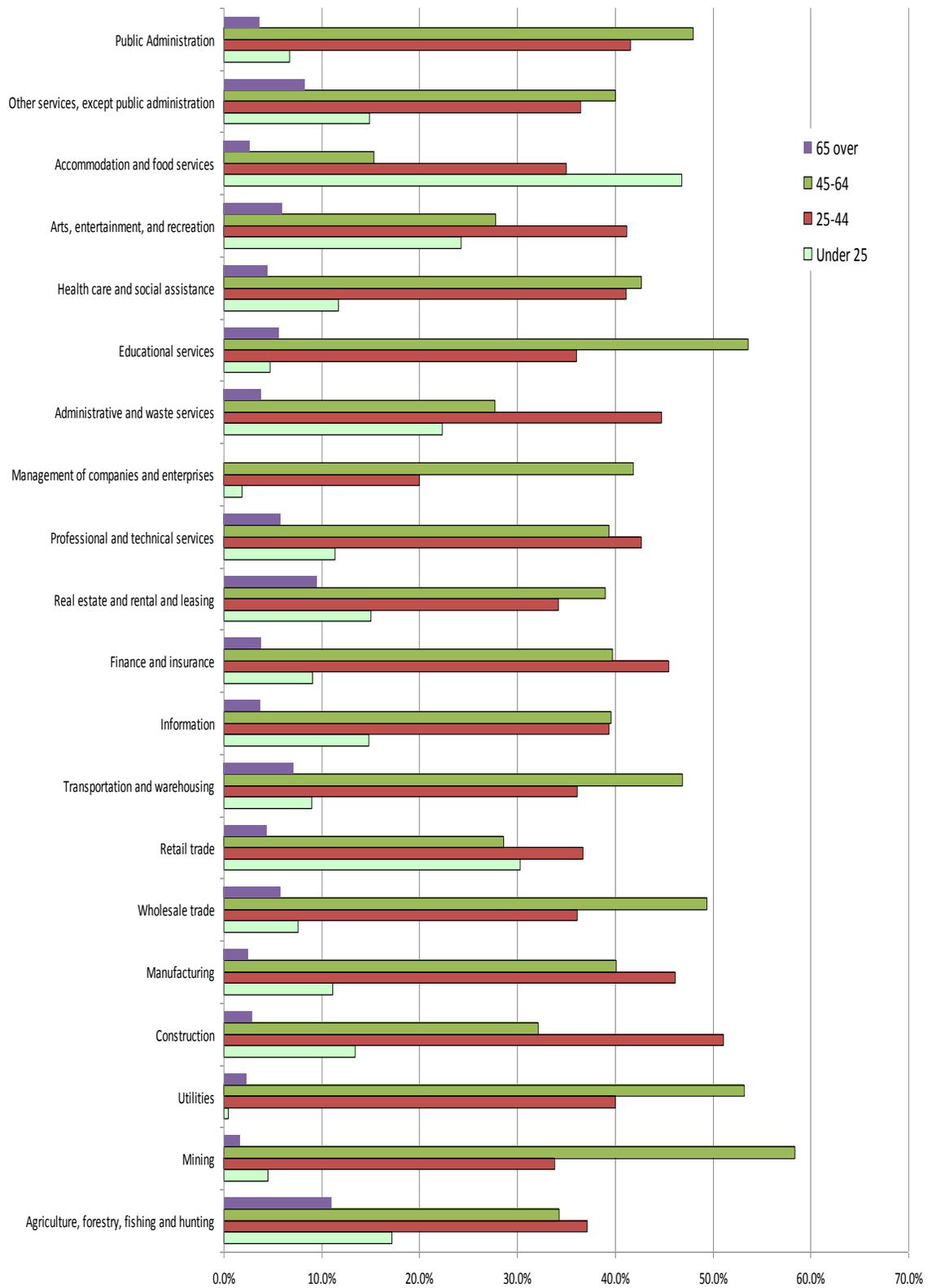


Age Structure of the Existing Eastern Washington Region Workforce



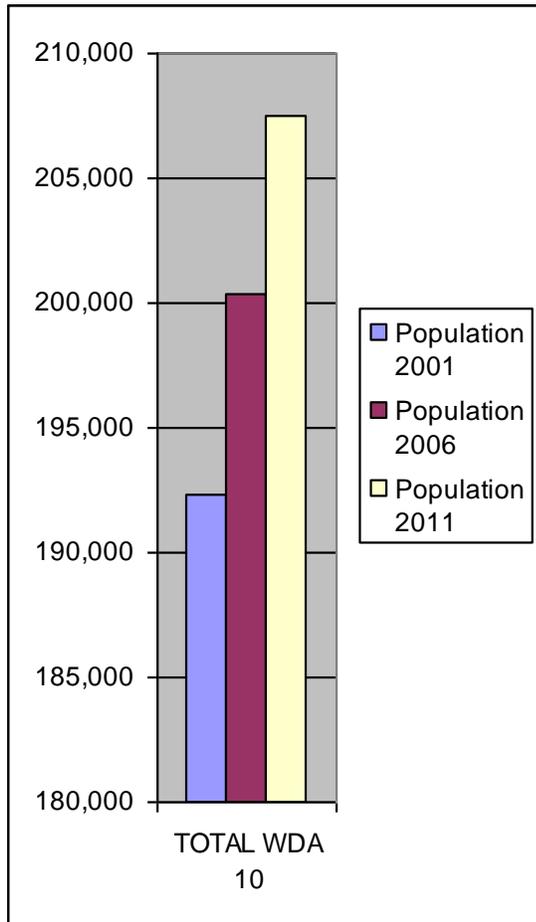
Source: Local Employment Dynamics, QWI 2011, U.S. Census Bureau

Industry by Age Group, Eastern Washington 2011



Population changes within the nine counties are reflected in the following charts. Annual change for 2010-2012 indicate that most counties show a slower growth rate than the state as a whole. Greatest growth occurred in Whitman County, which far exceeded the state growth rate. Pend Oreille, Lincoln and Ferry Counties' growth rate was similar to the state average and the remainder of counties was less, with Garfield losing population and others remaining the same.⁵

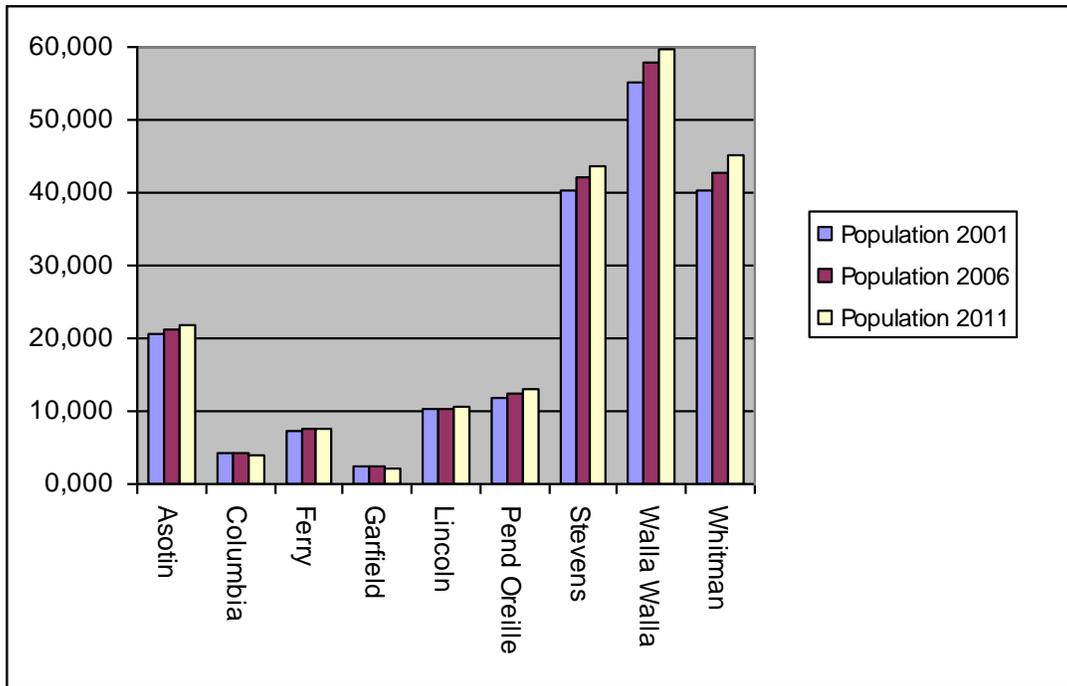
Population Growth In WDA 10⁶



County	Population 2001	Population 2006	Population 2011
Asotin	20,700	21,100	21,933
Columbia	4,100	4,100	4,050
Ferry	7,300	7,500	7,689
Garfield	2,400	2,400	2,262
Lincoln	10,200	10,200	10,476
Pend Oreille	11,800	12,300	12,936
Stevens	40,300	42,100	43,496
Walla Walla	55,200	57,900	59,588
Whitman	40,300	42,800	45,077
TOTAL WDA 10	192,300	200,400	207,507

⁵ <http://www.ofm.wa.gov/pop/april1/poptrends.pdf>
<http://www.ofm.wa.gov/localdata/default.asp>
<http://www.ofm.wa.gov/databook/default.asp>

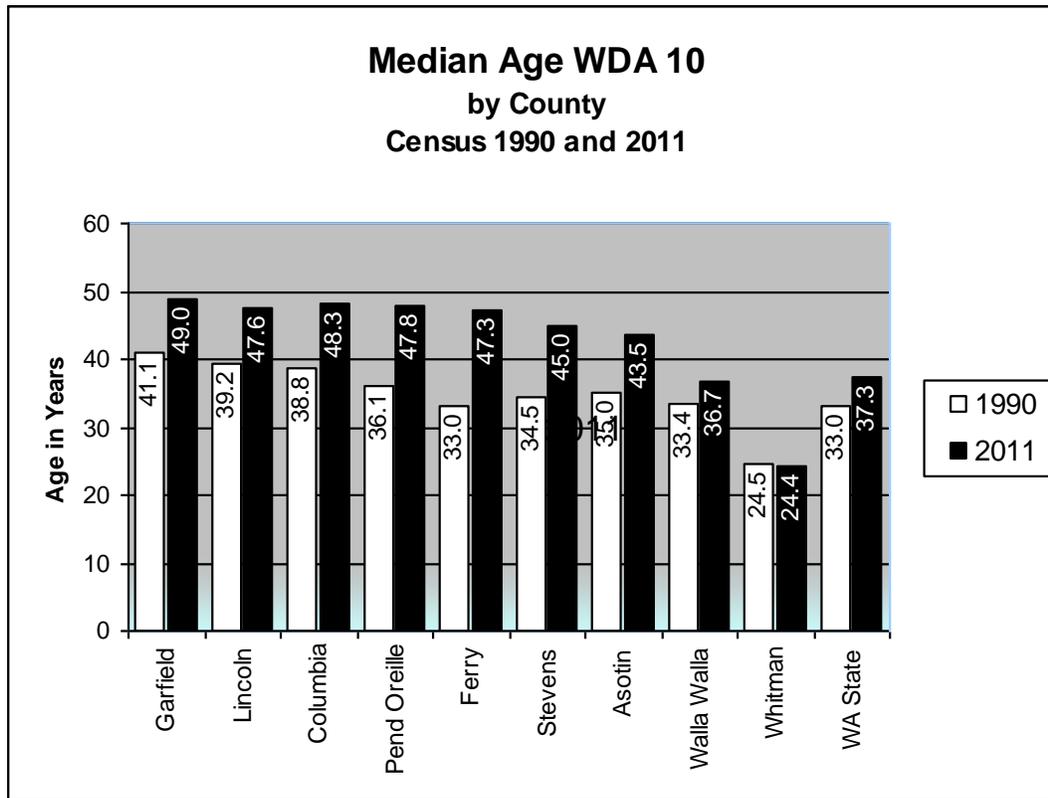
⁶ Data for charts from QuickFacts from the US Census Bureau: <http://quickfacts.census.gov/qfd/states/53/53003.html>



Columbia and Garfield Counties lost population in the past decade. Growth in the nine counties is more a result of in-migration than natural increase. However the workforce population is migrating to nearby urban areas in search of job opportunities. In many cases people live in one of the nine WDA 10 counties, but commute to larger cities to work.

Age

The median age of the population in the WDA continues to increase. Seven of the nine counties show a median age significantly older than the state’s median age. The aging of the population has implications for the workforce. Older workers will retire, creating vacancies that will need to be filled by younger workers. The older age group comes to the work force with a wealth of work skills and a solid work ethic, but may not be as well versed as younger workers with computers and other technology-related skills. As the retirement community grows there will be more need for jobs in health care and assisted living. The incomes of older individuals may be derived from retirement and transfer payments rather than wages, and this does not create a large number of jobs in a community.



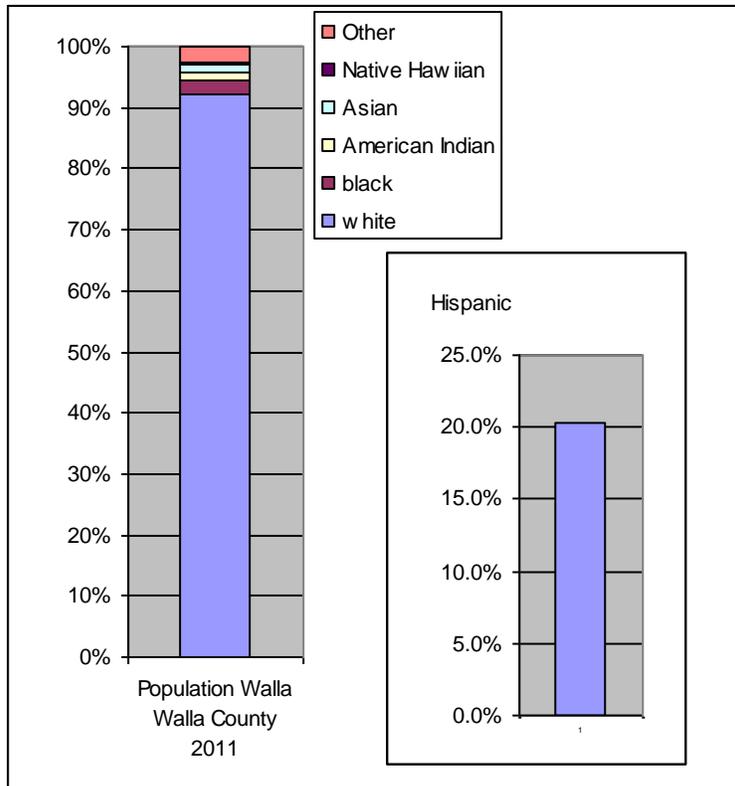
Gender

The ratio of men to women in the workforce is about equal in all counties.

Minorities

The profile of applicants follows that of the population area-wide. The largest percentage of applicants is Caucasian. In counties where the population has a significant minority, that population is served. In fact, Walla Walla and Columbia Counties show a greater percentage of Hispanics registered with Employment Security than does the state relative to its population. According to a study done by Walla Walla Community College, the Walla Walla region has realized considerable growth in Hispanic population during the last decade, due to the number of year-round and seasonal jobs made available through the production and processing of multiple agricultural crops. Consequently, there has been an expanding segment of the population, primarily of Hispanic descent, whose first language is not English. They are becoming permanent residents in the region. The Hispanic population will continue to grow within the WDA as families relocate to the Walla Walla valley to pursue employment in the expanding agricultural and tourism industries. It will create a greater demand for the English as Second Language programs as well as job training, education and placement for this group.

The following chart based on data from the 2011 census estimates the Hispanic population for Walla Walla.



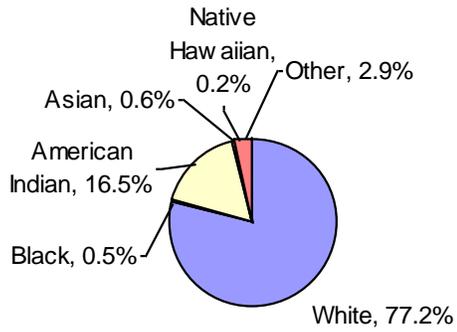
Population Breakout
Walla Walla County
2011 Census Estimates

Unique to WDA 10 is the relatively large percentage of Native Americans, considered by U.S. Census either by race alone, or in combination with another race. This group makes up 16.5% of Ferry County, 5.5% of Stevens County and 3.2% of Pend Oreille County, which is high compared to Washington State’s 1.8% Native American.⁷ These numbers are due to the location of the Colville, Spokane, and Kalispel reservations being located in the three counties respectively. The Native American population in Ferry and Stevens Counties remains stable. Population of the Kalispel tribe has increased in the past decade. The tribes provide many job opportunities and training programs for their members.

Ferry County has the highest percentage of Native Americans. The following chart shows the percentage of Ferry County residents by race:

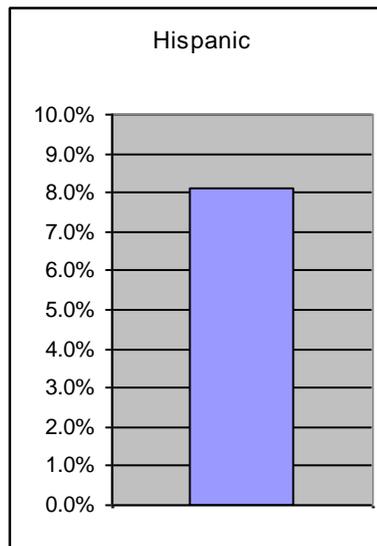
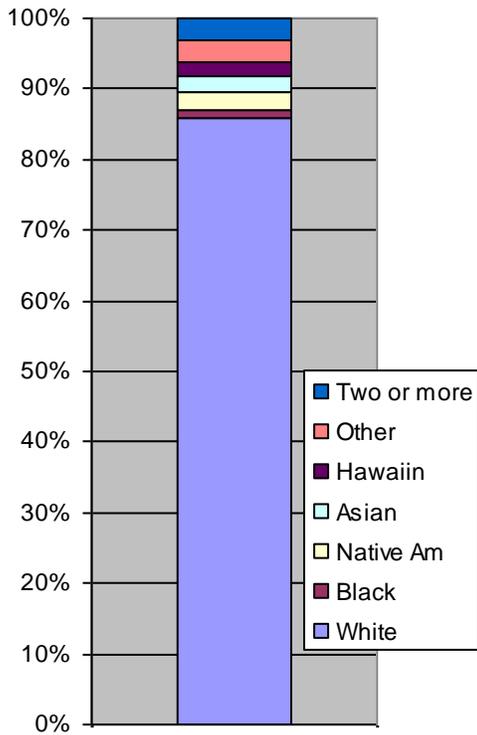
⁷ Ibid.

Ferry County Population 2011 Estimate



The chart depicting populations of the entire WDA has been compiled from data gathered from the 2010 census.

WDA 10 Population by Race and Ethnicity 2010

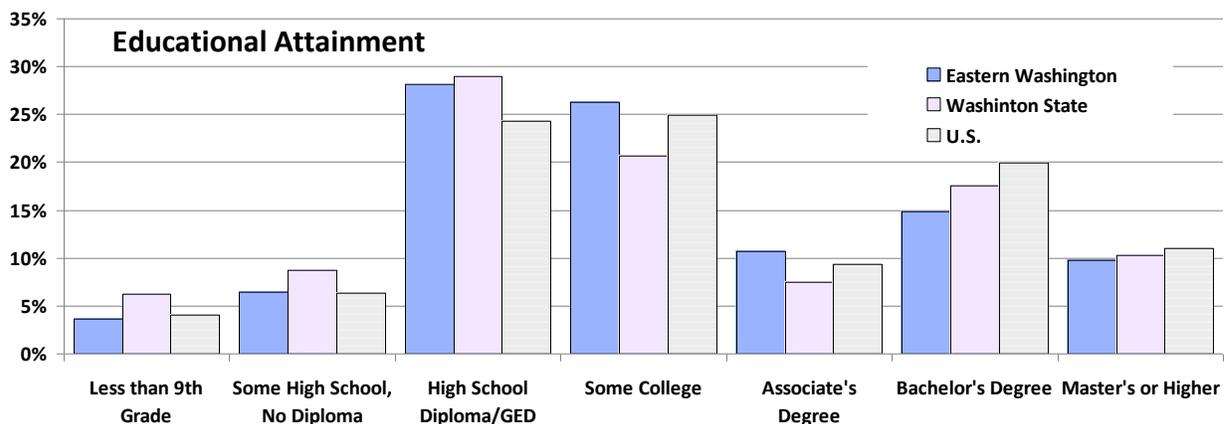


Although not a racial minority, a number of immigrants from Russia and the Ukraine have located within WDA 10. There is a significant population in both Stevens and Walla Walla Counties. Many of these people were well educated in their homeland, but need English as a Second Language (ESL) classes and tutoring in order to overcome barriers to obtaining good jobs.

Breakout information on the population is included in the comprehensive county profiles published by LMEA. Websites are listed in the appendix.

Educational Attainment

Compared to the state and nation, the EWP has a well-educated population (age 25 and older). Nearly one in three people have some college or an associate degree. The figure is 36.2% compared to 28.1% in the state and 34.3% in the nation. Very few people in the EWP area have less than high school when compared to the U.S. and the state.



Source: U.S. Census Bureau, American Community Survey

There are significant differences within the area among the counties so rather than take all nine counties as an average it is probably best to look at education levels on a county-by-county basis. For example Whitman County, the site of Washington State University, shows the highest percent of adults with a bachelor's degree or higher, at 48.1%. This figure in Whitman County was more than 20% greater than the state average of 27.9% and 17% greater than the national average of 31%. The lowest at 15.5% was Ferry County. All other EWP counties have lower rates of adults with college degrees than the U.S. and the state. The following chart illustrates the comparison of education levels among counties and in comparison to the WDA average, state and national averages.

2007-2011 ACS	Some highschool or less	High school diploma/GED	Some college or associate's degree	Bachelor's degree or more
U.S.	10.4%	24.3%	34.3%	31.0%
Washinton State	15.0%	29.0%	28.1%	27.9%
Eastern Washington	10.1%	28.2%	37.0%	24.7%
Asotin	11.3%	36.7%	36.0%	15.9%
Columbia	12.5%	28.9%	40.6%	18.0%
Ferry	13.9%	35.2%	35.5%	15.5%
Garfield	5.6%	31.2%	42.6%	20.6%
Lincoln	8.5%	30.9%	41.5%	19.2%
Pend Oreille	11.0%	34.6%	36.8%	17.6%
Stevens	9.7%	32.0%	39.2%	19.2%
Walla Walla	12.9%	23.3%	39.6%	24.2%
Whitman	4.2%	19.5%	28.2%	48.1%
Source: U.S. Census Burea, American Community Survey 2007-2011				

The percentage of people throughout the region with high school diplomas or particularly, some college or associate's degree, is a very positive statistic. People with this level of education are most likely to have or be able to acquire the "middle skills" that are necessary for the many good jobs that will be available.

Literacy

In its 1991 National Literacy Act, Congress defined literacy as: “an individual’s ability to read, write, and speak in English, and compute and solve problems at levels of proficiency necessary to function on the job and in society, to achieve one’s goals, and develop one’s knowledge and potential.” The National Adult Literacy Survey (NALS) created three literacy scales: prose literacy, which means finding information in text, such as newspaper articles; document literacy, such as completing forms like social security applications; and interpreting graphs and charts, such as a table of employee benefits. Each skill has a continuum of 5 levels, with Level 5 reflecting the highest skills and Level 1, the lowest. Although many Level 1 adults can perform many tasks involving simple texts and documents, all adults scoring at Level 1 displayed difficulty using certain reading, writing, and computational skills considered necessary for functioning in everyday life. Low literacy skills are closely connected to the social problems related to poverty. Nationwide, forty-three percent of all adults in Level 1 live in poverty. This contrasts with only four to eight percent of those at the two highest literacy levels.

Skills of Adults at Level 1	
Can usually perform	Cannot usually perform
Sign one's name	Locate eligibility from a table of employee benefits
Identify a country in a short article	Locate intersection on a street map
Locate one piece of information in a sports article	Locate two pieces of information in a sports article
Locate the expiration date information on a driver's license	Identify and enter background information on a social security card application
Total a bank deposit entry	Calculate total costs of purchase from an order form.

Literacy programs in WDA 10 are operated by community colleges, public education, alternative education, home link education and community based organizations. These organizations provide a variety of options for individuals who want to improve literacy skills or acquire a GED.

Youth

School districts are indicators of population change. Small school districts have tended to lose population to larger population centers. There are 53 public school districts in the WDA. Two Educational Service Districts serve the area. ESD 101 is based in Spokane and serves schools in Whitman, Lincoln and the northern three counties. ESD 123 is based in Pasco and serves schools in the southeast corner of the state. Size of school districts varies greatly. Walla Walla is the largest district. Some districts serve students only through the elementary grades and, as they reach high school age, they attend larger neighboring districts. Curriculum offerings are limited due to the small size of some of the area schools. However, schools are developing creative ways to provide vocational training with distance learning and community resource training experiences for students. Improved internet connectivity in rural communities increases opportunities for students to study on line. Students can also explore career pathways beyond what has been traditionally offered in small schools. Navigation 101 and Career Cruising.com are examples of how IT has been integrated into school curricula.

Running Start has been a successful program for high school students in school districts where the link between secondary schools and community colleges is practical. Walla Walla and Colville have the largest number of Running Start students.

The Curlew Job Corps employs instructors and staff that offer courses in business, culinary arts and the construction trades. The center is located on a remote site west of Curlew. An accredited GED/high school diploma program is offered there along with some college level courses. The center can accommodate up to 200 resident students on its campus, and students come from all parts of the state to participate in the program. The center has been a long-time partner with the WorkSource system in assisting students with GED preparation and basic literacy training.

The following page lists each school district within the WDA and shows the changes in school populations since 1998. It should be noted that most school districts experienced substantial decreases in enrollment. There are a few who appeared to have gained, however, the additional student counts at several schools included a large number of students who were enrolled in on-line programs and did not actually reside in the districts.

School District Name	'97-'98 final report	October 2007	May 2012 count	Notes	County
Almira	94	100	92		Lincoln
Asotin/Anatone	589	587	592		Asotin
Chewelah	1253	1083	859		Stevens
Clarkston	3010	2724	2675		Asotin
Colfax	773	687	615		Whitman
College Place	852	821	809	Thru 8 th grade	Walla Walla
Colton	177	192	175		Whitman
Columbia	858	971	909		Walla Walla
Columbia	214	201	176		Stevens
Colville	2431	2124	2652		Stevens
Creston	114	116	105		Lincoln
Curlew	296	229	221		Ferry
Cusick	340	278	274		Pend Oreille
Davenport	448	595	546		Lincoln
Dayton	670	530	469		Columbia
Dixie	38	22	25	Thru 6 th grade	Walla Walla
Endicott	137	82	93		Whitman
Evergreen	31	9	19	Thru 6 th grade	Stevens
Garfield	164	109	106		Whitman
Harrington	166	119	111		Lincoln
Inchelium	252	207	209		Ferry
Keller	48	35	34	Thru 6 th grade	Ferry
Kettle Falls	854	824	950		Stevens
Lacrosse	153	148	87		Whitman
Lamont	41	32	18	Grades 6-8 only	Whitman
Loon Lake	156	255	240	Thru 6 th grade	Stevens
Mary Walker	539	585	509		Stevens
Newport	1392	1154	1134		Pend Oreille
Northport	214	208	245		Stevens
Oakesdale	176	119	100		Whitman
Odessa	340	230	218		Lincoln
Onion Creek	58	36	44	Thru 8 th grade	Stevens
Orient	98	52	366	Thru 8 th grade	Ferry
Palouse	275	203	188		Whitman
Pomeroy	451	364	326		Garfield
Prescott	271	229	360		Walla Walla
Pullman	2159	2290	2507		Whitman
Reardan-Edwall	613	698	632		Lincoln
Republic	539	424	354		Ferry
Rosalia	262	248	208		Whitman
Selkirk	423	329	253		Pend Oreille
Sprague	120	97	77		Lincoln
St. John	208	205	164		Whitman
Starbuck	33	31	27	Grades 2-7 only	Columbia
Steptoe	43	40	31	Thru 8 th grade	Whitman
Summit Valley	72	90	137	Thru 8 th grade	Stevens
Tekoa	218	207	194		Whitman
Touchet	254	310	260		Walla Walla
Valley	162	570	1523*	Thru 8 th grade	Stevens
Waitsburg	380	347	326		Walla Walla
Walla Walla	5846	6143	6353		Walla Walla
Wellpinit	341	556	576		Stevens
Wilbur	318	252	268		Lincoln
Totals	29964	29097	28918		

Rural youth in poverty face unique challenges. Job and work experience opportunities are limited. Small towns do not offer a wide array of entry-level positions for young people. The WDC's summer youth employment program notably assists youth in these communities by providing paid work experience opportunities.

Formal vocational training is also limited in rural areas. As students complete (or drop out of) high school, many may find it necessary to leave the area and move to larger population centers to find employment or move on to post-secondary training. The Annie E Casey Foundation, which funds the state Kids Count project provides extensive information on the subject.⁸

⁸ <http://www.aecf.org/>

Partnerships with Economic Development

Across the WDA there are a number of economic development entities, each focusing on its own particular geographic area. They all recognize the importance of workforce development in their endeavors to assist new businesses during their start-ups or to help to retain and expand existing ones. The WDC and its WorkSource providers maintain good relationships with these entities.

The following section describes some of the responsibilities of the various economic development entities as well as some of the activities in which they are involved.

The Port of Walla Walla's role in Walla Walla County is an important one. The Port owns property, develops business incubators, and operates the regional airport. One of the Port's stated economic development strategies is to "measure our success in terms of our ability to create and retain family wage jobs."⁹

The Port has been significantly involved in several large projects that assisted companies in their initial property acquisition, infrastructure development, further facility expansion and working with WorkSource representatives, assisting them with their workforce development needs. Port staff understands the importance of workforce development and works closely with both WorkSource Walla Walla and Walla Walla Community College to address current workforce issues.

SouthEastern Washington Economic Development Association (SEWEDA)¹⁰ is comprised of four counties: Asotin, Garfield, Columbia and Whitman. SEWEDA offers assistance in: business planning, entrepreneur development, export assistance and workforce development. Each county focuses on its individual issues, but all share the SEWEDA goals. Expansion and maintenance of healthcare facilities and support of the wind energy industry are examples of common projects.

SEWEDA partnered with the WDC to provide export training to companies in a boat building consortium in the Lewis-Clark Valley that is leading to an expanded market for the manufacturers and to more employment opportunities for local workers.

SEWEDA worked together with the Port of Columbia County to market Dayton as a tourist destination after the city completed its downtown revitalization project. The Port of Columbia also is getting close to opening the Blue Mountain Station which is a site that will have companies engaged in artisan food production as well as a distribution center.

Lincoln County Economic Development Council's (LCEDC)¹¹ mission is to "Coordinate and facilitate economic development, create a favorable climate for business development, grow and improve jobs, market Lincoln County's strengths and opportunities." LCEDC and WorkSource staff work closely together when businesses are starting up or expanding to provide the workforce development services they need.

⁹ <http://www.portwallawalla.com/>

¹⁰ <http://www.seweda.org/>

¹¹ <http://www.lincolnedc.or>

Similar to other rural counties, LCEDC planners recognize that the leading threat to the well-being of the county is the out-migration of youth, so they wish to inform youth, parents and the greater community of the available jobs within the county. With that in mind LCEDC has arranged for local businesses to be represented at school vocational classes and career fairs. Many jobs are agriculture-related, and those support jobs increasingly require that workers have advanced certificates and computer skills. In addition to apprising youth of future job opportunities the LCEDC continues to support local industry such as industrial composting and Cattle Producers of Washington efforts to process local meat products. LCEDC sees these efforts as vital to the creation of new jobs in the county.

Tri County Economic Development District (TEDD)¹² “strives to develop a stable and diverse economy; to build partnerships between businesses, government and communities; and to assist businesses to grow, invest, create and retain jobs.” TEDD primarily serves Stevens, Ferry and Pend Oreille Counties.

TEDD is focusing on business retention and expansion to create jobs. One of its major activities is the operation of its revolving loan fund program. This program provides bridge financing to start-up businesses or existing businesses that want to expand. The loans are frequently tied to a requirement to hire employees which is a good connection with workforce development services offered by WorkSource.

TEDD is very supportive of entrepreneurial endeavors. It offers business counseling, business incubator spaces, and micro-enterprise loans. The Tri-Counties have a greater than average number of sole proprietorships, and TEDD can offer a number of services to individuals that want to start their own companies. TEDD provides local businesses a wireless hot spot which provides an opportunity for small businesses to link with on-line training and other resources. The TEDD philosophy is to “grow what we have” by enriching business that is already here.

Pend Oreille County Economic Development Council’s¹³ mission is “to support economic development activities that foster a healthy environment for existing and new business, improve employee skills and wages, and encourage infrastructure development . . .” The POCEDC supports efforts to encourage youth to remain in the county, recognizing that as many as 80% of current workers within the county will be retiring within the next ten years. The POCEDC is a partner with the tribe in developing the Kalispel Career Training Center. The center offers secondary students the opportunity to learn welding fabrication, business skills, electrical, plumbing and carpentry skills as well as automotive technology.

Currently the biggest project under plan is the reclamation of the currently shut-down Teck-Cominco mine in the northern county. The “end is near” for the mine because the site is running out of minerals. However, 82 individuals are still employed in the care and maintenance phase. POCEDC will complete its plan in June that includes strategies for possible use of the mine site after permanent closure, with the goal of replacing jobs lost in that event.

Washington State University Extension¹⁴ has dedicated staff to address business and economic development in rural counties. Projects include programs that provide training to potential rural

¹² <http://www.teddonline.com/home>

¹³ <http://www.pendoreilleco.org/>

¹⁴ <http://county.wsu.edu/stevens/Pages/default.aspx>

entrepreneurs. TEDD and WSU are partnering to identify business opportunities that could arise out of the expanded broadband access in the northern counties.

The Avista Corporation is partnering with community colleges within its service area to provide entrepreneurial training based on data that suggests that small businesses generate 60 – 80% of net new jobs. A program is already in place in Pullman and a new program will begin at the Walla Walla Community College branch campus in Clarkston. All counties are participating in A Business, Economics and Sustainability Training (BEST) classes presented by the Washington Small Business Development Center.

The Eastern Washington Partnership actively partners with all of the above organizations to enhance business and job development. WorkSource staff has a presence in all nine counties and works with economic development personnel to develop job training strategies. The EWP staff has partnered with economic development entities to form regional skills panels, provide customized training for local business, and expand skills of potential workers as identified by business and economic development. Examples include rural aerospace training and a basic electrical training for youth and dislocated workers. Other partnerships include manufacturing export training and specialized incumbent worker training for rural medical facilities. On-the-job training contracts are developed for individuals who go to work for businesses with demand occupations.

Additional information on each county can be found in Appendix A which includes observations of key informants, WDC members and other interested parties.

WORKFORCE DEVELOPMENT SYSTEM TODAY

Eastern Washington Partnership's Workforce Development System

The Eastern Washington Partnership WorkSource partners work together to provide a comprehensive workforce development system throughout the nine counties. It is a challenge to do so in such a large geographic area with sparse populations in some parts of all of the counties. It requires a significant outreach effort in addition to the services provided at the offices that exist in several of the counties.

The various programs include the following: WIA adult, dislocated worker and youth programs, Wagner-Peyser, vocational rehabilitation, Carl Perkins, literacy and adult basic education, veterans, Trade Act, Work First, Job Corps, VISTA, older worker, and the Migrant Seasonal Farm Worker programs. They work together to provide a broad array of services for all citizens (Wagner-Peyser and the WIA adult programs) as well as much more targeted services for people who are eligible due to the intent of specific programs (veterans, welfare recipients, people with disabilities, etc.). The system is designed to facilitate program referral that is best suited to the individual. People may be simultaneously co-enrolled in more than one program when the circumstances warrant it. The WorkSource system has a seamless design that ensures its customers get the services they require without needing to know about the specifics of each program.

Services are offered both in established offices as well as in outreach sites in various counties. There are two WorkSource Centers, one in Colville and one in Walla Walla. There is a

WorkSource affiliate site in Pullman, and two in Walla Walla (Blue Mt. Action Council and Walla Walla Community College). There are connection sites at Rural Resources offices in Newport and Clarkston and itinerant sites in Republic, Dayton, Pomeroy, and Davenport. Staff travels to other towns on an as needed basis.

Services for Youth, Adults in Transition, and Other Targeted Groups

Youth are served throughout the nine counties. The service providers have operated youth programs for over thirty years and have extensive knowledge about local communities, good worksites and worksite supervisors, key school contacts, effective youth activities, and the requirements of the WIA youth program. They have developed good work readiness tools and are very familiar with the necessary factors for successful work experience placements.

Service providers assist at-risk youths ages 16-21 with a variety of services. These vary from providing services that help to deter students from dropping out of school to offering services that will assist dropouts in returning to school and resuming their pursuit of a high school diploma or GED. Educational attainment is the highest priority for WIA youths who have not graduated from high school as it is the strongest predictor of an individual's future success.

Another important aspect of the youth program is helping youths to understand and explore career pathways. Learning about career pathways earlier in school can help youths to identify a program of study that can begin to prepare them for the type of post-secondary training, education, or employment that they might want to pursue.

Service providers also work with older (18-21) out-of-school youth who are in need of employment and/or vocational training services in order to enter the workforce or to acquire skills that will make them competitive in the job market. Such training may include formal vocational education or on-the-job training. Unemployment for youth 16-24 has been a protracted problem since 2008. The unemployment rate for this age group has been well above the national average during this time. The WIA older youth program is designed to increase the youths' skills and to move them into unsubsidized employment.

Adults in transition are served in a variety of ways that are determined by their individual situations. The WIA I-B adult program and WorkFirst primarily target low-income people that are seeking assistance to become employed. These two groups may be people who have not worked for a significant period of time or who may be employed but are working part-time for low wages. Those who have been unemployed for longer periods of time often need help with job readiness skills, basic education and vocational skills. People who are underemployed most often need help with basic education and vocational skills that are necessary for them to advance in their careers.

WorkFirst programs assist persons who receive public assistance to receive training and find employment. Stricter program participation requirements have resulted in the need for some recipients to move out of rural areas to cities where there is access to more job opportunities and public transportation.

The increasing number of single parent households poses a challenge for the developing workforce. Data suggests that households with an unmarried mother with children under five is

likely to be living below the poverty level. Poverty issues can stand in the way of getting a good education and learning sound work habits. Youth in single-parent households may be economically disadvantaged even if the parent is employed.

Older Population- The population is aging. More services will be in demand for this population. Health care and retail services will be sectors that address the consumer needs of this group. As people live longer and stay healthy, older workers will be called upon to fill employment gaps that cannot be filled by younger and middle aged workers.

Veterans- A large share of the resident veteran population served in the Korean and Viet Nam wars. This segment is aging out of the active job seeker category. As the military is currently reducing the number of troops overseas, younger veterans are returning to the region, WorkSource has begun to serve more of these individuals and assist with job search, training, and military-to-civilian job transition. They often need assistance to assess the skills they acquired in the military. They also need help in understanding how those skills can be applied to civilian occupations.

Adults with disabilities can be served by a variety of programs. However, staff with the Department of Vocational Rehabilitation is particularly effective in providing in-depth assessments of people's disabilities and has much knowledge about the various accommodations that are available to make it viable for people to work productively.

Dislocated worker programs help people to move from one career to another through vocational education training or through on-the-job training. They can also assist people who have been laid off in one place to move to another area that has work available in his/her occupation.

Incumbent workers are typically served through the WIA Governor's 10% program, the community colleges' customized training program or through discretionary grants that target particular industries like healthcare. The workers are generally trained in skills that will allow them to operate new software or equipment, to add services that expand the businesses, or to gain skills that allow them to advance to a different position or an advanced level of responsibility within a company. Funding for incumbent workers is generally acquired through discretionary grants.

Apprenticeships are less utilized in the rural counties because the formal educational training aspect is more difficult to access. However, there are some apprenticeship opportunities that do occur and do lead to well paying jobs.

Public and Private Workforce Initiatives Underway

In recent times there have been several successful initiatives that have been implemented. An important one in the Walla Walla region occurred with the start-up of the Wind Technician program at Walla Walla Community College (WWCC). The program was necessitated because of the hundreds of turbines that have been installed at wind farms in the southeast part of the state in the last few years. The Workforce Development Council invested some of its ARRA funds with WWCC to help launch the new program. Utility companies also contributed to the training program by donating equipment that is used to train the students.

Another initiative in Walla Walla involves Blue Mt. Action Council, Walla Walla Community College, Skill Up Washington, the Gates Foundation and the WDC. The project has created opportunities for young adults ages 18-25 to improve their basic skills and enroll in college credit bearing programs. Blue Mt. Action Council is working with the students on career pathways information, job readiness skills, and work experience placements. The targeted students are individuals who had not been very successful in their high school careers and who previously had no inclination to engage in post-secondary education. The foundation funds have helped to pay for an “achievement coach” and a “career coach” who have helped to bolster the resolve and confidence of the students. The funds have also been used to provide needed support services that have helped the students afford to stay with the program.

Two different funding sources have been used to provide incumbent worker training for workers to upgrade their skills in a variety of ways. The Governor’s WIA 10% discretionary funds were used to partner with a number of businesses to share in the cost of either upgrading the workers’ skills for their current position or to expand the skills of the workers so that they could provide new services to customers. Examples of this included training in an integrated software program designed specifically for the timber industry that provided advanced skills in the implementation, operation, safety, and reporting of the day-to-day business at a lumber company. Other workers from two different companies were trained in specific welding techniques that allowed the businesses to expand the types of services that they could offer.

The healthcare funding enabled workers from various facilities to get training in wound and trauma care, infection control in a hospital, pulmonary function testing, CRT scan training and others. The costs for all of these trainings were shared by the businesses, and the result was the opportunity to provide new or enhanced services for the patients they serve.

One other partnership program is with the Curlew Job Corps. WIA funds are being used to provide basic education training to students at the Job Corps who are testing out at entry with reading and writing skills below the ninth grade level. This training is preparing them to enter the Job Corps’ high school program. It allows for a more individualized instruction approach that helps to increase the retention rate of the students who need the extra assistance.

Performance Accountability

1. The WDC considers the WIA federal and state performance measures in the course of its strategic planning. The WDC has a Quality Assurance Committee that reviews service provider performance information at its meetings that are held prior to each WDC meeting. Staff has developed a Monthly Contractor report that contains the most current information available on performance to share with the committee members. In addition, they review the WIA Quarterly

Common Measures report, the State Core measures report and the WorkSource dashboard report. The Quality Assurance Committee then reports out at the full WDC meeting. Its report is a standing agenda item for each WDC meeting. WDC members also receive the performance reports in the packets that they have at each of the meetings.

2. The WDC maintains and uses the various performance reports to ensure that necessary data for performance accountability for WorkSource and WIA Title I-B are following the state and Department of Labor protocols.

3. The WDC staff shares all performance accountability information with its service providers. This includes the reports that are generated by the state as well as reports that have been developed at the local level that can provide more current information than some of the state reports. These are used to identify potential performance problems as soon as possible.

4. The Quality Assurance Committee and the WDC are informed of any performance based interventions that are necessary. The state's WDCs share a performance accountability system with the state's career and technical education programs as well as the adult basic education programs. If all three systems average over 100% for their performance measures in a program year, the state is eligible to receive incentive funds from the Department of Labor. The state does not publish performance reports on the CTE or ABE programs until after the completion of a program year.

5. Appendix B lists the most recent State Core Measure Results for the following 12 programs in the local area workforce development system:

Secondary Career and technical Education
Community and Technical College Professional-Technical Education
Worker Retraining Program
Adult Basic Education
Division of Vocational Rehabilitation
Department of Services for the Blind
Workforce Investment Act Title I-B Youth, Adult, and Dislocated Workers
Private Career Schools
WorkFirst
Apprenticeship

The WDC will review the program outcome numbers and consider them while finalizing the 2013-2017 Local Integrated Workforce Plan. As per State WorkSource System Policy #1017 the WDC will also, annually, examine the results for the 12 programs to review how programs in the workforce development system are performing and consider the program results in the Council's ongoing strategic planning process."

Performance measure targets will be inserted into Exhibit A as soon as the final negotiated measures are received from the Workforce Education Training and Education Coordinating Board.

SECTION II

WDA #: 10

Local Area Profile

Workforce Development Area: Eastern Washington Partnership Workforce Development Council

County or Counties Served: Asotin, Columbia, Ferry, Garfield, Lincoln, Pend Oreille, Stevens, Walla Walla and Whitman

Fiscal Agent/Entity: Rural Resources Community Action

Local One-stop System

I. There are two one-stop centers in the WDA. One is WorkSource Walla Walla and the other is WorkSource Colville. The WorkSource affiliates include Blue Mt. Action Council and Walla Walla Community College in Walla Walla, and the Pullman WorkSource affiliate in Whitman County.

II. The one-stop operators for the WDC are Employment Security for the purpose of program operations and Rural Resources Community Action for the purpose of the WDC's administrative functions.

Eastern Washington Partnership WDC WIA Service Providers :

1. **Dislocated Worker Program:** Employment Security for core, intensive and training services
2. **Ault Program:** Blue Mt. Action Council and Rural Resources Community Action both provide core, intensive and training services
3. **Youth Program:** Blue Mt. Action Council and Rural Resources Community Action both provide all elements of the youth program

SECTION II

WDA #: 10

WIA Service Providers (include WDC if applicable):

Dislocated Worker Program	Indicate service(s) provided by each		
Service Provider	Core	Intensive	Training
Employment Security Walla Walla: Whitman, Asotin, Garfield, Columbia and Walla Walla Counties	X	x	x
Employment Security Colville: Ferry, Stevens, Pend Oreille and Lincoln Counties	X	x	x
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Adult Program	Indicate service(s) provided by each		
Service Provider	Core	Intensive	Training
Blue Mt. Action Council: Columbia and Walla Walla Counties	X	x	x
Rural Resources: Ferry, Stevens, Pend Oreille, Lincoln, Whitman, Asotin and Garfield Counties	X	x	x
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Youth Program	Indicate service(s) provided by each		
Service Provider	Core	Intensive	Training
Blue Mt. Action Council: Columbia and Walla Walla Counties	X	x	x
Rural Resources: Ferry, Stevens, Pend Oreille, Lincoln, Whitman, Asotin, and Garfield Counties	X	x	x
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Note:
 WSID may issue separate requests for a current list of WIA Title I-B service providers in the future

WIA and Wagner-Peyser Operations Plan

- 1. 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.

Rural Resources Community Action and Blue Mt. Action Council (BMAC) are the WIA youth service providers and have decades of experience in operating the youth programs. BMAC has responsibility for the program in Walla Walla and Columbia Counties. Rural Resources has responsibility for the other seven counties. Because of their long tenure as youth service providers, they have extensive knowledge about the WIA programs, how to recruit and select eligible youth, how to work with the numerous school districts, how to engage the worksites and how to ensure that the youths and the worksites understand what the expectations of them are.

The workforce development area (WDA) is very large geographically and sparsely populated so it presents particular challenges in providing youth services. The WDA has 53 school districts within its borders. The WDC and its service providers are committed to serving youth throughout the nine counties. The service providers have years of experience working with worksites throughout the counties. They know the ones that can provide good work experience opportunities as well as the quality of supervision that allows the participants to gain the work readiness and work maturity skills that they need.

The counselors work with the high school personnel to identify in-school students that will likely benefit from the program. They conduct an objective assessment that helps to identify the individual's interests, abilities, strengths and weaknesses. The individual assessment strategy is developed to provide the participant's plan for the activities that will occur during the course of the program.

The WIA youth program elements are available in the following manner:

Tutoring and study skills training are available through many of the secondary schools as well as through literacy programs offered by Rural Resources and Blue Mt. Action Council. The SkillUp program at the Walla Walla Community College also connects students in need of such training to services that can assist them.

There are several alternative schools throughout the nine counties. Youth service providers work with them to recruit participants for the WIA program. Counselors also identify high school dropouts and provide options for secondary completion including referrals to alternative schools.

The summer youth employment program is a vital one in the WDA. Youth unemployment is particularly high in many of the nine counties so the program offers work experience opportunities to young people who would not be able to work otherwise. Youth Counselors work with the students to learn about their interests, aptitudes and thoughts about careers. They also learn about the classes they have been taking. They then attempt to line up work experience opportunities at work sites that are in line with their interests and have work components that can provide them with work-based learning opportunities. The summer youth program also offers the opportunity for counselors to inform youth about the multiple pathways that are available to them as they complete their high school careers. Workshops assist youth with both work readiness skills and career pathways information including information about websites that are available to offer a great deal of information about multiple pathways.

A primary activity for youth is the work experience program which may occur during the summer months or during the school year. These can be in either the private or public sector. Worksites are selected based upon their ability to offer good supervision and learning experiences for the participants.

Occupational skills training is primarily offered to older youth who for the most part are high school graduates in need of additional skills in order to become employable.

Leadership development opportunities can occur during the summer program with some community activity, attendance at programs such as the Business Week during the summer, or through programs offered by the school districts.

Supportive services are considered during the development of the Individual Services Strategy as well as during the course of the program. They may also be offered to a youth during the follow-up period after exiting the program.

Mentoring is most frequently offered through the work experience program. The service providers are aware of the worksites with supervisors who care about and are willing to assist in the youth's personal development.

Comprehensive planning and counseling is the responsibility of the WIA youth counselors. They work with the participants on work readiness activities as well as work maturity evaluations when the youth are placed in work experience activities. They also help the youths to learn about and explore career pathways and understand what steps a young person must consider if he/she is interested in a particular occupational field.

Follow-up services for youths must be offered for twelve months after the youths exit the program. It is the responsibility of the individual counselors to offer such services.

The WDC intends to allow youth service providers use the state's WIA waiver to provide Individual Training Accounts for some of the older and out-of-school youth participants. Likewise, it will use DOL's waiver for youth procurement methods for seven of the ten youth elements.

2. WIA Adult Activities

Individuals seeking services through the adult WIA program are often those who have been first engaged by the Wagner-Peyser (W-P) staff. W-P staff begins with an initial assessment to determine if there are any immediate employment opportunities for the WorkSource customer. If it is apparent that the individual may need additional assistance beyond job referrals and labor market information, they will be referred to one of the other WorkSource programs.

There are numerous ways that outreach occurs for potential WIA adult participants. Both Rural Resources and Blue Mt. Action Council are Community Action Agencies that offer numerous other programs serving low-income individuals. WIA staff works with the staff from other programs to inform them about the WIA programs. Some of the programs include Head Start, Energy Assistance, food assistance, housing, domestic violence, transportation, weatherization

and others. Likewise, outreach is provided to both TANF and disability providers to ensure that staff operating those programs are aware of the WIA adult services.

Within the WorkSource offices, low income individuals needing additional assistance are most frequently referred to the WIA adult program. A job counselor will provide an in-depth interview to determine what next steps would be beneficial to the WorkSource customer. Staff has a menu of services that is discussed with the customer to discern what option(s) is/are preferable. This is the time when the career pathways discussion begins. Some people may only be interested in securing a job that is similar to what they have previously done. In this case if there are any openings the job counselor will help to prepare the job seeker to make a successful application. When a job match is not readily available, the customer will engage in a more in-depth assessment that can help to identify the person's basic and vocational skills, interests, and aptitudes as well as skill gaps that may exist in order to qualify for certain occupations. Information about career pathways can be explored that can show people what is required to begin to work in a particular occupation and to give them an idea about the potential for advancing in a field along with the skill deficits they must address in order to progress. The pathways may include direct placements in a job, on-the-job-training (OJT) with a willing employer, formal vocational training, or possibly, a combination of OJT and formal training.

Unemployment insurance claimants receive specific services that are intended to help them return to work as quickly as possible. When claimants are approved to collect unemployment insurance payments, they are asked to attend a group orientation meeting where they learn about the requirements that claimants must meet in order to get their payments and to hear about all of the services that are available through WorkSource. There are Job Hunter workshops offered that help prepare job seekers to be successful in their job search. They learn about completing good job applications, interviewing techniques, resume writing and the importance of soft skills in the workplace. Job Hunter workshops are available for all WorkSource customers.

UI claimants are called into the WorkSource office for job search reviews. This provides them with an opportunity to discuss how the job search is going, to learn about what new jobs have come up, and to see if there are other services with which WorkSource staff might be able to assist.

Older individuals, for the most part, engage in the same activities as do the adults. Such services can include developing resumes, working on interviewing skills, and identifying transferable skills. Older workers are recruited through many of the other programs that are offered by Rural Resources and Blue Mt. Action Council. SKIES provides the data to determine the number of older workers that are being served. If the number of older workers is low, more outreach will be focused on them specifically.

Individuals that may want or need to work less than full-time be referred to the Title V Older Worker program for possible placement in to work experience slots. However, the number of available Title V slots is very limited in the nine counties.

At times, people with disabilities may be referred directly to the Department of Vocational Rehabilitation (DVR) because of DVR staff's ability to do very comprehensive assessments relative to an individual's disability. Likewise, DVR staff is particularly knowledgeable about the variety of tools that are available to accommodate individuals for different jobs. Nevertheless, individuals with disabilities may be served by any of the other WorkSource

programs as well, depending upon their individual circumstances. The veterans programs have particular services that can be provided for disabled veterans. People with disabilities may be enrolled in more than one program in order to receive the full complement of necessary services to succeed in a job or a training activity. Examples of this can be seen in the co-enrollments between DVR and WIA I-B programs.

DVR may provide for other WorkSource staff on how to better identify people with disabilities as well as training on how to work with that population more effectively. WorkSource staff will be informed about DVR's On-Line Self-Assessment Tool for People with Disabilities in order to facilitate an improved, streamlined referral process for workforce partners that refer individuals to DVR.

The DSHS Division of Developmental Disabilities provides funding for services that include employment and individual supported work experience. Career Path Services, Lilly Rice Center and Palouse Industries provide job coaching for individuals who may require one-on-one assistance on the job. Other providers are contracted to provide supported work services.

Post-Secondary Education

Community colleges provide educational opportunities that include adult basic education, high school completion, academic preparation directed at four-year institution transfer, and workforce related training that leads to employment. Walla Walla Community College (WWCC) serves locations in Asotin, Garfield, and Columbia Counties in addition to its main campus in Walla Walla. Walla Walla Community College currently offers thirty workforce programs.

Workforce training programs at Walla Walla Community College are available in multiple instructional clusters including healthcare, education, business and office, agriculture, energy, automotive and diesel technologies. Recently, WWCC added programs in water and the environmental sciences, electrical, and renewable energies including wind, solar and bioenergy technologies. These programs support a growing workforce need in the region and provide program completers living wage employment opportunities.

The College also houses several unique opportunities on campus, which includes the Center for Enology and Viticulture, William A. Grant Water and Environmental Center and the Agriculture Center of Excellence. The Center for Enology and Viticulture houses one of the first full-production teaching wineries in the United States. The College offers a Viticulture Certificate, Enology and Viticulture two-year degree and a Wine Marketing and Management two-year degree.

The William A. Grant Water and Environmental Center (WEC) focuses on collaboration and education for environmental and economic sustainability while facilitating regional and local partnership programs and providing community educational opportunities. The College offers several water related certificates and degrees including: Irrigation Technology, Watershed Ecology and Water Resources Technology. The WWCC Agriculture Center of Excellence is one of ten Centers of Excellence designated in the State of Washington. The Center actively collaborates with business, industry and education partners to sustain Washington's competitive edge in the agriculture industry while responding to industry workforce training needs across Washington.

Supporting the College's emphasis on providing an effective transition from secondary to post-secondary education, the College is actively collaborating in development of a Skills Center on the WWCC campus. Construction completion and initial program start of the new Skills Center is scheduled for Spring of 2014 and will provide technical training opportunities for secondary students in metals/welding, allied health/nursing, renewable technologies and one additional program area yet to be determined.

Additionally, WWCC was identified as top five community colleges in the nation by the Aspen Institute in 2012 and was recently awarded the top honor of best in the nation for 2013. This award recognizes the most outstanding community colleges in the nation using the following selection criteria: achievements in student learning, degree and certificate completion, students securing competitive-wage jobs after college, and minority and low-income student success.

Walla Walla Community College is offering courses in water management, agronomy and turf management. Meeting the demand for skilled healthcare workers, the nursing program is successful in providing workers for the demand RN field. The nursing intensive, or "night" program, which was piloted with help from the WDC, is operating at capacity, based on clinical availability. Each year it alternates between the Walla Walla and Clarkston campuses. WWCC is the Agricultural Center of Excellence for the state, and as such it offers services to other educational entities, industries and students that are connected to the agricultural sector. Enology and viticulture courses address the needs of new vineyard owners who wish to join the ranks of the budding wine industry.

The Institute for Extended Learning (IEL) is part of the Community Colleges of Spokane, and its primary responsibility is to provide off-campus instruction and specialized programs throughout the district. The IEL serves five counties that are in the WDA that include Ferry, Lincoln, Pend Oreille, Stevens and Whitman. The Colville center is the hub for remote sites in Inchelium, Republic, Newport and Ione. The IEL also has a center in Whitman County. Community Colleges offer Adult Basic Education, business and industry training and education, life skills/women's programs, career assessment and associate of arts degree programs. Colleges are linked with an interactive video network. Telecourse and on-line classes complement traditional classroom settings.

Community Colleges of Spokane (CCS) recognizes that there are education gaps within the rural area that it serves. In response, CCS currently offers a number of courses through its ITV and on-line systems, including pharmacy tech, medical assistant, health information management and business technology. Looking into the future, CCS will offer courses in water resources and additional allied health curricula. To meet the documented need for healthcare occupation shortages in the workforce, CCS will provide an applied baccalaureate four-year degree in both nursing and physical therapist assistant.

In addition to the traditional extension programs offered in each county by WSU, the university offers some economic development services via its extension offices. "Cultivating Success" is an example. It is an agriculture-based value-added product development program to assist local ranchers and farmers with marketing their products and thereby expanding their business. The nine counties have access to the Small Business Development Center (SBDC) which is based at WSU.

Migrant and Seasonal Farm Workers (MSFW)- WorkSource partners conduct annual outreach planning to ensure MSFWs receive the full range of employment and training services as well as aligning resources to respond to the crop-sensitive labor needs of growers.

Migrant and Seasonal Farm Workers have access to all services in the One-Stop system including access to partners who specialize in providing training and retaining services. Currently, there is one specialized MSFW staff in the One-Stop who provides targeted services to this customer group. During the harvest season, the bulk of staff's time is spent out in the field talking directly with growers to gauge the size of the crop and corresponding labor needs. The staff person is able to provide information about all services in English and Spanish. In addition, there is another bilingual staff in the center that assists in providing labor exchange, training, and retraining services to MSFWs. This is where the MSFW customers are introduced to the multiple pathways options.

The MSFW staff performs outreach activities to MSFW customers and local employers, and works closely with other local organizations that have a similar mission to provide direct and support services to MSFWs. Some first or later generation farmworkers move on in their working lives to permanent jobs in the agriculture industry. Some of the MSFW customers may have to overcome language, educational or other barriers, in order to learn skills for different jobs and even careers. Advancement is less likely without solid plans for coordinated assistance from ESD and its WorkSource partners. Partners include Walla Walla Community College, Department of Social & Health Services (WA & OR), Oregon Childhood Development Center, Washington State Migrant Council, Washington State Housing Trust Fund, Children Protective Services, Department of Human Services, and the Walla Walla Housing Authority.

WorkSource Walla Walla continues to host on-site Spanish GED courses during the off season but due to customer interest has now expanded this offering into the summer term as well. In addition to skill development options, WSWW also supports MSFW transitions to more permanent employment with wage progression opportunities through participation in the following services:

- Job Prep
- Coordination with WorkSource Columbia Basin ~ Job Fairs
- Job Hunter Workshops
- Microsoft e-Learning
- ESL
- I-Best program offerings
- Referral to WIA

3. Dislocated Worker Activities

Outreach for dislocated workers is an ongoing activity. It occurs through workshops that inform unemployment insurance applicants about the requirements they have for collecting unemployment insurance. Part of that workshop devotes time to all of the services offered through WorkSource including specific information about the benefits of the WIA dislocated worker program. Another method is to personally contact individuals who are longer-term UI recipients to remind them about the workforce development services available at WorkSource and in particular through the dislocated worker program. Another method of outreach occurs through contact with the community colleges' staff that assists students with financial aid.

Both the dislocated worker program and the Trade Act program are offered with the WorkSource centers, so there has been a continuous coordination of services between the two programs. This can be especially important when an individual may need some service that one program cannot offer but the other one can.

The activities for dislocated workers are similar to those for adults and UI Claimants if they are collecting unemployment insurance. Individuals are generally seen by Wagner-Peyser staff first. After going through an initial assessment and determining that there are no suitable jobs openings, and that they can likely meet eligibility criteria for the dislocated worker program, they will be referred to dislocated worker staff. Depending on the particular circumstances, dislocated workers may be assisted by the WIA I-B, the Trade Act, the Worker Retraining or the Commissioner Approved Training programs. They may also apply for the Training Benefits program if they decide to pursue vocational training programs that will last longer than their unemployment insurance payments.

As with the adult program, dislocated workers will receive core services at first to determine if they can return to work without intensive or training services. Core services include assessment of their skills, aptitudes and interests. It is during this assessment period that they can explore career options and the pathways that are available when they make a career decision. If they need intensive services they may receive basic skills training or short-term vocational training. Training activities can include formal vocational training or OJT.

4. Rapid Response Strategy

Rapid Response services are provided for workers at companies that are closing or laying off a large number of employees. These services ensure that workers who are about to become unemployed are provided access to unemployment insurance, retraining programs and other WorkSource services that assist them in their transition to acquiring new jobs. Initial information is generally provided at the work site at times that ensure the vast majority of the workers will be able to attend the presentations. Counselors are available to answer individual questions following the initial overview of the available services. Information is also provided about the availability of other social services that might be useful.

Rapid response activities are coordinated with the State Rapid Response team as well as with staff at the Unemployment Insurance call center in Spokane. Staff from the call center will provide information on unemployment insurance either on-site or by telephone depending upon the size and timing of the layoffs.

5. Employer Services

WorkSource provides services to employers in a number of ways. Employers can either list their job openings with staff assistance, or they can list them themselves on the Go2WorkSource.biz website. The WorkSource offices provides space for employers to conduct job interviews or administer applicant screening tools. WorkSource has staff that contacts employers in person to market the WorkSource services. One important service for employers is the availability of the on-the-job training program. This program partially reimburses employers for the extraordinary costs associated with training new employees who do not possess all of the skills that are necessary to be proficient in the new position.

The WDC has been successful over the last few years in acquiring discretionary funding to assist employers with incumbent worker training. Such training is offered on a cost-share basis between the employer and the WDC. The training tends to be short-term in duration. It is usually designed to provide technical training for workers in need of skills to improve job performance or productivity, to provide new services altogether or acquire the skills that are necessary to operate updated equipment. The purpose of the program is to keep workers and business competitive in the products and services that are available to their customers.

Job Skills Program (JSP), associated with the community college system, is designed to support business expansion or start-up. Employee training is provided that is customized to teach the technical and specific skills needed for designated positions. Training can be provided at the business site and will frequently include some training in a classroom setting.

6. Targeted Outreach to Veterans and Eligible Spouses

Employment Security has two veterans' staff positions in the nine counties. One works out of the WorkSource Colville office and the other out of the WorkSource Walla Walla office. Together they provide services for veterans throughout the counties. Veterans and their eligible spouses are apprised of their right to priority of services at WorkSource as a first item of information when they meet with WorkSource staff.

Staff works with local VFW members to ensure that they are aware of the WorkSource services so that they can refer veterans whom they are assisting. Additionally, Veteran's Hospital staff in Walla Walla is aware of the services available for veterans at WorkSource and make referrals as appropriate. Local organizations that serve the homeless are also included in outreach efforts to identify veterans.

The WDC received a Governor's 10% grant that was specifically targeted for veterans interested in on-the-job training. Outreach to employers for this program has increased their awareness of the services that available for veterans through WorkSource.

7. Plans for American Job Center Network (AJC) Branding

The local WorkSource system will coordinate with efforts led by the Employment Security Department (ESD) to add the American Job Center (AJC) tagline as is feasible and affordable. The local area does not currently plan to incorporate the AJC identity into the one-stop system beyond the basic updates being made by ESD.

LOCAL OBSERVATIONS/PUBLIC INPUT

The following narrative is information gathered from numerous interviews, public comments, news stories from local sources and selected web sites. The commentary also incorporates the thoughts of WDC members at recent meetings.

Planning participants believe that workforce education must continue to be integrated into the K-12 system. “Navigation 101” is a College and Career Readiness Program for grades 6 through 12. Navigation101 offers an outcomes-based curriculum for students that develops their core competencies in career and life planning, post-secondary option decision making, college admissions, the financial aid process and more.”¹⁵ This model is used in many school districts in the area. Students, parents, teachers and counselors are becoming more aware that a four-year degree is not necessarily the most viable path to career success for everyone. Engaging students in vocational training activities at a younger age is important. Those interviewed support initiatives that encourage educators in the K-12 system to provide more career and technical programs to middle school students.

Contributors to this report felt that short-term job-specific training should be more available for adults and incumbent workers. Instruction that provides industry-recognized certifications within a short timeframe is a good avenue for addressing some skill gaps. People expressed a need for vocational trainers to streamline training programs that are necessary for demand jobs. Short, accelerated courses, lasting four weeks to one quarter, are ideal particularly if they can be provided in modules that build on the prior ones. Community colleges may offer this type of training as a non-credit program. Private and proprietary schools can also provide such specialized training.

The Snake River Counties

The Snake River counties are primarily agricultural with rich soils of the Palouse and the Walla Walla valley. Wheat and other grains are the mainstay crops, however wine grapes and other field crops are an important part of the agricultural economy in Walla Walla County. National forest land is also a significant part of the Blue Mountains on the Oregon Border. Each county has its unique flavor and some interesting prospects on the horizon.

Asotin County

Asotin County’s population is concentrated in the city of Clarkston and the town of Asotin on the banks of the Snake River. Across the bridge from Clarkston is Lewiston, Idaho. Combined, the two cities have a population of 50,000. Being situated this way presents some border issues for Asotin County. For the workforce, perhaps the most significant issue is the difference of more than \$2.00 in the state hourly minimum wage. Large national retail chains have located stores in Lewiston to take advantage of the lower labor costs and the more business-favorable tax structure in Idaho.

Traditionally, wood products and paper production have been drivers of the local economy. Tourism waned during the recent recession, but prospects for this industry are looking up as the economy turns around. Historically, cruise ships traveled up the river from Portland and

¹⁵ <http://www.envictus.com/>

adventure seekers ride jet boats into Hells Canyon. Agriculture has improved in the last two years as farmers explore new oilseed crops and continue with traditional grain production. Rail and barge transportation play an important role in moving crops downriver to Portland.

The Small Business Development Center at WSU has been tapped to help local businesses learn better entrepreneurial skills. Economic development strategies include refining cluster thinking so that like businesses can collaborate in the purchase and transport of raw materials, learn lean manufacturing techniques, and reduce the waste stream. Three local boat manufacturers are getting involved in this process.

The port district is working with the city to develop a light industrial park. The port area itself is situated along the river and recreational and retail businesses are locating there, including a winery, brewery and restaurant.

Garfield County

Pomeroy is the single incorporated town in Garfield County, the least populated of the nine within the WDA. The US Forest Service manages part of the Umatilla National Forest from the Pomeroy Ranger District office. The school district and hospital are the two largest employers in town.

Agriculture-related commerce is the backbone of the county's economy, with grain growing, seed production and associated fertilizer and transportation businesses providing the majority of the jobs in the county. Some farmers are taking land formerly held in the Conservation Reserve Program out of the program and back into production. That economy is holding steady and farmers are optimistic. Although crops are affected seasonally by weather or price fluctuations, there will always be a worldwide need for their product. The adjunct of the farming industry is transportation. This is limited to trucks and barges, as the county has no rail system. Truck traffic has increased on Highway 12, which passes through Pomeroy, carrying goods and materials to and from Clarkston to points west. This is indicative of both increased commercial activity in the county and the fact that larger freeways are becoming more crowded and Highway 12 is a good alternative route.

Technological infrastructure is still a challenge for rural Garfield County. The school and hospital help to support a high-speed system within town. In more rural parts of the county satellite service is available, but service is relatively expensive and intermittent.

Wind generation turbines have been installed on the hills of the county. "Renewable Energy Systems (RES) Americas performed the majority of the BOP plant construction on the 343 megawatt Lower Snake River Wind Project. RES Americas developed this project and then sold the development assets to Puget Sound Energy in 2009, at which time PSE assumed the role of owner and developer of the project. RES Americas served as the project's primary construction contractor."¹⁶ Land owners receive rent payments for land on which the turbines are situated.

¹⁶ <http://www.res-americas.com/en/portfolio/wind/constructed/lower-snake-river-wind-project.aspx>

Columbia County

Government is the largest employment sector in the county because a large number of individuals work at the hospital, school districts and US Forest Service. The town of Dayton has been progressive in its economic development activities, most especially wind power generation. Puget Sound Energy and PacifiCorp operate a total of 204 turbines within the county. While the towers reach 351 feet tall and encompass 11,000 acres, the entire project has a footprint of 108 acres.¹⁷ It is estimated that for every eight wind towers in operation, one permanent job is created.

Work continues on Blue Mountain Station. It will be a new eco-friendly industrial park. The endeavor will create a food processing park that will be on the cutting edge of green technology, utilizing water resources, alternative energy, and sustainability practices. The new state of the art building will house businesses that produce artisan, natural and organic food products. Blue Mountain Station will provide a marketing umbrella that with its branding process will promote culinary tourism in the area. The goal is to provide 300 new jobs within the next few years.

Dayton is in need of sewer upgrades, and the Department of Ecology will require that changes be made to allow for further the economic development of the area. Columbia County has a rail spur and a port on the Snake River that allows grain products to be shipped to the Portland market. This link to the global marketplace continues to be of economic importance to the county.

Walla Walla County

The most populous county within the WDA, Walla Walla County has the most diversified economy. Walla Walla managed to hold its own in the recession. Unemployment levels never reached the high percentages that were reached by the state and the nation.

The west end of the county is where heavy industry is located. Meat packing, paper manufacturing and transportation services continue to contribute to the county economy. Fast train service, carrying agricultural freight to the east coast in five days from Washington, Oregon, Idaho and northern California is expanding its capabilities. In addition to the transport of fresh produce such as onions, apples and asparagus, the company has added bonded wine warehouse and freezer warehouse capabilities to its operation, allowing those products to be stored on the premises, ready for shipment.

The Port of Walla Walla owns property in Burbank, where it has embarked on a water development project to ready the property for future industrial-commercial ventures. Two thousand additional acres have been purchased nearby. In addition to its land in the west end of the county, the port owns property within the city and it manages the airport industrial park to the east of town. Numerous tenants conduct business on port property, including such diverse endeavors as wineries, art studios, a bakery, agricultural products, aviation services, warehouses and manufacture of industrial sorting equipment. These companies provide jobs and revenue to varying degrees. The manufacturing cluster plays an important role in the Walla Walla economy. Meat packing, wine making, paper production and irrigation equipment manufacture

¹⁷ Dickenson, Jennie, Port of Columbia, www.portofcolumbia.org. "Harvesting the Wind" PowerPoint presentation for Inland Northwest Partners, November 19, 2008.

are a few examples of the diversity of this sector. A large number of workers are employed with these companies and they all require a measure of workforce training.

The State Penitentiary is a major employer in the county. Previous expansion of the facility increased the need for trained personnel to fill new positions. Walla Walla Community College has offered an IBEST Corrections program that has provided trained workers to fill vacancies with the DOC.

The Port helped secure funding for the addition of a new medium security unit at the Walla Walla State Penitentiary. This was vital to its continued operation as the state was making decisions about reducing the size of some facilities and expanding others. The new funding will stabilize the penitentiary's operation in Walla Walla and will result in the addition of over one hundred new employees.

Healthcare continues to be an important employment sector for Walla Walla. There are two major hospitals there with clinics attached to each. The Veterans Administration (VA) medical center has received funding to build new hospital facilities, the construction of which will secure the VA as a third important regional medical facility. A transformation of the outpatient clinic and a proposed nursing home on the grounds will help to give vitality to the facility and provide the need for more healthcare industry jobs.

The banking and finance cluster is well represented in Walla Walla County. The banks have been strong contributors to community services, businesses and foundations. They also form a strong support for agricultural commerce. There are many opportunities for jobs in this expanding sector.

The K-12 school system is challenged with high drop-out rates. Many students struggle with English language barriers and cultural challenges. School and workforce development entities recognize the importance of keeping students in school as a way to better develop a young workforce and keep young people in the community. In addition to the standard high school there is an alternative school and a home school program.

As it becomes more integrated into the local population, the Hispanic population has become a significant workforce resource. Numbers are still growing, and workers are not restricted to agricultural and seasonal labor. Hispanics are working in all parts of the economy. Workforce development programs will address this issue with Spanish GED programs and post secondary courses such as IBEST at the community college level.

Agriculture rounds out the diversity of the county. Famous for its sweet onions and wine grapes, Walla Walla County also produces asparagus, carrots, potatoes and peas. The county's most important commercial crop is wheat, and the greatest number of acres is dedicated to its production. A commercial apple orchard is one of the largest employers in the county. Up to 1000 workers pick, process and package the product. Other agricultural manufacturing takes place with juice production, vegetable sorting and packing.

An area of concern in Walla Walla County is the growing number of disenfranchised youth. With a high drop-out rate and a growing Hispanic population the area needs additional services of all kinds to capture youth and give them hope for their future. Workforce development youth employment programs are one of many that can provide positive options for school, jobs and

training. More funding should be directed to these types of services, and partnerships with private industry should be encouraged.

Whitman County

Whitman County lies to the north of the Snake River. Agriculture, education and high tech are the three contributors to the county economy. Washington State University is situated in Pullman and increasingly, as a result of the university presence, the tech sector is emerging as a significant third arm of the economic makeup of the county as a whole.

The university is the largest single employer in the county with one third of all jobs. The county has two hospitals which also account for a significant number of employees. Retail and service jobs support the other sectors. Some companies export products worldwide, including large quantities of electronic monitoring equipment and software to hydroelectric facilities. Other companies include one that builds snow plows for the state and another that does aircraft conversions for the agriculture sector. These provide significant revenue to the county and employ a large portion of the workforce. These are good paying manufacturing jobs in growing industries. Industries of this type, as well as Washington State University, require state of the art Internet connectivity and excellent cell service. Both are available in Pullman, Colfax and surrounding areas.

The county is the largest wheat producing county in the nation.¹⁸ In addition to jobs that are directly involved with the planting and harvest of crops, other businesses such as those that sell equipment and chemicals, support the agriculture sector. The Port of Whitman operates ports along the Snake River that can accommodate barges to ship grain to the Portland market. Some rail spurs have remained intact; some are owned by private concerns and others were purchased by the state. A new train loading facility is being developed within the County.

Looking to the future, the port, with WSU and others, has entered into a Washington Innovation Partnership Zone project. “Centered on a theme of clean, energy efficient IT and datacenter technologies, the Pullman Innovation Partnership Zone (IPZ) Clean Technology Center of Excellence serves as a collocation facility for emerging clean technology companies that conduct collaborative research and pilot demonstration projects with universities, national labs and non-profit organizations. The Pullman IPZ is creating a focused clean technology cluster to which related companies and industries will gravitate.”¹⁹

While Whitman County economy has a good supply of higher paying mid-skill jobs, it has a shortage of affordable housing, especially in the Pullman area. The terrain and soil structure make it particularly challenging to build homes, especially at medium to low cost. Median home prices are higher than anywhere else in the WDA, making it difficult for first time home-buyers to purchase.

¹⁸ Washington Wheat Facts. A Publication of the Washington Wheat Commission.
<http://admin.ghost.net/images/E0177801/2008WF4WebSmHomepage.pdf>

¹⁹ Port of Whitman County, Web site: http://www.portwhitman.com/innovation_partnership_zone.php

The Columbia River Counties

Pend Oreille County

Newport is the largest town in Pend Oreille County. One of the larger private companies in town is a manufacturer of components for airplane interiors and their product is shipped worldwide. Other small businesses operate within the county such as one that specializes in the manufacture of pontoons for float planes, one that refurbishes train cars, and another that makes tofu for the retail market. The healthcare sector remains strong. Nurse aide classes are offered to students on a regular basis in Newport, and the hospital will soon be offering a new training program on site. A new healthcare clinic operates on the Kalispel Reservation that employs a doctor, dentist and other professionals. Other employees are on site to operate a fitness center.

Traditionally, Pend Oreille County has been dependent on extractive industries. Timber and mining have been the mainstays of the economy. Vaagen Bros. owns Pend Oreille Valley Fiber in Usk. The Ponderay Newsprint Company is an important larger employer that remains very viable despite the reduced demand from the newspaper industry for paper.

The closure of the Pend Oreille Operations of Teck Cominco zinc and lead mine in the northern county has been significant. Metaline, Metaline Falls and Ione are communities that have been seriously impacted by the closure. This downsizing created setbacks to retail business and caused school enrollments to decline.

The United States Border Patrol is active in northern Pend Oreille County on the Canadian border. Hiring has leveled out commensurate with other occupations in the government sector. Homeland security monies are being spent in the county, with increased surveillance at local sites, including campgrounds, rest stops and rural stores.

The Kalispel Tribe has used revenues from its casino operation in Spokane to build the medical/healthcare/community center on the reservation. It also operates the Kalispel Career Training Center that provides a number of vocational training programs for both youths and adults.

Newport and the county are working hard to build the tourist industry. Events such as the annual Lavender Festival, Bluegrass Festival, Fair and Rodeo are geared to attract visitors. Touting the rural and scenic nature of the area, promotional organizations advertise birding sites, boating, fishing, forest activities, snowmobiling, golfing, performing arts, and in conjunction with Idaho and British Columbia, the International Selkirk Loop.²⁰

Stevens County

Stevens County is the most populous of the four northern counties. The economy is based on forest products, agriculture, manufacturing, tourism, and public services. Timber products have always played a major role, and timber manufacturing methods have progressed very effectively in response to the more limited amount of harvestable acreage that is available. After some shrinkage during the recent recession, light manufacturing, construction, and small businesses

²⁰ Pend Oreille River Tourism Alliance. Web site. <http://www.porta-us.com/index.html>

are slowly picking up. Healthcare remains one of the strongest sectors in terms of retaining and hiring workers.

The southern end of the county continues to grow as Spokane expands outward. The Stevens County community of Suncrest is within ten miles of Spokane city limits. Residents tend to commute to Spokane for work. To accommodate the growing population businesses are moving into the area, including fast food restaurants, a fitness center, health clinic, equipment rental shop, and a large vehicle repair service. In the past the county was primarily rural, dotted with small towns. The suburban growth in the southern end of the county has outpaced other areas. In the recent county election more votes were counted from this end of the county than in Colville and Kettle Falls combined.

Colville is a medical center for three counties. The Providence system has just acquired the Northeast Washington Medical Group which will help to create further efficiencies in the local healthcare system. Northeast TriCounty Health Department, as well as some long-term care facilities are located there. The Providence system also includes St Joseph's Hospital in Chewelah. More than forty physicians practice at local facilities. Healthcare occupations represent a large percentage of the jobs in the county. As the population ages, jobs in this cluster will be profoundly affected.

Light manufacturing is steadily (though slowly) growing since the serious downturn in 2008. Woodstove manufacture, dependent on the housing market, slowed but is now improving. Boat building jobs are increasing again as consumers begin to increase discretionary spending. A company that exports commercial dry cleaning equipment has maintained a steady workforce.

Colville National Forest headquarters is located in Colville, as is the northeast region of the state Department of Natural Resources. It is also the central location for three counties for the Department of Social and Health Services (DSHS), and the Colville WorkSource. With school district workers, US Border Patrol, National Park Service, and county workers added to the mix, government becomes the largest employment sector in the county.

Tourism and recreation activities are an important part of the local economy, capitalizing on the natural beauty of the region. Four-season activities include skiing and snowmobiling, fishing, boating, and hiking. Recreation areas include 49 Degrees North ski hill, Colville National Forest, and Lake Roosevelt National Recreation Area. The Spokane Tribe operates a casino complex in the middle of the county, which includes a fuel stop with a hotel development planned for the future. Retail support, including a Wal-Mart super center that employs more than 200, provide numerous service jobs. The county still attracts retirees and transplants from outside the area.

The Spokane Tribe occupies 157,376 acres of southern Stevens County. In addition to casinos, tribal enterprises include a lumber mill, forest management, fish hatchery and outdoor recreation. As of January 2011, tribal membership was 2708.²¹

The K-12 school districts have experienced recent cutbacks that are now beginning to affect program choices. Elective classes and co-curricular activities such as art, band, sports and career and technical (CTE) classes are becoming less available as enrollment has declined. Educators

²¹ <http://www.spokanetribe.com/reservation>

are exploring new delivery methods including virtual learning and interactive TV (ITV). While these can seem like a threat to the traditional classroom model, educators recognize that if the schools do not rise to the challenge, they may see more drop-outs in the future.

Ferry County

The most remote and least densely populated county of the nine, Ferry County is unique in that almost half of its land belongs to the Colville Confederated Tribes and most of the remainder is federal forest land. Very little is privately held, so the tax base is small. Logging and mining have been the primary industries of the county. Currently the Kinross Corporation is operating a gold mine near the Canadian border and just inside Okanogan County. The ore is trucked to a mill just outside of Republic where the gold is extracted. The mine and milling operation employs over 200 people. These workers are important to the commerce in Republic. The US Border Patrol is another employer in the county. Some home construction has provided work as new homes for these workers were built.

Ferry County Hospital and a nursing facility hire medical personnel. The Curlew Clinic provides medical services for the northern county. On the reservation in Inchelium and in Keller tribal health clinics serve the residents there. Rural healthcare delivery is always a challenge. It is difficult for these small and remote facilities to find qualified personnel.

Agriculture (primarily cattle and feed) plays a small role in Ferry County. This is not a large job producer because typically ranching duties are assumed by family members as farmers age out of the business. Reduction of open range land available to cattle ranchers has also contributed to a downsizing of the ranching industry.

The southern half of the county is part of the reservation of the Colville Confederated Tribes. “Today, over 9,065 descendants of 12 aboriginal tribes of Indians are enrolled in the Confederated Tribes of the Colville Reservation. The Colville Tribal Federal Corporation (CTFC) currently manages 13 enterprises that include gaming, recreation and tourism, retail, construction and wood products. The corporation employs over 800 people. The work force is composed primarily of Colville tribal members and non-tribal members from the communities where the enterprises are located.”²²

Kinross Gold continues to mine in northern Ferry County and employs approximately 200 people. The US Border Patrol is a significant employer due to the fact that the three counties are proximate to the Canadian border. Other areas of economic development focus in Ferry County include: promoting tourism, retaining youth in community after high school, development of alternative energy, keep rural medical facilities vital, develop affordable housing, improve the regional airport facility and promote value-added production of manufactured goods.

Lincoln County

Lincoln County lies south of Stevens and Ferry Counties and south of the Columbia River. This county of wide open spaces is generally considered the second-largest producer of wheat in the United States (following Whitman County). Agriculture is the key economic driver of the county. The businesses that support agriculture, such as fertilizers, chemical applications, and equipment sales hire people, but sometimes have difficulty finding individuals who are the right

²² Ibid.

fit. Training is required to handle chemicals and a good driving record and a commercial driver's license endorsement is a must. The county is experiencing a shift in demographics as more development is occurring at the northern edge of the county along the Columbia River. The growth along Lake Roosevelt has offset some of the decline in farm-related population.

Healthcare continues to be a strong sector in the county. North Basin Medical Clinics in Wilbur and Reardan, are subsidiaries of Lincoln County Hospital District #3, which is the largest employer in the county. Lincoln Hospital maintains its own classroom to provide homecare training so that individuals can attain certification that meets state requirements. In the southern part of the county, the Odessa Memorial Hospital employs approximately 45 healthcare and support staff and is the largest employer in the immediate area.

At the northeastern edge, along Highway 2, the county is experiencing growth due to the westward expansion of Spokane. Commuters live in this area, which is approximately 20 miles from downtown Spokane. In the southeastern corner along I-90, near the town of Sprague the Barr Regional BioIndustrial Plant composts municipal organic waste to turn it into saleable material.

Cattle Producers of Washington (CPoW) is working to form a new producer controlled cooperative association that will provide livestock processing services from a new plant in Odessa. This will provide a number of jobs in the area.

WIA TITLE I-B AND WORKSOURCE SYSTEM ASSURANCES INSTRUCTIONS

This section of the Local Integrated Workforce Plan provides a "check-the-box" table of assurance statements. The table contains the assurance statements and legal reference(s) corresponding to each assurance. Boxes can be electronically populated by double-clicking the check box and selecting "checked" as the default value.

By checking each assurance and signing and dating the certification page at the end of the Local Integrated Workforce Plan, the local board and chief local elected official(s) are certifying that (1) the information provided to the State in the following table is accurate, complete, and meets all legal and guidance requirements and (2) the local area meets all of the legal planning requirements outlined in WIA law and regulations and in corresponding State guidance. By checking each box and signing the certification page, the local board and chief local elected official(s) are also assuring the State that supporting documentation is available for review upon request (e.g., state or federal compliance monitoring visits).

If a local board is unable to provide assurance for a specific requirement, it must promptly notify Randy Bachman in Employment Security Department's WorkSource Standards and Integration Division at rbachman@esd.wa.gov or 360-725-9255 to provide the reason for non-compliance and describe specific actions and timetables for achieving compliance. Identified deficiencies within the assurances may result in additional technical assistance and/or a written corrective action request as part of the State's conditional approval of the Local Integrated Workforce Plan.

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

Planning Process and Public Comment		References
X	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)
X	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)
X	3. The final local plan is available and accessible to the general public.	20 CFR 661.345(b)(1)
X	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
X	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)
X	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
X	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
X	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
X	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)
X	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 no conflict exists with WIA.	WIA Sections 121(d)(2) (A), 123; 20 CFR 662.410; 20 CFR 663.430; 20.CFR 661.310; WIA Policy 3405
X	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

X	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
X	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
X	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
X	15. The local board provides to employers the basic business services outlined in WorkSource System Policy 1014.	WorkSource System Policy 1014
X	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
X	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
X	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
X	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
X	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
X	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
X	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 farmworkers.	WIA Section 167 20 CFR 669.220(a)
X	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
X	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)

X	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
X	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
X	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
X	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
X	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
X	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
X	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
X	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
X	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

X	<p>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.</p>	<p>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</p>
	<p>Performance</p>	<p>References</p>
X	<p>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.</p>	<p>WorkSource System Policy 1017</p>

SECTION V

WDA #: 10

This section of the Local Integrated Workforce Plan is comprised of a form that must be signed by appropriate officials. This form serves as the WDC's certification that it complies with all required components of the Workforce Investment Act Title I-B.

Local Certification

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 Eastern Washington Partnership 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.

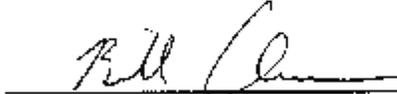
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Chief Local Elected Official

5/23/13

Date



Workforce Development Council Chair

5-23-13

Date

The targets for the performance measures will be included when negotiations are finalized between the WDC and the Workforce Training and Education Coordinating Board.

**Eastern Washington Partnership Core Measure Results
(for the period ending in 2012 for 2010-11 exit cohorts)**

Appendix B

	Employment Rate	Credential Rate	Annualized Earnings
* Apprenticeship	68.8%	56.3%	\$48,458
* Community College Professional Technical	64.1%	67%	\$21,769
* Private Career Schools	54%	87.6%	\$22,565
* WIA Dislocated Worker	57.3%	N-A	\$30,384
* Worker Retraining	69.8%	59.8%	\$25,573
* Adult Basic Education	46.6%	N-A	\$12,919
* Service for the Blind	14.3%	42.9% (Rehabilitation Rate)	N-A
* Vocational Rehabilitation	45.1%	44.2% (Rehabilitation Rate)	\$14,188
* WIA Adult	67.7%	N-A	\$20,073
* WorkFirst	34.4%	N-A	\$11,553
* Secondary Career and Technical Education	78.5% (Enrollment Rate)	N-A	\$12,384
* WIA Youth	65.3% (Placement Rate)	N-A	\$13,018

Public Review and Comment Process

Appendix C

The Workforce Development Council reviewed the initial draft of the plan during its regular meeting on February 28, 2013. It approved the draft for public comment which officially began on March 1, 2013. The plan was posted to the website and e-mailed to known stakeholders.

A request for public comment was published in area newspapers along with the information about how to request or access a copy of the plan.

Numerous meetings were conducted with stakeholders to solicit their input on the plan. This included meetings with staff from the community colleges, community based organizations, the Department of Vocational Rehabilitation, the Department of Social and Health Services, representatives from the K-12 system, the Curlew Job Corps, numerous economic development organizations and port districts, local elected officials, Employment Security, the WDC's Youth Council members and individuals from business and labor. We had no dissenting or adverse comments from anyone during the public comment period.